



# CRISIS-READY WORKPLACES:

## THE HUMAN FACTOR IN BUSINESS CONTINUITY PLANS

Business Continuity Plans (BCP) have traditionally focused on sustaining critical operations and protecting physical assets during disruptions, with the goal of minimising downtime.

However, recent crises, like the COVID-19 Pandemic, have highlighted that the success of any BCP ultimately depends on its people. While robust systems and procedures are essential, it is the human element that determines true organisational resilience — through a workforce that is prepared, supported, and equipped to respond to crises and disasters.

## Strengthen your BCP with these 5 people-centric approaches:



### 1. Employee-oriented Business Continuity

Employees should be at the heart of business continuity planning. This means developing strategies that consider the diverse needs of your workforce, from on-site essential workers to remote staff, as well as those with caregiving responsibilities or health concerns. Plans should support different work arrangements while ensuring operational efficiency and team cohesion.

### 2. Staff Preparedness and Training

Effective crisis response starts with well-prepared staff. Beyond basic emergency protocols, regular crisis simulations like Table-Top Exercises (TTXs) also help build confidence and competence. Cross-training staff in critical functions ensures operational resilience when key personnel are unavailable. Regular drills and updates on emergency procedures, coupled with hands-on experience with digital tools and systems, create a workforce that can respond swiftly and effectively when crises occur, reducing panic and confusion during real crises.

### 3. Communication Protocols

Clear, timely, and effective communication is crucial during crises. Establishing defined channels and chains of command ensure critical information reaches all stakeholders. Develop multi-channel communication strategies that account for potential scenarios, such as power outages and cyber disruptions. Protocols should clearly outline who shares what information, when, and through which channels. This ensures consistency in messaging while being sensitive to cultural or language differences across the workforce.

### 4. Mental Resilience and Team Support

Crisis can take a significant toll on mental health and well-being. Building resilience means providing access to counselling, establishing peer support networks, and training leaders to spot and respond to signs of distress. Regular check-ins, access to mental health resources, and promoting work-life balance help maintain morale and mental well-being during challenging times.

### 5. Building Team Adaptability

The ability to adapt to changing circumstances is vital for today's organisations. This involves forming agile response teams that can pivot strategies as situations evolve, empowering staff to make timely decisions and encouraging innovative problem-solving. Regularly reviewing procedures and fostering a culture that embraces change and continuous learning help ensure teams remain responsive and effective during crises.

**Beyond documenting processes and establishing protocols, organisations must prioritise the human factor in BCP. This involves understanding how people react under pressure, ensuring clear communication, supporting mental well-being, and fostering teams that adapt quickly. A people-centric BCP not only strengthens our response capabilities but also builds a more resilient and confident workforce ready to face future crises.**

## SGSecure@Workplaces Appreciation Lunch



On 13 February 2025, the Ministry of Manpower hosted our 5th SGSecure@Workplaces Appreciation Lunch at Holiday Inn Singapore Atrium. The event brought together our partners and networks who have been instrumental in the programme's development and success. In appreciation for their efforts in steering SGSecure@Workplaces forward, we extended our gratitude over a lunch and networking session.

## SGSecure@Workplaces Webinar



We concluded our FY2024 webinar series with "From Disruption to Resilience: Business Continuity Planning (BCP) for Today's Workplaces", held on 27 February 2025.

Dr Goh Moh Heng, President of the BCM Institute shared insights on the Business Continuity framework, implementation approaches, and why well-thought through BCPs are essential for organisations to strengthen crisis preparedness.

In support of Exercise SG Ready 2025, SLTC Psalm Lew from Nexus, Ministry of Defence, and Mr Howie Lau from the Singapore Institute of Directors also presented resources and support available to help organisations and businesses review and enhance their BCPs, especially for power disruptions and cybersecurity issues.