



Understanding the Sector Impact of COVID-19

Defense, Security, and Justice

As the effects of COVID-19 are felt around the world, Defense, Security, and Justice (DS&J) agencies are working to maintain mission readiness, ensure public safety, and support government-wide efforts. Organisations are focused on delivering innovative solutions to support core response efforts (e.g. deploying Navy hospital ships to augment care services), ensure the safe flow of goods and resources, and provide consistent communication with the public despite disruptions occurring within this dynamically changing environment.

Potential long-term impact on Defense, Security, and Justice agencies

Defense, Security and Justice agencies at all levels (federal/national, state/regional, local/municipal) can expect impacts across key organisational pillars, including:

- Workforce planning: increased focus on enabling remote work and providing scalable, virtual support solutions requiring investments in digital, technology, and cyber services
- Training methods: military and law enforcement training that is conducted in classrooms can pivot to remote methods; however, operational training requires experiential, team-based approaches
- Reprioritizing spending: as government spending shifts toward economic recovery efforts, DS&J organisations may experience decreased budgets requiring them to review investments and operations
- Policy: as organisations reflect on the response to this crisis, focus will shift toward scenario planning and establishing new policies and procedures to increase performance, preparedness, and resiliency

Key questions government executives should be asking

- What additional actions should be taken to protect the safety of our military personnel, law enforcement officers, and civilian workforce?
- How do we maintain our level of operational readiness as resources and personnel become increasingly strained?
- Do we have the necessary infrastructure in place to enable a remote workforce?
- What do we need to put in place to manage crisis and post-crisis communications and activities?
- How do we test for and adapt to gaps and risks in the resilience of our supply chain network?
- How do we understand and forecast for disruptions to long-term military acquisitions?



Practical next steps

DS&J leaders will be defined by what they do along the three dimensions to managing a crisis: Respond, Recover, and Thrive. Some key next steps include:

- Integration and coordination of activities with central response leaders to facilitate implementation and enforcement of guidance to maintain public safety
- Re-prioritising ongoing programs to reallocate personnel and assets to support crisis-response activities
- Leveraging digital and analytics tools to enable continuity of standard operations (e.g. law enforcement chat bots), increasing visibility into response coverage and measures, and improve decision-making

For additional steps that organisations should consider taking, visit www.deloitte.com/covid19-resilient-leadership

Contact:



Beth McGrath
Global Defense, Security, and Justice Leader
+1 571 420 1781
bmcgrath@deloitte.com



Khutso Sekgota
Africa Defense Leader
+27 11 806 5019
ksekgota@deloitte.co.za

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our global network of member firms and related entities in more than 150 countries and territories (collectively, the "Deloitte organization") serves four out of five Fortune Global 500® companies. Learn how Deloitte's approximately 312,000 people make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms or their related entities (collectively, the "Deloitte organization") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2020. For information, contact Deloitte Touche Tohmatsu Limited.