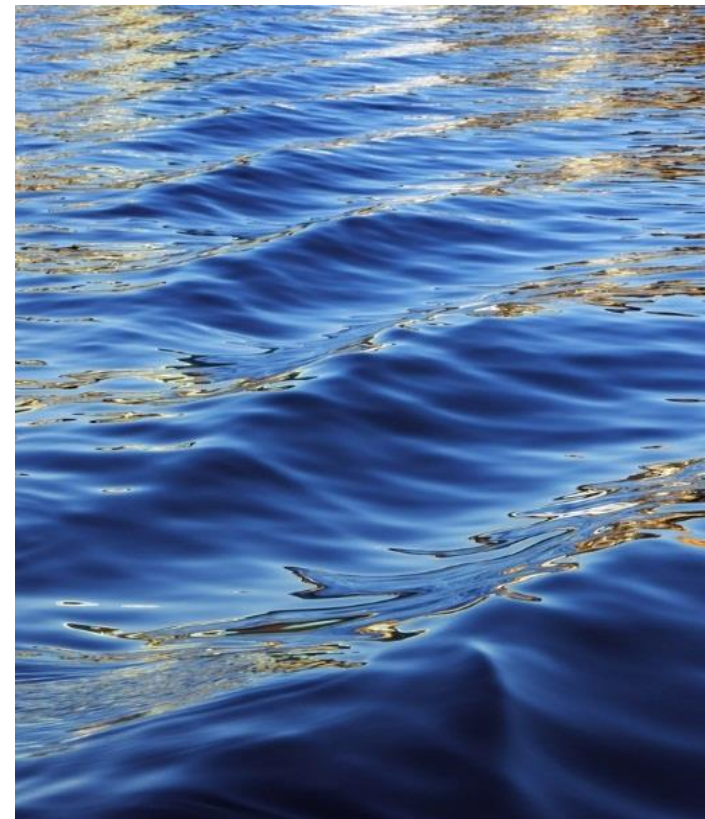




Back to Basics

Business Continuity Planning (BCP) 101



Making BCP simply and easy

- Getting Executives' attention to BCP?
- BCP so hard to do?
- Common sense - right?
- But so complex. Takes so long.
- Is the Plan sitting on shelf?
- Never exercise?
- I may have the answer...



Where do we start?

First, what would you do if it happens tonight?

- ✓ Maybe you will be okay?
- ✓ Managers know their jobs.
- ✓ You have Insurance.
- ✓ Information stored electronically.
- ✓ Staff can work at home.
- ✓ So not a big deal – right?



Making BCM work

What do you do if it happens tonight?

- This **MUST** become your mantra.
- No excuses.
- Got a plan I am okay.
- It is not **IF** but **WHEN**.
- “This has never happened to us”.
- “Can we afford this to happen to us even just once?”
- “We didn’t anticipate this?”
- How will you fair with social media?



So would you survive if it happened tonight?

What has not worked well?

- Got a plan so Executives tell you you're done.
- Tick box on the Audit.
- So many templates out there.
- Standards and more Standards.
- Have we confused you?
- Yes we have but not intentionally.
- Then you have the consultants.
- Does this sound familiar?

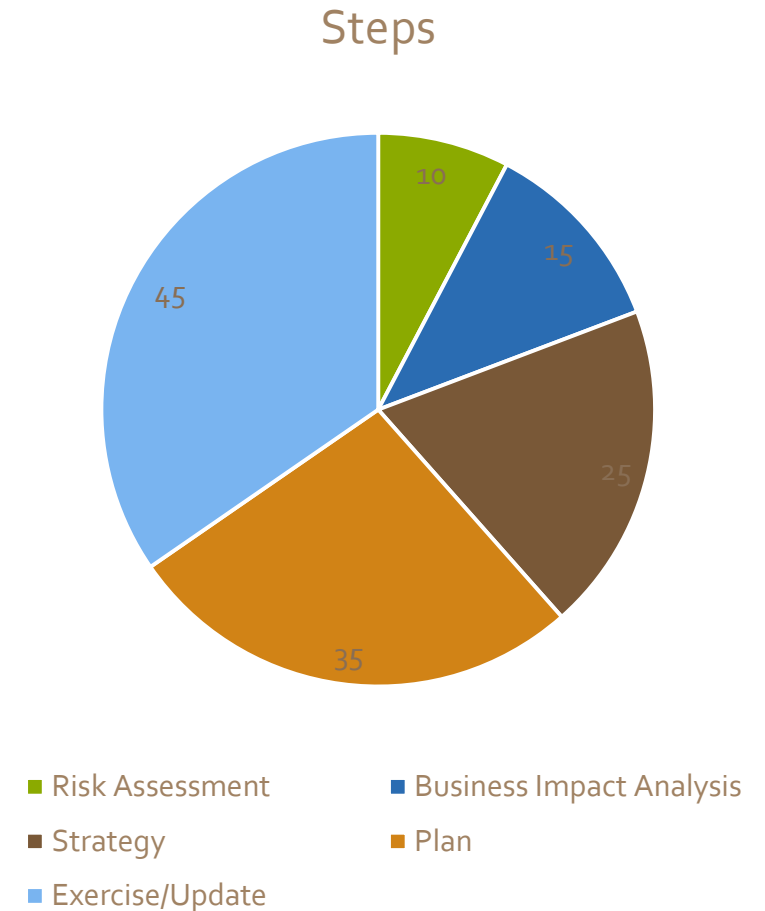


What should we do?

Consider this....

- What could go wrong?
- What does that mean to your organization?
- What should we do about it?
- How would we do it?
- Can we prove it?

It is as simple as that



How do we approach this?

- Forget what you have been told.
- Stop doing what you are doing if it's not working.
- Think where you want to end up.
- Think what you already know and what you do.
- Then put in place something that helps you, will be used, and works.
- Very few plans do any of this!!



PLAIN ENGLISH PLEASE

HRVA MTPD MAO ROL
RPO RA BCM
CMT RTO ECC
BCP MOD CC MTD
BIA EOC BRC
DRP

Business Continuity is not complicated

1. Kick off
2. What's your business impacts?
3. How will you communicate?
4. Who should be involved?
5. What your workforce continuity plan?
6. What do you need to operate?
7. Where can you work?
8. Document results
9. Practice, Practice and more Practice
10. Then what???



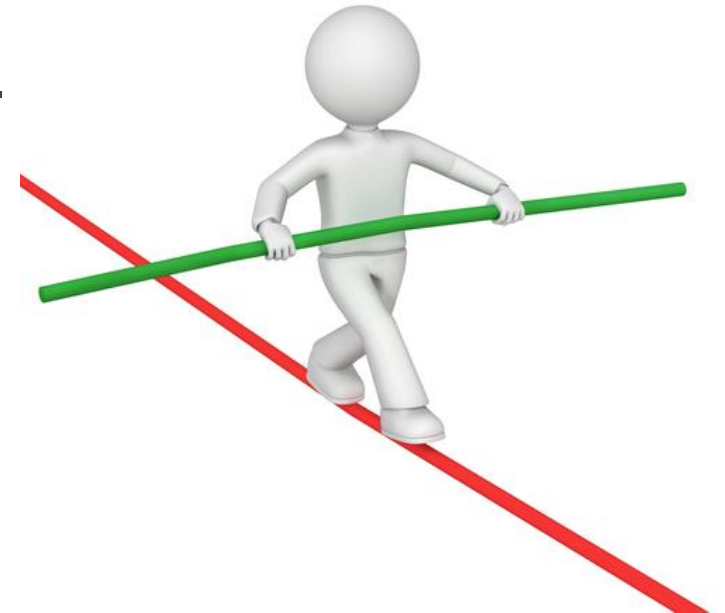
1. Kick Off Session

- Sell the working session concept.
- Establish a working group.
- Get commitment.
- That's not asking much.
 - 30 to 35 hours over 5 to 6 months
- Set the schedule early.
- Get backups for working group members.
- Hold kick off session.
- Walk through the approach.
- Gain commitment to proposed schedule.



2. Understand your business and what threatens it

- Conduct a risk walk and think like a bad guy.
- Check with local authorities on potential threats.
- Obtain historical reports on claims from insurance provider.
- Focus on the consequences, what have you done.
- Understand where you have gaps and vulnerabilities.



2. Understand your business and what threatens it

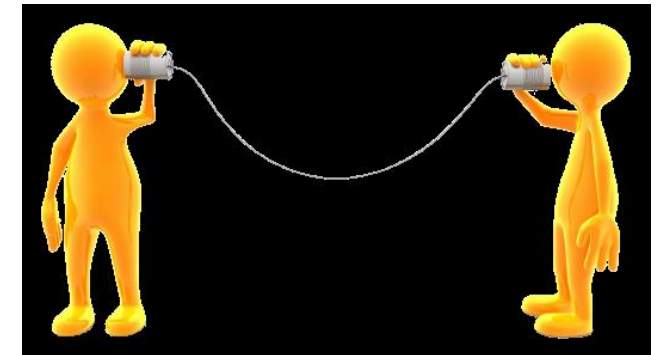
- So what and who cares?
- Who would feel the pain and when?
- How reliance on technology & systems?
- Select your “measures”.
- Select your levels of pain (internal vs global).
- Select worst time to happen.
- Think the most likely scenario not worst case.
- Ask the questions, analyse it, challenge it, then check with the bosses.
- Most likely the bosses know but ask them what keeps them awake!!

Disruption Risk Scales

Category	Negligible	Minor	Moderate	Major	Severe
Financial	Potential loss of < \$10,000	Potential financial loss of \$10,000-\$50,000	Potential financial loss of \$50,000-\$200,000	Potential financial loss of \$200,000-\$500,000	Potential financial loss of \$500,000 +
Human	Potential for minor injury requiring first aid treatment	Potential for injury or illness resulting in medical attention and several days off work	Potential for injury or illness resulting in short-term hospitalisation	Potential serious long-term injury	Potential for death, permanent disability or ill-health
Legal/ Compliance	Minor internal dispute that can be remedied without external intervention	Potential for compliance, contractual or regulatory breaches with external implications	Confirmed compliance, contractual or regulatory breaches. Specific activities required to remedy situation	Significant penalties and/or costs to remedy legal and/or compliance breaches	Severe penalties to company and/or staff
Operational	No noticeable impact on operational functions	Short-term disruption to operational functions	Significant disruption to operational functions	Extended disruption to operational functions	Collapse of operational functions
	No noticeable impact on supply chain	Short-term disruption to supply chain	Significant delays to supply chain	Extended delays to supply chain	Total supply chain failure
	Minimal change to work conditions	Short-term increase in working hours	Sustained deterioration in working conditions	Long-term deterioration in working conditions resulting in increased sick leave and potential resignations	Unacceptable working conditions resulting in workplace injuries/illness and resignations
Reputational	Adverse impact that can be remedied immediately	Adverse impact that is short term and reversible at minimal cost	Adverse impact with potential for significant damage	Impacts requiring long term remedial attention	Irreversible damage to brand and reputation
Strategic/ Market	Localised concern – no impact on long term viability	Detrimental to short-term profitability and/or strategic direction	Detrimental to mid-term profitability and/or strategic direction	Significant long-term impacts. Will require change strategic direction and objectives	Business viability in question

3. How would you communicate with your staff and key stakeholders

- Determine points of detection.
 - During business hours
 - Outside business hours
- Determine who needs to be contacted immediately.
- Consider different ways to communicate.
 - Public & Customer toll free lines
 - Company website
 - Special messaging to staff and key stakeholders
 - Establish Staff Emergency Line
 - Setup emergency conference bridge for management call in
 - Transfer calls from critical lines to backup site
- Discuss Maintenance of Contact Lists.



4. Who should be involved

Based on how disruptive events are detected, escalated and dealt with:

- Define and assign a team for initial response.
- Your working group becomes the continuity management team.
- Choose a leader (a decision maker) who have a vested interest in operations.
- Define and assign a team to deal with site salvage and restoration process.
- Don't forget backups.



5. What is your plan for continuity of your workforce

- Determine critical positions.
- Identify primary and alternates.
- Determine whether they can work remotely.
- Determine if they have a PC/laptop at home.
- When would they be required.
- Do they have special skills?
- Assign non critical staff support plans (e.g. site recovery).
- Document results.

CRITICAL STAFFING PLAN										
The following lists the critical positions or roles to support these critical activities. Identify the primary and secondary staff assigned to these positions/roles. Determine when they are required for continuity of operations as well as any special skillset. Describe alternate arrangements or process to ensure critical staff are available.										
Critical Position/Role	Primary Assignment	Access to Home PC	Remote Access	Secondary Assignment	Access to Home PC	Remote Access	When Required	Skillsets Required	Alternate Arrangements	Special Instructions / Procedures

6. What is the minimum resource you need to continue to operate

- Create simply worksheets
 - Assume the obvious stuff
 - Who can work from home?
 - Who needs office space?
 - Are there any unique requirements?
 - What about those third party vendors?
 - When do you need this stuff?
 - Should you get it now or can you get it later?
 - Talk to your key dependencies.
- Document results.

BIA Process Part #2: DETAILED RESOURCE REQUIREMENTS - Worksheet #2	
The objective of the Resource Requirements assessment is to identify the minimum resources need for the minimum process after a disaster.	
The assessment will provide all the information about what resources would be needed and what order to allow the minimal level of service eventually expanding to the rebuilding of the business process at a new location/new facility.	
Here is an overview of the type of information that will be collected in the following worksheets.	
List the resources and the contact details of personnel required to perform the critical business process. The resource requirements categories are listed below and are followed by the applicable data collection forms:	
> Critical Staffing Plan	
> Internal and external dependencies (Business Partners)	
> Business Applications and Software	
What is the maximum amount of time these support systems could be unavailable before their loss would have a negative impact on the organization?	
> Equipment	
> Forms and Supplies	
> Vital Records and Documentation	
> Data Communications	
> Voice Communications	
> Other _____	
After the resources and dependencies have been identified, the following information will be collected:	
> Workplace Recovery Expectations	
> Contingency Strategies	
> Recovery Planning Strategies	
Please fill in the following worksheets beginning with "Personnel Details".	
Please proceed to the worksheet entitled "Personnel Details".	

7. Where can you work in the short term and how about long term

Using the worksheets on resource requirements:

- Have staff working remotely on regular basis.
- Disperse staff if feasible.
- Assign less critical staff to other duties.
- Investigate office leasing options.
- Consider nearby hotels for meeting rooms.
- Roll up workplace requirements for long term relocation options.



8. Create take away packages (KISS principle)

- 1 pager two sided for immediate steps:
 - What to do when you are at work
 - What to do when you are not at work
- Step by step plan for each business unit.
- Checklist for your Executive team.
- Provide recovery objectives and strategies to your IT, HR and Facilities reps.
- Checklist for the following support teams:
 - Human Resources
 - IT , Facilities
 - Site Damage Assessment and Recovery
- Make sure your plans are accessible and remember to use plain English.



Business Continuity Plan *Lite*

1. What to do when a major disruption occurs
2. What is the process to contact and who to call?
3. What are your critical activities to continue?
4. What staff are available to assist?
5. Where to go if your workplace is inaccessible?
6. What do you need at the alternate workplace?
7. Who to contact internally to help?
8. Who to contact externally you depend on?
9. What to do if technology is unavailable?
10. What to do if communications are unavailable?

C H E C K L I S T	1. What to do when a major disruption occurs
	2. What is process to contact and who to call?
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	5. Where to go if your workplace is inaccessible?
	6. What do you need at the alternate workplace?
	7. Who to contact internally for help?
	8. Who to contact externally you depend on?
	9. What to do if technology is unavailable?
	10. What to do if communications are unavailable?
	11. What to do if vital records are inaccessible?
	12. What to do if key resources are unavailable?
	13. What is the department's continuity strategy?
	14. What else do you need?
	15. What to do at the damaged site?

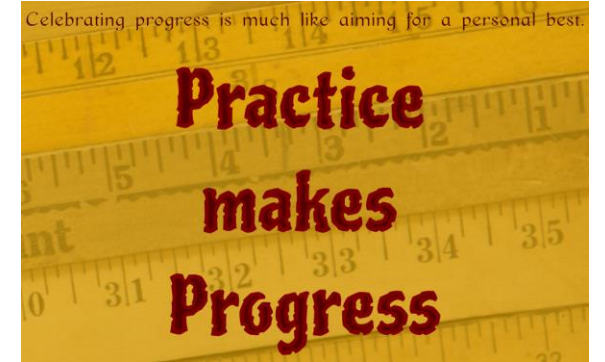
Business Continuity Plan *Lite*

- 11. What to do if vital records are inaccessible?
- 12. What to do if key resources are unavailable?
- 13. What is the department's continuity strategy?
- 14. What else do you need?
- 15. What to do at the damaged site?

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	14. What else do you need?
	15. What to do at the damaged site?

9. Practice, Practice and more Practice

- To be honest this is only thing that matters.
- Keep it real!
- Keep it relevant!
- Keep it simple!
- Do it more frequently over shorter times.
- People will remember it.
- Get someone to capture salient points.
- Follow up after the exercise.
- Keep it fresh! Keep doing it!



10. Then what???

- You need:
 - Structure
 - Information
 - Guidelines
 - Checklists
- Add common sense and people knowing their jobs.
- You have all the forethought you need.
- Do it again! But wait... what if we



Take a risk and start off with an exercise

- Maybe a half day workshop.
- A simple scenario.
- With the right people.
- Open and honest discussion.
- Simple solutions agreed.
- Gather people together.
- Tell them “I don’t know is a great reply”.
- Ask them to say what they would do, what they would want to do, and most importantly what they currently can’t do.
- Capture the gaps and document the results.



What results...

- With a simple scenario, you can determine an approach to manage a crisis.
- With people hurt or unavailable, IT non operational, the building impacted, you create a basic support plans.
- With the business impact, you complete a simple impact analysis and prioritization.
- With recovery needed, you identify potential strategies.
- So in 3 hours, you have BC Plan Lite – not so pretty but a good start to having a plan.
- Then introduce the 10 working sessions approach.



Summary

- Business continuity does not have to be a theoretical exercise, it can be practical but it needs solutions.
 - It is not limited in scope but must cover anything that could stop you from continuing to operate.
 - You must make your voice heard, be more linked to risk management if you can, make friends in high places, and run the scenarios no one likes.
-
- Because it WILL happen *maybe* tonight...



Benini Consulting

Lisa Benini, MBCP, AFBCI, CRM,
ISO 22301 Implementer
(250) 813-2435
Ltbenini@gmail.com

