

A close-up photograph of a hand with a yellow-gloved finger pointing towards a globe. The globe is partially visible on the left side of the frame, showing the outline of continents. The background is a soft, out-of-focus light blue and white.

# **Do More With Less**

## **Project Management To The Rescue**

**ACP Orange County Chapter**  
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# Agenda



- How Did We Get Here?
- Doing More With Less Is An Opportunity To....
- Overview of Business Continuity Management Program Maintenance and New Direction
- Department Productivity Analysis
- Project Management To The Rescue
- Questions and Answers



# How Did We Get Here?

						
1969 • Project Management Institute Founded	1970 • Project #1 – “Enter Private School”	1986 • Project #2 – Restructure Nursing Staffing Office	1987 • PMBOK Standard Was Published	1988 • DRI Was Founded	1989 • Completed Course	2002 • CBCP



## Doing More With Less Is An Opportunity...



- To Look At My Current Processes And See If They Are Required Or “We’ve Always Done It This Way”
- To Look For Volunteers Outside Of My Department That’s Looking For A Career Change
- To Dust Off Skills That I Haven’t Used In Years
- To Use My Creative Side And Think Outside The Box
- To Take Me Out Of My Comfort Zone



# Overview Of BCM Maintenance

- **1 Full Time Director**
- **8 Business Units**
  - 56 Business Continuity Plans
  - 64 Application Disaster Recovery Plans
  - 1 Engineering Plan
  - 4 Infrastructure Resiliency Plans
- **Implemented LDPRS and NotiFind**
  - 2011 Trained 122 Plan Builders and Plan Owners
- **Security Operations**
  - Crisis Management Program
- **Environmental Health and Safety**
  - Emergency Response Program

# Overview Of BCM New Direction



- **New Projects**

- Implementation of Web Based BCM Training (6 Months)
- 26 International Plans (12 Month Project)
- 2 Information Technology Plans (4 Month Project)
- 1 Business Unit Restructure (18 Month Project)
- Network Upgrade (8 Month Project)

# Department Productivity Analysis



- **Scheduled BCM Program Maintenance Activities**
  - **Estimated Hours: 1550**
- **Operational Exercises and Sarbanes Oxley Backup Restore Testing**
  - **Estimated Hours: 210**
- **New Projects Start Dates Are Concurrent**
  - **Estimated Hours: 1810**
- **Ongoing BCM Training**
  - **Estimated Hours: 100**
- **Unscheduled Incident**
  - **Estimated Hours: ?**



# Department Productivity Analysis



- **Action Plan To Do More With Less:**
  - Productivity Study
    - **5 Days**
  - Cut And Streamline Processes
    - **10 Days**
  - Approval And Implementation Of Changes
    - **20 Days**
  - Identify Potential Resources:
    - **Intern Program**
    - **Resource From Other Business Units**

# Department Productivity Analysis



## Work Productivity Scorecard

Work Productivity. Staff Mission Statement: The goal of your company's staff should be a singular product that everyone can work towards on an equal basis, in order to efficiently, and productively manage internal affairs so that the best possible outcome is consistently achieved.

### Perspective Performance

Unplanned Incidents	41.67%
Plan Development	78.88%
Plan Maintenance	83.33%
Plan Exercises	54.21%
<b>Total Performance</b>	<b>64.52%</b>

### Help

- You can change the values in "weight" column, the value must be between 0 and 10;
- "10" value means that the perspective or goal is the most valuable
- You can change the values in "Performance" column;

### Strategy tree and scorecard details:

Perspective	Goal	Weight (x of 10)	Description	Performance (%)	Target Values	Max Performance	Real Performance
Unplanned Incidents		10		41.67%			
	Business	6	Business Impacted by incident	60	150 US\$	0.6	0.24
	Impacts	4	Type of impact and teams activated	2	5 hours per employ	0.4	0.16
	Estimated Time	2	Estimated time to address incident	4	8 hours per week	0.2	0.1
	Total Performance in group			<b>Unplanned Incidents</b>	<b>41.67%</b>		1.2
Plan Development		10		78.88%			
	Kick off Meeting	8	1 hour meeting w with Executive Management	80%	85%	0.8	0.7629412
	Weekly Meeting	7	Weekly meetings with Plan Builders	60%	80%	0.7	0.35
	LDRPS Training	9	Plan Owner and Plan Builder Training	3	1 hours	0.9	0.45
	Build Plan	9	Plan Development	90%	80%	0.9	1.05
Total Performance in group			<b>Plan Development</b>	<b>78.88%</b>		3.3	2.6029412
Plan Maintenance		10		83.33%			
	Email Notification	10	Reminder to review and update plan	2	2 hours	1	1
	Publish Plan	10	Print Plan	70%	85%	1	0.6666667
Total Performance in group			<b>Plan Maintenance</b>	<b>83.33%</b>		2	1.6666667
Plan Exercises		10		54.21%			
	Training/Plan Walk Through	8	Training and Plan Walkthrough	3	1 weeks	0.8	0.5714286
	Table Top	8	1.5 hours Roundtable simulated exercise	4	8 hours	0.8	0.2666667
	Operational	10	Falover to DR site	40%	70%	1	0.5714286
Total Performance in group			<b>Plan Exercises</b>	<b>54.21%</b>		2.6	1.4085238
<b>Total Performance in Work Productivity Scorecard</b>				<b>64.52%</b>			



# Project Management To The Rescue

- **Project Management Tools:**
  - **Use Project Charter**
    - Identify And Agree On Scope, Objectives, Resources, Start And End Date

Task #	Task	# of Days	Start Date	Finish Date	Assigned To
1	SOX - BACKUP RESTORE TESTING				
1a	Conduct SOX Testing Kick Off Meeting				
1b	Prepare and Distribute Minutes				
1c	Prepare and Distribute SOX Testing Project Plan				
1d	Open Change Control Ticket				
2	Identify Scope				
2a	Database Backup Restore				
2b	Data restore criteria				
2c	SOX Documentation				
3	Identify Resources				
3a	Operations				
3b	Database				
3c	Business Application				
4	Validate Hardware Location/Name				
4a	Servers				
4b	Storage				
5	Application Teams Preparation				
5a	Verify that the resources for the Application Data Tables and -NAME OF PLAN- Tables selected as test targets in production and the test environment				
5b	Application Tables and -NAME OF PLAN- Tables Selected ->need to identify and document				
5c	Go No Backups over Test				
5d	Notification to Data Operators to not run the Nightly Backup job and to call after batch processing for Friday Night is complete				
5e	Call for batch processing for Friday night is complete				
5f	Verify that batch processing for Friday night completed successfully				
6	-NAME OF PLAN- <Insert Date>				
6a	Setup server ->Insert Name- in the AM				
6b	Document Database Restore Job Begins				
7	-NAME OF PLAN- <Insert Date>				
7a	Setup server ->Insert Name- in the AM				
7b	Database Team to validate				
7c	Notify Application Team (To: Insert Name) when server is ready				
7d	Provide entry instructions to application team in order to begin the attached ->Insert Date-				
8	Data Restore Validation				
8a	Execute the XXXX scripts in -NAME OF PLAN- production environment				
8b	Record the results from the scripts above				
8c	Call Data Operations to force start the Nightly Backup job				
8d	After the job completes verify that XXXX database is up and running				
8e	Execute the attached XXX scripts in -NAME OF PLAN-				
8f	Record the attached results from the scripts above				
8g	Compare the results between production and the test/qa test environment				
8h	Notify ES via email when completed. (To: Insert Name)				
8i	Verify Production and Restore environments have been restored				
8j	Forward documentation to Disaster Recovery Team				
9	Test Wrap Up				
9a	SOX Documentation				
9b	Prepare Executive Summary Report				
9c	Attach documentation				
9d	Distribute Executive Summary Report and attachments				





# **QUESTIONS AND ANSWERS**