

ACP Orange County
Spring Conference 2010

Business Continuity Planning

FROM GROUND ZERO

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“GROUND ZERO”

- Minimal or no developed program. (Probably a smaller organization)
- Minimal or no knowledge in the organization
- You have minimal or no BC experience

“We need a business continuity plan. Would you please look into it?”
(Otherwise known as becoming the “stuckee”)

Where can you go and where do you start?

“Begin with the end in mind”

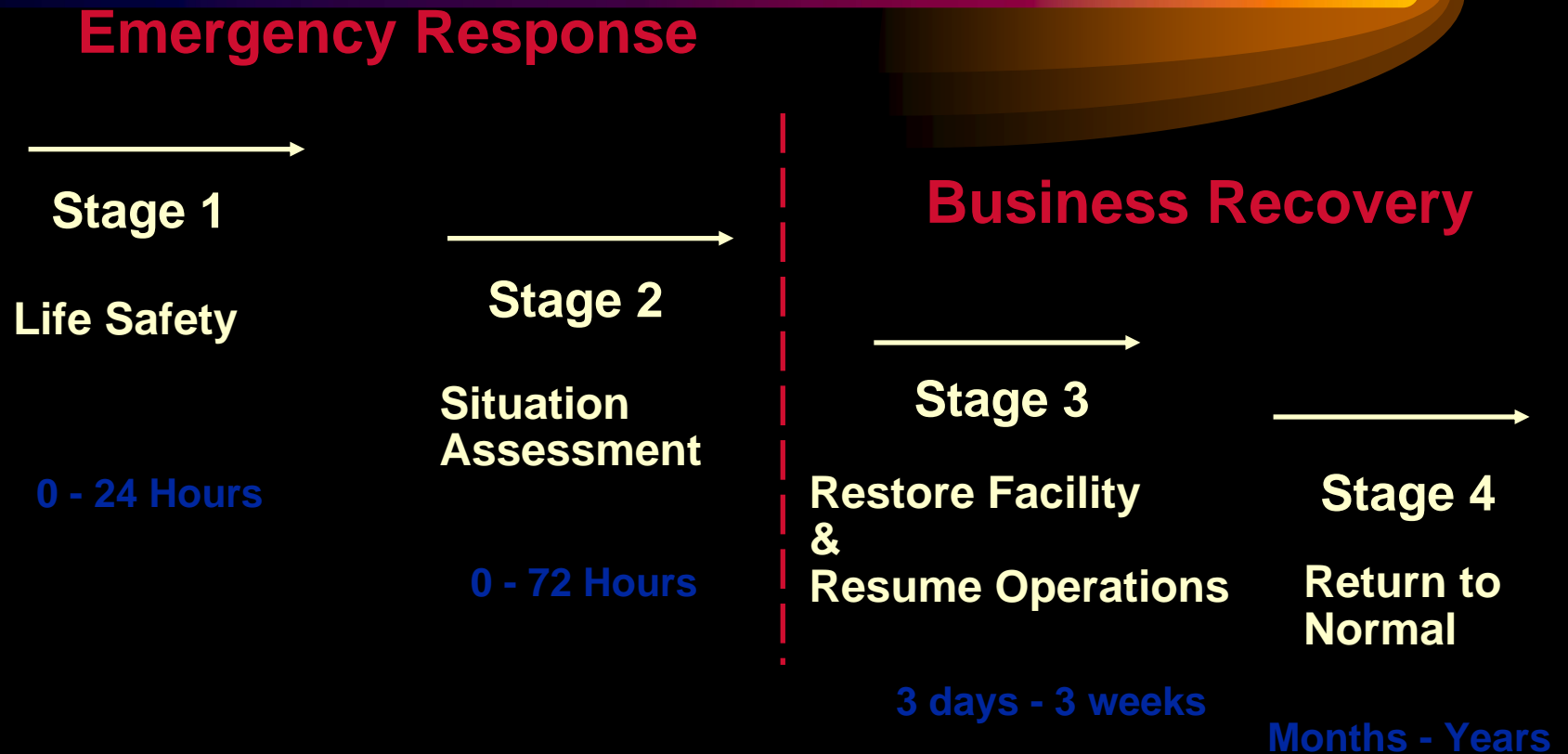
-Stephan Covey, 7 Habits of Highly Effective People

BCP MISSION

Before a crisis event significantly disrupts our business operations,
Business Continuity plans for:

- Protection of the lives and safety of employees and visitors
- Safeguarding and restoration of company assets, including damage assessment, salvage, and recovery
- Continued operation of critical functions of the organization
- Protection and restoration of our reputation and confidence in the organization, as perceived by customers, vendors, business partners, shareholders, investment community, media, and the public

Disaster Response Stages



1. Emergency Response

OSHA – 50+ employees: Emergency Action Plan

- Emergency Evacuation Plan
 - Routes, diagrams
 - Assembly points
- Phone numbers – fire, police, internal hotline
- Internal & External Communications
 - Call tree – critical staff
 - Organization phone directory
 - Kept off-site
 - Regularly maintained

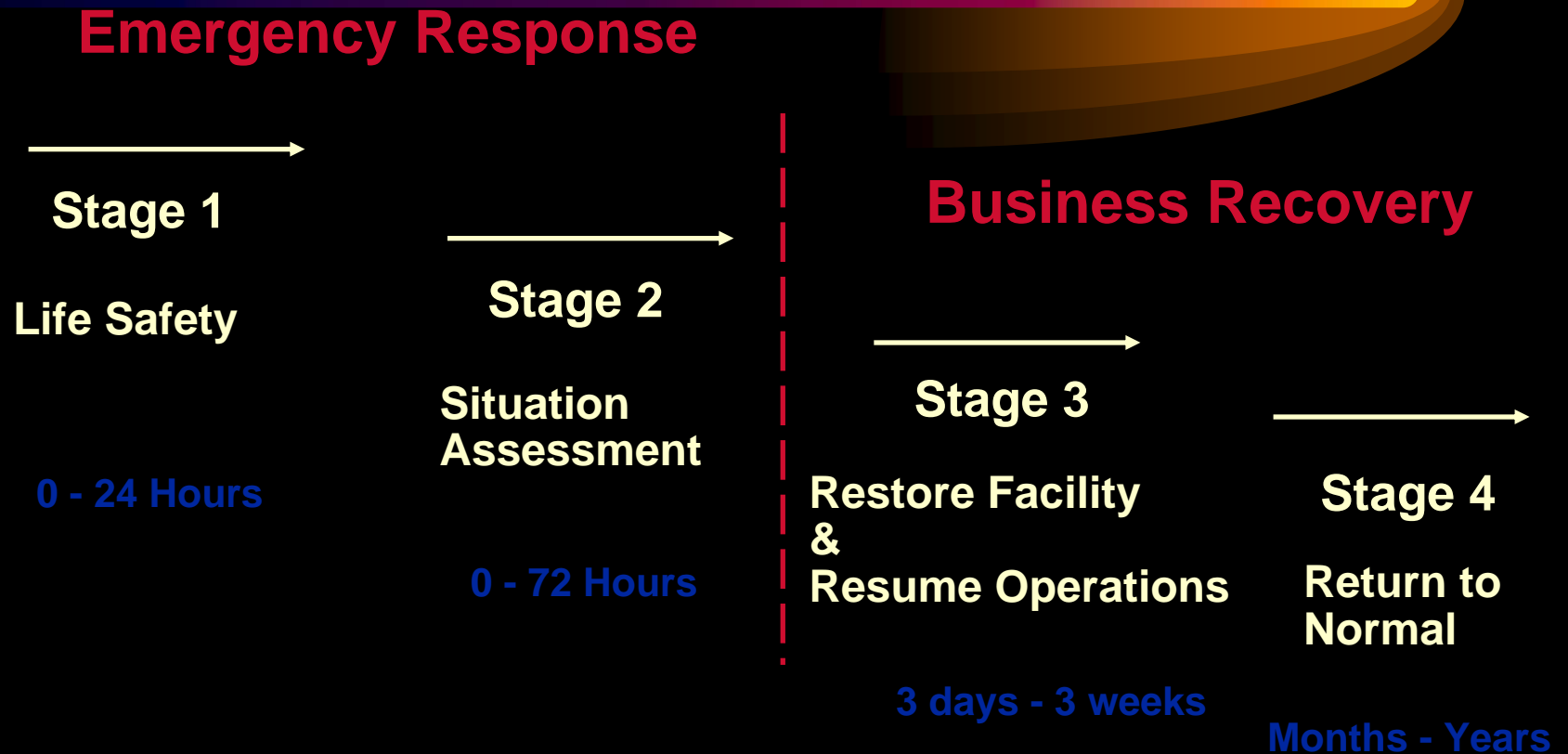
Sample Emergency Procedures Sample Call Trees

Other Emergency Policies

- Emergency Pay
- Emergency Leave
- Family Care
- Emergency Purchasing
- Emergency Assistance

Salvage & Restoration Contacts

Disaster Response Stages



2. Business Recovery

Mission:

“Continued operation of critical functions of the organization”

WHAT ARE THEY?

Two approaches to determine:

- *Business Impact Analysis (BIA)*
- *Executive pronouncement**

* START HERE

Business Impact Analysis (BIA)

- Estimate the Impacts to be Experienced Due to a Disruption to Each Core Business Process
- Identify Critical Business Processes
 - Not all are critical following a disaster
 - Need to identify those that directly or indirectly impact the survivability and mission of the business
- Define Recovery Thresholds (Recovery Time Objectives)

Critical Processes

Process	RTO	Priority Seq.	Responsibility	
			Primary	Alternate
Security	X	X	X	X
Management and Support	X	X	X	X
Maintenance	X	X	X	X
Admin	X	X	X	X
HR	X	X	X	X
Put Away	X	X	X	X
Replenishment	X	X	X	X
Shipping Billing	X	X	X	X
Shipping Full Case	X	X	X	X
Shipping LTL	X	X	X	X
Shipping Repack	X	X	X	X
ISC	X	X	X	X
Receiving	X	X	X	X
Returns	X	X	X	X

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Risk Assessment - Threats

NATURAL

Hurricanes	Tornadoes	Volcanoes	Landslides
Floods	Wildfires	Earthquake	Urban Fires
High Winds	Snow/Ice Storms	Tidal Flooding	Heat/Hot Weather
Agricultural Drought Water/Rain Damage	Temperature/Humidity	Tsunami/Tidal Wave	Thunderstorm/Lightning
Cold Weather	Dust Storms	Tsunamis	Global Warming

HUMAN

Errors/Omissions	Bombing	Bomb Threat	Fraud
Arson	Labor Strike/Dispute	Epidemic	Hackers
Riot/Civil Disorder	Theft/Vandalism	Hostage/Terrorism	Asset Seizure
Computer Viruses	Supplier Failure	Software Problems	Inadequate Training
Plague/Pestilence	Kidnapping/Blackmail	Staff Shortages	Police Action
Industrial Accident	Espionage	Pollution	Blackouts/Brownouts
Embezzlement	Mis-management	Nuclear Attack	Postal Strikes

TECHNOLOGICAL

Aircraft Crash	Explosion	Equipment Failure	War/Political Unrest
Fire	Nuclear Disaster	Water/Plumbing	Radar
Telecommunications	Power	Toxic Contamination	Airborne Projectiles
Hazmat spills	Cyber attack	Internal sabotage	Network failure

Focus on Effects versus Causes



- For BC Planning: Focus on EFFECTS
 1. STAFF DENIAL
 2. FACILITY DENIAL
 3. IT INFRASTRUCTURE DENIAL (systems, data, networks)
- For mitigation, prevention, and testing: Focus on threats, causes and risk factors – traditional approach

Business Recovery Plans

- A. Activation Criteria and Authority
- B. Communications (from Emergency Response plans)
- C. Critical Processes and Tasks
- D. Critical Resources

Critical Processes

Process	RTO	Priority Seq.	Responsibility	
			Primary	Alternate
Security	X	X	X	X
Management and Support	X	X	X	X
Maintenance	X	X	X	X
Admin	X	X	X	X
HR	X	X	X	X
Put Away	X	X	X	X
Replenishment	X	X	X	X
Shipping Billing	X	X	X	X
Shipping Full Case	X	X	X	X
Shipping LTL	X	X	X	X
Shipping Repack	X	X	X	X
ISC	X	X	X	X
Receiving	X	X	X	X
Returns	X	X	X	X

Tasks Per Process by Denial Scenario

Facility Denial Task List

<u>Tasks Per Process</u>	<u>Reference</u>	<u>Responsibility</u>
[PROCESS #1]	(Where documented)	Who?
•		
•		
•		
[PROCESS #2]		
•		
•		
•		

Resources by Denial Scenario (Staff, Facility, Technology)

- Staff
- Supplies
- Computer hardware, software
- Workstations (Phones, PC's, etc.)
- Office equipment
 - Fax machines, printers, copiers, etc.
- Networks
- Specific equipment
 - manufacturing eqpt., barcode scanners, packing eqpt., testing eqpt., etc.

3. Alternate Location Plans

- Another company location
- Arrangements with a neighbor
- Contracted Space
- Include
 - Location, directions
 - After hours instructions
 - Layout of space
 - Infrastructure, supplies, and equipment provided

BC Planning Summary

START WITH YOU MISSION

1. Emergency Response

- Communications info / call trees
- Emergency action plans (evacuation, assembly, first aid)
- Emergency policies
- Salvage and restoration contacts

2. Business Recovery

- Activation criteria and authority
- Communications info (staff listing) - maintained
- Critical processes and task
 - Effects – staff, facility, technology infrastructure
 - BIA / Executive pronouncement

3. Alternate Location(s)

Important Caveats

- **Start simply and build**
Business Continuity is a process, not a project. Doing something (anything) is better than nothing
- **Use common tools**
MS Word, Excel, etc., single instance on-line if possible (SharePoint)
- **Have those responsible for the business processes write the plans – NOT YOU!**
They have to own it and execute it when the alarms go off

“The plan is nothing, the planning is everything “
– Dwight D. Eisenhower

Resources

- Disaster Recovery Journal – drj.com
- Continuity Insights – continuityinsights.com
- Contingency Planning & Management – contingencyplanning.com

- *SBA small business plan*

http://www.sba.gov/idc/groups/public/documents/sba_homepage/serv_disprep_planningguide.pdf

- Small business plan

<http://www.ibhs.org/docs/openforbusiness.pdf>

QUESTIONS?

