

Continuity of Operations and Business Continuity Planning

Center for Preparedness & Emergency
Response Solutions

DR vs BC vs ERP



rocket

@tweetsbyrocket

shawn: [yawns] I'm tired

shaun: [yauns] me too

sean: [yeans] and me

Disaster Recovery

- The Information Technology side of Business Continuity
- Specialized planning

Business Continuity

- Organizational priorities
- Recovery Time Objectives

ERP

- Can be a component of BC in business, but separate for response agencies



Purpose of BCP / COOP

Reduce the consequences of a disaster to “management approved service levels”

Define the high impact areas of the organization

- Involve all business units and/or functions
- Assess all aspects of the organization





Objectives of a Business Impact Analysis

Identify

- Essential business functions and operations
- Qualitative or operational exposure and impacts

Determine when exposures and impacts begin

Determine resources needed to continue operations

- Technology (Computers? Scanners? VOIP?)
- Personnel (Who? How many?)
- Infrastructure (Power? Water? Roads?)
- Vendor support (Supplies?)



Objectives of a BIA – part 2

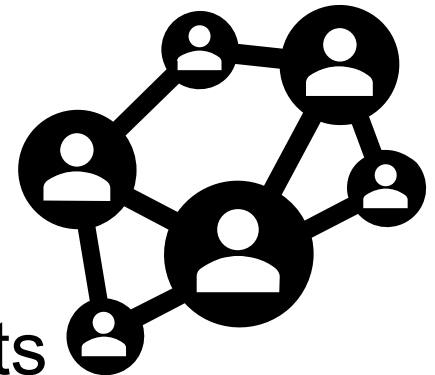
Assess impact of disruption over time

Determine time criticality of

- Business functions & processes
- Departments
- Work areas as compared to the total organization

Identify interdependencies

Identify legal and regulatory requirements





Risk vs. Threat

Threat

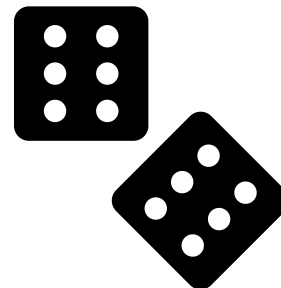
A hazard or potential source of harm or injury (e.g., Anhydrous tank)

It may also be the actual harm or injury (inhalation or chemical burn)



Risk

The probability that a threat will be experienced



Possible Actions for a Business Interruption



1. Do Nothing
2. Service Degradation
3. Suspension of processes
4. Manual Service
5. Reciprocal Agreements



What do you need to start?



Planning Lead

Identify a planning lead

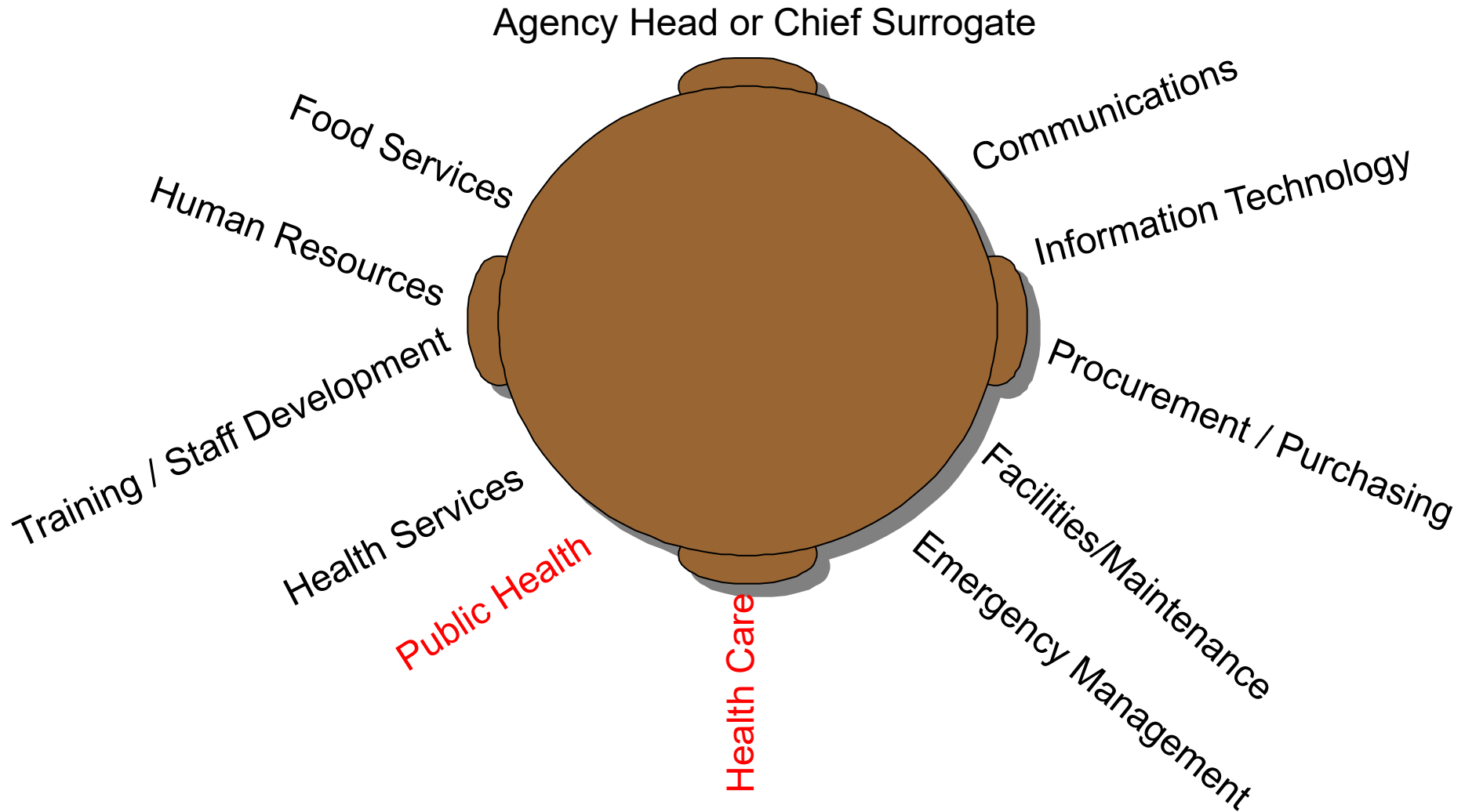
- Planning team
- Sr Management Support

Engage other agencies
both upstream and
downstream





Seats at the Table





Maintain Critical Functions!!

What are they?

- Things that keep your doors open (Cash? Insurance? Grants?)
- Statutory requirements
- Ethics Codes
- Critical infrastructure reliant upon you!

Create CLEAR written procedures for essential processes that can be carried out by others





What are your Critical Functions?

1. _____
2. _____
3. _____

Temporarily suspend non-critical functions

Identify whether the Critical Functions change over time

May vary by organization!



Critical Personnel

Identify staff positions needed to carry out Critical Functions

- Cross Train non-critical personnel to perform critical functions
- Non-critical doesn't mean not needed





Critical Records & Supplies

What records do critical personnel need to do their job?

- Can they take it home?
- Can they print it from home?

Identify essential supplies required to carry out the functions/processes

- Can these be stockpiled?
- Will they be available in a Pandemic?
- Verify that suppliers have Pandemic plans

Done?



Human Resource issues

If offices are closed, will staff be paid?

If staff are ordered to report, what happens if they refuse to come to work?

If required to report, what protective equipment, if any, will be provided?

Will you change the manner in which you provide service?

Orders of Succession or Delegation?

My resume pales in comparison.





Prepare Communications Plan

How will managers communicate among themselves?

How will information be conveyed to clients, employees, or employee families?

How will information be conveyed to the media?

Done?

⁷ **Scientist:** My discoveries are useless if taken out of context



Media:

Scientist claim their discoveries are useless

thatcumberguy | 29 minutes ago





Procurement

Do they know what how much to buy?

Do they know the context?

- Will everyone and their brother want the same items and be willing to pay more for them?

Does your agency have the money/space to increase expenditures on _____?

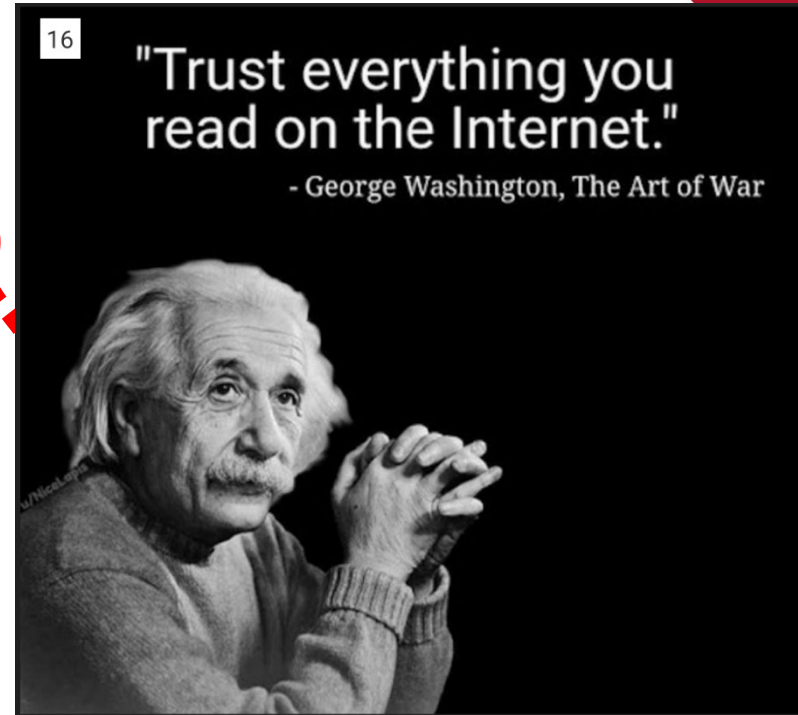




Issues to consider -- IT

- Staffing issues
- Remote Access
- Help Desk operations
- Support for employee personal computers
- Security for employee personal computers
- Videoconferencing

Done?





Bad planning

DEEPWATER HORIZON

Deep Water Horizon (BP Oil Spill)



April, 2010

11 fatalities

\$20.8b in payouts

134 million gallons =

3.19m barrels =

200 Olympic sized swimming pools



BP Oil Spill - 2010



- 582 page regional spill plan for the Gulf of Mexico
- Five other companies have nearly identical language as the BP plan
- Two plans list Professor Peter Lutz as a National wildlife expert (he died in 2005)
- Under “sensitive biological resources” they list walrus, sea otters, sea lions and seals

Who reads this?

Who copied whom?

Update your call lists!

The danger of 'copying'

More BP

- Approved by the federal government
- Plan states that they can catch 20m gallons from the water per day. That much leaked over 6 weeks, covering 3,300² miles
- Plan projected a 21% chance of oil reaching the coast in 30 days. It reached the Mississippi River Delta in 9 days. “Due to the distance to shore (48 miles) and the response capabilities that would be implemented, no significant adverse impacts are expected”

Good enough...not good.

Magical resources!

Ugly revelations?



Done...Not Done...Documented

Critical Functions

Critical Personnel

Critical Records & Supplies

Human Resources

Communications Plan

Procurement

Information Technology

EXERCISE!!!





Resources

FEMA Continuity Professionals can be reached at:

fema-cgc@fema.dhs.gov

[Continuity-Guidance-Circular_031218.pdf \(fema.gov\)](#) (CGC 1)

COOP TTX templates can be found at:

[Resource Center - Association of Healthcare Emergency Preparedness Professionals \(ahepp.org\)](#)

Questions?