

# **Business Continuity Program**

## **The Human Side of Recovery and Communications Planning**

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# Outline

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- **Questions Plan Addresses**
- **People Planning**
- **Communication/Crisis Management**
- **Managing Program Scope**
- **Plan Maintenance and Testing**
- **Review**

# The Reality – Why should you have a plan beyond IT?

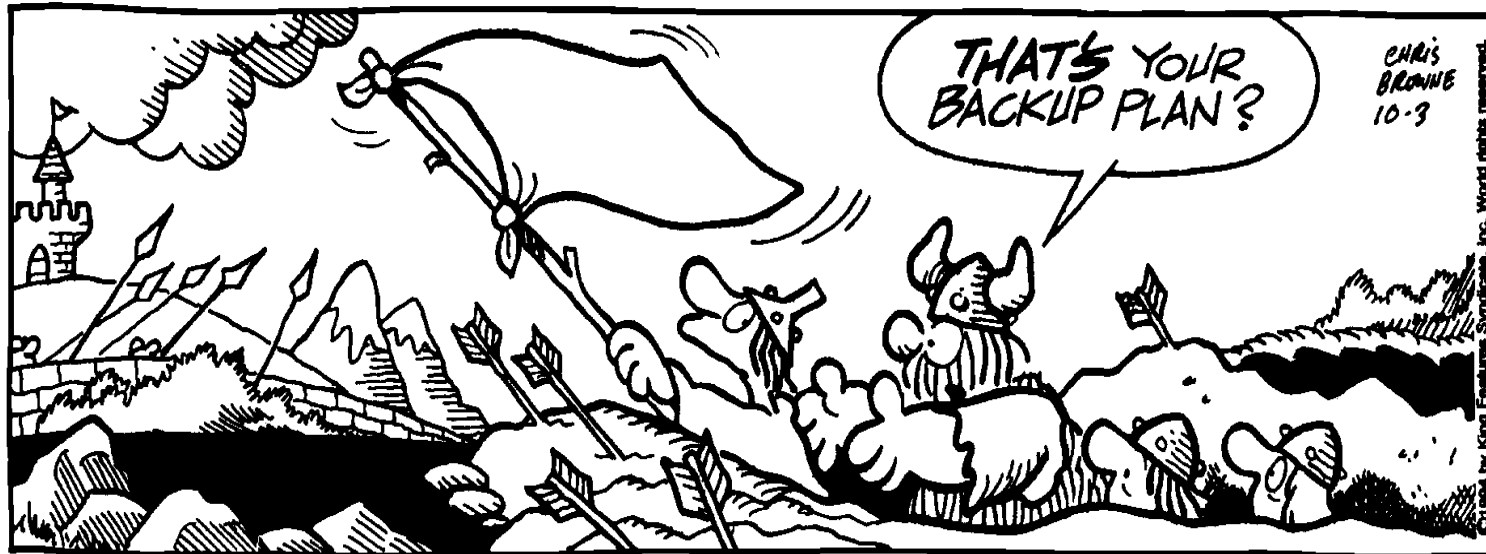
Being prepared gives you a competitive advantage

- Retains business
- Attracts new business
- Assures financial and operational stability
- Sets and example for your customers
- Demonstrates enhanced level of sophistication
- Ensures that you deliver on your promises



You don't want it to be this....

**HAGAR** / BY CHRIS BROWNE



**AGILITY**  
RECOVERY SOLUTIONS™

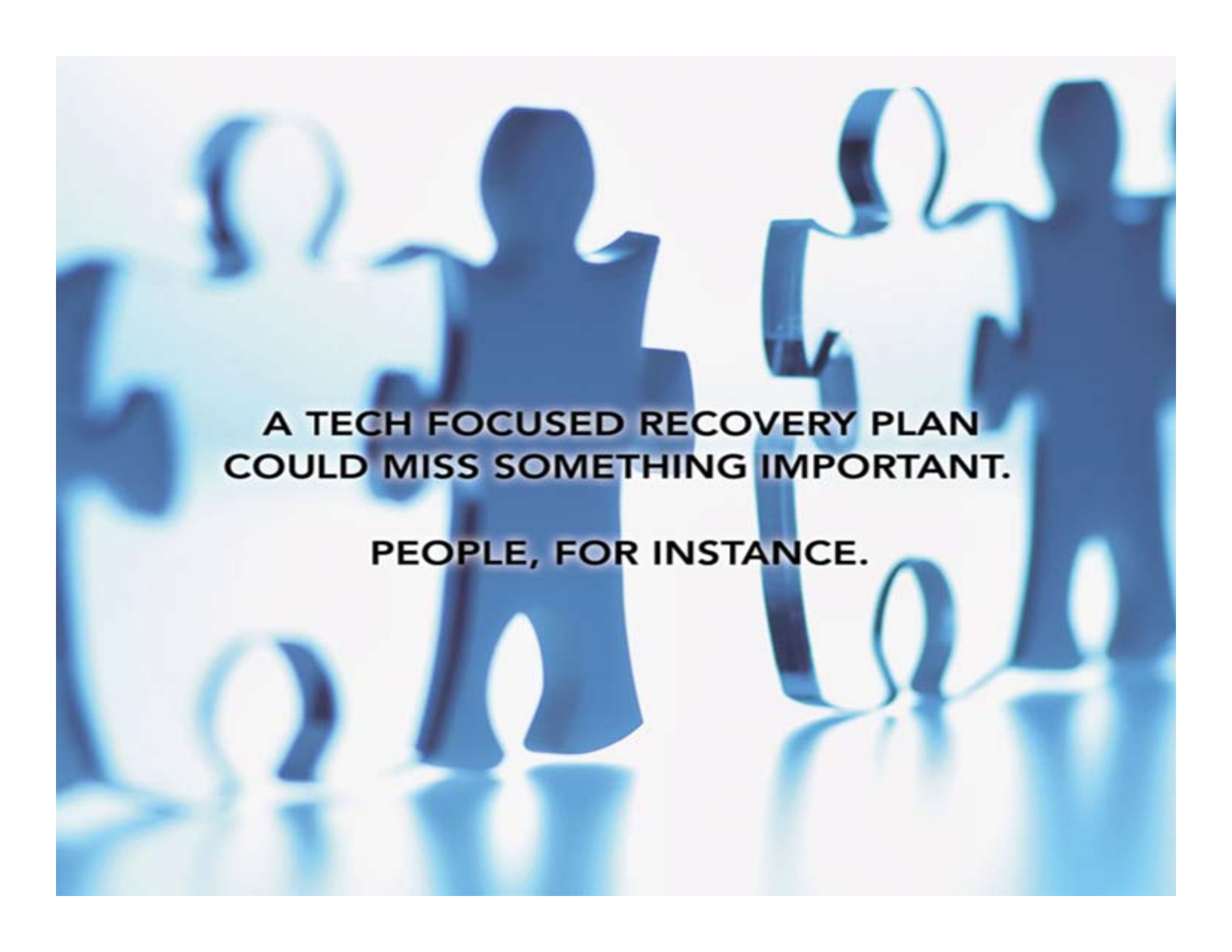
# What are the key concerns?

- ✓ Where do I put my workers?
- ✓ And what about the telephones, PCs, work space, email?
- ✓ Will they, can they, travel to a recovery site when its a regional disaster?
- ✓ What about the quality of life for employees during a recovery?
- ✓ How do you recover all this Client/Server stuff?



# Some Basic Principles

- ✓ People recovery requires the same principles, process, and planning as data center recovery
- ✓ Business functions are about People, Processes and Technology
- ✓ Prioritize
  - ✓ **Quantify risk**
  - ✓ **Quantify impact**
  - ✓ **Quantify needs**
- ✓ Set expectations correctly
- ✓ Gain and maintain management commitment

The image features a group of stylized human figures in a light blue color, set against a white background. The figures are rendered in a simple, almost abstract manner, with some holding what appear to be mobile devices. The overall aesthetic is clean and modern. The text is centered over the figures.

**A TECH FOCUSED RECOVERY PLAN  
COULD MISS SOMETHING IMPORTANT.**

**PEOPLE, FOR INSTANCE.**

# People Focused Recovery Planning

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Provide a place for employees to resume work

Communicate & train the plan to staff

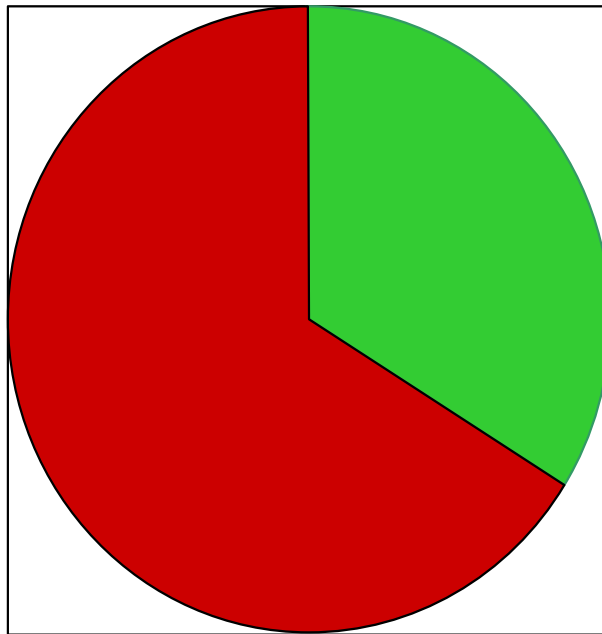
Plan for the comfort and well-being of staff

Consider the emotional and financial needs of employees

Addresses cross-training issues

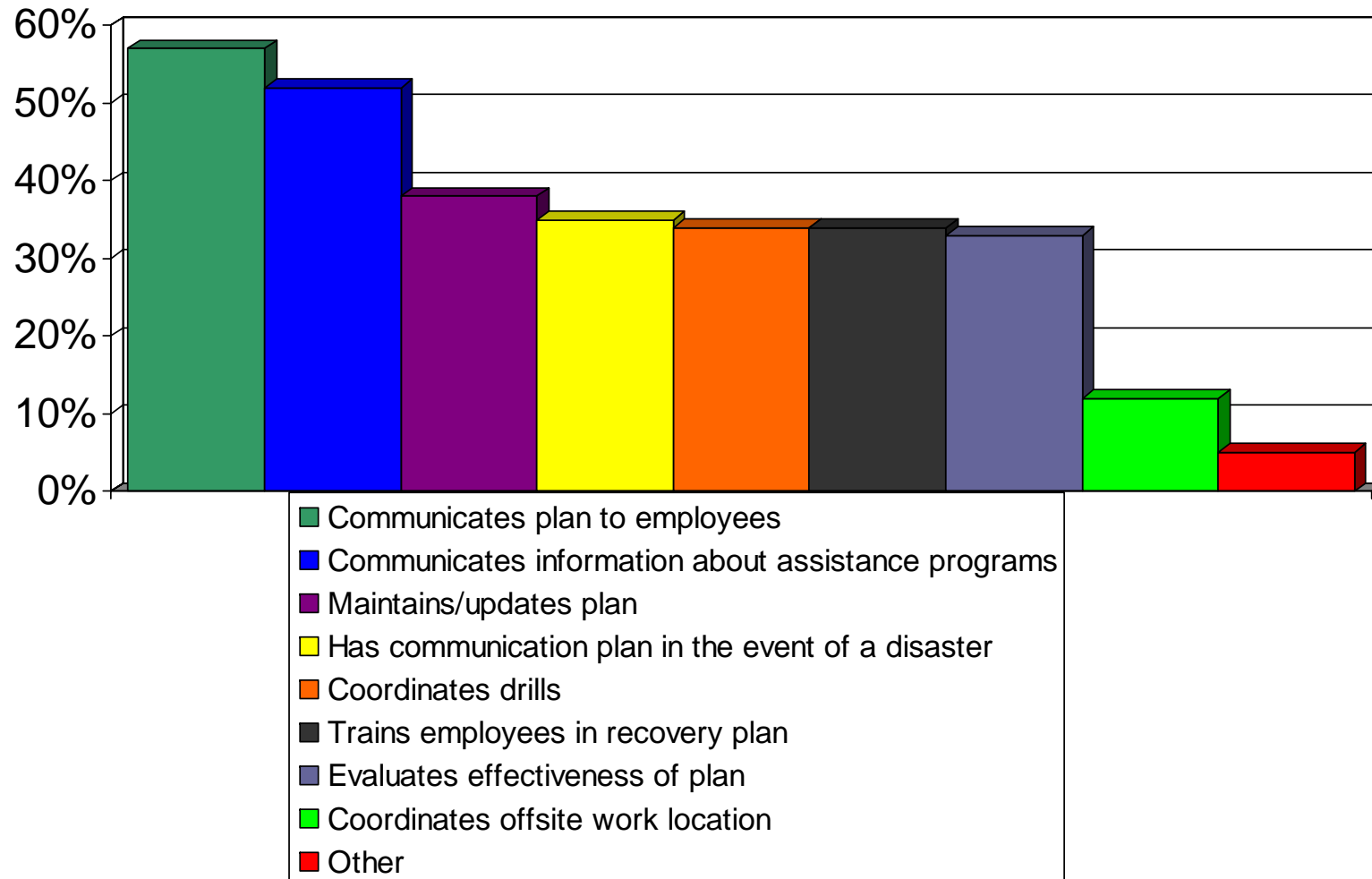
Assures continuity of operations for organizations

# Planning for Recovery of Employees is Rare

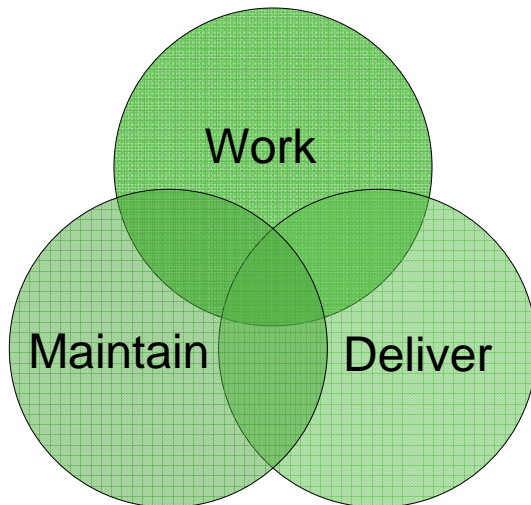


- ✓ Only 34% of businesses focus on human resource issues as a significant part of their disaster recovery and business continuity planning.

# Few Companies Have Fully Addressed the Human Side of Preparation



# Why Is People Recovery Important?



- ✓ Assures employees have the ability to:
  - ✓ Get back to work
  - ✓ Deliver critical services
  - ✓ Maintain operations

# Plan for Employee Support

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- HR policies (sick leave, travel, flex time)
- Comfort and location of recovery site
- Transportation to recovery site
- Childcare facilities at/or near recovery site
- Counselling and support
- Emergency housing for displaced employees

# Anticipate and Prepare

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Brainstorm about potential disruptions

Predict what situations could arise from those disruptions

Analyze how prepared the organization is to handle the disruption

# Prepare a Complete Communication Plan

Outline what to do and how to reconnect after an event:

- Determine decision-makers
- Outline involved employees and roles
- Communicate and train involved employees
- Create documentation and easy to follow instructions
- Reduce necessity for decision-making during the event
- Information key two sets one for decision making and one for action

# Training and Ongoing Communication of Plan is Key

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Train employees to be ready for any scenario:

- Make sure that all involved persons are trained in their role
- Assure that all employees receive clear, documented recovery policies and procedures
- Provide clear, easy-to-use instructions for day of event
- Use Web sites, intranet, e-mail, manuals and day-long training events
- Roles could change or be added

# Have Multiple Forms of Communication

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Assure employees know what to do after an event:

- Website emergency messaging
- E-mail notifications
- Phone/voice notification
- Text messaging
- Ensuring contact lists are up to date



# Prepare a Phone and E-Mail Tree

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Know how to find your employees after an event:

- Include spouse, parent and/or emergency contact information
- Include a “call order” so employees are contacted in the desired order
- Designate the person(s) responsible for making calls
- Update the list regularly

# Plan for Employee Support

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- HR policies (sick leave, travel, flex time)
- Comfort and location of recovery site
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# Consider Employee Financial Support

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- Assure payroll continuity
- Consider direct deposit of paychecks
- Create a policy on overtime pay during an event
- Cash is king – have plenty on hand
- Plan for continuing pay during downtime
  - Increases employee loyalty
  - Encourages employee return following an event



# Plan for Employee Absenteeism

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- Create strategies for addressing increased workload
- Cross-train employees
- Keep critical employee information current and available
  - User IDs and passwords
  - Security clearance
  - Contact information
- Identify and arrange for potential replacement of workers
- Develop relationships with organizations in same/similar industry

# What is Crisis Management

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- What is a Crisis Management Plan?
  - Assures fluid, continuous operations in an emergency
  - Facilitates smooth transition between normal business operations and crisis response
- Put simply, a crisis management plan assures:
  - Effective coordination of activities among involved employees
  - Clear instructions for all in the event of a crisis
  - Continuity of operations during and immediately after the crisis

# Develop a Crisis Management Program

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Include the following components:

- An Emergency Response which consists of all activities pertaining to safe management of immediate crisis effects (health, physical, etc.)
- Business continuity or the ability to continue delivering goods and services despite the crisis
- Crisis communications which includes internal and external PR management activities
- Humanitarian assistance or the company's efforts to alleviate the physical, emotional and psychological effects on affected people

# Using Appropriate Language

- ✓ Say what you mean
- ✓ Avoid acronyms
- ✓ Give confidence with tone, not jargon
- ✓ Stay positive- nobody loves disasters
- ✓ Be accessible as a trusted advisor

# Managing Scope

- ✓ Business complexity= Plan complexity
- ✓ Consider supply chain
- ✓ Lower recovery time = Higher Cost
- ✓ Insurance policy- be aware of coverage

# Plan Maintenance

- ✓ Change processes to update plan whenever changes take place- living doc
- ✓ Review plan regularly for small changes
- ✓ Assess validity of plan periodically
- ✓ Distribute updated plan to replace all older versions

# Exercise Your Plan

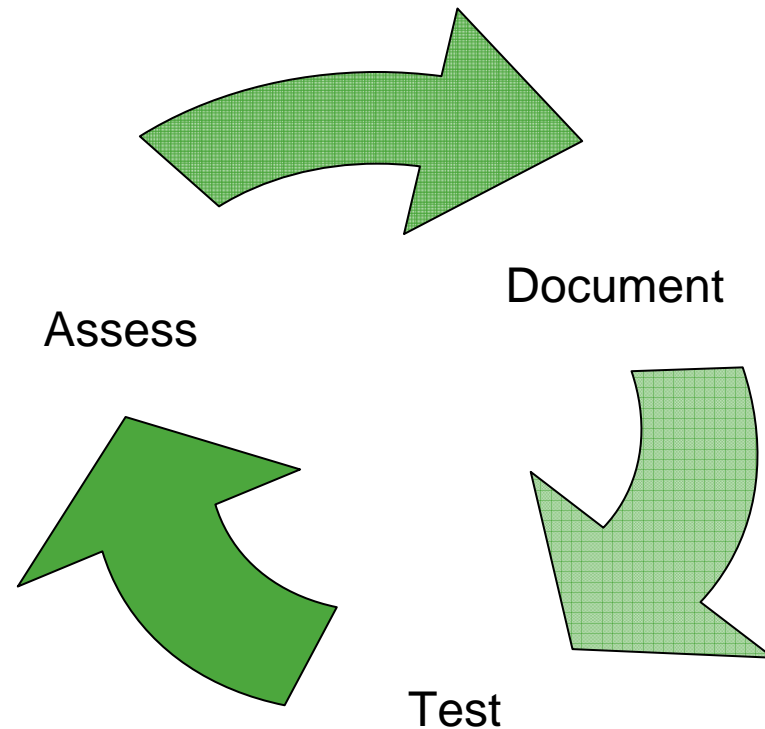
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Do an exercise and update the plan as necessary (even if a tabletop exercise)

Process/Program, not project

There is no pass or fail

Make sure to re-educate employees when any changes to the plan are made



# Anticipate and Prepare

Brainstorm about potential disruptions.

Predict what situations could arise from those disruptions.

Analyze how prepared the organization is to handle the disruption.



# Event Stage

React to situation in a timely manner.

Provide accurate information during a crisis.

Maintain high-visibility of management during a crisis



# Provide Accurate Information

- ✓ Organization should have one voice to communicate corporate position.
- ✓ Don't hold back.
  - ✓ Make everything possible public record.
- ✓ Don't be invisible.
  - ✓ Update the situation frequently.

# Post-Event Stage

- ✓ Assess the situation and the overall response.
- ✓ Discuss any damages and repercussions.
- ✓ If possible, develop safeguards to prevent similar instances from re-occurring.
- ✓ Modify Crisis Management programs as necessary.
- ✓ Re-train employees.



# What Questions will a Plan Answer?

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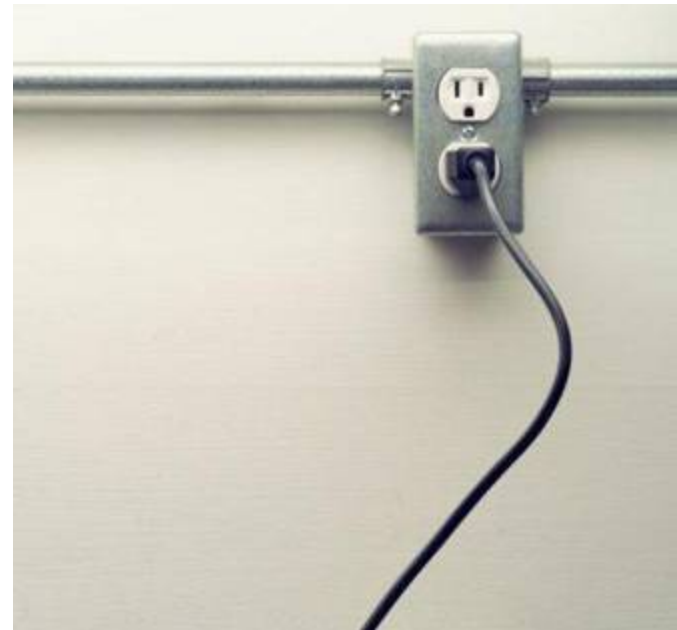
- Does the organizational structure change during a disaster?
- Who works from recovery site vs. from home vs. from another location?
- Who will coordinate client and supply chain communications?
- Who will coordinate employee, partner & investor communications?
- What are the business objectives at time of disaster?
- What are the long-term recovery objectives and timeline?

# Power

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## The Lesson:

- Adequate amount of fuel and supplier for generators
- Address power issues
- Generator – Standby or Hardwired
- Transfer Switch
- Extra flashlights in disaster recovery kit
- Power and plan for department servers



## The Lesson - People

- ✓ Well defined Crisis Plan
- ✓ Single point of contact (Crisis Manager)
- ✓ Voice notification capability
- ✓ Spouse contact information
- ✓ Credit cards and cash
- ✓ Accommodations
- ✓ Outsource payroll



# Review of Steps to Business Preparedness

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1. Assess your risk – both internally and externally
2. Identify your critical business functions
3. Research your insurance coverage
4. Review your supply chain
5. Create a communication plan
6. Create a crisis management plan
7. Back up your data
8. Assemble an emergency kit
9. Plan for an alternate location
10. Test your plan, then continue cycle