

A BCP Tale: From Theory to Practice



Presenter:

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10 Commandments of BCM

- I. Thou shalt recover what thou ownest
- II. Thow shalt have alternatives
- III. Thou shalt concentrate on surviving
- IV. Thou shalt not set paper above people
- V. Thou shalt test and exercise
- VI. Thou shalt distinguish between strategy and recommendations
- VII. Thou shalt not allow plans to age
- VIII. Thou shalt not covet thy neighbor's binder
- IX. Thou shalt not become complacent
- X. Thou shalt avoid scope creep

Our Business Unit - MHAM

- ❑ Managed Hosting Services and Application Management Services (Enterprise Solutions Division)
- ❑ Large enterprise clients
- ❑ 4 operations offices across Canada
- ❑ 4 data centres across Canada
- ❑ Disaster Recovery plans provided on a per-client basis
- ❑ We maintain and support over 800 IT systems on various platforms, which provide a multitude of IT services.
- ❑ 3 Service Desks – responding to over 1400 Incidents and Problems per month.
- ❑ 200 Change Requests per month
- ❑ Almost 100 staff members
- ❑ No Business Continuity Planning efforts until September, 2006

My Role within MHAM

- Problem Management process owner
 - Process Definition and Maintenance
- Configuration Management process owner
 - Process Definition and Maintenance
- Business Continuity Management process owner
 - Process Definition and Maintenance
- ITIL professionals would immediately recognize that DRI BCP/BCLE 2000 is consistent with ITIL's "IT Service Continuity Management"

Our Corporate BCM Landscape

- ❑ Corporate BCP Office for Enterprise Solutions Division
- ❑ Senior Leadership Team buy-in
- ❑ Emergency Coordination Team framework in place
- ❑ Corporate BCP Objectives defined
- ❑ BCP Scorecard tracking for 2 years
- ❑ Internal Audit of BCP for each Business Unit

BCLE 2000 Lessons

1. BCM Project Management and Executive Support
2. Risk Assessment and Analysis
3. Business Impact Analysis
4. Strategy Development
5. Emergency Operations and Response
6. Crisis Communications
7. Coordinating with external agencies
8. Plan Development
9. Plan Activation
10. Awareness & Training
11. Test and Exercise
12. Maintain and Update the plan

1. BCM Project Mgt and Executive Support

BCLE 2000 Lesson Summary

“In the BCM program, the planner is responsible for managing multiple interdependent projects and keeping senior management informed throughout the process”

1. BCM Project Mgt and Executive Support

Our Lessons Learned:

- Occurs at Corporate Level and Business Unit (BU) level
- At the Corporate level...
 - Corporate BCP framework, BCP Scorecard review with SLT, ECT
- At the BU level...
 - Project was created to define scope and secure project resources to allow the development of the initial BCP deliverables
 - Risk Assessment, BIA, BCP, Pandemic Plan, Exercise, Training
 - Deliverables identified, schedule created
 - Project created some 'cultural legitimacy'
 - Executive updates and exception handling
 - Enables final transition of initial project deliverables into Business-as-usual production mode (like all other business processes)

4. Developing BCP Strategies

BCLE Lesson Summary:

“Organizational core service strategies support the entire organization

Functional strategies support each functional area
Management must approve strategies”

4. Develop BCP Strategies

Our Lessons Learned:

- *Align with Corporate BCP objectives*
 - Employee Safety and Security
 - Delivery of products or services including supporting infrastructure
 - Customer Service
 - Revenue Management
- Define some realistic boundaries
 - Critical and High processes ONLY
 - Two day disruption maximum for BCP event. 6 month, 50% staff reduction for Pandemic event.
 - Significant Risks ONLY (Risk weighting > 9)
- We chose a Process-centric plan vs. Departmental
 - Establish common processes across sites, where possible
 - Different sites have different process priorities

2. Risk Assessment and Analysis

BCLE Lesson Summary:

“The goal of risk assessment is to identify and determine risk. It is important to recognize and document threats to the organization

Identifying, improving and recommending additional controls will lower the risks to your organization.”

2. Risk Assessment and Analysis

Our Lessons Learned:

- Involve senior and operational managers in the Risk Identification and Assessment
 - Identify and minimize cascading events (flood, storm, etc)
 - Discuss risks in context of preserving BU operations and defined constraints (loss of water system)
 - Document existing controls, brainstorm new controls
- Risk Weighting = Probability + Impact + Controls
 - Risk Assessment template

3. Business Impact Analysis

BCLE Lesson Summary:

“The BIA is crucial in determining exactly where all critical information resides

The BIA provides management key information for making strategic decisions regarding business continuity and recovery

The approach to your data collection process will help you to focus your questions

It is important to validate your results”

3. Business Impact Analysis

Our Lessons Learned:

- ❑ Identify Critical and Important business processes
- ❑ Match the major risk against the Critical business process
- ❑ The BIA determines critical information on BU processes
 - Priorities, RTO, RPO, Impacts, Existing operational controls
 - Highlight various recovery strategies
 - Dependencies on other BUs or external parties
 - Identify location of vital records, critical data
- ❑ Open discussions with key respondents first (process owners)
 - Managers validate their data with team members
- ❑ BIA becomes the checklist for the contents of the BCP

5. Emergency Preparedness and Response

BCLE Lesson Summary:

“Planning must take place before you have an emergency so that there is a coordinated, effective response that protects your organization and minimizes damages

Most emergencies involve personnel at a location, the actual physical location, the operations or technologies that are housed at these locations or the overall organization” **Section 9**

5. Emergency Preparedness and Response

Our Lessons Learned:

- Need a management structure in place that oversees operations during a BCP event
 - Response → Recovery → Restoration phases
 - Clear roles and responsibility
 - Executive
 - MHAM Emergency Response Team
 - Site Leader
 - Process Leaders
 - Operations staff
 - BCP Coordinator
- The management structure becomes the framework for the regular exercises (TTE, Simulation, etc)

6. Crisis Communications

BCLE Lesson Summary:

“When developing your crisis communication plan consider your target audience, your best spokesperson and your key message

Telling your story in an appropriate way for a particular audience is key to successful crisis communication”

6. Crisis Communications

Our Lessons Learned:

- Strong dependency on Corporate BCP for company-wide emergency communications
 - Internal AND External communications needs
- There are BU-wide crisis communications that supplement Corporate communications and also used for smaller “disasters”
 - Establish channels in advance (BCP wallet card)
 - Communications is accounted for in the BCP ERT framework
 - Who communicates, what is communicated, when is it communicated, how is it communicated, with whom

7. Coordinating with External Agencies

BCLE Lesson Summary:

“Planners need to understand all applicable laws and regulations related to emergency response and coordinating with external agencies

The Incident Command System serves as a means to coordinate efforts”

7. Coordinating with External Agencies

Our Lessons Learned:

- Coordination with external agencies is largely a Corporate BCP responsibility
- Critical to have BU representation at Corporate BCP level
 - MHAM BCP Coordinator – member of Corporate BCP ECT
 - Corporate BCP is lifeline for the BU
 - Key external information source
 - Resource requirements
 - Exception handling
 - Escalations

8. Plan Activation

BCLE Lesson Summary:

“Establish a chain of command to avoid confusion in an emergency

The Emergency Operations Centre houses the CMT and is activated during an emergency

It is important to isolate the scene and undertake an accurate damage assessment”

8. Plan Activation

Our Lessons Learned:

Scenario: Fire alarm goes off, everyone evacuates the building.
Question: When would you activate your BCP?

- Activation steps must be clear (Management framework for BCP)
 - Who does what?
 - When is it done by?

9. Plan Development

BCLE Lesson Summary:

“Plans should interconnect and coordinate to best position your organization to respond to a disaster

Each plan should be a self-standing document that clearly conveys the overall effort and how a particular plan or set of plans integrate to form the organization’s program capabilities”

9. Plan Development

Our Lessons Learned:

- Business Continuity Plan becomes a reference guide to the Response, Recovery and Restoration from a disaster
- The plan should provide information on the recovery of processes in the context of your most significant risks
 - Site Loss
 - Key IS Component failure (business recovery, IT recovery strategy)
 - Combination of the above
- Use the BIA as a checklist for your Business Continuity Plan

10. Awareness and Training Programs

BCLE Lesson Summary:

“Awareness and training activities should be designed to meet the needs of the target audience

Your business continuity team needs to understand the relevance of BCM training to the core processes of their business units

Designing and adhering to an awareness & training schedule will help keep the organization stay focused on BCM efforts”

10. Awareness and Training Programs

Our Lessons Learned:

- Corporate BCP Awareness Initiatives
 - Train the trainer workshops on completing BCP deliverables
 - Senior Leadership Team updates
 - Host voluntary BCP exercises
- BU BCP awareness
 - Executive, Emergency Response Team, Site Leaders
 - Using the management framework
 - Operations personnel
 - What do I need to know? What do I need to do?
 - Involvement in key BCP deliverables and exercising the plan are two great ways to build awareness

11. Test and Exercise Programs

BCLE Lesson Summary:

“Testing and exercising plans is a vital aspect of BCP

Should be conducted on an ongoing and regular basis

The type of test should suit the objectives you are hoping to achieve”

11. Test and Exercise Program

Our Lessons Learned:

- Start simple
- Table Top Exercise
 - Identify a suitable scenario
 - Define objectives
 - Facilitator
 - Exercise the roles and responsibilities
 - Use the Business Continuity Plan as a resource guide to the exercise
- Increase complexity and integrate across the supply chain
- Incorporate the observations and recommendations into the Business Continuity Plan

12. Maintaining and Updating your Plan

BCLE Lesson Summary:

“The plan review and update process is a component of the overall plan maintenance program

The plan review is an assessment of the BCM documentation

Tracing consistency throughout program documentation is key”

12. Maintaining and Updating your Plan

Our Lessons Learned:

- Clearly identify annual BCM deliverables (common across organization)
 - Review of Risk Assessment
 - Review business process prioritization
 - Updates to Business Continuity Plan
 - Updates to Pandemic Plan (BCP Supplement)
 - Conduct annual exercise
 - Obtain VP signoff on annual deliverables
- Institutionalize the BCM process: (similar rigor as other processes)
 - Scope and objectives
 - BCM Lifecycle diagrams
 - Roles and Responsibilities (RACI Models) during peace time and BCP event
 - Policy and Procedures for BCM, Job Aids, RACI Model,
- Transition BCM out of project mode and into BAU

General Lessons Learned

- Operational details (tasks) do not need to be included in the BCP.
 - Referenced in existing operational procedures
- Management awareness is not enough
 - Involvement is required
- Leverage Corporate BCP framework, where ever possible:
 - Corporate goals and objectives
 - Crisis Communications and interfaces with external agencies
- Institutionalize the process
 - Series of scheduled tasks with deadlines

Credits

- BCLE 2000 lessons courtesy of DRI International