



Incident Management and Communications

Disaster Recovery Information Exchange (DRIE) Central Chapter
17th Annual Workshop and Conference

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CIBC Mellon

CIBC MELLON

Christopher Horne

Business Continuity Experience

13 years of business continuity experience.

Coordinated Canadian and North American programs with parent organizations located in the United Kingdom and the United States.

Experience in the retail, banking, energy and financial services industries.

Led the certification of CIBC Mellon's Business Continuity Program to ISO 22301:2012.

The Business Continuity Institute (BCI): Canada Chapter President and Greater Toronto Area Forum Leader.

Certifications

Member Business Continuity Institute
(MBCI) Business Continuity Institute (BCI)

Certified Business Continuity Professional
(CBCP) Disaster Recovery Institute (DRI)

Certified in Risk and Information Systems Control (CRISC) Information Systems Audit & Control Association

Certified Information Systems Security Professional
(CISSP) The International Information Systems Security Certification Consortium, Inc.(ISC)2

Are You Prepared For Incidents?

What contributes to program and planning success?

What qualities or characteristics can lead to better results?

How can business continuity and emergency communications help optimize your planning and response strategies?

Examples of Potential Threats and Incidents

Hurricanes

Floods

Severe
Storms

Tornadoes

Earthquakes

Pandemics

Fires

Power
Outages

Terrorism

Suspicious
Packages

Bomb
Threats

Active
Shooter

Environmental
Incidents &
Accidents

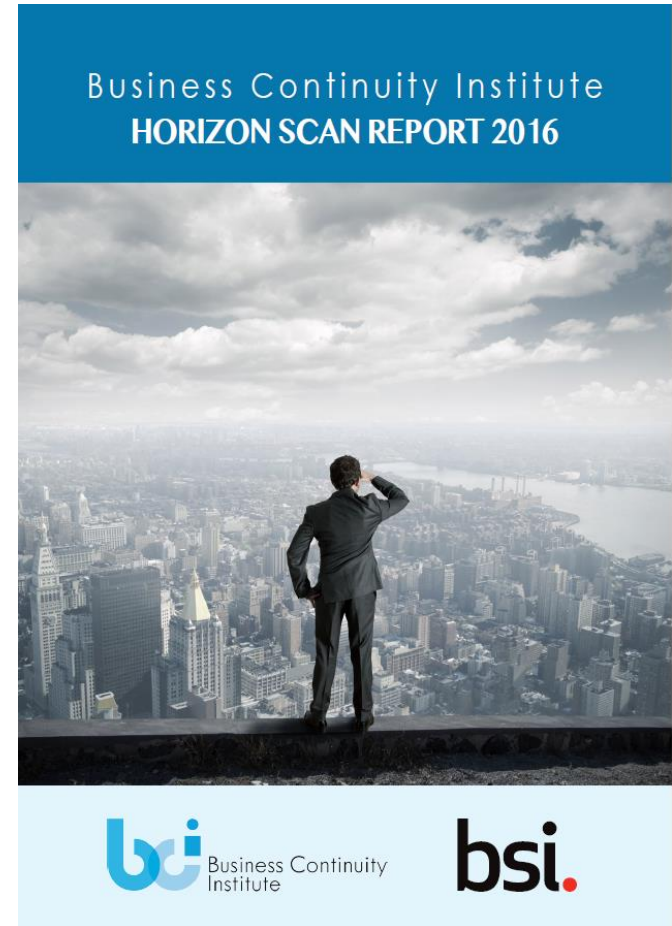
First
Aid

Cyber
Threats

Supply Chain
Outages

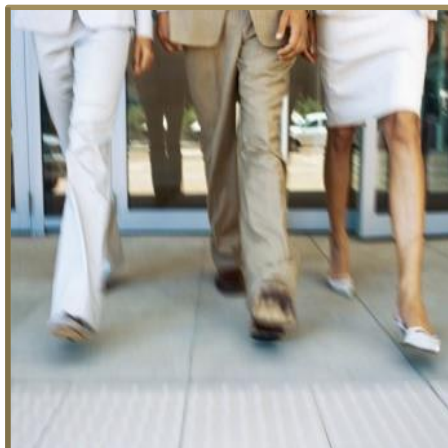
Global Perspective: Top 10 Organizational Threats

1. Cyber attack
2. Data breach
3. Unplanned IT & telecom outages
4. Act of terrorism
5. Security incident
6. Interruption to utility supply
7. Supply chain disruption
8. Adverse weather
9. Availability of talents / key skills
10. Health & safety incident



568 responding organizations in 74 countries

Simplify the Scenarios



Workforce

“Employees”

Pandemic

Loss of Key Staff

Availability
(Commuting Impacts)

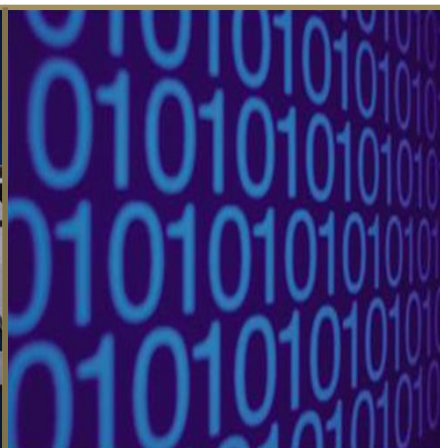


Sites

“Offices”

Inaccessible / Unusable

Damaged / Destroyed



Technology

“Data Centres”

System(s) Outage(s)

Damaged / Destroyed

Human Error

Cyber Threats



Supply Chain

“Vendors”

System(s)/Site Outage(s)

Service Delays

Bankruptcy

Cyber Threats

Structure Your Planning

Emergency Response

- Life Safety



Incident (Crisis) Management

- Command



Business Recovery

- Products & Services



Disaster Recovery / Service Continuity

- Technology



Establish Credibility



Experience

Work

Networking

Industry Events & Conferences

Volunteering

Professional Certifications

Standards

ISO 22301 Societal security - Business continuity management systems - Requirements

The Business Continuity Institute's - Good Practice Guidelines (GPG)

CSA Z1600 Emergency Management and Business Continuity Programs

NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

Collaboration

The Ability to Communicate is Essential

Stakeholders

- Corporate Communications
- Business Continuity
- Human Resources
- Corporate Security
- Facilities / Office Services
- Business units
- All employees
- Clients
- Vendors & service providers

System Requirements

- Intuitive to use
- Multiple methods of communication
- Two-way communications
- Monitoring and reporting
- Easy maintenance of contact information
- Additional features and uses

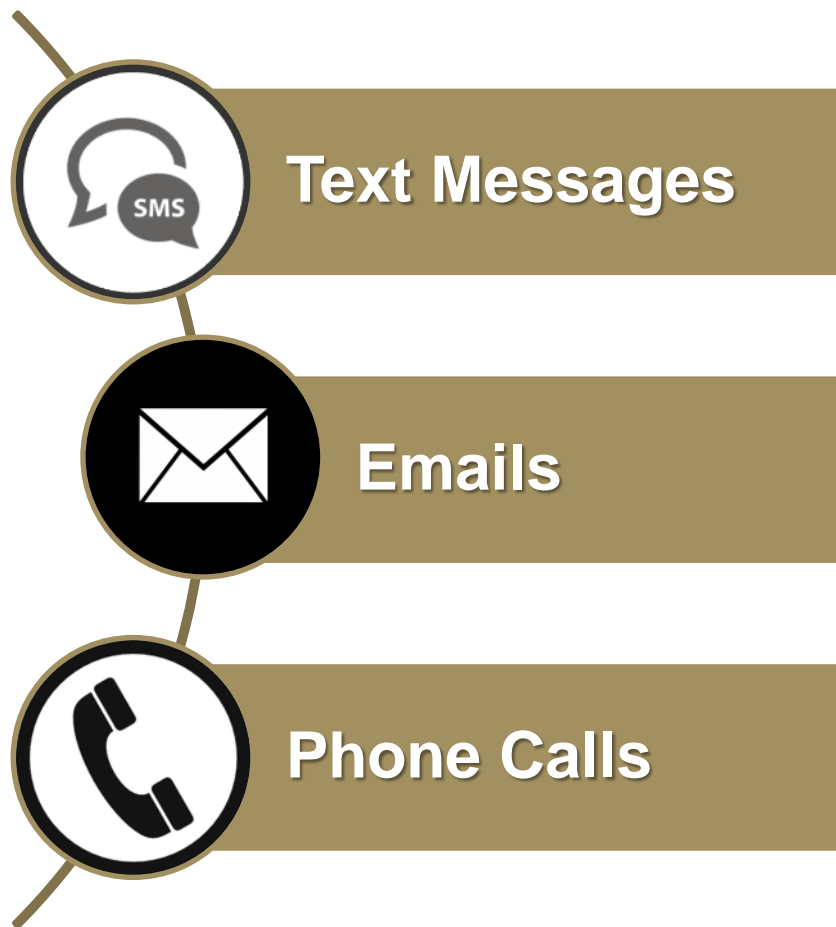
Mass Notifications

Communications

Can be sent through:

- Any internet-enabled computers
- Internet-enabled mobile devices
- Call to an operator

Methods



Employee Notification

Broadcasting Messages

- Company-wide
- Business unit level
- Device
- Site
- Region

Message Options

No Action Required

Acknowledge Receipt

Answer a Question

Join a Conference Call

Proximity to Location Communications

The screenshot displays the everbridge web application interface. At the top, the header includes the user name 'Welcome Chris Horne (chorne)' and links for 'Help & Support' and 'Logout'. Below the header is a navigation bar with icons for 'Dashboard', 'Universe' (highlighted in red), 'Notifications', 'Contacts', 'Reports', and 'Settings'. The main content area features a map of Toronto. On the left, a sidebar contains a 'Select Contacts' dropdown and a 'Find Contacts' section with options like 'Search', 'Filter contacts', 'Highlighting contacts', 'Draw shapes', 'My Shapes', 'Exclude contacts (0)', 'Map Layers', 'Display Layers', 'Contact Layers', and 'Change map'. A search overlay is active on the map, showing a search bar with the address '320 Bay St' and a radius of '1.5 Kilometers'. The map shows various landmarks and streets, with a large orange circle indicating the search radius. A 'New Notification' button is visible in the top right corner of the map area.

Train Everyone



Audiences

All Employees

Managers

Coordinators and Program Stakeholders

Executives

Informal

Marketing

Formal

Orientations Sessions

Walkthroughs

Classes

Reports

Exercises

Exercise the Program

Purpose

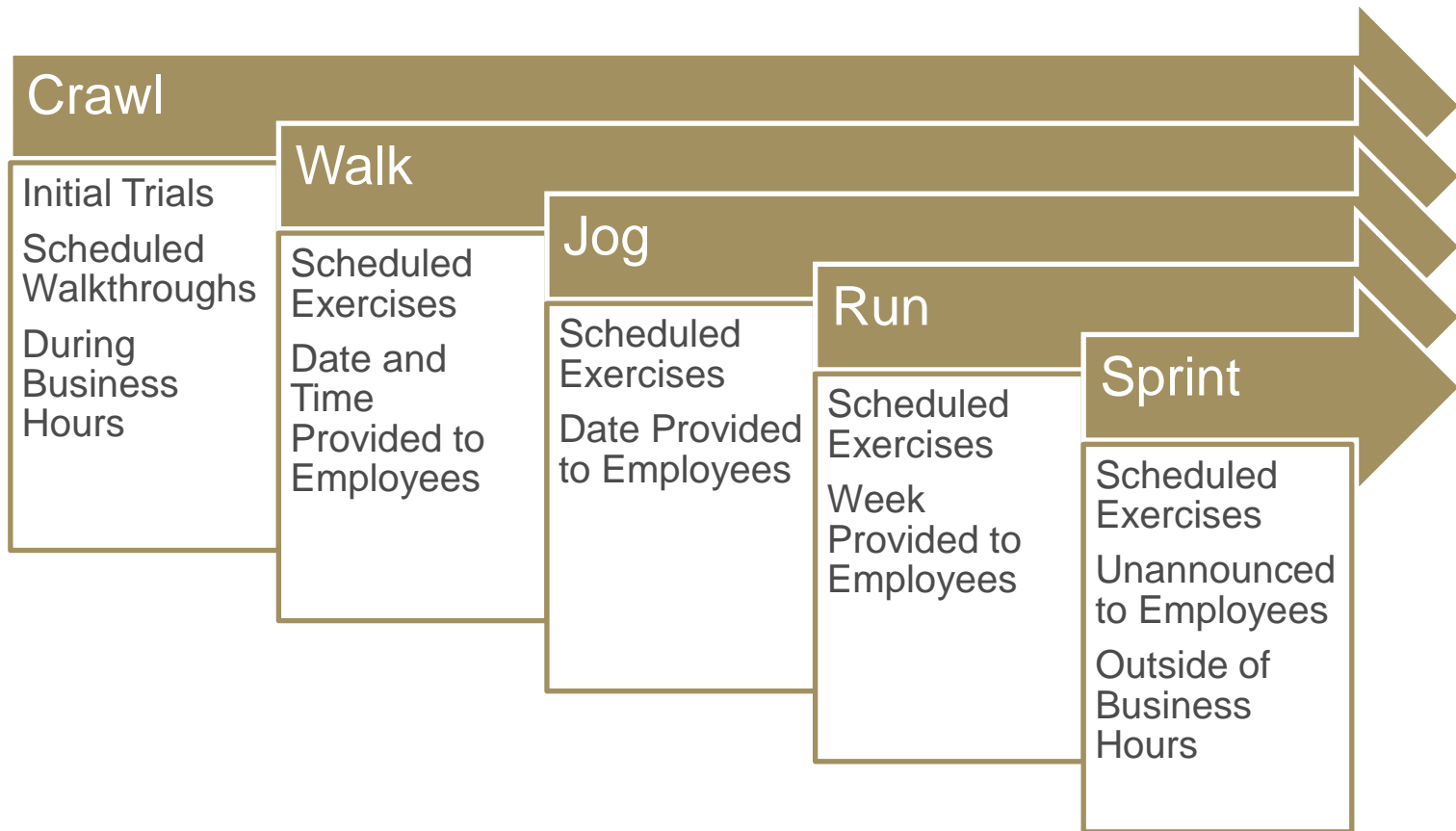
- Regular exercises conducted outside of normal business hours
- Training opportunity for users of the system
- Validates system functionality
- Provides training and awareness for employees receiving the communications
- Establishes a baseline for response rates
- Reminds employees to keep contact information up to date with Human Resources

Types

- Announced
- Unannounced
- Company wide or specific business units
- Corporate devices
- Surveys
- Incidents

Exercising Your Communications Plan

Mature your exercises in stages



The more you need to prepare for an exercise the less prepared you are for an actual incident.

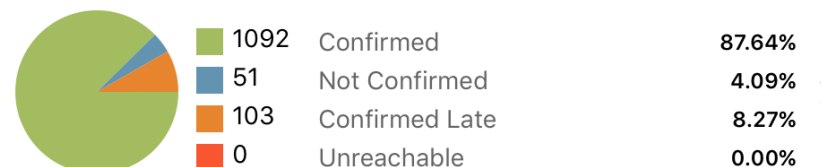
After any Exercise or Incident

Reporting

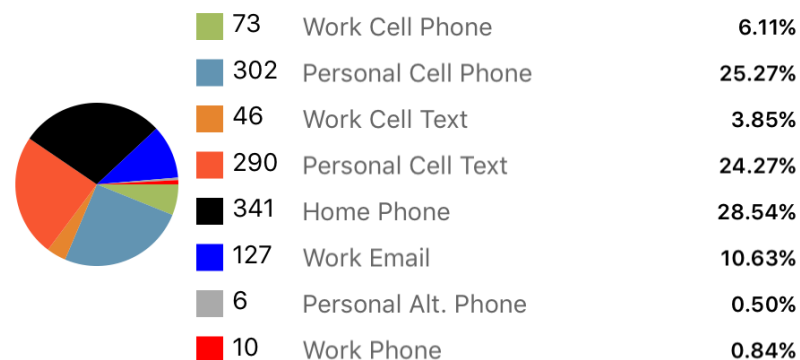
- Review Results
- Establish Benchmarks
- Compare Results to Previous
- Provide Tailored Reports To:
 - Senior Management
 - Program Stakeholders
 - All Employees
 - Clients (As Required)

Example Results

Confirmation status



Confirmations by path



Monitoring for Incidents and Potential Threats

Traditional

Information obtained via:

- Email alerts
- Internet sites
- Television
- Radio
- Twitter
- Facebook
- Employees

Situational Awareness

Information obtained through alerts:

- Identified site addresses established
- Define a proximity from each site of interest
- Identify alert recipients
- Notifications are received through everbridge and NC4 for threats that that meet key criteria

Everbridge Threat Monitoring Categories Through NC4

Advisory <ul style="list-style-type: none"> Food Advisory Planned Event Public Health Advisory Threat Level Advisory Weather Advisory Boil Water Advisory Planned Protest Public Safety Advisory Travel Advisory Homeland Security Advisory Planned Strike Terrorism Advisory Meteorological Advisory Other Types 	Fire <ul style="list-style-type: none"> 1 Alarm Fire 2 Alarm Fire 3 Alarm Fire 4 Alarm Fire 5 Alarm Fire 6+ Alarm Fire Brush Fire Explosion High Rise Fire Industrial Fire Manhole Fire Structure Fire Vehicle Fire Wildfire Other Types 	Health <ul style="list-style-type: none"> Avian Influenza Public Health Quarantine Other Types 	<ul style="list-style-type: none"> Police Activity Protest Riot Robbery School Lock-down Suspicious Device Suspicious Package Violent Crime Other Types
Aviation <ul style="list-style-type: none"> Air Travel Delay Airspace Restriction Plane Crash Aircraft Fire Airliner Crash Emergency Landing Aircraft Incident Airport Closure Helicopter Crash Other Types 	Geophysical <ul style="list-style-type: none"> Earthquake Landslide Tsunami Volcano Other Types 	Infrastructure <ul style="list-style-type: none"> Fuel Disruption Network Outage Power Outage Rolling Blackout Sewage Problem Telecom Outage Water Main Break Other Types 	Structural <ul style="list-style-type: none"> Bridge Collapse Building Collapse Mine Incident Partial Collapse Structure Collapse Tunnel Collapse Unsafe Structure Other Types
Transportation <ul style="list-style-type: none"> Maritime Incident Motor Vehicle Accident Public Transportation Disruption Port Closure Roadway Closure Train Accident Train Derailment Other Types 	Hazmat <ul style="list-style-type: none"> Biohazard Chemical Spill Explosive Materials Fuel Spill Fumes Hazmat Response Natural Gas Leak Oil Spill Radioactive Material Unknown Substance Other Types 	Security <ul style="list-style-type: none"> Bank Robbery Bomb Threat Civil Unrest Curfew Disturbance Explosion Explosive Device Rally Hostage Situation Insurgent Attack Military Operation Planned Protest 	Terrorism <ul style="list-style-type: none"> Bio-Terrorism Bombing Chemical Terrorism Homeland Security Advisory Nuclear Device Terrorist Attack Other Types Meteorological <ul style="list-style-type: none"> Blizzard Evacuation Flooding Hurricane Ice Storm Storm Tornado Tropical Cyclone Tropical Storm Typhoon Other Types Other <ul style="list-style-type: none"> Emergency Response Other Types Labor

Threat Monitoring Systems

The screenshot displays the Everbridge Threat Monitoring System interface. The top navigation bar includes the Everbridge logo and icons for Dashboard, Universe, Notifications, Contacts, Reports, and Settings. The main content area is divided into a left sidebar with incident lists and a central map view.

Incident List (Left Sidebar):

- 2016-08-17 11:27 AM EDT**
Hazmat: Fumes
Threshold Name: NC4 - Toronto
Location: 100 Front St W, Toronto, Canada
Severity: Moderate
Headline: Front St W & York St - Crews responding to an unspecified noxious gas at Fairmount Royal York hotel.
[More...](#)
- 2016-08-16 15:02 PM EDT**
Security: Police Activity
Threshold Name: NC4 - Toronto
Location: King St E & George St, Toronto, Canada
Severity: Minor
Headline: King St E & George St - No threat found after reports of a person with a gun. Incident closed.
[More...](#)
- 2016-08-16 14:24 PM EDT**
Security: Police Activity
Threshold Name: NC4 - Toronto
Location: King St E & George St, Toronto, Canada
Severity: Minor
Headline: King St E & George St - Police are responding to reports of an individual with a gun; no injuries.
[More...](#)

Map View (Center):

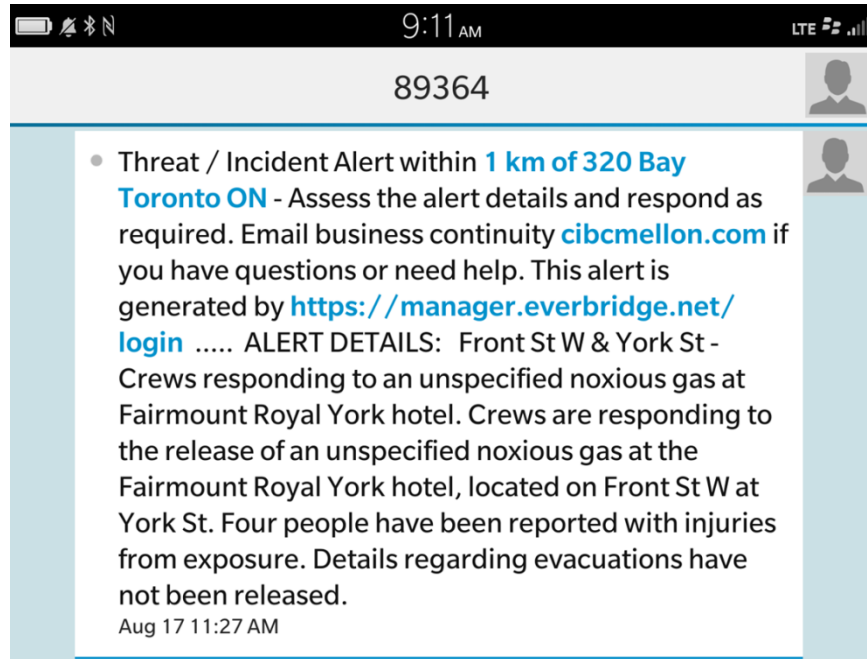
The map shows downtown Toronto, including Chinatown and the Entertainment District. A red pin marks the location of the Hazmat incident at 100 Front St W. A dropdown menu above the map shows "Select Contacts" and "You've selected 0 contact(s)".

Incident Detail Pop-up (Right):

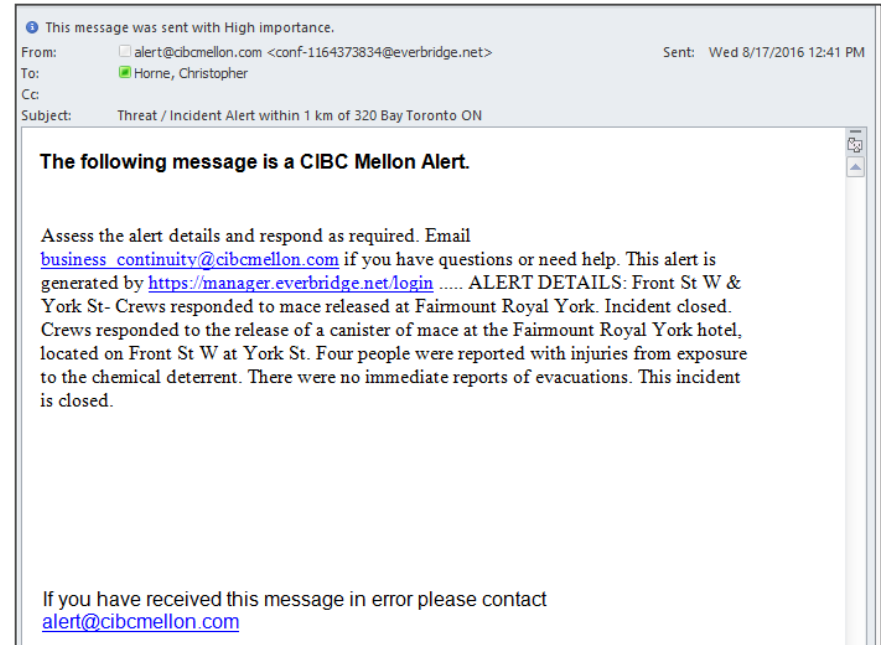
2016-08-17 11:27 AM EDT
Hazmat: Fumes
Threshold Name: NC4 - Toronto
Location: 100 Front St W, Toronto, Canada
Severity: Moderate
Headline: Front St W & York St - Crews responding to an unspecified noxious gas at Fairmount Royal York hotel.
Detailed incident descriptions are available to Premium NC4 subscribers only.

Threat Monitoring Alert Examples

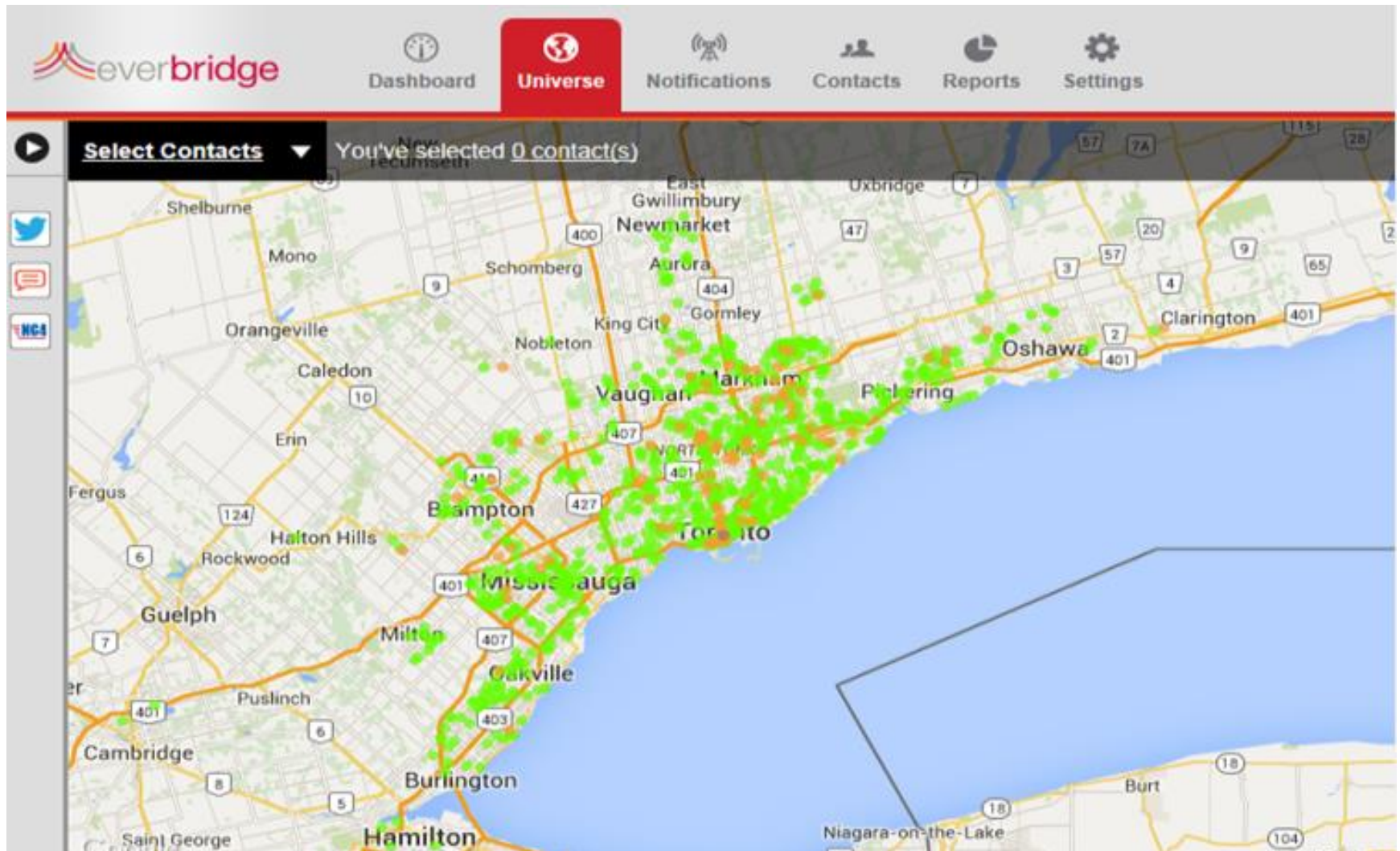
Text



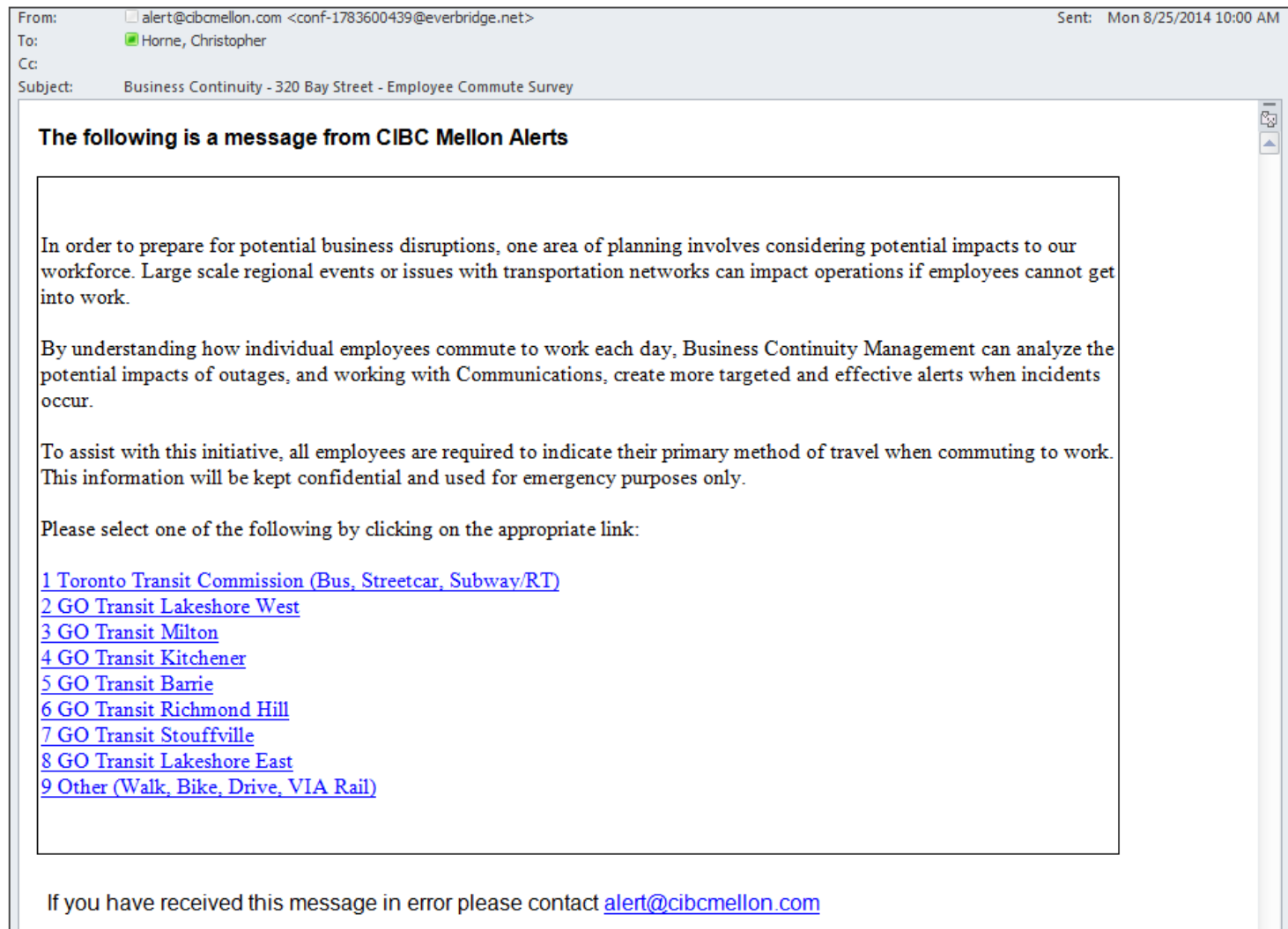
Email



Planning and Analysis: Employee Home Locations



Planning and Analysis: Commute Survey (E-mail Only)



Market the Program



Newsletters

Coordinators Meetings

Monthly Questions

Corporate Communications

Department Presentations

Reports

Exercises

Employee Alert Process

Intranet Site

(All Employee and Coordinators)

Measure the Program



Traditional Sources

Business Impact Analysis

Plans

Call Trees

Exercises

Additional Sources

Employee Hotline and Website statistics

Number of employees within plans

Updates to Employee Contact Data with HR

Communication Exercise Data

Internal Communications

Remote Access Usage

Building Access

Client Support (Program Inquiries, New Business)

Thank and Acknowledge



Corporate Groups

Information Technology

Human Resources

Finance

Office Services / Premises / Facilities

Corporate Security

Communications

Business Units

Senior Leadership

Employees

Partners

Are You Prepared For Incidents?

What contributes to program and planning success?

What qualities and characteristics can lead to better results?

How can business continuity and emergency communications help optimize your planning and response strategies?

Simplify

Credibility

Market

Thank

Structure

Measure

Train

Exercise

Online Resources



Preparing for the Unexpected: Business Continuity Trends and Tactics

AUGUST 2016

By Christopher Horne
Assistant Vice President,
Information Technology
Governance, Vendor
Management, Security,
and Business Continuity

For institutional investors, governments, regulators and stakeholders across financial services and other industry segments, there is increasing recognition of the role of business continuity in mitigating the effects of disruptive incidents on business operations and society. Organizations recognize the many cross-dependencies of today's interconnected world – and seek assurance that their suppliers and partners have processes in place to mitigate the effects of unexpected incidents, disruptions and threats on critical services.

CIBC Mellon is trusted to safeguard more than C\$1.8 trillion of assets on behalf of banks, pension plans, mutual funds, corporations and other institutional investors – a substantial portion of all the investable assets in Canada. We recognize the importance of our resilience to our clients, and we continuously work to further reinforce our strong governance and control environment. A key element of our company's commitment to clients is taking steps to plan, prepare and practice our responses to unexpected situations; we know we need to react to unplanned challenges in a prompt, organized and effective manner.

CIBC Mellon approaches business continuity holistically. CIBC Mellon's business continuity efforts are designed to provide our clients with confidence and assurance that risks related to the continuity of our business are appropriately assessed, monitored, managed and mitigated. Our approach includes clearly documented plans for each of our business units, multiple offsite recovery centres, and robust technology infrastructure via our parent companies, all combined with regular testing and exercises.

RECOGNIZING THE IMPORTANCE OF BUSINESS CONTINUITY MANAGEMENT
Business continuity management (BCM) is a holistic management process that identifies potential threats to an organization and the potential impacts to business operations of those threats, if realized; it is a framework for building organizational resilience capabilities, which can safeguard the interests of the organization's key stakeholders, reputation, brand and value-creating activities.

Business continuity should not be a one-time project, but rather should be conceived as an ongoing management and governance process supported by executive leadership and appropriately resourced. The process should identify potential impacts, maintain viable strategies and plans designed to mitigate those impacts, and should be kept vital and up to date with training, exercising, maintenance and review. Collaboration is also key; rather than containing effort within a single group, a business continuity process should engage business and operational leaders across an organization who are involved in the day-to-day delivery against organizational priorities.

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OUR THINKING / AUGUST 2016



Business Continuity Institute EMERGENCY COMMUNICATIONS REPORT 2015

Business Continuity Institute
everbridge

Overview Video:

www.vimeo.com/cibcmellon/everbridge

Webinar

www.youtube.com/watch?v=IZMPjJ-6XUM

Whitepaper

www.cibcmellon.com/businesscontinuity

[Emergency Communications Report](#)

Questions

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