Incident Management and Communications

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

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Information Technology Governance, Vendor Management, Security and Business Continuity
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.


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

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

<table>
<thead>
<tr>
<th>Hurricanes</th>
<th>Floods</th>
<th>Severe Storms</th>
<th>Tornadoes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earthquakes</td>
<td>Pandemics</td>
<td>Fires</td>
<td>Power Outages</td>
</tr>
<tr>
<td>Terrorism</td>
<td>Suspicious Packages</td>
<td>Bomb Threats</td>
<td>Active Shooter</td>
</tr>
<tr>
<td>Environmental Incidents &amp; Accidents</td>
<td>First Aid</td>
<td>Cyber Threats</td>
<td>Supply Chain Outages</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Workforce</th>
<th>Sites</th>
<th>Technology</th>
<th>Supply Chain</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Employees”</td>
<td>“Offices”</td>
<td>“Data Centres”</td>
<td>“Vendors”</td>
</tr>
<tr>
<td>Pandemic</td>
<td>Inaccessible / Unusable</td>
<td>System(s) Outage(s)</td>
<td>System(s)/Site Outage(s)</td>
</tr>
<tr>
<td>Loss of Key Staff</td>
<td>Damaged / Destroyed</td>
<td>Damaged / Destroyed</td>
<td>Service Delays</td>
</tr>
<tr>
<td>Availability</td>
<td></td>
<td>Human Error</td>
<td>Bankruptcy</td>
</tr>
<tr>
<td>(Commuting Impacts)</td>
<td></td>
<td>Cyber Threats</td>
<td>Cyber Threats</td>
</tr>
</tbody>
</table>
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

Text Messages

Emails

Phone Calls
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
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

Crawl
- Initial Trials
- Scheduled Walkthroughs During Business Hours

Walk
- Scheduled Exercises
- Date and Time Provided to Employees

Jog
- Scheduled Exercises
- Date Provided to Employees

Run
- Scheduled Exercises
- Week Provided to Employees

Sprint
- Scheduled Exercises
- Unannounced to Employees Outside of Business Hours

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**

- Confirmed: 1092 (87.64%)
- Not Confirmed: 51 (4.09%)
- Confirmed Late: 103 (8.27%)
- Unreachable: 0 (0.00%)

**Confirnations by path**

- Work Cell Phone: 73 (6.11%)
- Personal Cell Phone: 302 (25.27%)
- Work Cell Text: 46 (3.85%)
- Personal Cell Text: 290 (24.27%)
- Home Phone: 341 (28.54%)
- Work Email: 127 (10.63%)
- Personal Alt. Phone: 6 (0.50%)
- Work Phone: 10 (0.84%)
## Monitoring for Incidents and Potential Threats

### Traditional

<table>
<thead>
<tr>
<th>Information obtained via:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email alerts</td>
</tr>
<tr>
<td>Internet sites</td>
</tr>
<tr>
<td>Television</td>
</tr>
<tr>
<td>Radio</td>
</tr>
<tr>
<td>Twitter</td>
</tr>
<tr>
<td>Facebook</td>
</tr>
<tr>
<td>Employees</td>
</tr>
</tbody>
</table>

### Situational Awareness

<table>
<thead>
<tr>
<th>Information obtained through alerts:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identified site addresses established</td>
</tr>
<tr>
<td>Define a proximity from each site of interest</td>
</tr>
<tr>
<td>Identify alert recipients</td>
</tr>
<tr>
<td>Notifications are received through everbridge and NC4 for threats that meet key criteria</td>
</tr>
</tbody>
</table>
### Everbridge Threat Monitoring Categories Through NC4

#### Advisory
- 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

#### Aviation
- Air Travel Delay
- Airspace Restriction
- Plane Crash
- Aircraft Fire
- Airliner Crash
- Emergency Landing
- Aircraft Incident
- Airport Closure
- Helicopter Crash
- Other Types

#### Transportation
- Maritime Incident
- Motor Vehicle Accident
- Public Transportation Disruption
- Port Closure
- Roadway Closure
- Train Accident
- Train Derailment
- Other Types

#### Fire
- 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

#### Geophysical
- Earthquake
- Landslide
- Tsunami
- Volcano
- Other Types

#### Hazmat
- Biohazard
- Chemical Spill
- Explosive Materials
- Fuel Spill
- Fumes
- Hazmat Response
- Natural Gas Leak
- Oil Spill
- Radioactive Material
- Unknown Substance
- Other Types

#### Health
- Avian Influenza
- Public Health
- Quarantine
- Other Types

#### Infrastructure
- Fuel Disruption
- Network Outage
- Power Outage
- Rolling Blackout
- Sewage Problem
- Telecom Outage
- Water Main Break
- Other Types

#### Structural
- Bridge Collapse
- Building Collapse
- Mine Incident
- Partial Collapse
- Structure Collapse
- Tunnel Collapse
- Unsafe Structure
- Other Types

#### Security
- Bank Robbery
- Bomb Threat
- Civil Unrest
- Curfew
- Disturbance
- Explosion
- Explosive Device
- Rally
- Hostage Situation
- Insurgent Attack
- Military Operation
- Planned Protest
- Other Types

#### Terrorism
- Bio-Terrorism
- Bombing
- Chemical Terrorism
- Homeland Security Advisory
- Nuclear Device
- Terrorist Attack
- Other Types

#### Meteorological
- Blizzard
- Evacuation
- Flooding
- Hurricane
- Ice Storm
- Storm
- Tornado
- Tropical Cyclone
- Tropical Storm
- Typhoon
- Other Types

#### Other
- Emergency Response
- Other Types

#### Labor
Threat Monitoring Systems
Threat Monitoring Alert Examples

**Text**

- Threat / Incident Alert within **1 km of 320 Bay Toronto ON** - Assess the alert details and respond as required. Email business continuity cibcmellon.com if you have questions or need help. This alert is generated by https://manager.everbridge.net/login ..... ALERT DETAILS: Front St W & York St - Crews responding to an unspecified noxious gas at Fairmount Royal York hotel. Crews are responding to the release of an unspecified noxious gas at the Fairmount Royal York hotel, located on Front St W at York St. Four people have been reported with injuries from exposure. Details regarding evacuations have not been released.
  
  Aug 17 11:27 AM

**Email**

- The following message is a CIBC Mellon Alert.

  Assess the alert details and respond as required. Email business.continuity@cibcmellon.com if you have questions or need help. This alert is generated by https://manager.everbridge.net/login ..... ALERT DETAILS: Front St W & York St - Crews responded to mace released at Fairmount Royal York. Incident closed. Crews responded to the release of a canister of mace at the Fairmount Royal York hotel, located on Front St W at York St. Four people were reported with injuries from exposure to the chemical deterrent. There were no immediate reports of evacuations. This incident is closed.

  If you have received this message in error please contact alert@cibcmellon.com
Planning and Analysis: Employee Home Locations
Planning and Analysis: Commute Survey (E-mail Only)

The following is a message from CIBC Mellon Alerts

In order to prepare for potential business disruptions, one area of planning involves considering potential impacts to our workforce. Large scale regional events or issues with transportation networks can impact operations if employees cannot get into work.

By understanding how individual employees commute to work each day, Business Continuity Management can analyze the potential impacts of outages, and working with Communications, create more targeted and effective alerts when incidents occur.

To assist with this initiative, all employees are required to indicate their primary method of travel when commuting to work. This information will be kept confidential and used for emergency purposes only.

Please select one of the following by clicking on the appropriate link:

1. Toronto Transit Commission (Bus, Streetcar, Subway/RT)
2. GO Transit Lakeshore West
3. GO Transit Milton
4. GO Transit Kitchener
5. GO Transit Barrie
6. GO Transit Richmond Hill
7. GO Transit Stouffville
8. GO Transit Lakeshore East
9. Other (Walk, Bike, Drive, VIA Rail)

If you have received this message in error please contact alert@cibcmellon.com
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?
## Online Resources

<table>
<thead>
<tr>
<th>Overview</th>
<th>Video: <a href="http://www.vimeo.com/cibcmellon/everbridge">www.vimeo.com/cibcmellon/everbridge</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Webinar</td>
<td><a href="http://www.youtube.com/watch?v=IZMPjJ-6XUM">www.youtube.com/watch?v=IZMPjJ-6XUM</a></td>
</tr>
<tr>
<td>Whitepaper</td>
<td><a href="http://www.cibcmellon.com/businesscontinuity">www.cibcmellon.com/businesscontinuity</a></td>
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</tbody>
</table>

### Emergency Communications Report

![Emergency Communications Report](image)
Questions

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