What is Business Continuity Planning vs. Business As Usual?

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Business Continuity Planning

- The creation of a strategy through the recognition of threats and risks facing a company, with an eye to ensure that personnel and assets are protected and able to function in the event of a disaster.
PLANS ARE NOTHING; PLANNING IS EVERYTHING.

Dwight D. Eisenhower
Why should you have a BCP?

- Personal Preparedness Employees & Families
- Presidential Preparedness Directive 8 (PPD-8)
- Commitment to Customers
- Continuity of Operations
- How to keep the business running
- Economic Recovery
Why Should You Have BCP?

$108 Billion

$85 Billion

$65 Billion

40%
What is a BCP Event?
Oh, you know it’s gonna suck when I come to town!
That exciting moment when
Jim Cantore hears
Thunder snow!!!
Examples of BCP Situations

REMEMBERING THE JUNE 29, 2012 DERECHO

Morning Low 84°F  Daily High 104°F

Peak Wind Gust 81 MPH at 9:08 P.M.

- 4 MILLION WITHOUT POWER
- 13 WIND RELATED DEATHS
- 34 HEAT RELATED DEATHS
- $2.9 BILLION IN DAMAGES
January 2016...
Hurricane Matthew - 2016
Hurricane Matthew - 2016
Recent Tragedies

1. LAS VEGAS CONCERT MASSACRE
2. Mandalay Bay
3. FOX 5: NEIGHBORS OF ALLEGED GUNMAN REACT ELKTON, MD
The Human Factor

Nissan Production Shutdown Delivers Fresh Blow to Japan Inc.

Oops! Did I tweet that?!
BCP Cycle

• Living Breathing Process
• All Hazards Approach
• Establish/Create Plans
• Communicate Plans
• Train/Exercise Plans
• Capture Lessons Learned
• Repeat Cycle
Project Initiation
Define BCP Objectives
Identify Potential Threats
Develop Strategies
Identify Teams
Practice, Practice, Practice
Project Initiation

- Identify Your Key Players
  - Organization Charts
  - Team Leads
  - Team Members
  - Special Projects
  - On-site Contractors
- Define Roles & Responsibilities
- Security & Confidentiality Requirements of Your Business
- Records That Must be Protected
- Insurance Partners
- Suppliers/Materials
- Customers
- Utilities
Define BCP Objectives

- Analyze Your Business
- How long could you operate without a critical operation, supplies or process before you lose customers?
- Identify time sensitive activities
- Payroll Continuity
- Evacuation Plans
- Shelter In Place Plans
- Employee Health – During and After
- Review Insurance Plans/Coverage
Identify Potential Threats

• Environmental Scan
• Regional Weather
• Industry Specific – Meet with leaders to understand what makes your industry susceptible. (Don’t forget to look at suppliers)
• Facility Walk
• How can you prevent, mitigate or lessen the impact of your threats
Develop Strategies

• Location
  • Where will leaders physically operate
  • Remote or in Person

• Connectivity
  • Internet, phone, computers, etc.

• Operations during BCP
  • Telework for employees
  • How to replenish supplies
Communications

Poor communications often turns an emergency into a catastrophe

• How will you communicate with employees?
• How will you account for them?
• How would you communicate if land lines were dead?
Suggested Strategies

• Web – based utility for notifying employees of a crisis, emergency, or business impacting event

• Dedicated VM that employees can call to obtain operational status

• Leader responsibilities
Identify Teams

• Assign Roles
  • Leadership Team
  • BCP Coordinator
  • Teams

• Define Tasks
  • Pre Event: Employees Keeping Contact Info Current, BCP Updates
  • During: Org Chart for BCP Roles
  • Post: Recovery Roles, After Action Review/Lessons Learned
“Practice is everything. The key is to engage in the process of planning and exercising so company stakeholders know their roles and responsibilities.”

Forbes, “Why Companies Need a Business Continuity Plan”
Practice, Practice, Practice

- Conduct Regular Training
  - Critical Investment
  - Conduct Annual Table Top Exercise
  - Update Plan
  - Include in Budget
Resources

• Fairfax Joint Local Emergency Planning Committee
  http://www.lepcfairfax.org/publications.htm

• FEMA: Emergency Management Guide for Business and Industry
  https://www.fema.gov/media-library/assets/documents/89550

• FEMA: Online BCP Generator
BCP Generator

Business Continuity Plan Test

- Exercise Planner Instructions
- Facilitator & Evaluator Handbook
- Situation Manual
- Presentation
- Participant Feedback Form

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Scenario Module 2: Ice Storm

Saturday, 7:00 p.m.

- A powerful upper-level system begins to move into the State. The National Weather Service (NWS) Forecast Office is predicting one to two inches of freezing rain and issues a winter weather advisory.

Figure 3. Downed Trees (FEMA photo)
Scenario Module 2: Ice Storm (cont.)

Sunday, 1:00 a.m.

- The ice storm has downed tree limbs and power lines, and local utility reports indicate that approximately [68,400] people are without service. Many areas are reporting severe black ice conditions.

- The hardest-hit area is the DMV, which has received more than two inches of ice.

- Telephone offices are running on generator power, but telephone and cell service are still available for most customers. Travel is discouraged in the DMV, as well as the local metropolitan area.
Scenario Module 2: Ice Storm (cont.)

Sunday, 4:00 a.m.

- The State’s department of transportation has more than 200 vehicles clearing State roads, though progress is very slow. In addition to plowing many of the State-maintained roadways, the trucks are applying sand, salt, and magnesium chloride to the most impacted roads in the DMV part of the State.
Scenario Module 2: Ice Storm (cont.)

Sunday, 4:00 a.m. (cont.)

- Meanwhile, police, fire, and EMS crews are being overwhelmed with weather-related calls; most first responders are handling nearly double their normal number of calls.

- Requests are being made for drivers with 4-wheel drive vehicles and snow mobiles to report to local hospitals to assist in providing transportation for nurses and other critical staff.

- Weather forecasts predict more freezing rain.
Monday, 5:30 a.m.

- Most people awaken on Monday morning to find that numerous schools and businesses across the State have closed because of the inclement weather conditions, power outages, and treacherous roads. This includes your facility.

- The NWS predicts another inch of freezing rain that day. Efforts to clear the roads are ongoing; however, travel will be extremely limited for several days, and efforts to restore partial power to the region could take several days.
Pre-Storm Discussion Questions

Note: Not all questions may be relevant to your organization.

1. In this case, what would your organization do first to prepare for a possible ice storm?

2. What means of communication will be used to allow the facility and operational elements, components, and/or divisions to remain in contact with one another?
   a) Are alternate and resilient means of communication available?

3. How much downtime is acceptable without significantly affecting business operations? Can anything be done to extend this period of time?
Wrap Up

- Must have Top Down Leadership Support
- Plan & Budget for Table Top Exercise
- Utilize Local Resources
- Communicate Plan to all Employees
- Train all Managers, Even if not Involved in BCP

