



THE CONFERENCE BOARD  Business Continuity, Security & Crisis Management Seminar
 Corporate Preparedness: An Emerging Regulatory Issue

Planning for Corporate Preparedness

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Standards, Specifications, & Best Practices

- ➔ **NFPA 1600-2007**
 Standard on Disaster/Emergency Management and Business Continuity Programs
- ➔ **ISO/PAS 22399**
 Societal security — Guideline for incident preparedness and operational continuity management
- ➔ **DRII/DRJ**
 Generally Accepted Practices for Business Continuity





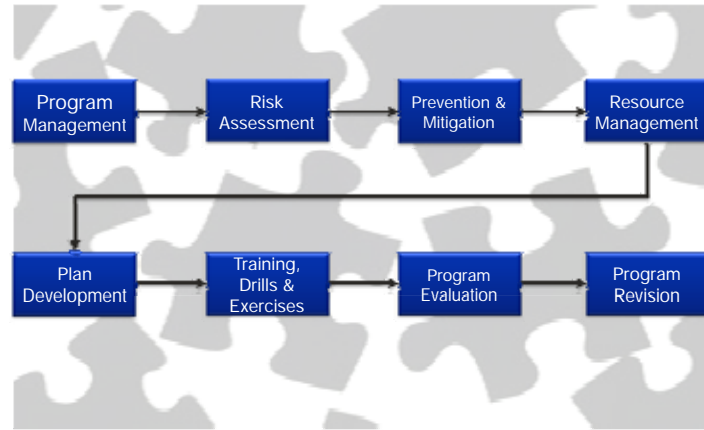

Planning within the Organization




Planning within the Organization




Program Development—Overview



Planning Process—Program Management



Risk Assessment



Risk Assessment

| Asset or Operation at Risk | Hazard | Scenario | Probability (L, M, H) | Impact with Existing Mitigation (L, M, H) | | | | Overall Hazard Rating |
|----------------------------|------------|------------------|-----------------------|---|----------|------------|------------|-----------------------|
| | | | | People | Property | Operations | Reputation | |
| Information Technology | Fire | Server Room Fire | H | H | H | L | H | SH |
| | Power | Power Outage | L | H | H | H | H | SH |
| | Water | Water Damage | L | L | L | L | - | LL |
| | Security | Security Breach | L | L | H | H | H | SH |
| | Other | Other | H | L | L | - | - | SH |
| Facilities | Earthquake | Earthquake | L | H | H | - | - | SH |
| | Other | Other | H | - | H | - | - | SH |

Business Impact Analysis (BIA)



Prevention & Mitigation

- ➔ **Prevention:** Activities to avoid an incident or to stop an emergency from occurring.
- ➔ **Mitigation:** Activities taken to reduce the severity or consequences of an emergency.

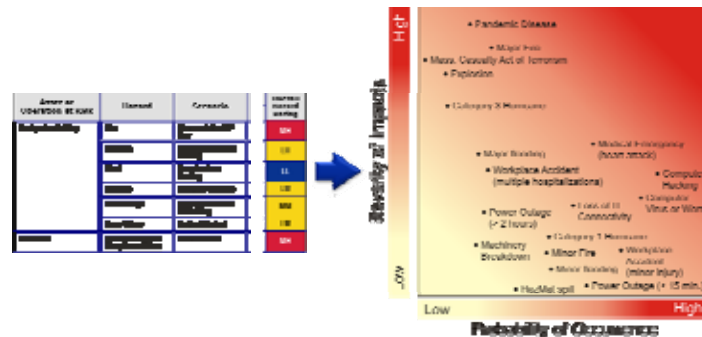


Prevention & Mitigation Strategies

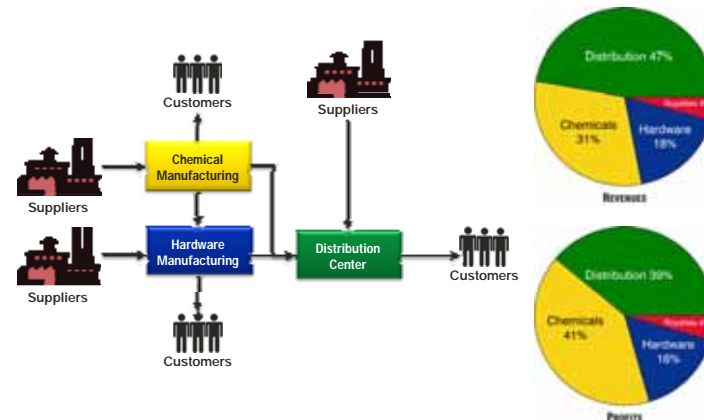
| Asset or Operation at Risk | Hazard | Scenario | Overall Hazard Rating | Prevention & Mitigation Strategies |
|----------------------------|--|---|-----------------------|--|
| Corporate Headquarters | Fire | Fire on or below 23 rd floor | MHI | Fire prevention program; install fire detection and suppression systems |
| | Terrorism | Explosion Outside the Building | LII | Provide 100 ft. setback from street; install concrete bollards to prevent vehicle access |
| | Flood | Ground surface flooding | LL | None required |
| | Hurricane | Category 3 Hurricane | IM | Secure roof covering and all exterior equipment; inspection and hardening of doors and windows |
| | Power Outage | Equipment Failure in the Building | MM | Install UPS and emergency generator; provide redundant equipment or switching capability |
| Data Center | Power Outage | Regional Blackout | LM | Maintain 72 hour fuel supply; business continuity plan including relocation strategies |
| | Telecommunications Disruption or Failure | Loss of 15 lines | MH | Secondary lines or means of connectivity |
| Manufacturing Facility | | | | |
| Distribution Center | | | | |
| Call Center | | | | |



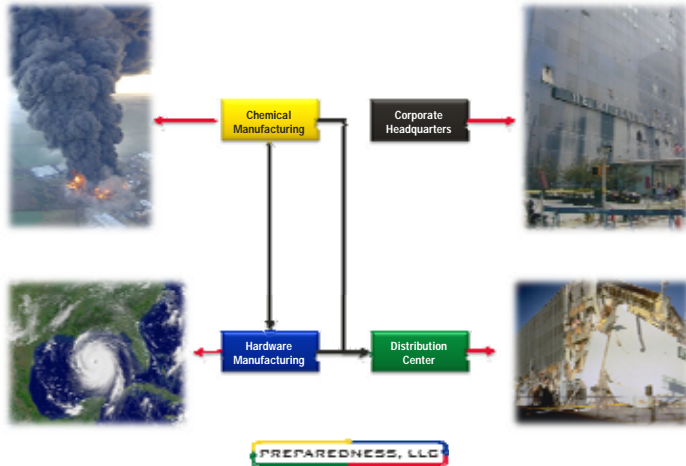
Prevention & Mitigation Priorities



Prevention & Mitigation—Strategic Decisions



Prevention & Mitigation—Tactical Decisions

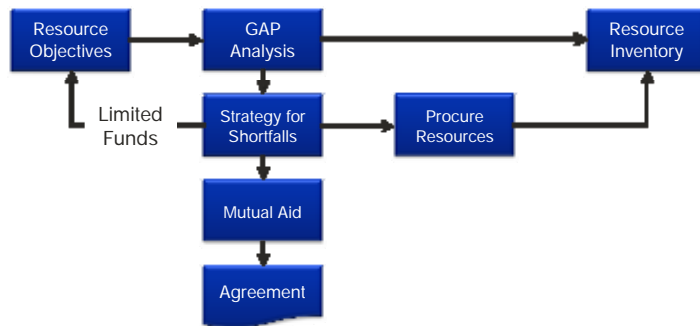


Resource Management

- Funding
- Personnel
- Expert knowledge
- Training
- Equipment
- Technology
- Materials
- Facilities
- Information and intelligence



Resource Management



Resource Management

| Resource Category | DESCRIPTION (NAME/LOCATION) | QUANTITY | INVENTORY TYPE | LOCATION | DATE | STATUS |
|------------------------------|-----------------------------|----------|----------------|----------|------|--------|
| Personnel | ... | ... | ... | ... | ... | ... |
| Equipment | ... | ... | ... | ... | ... | ... |
| Technology | ... | ... | ... | ... | ... | ... |
| Materials | ... | ... | ... | ... | ... | ... |
| Facilities | ... | ... | ... | ... | ... | ... |
| Information and Intelligence | ... | ... | ... | ... | ... | ... |

Strategic Plan

- ➔ ...shall define the vision, mission, goals, and objectives of the program [NFPA 1600]
- ➔ What products or services are most critical?
- ➔ What must be protected?
- ➔ What resources need to be allocated?



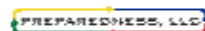
Emergency Operations/Response

- ➔ Strategic
 - ▶ Program objectives—critical facilities
- ➔ Tactical
 - ▶ Minimum regulatory requirements—protective actions for life safety
 - ▶ Risk assessment
 - ▶ Capabilities of available resources
 - ▶ Damage assessment
 - ▶ Property conservation
 - ▶ Connectivity with BCP and crisis management plans



Crisis Communications

- ➔ Central contact facility
- ➔ Pre-scripted information bulletins
- ➔ Method to coordinate information for release
- ➔ Protective action guidelines
- ➔ Procedures to advise the public of threats



Business Continuity Plan

- ➔ Identify stakeholders, critical and time-sensitive applications, alternative work sites, vital records, contact lists, processes, and functions... personnel, procedures, resources [NFPA 1600]
- ➔ Operational and financial impacts—critical functions and recovery time objectives
- ➔ Dependencies and workarounds
- ➔ Alternate operating strategies & requirements
- ➔ Resources—will they be available when needed?



Recovery Plan

- ➔ Physical
 - ▶ Short-term and long-term priorities
 - ▶ Restoration of functions, services, resources, facilities, programs, and infrastructure
- ➔ Human Impact
 - ▶ Employees, families, community
 - ▶ Psychological and physical needs
 - ▶ Impacts on organizational health and productivity



Incident Reporting

- ➔ Capture essential information
- ➔ Ensure consistency with reporting protocols
- ➔ Comply with regulatory requirements



Incident Management

- ➔ Roles, responsibilities, lines of authority; internal/external
- ➔ Connectivity between all plans
- ➔ Alerting, notification, communications & warning
- ➔ Emergency operations centers
- ➔ Incident briefing
- ➔ Incident action plan
- ➔ Job aides
- ➔ Resources & logistics



Training, Drills, & Exercises

- ➔ Training
 - ▶ Assess training needs
 - ▶ Develop curriculum
 - ▶ Implement education and training program
- ➔ Drills
- ➔ Exercises



Program Evaluation

- ➔ Periodic evaluations
- ➔ Exercises
- ➔ Post incident critiques
- ➔ Lessons learned
- ➔ Corrective action program
- ➔ Program revision



Additional Information

- ➔ NFPA 1600 available for FREE download from www.nfpa.org
- ➔ Handbook written by members of the NFPA 1600 technical committee and other experts; Available from www.nfpa.org/catalog
- ➔ Forms and checklists on CD accompany handbook



Contact Information

If you would like a program evaluation checklist, please contact:

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