
Introduction to Business Continuity Planning and Industry Best Practices

MAG Telecommunications Advisory Group

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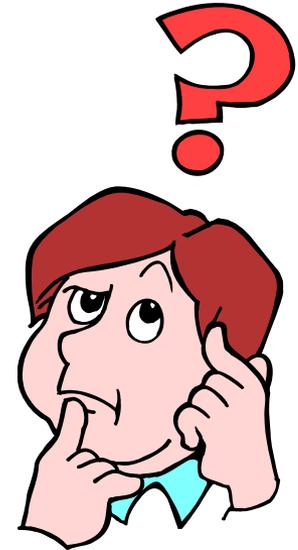


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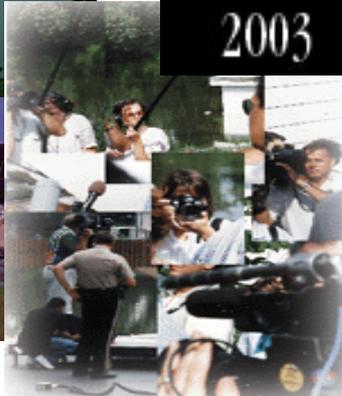
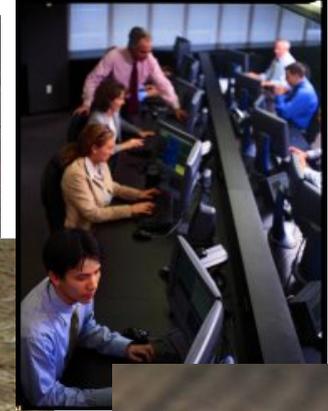
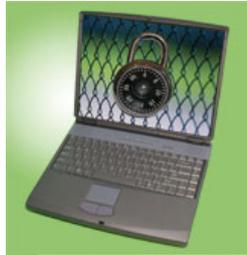


Terminology

- Emergency / Incident Response
- Crisis Management
- Disaster Recovery
- Continuity of Operations and Government
- Business Resumption / Contingency / Continuity / Resilience



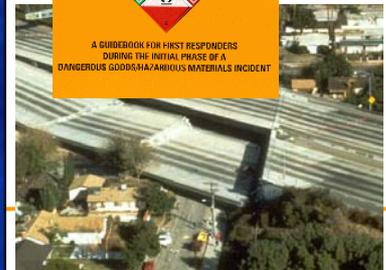
What is Continuity Planning?



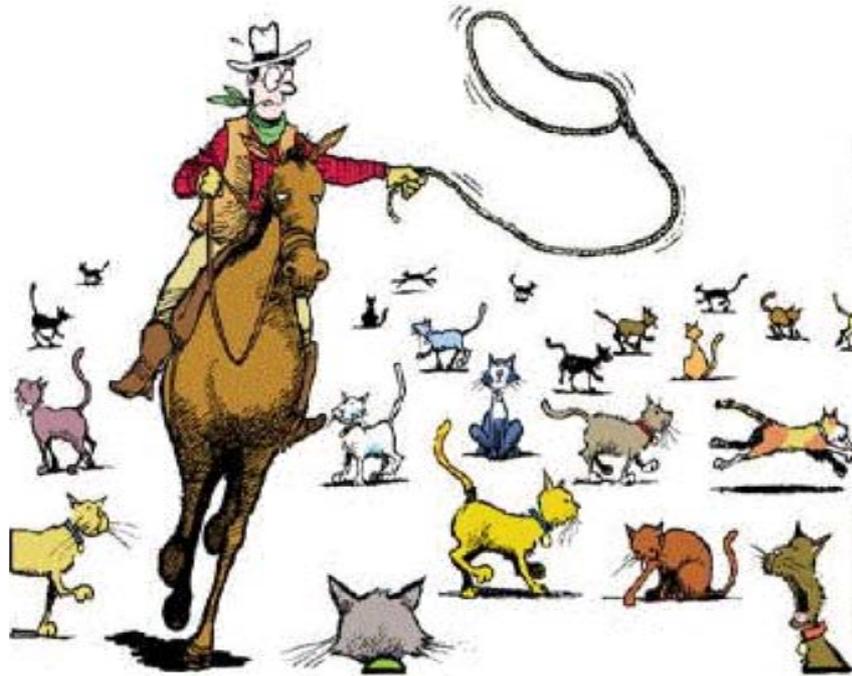
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EMERGENCY RESPONSE
GUIDEBOOK



A GUIDEBOOK FOR FIRST RESPONDERS
DURING THE INITIAL PHASE OF A
DANGEROUS GOODS/HAZARDOUS MATERIALS INCIDENT



What's the Goal?



Professional Practices

1. Project Initiation and Management
2. Risk Evaluation and Control
3. Business Impact Analysis
4. Develop Business Continuity Strategies
5. Emergency Response and Operations
6. Developing and Implementing Business Continuity Plans
7. Awareness and Training
8. Maintaining and Exercising Business Continuity Plans
9. Public Relations and Crisis Coordination
10. Coordination with Public Authorities

Planning Methodology



Risk Analysis

- What impacts are relevant?
 - Threat and vulnerabilities
 - Man-made, natural, technological
 - Mitigation and control
 - Can risk be reduced?
 - Some controls are more expensive than the potential for loss
 - Can be applied to facilities, technologies, etc.
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Emergency Response

- Initial procedures for major impacts
 - Life safety
 - Evacuation & protect-in-building protocol
- Establish command and control
 - Notification and escalation procedures
 - Containment and assessment procedures
- Event consequence awareness
 - Private / Public relationships



Crisis Management & Communication

- Moves from incident scene to enterprise command
- Incorporate ICS / NIMS
- Drives resource prioritization and business strategy
- Business policy and public relations
- Internal and external communication



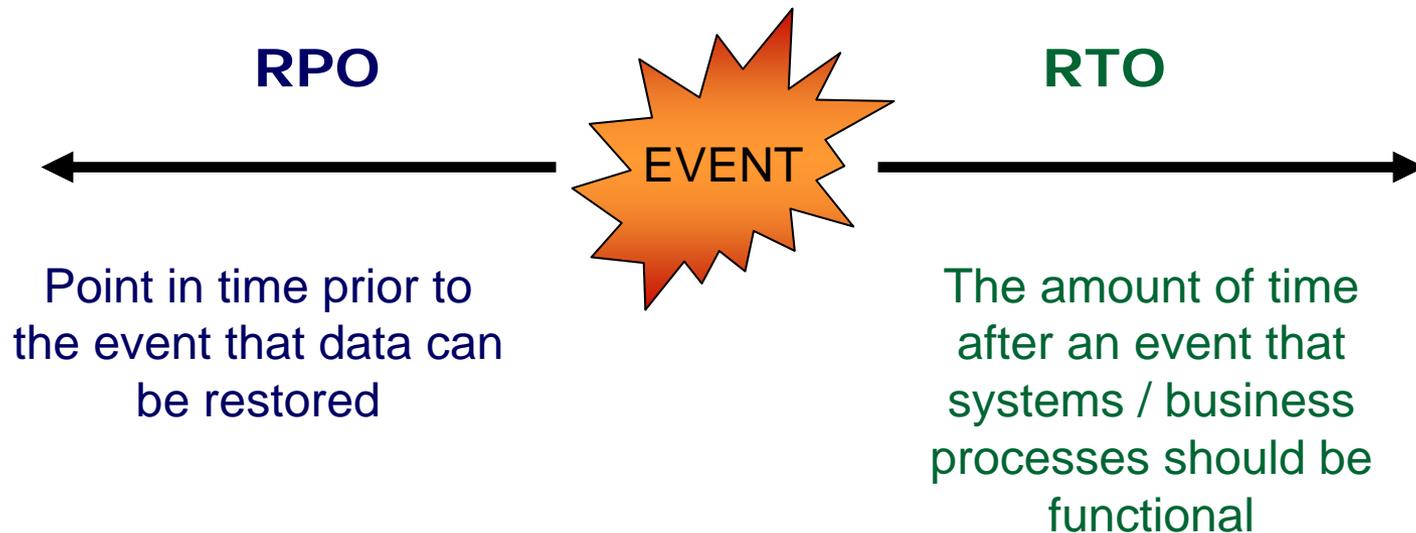
Business Impact Analysis

- Identify business workflow
- Classify technology resources
- Prioritize processes
 - Financial impact
 - Legal / regulatory
 - Customer confidence
 - Market share
- Identify single points of failure



Business Impact Analysis

- Recovery Time Objective (RTO)
- Recovery Point Objective (RPO)



Business Impact Analysis

BUSINESS PROCESS CRITICALITY RANKING				
<i>RTO "0"</i> <i>0 to 12 hours</i>	<i>RTO "1"</i> <i>12 to 24 hours</i>	<i>RTO "2"</i> <i>24 to 48 hours</i>	<i>RTO "3"</i> <i>48 hours to 5 days</i>	<i>RTO "4"</i> <i>5 days +</i>
PRIMARY TECHNOLOGY REQUIREMENTS				

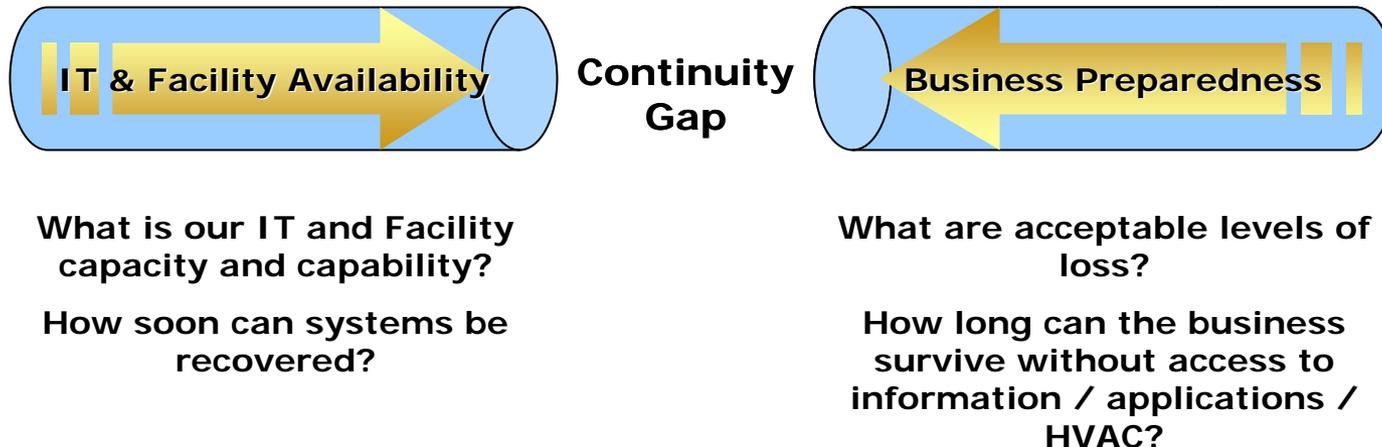
Business Recovery Strategies

- Identify options that match the scope of BIA data
 - Alternate internal sites
 - Recovery services vendor (cold, warm, hot)
 - Telecommuting
 - Mobile recovery resources
 - Mitigation options
 - Cost benefit analysis
 - How much does downtime cost?
 - What is the level of effort to return to normal?
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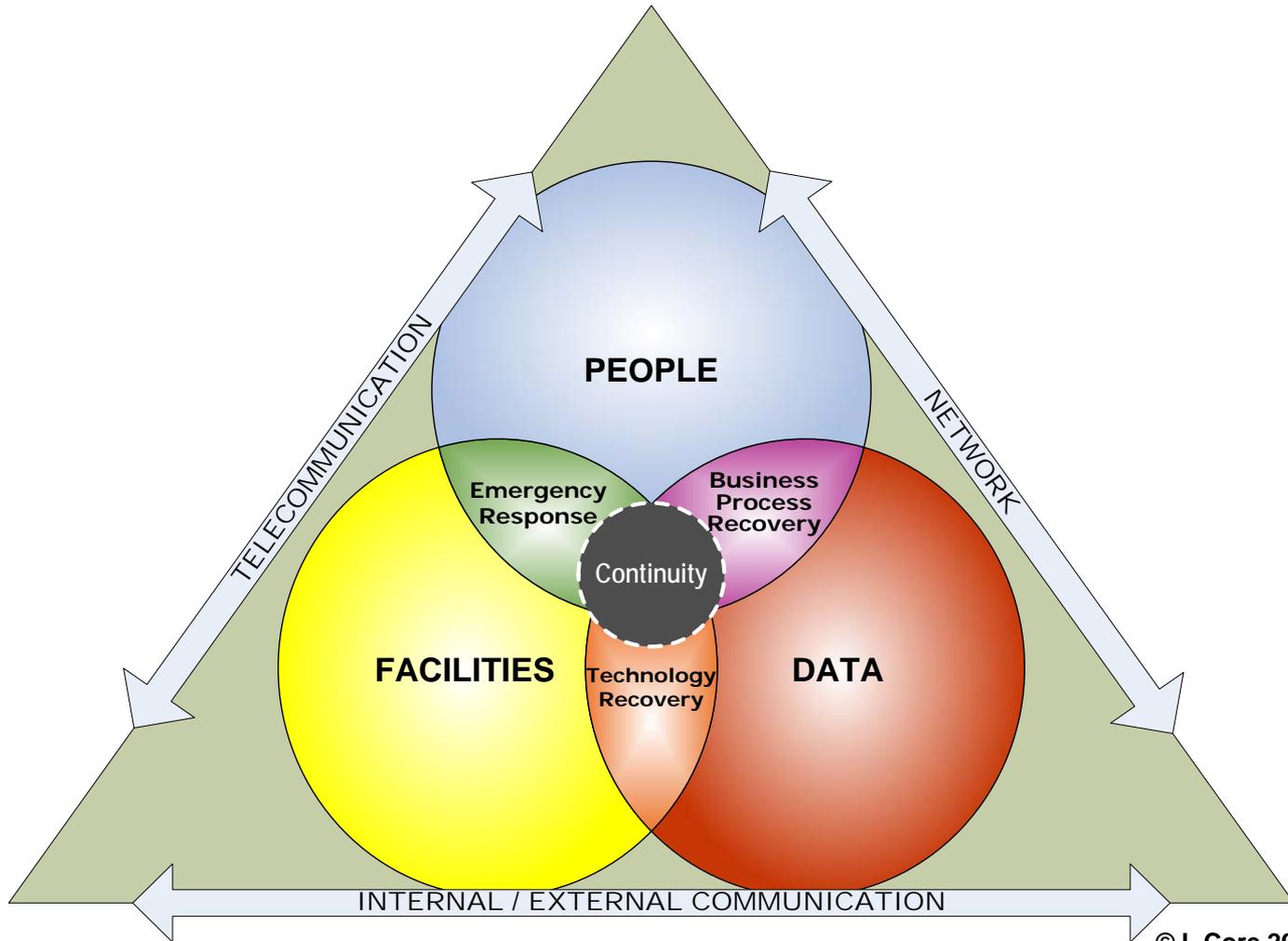
Business Recovery Strategies

Continuity Gap Analysis

- Confirm requirements and expectations between IT / Facilities / Business Units / Executives
- Align IT with organizational value drivers



Continuity Planning



What's in a Plan?

People

- Employee contacts, team roles and procedures, key vendor contacts, workspace needs, communication process, counseling needs, alternate transportation

Data / Processes

- Business tasks and workflows, alternate or manual workarounds, alternate shifts, physical security, compliance responsibilities, information security

Facilities / Technology

- Data, servers and applications, desktops, phones, software, network and internet connectivity, misc. hardware, employee seating, security, site restoration
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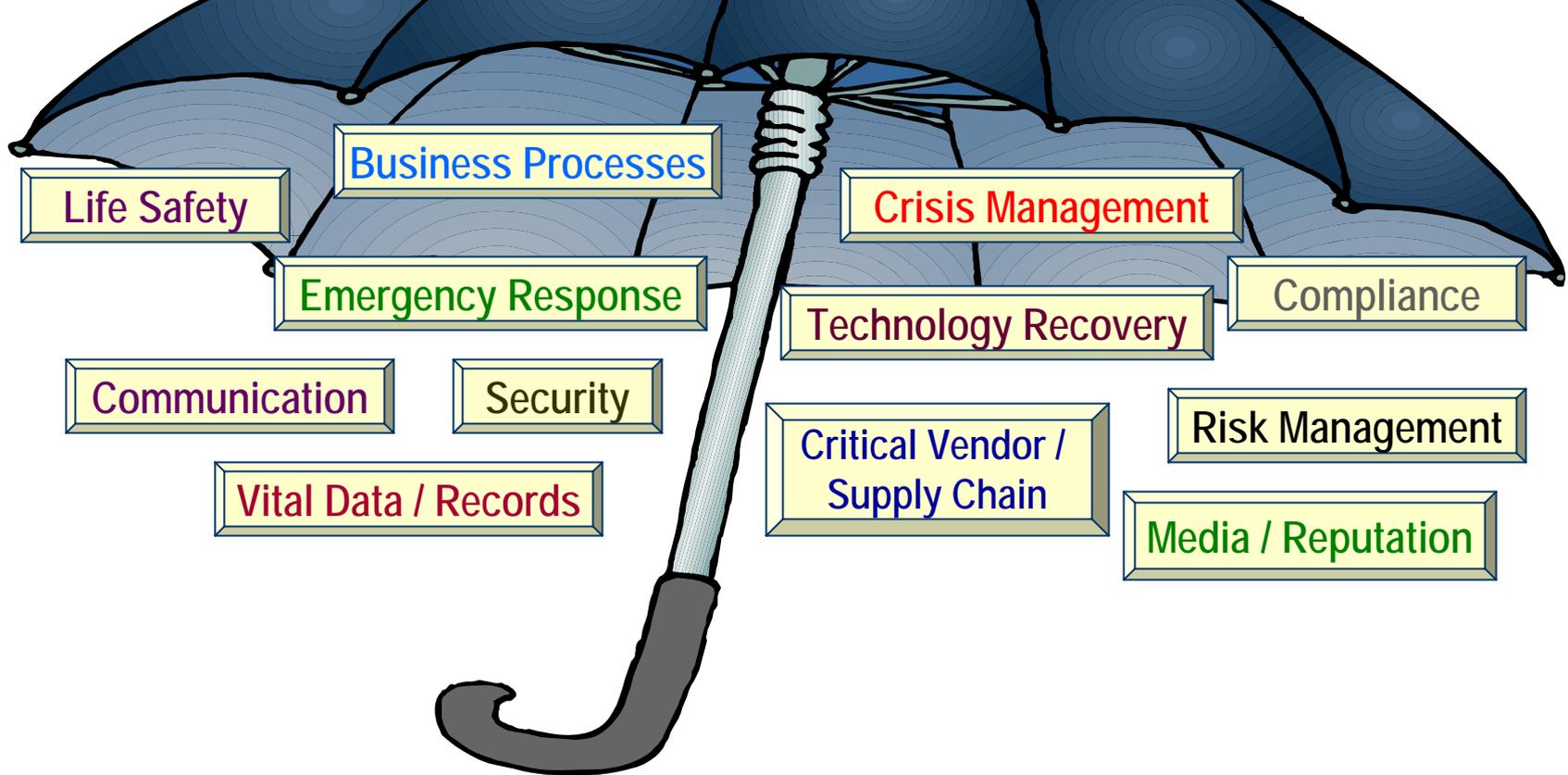
Common Mistakes



- Planning in a vacuum
- Misunderstanding business priorities
- Mistaking quantity for value
- Not learning from internal or external events
- Underestimating the power and need for training
- Assuming everyone knows what the plan is
- Not testing first!

What's the Goal?

BUSINESS CONTINUITY PLANNING



Employees, Property, Data, Customers, Stakeholders

Online Resources

- ❑ www.drii.org
 - ❑ www.contingencyplanning.org
 - ❑ www.continuityinsights.com
 - ❑ www.drj.com
 - ❑ www.continuitycentral.com
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Questions?



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