Simplifying Business Continuity

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MIS
MAKE IT SAFE

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Paul began his career in Business Continuity, Emergency Management and Organizational Resilience in 2004.

With over 34 years experience as a senior leader with the emergency services at strategic, tactical and operational levels including collaboration and mutual aid activations to support crisis operations at a local, regional and national level.

Key strengths include development, implementation and validation of crisis, emergency and security policy and processes, the integration of crisis and emergency plans together with the development of numerous business continuity programs in line with international standards.

Agenda

- What is Business Continuity?

- Integrated Crisis and Business Continuity Management

- Implementation of the six professional practices

- Bringing it all together to build organizational resilience

What is Business Continuity?

Business continuity is:

The capability of the organization to continue delivery of products or services at acceptable pre-defined level following a disruptive incident. (ISO 22301:2019)

This definition makes a clear statement that business continuity is the maintenance and flow of products and services irrespective of the unspecified disruptive incident, with focus on **impact management** as the core thread for an effective business continuity management program.
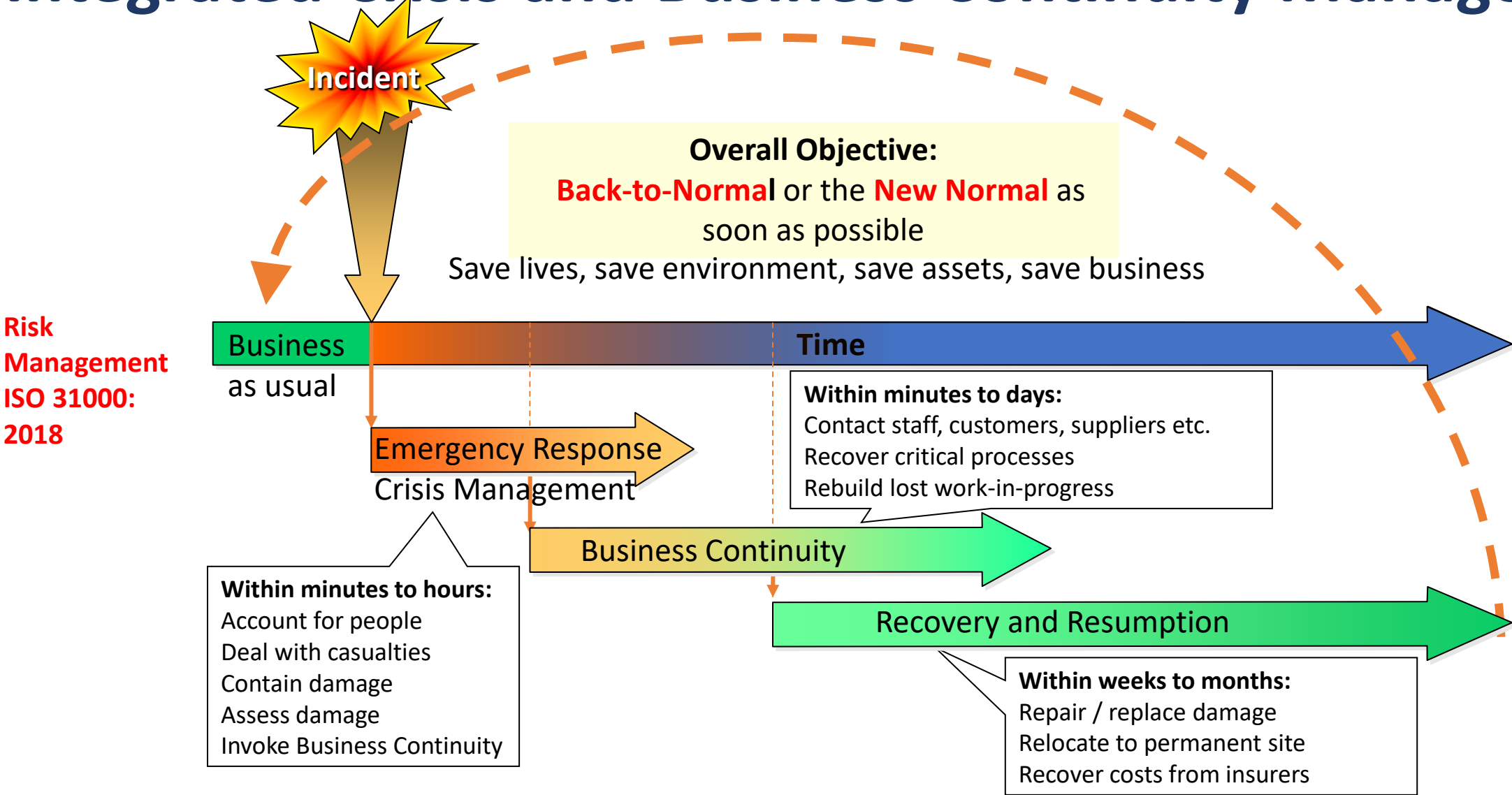
Business Continuity Management (BCM)

BCM is:

- A holistic management process that **identifies potential threats** to an organization, and

- **the impacts** to business operations those threats, if realized, might cause, and

- which provides a framework for building **organizational resilience**

- with the capability of an **effective response** that safeguards the interests of its key stakeholders, reputation, brand, and value-creating activities (ISO 22301:2019).

Integrated Crisis and Business Continuity Management

Incident

Risk Management ISO 31000: 2018

Overall Objective:
Back-to-Normal or the **New Normal** as soon as possible
Save lives, save environment, save assets, save business

Business as usual

Time

Emergency Response
Crisis Management

Within minutes to days:
Contact staff, customers, suppliers etc.
Recover critical processes
Rebuild lost work-in-progress

Business Continuity

Within minutes to hours:
Account for people
Deal with casualties
Contain damage
Assess damage
Invoke Business Continuity

Recovery and Resumption

Within weeks to months:
Repair / replace damage
Relocate to permanent site
Recover costs from insurers

Business Continuity - Benefits

- Effective BC program supports the strategic objectives of the organization and proactively builds the capability to continue business operations in the event of disruption

- An outcome of Business Continuity is to work in collaboration with identified professions to enhance organizational resilience

The Six Professional Practices

Six key practices:

PP1 - Establishing a Business Continuity Management System

PP2 - Embracing BC

PP3 – Analysis

PP4 - Solutions Design

PP5 - Enabling Solutions

PP6 - Validation

Scenario 1

It is 9am on a Monday morning.

Throughout the weekend wildfires have been reported in your region, with BC Wildfire Service are advising organizations and communities to be prepared for potential disruption in the coming days.

What are your initial thoughts?

Professional Practice 1 - Establishing a (BCMS)

Establishing a BCMS involves coordinating a series of interrelated activities to:

- Define the **scope** of the BCMS and establish a **BC policy.**

- Agree and establish high-level **governance** of the BCMS.

- Determine the **objectives** of the BCMS and how they will be met.

- Develop detailed operational **processes** and **roles and responsibilities**.

- **Validate** the BCMS and the organization has a supporting culture.

- Establish how the BCMS will be monitored, reviewed, and **continually improved**.

Professional Practice 2 -Embracing BC
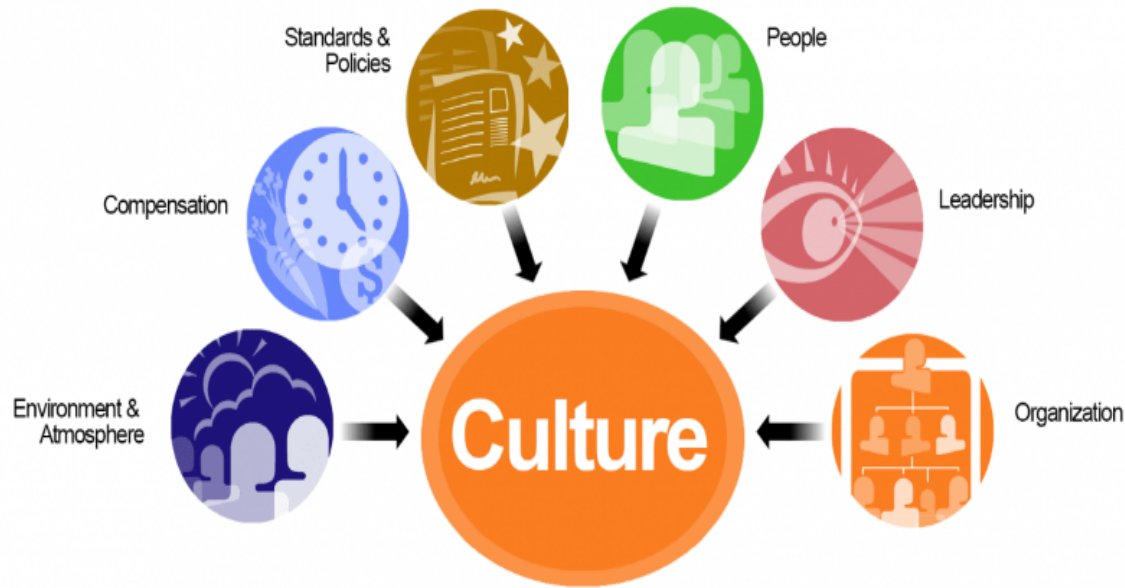
- Defines how to integrate business continuity awareness and practice into **business-as-usual** activities and **organizational culture**

- Promotes awareness, buy-in, competencies, training and learning opportunities

- Understanding and influencing organizational culture: values, attitudes and beliefs

- Training needs analysis

- Training and awareness program

- Embracing requires **buy-in – from head to heart**

Scenario 2

It is now 11am and given the developing situation and increased threat from the wildfires, your top management team have asked the following question.

What are your prioritised:

- Products and services,
- Processes, and
- Activities

if impacted by a disruptive event?

Professional Practice 3 - Analysis

Analysis - contains the two techniques used for analyzing BC requirements: the business impact analysis (BIA) and the risk assessment (RA).

- The **BIA** defines the impacts of disruption **over time** to determine the organization's response, recovery priorities, and resource requirements.
- The **RA** identifies the disruption **risks** to the organization's prioritized activities and required resources.
- The BIA is the foundation for designing **effective recovery** strategies and plans.
- The outcome of the BIA and the RA is an input to the **strategy design** stage of the BCMS.

Types of Business Impact Analysis (BIA)

Type of BIA	Components
Product and Service BIA	• Clarify scope and prioritized products and services
Process BIA	• List of processes that support the delivery the products and services • Identification of interdependencies internally and externally, including suppliers and outsourced activities
Activity BIA	• List of activities that support the processes that support the products and services • Breakdown of interdependencies and resource requirements

Professional Practice 4 - Solutions Design

- Selects the **appropriate solutions** to determine how continuity can be achieved in the event of an incident

- Solutions are based on the **risk and threat** assessments

- Mitigation measures used to **reduce the impact** of a disruption

- Emphasis on **single points of failure** and **unacceptable levels of risk**

- **Collaboration** with other professionals: risk, security, IT governance to avoid duplication and enhance efficiency and effectiveness of resources

Solution timescales

Recovery Time Objective	Strategies and Solutions
Seconds, minutes, hours	Undertake same activities at different locations
A few hours to a few days	Ability to set up within required RTO
Days rather than hours	Have pre-determined standby locations available within RTO
Days to weeks	Undertake some planning but wait until disruption occurs to do the impact assessment
Weeks to months	Wait until event takes place and assess

Scenario 3

It is now 2pm and the wind direction has changed with indications suggesting that your business may be affected by the wildfires.

What pre-determined solutions do you have for a:

- Loss of people

- Loss of premises or part premises

- Loss of IT

- Loss of supply chain / outsourced activities

- Loss of utilities, consumables, equipment ?
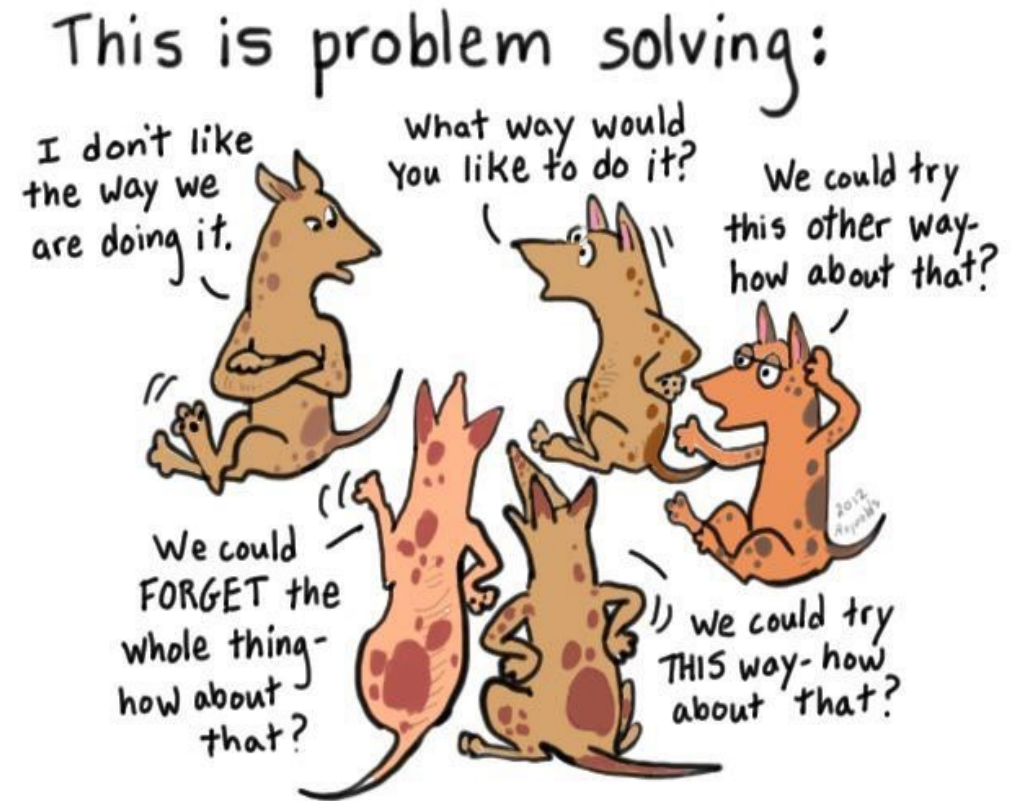
Professional Practice 5 - Enabling Solutions

- Implements the strategies and solutions

- Achieved by developing business continuity plans to meet the organization's agreed business continuity requirements and solutions

- Also includes the development of a response structure that defines the necessary roles, authority and skills required to manage an incident.

BC Response Capabilities

- An ability to recognize potential threats before and when they occur

- A response structure with personnel who have authority and competencies to respond

- Communication capability for both internal and external issues

- Sufficient resources to plan, prepare, respond, and recover

Scenario 4

It is now 4pm and given the developing situation, there is a possibility that an evacuation order may be applied to your organization and the impacted community.

What does your business continuity plan suggest as a response?

Business Continuity Planning
[ˈbiz-nəs ˌkän-tə-ˈnü-ə-tē ˈpla-niŋ]
The process involved in creating a system of prevention and recovery from potential threats to a company.

Business Continuity Plans

- **Direct:** clear, action oriented, and time-based direction

- **Adaptable:** enabling the organization to respond to a wide range of incidents

- **Concise:** containing only guidance, information and tools that are likely to be used by the team in an incident

- **Relevant:** providing information that is current and useful

- **Verifiable:** include information to determine that the instructions have been carried out.

- **Unambiguous:** not be open to multiple interpretations.

- **Ordered:** contain information that is laid out to avoid a search for information

Business Continuity Plans

- Purpose, scope, objectives, and assumptions
- Response structure: activation, procedures
- Response team roles, responsibilities, and authorities
- Prompts for immediate action
- Communication requirements
- Internal and external interdependencies
- Summary of prioritized activities
- Decision support checklists
- Information flow and documentation processes
- Procedures for standing down
- Debriefing: lessons identified
- Continuous improvement

Professional Practice 6 - Validation

- Confirms that the business continuity program meets the objectives set in the policy and that the plans and procedures in place are effective

- Validation is achieved through a combination of three activities:

    - **Exercising**
    - **Maintenance**
    - **Review**

Exercise – Maintenance - Review

- An exercise is "**a process to train for, assess, practice, and improve performance in an organisation.**" and continuous improvement of business continuity management capabilities.

- This provides confidence to those involved and demonstrates to interested parties that business continuity is taken seriously.

- Maintenance – the ability to maintain the BC program and associated documents.

- The review process is there to evaluate the business continuity policy and program for continuing suitability, adequacy, and effectiveness.

Types of Review

- **Audit:** Internal and external independent review measured against an agreed standard

- **Self-assessment:** Individual assessment against key milestones in the business continuity program

- **Quality assurance:** A process to determine whether the outputs from the business continuity program meet the organization's needs and expectations

- **Performance appraisal:** Recognition and support for those with roles and responsibilities in the business continuity program

- **Supply-chain performance:** Measures to ensure understanding of suppliers' capabilities

- **Post Incident Review:** Identification of what worked well and areas for improvement

- **Management review:** A part of the ongoing continuous monitoring of the business continuity program

Scenario 5

It is now 10pm and the wind direction has seen an improvement where the immediate danger of the wildfires has been contained.

How prepared was your organization for a business disruption (irrespective of the cause) and what:

- **Worked well**

- **What needs improvement, and**

- **What actions will you take forward?**

Summary

- Business Continuity is an integral part of crisis management and achieving organizational resilience.

- As the world continues to recover from the global pandemic, new threats emerge from geo-political instability and climate change through to economic inflation.

- Business continuity is focused on identifying vulnerabilities within organizations linked to the underlying value they support and understanding the impact of their non-availability on the organization.

University of Victoria

Emergency Management for Organizational Continuity (EMOC)

- A longer micro-credential comprised of 4 courses

- Each course is 12 weeks

- Online & Asynchronous

Course Topics Include:

- Operational Resilience (*summer session May 13- August 2*)

- IT Security for Business Continuity (*summer session May 13-August 2*)

- Crisis Communications (*next offering September 2024*)

- Emergency Management for Business Continuity (*next offering September 2024*)

University of Victoria

Organizational Preparedness and Adaptability (OPA)

- A shorter micro-credential comprised of 1 course

- 6 weeks in duration

- Online & Asynchronous

- Can be taken as a pre-cursor to EMOC courses

- Next offering October 2024

Course Includes:

Covers fundamentals of business continuity planning and emergency management

To learn more about EMOC and OPA, visit: https://continuingstudies.uvic.ca/

Questions

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