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Business Continuity Plan Steps for an Effective Plan

Bill Reimer

Can it happen to me?

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Real Experience

- Chemical Mixing Plant burned to the ground
- Single plant location
- VP Finance and Partner Observations
 - Everyone wanted to pitch in and help – nobody knew what to do or who to talk to
 - Lots of things stored on desktop computers
 - Focus on recovery as quickly as possible
- Reality
 - 11 days before salvage could start
 - Capability to get information from damaged computers – takes days
 - Little things can really slow you down (e.g. Forms)
 - 18 Months in temporary facilities

Why BCP?

- Some Statistics
 - 80% of business without a recovery plan went bankrupt within 1 year of a disaster
 - 59% of companies can't conduct business during unscheduled IT downtime
 - 40% of companies that can't conduct business during an major IT outage go out of business within 5 years
 - 44% of Canadian companies don't have Disaster Recovery Plans

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DISASTER CATEGORIES

- Loss of:
- **information,**
- **access,**
- **personnel**

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The Right Frame of Mind

- Not
 - It'll never happen to our company!
 - What is the worst case?
- Think
 - **TOTAL LOSS**
 - **DAYS** without access to anything on-site
 - **Months** at an alternate site

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Building a BCP

1. Inventory of Process and Dependencies
2. Business Impact Analysis
3. Strategies to reduce/mitigate risk
4. Site Recovery Plan
5. IT Recovery Capabilities
6. Build Business Recovery Plans

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1. Inventory of Business Processes

- Create a complete list of business processes
- Start with the Organization Chart
- Survey, Interviews or Brainstorming
- Capture Dependencies
 - Systems
 - Other business processes
 - Infrastructure (e-mail, telephones, special equipment)

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2. Business Impact Analysis

- How will a disaster affect your business
- Survey *Business Executives & Managers*
- Financial Impacts
 - Hard
 - Soft
- Longest Tolerable Outage
- Minimum Requirements to Operate

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Hard Costs

- Wages for unproductive time
- Wages for catch-up
- Loss of income – failure to perform
- Performance Penalties
- Late Fees/Penalties
- Investment Losses
- *Easy to quantify, interesting to know*
- *Usually covered by Interruption Insurance – Verify*

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Soft Costs

- Loss of existing business long term
- Loss of reputation
- Loss of future business
- *Hard to determine, not covered by insurance*
- *Things that cause business to go under*

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Longest Tolerable Outage

Definition – the longest period of time you can afford to not perform a process/function before it starts to have a significant impact on the business.

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Minimum Requirements

- What resources in people, workspace, telephones, computers etc. do you need to operate
- Time Phased

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3. Strategies

- Alternate Operating Location
- Major Infrastructure Components
 - Telephones
 - Computers
 - Other Equipment
 - Internet Connectivity/E-mail
- Everything really important

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Understand IT Recovery Capabilities

- WHY? – Majority of processes depend on IT
- Assume a ***Total Loss*** of data centre
- What is the recovery timeframe

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What have we got now?

- Critical Business Functions
- Potential short and long term financial impacts
- Longest tolerable outage
- Resource Requirements
- Strategies
- IT recovery timeline

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Build the Plans

- Components
 - Continuity Plan Overview
 - Site Recovery Plan
 - Business Function Recovery Plans
 - IT Disaster Recovery Plans

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Continuity Plan Overview

- Assumptions
- Recovery Team Organization
- Responsibilities
- Escalation and Activation
- Strategies
- Ongoing Plan Maintenance

Business Recovery Team

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Board of Directors

Business Recovery
Manager

Communications
Coordinator

Human Resources
Coordinator

Property & Security
Coordinator

Business Function
Recovery Coordinators

Logistics/Infrastructure
Coordinators

Business Functions
Recovery Teams

Plant Recovery Team
IT Recovery Team
Accounting

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4. Site Recovery Plan

- Task list for each member of the Recovery Team
- Contacts
- Resources

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5. Business Function(s) Recovery Plan

- Recovery Team
- Special Requirements
 - Equipment, Vital Records
- Operating Procedures
- Lists and Forms

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6. IT Disaster Recovery Plan

- Recovery Team
- Backup Procedures
- Initial Response Procedures
- Recovery Procedures
 - Hardware
 - Software
 - Communications
- Resumption Procedures

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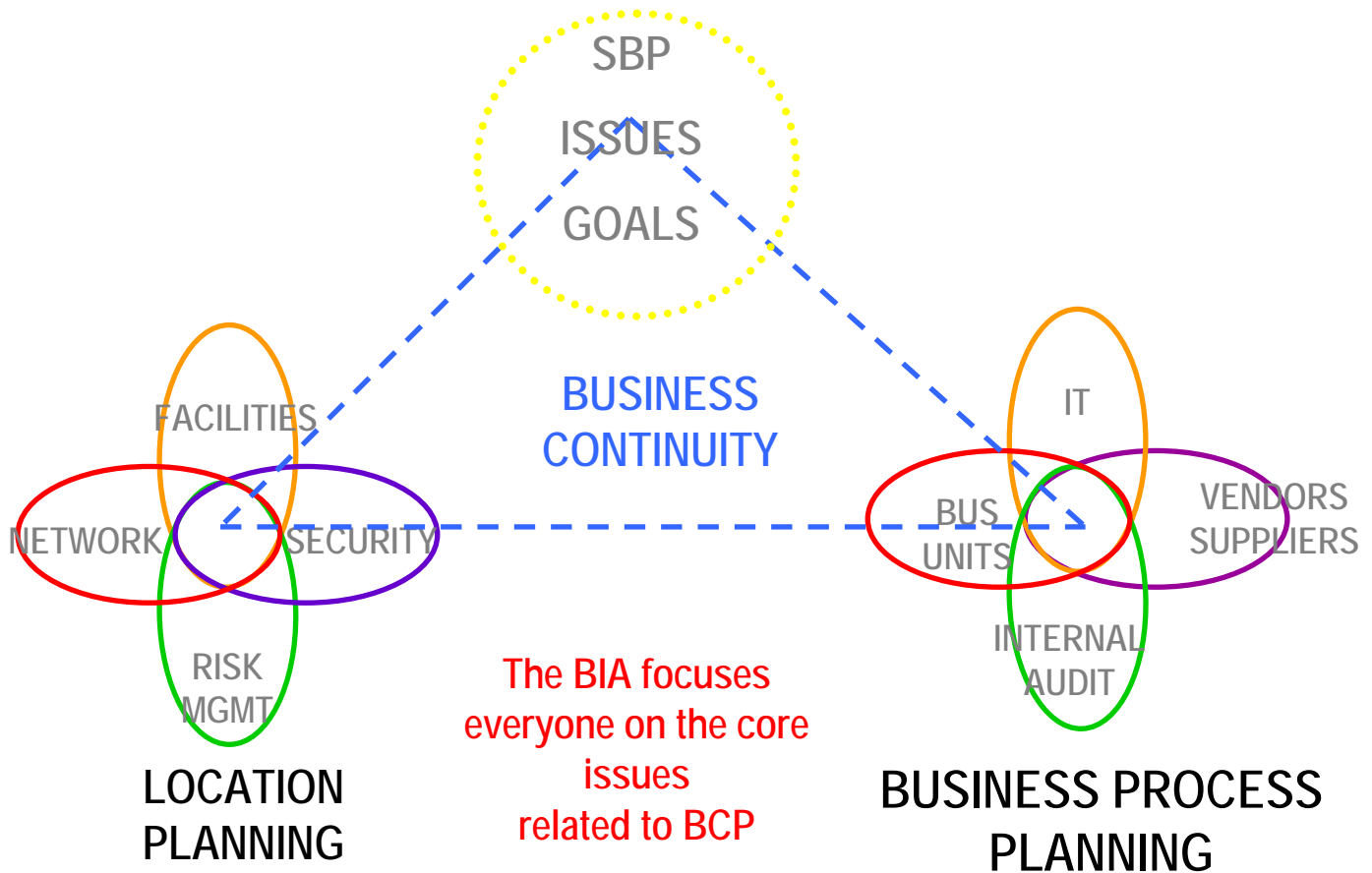


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Summary

Keeping BCP High on the Corporate Priority List



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Conclusions

- Straight forward.....time consuming effort
- Can easily drop down the corporate priority list
- Needs to be done...consequences can be devastating
- Following the process is important
- Templates available for as low as \$99
- Less than half the effort is Documentation
- Effective plans are an iterative on-going process

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Questions

**Copy of Presentation.. Provide an e-mail
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