

Education by Disaster: Business Continuity Planning



Dr. Ed Goldberg, CBCP
Manager, Eversource Business
Continuity, Disaster Recovery and
Threat Assessment

What's a Business Continuity (BC) Plan?



- ▶ A BC plan provides for continuing a business process during and after a disaster or other disruptive event

- ▶ Provides for the loss of:
 - People
 - Facilities
 - Systems (usually IT stuff)
 - Supply chain (stuff, vendors, services)



What's a Disaster Recovery Plan?

- A Disaster Recovery (DR) plan is the plan used to restore/recover one or more information technology (IT) applications, systems, infrastructure, etc.
- It is PART of a BC plan when an organization's business processes rely on IT.
- And what processes don't rely on IT today?



What are the steps to creating a decent BCP?

What does your workgroup do?

- ▶ Identify **“core capabilities”** – the high level, important things the organization does
 - For a work group within an organization, what **“activities”** does the group perform that support the organization's core capabilities?
 - Within the work group, what **“tasks”** must be done to support the activities of the group and the organization's core capabilities?

What are the steps to creating a decent BCP? (continued)



What could stop/slow/disrupt your work?

- ▶ Identify hazards and risks that could challenge those capabilities, activities and tasks
- ▶ Evaluate those risks/hazards.
 - What is their likelihood?
 - What is their effect if they happen?

What are the steps to creating a decent BCP? (continued)



- ▶ Using that risk/hazard info, perform “BIA” – Business Impact Analysis
 - On what does our work depend? (dependencies)
 - How vulnerable are our activities and tasks? (vulnerabilities)
 - Not just *what* happens but *how long* before stopping our work do big problems occur? (“RTO: Recovery Time Objective”)
- ▶ How important is each activity and task?
 - Critical – very bad stuff happens to the organization pretty quickly if this activity or task isn’t performed
 - Essential – bad stuff happens to the organization, but it may take a little while during which time we could recover
 - Complementary – we could get away without doing this for quite a while.

What are the steps to creating a decent BCP? (continued)



- ▶ Identify contingencies:
 - What if I lose people? (Employees and contractors)
 - Special people (based on skill sets)
 - Not so special people
 - What if I lose facilities? (Buildings, etc.)
 - Short term
 - Long term
 - What if I lose systems (IT stuff)?
 - Manual processes
 - Recovery time objectives (RTO)
 - Recovery point objectives (RPO)
 - What if I lose supply chain? (stuff, services)
 - Inventory
 - Alternate suppliers
 - Continue without "it"

What are the steps to creating a decent BCP? (continued)



- ▶ Develop or revise your BCP
 - What do you need?
 - Who do you need?
 - When do you need it?
 - What work/tasks/activities can be deferred?
- ▶ Train and familiarize / socialize the plan
- ▶ Exercise the plan
 - Locally / tabletop
 - Enterprise-wide with other groups & their plans

When do we change our BC plans?



1) Let's recall the risk step: What could stop/slow/disrupt our work?

- ▶ Identify relevant hazards and risks
- ▶ Evaluate those risks/hazards.
 - What is their likelihood?
 - What is their effect if they happen?

2) We change BC plans when the risk profile changes

- Black swans
- Lessons from storms last year

3) We change BC plans when the organization/its work changes

What has changed?



- ▶ The nature and frequency of severe weather
- ▶ The consequences of that weather – more damage
- ▶ Supply chain vulnerability – FORD – consolidations
- ▶ Our dependency on infrastructure – energy, communications
- ▶ Personnel capabilities – who's coming to work after a storm?



How do you adjust your plan?

- ▶ Add in what you need to function during longer outages
- ▶ Alternate work locations and/or some work from home
- ▶ Alternate suppliers / more stock on hand of critical supplies
- ▶ Provide for employee concerns/issues to get them to work
- ▶ Paper copies when IT is unavailable
- ▶ Manual processes
- ▶ Alternate means of communications
- ▶ What work can be deferred and for how long? Plan ahead
- ▶ Network – who can help you? Competitors? Government? Others?

How many plans do I need?

- ▶ All hazards approach
 - People
 - Facilities
 - Systems
 - Supply chain
- ▶ Sometimes, special guidance for particular threats is needed, but....ONE BC PLAN per work group / department / small to medium sized organization.
- ▶ Bottom line – no need for separate BC plans for each hazard/risk.

Mr. Obvious says “BC Plans are important”



- ▶ It's certainly apparent for your organization
- ▶ It matters to your stakeholders – employees, investors, customers/clients, suppliers, etc.
- ▶ It matters to our communities

A great resource:



- ▶ National network – webinars, training and degree alliances, etc.
- ▶ Local chapter – monthly educational programs, annual conference, the ultimate preparedness network of professionals

Questions?



Thank you!

....for helping to make our
communities resilient and prepared
....for your time and interest
....for your gracious hospitality and
for inviting me / Eversource / ACP
here today

Dr. Ed Goldberg, CBCP
Edward.Goldberg@eversource.com
860-665-5422
Eversource Energy



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Not so resilient

ACP

ASSOCIATION OF CONTINUITY PROFESSIONALS