



Business Continuity Management Workshop

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Let's Get Started

WORKSHOP GOAL & OBJECTIVES

The goal of this workshop is to equip participants with relevant knowledge and skills for ultimately improving Business Continuity performance within their organisation.

The main learning objectives for the workshop include:

- Brief overview of Business Continuity Management
- Addressing Business Continuity Planning for SMEs
- Immersing participants in scenario exercises to reinforce the business continuity concepts.

What is Business Continuity Management?

Business continuity evolved as an arm of crisis management in the 1970s. While focusing on the core elements of crisis management, the discipline also evolved to assess technical and operational risks that threaten operations, while developing recovery solutions to ensure continuity of operations.

ISO22301:2019 - Clause 3.3 - "capability of an organization to continue the delivery of products and services within acceptable timeframes at predefined capacity during a disruption".

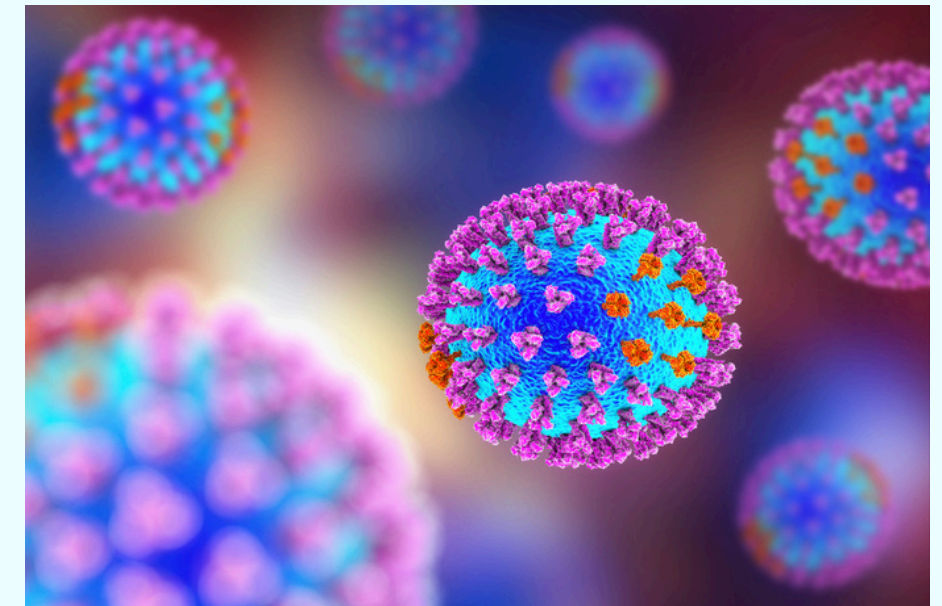
Business Continuity Institute - "The strategic & tactical capability of the organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level".



What is Business Continuity Management?

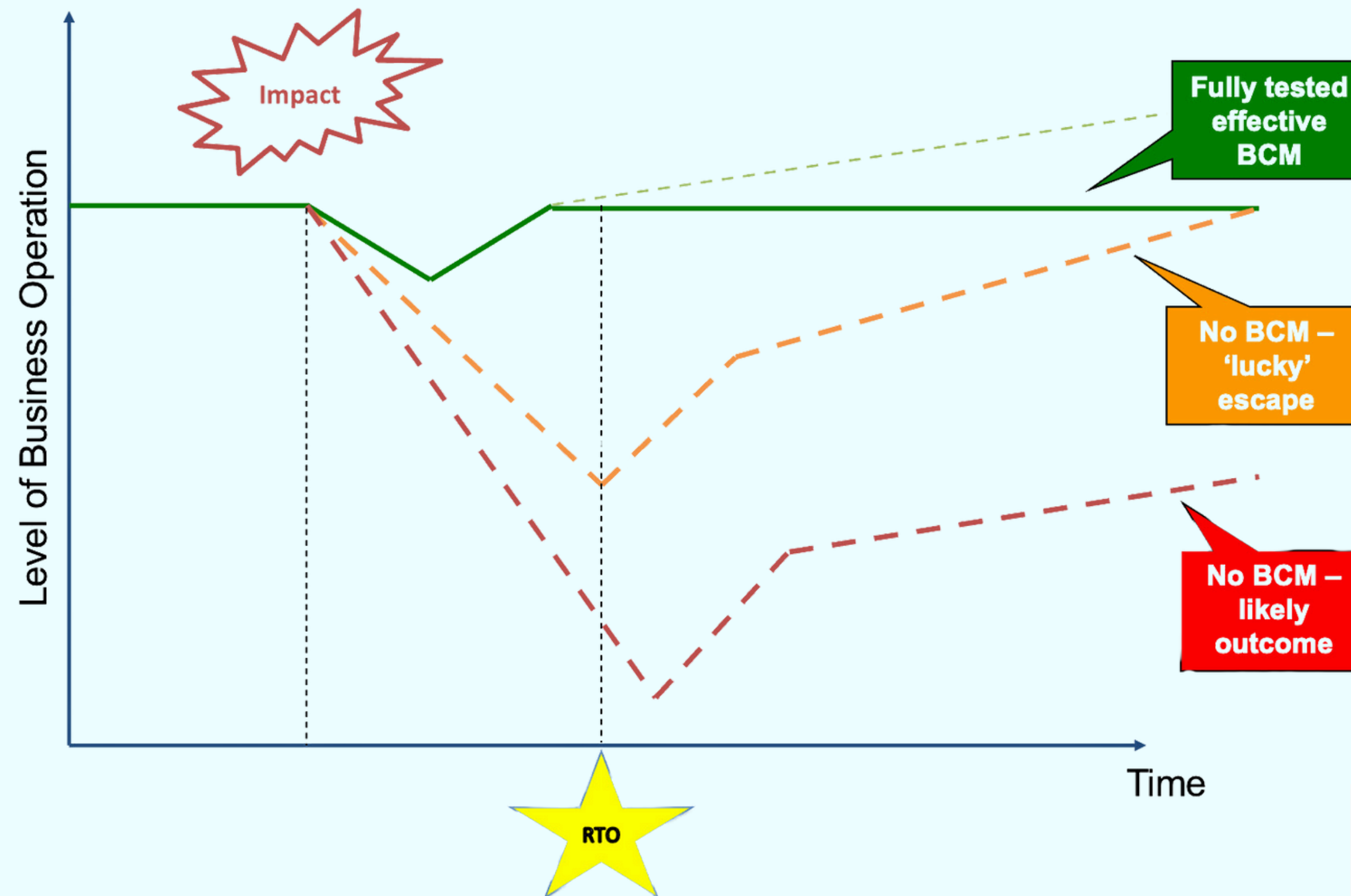
The main objectives of Business Continuity Management are:

- To allow for the timely recovery of critical business operations
- Minimize losses
- Meet legal & regulatory requirements



Holistic Business Continuity Management

Objective of Holistic Business Continuity Management

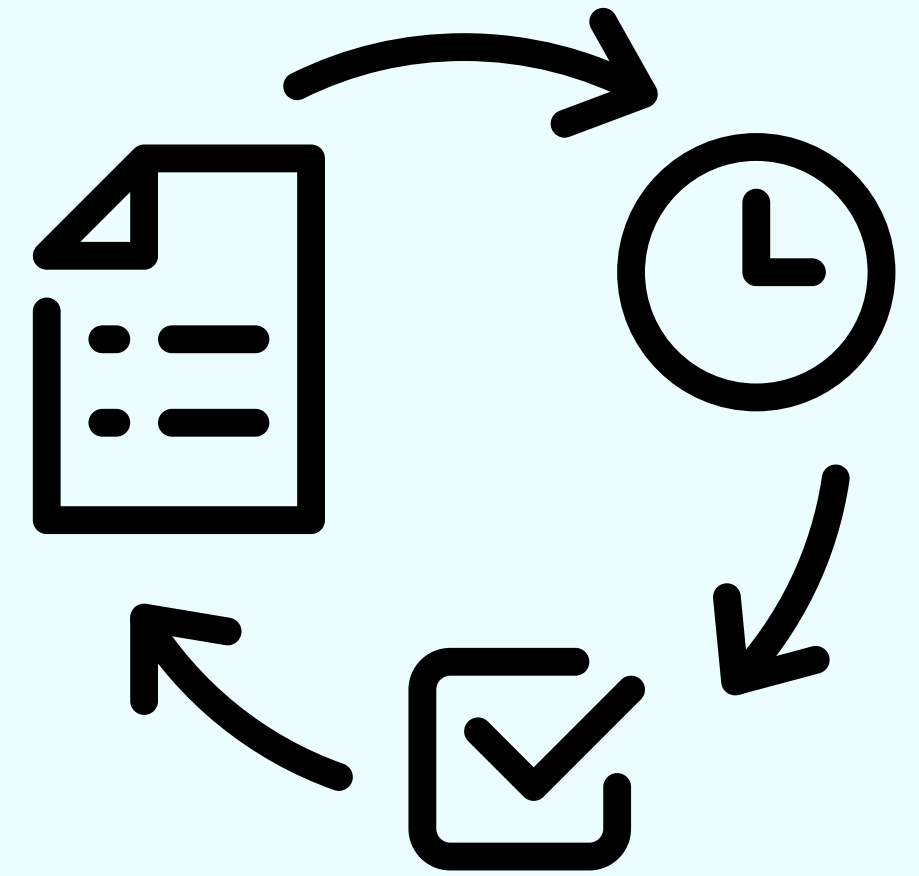


There are 5 phases for the development and implementation of business continuity management -

1. Project management & initiation
2. Business Impact Analysis
3. Recovery Strategies
4. BC Plan Development & Implementation
5. Testing, Maintenance & Training

Phase 1 - Project Management & Initiation

- Obtain management commitment and support
- Obtain necessary approvals to proceed (budgetary, training, etc.)
- Conduct a Business Risk Analysis (BRA)
- Establish the BCM Team (functional, technical, BCP SME)
- Create a project plan (scope, goals, methods, timelines)
- Initiation and feedback report to management



Phase 2 - Business Impact Analysis (BIA)



- A systematic process to determine and evaluate the potential effects of an interruption to critical business operations as a result of a disaster, accident or emergency
- Qualitative and Quantitative
- Consider:
 - Impacts (human, financial, regulatory etc)
 - Timing & duration of disruptions (Maximum tolerable downtime (MTD), Recovery Time Objectives (RTOs), Recovery Point Objectives (RPOs))
 - Conducting the BIA via questionnaires, meetings etc
 - Development of the BIA report
- **BIA does NOT estimate probabilities, ONLY quantifies the consequences**

Phase 3 - Determine Recovery Strategies

- Strategies are based on the outcomes of the BIA
- Predefined & approved by management
- Several technical strategies
- Cost-benefit analysis required
- Driven by business requirements
- Must address:
 - Business operations
 - Facilities & supplies
 - Staff, contractors, clients, customers etc
 - Technical strategies

Phase 3 - Examples of Recovery Strategies

- Alternate sites for operations:
 - Hot - fully equipped (expensive & testable)
 - Warm - partially equipped and cannot be tested
 - Cold - empty shell, slow recovery
 - Mirror - perfect! What is the cost?
 - etc...
- Mutual aid agreements - can alternate site support the same applications as yours in a crisis?
- Redundant processing centres - usually at 50% capacity
- BCaaS or DRaaS providers (contractors) - can they handle multiple clients requiring support at the same time?
- Data backup

Cold, Warm, Hot Sites

Recovery Option	Description	Pro	Con
Internal Hot Site	A facility with a preplaced IT infrastructure, telecommunications and welfare facilities, all in standby mode	Guaranteed availability and unlimited testing. Under 100% control of the organisation	Additional capital expenditure required for implementation. Additional personnel resources to consider if initiated
External Hot Site	Third-party facility with preplaced IT infrastructure, telecommunications , and welfare facilities, all in standby mode	This option can be subcontracted through a service provider. Multiple locations provide increased protection	No guaranteed availability. Limited usage.

Cold, Warm, Hot Sites

Recovery Option	Description	Pro	Con
Internal Warm Site	A “raised-floor” facility with full welfare facilities and limited server and telecommunications infrastructure.	Guaranteed space. Eliminates need to purchase recovery hardware.	Requires investment in additional floor space, infrastructure and communications
Cold Site	Site equipped with physical hardware capabilities. A “shell”.	Least expensive	It takes longer to get the business in full operation after an impact.

Phase 4 - BC Plan Development & Implementation

- Recommended phases of a BCP:
 - Initial Disaster Response
 - Resumption of Critical Business Operations
 - Resumption of Non-Critical Business Operations
 - Restoration – complete return to the primary site of operations
 - Interaction with various stakeholders (customers, media, emergency responders etc)

Phase 5 - Testing, Maintenance & Training

- Table top testing
- Simulation
- Procedural verification
- Communication
- IT Environment
- Alternate site testing
- End to end testing

**Until it is actually
tested... there is no plan!**

Phase 5 - Testing, Maintenance & Training

Maintenance

- Fix any problems found in testing phase
- Change management
- Audits
- Annual review
- Implementation into organization

Training

- BCP Team members
- Ongoing
- New hire orientations
- Embedded within corporate culture

Business Continuity Culture Maturity Model



Pathological

Who cares?

BCM non existent
or ad hoc

Reactive

Crisis Mgt is
important - we
do it every time
we have a
problem

BCM is now
initialising

Calculative

We have
systems in
place to
manage crises

BCM is
managed &
supervised

Proactive

We
continually
work on
problems

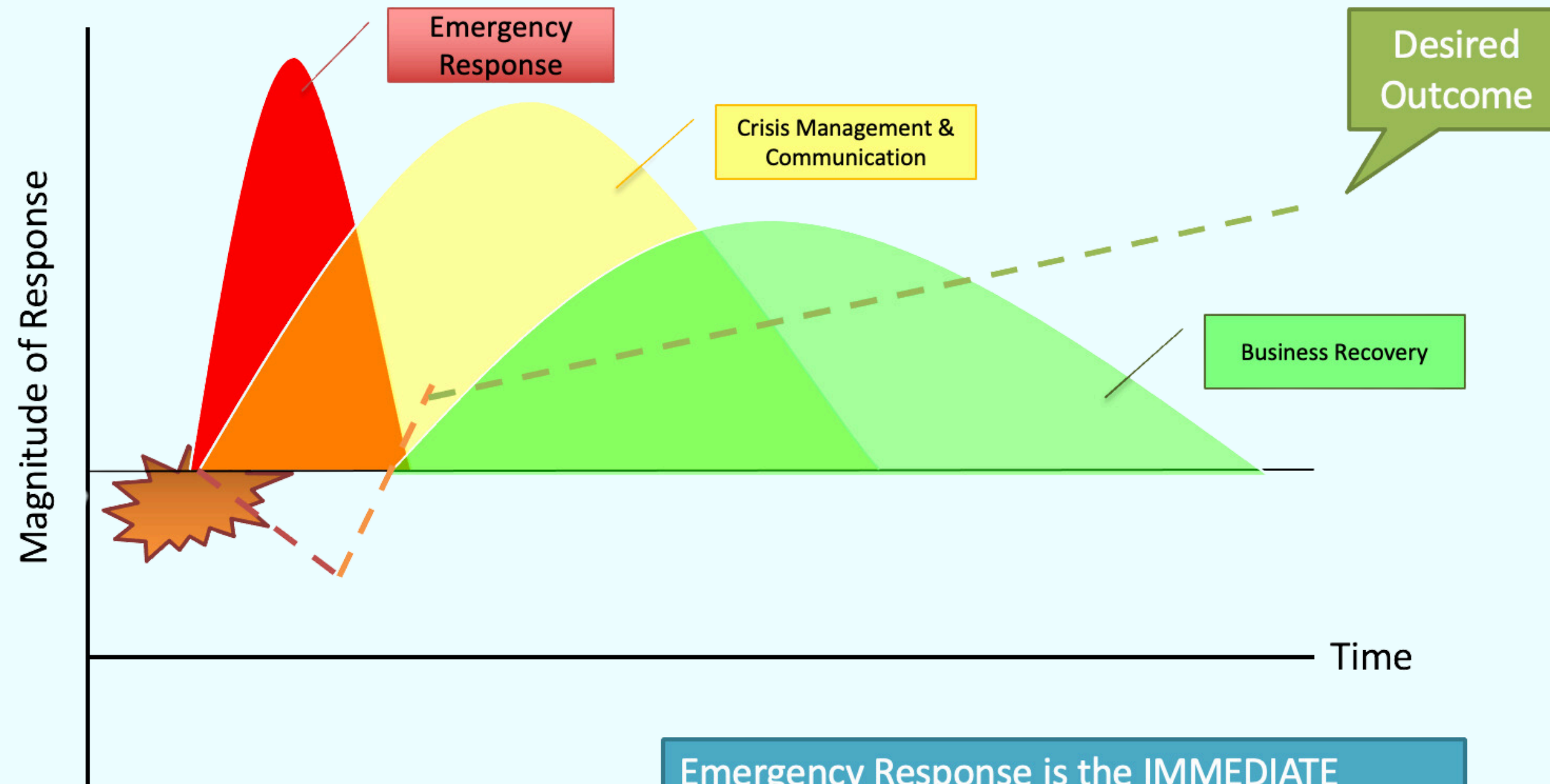
BCM is as per
best practice
& managed

Generative

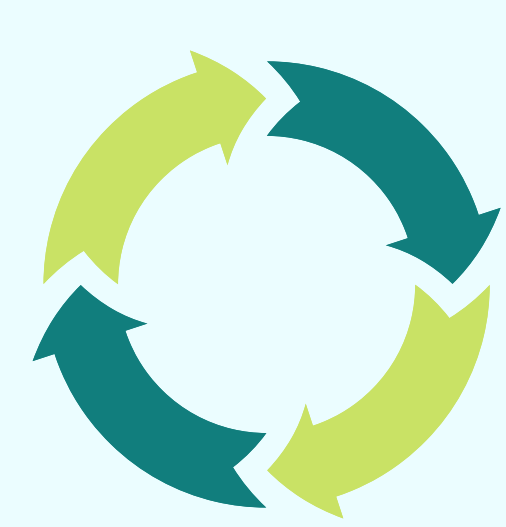
BCM as per
ISO22301 &
is
embedded
in all facets
of the
organisation

Emergency Response Management

Business Continuity and Emergency Response



Emergency Response is the IMMEDIATE response to an event where immediate action is required in order to safeguard life, and ONLY if safe to do so, property



All Hazards Approach for Emergency Response

- **Mitigation** - Preventing future emergencies or minimizing their effects
- **Preparedness** - Preparation in anticipation of an emergency
- **Response** - Responding SAFELY to an event
- **Recovery** - Actions required to ensure operations are normalized. Recovery occurs AFTER the emergency event



What about Human Factors?

CRISIS MANAGEMENT

“The Chinese use two brush strokes to write the word “crisis”. One brush stroke stands for DANGER; the other for OPPORTUNITY. In a crisis, be aware of the danger – but recognize the opportunity” – John F. Kennedy

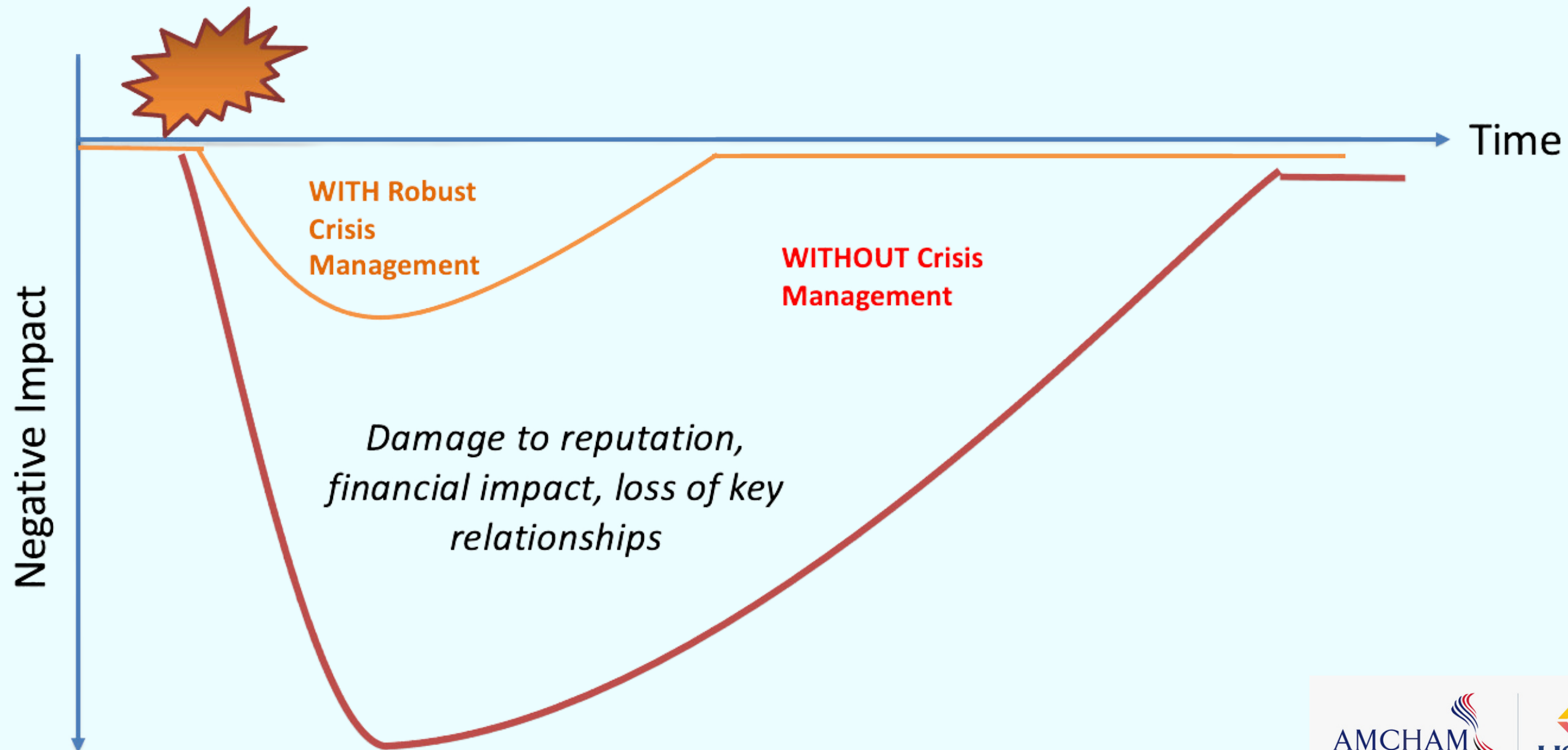
“Losing your head in a crisis is a good way to become THE crisis” – C.J. Redwine, Defiance

An emergency is a crisis, however a crisis may not necessarily be an emergency...

CRISIS MANAGEMENT

Value of Crisis Management

Crisis Management reduces the **NEGATIVE** impact of corporate crises and speeds up the recovery process



Practical Exercises - Overview

Small and medium sized enterprises are at higher risk of losses arising from impacts to operations as there may be no considerations for continuity of operations should there be an impact - whether it be weather or climate related, technological or otherwise.

The risk is further exacerbated due to climate change-related impacts that continue to increase in severity across the Caribbean.

These proposed scenarios encapsulate potential disruptions to operations based on nuanced scenarios that are becoming more of a stark reality to key stakeholders.

Scenario

- A CAT4 Hurricane has formed in the Atlantic in July (**unprecedented**) and has not characteristically shifted northward and is in a direct westerly path to Trinidad and Tobago.
- All weather/climate agencies have released data indicating the eyewall has been formed and is well maintained - with sustained winds of 130mph/209kph.
- **Within 24 hours, it strengthens to a CAT5** still within the Atlantic, with sustained winds of 160mph/257kph.
- A hurricane warning has been issued for both Trinidad and Tobago 36 hours in advance of the expected impact of the storm - Hurricane conditions are expected on both islands.



Exercise 1



- What are your most urgent priorities at this time?
- What information and level of authority is needed in order to determine responses?
- How do you communicate with:
 - Your employees?
 - Are all employees required to shelter in place (at home)? Does the organisation run on a 24 hour basis?
 - The public if applicable?
- Describe the team structure that is required in order to execute your emergency response plan
- What authority does the Emergency Response Team Leader have?
Why?

Exercise 2

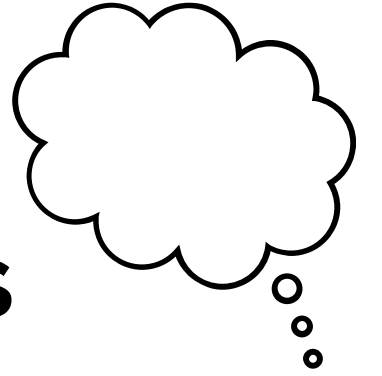


- The hurricane has impacted Trinidad and Tobago, as expected
 - How are you going to contact and account for employees? Have any employees been impacted by the event? How will you support employees and their families during this time?
 - What internal and external stakeholders do you need to communicate with? How should they be prioritised?
 - How (what method) will you communicate with employees? Is there a language barrier?
 - How will you respond to and manage the media?
 - What are the potential legal and public relations implications and who will resolve them?
 - What are the potential long-term implications for your business? How does this tie into ESG?

Exercise 3

- How are you going to contact and account for employees?
- What internal and external stakeholders do you need to communicate with? How should they be prioritised?
- How (what method) will you communicate with employees? How will you support injured employees and their families?
- How will you respond to and manage the media? What are the possible legal and public relations implications and who will resolve them?
- What are the potential long-term implications for your business?

Discussion Points



- What are the immediate needs to address the continuity of business operations? How do you relocate people and/or processes? What are the implications for your service and operational levels?
- What resources do you need, when do you need them and how do you obtain them? Since your recovery resources are constrained (you do not have all the people, facilities, and equipment you would like to have), how do you establish your recovery priorities to meet your business priorities?
- How will your business and operational processes work in an environment where systems, data, and specialised equipment are either not available in the short term or the long term?

Business Continuity & Disaster Recovery

Disaster Recovery or DR is part of Business Continuity

- **Objective:** Restore Critical Business Processes
- **Focus:** Data Recovery

What is a DR/BC Plan?

The methods, processes, and procedures needed to minimize the impact of a disaster upon information and data required for critical business processes.

The guidelines and activities required to restore systems, operations, and the business to the conditions that prevailed prior to the disaster.

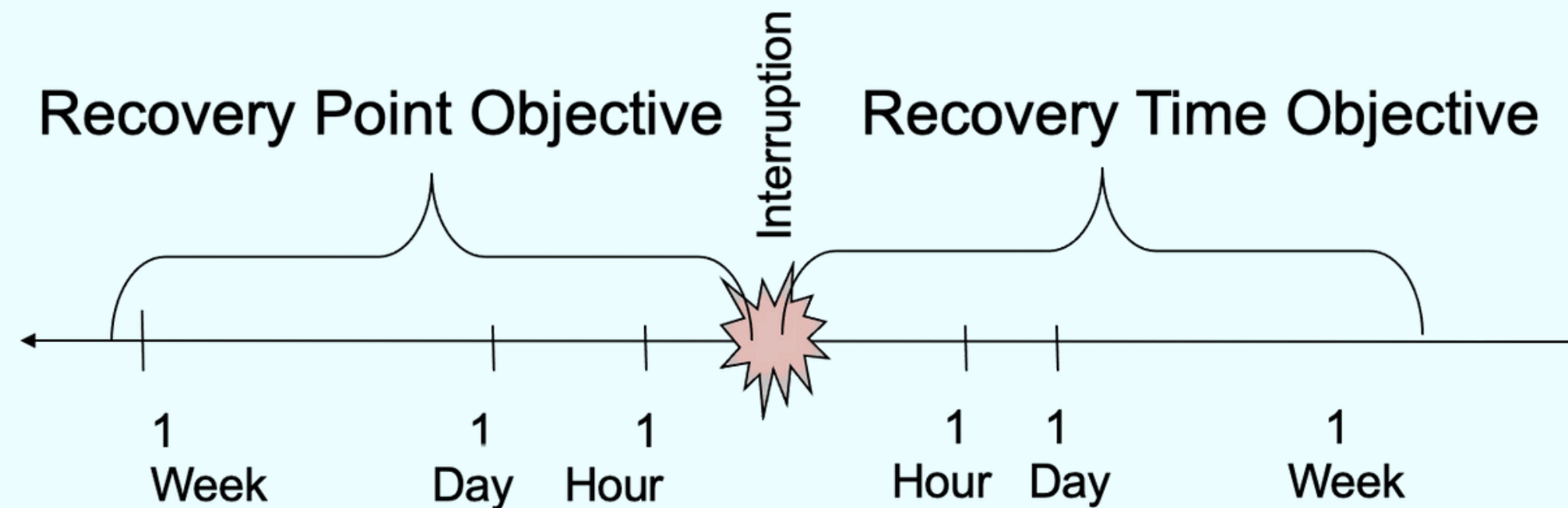
A well-written and properly tested plan that allows recovery personnel to administer recovery efforts that result in a timely restoration of services.

Business Continuity & Disaster Recovery

Recovery

What is Disaster Recovery?

Recovery Point and Recovery Time Objectives – RPO, RTO



How far back can you fail to?
One week's worth of data?

How long can you operate without a system?
Which services can last how long?



SUPPLY CHAIN RESILIENCE

Potential Disruptors

- Conflicts/Crises/Industrial Action:
 - East Coast Port Strike (negotiations ongoing - decision by January 2025)
 - Port of POS Industrial Action
 - Middle East conflicts restricting Red Sea access - Suez Canal
- Geopolitical
- Forex Limitations
- Any other?



BUSINESS CONTINUITY STRATEGIES FOR SUPPLY CHAIN DISRUPTIONS

- Evaluate the products required for business operations - look at levels of demand and determine feasibility to both produce and deliver them.
- Primary & Alternate suppliers - what are their capacities?
- Management of cash flow - contract negotiations?
- Competitors? Can they step in?
- Revisit local supplier options which may have been previously overlooked because of pricing issues.
- Any other?

Testing

BCP testing should be conducted at least once per year, however management expectations, test objectives, BC programme maturity level and system or process criticality are all deciding factors for BCP testing. Other factors include, but are not limited to the following:

- Any change in business operation or process;
- Any change in technology or facilities;
- Changes in BCP team membership;
- Changes in executive management
- Anticipated or planned events, which may result in a potential business interruption;
- Unanticipated or unplanned events, which may result in a potential business interruption.

Testing frequency should also be considered if the operating business has operations decentralized over multiple locations.

Testing

Testing shall also include the following scenarios:

- Product recall, aviation incident, human impact or any other atypical issue;
- Incident-specific scenarios on unplanned exercise dates with unexpected exercise scenarios;
- Walk-throughs of existing plans with recovery teams;
- Cooperative exercises with key partners and customers;
- Industry-wide exercises administered by local industry organisers;
- Local response procedures to a regional crisis;

Observers and participating business continuity personnel shall do the following:

- Document all observations;
- Perform follow-up based on deficiencies found during testing;
- Repeat testing until noted issues are satisfactorily resolved



Thank You!

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