



***Business Continuity – Why is it Important
Now?: An Overview for Safety
Professionals & Our Importance***

**San Diego ASSE
April 12, 2016**

This is not a test, but a high level discussion



Business Continuity Planning (“BCP”)

Highlighted throughout, will
be...

Overview

BCP Planning Process – The
essential elements

Why BCP Now -
Considerations

What to Evaluate - “*The
Points*”



Overview: Continuity is Comprised of Many Elements



- BCP must be viewed as a continuum of strategic and tactical activities



Recover What?

- What do you seek to recover?
 - Everything?
 - Hurdles to this desire?
 - Revenue?
 - Operational capacity?
- At what levels do you wish to recover?
 - 25, 50, 75%?
- What levels are you compelled to recover to and why?
 - Internal
 - External

Core Competencies: Pre- Event

- **Pre- Event (Strategic)**
 - Threat/Vulnerability Identification
 - Impact Assessments



Core Competencies: Event Dependant

- **Tactical: Event-Related (recall Cathi's recent talk)**

- Emergency Response
- Crisis Management, and
- Crisis Communication*
- Operational Recovery



* Pre-and post-event dynamics as well

Core Competencies: Post-Event

- **Post- Event (Strategic)**
 - Plan Maintenance
 - Exercises and Validation
 - What is not practiced, does not functionally exist
 - No, not those exercises!

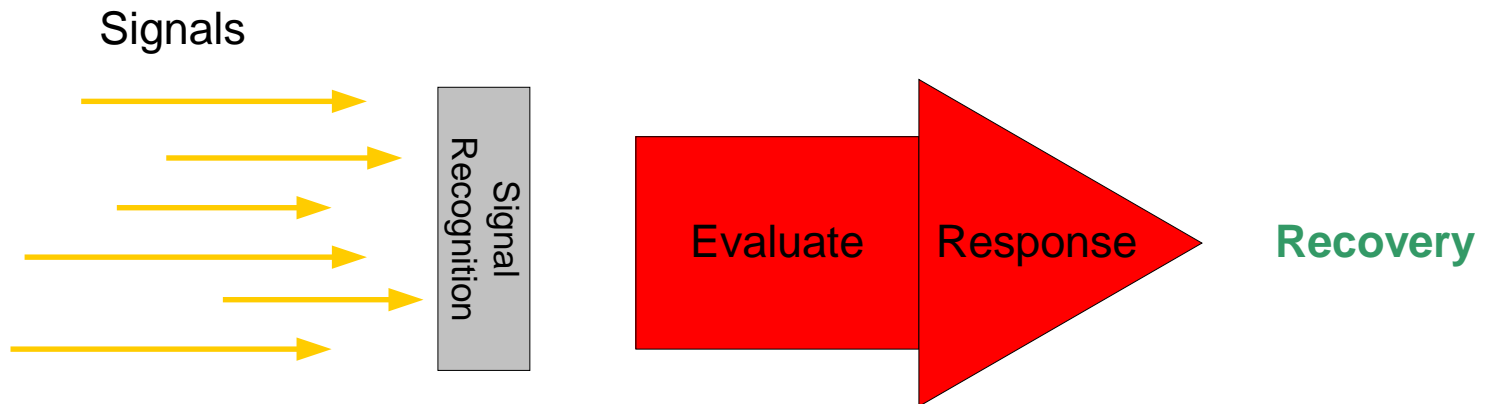


BCP Planning Process: *Avoiding Silos*

- Executive management
- Operations management
- Engineering or facilities management
- Environmental, health and safety
- Security
- Public relations, government affairs
- Finance, risk management
- Human resources
- Legal counsel

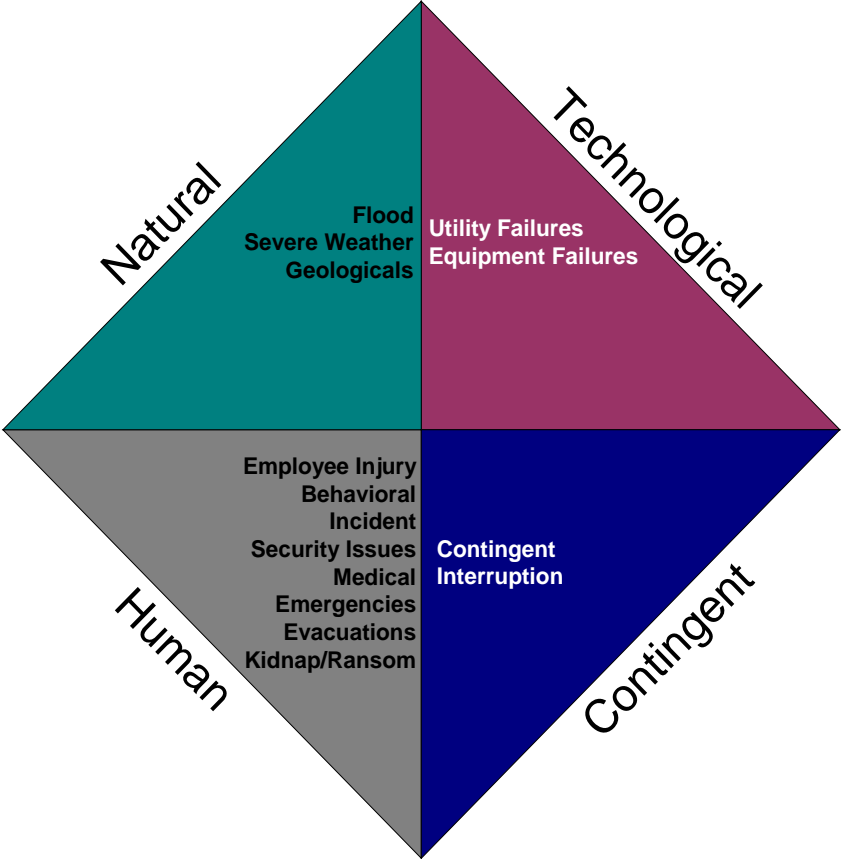


Response and Recovery: Signal Recognition – More on this in a minute...



Avoiding Silos - Why?

* Universal approach - hmmm





Emergency Response

- Difficult to get to effective recovery without adequate response
- Emergency response is often confused with the recovery aspect of BCP



“The Points” - First Stop

- Facilities
- Architecture
 - Physical
 - Operational
 - Business Plan-wise
- Resource Allocation

Hmmm....there's a corollary.

“The Americans are a great people,
and you can count on them to do
the right thing, after they have
exhausted all other options.” - ***Sir
Winston Churchill, ca. 1942***



Why BCP Now?

- Technology
- Third-Party Reliance
- Marketplace Demands
- Legal
- Terrorism
- For some, Insurance Market Pressure



Why BCP Now?

○ Technology

- *SAP / BAAN / JD Edwards* – like reliances
- Social Media
- “Wrap-Around” Technology reliance
- Lack of Manual “Work-Arounds”
- Operational Speeds / JIT
- Corporate Espionage
- So many more – e.g. communications



“The Points” - Second Stop

- Threat recognition
- R&D
- Systems/Operations
- Equipment
- Intelligence
- Technologies



Why BCP Now?

- Third-Party Reliance
 - Efficiency Gains Through Partnerships
 - Pre-Qualification Requirements
 - Cost-Driven Demands
 - Highly Complex Services / Products
 - Outsourcing



“The Points” - Third Stop

- Raw materials
- Transportation
- Supply network
 - Single Points of Failure
 - Single/Sole Source
- Individual supplies and suppliers
- Contractors

Why BCP Now?

- Short Product Shelf-Life
- Rapid Customer Migration
- Customer Expectations
- Down-Stream Requirement For BCP
- Upstream?





“The Points” - Fourth Stop

- Market position
 - History
 - What you are known for and as...
- Value Chain
 - Map what can happen along the way
 - “Intuitively” we know..., but...



Why BCP Now?

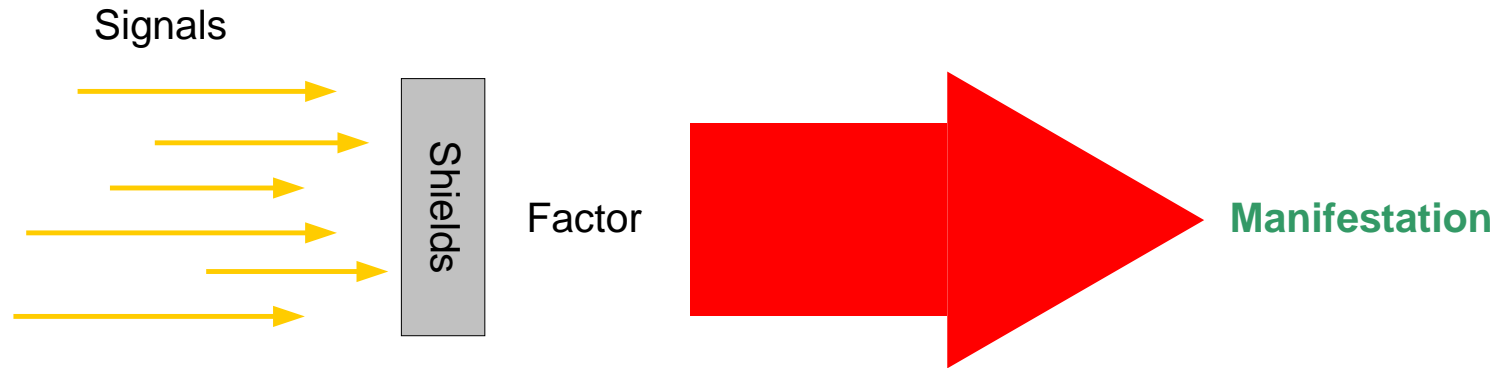
- Legal
 - Due Diligence
 - Corporate Governance Issues
 - Shareholder / Stakeholder Expectations
 - “Auditable” Item (Annual Report Notes)
 - Instant Media Response / Reputation Risk



“The Points” - Fifth Stop

- Regulatory compliance
- Response capabilities
- Programs
- Safety and Health Plans
- Management
- Executive protection
- Staffing/personnel

Signal Recognition (cont'd)

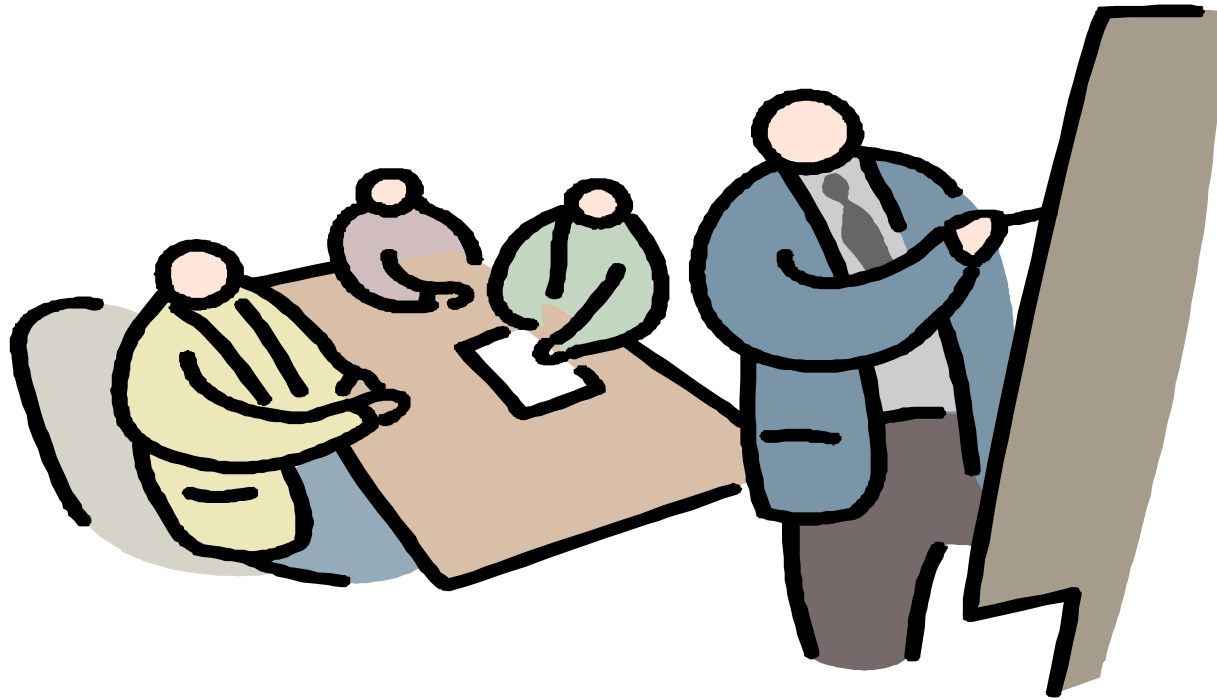


Shields

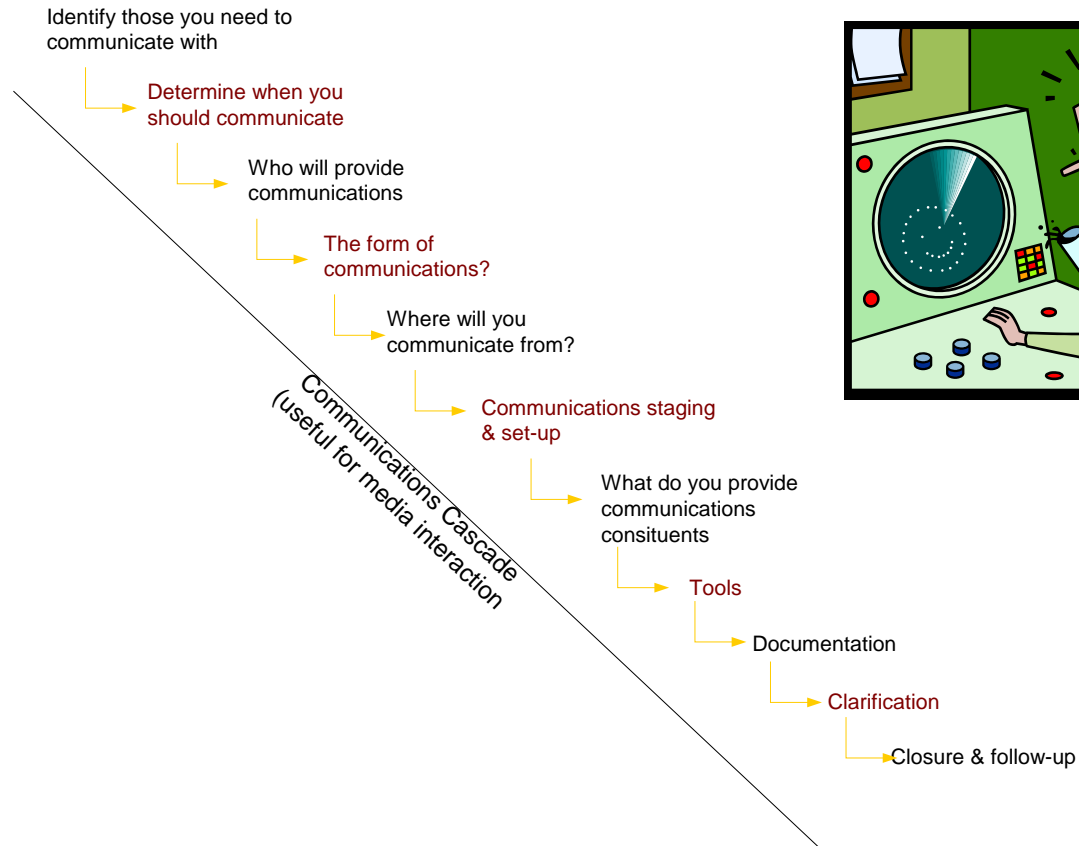
- Politics
- Ignorance/lack of effort
- Economics
- Purposeful lack of attention
- "Sabotage"

- Wrong People
- Recognition Systems
- Rationalization
- Cultural Denial (Mitroff) or Organic Denial
- Lack of Proper Criticality (not giving a signal the proper weight)

Getting Ahead of the Issue: Internally and Externally – Crisis Management (part of the bridge)



Getting Ahead of the Issue: Internally and Externally – The importance of communicating (part of the bridge, too)





Current Trends

- Terrorism
 - Current World Events
 - September 11th and now so many more
 - Work-Place Violence
 - Increasing Potential
 - Systems Attack – New York Dam, banking
 - Cyber Stalking, Terror, Sabotage
 - Hacking



“The Points” - Sixth Stop

- Terrorism
- Geo-political/International
 - North Korea
 - Russia
 - The Middle East
- Security
- Special hazards (NBC - a resource risk?) – smaller things (Tsarnaev's)
- Infrastructure management



Why BCP Now?

- For some - Insurance Market Pressure
 - Business Interruption Coverage
 - Extra Expense Coverage
 - Availability Of Coverage
 - Costs Of Coverage
 - Carrier Expectations For BCP

“The Points” - Seventh Stop

- Natural hazards
- Process control
- Environmental
- Document control
- Contingent threats

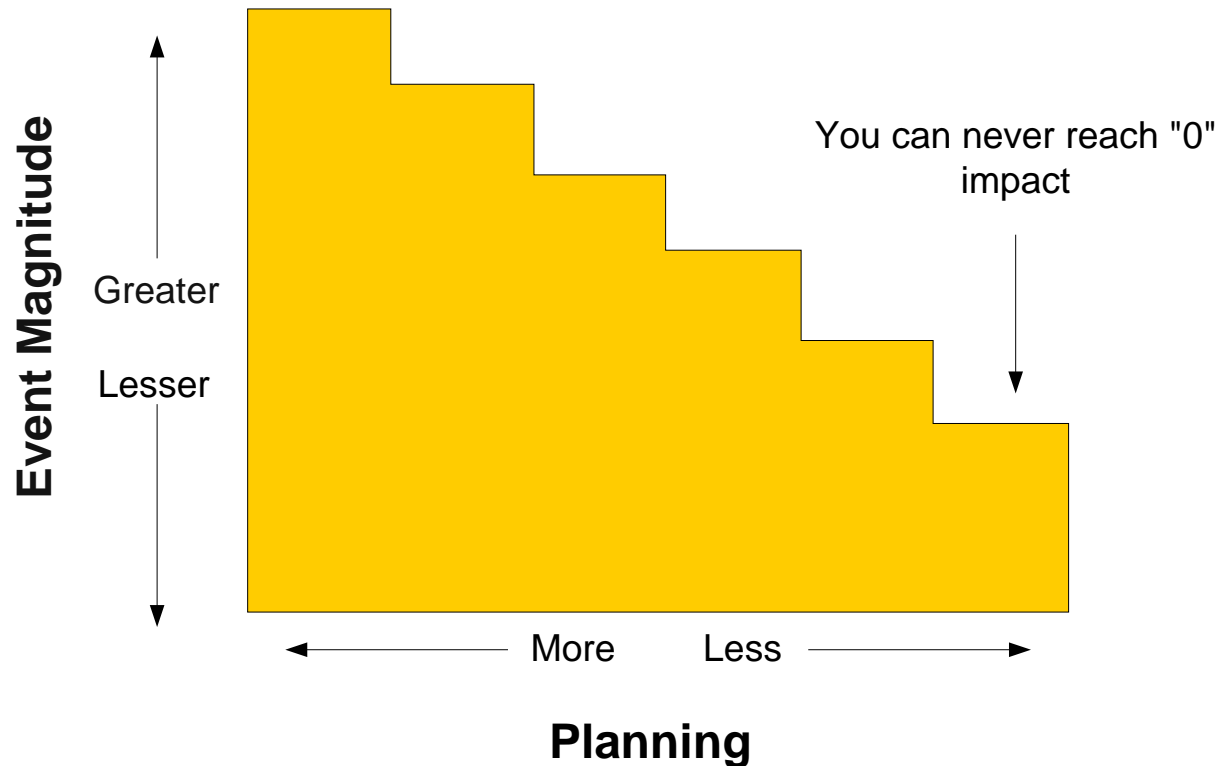


RTO

- No, not a radio station
- It stands for:

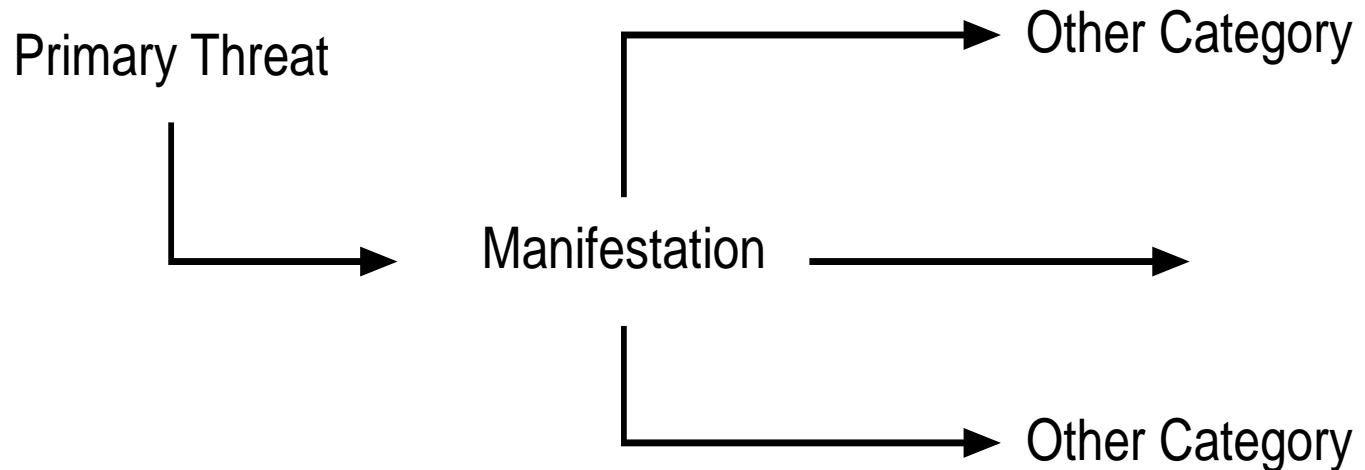
**Recovery Time Objective –
what's yours?**

When to Activate Plans: Relevance to RTO



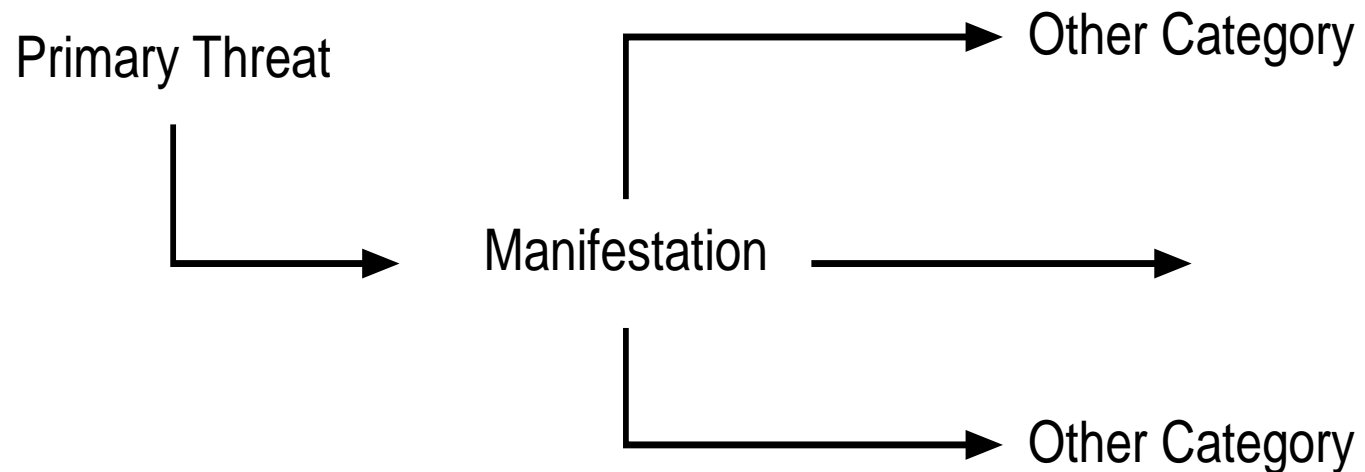
Whether an event is disclosed/discovered or not, you can never reach "0" impact. The numerous qualitative impacts need be the only measure.

Multi-Category Crises



Ex: *Sabotage* – Clearly a human threat but can easily include technological or *contingent* issues

Multi-Category Crises: Where can we affect a positive impact?



Ex: Sabotage – Clearly a human threat but can easily include technological or *contingent* issues

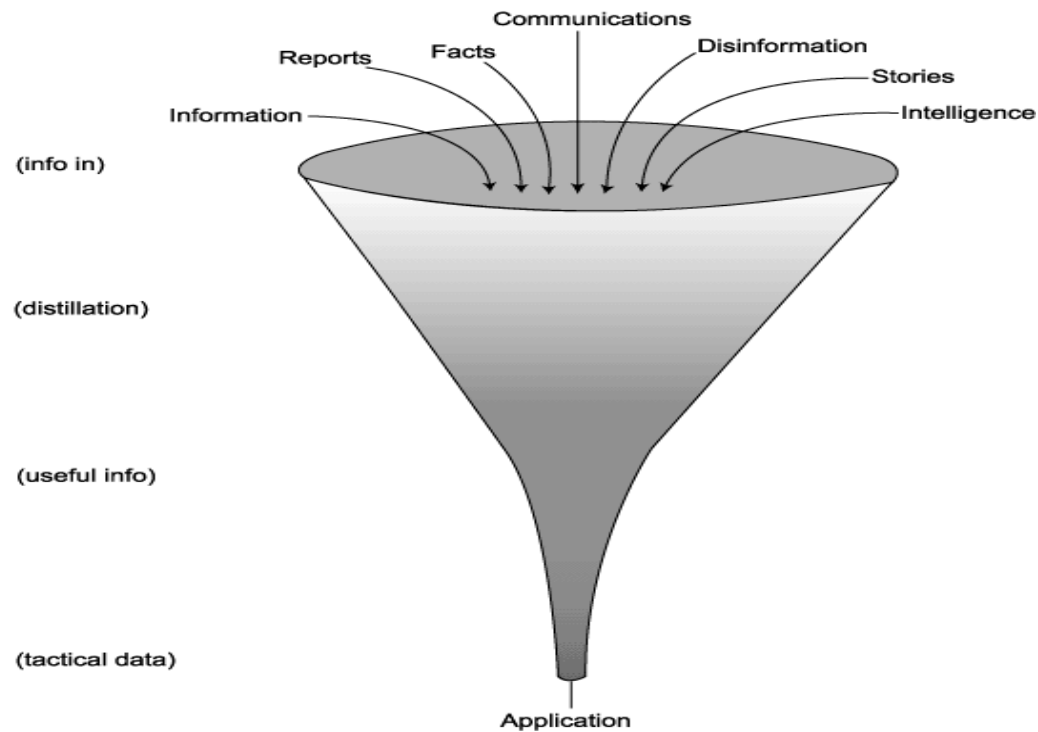


The Complex of Considerations

- Lots of ways to plan
- Lots of business aspects to consider
- Challenging - yes
- Possible – yes
- Relevant to WC - yes

The *Planning Funnel*

How do you overcome the hurdles presented by the information or communications "funnel paradox"?



Recognize that in some cases applications of distilled data may be to "do nothing".



Thank You!

- Questions
- Thoughts
- Next Steps