

The
Looking
Glass
EYEBALL

Business Continuity Planning:
Glancing Back - Gazing Forward

"If you don't know where you're going, you'll
end up somewhere else."

Yogi Berra

Agenda

- Where are we?
- Who is best prepared?
- Current best practices/Failures
- Where is the world going? The future?
- What do we need to be successful in this new future?
- Case study - What should we be doing?

Once upon a time...

- An adequate recovery plan was a tape backup strategy for your main frame computer systems...

Of course that was in a galaxy far, far away...a long, long time ago...

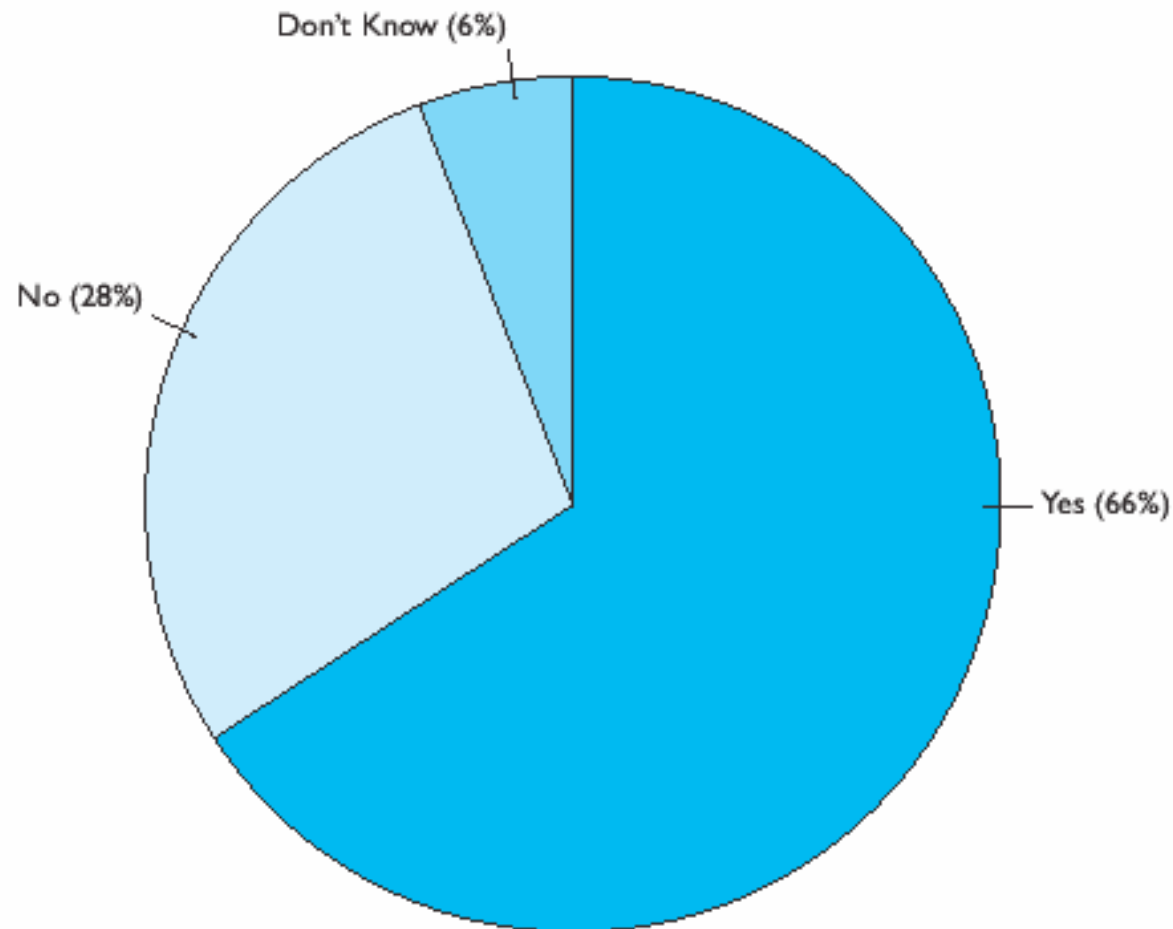


Where we are?

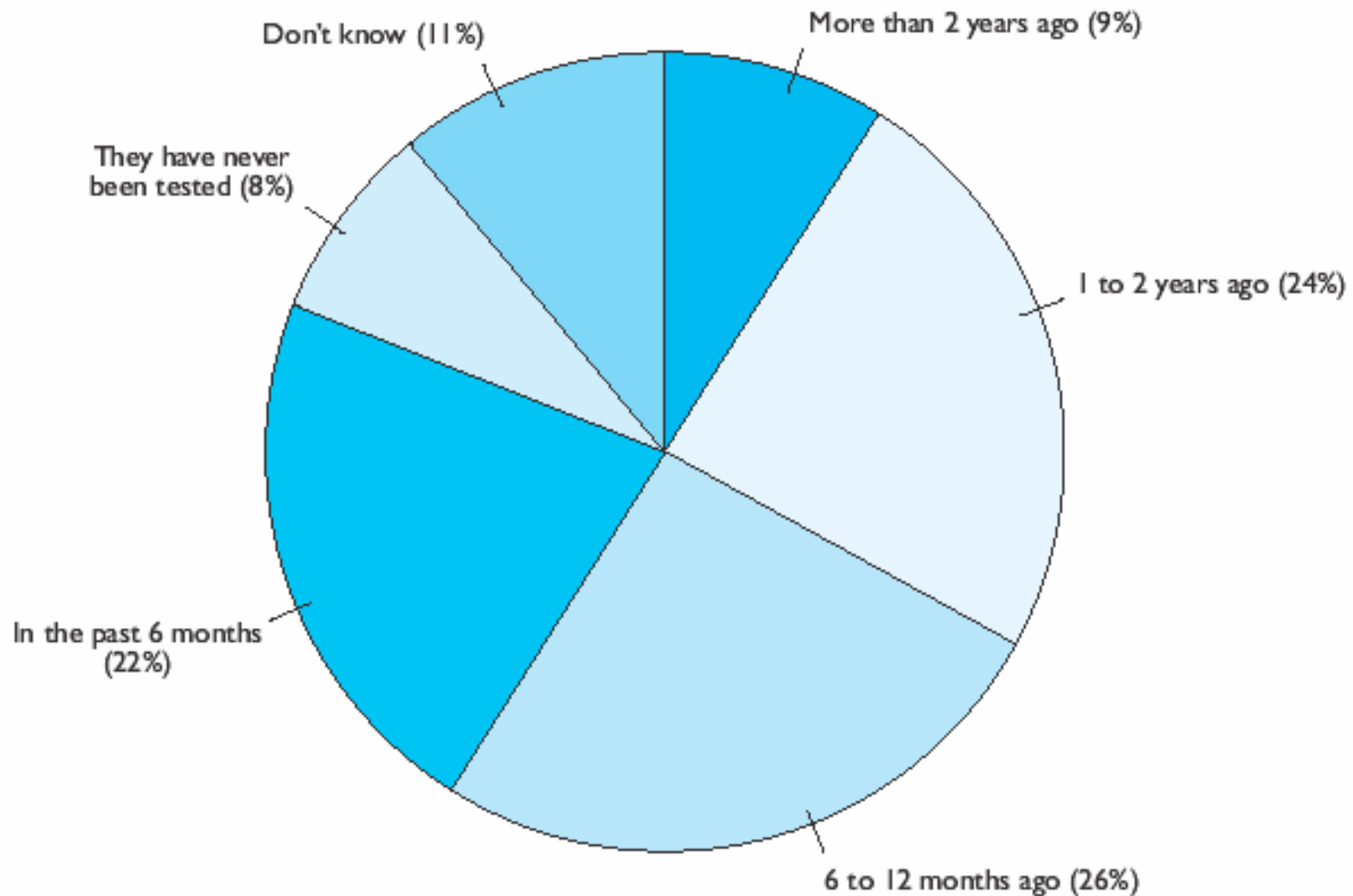
Almost a third of firms (28%) have **no** formal plans to protect them against disasters caused by terrorism, natural disasters or systems failures.

*Survey by AT&T and Cisco Systems in co-operation with the Economist -
May 17, 2005*

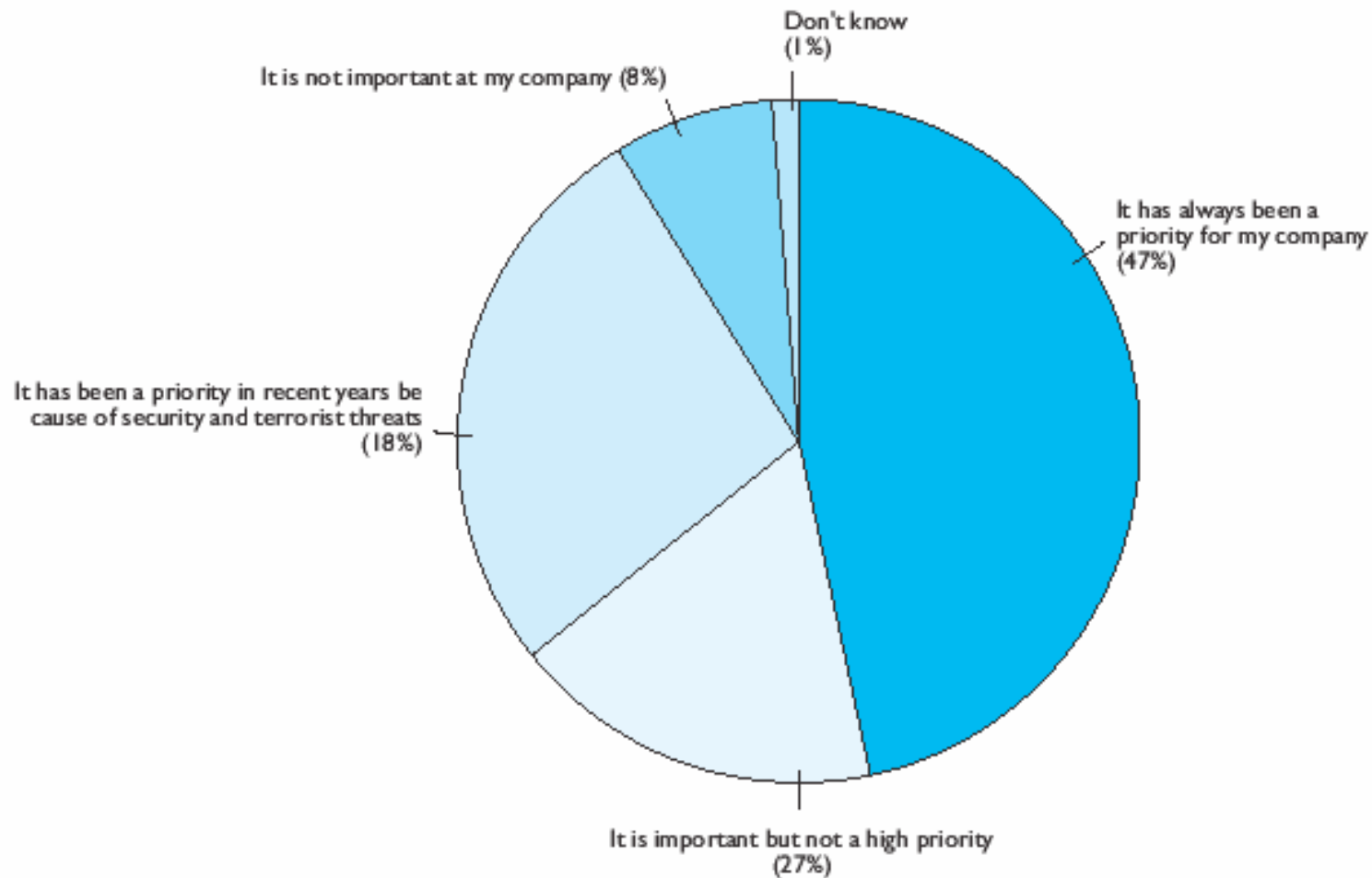
Does your company have BCP?



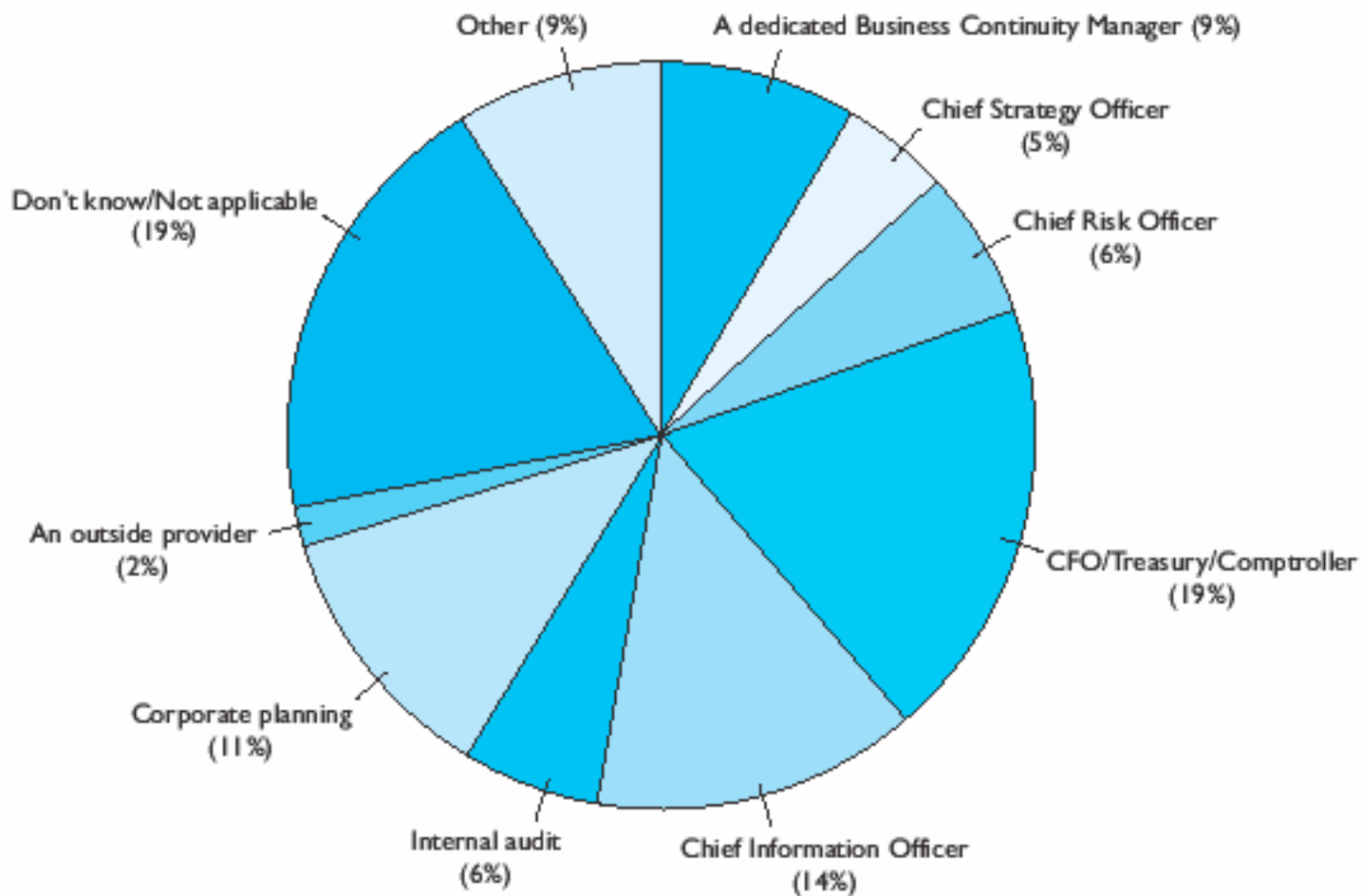
When was it last tested?



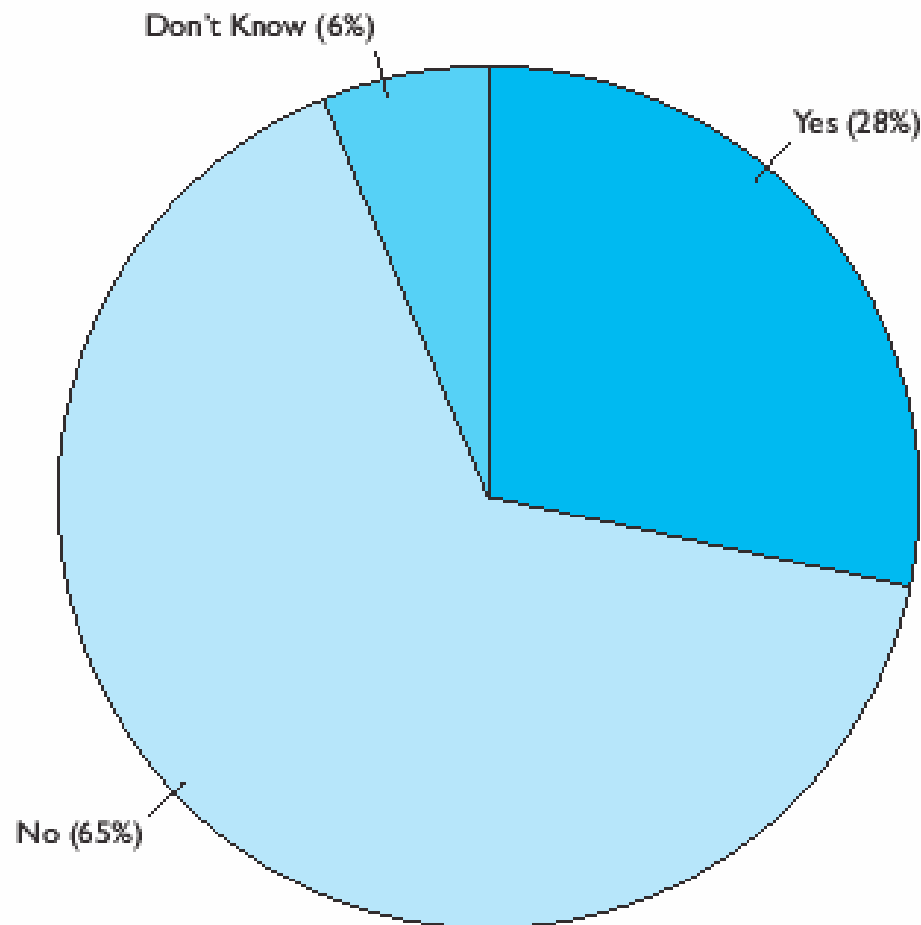
Which best describes your company's position regarding BCP?



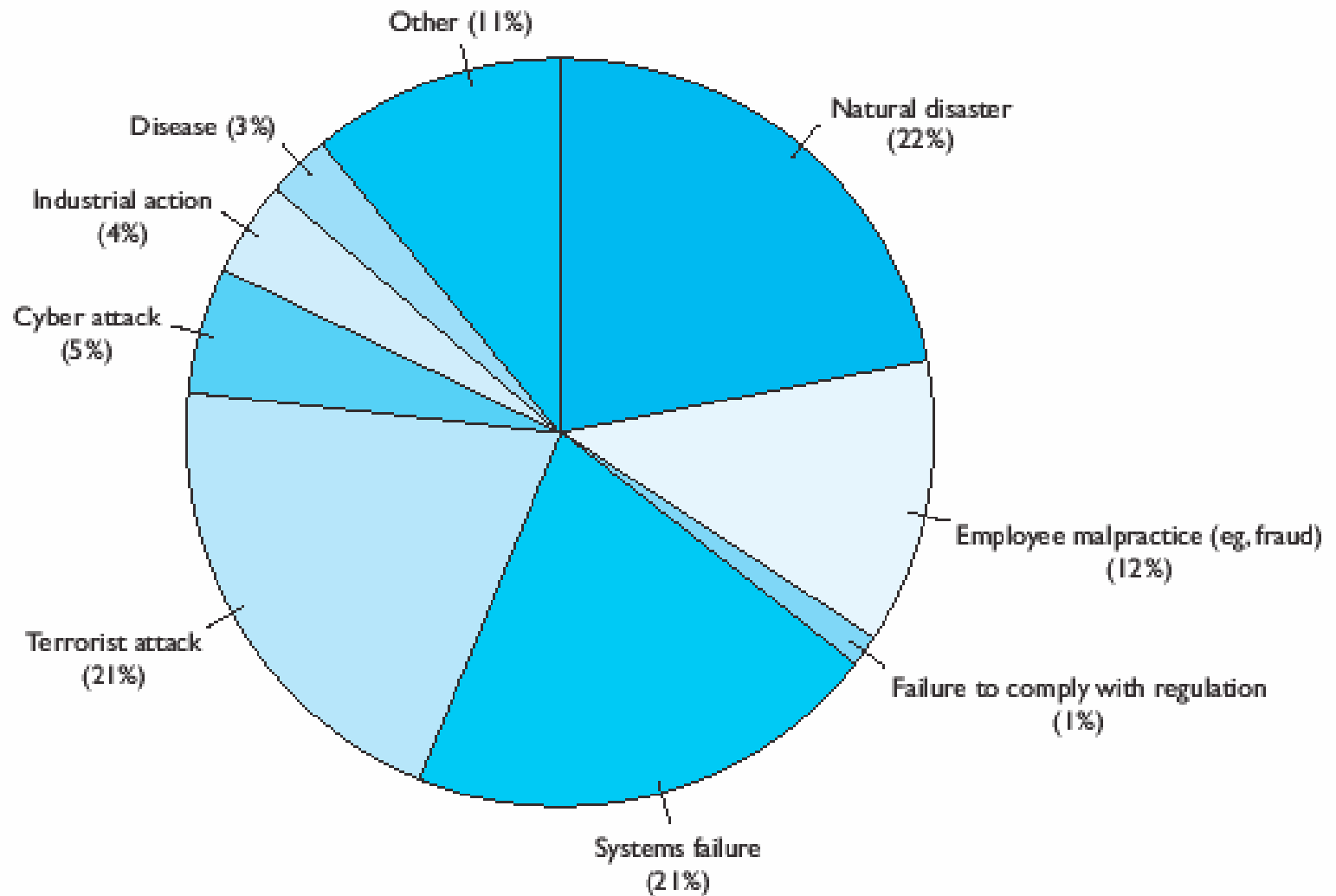
Who is responsible for BCP?



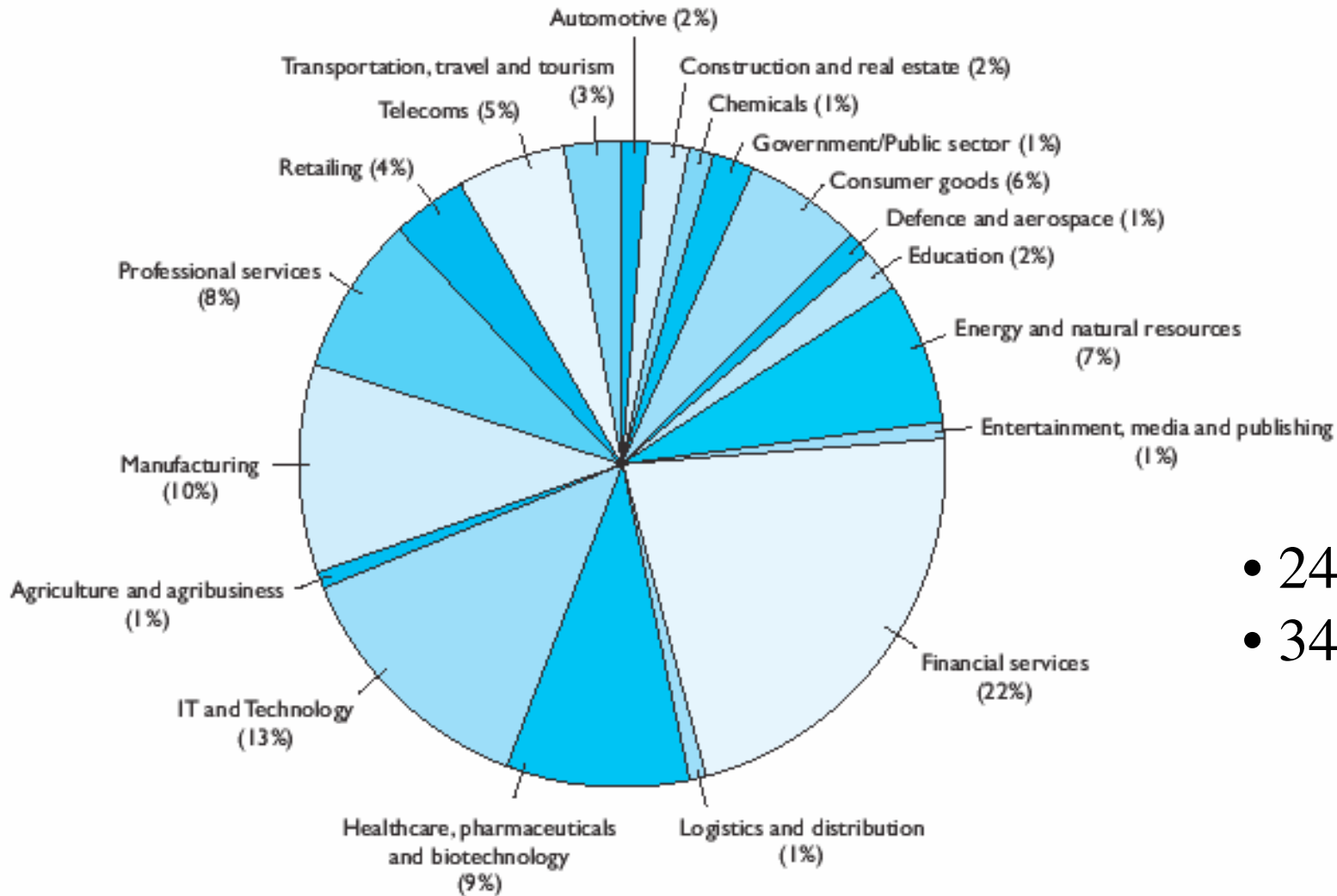
Have you ever suspended operations due to a disaster?



What was the event?



Who was surveyed?



- 240 Executives
- 34% in USA



- Do you think we are overall better prepared for **any event** since September 11?
 - The country?
 - Your region?
 - Your company?
 - Yourself?



Iowa's Hazards

- Iowa's lead hazards are severe weather:
 - heavy rains and flooding
 - tornadoes and high winds,
 - ice storms, blizzards and heavy snow
- Iowa has also been affected by hazardous materials spills both at fixed facilities and those associated with transportation accidents.



What do Your Plans Look Like?

- Even those companies with plans may be in for a big surprise if they have an event.
 - Out-of-date
 - Insufficient or incomplete data
 - Enough for the audit but not to recover
 - Never exercised

Who is best prepared?

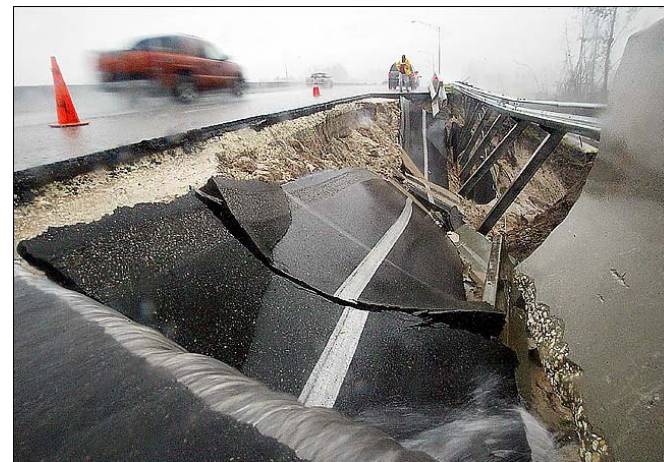
Who is best prepared?

- Businesses in the areas of the country who get the most practice...
 - Where do you think that is...

California



AP / Nancy Palmieri



July 12, 2005

www.ems-solutionsinc.com

20

New York



July 12, 2005

www.ems-solutionsinc.com

21

Florida



July 12, 2005

www.ems-solutionsinc.com

22

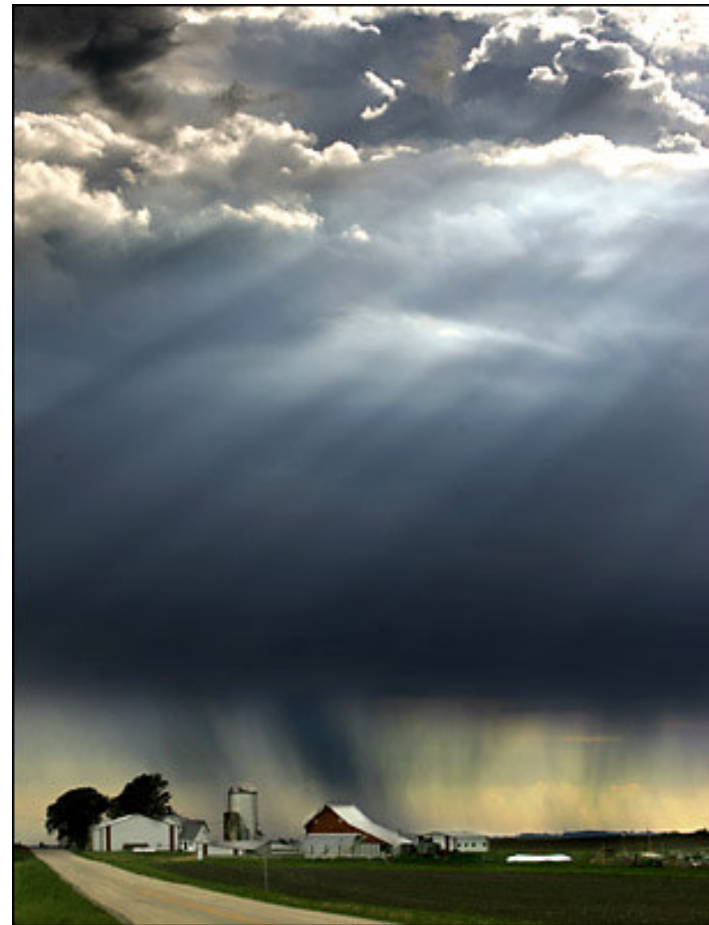
Specific Industries

- Regulation is a driver
 - Financial sector - banking, investments
 - Federal Financial Institutions Examination Council (FFIEC) March 2003 guidelines
- Technology firms
 - Driven by the zero RTO of web based business and the fickle nature of the customer.

What are the current best
practices?

Best Practices

- A well prepared firm will have the following:
 1. Start with Analysis - BIA, Hazard Risk Assessment
 2. Emergency response program
 3. Disaster recovery
 4. Business continuity plans
 5. Work area recovery strategy



Telegraph Herald / Dave Kettering

Best Practices



6. Crisis communications plan
7. Crisis management team and plan (to integrate all of the silos)
8. Exercise all of the above at least annually

Is that enough?

Maybe?

Maybe not...



Merced Star / Marci Stenberg

What causes failures or poor performance?

When Plans Are Executed What Are the Most Common Failures?

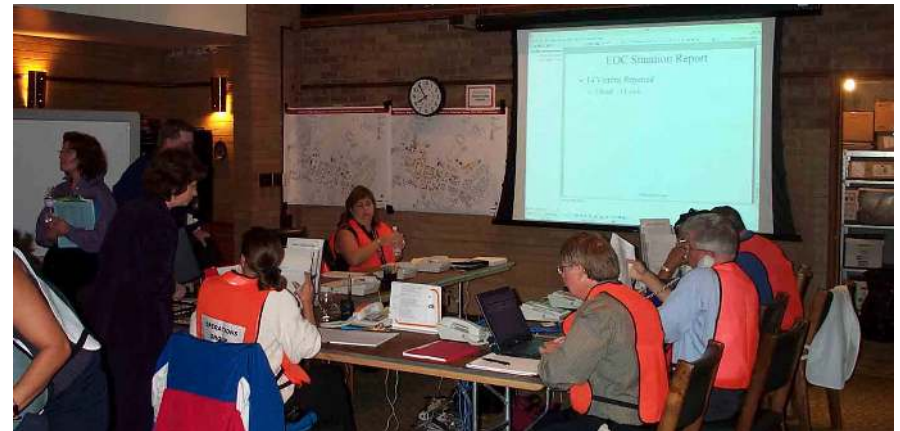


The Bakersfield Californian / Casey Christie

1. Communication (all types & causes)
2. Out-of-date plans
3. Waited too long to activate
4. Did not staff with enough people initially and became overwhelmed
5. Failure to delegate authority in the command center

Plan Failures

6. Failure to plan for degradation in personnel or systems
7. Failure to monitor operation for effectiveness
8. Did not make changes quick enough
9. Did not provide enough initial resources to tackle the problems (usually trying to save \$)
10. No Plan...



Where are we going?

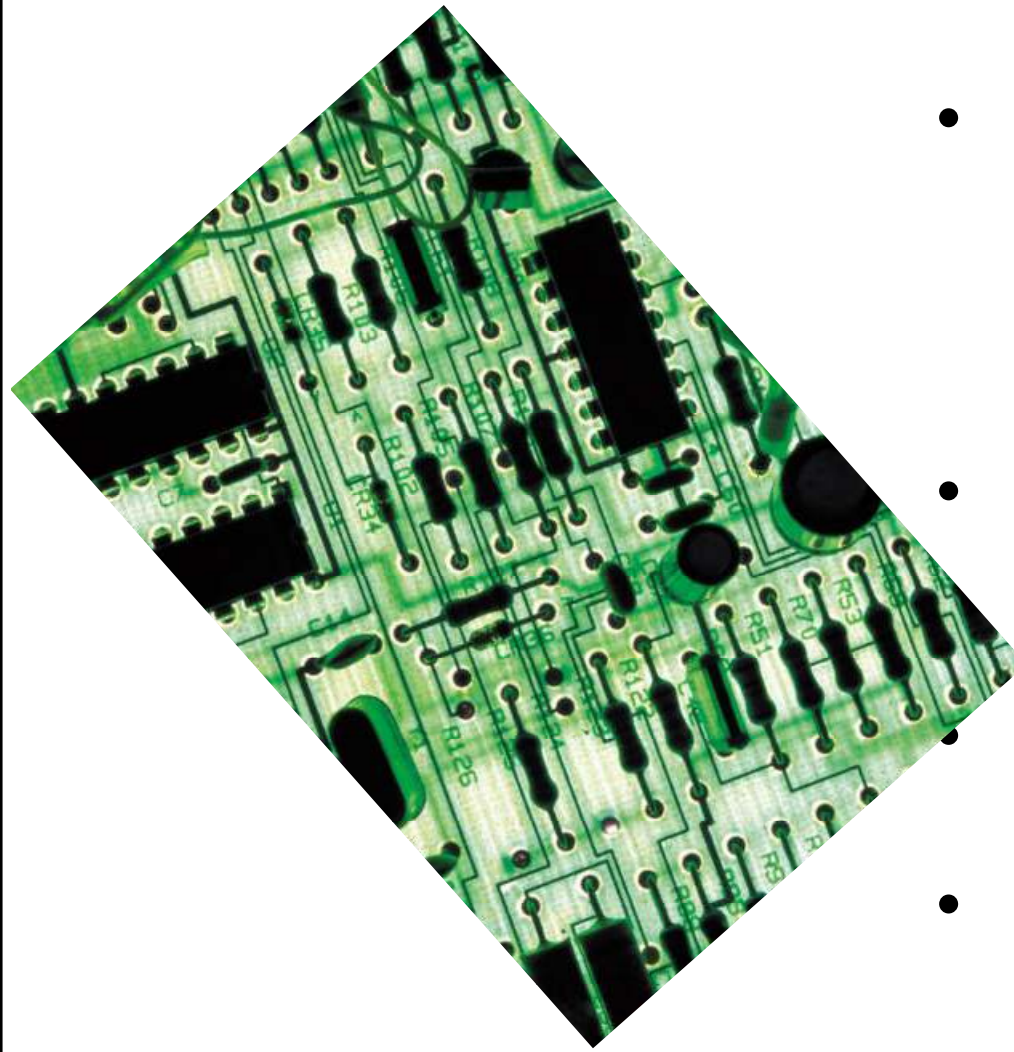
Where are we going? Good Question!



- It is essential to look ahead to the issues that will be affecting the world.
 - Technology - computers, networks
 - Health - biotech, global diseases
 - World - global warming/ climate change, peak oil, population, globalization
 - *Wild Card* - Terrorism

Technology

Where are we going-Technology



- Interactive media will dominate entertainment.
 - iTunes will be one of a handful of companies delivering music as a service provider.
- From web services to portals - key competitive weapon in all vertical markets.
- Customer relationship mgmt will migrate to the web.
- On demand supply chains will provide the customer with more information in real time.

Where are we going-Technology

- Wireless telephones will soon make hard-wire phones obsolete.
 - Many people will only have wireless.
- The TV, telephone and Internet will merge into something new.
- The network as the new business model will force traditional business to adapt or die.
 - “Network” is a metaphor for universal connectivity, a fundamental force that will continue to shape education, the enterprise and culture.
- Voice and data convergence - integration of call centers with the Net and data warehouses.

Where are we going-Technology

- Half of all the technology products that will be sold in the next 5 years haven't even been invented yet.
- The convergence of leading-edge technology will be the single most powerful driver of change for the next 100 years.
- We can't even image the speed, complexity and animation of the technology that has yet to emerge.
 - Can you imagine having to recover it?

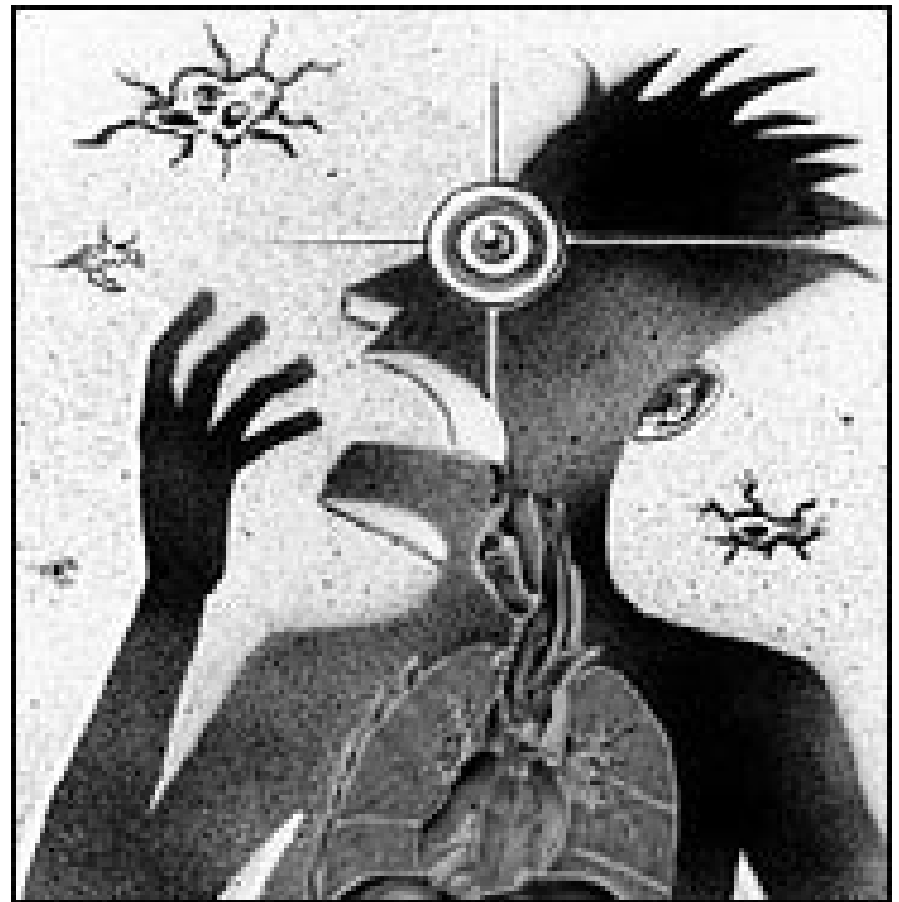
Health Care

Where are we going-Health

- The genome project will change our lives forever...
 - Designer drugs made just for you.
 - A new generation of smart drugs, implants, and medical devices will enhance our health and performance.
- Advanced nano-biology and genetic technology will eliminate many diseases, accelerate healing and increase longevity.
- Medicalbots, nonhuman intelligence agents, will dispense medical care to patients and doctors worldwide to save money and share expertise.
- We all live longer...

Where are we going-Health

- Global disease spread
 - Pandemic influenza
 - Drug resistant
 - Tuberculosis
 - Hepatitis C
 - HIV
- Appearance of more “unusual” diseases - Marburg, Ebola
 - Latest outbreak Angola, 422 cases and 356 deaths



World

Where are we going-World

- Global warming/Climate Change
 - Rainfall increase 20% in wet areas causing flooding
 - Rainfall decrease 20% in arid climates causing drought
 - 2 foot rise in the sea level on all US coasts



EFE / Juan Medina

Where are we going-World

- Peak Oil (Hubbert peak theory) predicts that future world oil production will soon reach a peak and then rapidly decline.
 - The actual peak year will only be known after it has passed
- When?
 - Pessimist believe it peaks in 2005
 - Optimist thinks it is 2035
 - Either way, it is coming



AP Photo

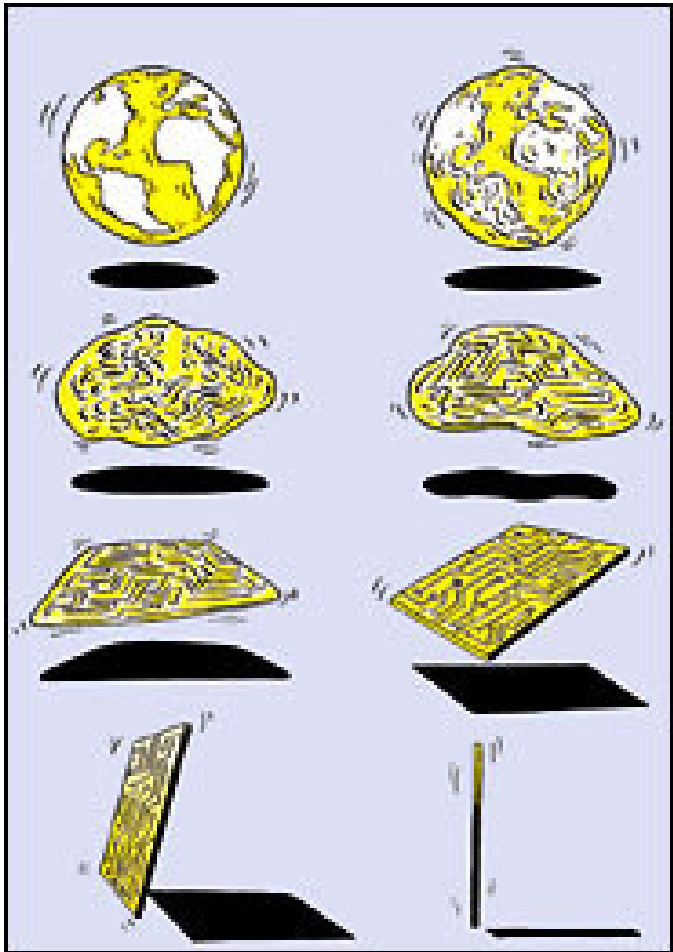
***Blood and Oil – The Dangers and Consequences of America's Growing Dependency on Imported Petroleum
Michael Klare,***

Where are we going-World

- Population
 - Computer models show a sustainable population for the world to be between 1 - 2 billion people
 - 1930 - 2 billion
 - 2005 - 6.5 billion
 - 2013 - 7 billion
 - Aging population globally



Where are we going-World



- Globalization
 - “We created a platform where intellectual work, intellectual capital, could be delivered from anywhere.” Nandan Nilekani, Infosys CEO (India)
 - I.B.M. is cutting 13,000 jobs in the US/Europe and creating 14,000 jobs in India.
 - From 2000 to 2015, an estimated three million American jobs will have been outsourced
 - One in 10 technology jobs will leave these shores by the end of this year.
- The world is now flat
 - **Thomas Friedman “The World is Flat - A Brief History of the Twenty-First Century”**



Home : Opinion

Site Map

search site go

Search tips

QwikNav go

What's this?

FROM THE PAST 7 DAYS

tuesday

monday

sunday

saturday

friday

thursday

wednesday

1999-2005 ARCHIVES

Search Register archives online for a small fee.

keyword go

Columnists - opinion

Iowa must retool to compete in science-based global economy

By FRED DORR

July 12, 2005

Math, science and engineering are courses our kids avoid. Meanwhile, China is challenging our country's traditional strength - its college and university system. Beijing's prestigious Tsinghua University is pushing to compete with Stanford, creating its own Chinese Silicon Valley in the process.

Tom Friedman's book, "The World Is Flat," underscores the issue. Our manufacturing jobs and white-collar work are being shipped out of the United States at an epidemic rate. If the past is prologue, our high-quality post-secondary education opportunities will follow. Newsweek tells us the Chinese economy is growing at 9 percent annually. As some have observed, China and India aren't racing us to the bottom - they're on their way to the top.

Recently The Des Moines Register noted that VeriSign Inc., the U.S.-based company operating the Internet's key address books, opened a research and development center in Bangalore, India.

Friedman to visit Des Moines

Thomas Friedman, a Pulitzer Prize-winning New York Times columnist and author of "The World is Flat," will address the National Governors Association Saturday in Des Moines. His topic is "Competing in a Flat World." NGA sessions are not open to the general public, but will be covered by the Register and other media.

- EMAIL THIS
- SEND LETTER TO EDITOR
- PRINT THIS
- SUBSCRIPTIONS
- EMAIL NEWSLETTERS



- ◀ classifieds
- ◀ jobs
- cars
- homes
- apartments
- ◀ shopping
- dating

CHARACTER COUNTS! IN IOWA

Mystic LAKE
CASINO • HOTEL

Minneapolis Getaway

\$69 per night [Click here](#)

What Created a Flat World?

1. Nov. 9, 1989, is the day the Berlin Wall fell
2. Aug. 9, 1995, Netscape went public
3. Workflow revolution connected applications to applications
4. Outsourcing
5. Offshoring
6. Open-sourcing
7. Insourcing
8. Supply-chaining
9. Informing
10. Wireless access and voice over Internet protocol (VoIP)

QuickTime™ and a
TIFF (Uncompressed) decompressor
are needed to see this picture.

QuickTime™ and a
TIFF (Uncompressed) decompressor
are needed to see this picture.

Terrorism

QuickTime™ and a
TIFF (Uncompressed) decompressor
are needed to see this picture.

QuickTime™ and a
TIFF (Uncompressed) decompressor
are needed to see this picture.

Wild Card - Terrorism



America Attacked: The Sequel. Looking Back from 2011—An Imagined History Richard A. Clarke (former National Coordinator for Security & Counterterrorism), *The Atlantic Monthly*, (Cover Feature), Jan-Feb 2005, 61-77.

- Is it a matter of *if* OR *when*?
 - WMD: Nuclear, Chemical Biological
- Effects
 - Economic
 - Social
 - Security
 - Lifestyle
- London bombings
 - <http://werenotafraid.com/>

What are Some Common Threads in this Possible Future?

1. Fast moving, fast changing, we must be adaptable.
 - This doesn't mean we have to be preparing for terrorism or diseases per se, it is its effects.
2. The need to have an integrated strategy to recover the technology and the business.
3. The need to exercise those strategies regardless of where they are (India, home, wherever)
4. Building a recovery plan about bringing everyone together may not be the best solution or the most cost effective.
5. The need to work differently to accomplish the same task - *think differently*.

What do we need now?

What do we need now?

- We need to do more than think outside the box....we need to **blow it up!**
- To meet the challenges facing us we need to martial all of our resources...



We Need Creative Leadership

- Where do we need this leadership to come from?
 - National
 - Your industry (both your specific industry & the BCP field)
 - Your company
 - You

Creative Leadership Types

- What will this leadership look like? Four types...
 - Traditionalist - the assertive resistor of change
 - Maintainer - the covert resistor of change
 - Adapter - who embraces change and is willing to learn new things
 - Innovator - the leader of change, a risk-taker

Dr. James Canton CEO Institute for Global Futures

Traditionalist

- Traditionalists are assertive individuals who openly resist change.
- “If it ain’t broke, don’t fix it.”
- Recite numerous reasons why “things ought to stay the way they are;” “time tested” is a big reason behind their resistance to the change.
- Most organizations that have difficulty changing are dominated by Traditionalists.

Maintainer

- Maintainers tend to be silent, covert resistors of change.
- They say “yes,” but mean “no.”
- Maintainers are difficult to spot, often hiding behind Traditionalists
- Maintainers tend to want to maintain the status quo.
- They don't like to “make waves.”
- Think US auto industry, Wang computer, etc.

Adapter

- The type of individual open to change.
- Willingness to learn new things—to learn whatever is necessary to grow the business, increase quality and identify breakdowns to achieving success.
- They are key stakeholders in the change.
- Adapters don't necessarily enjoy dealing with change any more than others, but they are more courageous about taking actions to manage change.
- Willing to take responsibility for managing the change process and enrolling others to change.

Innovator

- The folks who, after leading the charge about an innovative solution, have at least a few arrows in their back.
- Early adopters of a new idea; they are the pioneers of change.
- Often dismissed as crazy or driven, they are the inspiration for companies, customers and industries changing.
- Customers are more often the Innovators and are driving change. Want easier to use, faster, smarter and more cost-effective technology solutions.

Which one are you?



- Traditionalist
- Maintainer
- Adapter
- Innovator
- How can you innovate in your organization?

What should we be doing?

If we all did the things we are capable
of doing, we would literally astound
ourselves.

Thomas Edison

Case Study



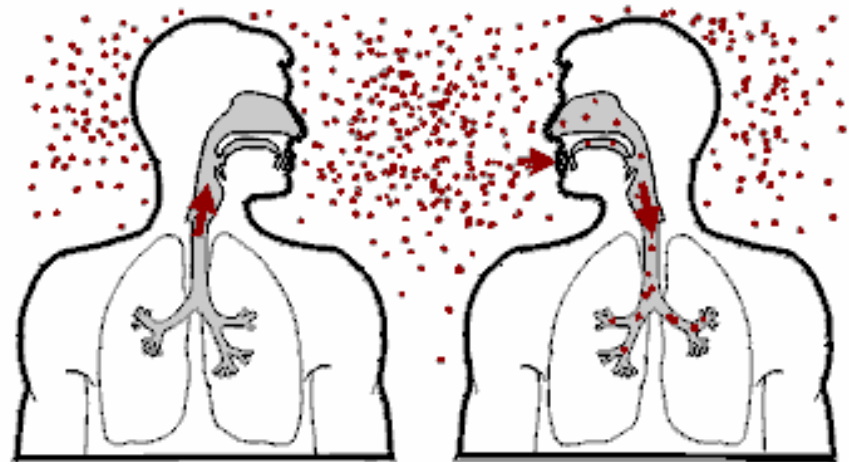
- Pandemic Influenza
 - There is NO one site - everywhere is a potential site.
 - Your facility is fine but maybe not your people.

Case Study - Pandemic Influenza

- The Pandemic began two weeks ago in South East Asia and has already begun to move around the globe.
 - The Centers for Disease Control and the Iowa State Department of Public Health believe it could be in Iowa in the next four weeks.
 - The Pandemic is expected to last 10-18 months in three waves. Vaccines will not be available for about 8-9 months. There is no cure; only antibiotic therapy for any secondary infections and palliative therapy.

Pandemic Influenza

- Influenza is spread by respiratory droplets, a 3 - 6 foot area around a person is hazardous.
- Mortality is currently 15% (1918 was 10%).
- They tell you to expect at least a 30%+ absenteeism.
- The world is panicked.



Your Current Plans

- Your business continuity and disaster recovery are the typical plans...they will not be very helpful in a disease outbreak.
 - There is **NO** scene...now what?
 - How do we do business differently?
 - How can we manage our business?
- Your manager asks for you to develop a plan immediately.

Assignment

- Determine the following:
 - How do you track illness at the company?
 - What can you do to combat 30% absenteeism?
 - How can you prevent disease spread in your company?
 - How can your work differently and still get the job done?

Surveillance At Your Company

- How do you know that anyone is sick? How can you begin to detect trends or patterns?
- Initially it may just be anecdotal - pay attention. If the cafeteria is less crowded, the parking lot lighter than usual or security notices less people coming in to work.
 - Combine your observations with news.
- Set up a centralized number to call in sick so you can monitor illness in the company.

Revisit your Company's Assessments

- Check your vulnerabilities; look at the pandemic scenario.
- Revisit your BIA
 - Maximum tolerable downtime/recovery time objectives
 - Single-points-of-failure
 - Dependence on vendors
- Explore failure scenarios
 - What if you lost your entire call center for two weeks?
 - 50% IT department died
 - Schools close in the area for a month

Preparedness

- Work from Home (a *REAL* work from home strategy)
 - Identify mission critical employees
 - Supply those employees with desktop computer and all peripheral equipment to do their job
 - DSL/broadband connection
 - In preparation you would require them to work from home at least monthly and in this case beginning immediately.

Preparedness

- Work from Home (a *REAL* work from home strategy)
 - Establish necessary webcasting, conference call bridges, instant messaging and other virtual assistance to enable your teams to be productive.
 - Send them home...now!

Preparedness

- Virtual Call Centers
 - Investigate call center technology that can distribute calls to employees homes.
 - Disperse call center staff to their homes with necessary equipment and the virtual call center technology.

Preparedness

- Meet with IT staff to determine how best to maintain systems.
 - Key staff work from home - monitor systems remotely.
 - Minimal staffing in the technology areas.
 - Mask staff working near each other?
 - Contact all vendors to determine their plans.

Preparedness

- Review your staff policies regarding:
 - flexible work schedules
 - work-from-home options
 - stay home if sick.
- Staff cross-training that includes task checklists and good documentation on how to do the job.
- Stockpiling supplies- N-95 masks, nitrile gloves, antiseptic wipes.
- Re-look at office floor plans and disperse staff so that no one sits within 10 feet of each other.

Emergency Response

- Once an confirmed outbreak occurs in Iowa- think about your daily business activities completely differently:
 - Dispense with all unnecessary “face time”. No face-to-face meetings. Conference calls or web-casting immediately takes the place of all face-to-face meetings.
 - On-site cafeterias, on-site gyms and day care should be reconsidered immediately.
 - Hygiene concerns - No shaking hands. Use your own phone when possible. Distribute antiseptic wipes.
 - Develop and enact worker quarantine as necessary. Staff who are ill and have symptoms need to stay home!
 - Have janitorial clean all phones and hard surfaces with approved disinfectant nightly (1 part bleach to 9 parts water).

Crisis Management Team

- Virtual EOC - conference calls, video conference, webcasting, instant messaging will all be methods of staying in touch.
- Key executives sent home.
- Set up a virtual briefing schedule.

Communications

- This is the essential key to the plan. You cannot communicate too much.
 - 800 employee number
 - Your company intra-net and internet site
 - Email - sharing health information; the company response plan; what you are doing; policies regarding pay, time off, benefits, etc.
 - Daily broadcast voicemails using a notification system (great for keeping people that are home informed). Have the CEO record them.
 - Remember **all** of your stakeholders: employees, vendors, customers, investors, government (DPH, EMS, County EOC)

Lessons Learned

- We are faced with challenges that 10 years ago we couldn't possibly imagine.
- We must design our plans around fluidity and adaptability.
 - There is no one size fits all or even some!
- The traditional recovery strategy (hot site, work area recovery site) may need updating and for may not work for some threats.
- We must strive to become innovators in our companies
 - **And in our lives.**

You give 100% in the first half of the game,
and if that isn't enough, in the second half
you give what's left.

Yogi Berra

The
Looking
Glass
is

The Future is Coming...

Will you be ready?

Thank You!

**Regina Phelps CEM RN BSN MPA
Emergency Management & Safety Solutions
San Francisco, California 415-643-4300
www.ReginaPhelps.com
www.ems-solutionsinc.com**