

2015 Commonwealth of Virginia Information Security Conference

# Organizational Resilience Management Bootcamp



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# BOOTCAMP – Preparing for War

“There are two basic military functions: waging war and preparing for war.

Any military activities that do not contribute to the conduct of a present war are justifiable only if they contribute to preparedness for a possible future one. Clearly, we cannot afford to separate conduct and preparation. They must be intimately related because failure in preparation leads to disaster on the battlefield.”

U.S. Marine Corp Warfighting Manual

Preparing for War, 67



# Bootcamp Agenda

roductions

Camp Mental Calisthenics – Think Quick

a Stripe – How to Deliver Immediate Payback

acle Course – Crisis Communications

ll to Action

y / Regulations

rprise Risk Management

ness Continuity Overview

anizational Resilience

y Your Business Activities

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# Introductions

What is your  
interest in  
BCP/ORM?

WHO  
ARE  
YOU?

Where do  
you work?



# Jean Rowe – Your Drill Instructor

- 20 years of BCP and risk management experience
- Designed, implemented and managed programs for:
  - United Nations Women
  - The World Bank Group
  - International Monetary Fund
  - Verisign
  - SunTrust Mortgage Corporation
  - Duke Energy
  - NationsBank (now Bank of America)
  - Bitreserve.com (in process)
- Consultant and practitioner (both sides of fence)
- Helped define industry standards and leading practices
- Certified: CBCP, MBCI, CDCP
- VCU Ram!



# BootCamp Mental Calisthenics

- If your organization had a disaster right now, what would happen?
  - What is in place right now from a business continuity/organizational resilience perspective to REACT, RESPOND, and RECOVER?
  - Roles and responsibilities: who would do what?
  - Communication strategy ATOD?
- What Programs/Projects/Departments/Groups have some or all responsibility for business continuity/risk management/organizational resilience?



# Deliver Immediate Payback

The top 3 Immediate Organizational Resilience (BCP) activities to address when you return to the office –

1. Engage Senior Management
2. Implement Remote Work Capability
3. Crisis Management / Crisis Communications Plan



# Engage Senior Management Team

- Gain Executive Management Support (the alternative is that you are set up for failure)
- Ensure that Executive Support is communicated throughout the organization
- Is Management trained to coordinate and direct response and recovery efforts?



# Engage Senior Management Team

- Benefits:
- De facto steering committee
- Buy-in from Top Down – not set up for failure!!!
- Resources and Budget



# Remote Work Capabilities and Training

- Capability to conduct essential operations remotely by designated staff from home/other location
- How to successfully do this:
  - Define objectives
  - Key tasks and deliverables
  - Resources (laptops?)
  - Document Remote Work Guide
  - Training and exercises
- Why would remote work fail?



# Communication Flow Rate- Speed at Which Risk and Crisis Communication Information Flows Through the Media

- 20 years ago: 24 hours
- 10 years ago: 4 hours
- 2010: 4 minutes
- Today? Can a crisis go viral in less than a minute via social media outlets?



# OPEN MIC SESSION

- How does your organization communicate ATOD?
- How do you engage Internal and External Stakeholders?
  - Bullhorn? Call 12 on Your Side?
  - Do you have a Comms Teams to craft messages for probable scenarios? Are they pre-scripted?
  - Call trees? Intranet?
  - Emergency Notification Software?
  - SITREPS?



# Crisis (Risk) Communications:Key Messages

Risk communications is a science based discipline

High concern situations change the rules of communications

The key to risk communication success is:

1. Anticipation
2. Preparation
3. Practice

Source: Dr. Vincent Covello; President and Founder for the Center for Risk Communications, New

York

# Crisis (Risk) Communications

## Definitions:

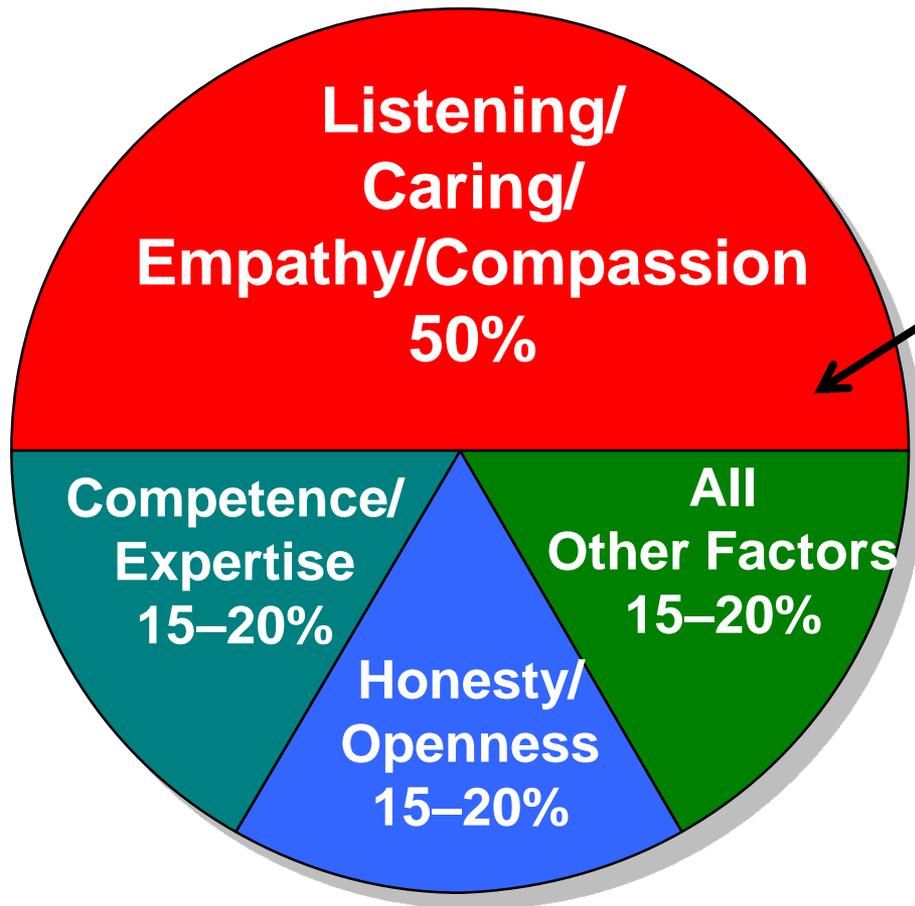
**Risk:** “a threat of loss, **real or perceived**, to that which we value.”

**Risk Communication:** “the exchange of information about risks.”

**“95 percent of all high concern communication (crisis) work should be done in advance.”  
-- Mayor Giuliani (1995) --**



# People Want To Know That You Care Before They Care What You Know!!!



Assessed  
in first 9–30  
seconds

**Lesson Learned: take care of your people and they will take care of helping you take care of business!**



# Risk Communication: Three Key Concepts

When people are stressed and concerned, they typically:

- (1)...want to know that you care before they care what you know
- (2)...have difficulty hearing, understanding, and remembering information
- (3)... make rapid decisions about trust that are resistant to change



# Three Risk and Crisis Communication Challenges

- ❑ Cultural Diversity
- ❑ Message Timeliness, Coordination, and Consistency
- ❑ Social Media



"Wait! Wait! ... Cancel that, I guess it says 'helf.'"



# Boot Camp Soapbox Time – A Call To Action

- Become an agent of change for your organization!!!
- List top three priorities to address:
  - Senior management buy-in and ability to lead in a crisis;
  - Remote work capability; and
  - Crisis communications.
- Consider:
  - Who, what, when, where and how?
  - Benefits to all stakeholders (employees, your customers, vendors, business partners, media, etc.)
  - What support/resources do you need?
  - Do you have to sell it?
- Document Your Strategy / Game Plan



# Rules/Regulations/Policy?

- What legal and/or regulatory requirements is your organization required to follow to ensure BCP/OR?
- What other leading practices, management systems have you considered or are in place now (ISO, COSO, a combination of several?)
- What groups within your organization have responsibility?



# Enterprise Risk Management

- Sharing risk information both horizontally/vertically
- No more stovepipe planning
- A holistic approach to sharing and managing risk across an organization

## ➤ Seek out the Risk Groups and Partner with Them

- You have information to help them and vice versa
  - Risk assessments, Business Impact Analysis
  - Workflow/Network Diagrams
  - Other? Audit info? Strategic Plans on the horizon?



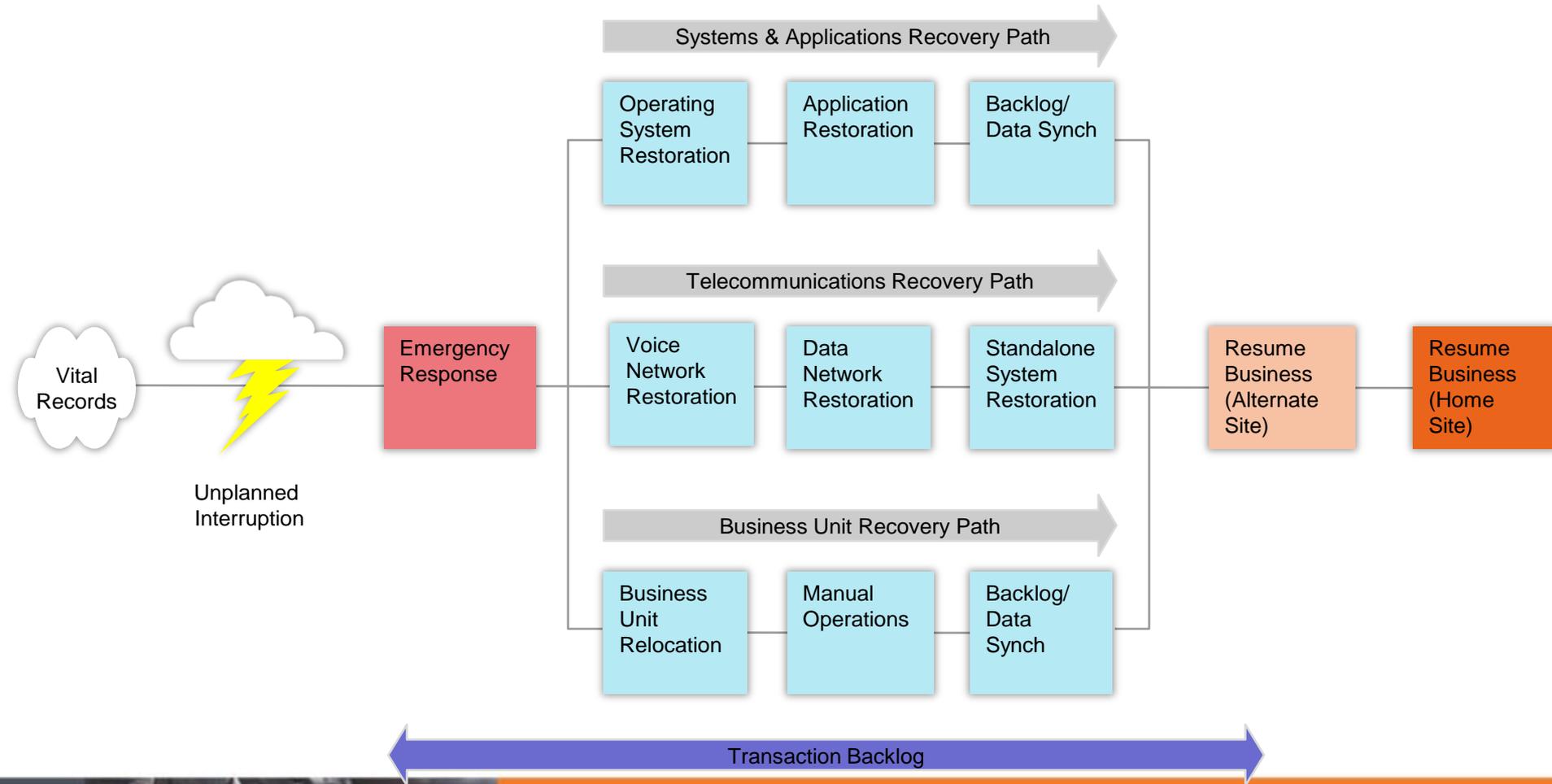
# Business Continuity, Crisis Response and Disaster Recovery



# Respond vs. React



# Business Continuity – The Timeline



# Business Continuity Planning Overview



# BCM Methodology

## Phases 1 & 2

**Business Impact Analysis (BIA)**

**Risk Assessment**

What are the priorities for recovery and why?  
What can cause a recovery failure?

### Outcomes:

- Prioritize business function recovery
- Identify dependencies
- Determine systems / applications Recovery Time/Point Objectives
- Identify and manage risks to business resilience

## Phase 3

**Recovery Strategy & Selection**

What is needed in order to recover?

### Outcomes:

- Determine recovery requirements
- Develop recovery strategy for:
  1. Building Outage
  2. Regional Disaster
  3. Pandemic
  4. Other Offices

## Phase 4

**Business Continuity Plan (BCP) Documentation & Implementation**

How do we recover?

### Outcomes:

- Document detailed business continuity plans (BCPs)
- Integrate BCPs with:
  1. Crisis Management Plans
  2. Technology Disaster Recovery Plans
  3. Stakeholders
  4. Supplemental

## Phase 5

**Plan Validation & Exercise**

Will this BCP really work?

### Outcomes:

- Update BCPs
- Validate recovery strategies
- Provide ongoing exercise and maintenance

**Business Continuity Planning is a continuous assessment and review program (not a one time project).**

# Organizational Resilience Success Factors

- Integration of Initiatives
- Relationship Building
- NETWORK!!!!



- Scope Program
- Identify other groups you should integrate initiatives with
  - Audit
  - Information Security
  - Corporate Security / Life Safety & Emergency Response
  - Facilities
  - Information Technology (ITDR)
  - Business Continuity
  - Risk Management
  - Purchasing
  - Real Estate
  - Corporate Communications
  - Management
  - Legal/Compliance
  - Operations/Business Units
  - Project Management



# Unify Your Business Activities

- Identify other groups you should integrate initiatives with
- Gain buy-in for Organizational Resilience
  - Collaboratively agree on tasks/deliverables
  - Scope Program
- Create WBS (Work Breakdown Structure) –> aka “deliverable oriented decomposition of a project into smaller components”



# These Factors Could Help You or Hurt You

<b>Current State</b>	<b>Strategic Growth on Horizon</b>	<b>BCP/ITDR History</b>
<b>Business Culture</b>	<b>Organizational Change</b>	<b>Resources</b>
<b>Budget</b>	<b>Getting Results From Others Not Under Your Direct Control</b>	<b>Changing Priorities</b>



# BootCamp Work Out

- Review of DRII/BCI 10 professional practice areas
- Review the DRJ Generally Accepted Practices (GAP document)
- Review the ISO 22301 requirements (ORMS under development due 2017)
- Review COSO ERM Executive Summary Framework
- FEMA website
- Continuity Central website



# Questions and Answers

