



ABN AMRO

Business Continuity Management

Crisis Management

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- ◆ Personal History
- ◆ Experiences
- ◆ Facilities
- ◆ The Workshop

- ◆ **Name**
- ◆ **Company**
- ◆ **Title**
- ◆ **Why you took this class**

- ◆ Business Continuity Management
- ◆ Business Continuity Plans
- ◆ Technology Recovery (Disaster Recovery)
- ◆ Crisis Management

◆ **Problems; Major Problems and a Crisis**

- Building
- IT/Network/Viruses
- Personnel
- Reputation
- Competition

◆ **Organizational Structure**

- Formation of an overseeing BCM group
- Placement of BCM within the organization

◆ Crisis Management

The management of an event that can interrupt the normal business processes and requires management take immediate action to ensure the health and safety of personnel, and/or the viability of the enterprise.

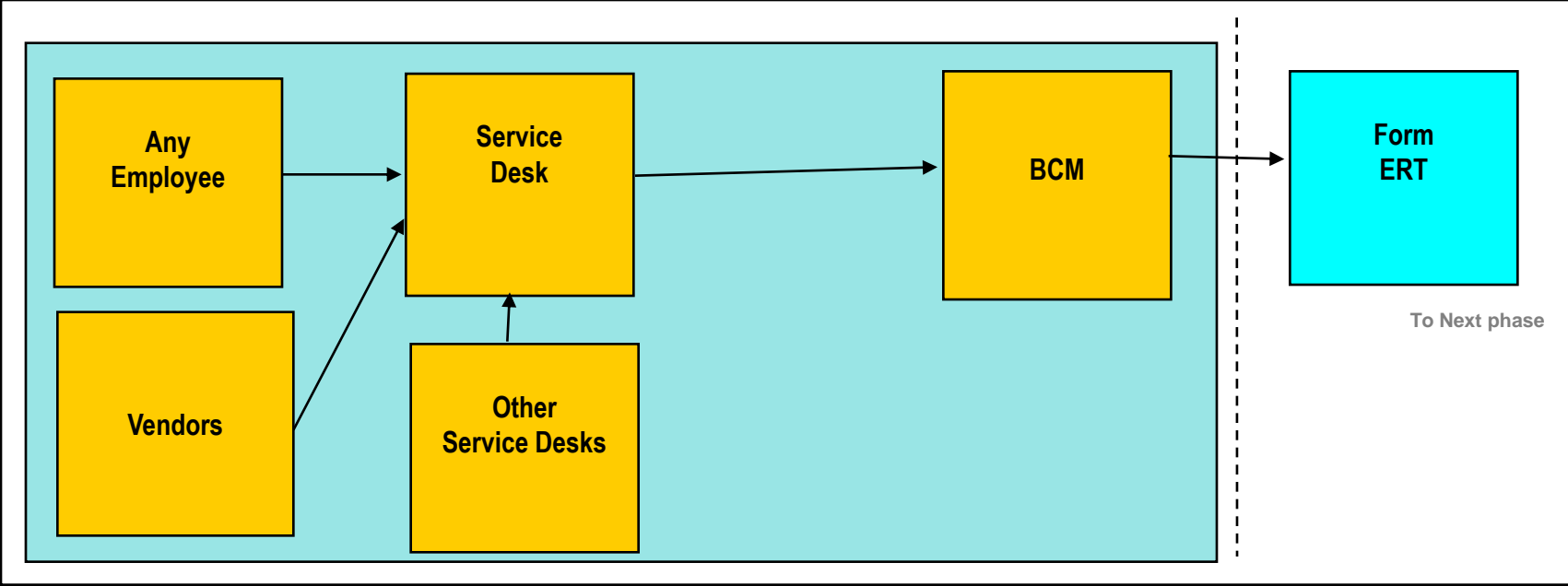
◆ Where is your company vulnerable?

- Building
 - Location (fault lines, all critical processing in one building)
 - Age of building (fire code)
- IT/Network/Viruses
 - Network monitoring
 - Patching practices
- Personnel
 - Diversity in locations/knowledge base
 - Union
 - Bird Flu

- Reputation
 - Tainted product line
 - Executive management activities
 - Perception of poor quality/missing deadlines
- Competition
 - Location of major competitors compared to your company
 - Ability to absorb additional work if competition is out

Write some examples of what could cripple your organization

Incident Response



◆ Initial meeting (when required)

- BCM (Facilitation and Scribe)
- Facilities
- Security
- IT
- Fire/Police
- Others as required



Emergency Response Team Guidelines

Initial Call Details

- ◆ Emergency Response Conference Number
 - 1 877 xxx xxxx Passcode 123456
- ◆ Set agenda followed:
 - Roll call
 - General Status
 - Status by Team
 - Issues by Team
 - Determination of Crisis Status
 - Notification of Other Levels
 - Establish Next Meeting

◆ Gold

- Executive Management
 - Public Relations
 - Stock prices
 - Company level decisions

◆ Silver

- Building-Level Management
 - Includes Facilities; Security; IT; Impacted Business Mgmt. and Coordinators
 - Relocation
 - Determine overall business impact
 - Cross department issues

◆ Bronze

- Department Specific
 - Issues/Concerns/Efforts

During Calls

- ◆ Emergency Response Conference Number
 - 1 877 xxx xxxx Passcode 123456
- ◆ Set agenda followed:
 - Brief review of the crisis call process
 - Roll call
 - General Status
 - Status by Team
 - Issues by Team - Questions
 - Next Steps Summary
 - Establish Next Meeting

- ◆ Encourage Remote Participation
- ◆ Practice orderly speaking
- ◆ Ability for individuals to put themselves on 'mute'
- ◆ Establish what decisions would need to be made and by whom
- ◆ Taking attendance – Who will represent each area
- ◆ Determine speaking order

- ◆ Credentialing

- ◆ Evacuation Training

- ◆ Understanding of public interest priorities
 - Government/Fire/Police
 - Health
 - Financial
 - Municipality variances

◆ Relocation Plans

- Immediate
- Short term
- Long term

◆ Inventory of what is needed

◆ Third Party vendors and the complication of outsourcing

◆ Safety of Employees

- Evacuation preparation/testing
- After hours testing
- Workforce Language Issues

◆ Critical Processes

- Departments needed to maintain critical functions
 - Public Relations
 - Legal
 - Executive
 - Regulatory (financial)
- Servicing the Client
- Revenue Generating

- ◆ Maintaining an open line
- ◆ Dedicated staff
- ◆ Blackberries
- ◆ Automated Call Trees
- ◆ Communicating with employees
- ◆ Identifying critical paths to recovery (IT solutions take longest)
- ◆ Employee Assistance
- ◆ Emergency Notification of Family
- ◆ Modification of standard operating processes preferable

- ◆ Proactive vs. Reactive
- ◆ Coordination with Public Officials
- ◆ Employees First; Rumors Second; Business As Usual Third

- ◆ The crisis calls are for handling a crisis.
- ◆ Once the conditions for declaring the crisis are over, the calls should cease
- ◆ Problem management or other SOPs should be initiated
- ◆ Post-mortems / Lessons learned meetings

- ◆ **Automated notification process critical**
- ◆ **Once a crisis is declared, have initial meeting as soon as possible**
- ◆ **Spread out follow up crisis calls as far apart as possible**
- ◆ **One speaker per area**
- ◆ **No questions until after status**
- ◆ **General understanding of the crisis call process**
- ◆ **Practice**