LaSalle Bank
Business Continuity
Best Practices
Outline

- Timeline of Events
- Crisis Management
- Communications
- Recovery Site
- Incident Site

Photo Courtesy of Chicago Tribune
The Fire

Monday, December 6, 6:30 PM
• Fire breaks out on the 29th floor of LaSalle Bank headquarters.

• The Chicago Fire Department is on site within minutes and evacuates occupants with no fatalities or permanent injuries.

• 450 fire fighters take over five hours to extinguish the blaze.

• Crisis Management plans activated by 6:45 PM.

• Business Continuity plans activated by 8:00 PM.
The Aftermath
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Arial Photo Courtesy of Chicago Tribune
The Aftermath

LaSalle Bank Building

烟熏损害
火警楼层
水损害
最少烟熏/水损害

从上到下：
31-45层
29-30层
25-28层
1-24层

Not to Scale
Timeline

Tuesday, December 7
- 750 people with time sensitive jobs start working at recovery sites, 400 more work from home.
- LaSalle branches and offices open for business, except 135 S. LaSalle.

Friday, December 10
- Lower level arcade, cash vault and loan processing center open.

Monday, December 13
- The 135 S. LaSalle St. branch opens for business.

Thursday, December 16
- Peak of nearly 1600 staff working from recovery sites.

Monday to Wednesday, December 20 -22
- Floors 2 – 24 reoccupied.

Monday, February 28
- All Floors occupied, except 25 to 30, which require reconstruction.
General Assessment

- The Fire Department’s high-rise strategy and recent fire drills saved lives and minimized injuries.
- The Bank enjoyed tremendous teamwork and support among executives, employees, customers and the community.
- A holistic contingency plan should incorporate crisis management, business process recovery, and technology recovery.
- Bank departments with detailed plans and tested contingency sites responded best.
The Response Team

- Executive Crisis Management Team
- Department Business Continuity Coordinators
- Facilities Management
- Information Technology
- Physical Security
- Building Management
- Business Continuity Management
- Corporate Communications
- Contractors / Consultants
- Risk Management
- Legal
- Human Resources
- Finance
Crisis Management
Crisis Management

- Employee safety is the paramount concern. Ensure fire and life safety systems are regularly tested, and people know what to expect from them.

- Relationships built through ChicagoFIRST, facilitated interactions with City responders.

  Office of Emergency Management and Communications
  Chicago Police District Commander
  Chicago Fire Department

- Have floor plans on site for the fire department to assist in locating people and in fighting the fire.

- Work with Police to secure the area from curiosity seekers, media, criminals.
Crisis Management

- Rapid notification and response is essential. Use an automated calling system, with predefined crisis response teams. Update and test often.

- Blackberrys or similar devices are indispensable.

- Employees must know in advance how they will receive information during a crisis. Employees want actionable messages and direction.

- Use separate, pre-defined conference lines for executives, Business Continuity Coordinators and Information Technology to discuss information in the correct forum.

  Schedule calls, use a predefined agenda and protocol
Crisis Management

- Facilities has the major role in site stabilization, environmental control, structural analysis, evaluation of electrical, HVAC and elevator systems.

- Evaluate IT Infrastructure as soon as possible – e.g. problems in fiber optic runs may increase outage length.

- Involve Human Resources immediately to track the status of employees, provide counseling, recommend HR policy actions.
Communications
Communications

- Develop a Corporate Crisis Communications Plan that is closely aligned with the executive crisis management plan.
  - Primary focus of the executive team is communications.
  - Crisis communications toolkit to all employees – how to receive information.
  - Initial crisis notification procedures.

- Immediately activate a communications command center to execute the crisis communication plan.

- Provide multi-channel communications to key stakeholders through Corporate Communications, including:
  - Employees
  - Board Members
  - Clients
  - City Officials
  - News Media
  - Tenants
Communications Response Strategy

- Communicate through the news media to key stakeholders in the early hours of the crisis.
  - Emphasize that safety is paramount, and that the company is working with appropriate authorities.
  - Direct employees to a crisis hotline, or Web site for more information.
  - Reiterate the operational status of the business in all communications.
  - Respond on an inquiry-by-inquiry basis to all media calls.
  - Address unfounded rumors with facts.
External Communication: News Media

- Live coverage of a major incident will begin in within minutes and continue until another major story breaks, possibly weeks.

- Storylines LaSalle responded to include:
  - Building status and reopening efforts
  - Status of hospitalized employees
  - Cause of fire
  - Business recovery and relocation of employees
  - Photography collection
  - Human interest stories
LaSalle responded to 600 media calls. Our response strategy included:

- On-site press briefings, conference calls and interviews with executives and the photo curator
- Full Page Thank You ads in major newspapers
- Branch Grand Opening Event and Press Conference
- Press release issued on re-occupancy of first 21 floors
- Reactive media statement in place to respond to cause (City held press conference announcing details)
Internal Communications: Employees

- Provide regular updates on the intra-net, hot lines, mass voice mail, and e-mail.
- Establish a dedicated e-mail account to field questions and post to a FAQ site.
- Work with HR on messaging to address emotional issues.
- Focus employee communication updates on:
  - Status of building, relocation, and re-occupancy efforts
  - Logistics, procedural matters
  - Awareness of the employee assistance programs
  - Business as usual message
External Communication: Clients

- Develop a formal client communications plan.
  
  - Ensure business units know how to contact key clients in an emergency and that they have contact information.
  
  - Have relationship managers communicate directly to key clients to provide reassurance. E.G:
    
    • Business as usual – we’re open for business
    
    • No customer assets were ever in jeopardy
External Communication: City Officials

- Communicate with City Officials through identified channels:
  - Government Relations: elected officials
  - Business Continuity & Facilities: first responders
  - Public Relations: city press officers to coordinate media outreach efforts and to ensure message consistency.
Recovery Sites
Recovery Sites

- As an outage becomes longer, more jobs or functions become critical – know your priorities.

- Plan to have critical function workplaces “hot”, and scale up the number of recovery seats as dictated by the length of the outage. Employees need to know their role.
  
  > LaSalle scaled up recovery seats from 750 on day one to 1600 on day eight, hundreds more worked from home.

- Some functions can be done at any time of the day or night. Work unique shifts to increase recovery site capacity (6 am to 2 pm) (2 pm to 10pm) (10 pm to 6 am).

- Hidden and inadequate business area plans are a drain on resources.
Recovery Sites

- Fewer, larger recovery sites improve logistical support and communications.
- When using multiple recovery sites, ensure business areas that work together have appropriate contact information and procedures to provide end-to-end service to customers.
- Develop a telephone / fax rerouting plan (phone company and internal).
- Develop an employee transportation plan for recovery sites.
- Recovery sites inside the normal technology envelope work best (phones, networks).
Recovery Sites

- Up-to-date computers, printers and fax are a must, particularly for time sensitive work.

- Ensure adequate remote access ports to handle more staff working from home. Critical employees take their laptop/blackberry home each night.

- Use normal request / problem ticket processes for computer, facilities and mail routing requests to maintain good controls and known service delivery procedures.
Incident Site
Incident Site

- Conduct fire drills before and after working hours to ensure all shifts are prepared. Automatically unlock critical doors.

- Train employees to use land lines when possible to take advantage of E-911 for search and rescue.

- Plan to begin collecting information for insurance claims at the outset of the crisis.
  - Business interruption losses, worker displacement statistics, opportunity costs, and response and recovery expenses.

- Carefully consider what should be removed from the site (e.g. computers, business documents, personal property) – particularly if there is an official or insurance investigation that might be compromised or warranties might be voided.
Be conservative in projecting dates when employees will be able to move into their regular workplace; staff will adjust their resource plans at the recovery sites based on official announcements.

- Maintain goodwill of employees by working with insurance providers to make employee claims for personal property losses simple and fair.

- Building insurance claim: seek opportunities to perform maintenance, or upgrade to modern building codes or materials.
LaSalle Bank