Non-Profit Business Continuity Management Plan Toolkit

Contents

Non-Profit Business Continuity Planning — Introduction

Background – Calgary's INBCP

▶ Following the 2016 Wood Buffalo Wildfire response, using funds allocated by The Canadian Red Cross Society, The United Way of Calgary & Area released a call for proposal to identify organizations to provide emergency preparedness and business continuity support to Calgary non-profit organizations individually and as part of a network to respond to an emergency

▶ **carya** was selected to act as lead organization and was awarded funding from this call for proposal beginning April 1, 2018

▶ The concept was to provide coordinated business continuity planning support and resources for non-profit organizations and to collaborate with participating members to build capacity for business continuity through an integrated, inter-sectoral approach

▶ The project was titled: Integrated Non-Profit Business Continuity Project (INBCP)

▶ The project was a pilot with the intention to establish a sustainable program and expand the scope to support additional non-profit organizations

Toolkit Purpose

▶ Based on Calgary's Integrated Non-Profit Business Continuity Project (INBCP) that was completed in 2019, the project team wanted to share learnings and provide this toolkit and the materials used in the project

▶ The intent is to provide a starting point for non-profit organizations to create and implement a Business Continuity Management Program (BCMP)

▶ This information is meant to be a guide, based on your organization's resourcing, program objectives and maturity. Utilize and customize the information and material to best suit your organization's needs

▶ Additional information is provided in this toolkit as a separate component to support the development of an Integrated Non-Profit Business Continuity Project (INBCP) across multiple organizations

Toolkit & Supporting Information

The components of the toolkit are outlined below:

Document Name	Purpose	When to use it
Toolkit	Outlines the approach to create and implement a Business Continuity Management Program (BCMP) for non-profit organizations	Refer to this toolkit as you consider developing a BCMP to help guide your program approach.
1. **Non-Profit Business Continuity Planning Overview**	Materials to guide your organization in developing a Business Continuity Management Program (BCMP)	To be used by any organization throughout the implementation and development of a BCMP
2. BCMP Workbook (How to Guide)	This is a supporting document providing detail to refer to as required when building a BCMP	Refer to this document as a guide to support the completion of the BCMP templates (for both the long and simplified BCMP templates)
3. BCP Template and Example	This is a BCP template along with example content.	Utilize the template when developing your BCP. This is a more comprehensive version of the BCP, that includes a crisis management and communications plan.
4. Simplified BCP Template and Example	A simplified version of the BCP template.	Utilize this template to develop your BCP, it is a good starting point for a BCP for small to mid sized organizations. Customize as required to meet the needs of your organization.
5. **Calgary's Integrated Non-Profit Business Continuity Project Material (INBCP)**	Share the materials created for Calgary's INBCP Pilot Project - 2019	The material is meant to be a reference and guide to be customized and fit for purpose for your non-profit organization(s)

Acknowledgments

This material was created via a collaborative approach by the following organizations:

- **Carya**
  - Program Managers: Shelagh Dunlop and Kim Savard

- **The City of Calgary**
  - Calgary Emergency Management Agency: Ellen Campbell
  - Calgary Neighbourhoods: Brett Whittingham

- **Tara Tobler** – Business Continuity Specialist
- **Sarah Jackson** – Document Formatting Services

Non-Profit Business Continuity Planning — Overview

Business Continuity Overview
- What is it and why is it important

Why is Business Continuity Important?

- Service disruptions occur in a variety of forms from small, routine disruptions (e.g. elevator malfunction), to mid-size disruptions (e.g. fire or flood in your building), to world-wide crisis (e.g. COVID-19)

- You can't plan for every possible disruption, but you can develop a structure and framework to guide your leadership and employees on how to come together and make decisions to keep your organization running and supporting clients during any type of event **=> this is business continuity**

- During times of constraint, your organization may be more vulnerable, with reduced budget and resources, which may make it more challenging for your organization to effectively respond to a disruption. Maintaining a business continuity management program can support your organization's preparedness and response capabilities.

- A community-wide disaster can result in increased demand for your organization's services

- Develop partnerships and relationships in advance of a disruption to increase efficiency during response and recovery e.g. collaborate to leverage functional services and resources such as facilities, employees, volunteers, etc.

- Help meet Government of Alberta Disaster Recovery Program financial assistance requirements

Business Continuity – Program vs. Plan

The Business Continuity Management **PROGRAM** (BCMP) provides the framework and strategic direction for the establishment, maintenance, and exercising of business continuity planning within the organization. It outlines the key components required to build an effective series of activities, and program, each of which are outlined in more detail as part of the BCMP Lifecycle and components:

- Governance – resources, leadership commitment and accountability

- Risk Assessment & Business Impact Analysis (BIA) – assess risk and determine priorities

- Plan Development – documentation of critical resources, information, etc. that will support a response to a service disruption (Business Continuity Plan)

- Sustainment – training, exercise, maintenance

A Business Continuity **PLAN** is a component within the program. It is a document that outlines key information to guide an organization in responding to a disruption, such as the BCP Team structure and responsibilities, and prioritization of services and processes for your organization.

Definitions - Program vs. Plan

There are a variety of business continuity standards that include definitions, below are some common ones:

- **Business Continuity Management Program (BCMP)** "Ongoing management and governance process supported by top management and appropriately resourced to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and ensure continuity of products and services through training, exercising, maintenance and review." BCI Good Practice Guidelines – 2018

    o This can be referred to as different things across the standards including BCMS (business continuity management system), BCM (business continuity management)

- **Business Continuity Plan (BCP)** "Documented collection of procedures and information that is developed, compiled, and maintained in readiness for use in an incident to enable an organization to continue to deliver its critical activities at an acceptable pre-defined level." Canadian Standards Association Z1600

Business Continuity Standards

- There are various Business Continuity standards that can be utilized to develop your own business continuity management:
  - Canadian Standards Association (CSA) CSA Z1600
  - Disaster Recovery Institute (DRI) International – Professional Practices
  - Business Continuity Institute (BCI) – Good Practice Guidelines
  - International Organization for Standardization (ISO) 22301 – Business continuity management systems

- There is no one right or wrong standard, select one or mix and match to best suit the needs of your organization

Business Continuity Management Program Objectives

- Identify and prioritize time-sensitive essential services/processes so that you can quickly resume what is critical to your organization's operations

- Identify requirements and resources for your essential services/processes – people, technology, third parties, etc.

- Reduce the impact of a service disruption

- Clarify roles and responsibilities

- Enhance rapid decision-making capabilities

- Preparedness - identify risks and implement mitigation strategies in advance of disruption

- Ensure timely and effective communication – internal and external

- Preserve and possibly enhance organizational reputation

- Mitigate risk and financial exposure/reduce costs associated with a disruption

- Monitor, manage and support your employee's wellbeing throughout a disruption

- Support internal and external confidence in your organization

> ➤ **Keep employees safe and services operational**

Business Continuity Phases

Pre-disruption: Mitigate, Prepare
- Program governance
- Develop plans
- Sustainment - awareness, training & exercise, maintenance, program review

Service disruption

Post disruption - New normal, re-imagine
- Response debrief
- Document lessons learned
- Update plans
- Ongoing program governance
- Ongoing sustainment activities

Normal Operations

Response

Recovery

Restoration

Normal Operations

At time of disruption
- Assess to determine BCP activation
- Determine immediate (<24 hours) priorities and actions
- Confirm critical processes / services
- Communicate with stakeholders – internal and external

Continuously, during disruption:
- Validate priorities during disruption
- Confirm requirements e.g. work location
- Confirm critical and essential processes / services
- Execute BCP and other plans
- Communicate with stakeholders – internal and external

Disruption has ended:
- Define "new normal"
- Procedures for transition to "New Normal" operations
- Communicate with stakeholders – internal and external

Business Continuity Plans

- Below are the common plans that can make up a comprehensive business continuity management program in mid to large size organizations
- Creating a simple BCP for small to mid-size organizations is the focus of this toolkit
- The other plans require specific expertise to complete

Business Continuity Plan (BCP)
- Documented collection of procedures and information that is developed, compiled, and maintained in readiness for use in an incident that enables an organization to continue to deliver its critical activities at an acceptable pre-defined level

The ability to continue after a business disruption

Crisis Management Plan (CMP)
- The ability of an organization to manage incidents that have the potential to cause significant security, financial, or reputational impacts

An identified senior management team that comes together to manage a crisis

Crisis Communications Plan (CCP)
- A document that outlines the processes an organization will use to respond to a critical situation that would negatively affect its profitability, reputation or ability to operate

Internal and external Communication processes

Emergency Response and Management Plan (ERP)
- A documented plan usually addressing the immediate reaction and response to an emergency situation

Initial safety and evacuation

IT Disaster Recovery Plan (DRP)
- Document that defines the resources, actions, tasks, and data required to manage the technology recovery effort

Getting IT back up and available

Scenario Based Plans
- Built for a specific purpose / type of disruption

- i.e. Pandemic, Labour Disruption, Cyber Security

Psychosocial Plan
- Plan to support employees well-being during a disruption

Business Continuity Management Program (BCMP) Steps

Steps to Establish a BCMP

- Below are the recommended steps to establish a BCMP for your organization

| 1. Initial Planning | → | 2. Secure Resources | → | 3. Develop Material | → | 4. Delivery |

BCMP Lifecycle Components

1. Governance

2. Risk Assessment & BIA

3. Plan Development

4. Sustainment
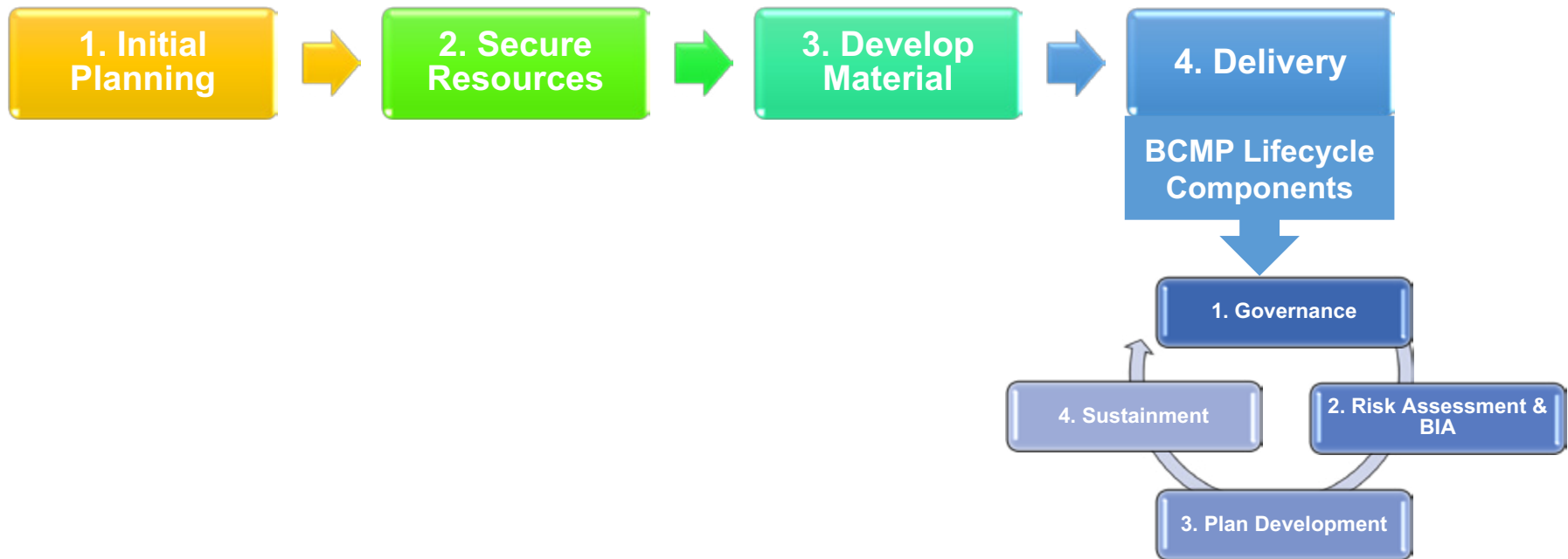
Step 1: Initial Planning

- Confirm executive sponsorship, accountability, and support for a BCMP for your organization
- Identify resources to develop and deliver the program
  - An employee/employees, familiar with the organization's structure and operations, should be assigned to lead the development and sustainment of a BCMP
  - An employee/employees may not be required to be dedicated to business continuity planning only – the role may be combined with other responsibilities (such as occupational health and safety, business planning, etc.)
  - External resources/consultants can provide business continuity planning expertise to help ensure an effective program is developed
  - It is critical that the employee/employees leading a BCMP have a link to the executive team for input and support
- Create a project plan with key objectives, deliverables and timelines
- Establish a project team that includes organizational leadership

Step 2: Secure Resources

- If organizations do not have internal resources or expertise available to develop an effective BCMP, external BCP expertise may be retained
- If you have the option, external resources may help with BCMP delivery including
  - Create / customize material for your organization
  - Facilitate workshops to provide training, collect information to populate the documents, conduct an exercise
  - Provide consultation to complete documents
- Suggested steps to engage external resources if required:
  - Develop and issue an RFP for an experienced BCP Consultant(s)
  - Review the proposals
  - Short-list presentation if required
  - Select BCP consultant(s)
  - Complete contracting process

Step 3. Develop Material

3. Develop Material

- Develop material to align with the project objectives outlined in the Project Plan

- Reference the material in the BCP Template and Example, How To Guide, and Project Material slide deck as a started point and adjust as required

- There are a variety of business continuity resources and templates available:
    - CEMA: https://www.calgary.ca/readybusiness
    - AEMA: https://www.alberta.ca/business-continuity.aspx
        - Government of Alberta Business Continuity Guide: (https://open.alberta.ca/dataset/d00124ba-8ac7-49b1-b1a6-83f4cad1e77f/resource/e6a1198a-309b-4eb4-a6d7-45a631d2fab2/download/business-continuity-guide-2017.pdf)

Step 4: Delivery - BCMP Lifecycle and Components

BCMP is comprised of four main components which have to be in place to ensure an effective program.

The following slides outline the deliverables and what you need to do for each component.

Additional detail on each component can be found in the "How to Guide"

1. Governance
- Develop enacting policy
- Define program structure & management
- Set goals and objectives

2. Risk Assessment & BIA
- Analyze your business
- Assess the risks
- Complete a Business Impact Analysis (BIA)

3. Plan Development
- Emergency Procedures and Plans
- Crisis Management Plan
- Crisis Communications Plan
- Business Continuity Plan
- IT Disaster Recovery Plan

4. Sustainment
- Training and Awareness
- Exercise
- Maintenance
- Program Audit & Review
- Post-Incident Review

Based on CSA-Z1600 Standards

1. Governance

What it is

- Governance sets direction for the Business Continuity Management (BCMP)
- Align with your organization's mission and objectives

Main deliverable

- BCMP Policy - outlines the authority, structure, accountability, leadership, oversight, direction and control over the BCMP
  - This can be a separate document or part of your BCP document
  - Align to your standard policy approach and format

What you need to do?

- Meet with the organization's leadership to determine what the objectives for the program and assign accountability for establishment and maintenance of the program
- Document this in a BCMP Policy which includes
  - Policy statement, objectives, scope, roles, responsibilities and enabling authority, plan approvals, sustainment, budget and financial management

2. Risk Assessment & Business Impact Analysis (BIA)

What it is

- Analyze your business – clearly understand what you do
- Assess risks that face your organization and how they could affect your ability to continue operating
- BIA - determine which processes are time-sensitive and identify prioritized recovery of these processes

Main deliverables

- Risk Assessment – identify your organization's main risks and high-level mitigation strategies
- BIA - Identify your time-sensitive processes
- These can be separate documents or part of your BCP document
  - Refer to the Simplified BCP Template as a starting point

What you need to do?

- Develop a BIA approach that is customized for your organization
- Collect the required information via facilitated workshop(s)

3. Plan Development

What it is

- Develop the Plans within your BCMP

Main deliverable

- BCP document – actionable, simple
  - Refer to the simplified BCP Template as a starting point

What you need to do?

- Develop a BCP document that is customized for your organization
- Determine what workshop(s) and participants are required and schedule accordingly
- Collect the required information via facilitated workshop(s)

4. Sustainment

What it is

- Ensures the program is current, complete and continuously improved

Main deliverables

- Sustainment guidelines and schedule documented in the BCMP Policy
- Annual BCP exercise and maintenance

What you need to do?

- Training and orientation of business continuity roles and responsibilities for leaders and employees
- Conduct exercises to increase plan familiarity, ensure people understand their roles, and identify any gaps
    - Identify objectives of exercise, create a scenario and exercise to achieve the objectives
- Plan maintenance
    - Review and update plan, often occurs in conjunction with exercise
- Conduct awareness activities
    - Organization-wide initiatives to promote BCP awareness and staff wide expectations during a disruption
- Review and continuous improvement
    - Determine how often you want to conduct a thorough program review
- Post-Incident Review
    - Debrief with organizational leadership and employees
    - Incorporate learnings from the disruption/event
    - Evaluate how effective a plan is and how well-prepared teams are

Additional activities for an Integrated Non-Profit Business Continuity Project (INBCP)

If you are undertaking a project across multiple organizations, there are additional activities to consider:

- Select a lead organization to secure funding if available and lead the project

- Assess status of BCMP(s) of participating organizations - determine status of their BCMP via a survey

- Select a cross section of representatives across organizations to develop a steering committee

- Create an overall framework, workbook and templates to provide a basis for organizations to develop or update their individual BCMPs

- If available, secure consultant expertise to assist in the program development and provide one-on-one coaching to support individual organizations to assess, review or create their program and plans

- Allow for program integration across organizations - explore opportunities for resource sharing and collaboration in case of a disruption e.g. shared workspace, combined resources

- For multi organization workshop(s)
  - Book a central location
  - Provide a sign in sheet to document and track attendees, invites will often get forwarded to multiple people within an organization
  - Group participants from similar type of organizations together
  - Complete survey following each workshop, adjust approach and material as required

BCMP Workbook "How to" Guide

Integrated non-profit business continuity project

This Workbook was originally developed by BCP Consultants (through MNP LLP) as part of the Integrated Non-Profit Business Continuity Project funded by Canadian Red Cross and United Way of Calgary and Area in 2019. Feedback on the workbook was provided by the project steering committee and members of the Critical Service Provider (CSP) group. Project steering committee members:

- Carya Society of Calgary (Project Lead)
- Boys & Girls Clubs of Calgary
- The City of Calgary, Calgary Emergency Management Agency and Calgary Neighbourhoods
- Distress Centre
- Federation of Calgary Communities
- Wood's Homes
- United Way of Calgary and Area

Updates to the workbook and supporting materials were made by a BCP Consultant in 2020 based on feedback following the original project and responses to a survey conducted in June 2020 of CSPs following COVID-19 response.

Introduction

Purpose of this Workbook

This Workbook represents a leading practice approach for the development, implementation and ongoing maintenance of a comprehensive Business Continuity Management Program (BCMP). The material in this workbook is based on several standards and best practices, but the main guiding standard used is the Canadian Standards Association - Emergency and Continuity Management Program (CSA Z1600-17). The Workbook is intended to guide agencies of all sizes and complexities through the creation of a comprehensive BCMP, following the BCMP Lifecycle components below.

How to use this Workbook

This document provides guidance on how to complete all components of a comprehensive Business Continuity Management Program (BCMP), tailored to address the characteristics of the not-for-profit sector.

Use this workbook in conjunction with the plan template information (provided in the Appendix or as a separate template document) to assist you in documenting your plans. The templates suggest a format and topics to be included and provide some sample wording. However, the contents and wording must be customized to meet the needs of your Agency.

Business Continuity Phases

This Workbook follows the business continuity phases outlined below.
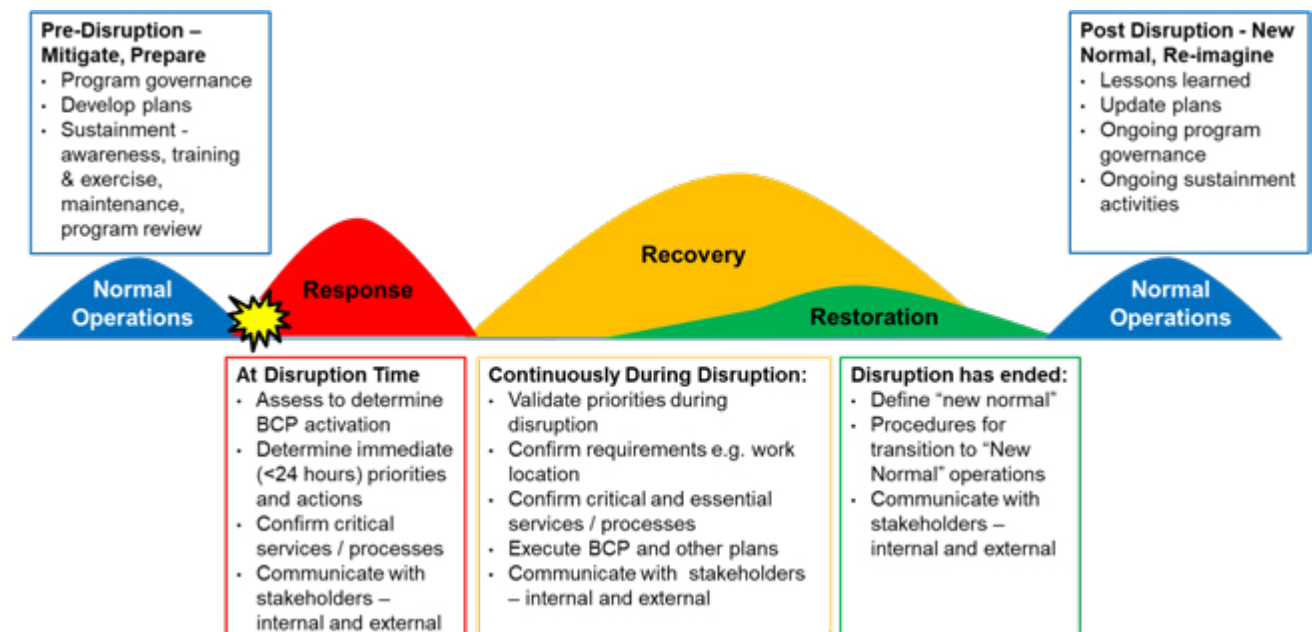
BCMP Lifecycle and Components

The BCMP is comprised of 4 main components outlined below. Each component has to be in place to ensure an effective program.

1. Governance
- Develop enacting policy
- Set program structure & management
- Set goals and objectives

2. Risk Assessment & BIA
- Analyze your business
- Assess the risks
- Complete a Business Impact Analysis (BIA)

3. Plan Development
- Emergency Response
- Crisis Management
- Crisis Communications
- Business Continuity
- IT Disaster Recovery
- Scenario Based

4. Sustainment
- Training and Awareness
- Exercise
- Maintenance
- Program Audit & Review
- Post-Incident Review

Component 1 - Governance

The Governance Component sets direction for the Business Continuity Management Program (BCMP). Governance includes the authority, accountability, leadership, oversight, direction and control over the BCMP. It includes overall program structure as well as the structure to integrate plans and procedures. Governance consists of the following Elements:

- Policy
- Program Structure and Management

The specifics of governance and the structure of programs and plans will differ for each agency and is impacted by culture, other existing policies, agency size, and resources. The overall approach and desired outcomes are outlined in the table below.

Policy

To support the development, implementation and ongoing management of the BCMP a formalized policy should be developed. The aim of the policy is to identify requirements and provide direction regarding roles, responsibilities and accountabilities. The policy is intended to ensure that Business Continuity Management is given the appropriate organizational support and its elements are integrated, coordinated, effective and sustainable, while at the same time appropriate for the nature, scale and complexity of your agency.

The comprehensiveness of the policy can vary depending on your agency's size, internal policy systems and guidelines. Although the format, and the documents used to articulate the structure, should be customised to meet your agency's specific needs, an effective policy should consider and include the following basic elements:

Policy Content	
Policy Statement	• Vision, mission statement linked to your agency's overall strategic objectives and goals
Objectives	• Program aim and objectives including milestones if applicable
Scope	• Outline all aspects of the program (governance, risk assessments and analysis, procedures, plans and sustainment) • Outline what is not included in the Policy
Roles, Responsibilities and Enabling Authority	• Overall program roles and responsibilities as well as individual responsibilities of each Component if applicable • Include senior management approval
Plan Approvals	• Process for obtaining approval of plans as developed or updated
Sustainment	• Requirements regarding maintenance, training and awareness, and exercises

Policy Content	
Budget and Financial Management	• Information regarding budget (source and amounts) if applicable • Description of any changes to financial processes, e.g. approval levels, post-disruption expenditure review related

[See Appendix A1.1 – for a sample BCMP policy template**.** The sample policy must be customized to meet the specific needs of your agency.]

Structure and Management

The BCMP is more than a series of procedures and plans – it is an agency-wide program that requires structure and ongoing management. It is therefore important that your agency has a permanent structure in place that manages the program on an on-going basis, as well as a structure for response and recovery.

The agency will decide on the emphasis and format of plans to be developed. This decision will be based on what plans and procedures you currently have, the size and complexity of your organization and your capacity to build and maintain the plans. When describing development of each type of plan, options include the following:

- **Stand-alone Plans -** Develop each element as a stand-alone plan; for instance, separate documents for Crisis Management Plan, Emergency Procedures, Business Continuity, IT Disaster Recovery plans
  - More applicable for large, complex organizations
  - *Advantage:* each can be developed independently of other plans; smaller documents for use by individuals filling roles related to the plan
  - *Disadvantage:* involves more formal document format (table of contents, document revision history) for each plan and some duplication of information that will need to be kept in sync when any plan is updated
- **One Consolidated Plan -** Create one document that includes the full set of Business Continuity Management Program (BCMP) plans;
  - More applicable for small to medium organizations
  - *Advantage:* consistency of format of all plans; unified table of contents, document revision history; all plans available in one place
  - *Disadvantage:* larger effort at one time to build and maintain all plans; bigger document that may be intimidating to read or update
- **Hybrid** - Combine some elements together into one document; this approach is recommended for most medium-sized organizations, combining the Crisis Management, Crisis Communication and Business Continuity Plans into one document. This is the format used in the Business Continuity Plan template provided.
  - More applicable for small to medium organizations
  - *Advantage:* fewer documents to reference and maintain without loss of content
  - *Disadvantage:* more difficult to split out information to people who do not need or should not access the plan it is appended to

The order to build these plans is dependent on the needs of your Agency. For instance, if you already have well-developed emergency response procedures, formalizing them into an Emergency Response Plan document is less critical than building your Business Continuity Plan if you don't have one yet.

Component 2 - Risk Assessment & BIA

This section provides a description of the initial steps in preparing a Business Continuity Plan (BCP) for your agency:

1. Analyze your business
2. Assess the risks
3. Complete a Business Impact Analysis (BIA) identifying your time-sensitive services/functions

All templates for Component 2 – Risk Assessment are embedded into the combined Business Continuity Plan template described in Appendices: Section 3 – Plans and Procedures.

STEP 1: Analyze your business

It is important to understand your business and the services you provide when developing a successful business continuity plan. Consider the following:

- What is your agency's purpose or mandate?
- What services do you provide?
- Who are your clients? Who are the recipients of your services?
- Where is the primary location your organization works out of?
- What type of community support would you provide during a disaster?
- How long could you suspend your services in an emergency?

[See Appendix A2.1 – Agency Overview Worksheet is embedded into the combined Business Continuity Plan template described in Appendices: Section 3 – Plans and Procedures.]

STEP 2: Assess the risks

Calgary is exposed to a variety of threats or hazards which can be natural (e.g. weather), human-caused (e.g. theft, vandalism), and technological hazards (e.g. cyber attack). These threats can arise from the external environment as well as from internal sources.

These threats can pose a risk and impact on your service delivery in several ways. In this step, you will assess these risks and how they could affect your ability to continue operating.

The following chart shows the common risks to non-profit agencies, and potential strategies to mitigate these risks. Adjust risks to reflect the realistic risks to your Agency. In cases where the strategy involves support from another agency, a Memorandum of Understanding (MOU) should be developed.

[See Appendix A2.2 and A2.4 – for template for Risk Assessment and a Memorandum of Understanding (MOU)]

Risk to Agency	Examples of Mitigation Strategies
Facilities: Loss of work location for an extended period (up to 30 days)	• MOU - Memorandum of understanding or Mutual Aid Agreement with XYZ • Alternate work location • Work from home capability
Technology: Loss of IT systems, applications and data (up to 5 days)	• Reliable off-site data backup • Fail-over to alternate data centre • Cloud applications or storage of data • Alternate phone systems
Personnel: Loss of key staff or a large percentage of staff and/or volunteers (up to 50%)	• Identified trained alternates for key roles • MOU - Memorandum of understanding with XYZ Agency
External Third Parties: Disruption affecting external provider needed to provide your service (up to 30 days)	• Require supplier to have BCP • Identify alternate suppliers
Community: Disaster impacting your municipality or client group which may change or increase the services your agency provides (up to 30 days)	• Communication with other agencies or groups to get early notice of situation that potentially requires service changes

Obtain agreement from senior management on definitions of low/medium/high impact for your agency, adjust impact level wording to fit your needs.

Determine the level of impact to your agency of each of the risks above.

Impact Levels to Agency (Example):

Low Agency operations could continue within acceptable timeframes	Medium Clients would be impacted by degraded service levels, but no injury or loss of life as a result	High Serious client impact from service disruption, potential for injury or loss of life, significant financial or reputational impact

STEP 3: BIA - Identify time-sensitive services / functions

A business impact analysis ("BIA") is the process of analyzing your services and functions and the impacts that a disruption might have on them. The BIA is the basis for business continuity planning. A BIA is a structured review of an agency's services and functions with the aim of determining which are time-sensitive and whose recovery should be prioritized following a disruption.

This process also identifies which services/functions can be put on hold during a disruption and reallocate resources to better support the organization and community.

Based on agency size, level of complexity and resource allocation, agencies can choose to build out their BIA at a service or function level.

- Service – high level process with internal and/or external users
- Business Function – high-level process or operation that is performed routinely to carry out a part of the mission of an organization

Below is an example of time categories along with service definitions, review with your agency and adjust timeframes and terminology to fit your needs.

Maximum Downtime		Service Definitions
< 2 days	Essential Service	Services/functions must be maintained or there would be extreme consequences for the agency e.g. imminent threat to, or loss of life, major/multiple injuries, major facility damage or destruction, extreme brand and reputation impact, or extreme monetary losses to the agency
3-5 days	Necessary Service	Disruption would have moderate consequences to the agency and would not threaten the provision of essential services/functions e.g. no loss of life or injuries, moderate but recoverable brand and reputation impact and moderate monetary losses
> 5 days	Valued Service	The consequences are dealt with by routine operations and would have negligible consequence to the agency e.g. no loss of life or injuries, minimal or no reputational impact or monetary losses

Maximum Downtime - the time it would take for adverse impacts, which might arise as a result of not providing a service or performing an activity, to become unacceptable.

[See Appendix A2.3 – BIA template]

Component 3 – Plan Development

This component deals with the steps to develop all plans and procedures that make up an agency's Business Continuity Management Program

As outlined in the Governance and Structure component, the agency will decide on the emphasis and format of plans to be developed. For not-for-profit agencies, the following structure of plans is suggested to simplify plan creation and maintenance and to group related elements. Each of these would be a separate document:

1. Emergency Response Plan (ERP)
2. Business Continuity Plan (BCP) – including elements for Crisis Management, Crisis Communications and Business Continuity
3. IT Disaster Recovery Plan (IT DRP)
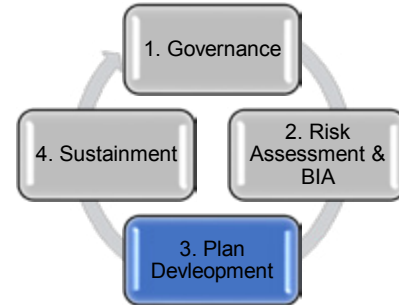
BCMP Document Summary Table

A comprehensive BCMP includes components of the following plans or procedures. This Workbook provides a more detailed description, objective and steps on how to develop procedures or plans for each. *Note: combining the CMP, CCP and BCP into one document called a "Business Continuity Plan" is recommended for small to medium sized organizations.*

Acronym	Plan or Procedure Document Name	Document /Section Owned By	Description
ERP	Emergency Response Plan	Crisis Management Lead	Details the Agency's immediate response to various emergencies.
CMP	Crisis Management Plan	Crisis Management Lead / BCMP Sponsor	Outlines decision-making and actions to manage the agency during and after a disruption. This includes coordination with teams involved in response and recovery efforts.
CCP	Crisis Communications Plan	Communicator	Governs internal and external communication during each phase of a crisis, disruption and emergency.
BCP	Business Continuity Plan	BCP Lead	Procedures and information to enable the agency to continue to deliver its Essential Services (continue within 2 days) or Necessary Services (continue within 5 days) at an acceptable, pre-defined level during a business disruption or emergency.
IT DRP	IT Disaster Recovery Plan	Technology Advisor	Defines the resources, actions, tasks, and data required to manage a technology recovery effort.

Situation Descriptions

Below are descriptions for the different types of situations that can impact your Agency. When a situation occurs, prioritize your Agency's business operations and service to your clients in relation to providing emergency or disaster support to the external community.

Situation	Description	BCMP Plan(s) that may be activated
Incident	Day-to-day situations that may arise and are typically resolved within 2-4 hours - use emergency response plan or procedures to respond. They may or may not lead to a disruption, emergency or disaster e.g. fire alarm, unruly client	ERP
Business Disruption	An event that interrupts your normal business, functions, operations, or processes, whether anticipated or not. e.g. fire in your building, power outage, technology failure	BCP, CMP, IT DRP, Scenario-Based
Crisis	A crisis is defined as a situation of sufficient magnitude that it could substantially threaten Agency operations or reputation. Generally, a crisis is an event that originates from a disruption or community emergency that has widespread reputational and financial impacts to your Agency. e.g. employee behaviour impacting reputation	BCP, CMP, IT DRP, Scenario-Based
External Community Emergency or Disaster	**Emergency:** an event that requires prompt coordination of action or special regulation of persons or property to protect the safety, heath or welfare of people or to limit damage to property. e.g. community fire **Disaster:** an event that results in serious harm to the safety, health or welfare of people or in widespread damage to property. e.g. widespread area flooding	BCP, CMP (CCP), Scenario-Based

Roles and Responsibilities

Following is a description of common roles and responsibilities that are referenced in this document.

Role	Usually filled by	Responsibilities

BCMP Sponsor / Crisis Management Lead	An Agency Executive	• Represent the interests of the BCMP at the Executive/Board level e.g. obtain approval and funding
		• Provide executive direction to the BCP Lead and others involved in development or execution of the Program
		• Unless a separate Crisis Management Lead is appointed, this role will:
		  o lead execution of the Crisis Management Plan
		  o continuously assess priorities of strategic issues
		  o formulate, in consultation with others on the Crisis Management Team (CMT) a strategy for handling the situation
		  o facilitate CMT meetings
		  o act as the ultimate decision-maker during the crisis
		  o could be the BCMP Sponsor, BCP Lead or other
		• Authorize extraordinary expenses incurred during a major disruption or emergency

Crisis Management Team	Small group of Agency Executive and/or Management	• Manage affairs on behalf of the Agency during a business disruption • Minimum membership would include the Crisis Management Lead, BCP Lead, Communicator • Depending on the nature of the disruption, other people may be added to the team, e.g. Technology Advisor if there is an impact on IT services, HR Advisor
Communicator	Agency Communications Lead	• Designated lead for emergency/crisis communications • Develop specific communication plan for a disruption - including messaging, media to be used for the target audience, using the Crisis Communications Plan as a guide • This role can be split with one Internal Communicator to deal with Agency staff, management, volunteers and an External Communicator to deal with other stakeholders (media, clients, donors, general public, suppliers, etc.)
BCP Lead	Senior Manager or Director	• Ensure BCP is developed, updated and exercised • Direct response and recovery efforts during a major disruption or emergency • Conduct post-disruption reviews and adjust BCP based on learnings
Technology Advisor	Senior technical staff or manager, or outsourced	• Provide expert IT advice to BCP Lead related to: assessment of technical disruption, best approach to restoration of technical services, whether IT Disaster Recovery Plan should be activated
Critical Staff	Regular staff roles from various departments	• Implement Essential and Necessary services/functions recovery procedures and manual contingencies, as required

Emergency Response Plan (ERP)

Objective	• The main objective of an ERP is to ensure that all required people automatically respond to various incidents in a specific and predetermined manner.
Description	• An Emergency Response Plan is a compilation of emergency procedures to react to a disruption or emergency that could have a significant impact on operations. Each set of procedures are actions which support immediate response to a specific type of disruption (e.g. fire evacuation, bomb threat, etc.). The plan also includes descriptions of the roles that need to be assumed in the first minutes/hour of an emergency. It elaborates on and complements information shown on emergency response procedures posters that are targeted to building occupants. • The executive leadership roles related to an emergency are included in the Crisis Management Plan. • Plans and procedures are often workplace-specific, so an Agency may have several emergency response procedures manuals. They are typically related to health and life safety incidents or emergencies and the target audience is staff, volunteers and clients in the impacted location. If you are a tenant in a building, some procedures may be provided by your building manager. • Developing the ERP builds on the risks identified in the Risk Assessment phase. • The document may be developed as a stand-alone plan or as a section of a comprehensive BCMP document. • Emergency response plans may include but are not limited to: fire and evacuation, active threats of violence, bomb threats and suspicious package/ device, protests, demonstrations, disturbances, medical emergency, hazardous materials, severe weather.
Development of Emergency Response Plan	

Step 1:
 	
Establish context and structure
	• Gather available existing emergency procedures and plans and match these against the risks with medium or high impact to your Agency to identify any additional emergency response procedures that are required
	• Determine the level at which the Emergency Response Plan should be developed – either one comprising procedures for all emergency types for all Agency work locations or separate plans for different locations
	• Establish a shell or template for your ERP
	   ○ A checklist format for the procedures, using simple, action-oriented language is recommended.
	   ○ An ERP format which includes role descriptions and procedure checklists is enough for most Agencies
	• The activities should be detailed in chronological order; incident discovery, notification, containment, response and escalation, and reporting. The procedure format should include, as a minimum:
	   ○ Disruption or emergency identification – naming and type of disruption or emergency must be clearly visible and consistent across other similar procedures
	   ○ Reporting – plans must include phone numbers and any directions for reporting a disruption or emergency
	   ○ Actions – action items must be clear, succinct and easily understood

	○ Special considerations – procedures should take into consideration those who may have mobility, hearing or visual limitations ○ [See Appendix A3.1 for a sample ERP]
Step 2: **Organize plan completion**	• Identify who will develop or update the ERP and procedures, referencing available material • Coordinate completion of ERP with participants as either workshops or individual sessions • Review the completed ERP for consistency and accuracy
Step 3: **Obtain approval and distribute plan**	• Obtain formal approval from Agency executive • Decide where to store the completed ERP. Ensure it is available and easily accessible in both hard and electronic copy. Consider storing on a shared drive with restricted access. • Communicate the ERP to Agency staff and management to ensure they know the plan exists, how and when it should be used and their roles

Crisis Management Plan (CMP)

Objective	• The main objective of a Crisis Management Plan is to ensure those providing executive oversight and coordination during a disruption or emergency can do so in a structured manner.
Description	• The Crisis Management Plan is the guiding document for those who are providing executive oversight and coordination of the Agency's response to disruptions or emergencies that have a high impact to the Agency. This document operationalizes some aspects of the BCMP Policy developed in the Governance and Structure phase. The CMP clarifies when an emergency or disruption is significant enough to activate the Business Continuity Plan.
Development of Crisis Management Plan	
Step 1: **Establish context and structure**	• Establish a template for your Crisis Management Plan • The plan should be succinct and easy for executives to use as a reference. This is included as a section of the combined Business Continuity, Crisis Management and Communications Plan template provided. It can be used as-is or customized to meet the needs of your Agency.
Step 2: **Organize plan completion**	• Identify appropriate participants. Confirm who the Crisis Management Lead would normally be (this will not always be the CEO or administrative head of the Agency as they may be more valuable as Crisis Communicator or Business Continuity Manager in response to the disruption or emergency). • Coordinate completion of the Crisis Management Plan template through individual sessions or workshops • Conduct regular plan exercises to ensure participants are aware of the plan details and their responsibilities • Review the completed Crisis Management Plan for accuracy, completeness and actionability
Step 3: **Obtain approval and distribute plan**	• Obtain formal approval from Agency executive. • Decide where to store the completed plan. Ensure the plan is available and easily accessible in both hard and electronic copy. Consider storing the plan on a shared drive with restricted access. • Communicate the plan to Agency management to ensure they know the plan exists, how and when it should be used and their roles

Crisis Communications Plan (CCP)

Objective	• The main objective of a Crisis Communication Plan is to ensure consistent and appropriate communication with both internal and external stakeholders.
Description	• A Crisis Communication Plan is a set of processes that should be used by the Agency to communicate with internal and external stakeholders. • The Crisis Communication Plan establishes structure and procedures that can quickly and effectively report on a disruption or emergency and manage the reputation impacts and perceptions of the Agency. • This document is closely tied to the Crisis Management Plan and may form a section of that plan rather than a separate document.
Crisis Communication Plan Development	
Step 1: **Establish context and structure**	• Establish a template for your Crisis Communication Plan • The plan should be succinct and easy for executives to use as a reference. This is included as a section of the combined Business Continuity, Crisis Management and Communications Plan template provided. It can be used as-is or customized to meet the needs of your Agency.
Step 2: **Organize plan completion**	• Identify appropriate participants. Confirm who the Crisis Communicator would normally be. This would generally be the CEO or another executive member; separate Crisis Communicators could be used for internal vs. external communication. • Coordinate completion of the Crisis Communication Plan template through individual sessions or workshops. • Review the completed Crisis Communication Plan for accuracy, completeness and actionability.
Step 3: **Obtain approval and distribute plan**	• Decide where to store the completed plan. Ensure the plan is available and easily accessible. in both hard and electronic copy. Consider storing the plan on a shared drive with restricted access. • Obtain formal approval from Agency executive. • Communicate the plan to Agency management to ensure they know the plan exists, how and when it should be used and their role.

Business Continuity Plan (BCP)

Objective	• The main objective of a Business Continuity Plan is to guide the recovery process after a disruption or emergency and ensure the business continues essential and necessary functions as quickly and efficiently as possible.
Description	• A BCP is designed to enable an organization to achieve an acceptable predetermined level of operations following a business disruption or community emergency. • Depending on the size of your Agency, you may have one corporate BCP or separate BCPs for selected departments. • The BCP may be a stand-alone document or combined with all other BCMP plans into one BCMP document. • The BCP(s) – which are based on data collected during the Business Impact Analysis (BIA) – provide the organization with practical actions and direction for prompt response and recovery of services / functions along with restoration following the disruption or emergency. Developing the BCP builds on decisions and materials gathered and documented in the Risk Assessment phase, primarily the BIA. • The focus of the BCP is to ensure that the organization is reasonably protected against operational interruption and able to recover critical functions, processes, and/or services within an acceptable timeframe.

Development of Business Continuity Plan

Step 1: **Establish context and structure**	• Gather available existing plans and procedural related documents. Consider previous pandemic planning, strike planning, process manuals etc. • Determine the level at which plans should be developed. If you decide to develop multiple BCP documents (e.g. one per service or separate ones for different sections of your organization). • Establish a template for your BCP(s). This is included as a section of the combined Business Continuity, Crisis Management and Communications Plan template provided. This sample template should be customized to meet the needs of your Agency.
Step 2: **Organize plan completion**	• Identify appropriate participants. Confirm who the Business Continuity Manager and BCP Owner will be. Managers and key staff involved in delivering the Essential or Necessary service / function should be consulted in developing the BCP. • Coordinate scheduling of plan development initiatives with participants as either workshops or individual sessions • Coordinate completion of the BCP templates through one of the above identified methods • Review the completed BCPs for consistency of data and accuracy
Step 3: **Obtain approval and distribute plan**	• Ensure approval, making sure that appropriate personnel have reviewed BCP and are comfortable with strategies, actions and level of detail • Decide where to store the completed plans. Ensure plans are available and easily accessible in both hard and electronic copy. Consider storing plans on a shared drive with restricted access. • Obtain formal approval from Agency executive • Communicate the plan to Agency staff and management to ensure they know the plan exists, how and when it should be used and their role.

	• Once rolled out, the plan will be subject to the exercise schedule identified in the sustainment program. Staff and management involvement in these exercises is valuable to build understanding of the plan

IT Disaster Recovery Plan (IT DRP)

Objective	• The main objective of an IT Disaster Recovery Plan is to ensure the expeditious and efficient recovery of necessary IT functions as prioritized by the organization.
Description	• An Information Technology (IT) Disaster Recovery Plan (DRP) documents the activities and procedures to recover functionality of the Agency's most critical IT services and applications (as determined through its Business Continuity Plan) after a business disruption or community emergency. • The IT DRP describes the preparation and actions required to effectively respond to a disruption or emergency that affects IT services and applications, outlines roles and responsibilities and describes procedures for testing and maintaining the plan. The IT DRP may be activated independent of BCP activation in cases where the disruption has a major effect on technology capabilities, but not office facilities, people or community. • All applications and IT services whose outage creates a Medium or High risk to the Agency (as documented in the BCP) are to be addressed in the IT DRP. • Development of a DRP is highly technical and must be done in close consultation with the Agency's IT provider. Engagement of a qualified and experienced DRP consultant can be highly beneficial to either build the plan or provide templates and advice to agency staff tasked with building the Agency's DRP.

Development of IT Disaster Recovery Plan	

Step 1:
Establish context and structure
	• Establish a template for your IT DRP. Topics should include:
	   ○ Strategies to mitigate IT risks
	   ○ How and when the DRP should be activated
	   ○ Roles during DRP activation
	   ○ Prioritization of recovery IT infrastructure, applications and services required for Essential and Necessary services / functions considering dependencies between these elements as well as the recovery timing needed to support agency services
	   ○ Response, Recovery and Restoration procedures
	   ○ Contact lists for key IT staff, suppliers and service providers
	   ○ Equipment lists
	   ○ Guidance for regular exercising of the plan
	• As this document should be created by your IT provider, with input from your BCP, a template has NOT been provided [see Appendix A3.4 for a sample table of contents]

Step 2: Organize plan completion	• Identify appropriate participants. Confirm who would generally lead and manage the activation of the IT DRP (often the Agency's technology manager). • Coordinate completion of the IT DRP template through individual sessions or workshops. • Review the completed Disaster Recovery Plan for accuracy, completeness and actionability.
Step 3:	• Obtain formal approval from Agency executive.

Obtain approval and distribute plan	• Decide where to store the completed plan. Ensure the plan is available and easily accessible. in both hard and electronic copy. Consider storing the plan on a shared drive with restricted access. • Communicate the plan to Agency management and Information Technology staff to ensure they know the plan exists, how and when it should be used and their role.

Scenario Based Plans

Objective	• The main objective of Scenario Based plans is to provide guidance and uniformity in the response to specific and unique disruptions and emergencies.
Description	• Scenario Based Plans are designed for specific risks with potential of high impact, anticipated to be frequent or likely to occur. Agencies may choose to build scenario-specific plans tailored for that risk. Examples are floods, infectious disease, or wildfire events.

| Development of Scenario Based Plan(s)	
Step 1: Establish context and structure	• Identify the name and characteristics of the risk scenario related to Facilities, Technology, Personnel, External Service of Product and Community (refer to Risk Assessment Worksheet in Risk Assessment workbook). • Review the Business Impact Analysis (BIA) developed as part of the Risk Assessment phase to confirm or modify the services / functions identified as Essential or Necessary as well as new or higher volume services in the case of a Community event. • Establish a template for this Scenario Based plan • It can mirror the template used for your Business Continuity Plans, conform to a template provided by another agency involved in the plan (e.g. CEMA) or can be created as an appendix to the BCP only highlighting differences from the BCP for that scenario.
Step 2: Organize plan completion	• Identify appropriate participants; include all BCP Owners. • Access the current version of all Business Continuity Plans (BCPs). • Coordinate completion of the specialty templates through individual sessions or workshops to add, remove or modify details of the BCPs to reflect the scenario's characteristics. • If additional services / functions have been deemed Essential or Necessary in this scenario (through the BIA review done in Step 1), new BCPs may need to be developed from scratch. • Compile the scenario description and modified BIA (from Step 1) and all tailored BCPs into one document or folder labelled as (Scenario Name) Business Continuity Plan
Step 3: Obtain approval and distribute plan	• Obtain formal approval from Agency executive. • Decide where to store the completed plan. Ensure the plan is available and easily accessible. in both hard and electronic copy. Consider storing the plan on a shared drive with restricted access. • Communicate the plan to Agency management to ensure they know the plan exists, how and when it should be used and their role.

Component 4 - Sustainment

Sustainment ensures the program is maintained and continuously improved. It consists of the following elements:

- Training and Awareness
- Exercises
- Maintenance
- Program Audit & Review
- Post-Incident Review
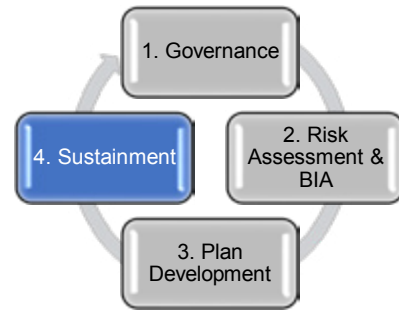
Training & Awareness

Training and awareness are essential components of a comprehensive program. The main purposes of training and awareness are:

- For agency staff - create awareness regarding the Business Continuity Management Program (BCMP), how the program functions, and the various roles and responsibilities
- For those staff with designated responsibilities within a plan or in the program – training, awareness and exercises will enhance the skills required to develop, implement, maintain and execute when required

Following are steps for developing and delivering training and awareness.

1. **Set annual goals and objectives** for training and awareness activities, objectives should be specific as to purpose, audience and timing
2. **Plan and design training and awareness activities**, selecting the appropriate method to support the training objectives, build off momentum of previous communication or training activities and align with your agency's protocols
3. **Coordinate and track** training and awareness activities. [See Appendix A4.1 for a Business Continuity Training and Awareness Planning Matrix template]
4. **Deliver** planned training and awareness sessions and record this on the Business Continuity Training and Awareness Planning Matrix

Business Continuity training is offered by outside institutions. This training would be valuable to agency staff with leadership roles within the BCMP. Membership in professional organizations related to emergency management and business continuity, such as DRI Canada, Disaster Recovery Information Exchange (DRIE), Business Continuity Institute provide inexpensive opportunities to share and obtain knowledge from other organizations. This specialized training can also be included in the Planning Matrix.

Exercises

A formalised exercise program provides an overview of the activities and expected standards that will be followed for exercising the plans to ensure they are current, relevant, functional, and continuously improving. Plans and procedures cannot be considered complete and fully functional until they have been exercised. Undertaking an exercise for an entire agency and all plans at one time may have an impact on daily operations, and an exercise program provides the necessary structure to ensure that all plans and procedures within the program are exercised over a designated period of time (e.g. annually). Exercises can also be conducted with other agencies or emergency organizations such as

Calgary Emergency Management Agency (CEMA). It is recommended that agencies conduct and/or participate in at least one exercise per year.

Types of exercises

Exercise Type	Description	Strengths	Weaknesses
Tabletop	• Narrative walkthrough and confirmation of the plan, where a facilitator explains a scenario and asks participants to discuss their response. • Meeting room format: can be achieved through a slideshow, panel discussion, or a facilitated walkthrough of a scenario.	• Small time commitment for planning and executing • Very few resources required • Simpler preparation • Basic teaching tool, good for an introduction to a BCP	• Artificial approach • Measures process, but not necessarily capability • Does not highlight the decision-making process
Simulation	• More intensive and involved form of exercise • Attempts to replicate real world conditions (e.g. making phone calls or sending messages, activating alternate work sites, testing IT workarounds, and involving other stakeholders required to execute continuity strategies). • More care and attention must be made to ensure that anyone contacted realizes that this is only a test.	• Immersive; places participants in near real-world setting • Can test not only procedures but also participant capability	• Large time commitment, for planning and executing • Resource intensive • Can be safety and logistical issues
Hybrid	• Combination Tabletop and Simulation • Meeting room format, but includes some simple simulations (e.g. phone calls, emails, access to computer systems)	• Combines strengths of Tabletop and Simulation • Medium time commitment for planning and executing	• No in-depth capability testing
Work from Home day	• This can be pre-announced or unannounced • Assume primary work location is not available and all staff will work from home for the day • Test all systems and access to required information	• Builds and tests remote-working ability	• This only tests the loss of facility risk

Steps for developing and conducting exercises are:

1. **Define exercise objectives**. This is based on what part of your plan you want to exercise. This could be specific recovery strategies, roles and/or resource losses. Typically, objectives will be some, or all, of the following:
   a. Recovery strategies are validated
   b. Information in the plans is complete, detailed and verified
   c. Plans are validated
   d. Staff, and their alternates, are trained in their specific role and are aware of, and comfortable with, their responsibilities
2. **Design the exercise**. Depending on the exercise objective, design the actual exercise by selecting a scenario and determine the hypothetical impacts that event would have on the services you wish to exercise and document this. [See Appendix A4.2 for a template and example for a Scenario Event List] which can be used to document the exercise design and results. Exercise design includes:
   a. Appoint an Exercise Facilitator to build out the details of the exercise (e.g. inputs/prompts to participants, location set up and facilities) and lead the exercise
   b. Determine type of exercise: Tabletop, Simulation, Hybrid
   c. Decide on a scenario that can produce results to meet all exercise objectives (e.g. power outage, IT outage, pandemic)
   d. Determine the impact: Refer to your Business Impact Analysis (in your Business Continuity Plan) to determine which processes or critical resources may be impacted by your selected scenario and the severity of the impact
   e. Establish Expected Actions: These actions should align with the protocols and procedures in your Crisis Management and/or Business Continuity Plan and be aligned with the objectives of the exercise
3. **Conduct exercise**
   a. Select/book a location with enough space and facilities to meet the needs of the exercise
   b. Invite exercise participants who will fill roles in the exercise
   c. The Exercise Facilitator will lead the exercise
   d. Conduct exercise, documenting results on the Scenario Events List
4. **Evaluate results**
   a. During and immediately after the exercise, the exercise facilitator and participants should review the results of the exercise against its objectives and identify what went well and what could be improved for future exercises.
   b. Identify areas in the BCP or CMP where gaps were found or where improvements could be made
   c. Document these gaps and schedule follow-up actions and owners

The following information provides additional advice to be considered during exercise planning and conduct:

- Scenarios should change from exercise to exercise and should be related to incidents identified in the Risk Assessment
- Consider increasing exercise complexity year over year as plans mature and participants are more knowledgeable
- Consider involving key external partners and service providers in some exercises

Maintenance

To ensure all plans remain valuable and relevant, they must be regularly reviewed and updated. Unless they reflect current information and agency priorities, all the work that went into building the initial plans will go to waste.

In addition to scheduled maintenance, all affected documents should be updated:

- After a business disruption or 'near-miss' event (e.g. small office fire that could have been more severe, power outage that affected another agency) based on results of Post Disruption review
- After an exercise, based on any gaps or improvements identified in the exercise review
- When there is a change in personnel or business functions

Program Audit and Review

Occasionally the Agency's whole Business Continuity Management Program should be reviewed to ensure it is all functional and current. This may be a requirement of an outside agency (e.g. funding body, insurance). Program reviews can also be conducted by agency staff, but a more objective review can be done by someone outside the organization.

A formal program audit could be done by a qualified outside agency for a cost. A more informal review could be done by a knowledgeable Business Continuity person in another agency or from internal agency staff. [See Appendix A4.4 for the Business Continuity Review Summary Sheet and Detail Review sheet used to evaluate agency BCMP's as part of this project as an example template]

The results of the audit or review should be documented and provided to the BCMP Sponsor who will address the findings and recommendations by ensuring updates are done. The audit/review findings and planned remediation should be presented to the agency Executive team for their information.

Post Disruption Reviews

After any activation of the Crisis Management Plan (CMP), Business Continuity Plan (BCP) or IT Disaster Recovery Plan (DRP), information must be gathered and analyzed to record what happened, when, the impacts it had, what went right, what could have been improved, then identify follow-up actions to improve the plan(s) and related documents or processes to apply the lessons learned.

Ideally, someone not directly involved in the activation should conduct this work for more objectivity, but this is not a requirement. All key people involved in the response and recovery should participate in providing information needed on what happened. Documentation contained on the various Checklist forms should be gathered to help develop a chronology of what was done. This effort should be undertaken as soon as possible after normal business activities have resumed, while memories are still fresh. An update should be presented to the Executive Team.

[See Appendix A4.5 for Post Disruption Review Topics]

Appendix: Component 1 – Governance

A1.1 Business Continuity Management Program (BCMP) Policy - Template

Note: All information in italics provides instructions or examples to assist in policy development – these must be replaced or removed when building your agency's policy. The format should follow any other existing policies your organization has in place.

Policy Statement

(Agency name) recognizes the potential strategic, operational, financial, safety and reputational risks associated with a business disruption or community emergency and the importance of emergency management and business continuity.

The ability to continue essential services when faced with a disruption or community disruption is a critical aspect of our agency's strategy and vision to *(insert applicable strategy and vision statements).*

The aim of the Business Continuity Management Program (BCMP) is to ensure that the prevention and mitigation of threats, preparedness, response and recovery is integrated, coordinated, effective and sustainable, while at the same time appropriate for the nature, scale and complexity of our agency.

Objectives

The overall program objectives are:

- *Insert objectives e.g. protect health and life safety, enable timely response to a disruption or community emergency along with ability to resume Essential and Necessary services / functions, Define the authorities and accountabilities within the BCMP, Maintain the Agency's reputation with all stakeholders*

Scope

Example wording:

The following plans are to be developed or refined and maintained as part of the BCMP. Development of these plans will start immediately and be done in the following order:

This BCMP policy covers all aspects of the BCMP and includes the following components:
- Emergency Response Plan
- Crisis Management Plan
- Crisis Communications Plan
- Business Continuity Plan

The following response plans are Out of Scope for this Policy:

- IT Disaster Recovery Plan – *this is handled by the Agency's outsourced IT Service Provider*

Roles and Responsibilities

The BCMP will be structured as follows: *(all wording is subject to customization to meet the needs of your agency, can utilize roles and responsibilities table in the Overview section)*

Role	Usually filled by	Responsibilities
		•
		•
		•

Plan Approvals

All plans and their revisions will be approved by the BCP Lead then forwarded to the BCMP Sponsor for executive approval.

Sustainment

For the program to remain effective and relevant all plans and procedures must be maintained and exercised. After a business disruption, all plans must be reviewed and updated as needed based on learnings from the event, as documented in the Post-Disruption Review.

An exercise and training program will be developed and conducted annually. At a minimum the procedures and plans will be exercised at least once annually. The scope and scale of each exercise will be governed by the annual exercise and training plan. All personnel who have been identified as having a role in a plan will participate in training.

Plan	Review Frequency	Responsibility	Last Done
Training & Awareness	Annually	BCP Lead	
BCP Exercise	Annually	BCP Lead	
Work from Home Day	Annually	BCP Lead	
BCP Maintenance	Annually	BCP Lead	
IT Disaster Recovery Plan	Annually	Technology Advisor	
Emergency Response Plan	Annually	BCP Lead	
Program Audit and Review	Every 3-5 years	BCP Lead	

Budget and Financial Management

(Insert details regarding BCMP budget for ongoing program management and funding for projects)

Example wording:

Once a disruption is declared a Crisis by the Crisis Management Lead (based on definition included in the Crisis Management Plan), the BCMP Sponsor has authority to approve any expenditures deemed required, as recommended by the Crisis Management Lead, for the duration of the disruption. Once the Crisis is over and the decision made to stand-down the BCP and/or CMP, financial authority reverts to normal practice. A review of expenditures during the time of the disruption will be done as part of the Look-back Review presented to the Executive Team.

Appendix: Component 2 – Risk Assessment & BIA

All templates for Component 2 – Risk Assessment are embedded into the combined Business Continuity Plan template [Appendix].

A2.1 Agency Overview Worksheet

What is your agency's purpose / mandate?	
What services do you provide?	
Who are the clients of this service?	

A2.2 Agency Risk Assessment Worksheet

Below are potential risks that have been used in developing this plan including mitigation strategies for each risk. When an actual disruption or emergency occurs, the parameters of the disruption or emergency should be compared to the risk description below so that the BCP Lead can adjust the plan appropriately.

For each Risk, rate the impact it would have on your agency if it were to occur, along with rationale and mitigating strategies you have in place.
(Adjust the Risks and Impact Level definitions to fit the realistic risks to your Agency, and replace with your Agency's risk mitigation strategy)

Risk to Agency	Description	Impact to Agency			Rationale for Risk Impact	Risk Mitigation Strategy
		Low	Med	High		
Facilities: Loss of work location for an extended period (up to 30 days)	Primary work location will not be available for up to 30 days					• MOU - Memorandum of understanding or Mutual Aid Agreement with XYZ • Alternate work location • Work from home capability (ensure policies and capabilities are in place)
Technology: Loss of IT systems, applications and data (up to 5 days)	Agency IT applications are not available for at least 3 days Cloud-based services are not impacted (including Google)					• Reliable off-site data backup • Fail-over to alternate data centre • Cloud applications or storage of data • Alternate phone systems • Paper copies of client and staff lists
Personnel: Loss of a large percentage of staff and/or volunteers (up to 50%)	Up to 50% of staff and/or volunteers are not available to report to work					• Identified trained alternates for key roles • MOU - Memorandum of understanding with XYZ Agency • Ensure that staff are supported related to emergency preparedness and immunization • Ensure agency has a succession plan for key roles
External Third Parties: Disruption affecting external provider needed to provide your	Disruption affecting external provider needed to provide service for up to 30 days					• Require supplier to have BCP • Identify alternate suppliers • Have a reserve fund • Educate staff on alternate processes

service (up to 30 days)						
Community: Disaster impacting your municipality or client group which may change or increase the services your Agency provides (up to 30 days)	Support required to support other Agencies in our or other municipalities during an emergency					• Communication with other agencies or groups to get early notice of situation that potentially requires service changes • Continue to collaborate with other agencies to maintain strong relationships outside out of emergency and disasters e.g. Emergency Wellness Response Team and Critical Service Provider Group • Ensure staff are trained in Emergency Preparedness, Psychological First Aid and First Aid
External Logistical or Major Issue(s)	External events such as severe weather (floods, fires, snow), power outage, public transit strikes, road closures, school closures Extended, large scale external events such as earthquakes, pandemics that result in multiple risks					• Depending on the issue, any of the above strategies can be applied • Overall response and actions are the same, just over an extended period of time • Scenario specific plans e.g. COVID-19 pandemic response

Legend - Impact Level to Agency	Low	Agency operations could continue within acceptable timeframes
	Medium	Clients would be impacted by degraded service levels, but no injury or loss of life
	High	Potential for injury or loss of life, or significant reputational or financial impact

A2.3. Business Impact Analysis (BIA)

(You can adjust the maximum downtime timeframes for Essential/Necessary/Valued services to better match the needs of your agency)

Below is a listing of Services or Functions within the Agency, **in priority order**, along with the Maximum Downtime. This plan supports Essential (Maximum Downtime <2 days) and Necessary (Maximum Downtime 3-5 days) services / functions. Valued Services can be postponed, and business continuity efforts for these services are not required or documented in this plan.

	Service or Function Name	Busy/ Peak Timeframe	Maximum Downtime (how long can service be down for?)			Rationale (for maximum downtime) Consider impacts to: People, Operations, Reputation, Financial, Community Support
			< 2 days Essential	3-5 days Necessary	> 5 days Valued	
1.						
2.						
3.						
4.						
5.						
6.						
7.						

Maximum Downtime		Service Definitions
< 2 days	Essential Service	Service / function must be maintained or there would be extreme consequences for the agency (e.g. imminent threat to, or loss of life or major/multiple injuries, major facility damage or destruction, extreme brand and reputation impact, or extreme monetary losses to the Agency)
3-5 days	Necessary Service	Disruption would have moderate consequences to the Agency and would not threaten the provision of essential services / functions (e.g. no loss of life or injuries, moderate but recoverable brand and reputation impact and moderate monetary losses)
> 5 days	Valued Service	The consequences are dealt with by routine operations and would have negligible consequence to the Agency (e.g. no loss of life or injuries, minimal or no reputational impact or monetary losses)

Maximum Downtime - the time it would take for adverse impacts, which might arise as a result of not providing a service or performing an activity, to become unacceptable

A2.4 Memorandum of Agreement (MOU) Template

A Memorandum of Understanding (MOU) is a less formal method of documenting an agreement between two parties than using a legal contract. It has no legal binding but is a way to clarify expectations for all parties when an agreement has been made between two entities, and can be used to between agencies to record agreements to offer aid or resources in the case of a business disruption affecting one of the parties.

Following is a template that could be used; it is just a format and wording should be adjusted to reflect the actual agreement between the agencies:

Memorandum of Understanding (MOU) between

(Agency 1) and *(Agency 2)*

Covering the period from _____ to _____

Purpose:

This MOU is created to clarify the support to be provided by *(Agency 1)* when a major business disruption occurs affecting *(Agency 2).*

Support to be provided:

(Agency 1) will provide the following *(facilities or other resources)* up to *(specific capacity)* for up to *(xx days)* for use of *(Agency 2)* on a best-efforts basis, on the request from an authorized representative of *(Agency 2)* when an event causes the Business Continuity Plan of *(Agency 2)* to be activated.

Exceptions:

(example) These resources will not be provided if *(Agency 1)* is also experiencing a business disruption.

Expectations of *(Agency 1):*

-
-
-

Expectations of *(Agency 2):*

-
-
-

Compensation:

(example) After the business disruption, *(Agency 1)* will invoice *(Agency 2)* an amount to cover additional costs incurred through provision of the facilities and services as well as any lost revenue.

Amendments:

This agreement may be amended at any time with the mutual consent of the parties.

This agreement has been made by the following authorized representatives of the agencies

Date: _____

	(Agency 1)	*(Agency 2)*
Name		
Title		
Contact info (phone/email)		
Signature		

Appendix: Component 3 – Plans and Procedures

A3.1 Emergency Response Plan

Due to its size, a template for Emergency Response Plan is included as a separate document:

- Emergency Response Plan

The template includes example wording for common types of incident response. Customize the wording to fit your agency's situation and needs.

A3.2 Crisis Management Plan (CMP), Crisis Communications Plan (CCP), Business Continuity Plan (BCP)

Due to its size, a Business Continuity Plan (BCP) template is included as a separate document. It includes the following elements:

- Crisis Management Plan (CMP)
- Crisis Communications Plan (CCP)
- Business Continuity Plan (BCP)

The format is one that can by used by agencies of various sizes. Instructions are included in italics. Wording of all sections of the plan should be adjusted to reflect your Agency's situation.

A3.4 IT Disaster Recovery Plan – Table of Contents

Following is a sample Table of Contents for an IT Disaster Recovery Plan. A brief description of information to include in each section is shown in italics. This will generally be a stand-alone document but could form a section of a comprehensive BCMP document. This document should be created and maintained by your Technical Advisor and/or outsourced IT Service Provider, so a full template has NOT been provided.

1. **Overview**
   - Background *(when DRP first developed, most recent updates)*
   - Purpose of document
   - Scope of plan *(e.g. applications and services whose outage would pose a moderate or major risk to agency operations)*
   - Disaster Recovery Strategy *(e.g. multiple data centres, work-from-home technology, pre-determined timing for restoration of applications based on impact on Essential and Necessary services)*
   - Disaster Recovery Plan coordination *(who will manage the DRP program and lead efforts when the IT DRP is activated)*
   - Disaster definition *(e.g. Any unplanned event that severely impacts the provision of technology services. Situations that could be declared a disaster include: loss of a data centre; loss of a customer-facing application for more than 4 hours; or BCP activated and technology loss is involved)*
2. **Threats and Mitigation Measures**
   - Threats that could cause a major outage
   - Mitigation measures to reduce likelihood or impact of IT outage
3. **Disaster Recovery Action Plan**
   - Detection of a major outage *(how detected, who communicated to)*
   - Response, Recovery and Restoration Procedures *(checklist format)*
4. **Disaster Recovery Org Chart and Responsibilities**
5. **Disaster Recovery Plan Exercises**
   - Purpose
   - Approach *(types of exercise, frequency, objectives)*
   - Requirements for Plan Exercises
   - Post-exercise wrap-up *(follow-up actions to address findings from exercises)*
6. **Maintaining the Plan** *(triggers for updating the plan)*
7. **Distribution of the Plan** *(where the plan is stored and who is to be provided access to it)*
8. **Appendices**
   - List of Priority Applications and Services
   - Recovery Team Contact Info
   - Vendor / 3rd Party Contact List
   - Data Centre Equipment List
   - Recovery Checklists *(list of applications / IT services showing order to be restored based on criticality and dependencies)*
   - Post-Incident Reporting template
   - Exercise Plans *(compilation of plans from past DRP exercises)*

A3.4 Scenario Based Plan

The Agency's Business Continuity Plan reflects an all-hazards approach indicating actions to be taken based on the results of an event, addressing the impact of the event e.g. loss of facilities, loss of IT, loss of personnel. Scenario based plans can be developed to address specific events causing the impact, e.g. flood, power outage, pandemic. If prepared as a stand-alone plan, the Scenario Based Plan should mirror the format and content of the main BCP with the addition of a description of the assumptions used for the scenario the plan is for. Alternatively, the plan could be an appendix to the main BCP, describing the scenario and assumptions and outlining only the differences from the main BCP (e.g. changes in priority of service restoration, activation of specific MOU's).

Following is an example of a scenario and assumptions for a Scenario Based plan. This format is included as an appendix in the combined Business Continuity Plan template [Appendix]

Scenario	Planning Assumptions	Location of Plan
Flood	• Xxx facility will be unavailable for 5 days • Yyy and zzz facilities will be unaffected • Transportation disrupted due to road and rail closures for 5 days affecting delivery of supplies and personnel attendance at work • Additional requirements for xxxx service • Increased access of agency services by phone or internet; reduced access by in-person clients	*(Insert location of plan)*

Appendix: Component 4 - Sustainment

A4.1 Business Continuity Training and Awareness Template

1. **Training** & Awareness Goals for 20XX

Insert the overarching training and awareness goal that has been established for each year.

2. Awareness **Objectives** for 20XX

Identify objectives that support achievement of the annual goal. Ideally objective setting should be completed during the annual business planning process and must align with business strategy and budget allocation.

Objective	Audience	Method	Scheduled Delivery Date	Prepared By	Delivered By	Training & Awareness Planning Worksheet	Date Completed

A4.2 Scenario Event List - Example

Seq. #	Time	From	To	Description	Expected Actions	Actual Actions	Gaps (Yes/No)	Notes	Owner
Scenario Event List - BCP Exercise X - Date:										
1	900	Exercise Facilitator	Exercise Participants	Participants gather in designated exercise area. Exercise briefing provided.	Consensus	Consensus	No	None	n/a
2	930	Exercise Facilitator	Exercise Participants	Exercise Kick Off. Scenario - Tornado touchdown in SE Calgary.	Consensus	Consensus	No	None	n/a
3	935	CMT Member	Crisis Mgmt Team, BCP Lead, Communicator	CMT Member(s) or delegates conduct assessment to determine impact to Agency, determine BCP Activation is required	Activate BCP	Activation of BCP, unclear roles	Yes	Confusion regarding who was responsible for this, review in BCP	Joanne Black
4	945	Communicator	Exercise Participants	Communicate to all required stakeholders	Comms lead to identify and contact stakeholders	Wasn't able to identify who needed to be contacted and their contact info	Yes	Ensure contact lists are up to date, and key stakeholders identified	Autumn Red

A4.3 BCP Exercise – Example Questions

After initial input:

- Are you notified?
- What do you do in the next 30 minutes?
- Who do you contact and how?

As exercise progresses, after each input, use a few of the following questions:

- How will you react to this?
- Do you activate your BCP?
- What is your role?
- Who do you contact and how?
- Do you contact your City of Calgary non-profit organization liaison?
- Do you have everything you need with you?
- Who fills the roles? (Crisis Management Lead and Team, Communicator, BCP Lead, Technology Advisor, other)
- Who do you need to communicate to? (Executive, clients, other agencies, staff, volunteers)
- How will your plans be communicated and to whom?
- Have your essential and necessary services been impacted?
- How are you prioritizing what you need to resume?
- What services will you be suspending?
- What actions do you need to take to resume your essential and necessary services?
- Who and what do you need for those services (staff, facilities, IT, Phone re-routing, Vital Records, Other)?
- What are your Response and Recovery efforts?

As exercise ends:

- What are your next steps to stand-down your activated BCMP plans?
- What do you need to do to restore normal service?

During exercise debrief to evaluate results:

- Were the tabletop exercise objectives met?
- Were the expected actions taken?
- What improvements could be made to the conduct of the exercise?
- What changes should be made to your plans based on this exercise?
    – What information is missing?
    – Were people clear on roles and responsibilities?
- When you return to your agency:
    – Schedule and complete follow-up actions

A4.4 BCMP Review Summary Sheet template

Agency Name: **Review Date:**

Documents Reviewed:

Summary Comments:

Overall Business Continuity Management Program Criticality of Update:

Rating Assessment & Explanation

Good	• Comprehensive content and plan is executable
Improvement possibilities	• Fairly comprehensive and executable, with some areas where improvements could be made
Gap	• Significant gaps in content or ability to execute the plan

Business Continuity Management Program Review Worksheet

BCP Section / Page #	Component / Element	Complete/thorough?	Assessment - Criticality of Update
	Overall Plan Functionality and Ability to Execute		
	Access		
	Governance & Structure		
	Risk Assessment		
	Business Impact Analysis		
	Emergency Plan / Procedures		
	Crisis Management		
	Crisis Communications		
	Business Continuity		
	IT Disaster Recovery		
	Scenario-based Plans (optional)		
	Sustainment and Continuous Improvement		
	Other		
	Other		

A4.5 Post Disruption Review Topics

The Post Disruption Review Report should cover the following topics:

- A consolidated event timeline, including communications, technical activities, crisis and team leadership changes *(this information can be collected from the "Disruption Status Summary and Actions" sheets completed during the event, as well as BCP Checklists)*
- Cause of the disruption
- Recommendations on how to avoid a similar event in the future
- Summary of communications during the event *(this information can be collected from the "Communications Plans and Logs" created and updated during the disruption)*
  - What was communicated
  - To whom
  - When
  - By whom
  - Through what method (e.g. phone, email, face-to-face)
- Activation of Crisis Management, Emergency, Business Continuity and/or IT Disaster Recovery Plan
  - Effectiveness of the plans
  - Strengths, weaknesses, issues with the plans
- Management of the event *(this information can be collected from the "Disruption Status Summary and Actions" sheets completed during the event)*
  - Escalation, de-escalation/stand-down
  - Resource management
  - Strengths, weaknesses, issues
- Impact of the event on the Agency, for instance:
  - Lost productivity (in estimated staff hours, extended to approximate dollar value)
  - Reputational impact (positive or negative)
  - Staff morale
- Lessons learned
- List of follow-up actions to avoid a similar event and to improve performance in future situations

Appendix: Glossary

Term / Acronym	Definition
BCMP	Business Continuity Management Program
BCMP Sponsor	An agency executive who represents the interests of the BCMP at the Executive / Board level, provides Executive direction to those involved in development or execution of the Program and authorizes extraordinary expenses incurred during a major disruption or emergency
BCP	Business Continuity Plan
BCP Lead	Role often filled by a senior manager or director. Responsible to ensure a BCP is developed, updated and exercised. Directs response and recovery efforts during a major disruption or emergency. Conducts post-disruption reviews and adjusts BCP based on learnings
BIA	Business Impact Analysis
Business Continuity Management Program	A business program that integrates plans and resources to reduce the impact of business disruptions
Business Continuity Plan	Procedures and information to enable the agency to continue to deliver its Essential Services (continue within 2 days) or Necessary Services (continue within 5 days) at an acceptable, pre-defined level during a business disruption or emergency.
Business Disruption	An event that interrupts your normal business, functions, operations, or processes, whether anticipated or not. e.g. fire in your building, power outage, technology failure
Business Impact Analysis	The process of analyzing services and functions and the impacts that a disruption might have on them. The aim is to determine are time-sensitive and whose recovery should be prioritized following a disruption.
Calgary Emergency Management Agency	An agency of The City of Calgary, responsible for planning and coordinating emergency services and resources during major emergencies and disasters.
CCP	Crisis Communications Plan
CEMA	Calgary Emergency Management Agency
CMP	Crisis Management Plan
Communicator	Designated lead for emergency/crisis communications; the role may be split between two people with separate focus on internal and external communications
Crisis	A situation that could substantially threaten Agency operations or reputation. Generally, a crisis is an event that originates from a disruption or community emergency that has widespread reputational and financial impacts to your Agency. e.g. employee behaviour impacting reputation
Crisis Communications Plan	Governs internal and external communication during each phase of a crisis, disruption and emergency.
Crisis Management Lead	Usually an agency executive, often the BCMP Sponsor, who leads execution of the Crisis Management Plan

Term / Acronym	Definition
Crisis Management Plan	Outlines decision-making and actions to manage the agency during and after a disruption. This includes coordination with teams involved in response and recovery efforts.
Crisis Management Team	A small group of agency executive and/or management who manage affairs on behalf of the Agency during a business disruption
Critical Staff	Staff from various departments who implement Essential and Necessary services / functions recovery procedures and manual contingencies, as required
Disaster	Event that results in serious harm to the safety, health or welfare of people or in widespread damage to property. e.g. widespread area flooding
Emergency	Event that requires prompt coordination of action or special regulation of persons or property to protect the safety, heath or welfare of people or to limit damage to property. e.g. community fire
Emergency Response Plan (ERP)	Details the Agency's immediate response to various emergencies.
ERP	Emergency Response Plan
Essential Service	Service / function must be maintained or there would be extreme consequences for the agency (e.g. imminent threat to, or loss of life or major/multiple injuries, major facility damage or destruction, extreme brand and reputation impact, or extreme monetary losses to the Agency)
Hybrid Exercise	Combination Tabletop and Simulation; Boardroom format, but includes some simple simulations (e.g. phone calls, emails, access to computer systems)
Incident	Day-to-day situations that may arise and are typically resolved within 2-4 hours - use emergency response plan or procedures to respond. They may or may not lead to a disruption, emergency or disaster. e.g. fire alarm, unruly client
Integrated Non-Profit Business Continuity Project	A project undertaken in 2018/19 to facilitate the development of Business Continuity Plans for non-profit agencies designated as Critical Service Providers by Calgary Emergency Management Agency
IT Disaster Recovery Plan	Defines the resources, actions, tasks, and data required to manage a technology recovery effort.
IT DRP	IT Disaster Recovery Plan
Maximum Downtime	The time it would take for adverse impacts, which might arise as a result of not providing a service or performing an activity, to become unacceptable
Memorandum of Understanding	A less formal method of documenting an agreement between two parties than using a legal contract.
MOU	Memorandum of Understanding
Near-miss	An event that could have disrupted business if it had been more severe, or an event that happened to another organization that could happen to you in the future.

Term / Acronym	Definition
Necessary Service	Disruption of this service for longer than the indicated maximum downtime would have moderate consequences to the Agency and would not threaten the provision of essential services / functions (e.g. no loss of life or injuries, moderate but recoverable brand and reputation impact and moderate monetary losses)
Post Disruption Review	Formal review of events and outcomes after any activation of the CMP, BCP or IT DRP to identify what went well, what didn't and improvements that should be made based on these learnings
Risk Mitigation	A strategy to prepare for or lessen the negative effects of threats to your agency
Scenario-based Plans	Business Continuity Plans that are designed for specific risks with potential of high impact, anticipated to be frequent or likely to occur. Examples are floods, infectious disease, or wildfire events.
Simulation Exercise	More intensive and involved form of exercise that attempts to replicate real world conditions. This can include making phone calls or sending messages, activating alternate work sites, testing IT workarounds, and involving other stakeholders required to execute continuity strategies.
Tabletop Exercise	Narrative walkthrough and confirmation of the BCP, where a facilitator explains a scenario and asks participants to discuss their response.
Technology Advisor	Role usually filled by a senior technical staff member or manager (or technical consultant) who provides expert IT advice to BCP Lead related to: assessment of technical disruption, best approach to restoration of technical services, whether IT Disaster Recovery Plan should be activated
Valued Service	The consequences of disruption of the service can be dealt with by routine operations and would have negligible consequence to the Agency (e.g. no loss of life or injuries, minimal or no reputational impact or monetary losses)

Template & Example

Business Continuity Plan (BCP) XYZ Organization

Location of Electronic Document	Cloud storage: \xyz\bcmp\bcp2020
Location of Paper Copy(s)	All area offices, reception desk
Document Owner	Brad Green, Projects Manager

Note: Example content is provided in purple text, update with your specific information

1. Document Control

Revision List

Revision Date	Revised By	Details (changes made)
July 2020	Brad Green	Original draft

Document Distribution

This document and all revisions are to be provided to the Crisis Management Team and Business Continuity Team outlined in Section 2.3 on **July 2020**.

1.1. Vital Business Information

Business License Number	12345678
Registered Charity Number	123456789RR0001
Insurance Provider and Policy Number	Insurance Provider 000000
Location of Critical Paper Records	123 4 Street, Calgary AB A1A 1A1
Backup Computer Records Location	Site
Primary Work Location and Phone	123 4 Street, Calgary AB A1A 1A1 Phone: 403-222-3333
Alternate Work Location(s) and Phone	123 4 Street, Calgary AB A1A 1A1 Phone: 403-222-3333
Conference Bridge	Call-In Number: 1-800-222-3333 Participant Number: 403-222-4444 | PIN: 1234

1.2. Document Objective

This document combines information needed to manage and act to address an emergency or business disruption before, during and after. Three elements of this are included as separate sections:

- **Crisis Management Plan** – identifies Crisis Management Team (CMT) members and describes their responsibilities, priorities and activities before, during and after an emergency or business disruption. The Crisis Management Plan may be activated for situations that do not require activation of the Business Continuity Plan – for instance a major financial problem or negative media reports.

- **Crisis Communications Plan** – describes the procedures and actions to communicate to the community, internal and external stakeholders and to the public, in the event of a business disruption or community emergency. This supports the Crisis Management Plan.

- **Business Continuity Plan** – describes procedures and actions for staff and other stakeholders to provide Essential *(Maximum Downtime <2 days)* and Necessary *(Maximum Downtime 3-5 days)* services/functions during a business disruption or emergency within the community. Generally, this plan will only be activated if there is a business disruption resulting in significantly reduced availability of staff, facilities or IT services.

Agency overview information, mitigation strategies as a result of risk analysis and a chart summarizing the Business Impact Analysis are also included to provide background and context to the plans.

2. Agency Overview

2.1. Agency Overview

What is your agency's purpose / mandate?	Engaging individuals, families and communities to realize their potential. We help individuals, families and support networks build the skills they need to develop stable and responsive relationships
What services do you provide?	Counselling, Homemaking, Childcare, Community Engagement, Outreach.
Who are the clients of this service?	• Citizens of Calgary • Collaborating partners

2.1. Crisis Management / Business Continuity Team & Contact Information

The actual team composition will be determined based on nature of the disruption. Typical approach is to "go big" and bring in anyone you think may be impacted, and scale back as you assess the situation.

BCMP Role	Name, Regular Role	Work #	Cell #	Email
BCMP Sponsor / Crisis Management Lead	**Primary:** Joanne Black, CEO	403.123.1111		jblack@xyz.ca
	Alternate: George Grey, CFO	403.123.2222		ggrey@xyz.ca
BCP Lead	**Primary:** Brad Green, Projects Manager	403.123.3333		bgreen@xyz.ca
	Alternate: Kim White, Project Manager	403.123.4444		kwhite@xyz.ca
Communicator	**Primary:** Autumn Red, Communications Lead	403.123.5555		ared@xyz.ca
	Alternate: Summer Blue, Communications Specialist	403.123.6666		sblue@xyz.ca
Technology Advisor	**Primary:** Joe Tech, Consultant	403.123.7777		jtech@ITconsultant.ca
	Alternate: Jane James, Consultant	403.123.8888		jjames@ITconsultant.ca
HR Director	**Primary:** Amy Pink	403.123.9999		apink@xyz.ca
	Alternate: Sue Orange	403.321.1111		sorange@xyz.ca

3. Governance – BCMP Policy

3.1. Policy Purpose

- XYZ Agency recognizes the potential strategic, operational, financial, safety and reputational risks associated with a business disruption or community emergency and the importance of emergency management and business continuity.
- The ability to continue essential services when faced with a disruption or community disruption is a critical aspect of our agency's strategy and vision to (insert applicable strategy and vision statements)
- The aim of the Business Continuity Management Program (BCMP) is to ensure that the prevention and mitigation of threats, preparedness, response and recovery is integrated, coordinated, effective and sustainable, while at the same time appropriate for the nature, scale and complexity of our agency.

3.2. Business Continuity Program Objectives

- Ensure the health and safety and staff, volunteers, clients
- Facilitate ongoing and effective communications with internal and external stakeholders
- Align with industry standards and best practices e.g. align to the CSA-Z1600 standard & DRI
- Define authorities and roles and responsibilities with the BCMP
- Maintain reputation, operations and financial viability during a disruption
- Identify essential services and assess requirements for those processes
- Ensure plans are sustained

3.3. Roles and Responsibilities

Following is a description of common roles and responsibilities that are referenced in this document.

Role	Responsibilities

BCMP Sponsor / Crisis Management Lead	- Represent the interests of the BCMP at the Executive/Board level e.g. obtain approval and funding
	- Provide Executive direction to the BCP Lead and others involved in development or execution of the Program
	- Unless a separate Crisis Management Lead is appointed, this role will:
	   o lead execution of the Crisis Management Plan
	   o continuously assess priorities of strategic issues
	   o formulate, in consultation with others on the Crisis Management Team (CMT), a strategy for handling the situation
	   o facilitate CMT meetings
	   o act as the ultimate decision maker during the crisis
	   o could be the BCMP Sponsor, BCP Lead or other
	- Authorize extraordinary expenses incurred during a major disruption or emergency

Crisis Management Team	- Manage affairs on behalf of the Agency during a business disruption - Minimum membership would include the Crisis Management Lead, BCP Lead, Communicator - Depending on the nature of the disruption, other people may be added to the team, e.g. Technology Advisor, Facilities Lead, HR Advisor

Communicator	• Designated lead for emergency/crisis communications • Develop specific communication plan for a disruption - including messaging, media to be used for the target audience, using the Crisis Communications Plan as a guide • Monitor social media and post information on social media as needed • This role can be split with one Internal Communicator to deal with Agency staff, management, volunteers and an External Communicator to deal with other stakeholders (media, clients, donors, general public, suppliers, etc.)
BCP Lead	• Ensure BCP is developed, updated and exercised • Direct response and recovery efforts during a major disruption or emergency • Conduct post-disruption reviews and adjust BCP based on learnings
Technology Advisor	• Provide expert IT advice to BCP Lead related to: assessment of technical disruption, best approach to restoration of technical services, whether IT Disaster Recovery Plan should be activated
Critical Staff	• Implement Essential and Necessary services/functions recovery procedures and manual contingencies as required

3.4. Plan Approvals

All plans and their revisions will be approved by the BCP Lead then forwarded to the BCMP Sponsor for executive approval.

3.5. Scope - BCMP Document Summary Table

Following is a list of related documents that have been developed and may be useful to reference in dealing with a business disruption or emergency:

Document Name	Document / Section Owned By	Description
ERP - Emergency Response Procedures	Crisis Management Lead	Details the Agency's immediate response to various emergencies. Available at: Cloud storage: \xyz\bcmp\erp2020
BCP - Business Continuity Plan (combined plan containing CMP, CCP and BCP elements), Available at: Cloud storage: \xyz\bcmp\bcp2019 and reception at all area offices		
CMP - Crisis Management Plan Section	Crisis Management Lead / BCMP Sponsor	The CMP outlines decision making and actions to manage the agency during and after a disruption. This includes coordination with teams involved in response and recovery efforts.
CCP - Crisis Communications Plan Section	Communicator	Governs internal and external communication during each phase of a crisis, disruption and emergency.
BCP - Business Continuity Plan Section	BCP Lead	Procedures and information to enable the Agency to continue to deliver its Essential Services (continue within 2 days) or Necessary Services (continue within

		5 days) at an acceptable, pre-defined level during a business disruption or emergency.
IT DRP - IT Disaster Recovery Plan	Technology Advisor	Defines the resources, actions, tasks, and data required to manage a technology recovery effort. Available at: Cloud storage: \xyz\bcmp\drp2020

3.6. Sustainment

For the program to remain effective and relevant all plans and procedures must be maintained and exercised. After a business disruption, all plans must be reviewed and updated as needed based on learnings from the event, as documented in the Post-Disruption Review.

An exercise and training program will be developed and conducted annually. At a minimum the procedures and plans will be exercised at least once annually. The scope and scale of each exercise will be governed by the annual exercise and training plan. All personnel who have been identified as having a role in a plan will participate in training.

Plan	Review Frequency	Responsibility	Last Done
Training & Awareness	Annually	BCP Lead	
BCP Exercise	Annually	BCP Lead	
Work from Home Day	Annually	BCP Lead	
BCP Maintenance	Annually	BCP Lead	
IT Disaster Recovery Plan	Annually	Technology Advisor	
Emergency Response Plan	Annually	BCP Lead	
Program Audit and Review	Every 3-5 years	BCP Lead	

4. Risk Assessment and High-Level Strategy

This BCP is based on an all hazards approach which means the focus is on the structure and approach for a broad range of risks and disruptions. Below are potential risks that have been used in developing this plan including mitigation strategies for each risk. When an actual disruption or emergency occurs, the parameters of the disruption or emergency should be compared to the risk description below so that the BCP Lead can adjust the plan appropriately.

For each risk, rate the impact it would have on your organization if it were to occur, along with rationale and mitigating strategies you have in place. (Adjust the Risks and Impact Level definitions to fit the realistic risks and replace with your risk mitigation strategy)

Risk to Agency	Impact			Rationale for Risk Impact	Risk Mitigation Strategy
	Low	Med	High		
Loss of Facilities Primary work location will not be available for up to 30 days	X			Have multiple sites Not essential services	• MOU - Memorandum of understanding or Mutual Aid Agreement with XYZ • Alternate work location • Work from home capability (ensure policies and capabilities are in place)
Loss of Technology Agency IT applications and data are not available for at least 3 days Cloud-based services are not impacted (including Google)		X		All current data is stored in the cloud If all phone systems are inoperable communication with staff and clients is affected	• Reliable off-site data backup • Activate IT DRP - fail-over to alternate data centre • Cloud applications or storage of data • Alternate phone systems • Paper copies of client and staff lists
Loss of Personnel Large portion of staff and/or volunteers are not available to report to work		X		Large staff teams with cross training amongst roles	• Identified trained alternates for key roles • MOU - Memorandum of understanding with XYZ • Ensure that staff are aware and supported during a disruption • Ensure agency has a succession plan for key roles
Loss of External Third Parties Disruption affecting external provider needed to provide service for up to 30 days		X		Have back up supplies on site; have work around process for some of these services;	• Require supplier to have BCP • Identify alternate suppliers • Have a reserve fund • Educate staff on alternate processes

Community			X	This would depend on the size, location, and impact of the disaster or emergency	• Communication with other agencies or groups to get early notice of situation that potentially requires service changes • Continue to collaborate with other agencies to maintain strong relationships outside out of emergency and disasters e.g. Emergency Wellness Response Team and Critical Service Provider Group • Ensure staff are trained in Emergency Preparedness, Psychological First Aid and First Aid
Disaster impacting your municipality or client group which may change or increase the demands on your organization Support required to support other Agencies in our or other municipalities during an emergency					
External Logistical or Major Issue(s)			X		• Depending on the issue, any of the above strategies can be applied • Overall response and actions are the same, just over an extended period of time • Scenario specific plans e.g. COVID-19 pandemic response
External events such as severe weather (floods, fires, snow), power outage, public transit strikes, road closures, school closures, extended, large scale external events e.g. earthquakes, pandemics					

Legend - Impact Level to Agency	Low	Organizations operations could continue within acceptable timeframes
	Med	Clients would be impacted by degraded service levels, but no injury or loss of life
	High	Potential for injury or loss of life, or significant reputational or financial impact

5. Activation Assessment

A business disruption does not necessarily require activation of the business continuity plan if it does not pose a threat to the operations of essential or necessary processes beyond their Maximum Downtime. Identifying the level of impact that a disruption can have is intended to help in determining the extent of effort required for the response. This is not an exhaustive list and each situation will require assessment and adjustment. Refer to **"Appendix A2 - Activation Assessment Worksheet"**.

Risk Level	Level 1– Low Risk (Monitor)	Level 2 – Medium Risk	Level 3 – High Risk
Description	• Aware of possible or pending disruption • Minor/routine event	• Limited or short-term impact to operations or singular department	• Significant or long term impact to operations or reputation • Corporate wide impact to services
Length of Disruption	• Short term impact, 0-24 hours	• Short term impact expected, 1-5 days	• Long-term impact expected, > 5 days
Response Action	• Maintain all services with minimal impact to employees and clients	• Maintain most services with modest impact to employees and clients	• Maintain essential services remotely where possible • Protect employees and clients
Activation	• NO - Status quo	• POSSIBLY YES	• YES
Approach	• Maintain all services with minimal impact to employees and clients • Handled by normal operating procedures	• Handled by normal operating procedures • Maintain most services with modest impact to employees and clients	• Maintain core services remotely where possible and protect employees and clients
Communications	• No Communications required	• Targeted Comms to required internal and external stakeholders	• Organization wide comms • Broad external comms

6. Business Impact Analysis (BIA) - Service / Function Summary

Below is a listing of Services or Functions within the Agency, **in priority order**, along with the Maximum Downtime. This plan supports Essential (Maximum Downtime <2 days) and Necessary (Maximum Downtime 2-5 days) services/functions. Valued Services can be postponed, and business continuity efforts are not required or documented in this plan.

Service or Function Name	Busy/ Peak Timeframe	Maximum Downtime (how long can service be down for?)			Rationale (for maximum downtime) Consider impacts to: People, Operations, Reputation, Financial, Community Support
		< 2 days Essential	2-5 days Necessary	> 5 days Valued	
1. Staff, Client and Volunteer Communications and Management	Anytime	X			Staff, clients and volunteers must be contacted to be advised of any disruption in services. Vulnerable clients to be checked on as appropriate
2. Payroll	15 and 31 of month	X			Statutory requirements. Only essential at payroll time (2 times per month)
3. Community Emergency Response	At time of Disaster or Emergency	X			Staff may be mobilized at the request of CEMA to support a response through Emergency Wellness Response Team
4. Accounts Receivable; Accounts Payable	30 days from invoice		X		Critical suppliers must be paid within 30 days of invoice date to avoid penalty; Accounts Receivable must be collected and deposited to ensure financial stability.
5. Outreach Services	Weekdays, 8am – 8pm			X	Once clients have been contacted and advised of initial disruption of regular services, the situation will be monitored. Depending on the nature and length of the disruption this will inform the need for further communication and support for clients.
6. Counselling Services	Weekdays, 8am - 5pm			X	Once clients have been contacted and advised of initial disruption of regular services, the situation will be monitored. Depending on the nature and length of the disruption will inform the need for further communication and supports for clients.
7. Volunteer Coordination	Weekdays, 8am - 5pm			X	Once volunteers have been contacted and advised of initial disruption of regular services, the situation will be monitored. Depending on the nature and

						length of the disruption this will inform the need for further communication and support for volunteers.
8.	Community Development	Anytime			X	Once staff and members of community development programs have been advised of the disruption of service in the agency they may be mobilized to support communities in the recovery phase of the disaster or emergency.
9.	Community Collaborations	Anytime			X	Non-disaster community collaborations can be put on hold during the active phase of disaster or emergency.
10.	Fundraising	Anytime			X	Active regular fundraising campaigns can be put on hold during a disaster or emergency. However, depending on the nature of the event they may be a need to set up a platform to accept donations and grants.

Maximum Downtime		Service Definitions
< 2 days	Essential Service	Services/function must be maintained or there would be extreme consequences for the agency (e.g. imminent threat to, or loss of life or major/multiple injuries, major facility damage or destruction, extreme brand and reputation impact, or extreme monetary losses to the Agency)
2-5 days	Necessary Service	Disruption would have moderate consequences to the Agency and would not threaten the provision of essential services / functions (e.g. no loss of life or injuries, moderate but recoverable brand and reputation impact and moderate monetary losses)
> 5 days	Valued Service	The consequences are dealt with by routine operations and would have negligible consequence to the Agency (e.g. no loss of life or injuries, minimal or no reputational impact or monetary losses)

Maximum Downtime - the time it would take for adverse impacts, which might arise as a result of not providing a service or performing an activity, to become unacceptable

7. Crisis Management Plan (CMP)

7.1. Objective

The objective of the Crisis Management Plan is to provide tools and guidance to support **executive-level strategic decision-making and actions** to manage the agency during and after a disruption or crisis. This includes coordination with teams involved in response and recovery efforts.

Crisis Definition - A crisis is defined as a situation of sufficient magnitude that it could substantially threaten Agency operations or reputation. Often a crisis is an event that originates from a disruption or community emergency that has widespread reputational and financial impacts to your Agency. There are also non-emergency threats or situations that may lead to a crisis (e.g. employee behaviour impacting reputation, major financial loss).

Crisis Management Team (CMT) - The actual CMT composition will be determined based on nature of the disruption. Typical approach is to "go big" and bring in anyone you think may be impacted, and scale back as you assess the situation. **See section 2.3** for the contact information and list of typical starting CMT members. For most Agencies, this team will also manage the Business Continuity activation, response, recovery and restoration.

7.2. Crisis Management - Action Checklist

Done ✔	**CMT ACTIVATION (immediate) -** begins with notification that an event has occurred that may cause a business disruption to day-to-day operations or longer-term impact to business viability or reputation. Conduct an assessment to determine what plan(s) need to be activated. .
1.	*****Disruption Occurs***** Notification can come from a variety of sources to any Crisis Management Team (CMT) member or other Agency staff of volunteer

2.	CMT Member(s) or delegates **conduct assessment** to determine impact to Agency
	● Any CMT member can determine who needs to be involved to assess the nature and severity of the disruption or emergency, and impact to the Agency
	● Arrange a meeting or conference call to assess – at a minimum, include the Crisis Management Lead, BCP Lead and Communicator (or their alternates). Use conference bridge: Call in Number 1-877-4567, Participant Number 123-456-789, PIN 1234
	● Assign a Crisis Management Lead and determine CMT membership for this event, based on availability and nature of disruption
	● Share relevant information, gather critical information, ascertain facts, assess situation
	● Activation Considerations:
	   ○ Is the situation still escalating and expected duration
	   ○ Impacts to life, health or safety, customer service, reputation, financial, community support
	Complete **"Appendix A2 - Activation Assessment Worksheet"** and distribute to all CMT members and alternates, including those not present at the meeting

3.	**CMT Activation Decision:** Is this a Crisis (see definition above) requiring CMT involvement? ● **No** – stand-down, no further action, or continue to monitor and report ● **Unknown** – continue to monitor and assess

	● **Yes** – continue with CMT Response and Recovery below
4.	**Other Plan Activation Decision:** Is this a business disruption - do the BCP, or other plans (e.g. ERP, IT DRP) need to be activated? ● **No** – do not activate any other plans; continue to monitor and report ● **Unknown** – continue to monitor and assess ● **Yes** – reference and follow applicable plan(s), continue to CMT Response and Recovery below
5.	**Notification** ● Determine all stakeholders to be notified of activation decision (even if decision is not to activate) e.g. Staff, Board, Executive Team, other Agency's, external stakeholders ● See Crisis Communication Plan (CCP) for preapproved message content and stakeholder groups to notify
Done ✓	**CMT RESPONSE AND RECOVERY -** focus is to support the Agency's restoration of essential and necessary services/functions.
6.	Coordinate regular meetings (in person and/or by conference call) • Determine timeframe for CMT meetings (at least daily e.g. CMT calls 6:30 am, 4:30 pm) • Complete then distribute the **"Appendix A2 - Activation Assessment Worksheet"** and **"Appendix A3 - Disruption Status Summary and Actions"** after all calls
7.	Determine required **liaison points** with other internal Agency areas not on CMT (e.g. Emergency Manager, Corporate Security, HR Manager), or with other external stakeholders • Communicate support requirements • Establish information flow between all required groups • Continually assess situation to determine when activation of any of the plans can stand down; if so, communicate this decision. If the situation is under control and no longer meets the definition of a Crisis, move to 3. Restoration phase (below).
8.	Support **Communicator** in completing the **"Appendix A4 - Communications Plan and Log"** • Determine ongoing communication goals, method and frequency to all staff and other stakeholders
9.	Provide **executive support** to the BCP Lead in executing BCP, for example: • Set Agency objectives, goals, priorities and actions to help guide the BCP Action Plan • Establish (or authorize enactment of) policies during disruption: worksite (tele-commuting), work hours (expectation, staggered shifts), payment for contractors, etc. • Authorize or enact MOU's with other organizations as part of contingencies • Authorize extraordinary expenses
10.	Execute actions as per **"Appendix A3 - Disruption Status Summary and Actions"**
11.	Resolve any escalated issues that have arisen during recovery.

Done ✓	**CMT RESTORATION -** Once the situation is under control, the Crisis phase will be declared over. This decision will be communicated to stakeholders and the following activities undertaken.
12.	Notify BCP Lead and determine if BCP will also stand-down or if continued activation is required.
13.	Identify and recognize extra staff efforts during disruption
14.	Conduct a post-disruption review and ensure all documents are updated accordingly, **"Appendix A5 - Post-Disruption Review"**

8. Crisis Communications Plan (CCP)

8.1. Objective

The objective of the Crisis Communications Plan (CCP) section is to describe the procedures and actions required to communicate to the community, internal and external stakeholders and to the public, in the event of a business disruption or community emergency. The intent is to identify the teams, people, procedures and tools that will enable you to:

- Respond quickly
- Communicate efficiently and accurately
- Assist in protecting and enhancing the Agency's reputation
- Help keep people, volunteers and clients safe by sharing timely, accurate, and relevant information to key stakeholders

See Section 2.3 for a list of potential Crisis Management Team members with their contact information. Key members involved in executing the Crisis Communications Plan are the Primary and Alternate Communicators. Refer to section 2.2 for a description of roles and responsibilities.

8.2. Stakeholders

Stakeholder Group to be communicated to:	Location of contact lists:	Method(s) of Communication
Executive	Cloud drive – Contacts folder	Email, phone
Supervisors	Cloud drive - Contacts folder	Email, phone
Staff	Cloud drive – Contacts folder	Email, phone
Volunteers	Cloud drive – Contacts folder	Email, phone, webpage message
Clients	Cloud drive – Contacts folder	Email, phone, webpage message
Donors	Cloud drive – Contacts folder	Media release, webpage message
Community at large	Cloud drive – Contacts folder	Media release, webpage message
Suppliers	Cloud drive – Contacts folder	Email, phone, webpage message
Regulatory bodies	Cloud drive – Contacts folder	Email, phone, webpage message

8.3. Media and Social Media Strategy

During a disruption or emergency, the media will want to get the facts in a timely manner to meet their deadlines, under the precedent of the public's right to know. The Agency is responsible for providing timely, accurate and transparent information to help ensure the safety and security of people and the community. The identified Primary Communicator will lead all interaction with the media, all media requests should be directed to this person.

Ensure there is timely and accurate social media monitoring.

8.4. Messaging

The normal approval process for internal and external messages during normal operations should not change in an emergency. The speed at which such approval takes place will increase significantly as the situation dictates.

Approval Process: Any Agency member can draft a message, which must be approved by the Communications Specialist followed by the CEO.

8.5. Media Holding Statement

The following messages have been **pre-approved** by the XYZ Calgary executive team so they can be sent out as soon as a crisis or business disruption has been declared. Other messages may be included for specific events (e.g. building outage) in future updates.

Subject: XYZ Calgary disruption   **Internal to Staff:**   XYZ Calgary is experiencing a disruption in our operations due to *(general situation)*. A team is working to identify the extent of the problem and has begun work to resolve it.   You will receive an update on the situation in approximately 1 hour.
Subject: XYZ Calgary disruption   **External to Clients:**   XYZ Calgary is experiencing a disruption in our operations due to a disruption at our main facility (12 – 2222 Centre Street SE, Calgary T1T 3P3). A team is working to identify the extent of the problem and has begun work to resolve it.   You will receive an update on the situation in approximately 1 hour.   If you require immediate assistance, please contact us at info@xyzagency.calgary.org or call 1.800.666.6666.

8.6. Develop Communications Plan

Build a plan as the disruption progresses (Immediate Response to Recovery to Restoration) following the format in Appendix. The plan should indicate messages to be delivered, to whom and how. Also use this plan as an activity log, indicating when each message has been sent out. [See Appendix A4 for Communications Plan and Log]

9. Business Continuity Plan (BCP)

9.1. Overview

The objective of this section is to direct staff and other stakeholders towards the recovery of people, facilities and resources needed to help the Agency provide Essential (Maximum Downtime <2 days) and Necessary (Maximum Downtime 2-5 days) services/functions during a business disruption or emergency within the community. The services provided will be the ones that have a time-sensitive impact on:

- People - life, health or safety of staff and clients
- Operations - customer service
- Reputation - public perception
- Financial – continued viability
- Community Support

9.2. BCP General Action Checklist

Done ✔	**BCP ACTIVATION (Immediate) -** Activation begins with notification from a member of the CMT that an event has occurred that may cause a business disruption and impact your day-to-day operations.
1.	***Disruption has Occurred*** CMT has activated the BCP – BCP Lead is part of Crisis Management Team (CMT) with responsibility to lead BCP activation and provide communication with CMT
2.	**BCP Lead:** • Compare actual disruption or emergency to BCP scenario • Review Essential and Necessary services/functions and determine priorities, create workplan, assign responsibilities with reference to BCP • Identify managers and/or critical staff to manage implementation of BCP • Complete **"Disruption Status Summary and Actions"** worksheet [Appendix A3] in consultation with managers and/or critical staff for services and functions affected; communicate this information to the CMT
Done ✔	**BCP RESPONSE AND RECOVERY -** The focus during Recovery is to ensure the Agency is able to execute pre-identified essential business services in order of recovery priority.
3.	**BCP Lead conduct Initial BCP Meeting** • Establish regular meeting schedule for with identify representatives e.g. once per day via conference call • Confirm impacted areas and who needs to be part of the BCP response • Continue to brief on disruption and assess status of disruption • Discuss BCP priorities and what immediate actions need to be taken • Determine who outside of your Agency needs to be informed (now and ongoing) • Confirm work location – office, home, other • What other responses are underway; what other groups/people are involved? • Communicate key results of this meeting in next CMT status report
4.	If main work facility is impacted - determine and arrange alternate work location (home, alternate office, activate MOU's, etc.)
5.	Contact staff to provide updates on disruption or emergency and determine potential staff impacts and availability, possible relocation to alternate work location and ensure ongoing communication
6.	**In consultation with Communicator:** Identify key external stakeholders that need to be notified and kept advised of situation and confirm communication plan, including - Assign contact person(s) - Determine messaging content - Convey stakeholder concerns back to CMT Determine frequency of communications

7.	Execute **BCP** and create an **Action Plan** ● Review Essential and Necessary services/functions and determine priorities, create action plan with reference to specific Essential and Necessary Service/Function Checklists (section 6.5) below, and assign responsibilities. Determine and assign tasks for based on current priorities. ● Execute continuity strategies outlined in the BCP ● Prioritize critical and vital service duties over normal responsibilities, determine which services are going to be temporarily discontinued. Communications Team and/or Managers to convey this information to the appropriate stakeholders. ● Create a shift schedule with alternates to ensure coverage if there is an extended duration expected *(if appropriate for your agency)* ● Determine if your resources can be allocated to other Agencies if required ● Ensure that quality, control and regulations are being maintained
8.	Communicate with Technology Advisor to ensure IT recovery of applications reflects service/function restoration priorities set**.**
9.	**Conduct regular BCP meetings (held on schedule set at initial meeting) - agenda:** ● Invite each representative to provide an update on their area ● Review status of activated contingency plans (e.g. manual procedures; work from alternate site) ● Review, assess and reprioritize Action Plan ● Update on communications with stakeholders ● Continue to assess support requirements - what you need and what you have to offer ● Allow opportunity to clarify actions to ensure understanding and consensus ● Set/confirm time for next meeting ● Communicate the results of the meeting with staff and CMT
Done ✓	**BCP RESTORATION -** Restoration begins once the business disruption is over and the Agency has determined they can return to normal operations. The focus is to ensure a safe, uninterrupted resumption of normal business operations.
10.	Verify restoration of primary Agency facilities, required Technology/Data, Critical Staff
11.	Work with Communicator to determine what communication is required to all staff, volunteers, clients and other stakeholders to advise the resumption of services
12.	Participate in BCP Post Disruption review – your own or other Agencies **"Post-Disruption Review"** [Appendix A5], and update your BCP accordingly
13.	Ensure overtime and other salary adjustment forms related to disruption are processed; and recognition for personnel who went "above-and-beyond" during disruption
14.	Resume services and functions suspended during the disruption, dealing with backlog.

9.3. Specific Essential and Necessary Service/Function Checklists

RECOVERY AND RESPONSE (2+ hours) - Specific actions to be taken after Activation to continue Essential Services (continue within 2 days) or Necessary Services (continue within 5 days) – how are you going to carry out your strategy above?			
Done ✓	Service / Function (copy from BIA)	Specific Recovery Procedures	Manual Contingencies (What can you do if IT services and applications are not available?)
1.	Staff, Client and Volunteer Communications and Management	• Review the communications that occurred to date and address any gaps • Offer debriefing for those staff involved in the response • Review current staff capacity and schedule accordingly • Review and update agency communication management plan	• Client database is in the cloud • Go to latest backup • Include a hardcopy client and staff list with BCP binder (within privacy regulations) or use hard copy files
2.	Payroll	• Contact payroll provider to run last periods payroll amounts • Ensure any payroll activities that were completed were accurate	• Manual cheques to staff • Update payroll manually
3.	Community Emergency Response	• Move from EWRT response to recovery services through Critical Service Providers as directly by CEMA • Assess current agency clients and communities that have been directly affected	• Work directly with CEMA to address this
4.	Outreach Services	• Ensure that there is staff capacity to resume services • Contact agency clients to restore regular services	• Use hard copy staff and client lists and files

RESTORATION (Post Disruption) - Specific actions to return Services and Functions to normal business operations once the business disruption is over.		
Done ✓	**Service / Function** (copy from BIA)	**Specific Restoration Procedures**
1.	Payroll	• Run last periods payroll, make any adjustments required in next pay period
2.	Outreach Services	• Identify critical Outreach Services required • Determine which services can be postponed and communicate to required partied
3.		•
4.		•

COMMUNITY EMERGENCY (no direct impact to your operations) - How would you change your service provision if this is a community emergency (and your operations are not affected)?		
Done ✓	**Service / Function** (copy from BIA)	**Actions**
1.	Community Emergency Response	• Continue delivering Agency Essential and Necessary Services • Support Emergency Wellness Response Team (EWRT) Activation as able and capacity allows • Determine if we have capacity to offer assistance to other agencies that may be impacted

9.4. Business Continuity Resource Requirements

This section lists everything needed to execute **Essential** (Maximum Downtime <2 days) and **Necessary** (Maximum Downtime 3-5 days) services/functions. **Valued** services can be suspended during disruption response and recovery.

Staff

Human resources needed to provide Essential and Necessary services/functions. [See Appendix A1 for link to staff contact information.]

Service / Function (copy from BIA)	Staff Type (e.g. staff, volunteer, contract)	Regular Number	Minimum Number Needed	Unique skills or quals	Comments (include possible sources of additional people, e.g. from less critical services / functions, other organizations)
Staff, Client and Volunteer Communications and Management	Staff	5	2	n/a	Supervisors
Payroll	Staff	1	1	Payroll and ADP experience	Accounting payable clerk is cross trained for payroll functions. Also, ABC Agency has agreed to run our payroll if needed
Community Emergency Response	Staff, Volunteers	35	10	n/a	Service only provided when Emergency Wellness Response Team (EWRT) activated
A/R; A/P	Staff	2	1	General accounting skills	Mutual aid agreement with Edmonton branch for provision of additional trained staff if needed with 1 day notice

Facilities

Offices, Warehouses, Parking, etc. needed to provide Essential and Necessary services / functions

Service / Function (copy from BIA)	Regular Location (address)	Capacity of Regular Location	Minimum Capacity Needed	Timeframe (Required by)	Comments (include possible alternate sites, any special requirements)
All	12 – 2222 Centre Street SE, Calgary T1T 3P3	56	16	12 hours	Most critical staff can work from home; rest can work from alternate site: 214 – 10133 64 Street NE, Calgary T1X 3P3

Information Technology (IT)

IT Services and Applications required.

Service / Function (copy from BIA)	IT Application Name	Internal, External Service, Cloud	RTO* (when)	RPO** (how old)	Comments
All	Email	Cloud	4 hrs	4 hrs	
All	Desk phones	Internal	12 hrs	N/A	Cell phones as alternate
Staff, Client and Volunteer Communications and Management	Website Updated	Cloud	4 hrs	23 hrs	
Payroll	ADP	External Service	24 hours	2 weeks	
Community Emergency Response	Phone and e-mail	Cloud, external	4 hrs	24hrs	Landline and cell phone may be required
A/R; A/P	SAP	Cloud, external,	72 hrs	24hrs	

 * Recovery Time Objective (RTO): The time goal set for the restoration and recovery of information based on the acceptable downtime in case of disruption of operations. ** Recovery Point Objective (RPO): The point to which information used by an activity must be restored to enable the activity to operate on resumption.

Telephone Numbers / Communications re-routing

The table below reflects the critical phone or fax numbers that must be rerouted.

Number to be Rerouted	Rerouted to where (number and description)	Purpose of Line	Requirements for Line	Timeframe (Required by)
403.777.7777	1.800.666.6666	Client / Public Inquiries	Regular phone line	4 hrs

Policies, Manuals, Vital Records and Key Information

List any Policies or Procedures, Manuals, Vital Records and Other Key Information required for execution of Essential or Necessary services/functions. Records are identified as vital if they are important to the continued operations of your agency. They may not be easily reproducible and are unique. Refer to Section 1.2 for Vital Business Information needed in case of major business disruption.

Description	Location (include links)	Timeframe (Required by)	Comments (i.e. Stored at Alternate Location)
Insurance Policy	Downtown office	1 day	Also at Bowness location
Master Client List	\calgary-clients\2019	4 hrs	
Cloud Access	ND-Computer Support	4 hrs	

Other Resources (Specialized Equipment, etc.)

List anything else not captured above that you would require e.g. specialized equipment.

Service / Function (copy from BIA)	What do you have?	What do you need? (Minimum Quantity)	Timeframe (required by)	Who else has it?	Comments
n/a					There is nothing else required

Key Dependencies, MOU's, Mutual Aid Agreements and Contact Information

The table below reflects the people or organizations outside of the Agency required for delivery of agency Essential or Necessary Services/Functions who should be contacted during a disruption or emergency e.g. Insurance company, HVAC, remediation companies

It includes any memorandums of understanding (MOU's) or Mutual Aid Agreements with other Agencies.

Service / Function (copy from BIA)	Organization (Who)	Contact Information (Name, Phone)	Involvement (Nature of dependency or MOU)	Timeframe (To be contacted by)	Additional Information (Impact, Penalty, Account Information)
Payroll	ABC agency	Daffy Duck 403-222-8122 1234 Richmond St.	Alternate facility, payroll. ABC Agency has agreed to run our payroll if needed	24hrs	
Accounts Receivable; Accounts Payable	Edmonton Branch	Sunshine Yellow,	Mutual aid agreement with Edmonton branch for provision of additional trained staff if needed with 1 day notice	72hrs	Focus on critical payments and invoices that have significant penalties

10. Psychosocial Considerations during a Business Continuity Response

Employees are one of the most critical resources that support an organization's services and operations. Supporting employee, health, psychosocial well-being and resiliency before, during, and after a business continuity disruption will ultimately support the continuity of operations and services.

Emergencies, disasters and business disruptions typically are stressful and can impact staff in a variety of ways. As part of a comprehensive Business Continuity Management Program, it is critical that there are steps in place to support staff. The focus should be on enhancing staff coping, resiliency and to develop a culture of support. The objectives are to:

- Protect and promote the psychosocial well-being and resilience of staff

- Mitigate or prevent more serious psychosocial or mental health issues

- Support staff willingness and ability to continue to provide services

10.1. Five Essential Elements of Psychological First Aid

- **Promote Safety** – Physical and psychological safety – This should nclude providing employees with accurate information about existing or emergent safety risks and hazards in the workplace or community and what mitigation strategies or controls should be implemented.
- **Promote Calm** – Disasters, emergencies or disruptions can create a number of losses at the same time. This can cause feelings of anxiety and uncertainty, which can interfere with sleep, decision-making, and effective coping. Letting employees know that these feelings are normal can help reduce anxiety. Encouraging calming techniques (e.g. deep breathing, meditation) can help.
- **Promote Self and Community Efficacy** – Research shows that loss of personal, social, and economic resources can lead to a diminished perception of self-efficacy and confidence in the community's ability to recover. Encourage employees to carry on regular activities outside of work responsibilities and to look for opportunities to participate in community or group activities.
- **Promote Connectedness** – Social support improves emotional well-being and recovery. It's important to involve, engage, and connect with employees increasing the quantity, quality and frequency of supportive interactions
- **Instill Hope** – Instilling hope is a crucial component, . helping impacted employees envision a challenging but realistic future can instill hope and optimism.

Refer to **"Appendix A7 - Psychosocial Staff Support Checklist"**

Appendices

A1 – Contact Information – Staff and Volunteers

Staff contact info, including home phone numbers and personal email addresses is available in our cloud storage: \xyz\hr\staffcontact

Volunteer contact info, including home phone numbers and personal email addresses is available in our cloud storage: \xyz\hr\volunteercontact

A2 – Activation Assessment Worksheet

Disruption		Date and Time	
Description			
Assessment Participants			

Disruption Assessment	No	?	Yes	Comments
Is the situation escalating?				
Do you expect the disruption to continue?				
Is there an impact to continuity of Services?				
Facilities				
Are the building facilities impacted > 1 day?				
Have assets been impacted?				
Technology				
Have technology resources been impacted for > 1 hour?				
Personnel				
Are people currently ill or hurt?				
Is there a threat of illness or injury?				
External Service				
Are any Essential Services impacted <2 days				
Are any Necessary Services impacted 3-5 days?				
Reputation				
Is our reputation impacted or at risk?				
Financial				
Are any large sources of funding at risk?				
Are there unexpected expenses > *$20K (replace with an appropriate threshold amount)*				
Community				
Is the community impacted or at risk?				
Other				
Are there legal or regulatory considerations?				
Other impacts to consider?				

Decision	Is activation of the CMP, CCP and/or BCP elements required?
No	Stand-down the CMP, CCP and/or BCP. Proceed with normal business operations.
? Unknown	Continue to monitor and report.
Yes	Communicate activation: All required stakeholders

A3 - Disruption Status Summary and Actions

This document provides a status summary across various areas within the Agency. It is a useful tool for communicating to internal stakeholders and can be used to capture information during all status calls and distributed to stakeholders to provide a status update.

Disruption			Date	
Crisis Management Lead				
CMT Role	CMT Member Name	Status	Actions	Comments
BCMP Sponsor / Crisis Management Lead				
Crisis Management Team				
Communicator				
BCP Lead				
Technology Advisor				
Other				
Other				

Legend - Status	
0	No Issues
1	Minor Issues
2	Unknown
3	Major Issues

A4 – CCP - Communications Plan and Log

Disruption Event Communications Plan and Log		
Event Name:		**Date:**

Done ✓	**Message** (samples in italics)	**Audience & Method** (examples in italics)
<td colspan="2" align="center">**Immediate Response** (first few hours after incident)</td>		
1	• Event has happened • Focus on preserving life and safety • More information later	• Executive - phone • Staff/Volunteers - email • Clients – webpage message
2	• Status of response	• Executive - phone • Staff/Volunteers - email • Clients – webpage message
	•	
<td colspan="2" align="center">**Recovery** (after immediate response – conducting essential/necessary services)</td>		
1	• Status of response	• Executive - phone • Staff/Volunteers - email • Clients – webpage message • Donors – webpage message • Suppliers – webpage message • Community – webpage message
2	• Staff to be on standby from home • Alternate work location for essential staff • Changes in reporting structure (if any)	• Executive - email • Staff/Volunteers - email
3	• Services being continued; services deferred until after disruption	• Executive - phone • Staff/Volunteers - email • Clients – webpage message • Donors – webpage message • Suppliers – webpage message • Community – webpage message
	•	
<td colspan="2" align="center">**Restoration** (after disruption is over)</td>		
1	• Disruption over • Impact of disruption (internal and external services) • Work underway to restore normal level of all services • Next steps	• Executive - email • Staff/Volunteers - email •
2	• Disruption over • Impact of disruption (external services) • Work underway to restore normal level of all services • Next steps	• Clients – webpage message • Donors – webpage message • Suppliers – webpage message • Community – webpage message
	•	

A5 - Post-Disruption Review

After any activation of the Crisis Management Plan (CMP), Business Continuity Plan (BCP) or IT Disaster Recovery Plan (DRP), information must be gathered and analyzed to record exactly what happened, when, the impacts it had, what went right, what could have been improved, then identify follow-up actions to improve the plan(s) and related documents or processes to apply the lessons learned.

Ideally, someone not directly involved in the activation should conduct this work for more objectivity. All key people involved in the activation should participate in providing information needed on what happened. Documentation contained on the various Checklist forms should be gathered to help develop a chronology of what was done. This effort should be undertaken as soon as possible after normal business activities have resumed, while memories are still fresh.

The Post-Disruption Review Report should cover the following topics:

- A consolidated event timeline, including communications, technical activities, crisis and team leadership changes
- Cause of the disruption
- Recommendations on how to avoid a similar event in the future
- Summary of communications during the event
    - What was communicated
    - To whom
    - When
    - By whom
    - Through what method (e.g. phone, email, face-to-face)
- Activation of Crisis Management, Emergency, Business Continuity and/or IT Disaster Recovery Plan
    - Effectiveness of the plans
    - Strengths, weaknesses, issues with the plans
- Management of the event
    - Escalation, de-escalation/stand-down
    - Resource management
    - Strengths, weaknesses, issues
- Impact of the event on the Agency, for instance:
    - Lost productivity (in estimated staff hours, extended to approximate dollar value)
    - Reputational impact (positive or negative)
    - Staff morale
- Lessons learned
- List of follow-up actions to avoid a similar event and to improve performance in future situations

The report should be presented to the Executive Team.

A5 – Lessons Learned

Lessons Learned Instructions
Contacts: Please contact [TBD] if you have any questions or would like to have a meeting to discuss and help complete the worksheet
Name   email
Name   email

As we navigate the ongoing Covid-19 Situation, identifying lessons learned early and ongoing is very important to improving the future performance of [TBD] Business Continuity Management Program.

#	Department	Branch	Section	Identified /Submitted by Name	Observations / Findings / Comments	Type - Worked Well; Opportunity for Improvement; Other	Opportunity for Improvement Rating	Recommendations/ Actions to be taken	Owner Group	Owner Name	Status
	List your Department / Branch / Section level as applicable If the finding is at a Department level, indicate n/a for Branch and Section If the finding is at a Branch level, indicate n/a for Section			Indicate name of person who submitted. This will assist with any questions or follow up action from the BCP Coordinator.	List anything you would like to capture	Worked Well - Strategies and Processes that led to success	For any "Opportunity for Improvement" type from previous column, select a rating category on how the item impacted overall Program and/or Plan functionality or effectiveness	If you have suggested recommendations feel free to include e.g. update BIA and/or BCP	**TO BE COMPLETED BY OEM BCP Coordinator**		
	Confidential - if you are not comfortable sharing this information or being linked as the identifier, indicate "Confidential" in any column. You can also reach out to the OEM BCP Officers directly to share and discuss any lessons learned					Opportunity for Improvement - Areas of potential Improvement Select "Rating" category in next column	High - item had significant impact on the overall functionality or effectiveness of the Program and/or Plan	You can leave this column blank			
						Other - doesn't fit either category above e.g. general observation	Medium - item somewhat impacted overall functionality and improvement required, but the Program and/or Plan worked with experienced team				
							Low - item is minor and a nice to have update, it did not impact the overall Program and/or Plan				

A6 – Scenario Based Plans

Scenario	Planning Assumptions	Location of Plan
Community disaster – EWRT activated	• Community disaster has minimal impact on Agency resources • Agency facilities, personnel available • Increased access to regular services • EWRT Services provided as determined in consultation with CEMA	Cloud storage: \xyz\bcmp\EWRT2019

Pandemic Plan Contents

- Sources of Information
    - Include credible information sources that will be utilized (these are examples from COVID-19), be sure to update with current source information:
        - Government of Alberta: COVID-19 information for Albertans
        - Government of Canada: COVID-19 Outbreak update
        - Centre for Disease Control and Prevention: COVID-19 Resources
        - World Health Organization: COVID-19 Updates

- Introduction, Background, Scope

- Pandemic Response Team – structure and responsibilities
    - In the initial stages of a potential epidemic or pandemic identify a Pandemic Response team who will monitor the situation and be activated if the situation escalates and Pandemic Plan Activation is required
    - This may mirror the crisis management team

- Pandemic Activation Triggers & Authority
    - Identify who has the authority to activate the Pandemic Plan

- Pandemic Phases
    - Monitor & Prepare - pre-outbreak
    - Response – outbreak, pandemic declared
    - Relaunch & Recovery – ongoing duration of pandemic
    - Restoration & New Normal – post outbreak

- Action list for each phase

A7 - Psychosocial Staff Support Checklist

Prepare	Learn about the disaster, emergency, or business continuity disruption	o Know basic information o What happened? o When and where did it take place? o How many people and who is affected? o Communicate information about the disruption and impact to services/operations to employees

	Learn about available services and supports	- Who is providing basic needs (e.g. emergency medical care, food, shelter)? - Where and how can people get services and supports? - Who else is helping? (e.g. provincial, community) - Know key players/responding organizations to be able to direct people to where they may go to seek/access assistance - Communicate available services and supports to employees, whether they are internal employee and family assistance programs, or supports offered in community
	Learn about safety and security concerns	- Is the crisis or disruption over? - What dangers may be in the environment or workplace? - Are there areas, worksites, offices to avoid? - Keep safe by knowing more about the specific dangers. Safety is key when responding - Communicate to employees what safety and security concerns may exist and what new safety or security process are being implemented as part of the business continuity response
Look	**Check for safety**	- Don't put employees in a situation that is unsafe - Communicate the safety risks or hazards that may have arisen as a result of a business continuity disruption
	Assist with obvious urgent basic needs	- Employees may be impacted by a community emergency or disaster that has caused a business continuity disruption to your organization. Employees need to have their basic needs (food, clothing, shelter, etc.) met before they can continue working and supporting activities to resume an organization's operations and services - If employees have been directly impacted by an emergency or disaster, they may need help to access services or supports. - Is anyone extremely upset, immobile, not responding to others or is in shock? - Consider who may benefit from psychosocial support and how best to help
	Look for people with serious distress	
Listen	**Make contact with people who need support**	- Does anyone need assistance? - Are there quiet spaces you can take employees to talk if they need support? - Approach people respectfully - Ask if you can provide help - Try and make people feel comfortable and safe
	Ask about people's needs and concerns	- What are the needs of employees? - What priority are those needs? - It is important to ask about needs, even if they are obvious. People may help prioritizing their needs

	Listen to people and help them feel calm	o Is the employee in distress? o If they are in distress, help them feel calm and make sure they are not alone
Link	**Help employees address basic needs and access services**	o What needs is the employee expressing? o What services are available (e.g. internal employee and family assistance programs, counselling services, etc.)?
	Help employees cope with problems	o Consider how the employee normally copes with challenging situations o Ask the employee how they have coped in the past and discuss health coping strategies and unhealthy coping strategies
	Give accurate information	o Is the employee familiar with services available to them? o Is the employee looking for any specific information (e.g. related to the emergency, disaster, disruption to an organization's services or operations)? o Find out where to get updated information and keep updated while you are supporting employees. Be sure you know where people can access specific services to give accurate information.
	Connect employees with social supports	o Link employees to social supports o Are there peer supporters in the workplace they can access or connect with? o Promote self-care and activities that support psychosocial wellness and resiliency (e.g. nutrition, rest/taking breaks, exercise, etc.) o If employees are in serious distress, they may need to be referred to professional mental health supports

Mental health information during crisis is important. Alberta Health Services has information and a number of resources available for Albertans.

Mental health resources are available here

- www.ahs.ca/helpintoughtimes

- https://www.albertahealthservices.ca/amh/Page16759.aspx

- Supporting the Psychosocial Well-being of Health Care Providers During the Novel Coronavirus (COVID-19) Pandemic

A8 - Local Emergency Information Reference Sites

Alberta Emergency Alert @AB_EmergAlert I Emergencyalert.alberta.ca
Alberta Emergency Alerts are issued to warn people about potential risks to their health and safety.

The City of Calgary @cityofcalgary I Calgary.ca
In the event of an emergency, The City of Calgary website is a great source of up-to-date information.

Calgary City News blog and mobile app Calgarycitynews.com
Stay on top of what's happening in Calgary with the City of Calgary News app.

Calgary 311 mobile app
Report and track select City services from your smartphone using location-based technology.

The City of Calgary Facebook Facebook.com/thecityofcalgary
Receive the latest City of Calgary updates on Facebook.

The City of Calgary Road Conditions mobile app
The City of Calgary Road Conditions app is designed to help you plan your commute during winter storms.

Calgary Police Service @Calgary_Police I calgarypolice.ca
Calgary Police Service tweets regularly about potential dangers in Calgary and will help keep you up-to-date in an emergency situation.

Public Safety Canada @Safety_Canada I publicsafety.gc.ca
Public Safety Canada works to keep Canadians safe from risks such as natural disasters, crime and terrorism.

Simplified Business Continuity Plan (BCP) Template

Insert Organization Name

Location of Electronic Document	
Location of Paper Copy(s)	
Document Owner	

Note: This template is provided to support the Non-Profit Business Continuity Planning — Toolkit.

This template is a guide only, adjust to fit your organization as required

Document Control

Revision Date	Revised By	Details (changes made)

1. Business Continuity Team - Key Contact Information

The actual team composition will be determined based on nature of the disruption. Typical approach is to "go big" and bring in anyone you think may be impacted, and scale back as you assess the situation.

Business Continuity Team Role	Name	Work #	Cell #	Email	Backup

2. Document Objective

The objective of this Business Continuity Plan (BCP) is to provide a process to ensure the appropriate operational response, recovery and continuation of essential processes if there were a business disruption that affects the organizations ability to operate.

The essential processes identified will be the ones that have a time-sensitive impact on:

- People - life, health or safety of staff, volunteers or clients
- Operations - customer service
- Reputation - public perception
- Financial – continued viability
- Community Support

3. Organization Overview

What is your purpose / mandate?	
What services do you provide?	
Who are the clients of this service?	

4. Vital Business Information

Business License Number	
Registered Charity Number	
Insurance Provider and Policy Number	
Location of Critical Paper Records	
Backup Computer Records Location	
Primary Work Location and Phone	
Alternate Work Location(s) and Phone	
Conference Bridge	

5. Business Continuity Team

5.1. Structure
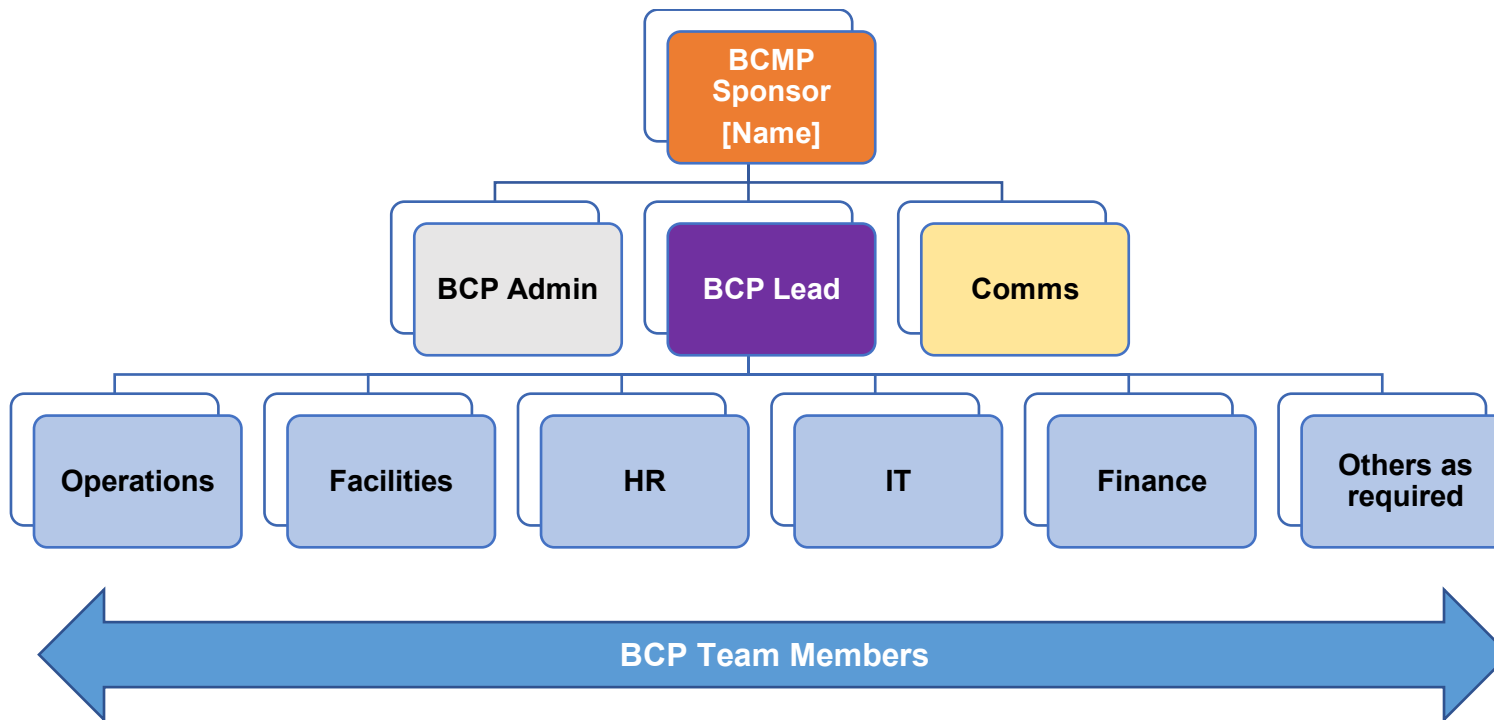
5.2. Responsibilities

Role	Responsibilities
BCMP Sponsor	**Provide strategic guidance, direction and approvals** • Determine and represent the interests of company leadership – set strategic priorities • Communicate with board members, and others as required • Approve temporary funding/ authority level changes
BCP Lead	**Business Continuity Lead for the overall business continuity response** • Receive notification, conduct assessment • Activate the BCP • Gather and advise Business Continuity Team • Update CEO as required • Work with BCP Team Members to ensure smooth execution of the BCP
BCP Team Members (specific role details below)	**All BCP Team Members** • The team is nimble, internal or external parties will be engaged or released by the BCP Team as required • Report to BCP Lead during BCP response, recovery and restoration • Participate and provide input into Team meetings • Review and confirm essential processes identified in the BIA section of this document and ensure they are continued • Provide direction to your department / employees
Operations	• Provide analysis on the impact of the disruption on the organization's overall operations and essential processes
Facilities	• Establish and manage alternate work location as required (in coordination with BCP Lead) • Arrange and coordinate staffing needs, including scheduling and locations • Secure other necessary supplies and resources and leads on related procurement processes
HR	• Manage all HR aspects of the BCP response, recovery and restoration • Ensure Supervisors understand staffing considerations and processes • Ensure staff understand compensation arrangements and other HR protocols • Ensures provision of contact information and staff supports required to facilitate the execution of essential processes
IT	• Liaises closely with the BCP Team to determine needs and gaps in relation to IT and other resources • In coordination with BCP Lead, liaises with Corporate IT to ensure quick delivery of IT services and any necessary troubleshooting

Role	Responsibilities
	• Manages and tracks IT equipment used by staff e.g. iPads, laptops
Finance	• Manage all financial aspects of the BCP response, recovery and restoration • Ensures provision of financial resources to facilitate the execution of essential processes • Ensure accurate tracking and approvals are in place • Manage procurement, contracts and mutual aid agreements • Manage claims e.g. insurance
Others as Required	• TBD based on nature of disruption and what is required by additional parties
Communications	**Responsible for all internal and external communications** • Activate and follow the Crisis Communications Plan • Directs overall communications efforts - internal and external audiences, including media • Priority is timing, effective comms and protecting reputation
BCP Admin	**Admin Support** • Set up meeting invites • Document management - meeting minutes, decision log, action items • Ad-hoc admin support as required e.g. manage supplies, order catering

6. Risk Assessment and High-Level Strategy

This BCP is based on an all hazards approach for a broad range of risks and disruptions. Below are potential risks with mitigation strategies for each risk. When an actual disruption or emergency occurs, the parameters of the disruption should be compared to the risk description below so that the BCP Lead can adjust the plan appropriately. For each risk, rate the impact it would have if it were to occur, along with rationale and mitigating strategies you have in place.

Risk to Organization	Impact			Rationale for Risk Impact	Risk Mitigation Strategy – Organization Level
	Low	Med	High		
Loss of Facilities Primary work location will not be available for up to 30 days					•
Loss of Technology IT applications and data are not available for at least 3 days; cloud-based services are not impacted					•
Loss of Personnel Large portion of staff and/or volunteers are not available to work					•
Loss of External Third Parties Disruption affecting external provider					•
Community Disaster impacting your municipality or which may change the demands on your organization					•
External or Major Issue(s) External events e.g. severe weather (flood, fire, snow), power outage, road closure, school closure, extended large scale event e.g. earthquake, pandemic					•
Legend - Impact Level to Organization	Low	Organizations operations could continue within acceptable timeframes			
	Med	Clients would be impacted by degraded service levels, but no injury or loss of life			
	High	Potential for injury or loss of life, or significant reputational or financial impact			

7. Business Impact Analysis (BIA) - Process Priority and Summary

Below is a listing of process **in priority order**, along with the Maximum Downtime - the time it would take for adverse impacts, which might arise as a result of not providing a process or performing an activity, to become unacceptable. This plan supports Essential (Maximum Downtime <2 days) and Necessary (Maximum Downtime 2-5 days) process. Valued processes can be postponed, and business continuity efforts are not required or documented in this plan.

Service / Department	Process	Busy/ Peak Timeframe	Maximum Downtime (how long can process be down for?)			Rationale - Consider impacts to: People, Operations, Reputation, Financial, Community Support
			< 2 days Essential	2-5 days Necessary	> 5 days Valued	
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						

Maximum Downtime		Definition
< 2 days	Essential Process	Process must be maintained or there would be extreme consequences for the organization e.g. imminent threat to, or loss of life or major/multiple injuries, major facility damage or destruction, extreme brand and reputation impact, or extreme monetary losses to the organization)
2-5 days	Necessary Process	Disruption would have moderate consequences and would not threaten the provision of essential processes e.g. no loss of life or injuries, moderate but recoverable brand and reputation impact and moderate monetary losses
> 5 days	Valued Process	The consequences are dealt with by routine operations and would have negligible consequence e.g. no loss of life or injuries, minimal or no reputational impact or monetary losses

8. Business Continuity Requirements & Strategy – Essential Processes Only

This section is to collect requirements and strategy for only the essential processes required within 2 days identified in the BIA section above. Add as many essential processes as needed.

8.1. Essential Process 1 – [NAME]

Process Requirements

High-level process overview		
Process owner & alternate		
Facility - Work location (can process be done from home?)		
IT Requirements – applications along with required time objective (RTO)	IT Application Name	RTO – when is it required?
People - Critical roles required	Critical Role / Title	Special skills, designations, certifications
External third-party dependencies		
Other Requirements (equipment, physical records)		
Specific process recovery strategies		

8.2. Essential Process 2 – [NAME]

Process Requirements

High-level process overview		
Process owner & alternate		
Facility - Work location (can process be done from home?)		
IT Requirements – applications along with required time objective (RTO)	IT Application Name	RTO – when is it required?
People - Critical roles required	Critical Role / Title	Special skills, designations, certifications
External third-party dependencies		
Other Requirements (equipment, physical records)		
Specific process recovery strategies		

9. APPENDIX

9.1. Quick Reference - BCP Phases and Actions

The table below depicts the four phases and actions of a business disruption, along with key actions during each phase.

BCP Phase	1. ASSESSMENT (at disruption)	2. RESPONSE (within 24 hours)	3. RECOVERY (ongoing throughout disruption)	4. RESTORATION (post disruption)
Purpose	Gather information and determine if it is a disruption that could impact operations	Mobilize the BCP Team and actions to be taken immediately following a disruption	Ongoing actions to be taken after Response to support the organization to continue critical and essential processes	Post disruption actions to return the organization to normal business operations
Sponsor	• Provide corporate direction and guidance as required • Updates to the Board throughout disruption			

BCP Lead	• BCP Activation decision – may involve BCP Team in decision
	  o No – monitor or stand-down
	  o Yes – continue
		• Determine who needs to be part of the BCP Team
		• Lead Team meetings
			• Conduct regular BCP Team meetings to determine status and requirements
			• Validate IT status
			• Determine when to stand-down the BCP
				• Verify restoration activities at an organizational level
				• Organize post disruption review activities

BCP Team Members	• Receive notification of an actual or potential disruption • Conduct assessment to determine impact on continuity of operations	• Set organizational priorities based on strategic direction • Notify employees of BCP activation • Work with Comms and determine what is required • Create action plan and assign responsibilities	• Continue to review and set organizational direction • Review, assess and reprioritize Action Plan • Continually validate BIA - critical and essential processes • Ongoing communication updates • Monitor team well-being • Determine when to stand-down the BCP	• Determine new normal priorities, structure, resourcing, etc. • Ongoing comms updates • Participate in post disruption review • Update required plans • Employee recognition
Comms	• Work with BCP Team on corporate direction and messaging content, requirements and strategy • Internal - ongoing communications to employees • External – public, media, government, external stakeholders			

9.2. BCP Activation Triggers and Assessment

A business disruption does not necessarily require activation of the BCP if it does not pose a threat to the operations of essential or necessary processes beyond their Maximum Downtime. Identifying the level of impact that a disruption can have is intended to help in determining the extent of effort required for the response. This is not an exhaustive list and each situation will require assessment and adjustment.

Risk Level	Level 1– Low Risk (Monitor)	Level 2 – Medium Risk	Level 3 – High Risk
Description	• Aware of possible or pending disruption • Minor/routine event	• Limited or short-term impact to operations or singular department	• Significant or long-term impact to operations or reputation • Corporate wide impact to processes
Length of Disruption	• Short term impact, 0-24 hours	• Short term impact expected, 1-5 days	• Long-term impact expected, > 5 days
Response Action	• Maintain all processes with minimal impact to employees and clients	• Maintain most processes with modest impact to employees and clients	• Maintain essential processes remotely where possible • Protect employees and clients
BCP Activation	• NO - Status quo	• POSSIBLY YES	• YES
Approach	• Maintain all processes with minimal impact to employees and clients • Handled by normal operating procedures	• Handled by normal operating procedures • Maintain most processes with modest impact to employees and clients	• Maintain core processes remotely where possible and protect employees and clients
Communications	• No Communications required	• Targeted Comms to required internal and external stakeholders	• Organization wide comms • Broad external comms

9.3. Psychosocial Considerations during a Business Continuity Response

Employees are one of the most critical resources that support an organization's services and operations. Supporting employee, health, psychosocial well-being and resiliency before, during, and after a business continuity response will ultimately support the continuity of operations and services. Emergencies, disasters and business disruptions typically are stressful and can impact staff in a variety of ways. As part of a comprehensive Business Continuity Management Program, it is critical that there is a plan in place to support staff. The focus of the plan should be on enhancing staff coping, resiliency and to develop a culture of support. The objectives of a psychosocial plan would be to:

- Protect and promote the psychosocial well-being an resilience of staff
- Mitigating or preventing more serious psychosocial or mental health issues
- Support staff willingness and ability to continue to provide service

Five Essential Elements of Psychological First Aid

- **Promote Safety** – Physical and psychological safety – This can include providing employees with accurate information about existing or emergent safety risks and hazards in the workplace or community and what mitigation strategies or controls should be implemented.
- **Promote Calm** – Disasters and emergencies can create a number of losses at the same time. This can cause feelings of anxiety and uncertainty, which can interfere with sleep, decision-making, and effective coping. Letting employees know that these feelings are normal can help reduce anxiety. Encouraging calming techniques (e.g. deep breathing, meditation) can help.
- **Promote Self and Community Efficacy** – Disaster research shows that loss of personal, social, and economic resources can lead to a diminished perception of self-efficacy and confidence in the community's ability to recover. Encourage employees to carry on regular activities outside of work responsibilities and to look for opportunities to participate in community or group activities.
- **Promote Connectedness** – Social support improves emotional well-being and recovery. It's important to involve, engage, and connect with employees increasing the quantity, quality and frequency of supportive interactions
- **Instill Hope** – Instilling hope is a crucial component in disaster recovery. Helping impacted employees envision a challenging but realistic future can instill hope and optimism.

Psychosocial Staff Support Considerations

- **Prepare** - Learn about the disaster, emergency, or business continuity disruption; Learn about available services and supports; Learn about safety and security concerns
- **Look** - Check for safety; Assist with obvious urgent basic needs; Look for people with serious distress
- **Listen -** Make contact with people who need support; Ask about people's needs and concerns; Listen to people and help them feel calm
- **Link -** Help employees address basic needs and access services; Help employees cope with problems; Give accurate information; Connect employees with social supports

Calgary's Integrated Non-Profit Business Continuity Project (INBCP) — Project Material

Purpose

- During Calgary's Integrated Non-Profit Business Continuity Project (INBCP)significant material was created with the intention to share and support other organizations in developing or revising their BCP

- This project material slidedeck is a collection of the four project workshops conducted throughout the project – kick off meeting, training and Business Impact Analysis, Business Continuity Plan (BCP) development, and BCP exercise

- The intent is to provide a source of information that can utilize and customize when building a Business Continuity Management Program (BCMP)

- It is also intended to help replicate the approach for an integrated, cross-organization project

- The material includes:
  o Calgary project background
  o Survey content
  o Pre and post email content
  o Workshop materials

INBCP Background in Calgary

- Following the 2016 Wood Buffalo Wildfire response, using funds allocated by Red Cross, The United Way of Calgary & Area released a call for proposal to identify organizations to provide emergency preparedness and business continuity support to Calgary non-profit organizations individually and as part of a network to respond to an emergency

- **carya** was selected to act as lead organization and was awarded funding from this call for proposal beginning April 1, 2018

- The concept was to provide coordinated business continuity planning support and resources for non-profit organizations and to collaborate with participating members to build capacity for business continuity through an integrated, inter-sectoral approach

- The concept was coined: Integrated Non-Profit Business Continuity Project "INBCP"

- The project was a pilot with the hope and intention to continue and expand on what was created to assist other non-profit organizations in developing and/or revising their BCP

Timeline for Calgary's INBCP

Below is the timeline of major activities with Calgary's INBCP

Date	Activity
January 2018	United Way/Red Cross initiated RFP for project
April 2018	Established Steering Committee with 7 agencies
May 2018	Survey of Critical Service Provider agencies on their BCP needs
June 2018	Meeting with Critical Services Providers to outline project and gather feedback
July 2018	Development of RFP for consultant to provide BCP training; Discovery Meeting and proposals submitted by two consultants
August 2018	MNP hired to provide the BCP workshops and one on one support to CSP agencies
November 2018	Project kick off with Critical Service Providers
December 2018	Presentation at AEMA conference - "ESS Integration in Municipal Emergency Planning with NPO's"
December 2018	Workshop #1 (one of two) – BCP 101 and Business Risk Assessment and Business Impact Analysis
January 2019	Workshop #1 (two of two) – BCP 101 and Business Risk Assessment and Business Impact Analysis
January 2019	Engaged with Consultant to do research and write a learning report
January 2019	One on one consultations with MNP and individual agencies begin
February 2019	Workshop #2(one of two) – BCP Plan Development Workshop
February 2019	Workshop #2(two of two) – BCP Plan Development Workshop
May 2019	One on one consults
May 2019	Asset Mapping Exercise
May 2019	Workbooks finalized
June 2019	Workshop #3 Tabletop Exercise
July 2019	MNP wraps up the one on one consults with agencies – work will be pro bono at this point
August 2019	Consultant completes Learning Report – includes interviews with agencies participating in the project and steering committee members
August 2019	Wrap up celebration with Steering Committee Members
September 2019	Critical Service Provider Meeting – members receive finalized toolkit

Project Scope – CSP Group

- The initial group of non-profits for the INBCP project was the Critical Service Provider (CSP) group

- The CSP group facilitates increased coordination and communication between the non-profit sector and The City of Calgary's emergency response. The CSP group is intended as a resource to supplement The City's response in order to provide an effective service delivery to people and communities impacted by an emergency event in Calgary, with an emphasis on people experiencing greater vulnerability.

- CSP service categories include emotional wellness, food, lodging, medical, cultural, pet care, recreation, accessibility

- The intention is to roll-out the project to other non-profits within Calgary

Project Phases and Timelines

Project Delivery to Agencies was broken into 4 phases as outlined below

Phase 1 INBCP Kickoff Meeting	Phase 2 Business Continuity Training & BIA	Phase 3 BCP Development Workshop	Phase 4 Joint tabletop Exercise
• November 21, 2018 • 2 hour meeting • Target: All interested CSPs	• December 12, 2018 OR January 17, 2019 • 3 hour workshop • Target: CSPs who would like more in-depth business continuity training	• February 12 OR 26 2019 • 3 hour workshop • Target: CSPs who do not have a plan in place or plan is out of date	• June 17, 2019 • 2 hour workshop • Target: All interested CSPs

One-on-one support from BCP Consultant offered throughout each Phase for a total of 4 hours to meet the Agency's needs

Agency Survey Questions - sent out prior to project start)

This survey was distributed to agencies to gain an understanding of their business continuity status and needs (sent our prior to project start)

Sample survey questions

1. The Critical Service Provider Group has been organized into critical service categories aligned with CEMA's Emergency Social Services. Please identify the critical service categories your organization can contribute to during an emergency or disaster response (select all that apply)
2. What term best describes your role?
3. How long has your organization been in operation?
4. How many employees does your organization employ?
5. Does your organization have a Business Continuity Plan (a plan for how to continue to operate after a service interruption)?
6. When was the last time your Business Continuity Plan was reviewed or updated?
7. What is the main reason for not reviewing or updating the Business Continuity Plan?
8. When was the last time the Business Continuity Plan was exercised?
9. What is the main reason for not exercising the Business Continuity Plan?
10. Are your organization's employees aware of the Business Continuity Plan?
11. Has your organization experienced an interruption that has impacted the ability to operate?
12. What type of interruption impacted your organization's ability to operate? (select all that apply)
13. What was the length of time your operations were impacted during the most significant service interruption your organization experienced?
14. What was the biggest impact during the most significant service interruption your organization experienced? (select all that apply)
15. What is the main reason for not having a Business Continuity Plan?
16. Would you be interested in learning more or having assistance developing a Business Continuity Plan?
17. What resources would you use to assist you with business continuity planning?
18. Does your organization have a budget line for business continuity planning?
19. Would you be interested in learning more about business continuity planning or having a review of your Business Continuity Plan?
20. What is the preferred delivery method for support with business continuity planning?
21. Has your organization partnered with similar organizations to establish shared continuity strategies?
22. Would your organization benefit from partnering with other similar organizations to develop shared continuity strategies?

Agency Consultation

- The survey results clearly pointed to the desire to have both an opportunity for collaboration during workshops along with one-on-one support throughout the project

- BCP Consultant provided one-on-one support offered throughout each phase as required by each Agency
  - The INBCP included 4 hours of consultation per Agency

- This included assessment of Agency's current plan and/or assistance in completing/updating their plan, general advice or whatever each Agency required

BCP Consultation – BCP Assessment

CSP Agency Name:

Review Date:

Documents Reviewed:

Summary Comments:

Overall Business Continuity Management Program Criticality of Update:

Rating Explanation

Assessment	
Good	• Comprehensive content and plan is executable
Improvement possibilities	• Fairly comprehensive and executable, with some areas where improvements could be made
Gap	• Significant gaps in content or ability to execute the plan

Business Continuity Management Program Review Worksheet

CSP BCP Section / Page #	Component / Element	Complete/thorough?	Criticality of Update
	Overall Plan Functionality and Ability to Execute		
	Access		
	Governance & Structure		
	Risk Assessment		
	Business Impact Analysis		
	Emergency Plan / Procedures		
	Crisis Management		
	Crisis Communications		
	Business Continuity		
	IT Disaster Recovery		
	Scenario-based Plans (optional)		
	Sustainment and Continuous Improvement		

Workshop Survey Example

Surveys were completed at the end of each workshop

- Workshop Name:
- Date:

Evaluation (1-5 scale rating)
- The workshop lived up to my expectations?
- The workshop objectives were clear to me?
- The workshop was a good way for me to learn the content?
- The instructor was well prepared?

Comments (open text)
- What was the most valuable part of the workshop?
- What was the least valuable part of the workshop?
- What improvements would you recommend?
- Additional Comments

COVID-19 Lesson's Identified

- Including considerations for psychosocial support for employees into business continuity planning is critical, especially during disruptions with an extended duration (e.g. global pandemic) or high impact (e.g. employee deaths)

- Being prepared and having a plan is important - in June 2020, a recent survey of clients who participated in Calgary's' INBCP showed that 84% of respondents felt the project adequately prepared their organizations to respond to COVID-19

- Preference is for a simple plan with the following key components: BCP Team structure and roles and responsibilities, process priority, requirements for essential processes only

The following slides are a compilation of material from each of the Workshops

Project Workshop Agenda's

Below are the agenda's for each workshop

Phase 1 INBCP Kickoff Meeting	Phase 2 Business Continuity Training & BIA	Phase 3 BCP Development Workshop	Phase 4 Joint tabletop Exercise
• Introductions • Project background and overview • Introduction of business continuity management program concepts • Recent BCP activation by a CSP member • Project structure and timelines • Project participation options • Next steps • Q&A • CEMA update • Initial assessment of CSP project participation options (handout)	• Introductions • Project Overview • Business Continuity Management • Business Continuity Management Program ("BCMP") and Business Continuity Plan ("BCP") Development • Individual and Group Work • Next Steps • Q&A • Individual questions with BCP Consultant	• Introductions • BCMP Overview • Business Continuity Plan Topics • Workshop • Next Steps • Q&A • Individual questions with BCP Consultant	• Introductions • Project Status • BCMP – Sustainment and Continuous Improvement overview • How to develop a BCP Exercise • Tabletop Exercise • Exercise de-brief and Q&A • Next steps with project

Phase1 Calgary INBCP
▸ Kick-Off

This is an introduction of the project to Agency members, it is not a working session

Individual consultation with the BCP Consultant is available post workshop to assist in assessment of existing plans

Sample Kickoff Meeting Agenda

Date/time:

Location:

Agenda:

1. Introductions

2. Background and overview of project

3. Introduction of business continuity planning concepts

4. Project structure and timelines

5. Project participation options
    a. Business continuity training and program development
    b. Assessment and enhancement of existing business continuity program
    c. Integration of business continuity strategies
    d. Tabletop exercise

6. Overview and timelines of training program

7. Q&A

8. Training session sign-up

Agenda

- Introductions
- Project background and overview
- Introduction of business continuity management program concepts
- Recent BCP activation by a CSP member
- Project structure and timelines
- Project participation options
- Next steps
- Q&A
- CEMA update
- Initial assessment of CSP project participation options (handout)

Project Vision & Mission

Vision

- A sustainable framework for business continuity planning is established for the non-profit sector that provides an integrated, collaborative, and inter-sectoral approach for non-profit organizations to develop strategies to ensure continued service delivery during and after a large scale emergency or disaster.

Mission

- To provide coordinated business continuity planning support and resources for non-profit organizations and to collaborate with participating members to build capacity for business continuity through an integrated, inter-sectoral approach.

Project Objectives

- Participating organizations receive support, through workshops and one-on-one third party consultant expertise, to complete a business continuity plan

- Participating organizations are provided with an opportunity to establish shared continuity strategies with other participating organizations

- The project model of business continuity planning support will be to inform the development of a sustainable strategy and collective impact model for business continuity planning support across the non-profit sector

- Ensure this project is aligned with current municipal response frameworks

Project Work Plan

- United Way RFP (April 1, 2018 – April 30, 2019)
- Creation of a steering committee
- Survey of Critical Service Providers on status of their Business Continuity Program
- Initial Critical Service Provider meeting in June
- Identification of Business Continuity Program needs
- Development of an RFP – MNP was the successful candidate
- Official Kick off meeting – November 21
- Trainings and One-on-One Coaching
- Asset Mapping
- Tabletop
- Explore options for the long term sustainability of the project

Steering Committee Members

- **carya –** Committee Chair
- Boys and Girls Club of Calgary
- The City of Calgary
- Distress Centre
- Federation of Calgary Communities
- United Way of Calgary and Area
- Woods Homes

Recent BCP Activation – Example

- A representative from an agency provided an overview of a recent business disruption and what they learned
- Friday October 5th, 2018
  - 9:30am- small fire breaks out in server room, causing smoke to flow throughout agency and is quickly extinguished
  - 9:40am- building evacuated
  - 10:30am- entry back into building but need to shut down operations to do work in the server room- emergency operations plan is triggered
  - 11:00am-9:00pm- initial response and recovery work
  - 9:00pm- all services are back online

Recent BCP Activation – Example learnings

- What helped us
  - We have amazing staff who wanted to help
  - We have an Emergency Operations Plan
  - We have MOU with partners for service delivery transfers
  - We have a lot of partnerships flow through our contact centre work and they care
  - We are improving our technology infrastructure
  - The community is there for our agency and follows our social media
  - HOWEVER………

- Preparing for the next disruption
  - Important to have clear defined roles and responsibilities that make sense
  - Need an Emergency Operations Plan that can work at an operational level and be accessible
  - Need to further enhance and safeguard our technology infrastructure
  - Need to ensure our physical space is safe

Approach

- Follow industry best practices and standards i.e. Canadian Standards Association (CSA Z1600)

- Align with municipal emergency response planning and business continuity programs (e.g. AEMA, CEMA)

- Training, framework document and templates provide a basis for agencies to develop their own BCP

- Leverage existing Agency plans

- Needs and timing will be determined on an agency to agency basis with BCP Consultant

Guiding Principles

Keep it simple
- Create a simple process for BCP development and maintenance
- Efficient and practical for the agency, requires minimal effort

Agency owned
- Each agency will be responsible for owning and maintaining their BCP

Facilitated approach
- A BCP Consultant will support agencies and offer a consistent approach for development and maintenance

Sustainable
- Commitment from all levels within the organization
- BCP becomes part of people's job
- Maintenance built into process

Phase 2 - Training Workshop Outline (2 hrs)

- Details of Business Continuity Planning concepts
- How to develop a Business Continuity Plan
- How to determine critical processes in time of disaster
- Techniques to gather info to complete the BCP
- Things to consider in developing a Business Continuity Plan for critical processes (high level)
- Techniques to gather info to complete your BCP
- Next steps
- Q&A

Phase 3 – BCP Development Workshop Outline (3 hrs)

- Introduction and walkthrough of the Business Continuity Management Program Framework and BCP template
  - Each Agency to complete information they are able to as we go through the template
  - Identify take away items that require follow up
- Small group activity – discuss BCP template and identify techniques to complete follow up items
- Group discussion of challenging areas
- Next steps
- Q&A

Phase 4 – Tabletop Exercise Outline (3 hrs)

- BCP Overview and Training
  - Methodology
  - Planning Scenario
  - BCP Activation
  - BCP Simulation Exercise
- BCP Exercise Objectives
  - Scenario overview
  - Walkthrough of draft BCP (plans can be in progress)
- Plan updates
  - How to incorporate gaps and lessons learned
- Maintenance
- Q&A

Project Participation Options

- Agency: _____

- Name: _____

- Which parts of this project does your agency wish to participate in?

- Select all that apply (can be updated at any time):

☐   A. <u>Phase 2</u> Workshop - Participate in Business Continuity Training Session (3 hours)
-    Which date will you attend   ___ Dec. 12   ___ Jan. 17
-    Who will be attending the session: _____

☐   B. <u>Phase 3</u> Workshop - Business Continuity Program and Plan Development (3 hours)

☐   C. <u>Phase 3</u> Workshop - Cross-agency session to review strategies, asset mapping and identify opportunities for integration and resource sharing (2 hours)

☐   D. <u>Phase 4</u> Workshop - Tabletop cross-agency exercise (3 hours)

☐   E. One-on-one support from BCP Consultant as required throughout project (4 hours)

Next Steps

- Send any existing BCP or related documentation to:
    - BCP Consultant contact information
- Complete CSP member Project Participation Option handout
- Is there anything missing?

Putting It All Together

Focus on your business, people, processes, technology and brand/reputation protection throughout response and recovery

Phase 2 Training, Risk Assessment & BIA

This is a combination training session from the BCP Consultant and working session for the participants to complete the risk assessment & BIA

Individual consultation with the BCP Consultant is available post workshop to assist in completion of the document

Workshop 2 Meeting Agenda Example

Date/time:

Location:

Agenda:

- Details of Business Continuity Planning concepts
- How to develop a Business Continuity Plan
- How to determine critical processes in time of disaster
- Techniques to gather info to complete the BCP
- Things to consider in developing a Business Continuity Plan for critical processes (high level)
- Techniques to gather info to complete your BCP
- Next steps
- Q&A

Agenda

- Introductions
- Project Overview
- Business Continuity Management
- Business Continuity Management Program ("BCMP") and Business Continuity Plan ("BCP") Development
- Individual and Group Work – Risk Assessment and BIA
- Next Steps
- Q&A
- Individual questions with BCP Consultant

Workshop Objectives

- Provide additional training around Business Continuity Management Program concepts

- Give each participant the confidence and tools to gather information and begin to draft a Business Continuity Plan for their agency, starting with the Risk Assessment and Business Impact Analysis

Training

Introductions

- Name

- Position / Responsibilities

- Agency

- Size of your team

- Business Continuity maturity

- Were you at the kick-off meeting on [date]

- What are you hoping to gain from this session?

BCMP Objectives

- Reduce the impact of business disruptions
  - Through careful advance planning of key services
  - Through identification of time-sensitive services and business functions, along with their supporting resources (cost-effective and practical)
- Ensure rapid availability of management decision-making capabilities
- Ensure timely communication – internal and external
- Preserve reputation
- Mitigate risk and financial exposure
- Increase citizen confidence
- Maintain key relationships

> **KEEPS YOUR SERVICES GOING**

> **SUPPORTS THE CITY AND CITIZENS**

BCMP Lifecycle and Components

Based on CSA-Z1600 Standards

1. Governance
- Develop enacting policy
- Define program structure & management
- Set goals and objectives

2. Risk Assessment & BIA
- Analyze your business
- Assess the risks
- Complete a Business Impact Analysis (BIA)

3. Plans and Procedures
- Emergency Procedures and Plans
- Crisis Management Plan
- Crisis Communications Plan
- Business Continuity Plan
- IT Disaster Recovery Plan

4. Sustainment
- Training and Awareness
- Exercise
- Maintenance
- Program Audit & Review
- Post-Incident Review

Separate workbooks will include details on each Component

BCMP Component - Governance

- Build an overall program that will align plans and resources vs. individual plans in isolation
- Develop enacting policy
  - Obtain management commitment and authorization to ensure appropriate support and that the program is integrated, coordinated, effective and sustainable
  - Formalize requirements and provide direction regarding the roles, responsibilities and accountabilities
  - Comprehensiveness of the policy can vary depending on the agency's internal policy systems and guidelines
- An effective policy should consider and include the following basic elements
  - Policy Statement - Goals and Objectives / Purpose
  - Scope
  - Roles, Responsibilities, Enabling Authority
  - Budget

BCMP Component – Risk Assessment & BIA

- Forms foundation for BCP development
- Help to identify, prioritize and prepare for the most damaging and/or most likely threats and risks that an agency is exposed to
- Informs the development of programs, plans and procedures
- Aids in sequencing and ensures efforts are focused on time-sensitive services and functions
- An effective means to articulate the value of the program to senior management
- Types of risk assessments
  - Enterprise or Program Risk Assessment (RA)
  - Hazard Identification and Risk Assessment (HIRA)
  - Threat Vulnerability Risk Assessments (TVRA)
- Business Impact Analysis (BIA) – this is what we will be doing today
  - Identify your time-sensitive, critical processes
  - Critical processes require a plan to ensure they continue - the BCP
  - If not performed will have a negative impact to your Agency

BCMP Component - Plans and Procedures

- Below are the common plans that make up a BCMP
- Creating a BCP is the focus of this project

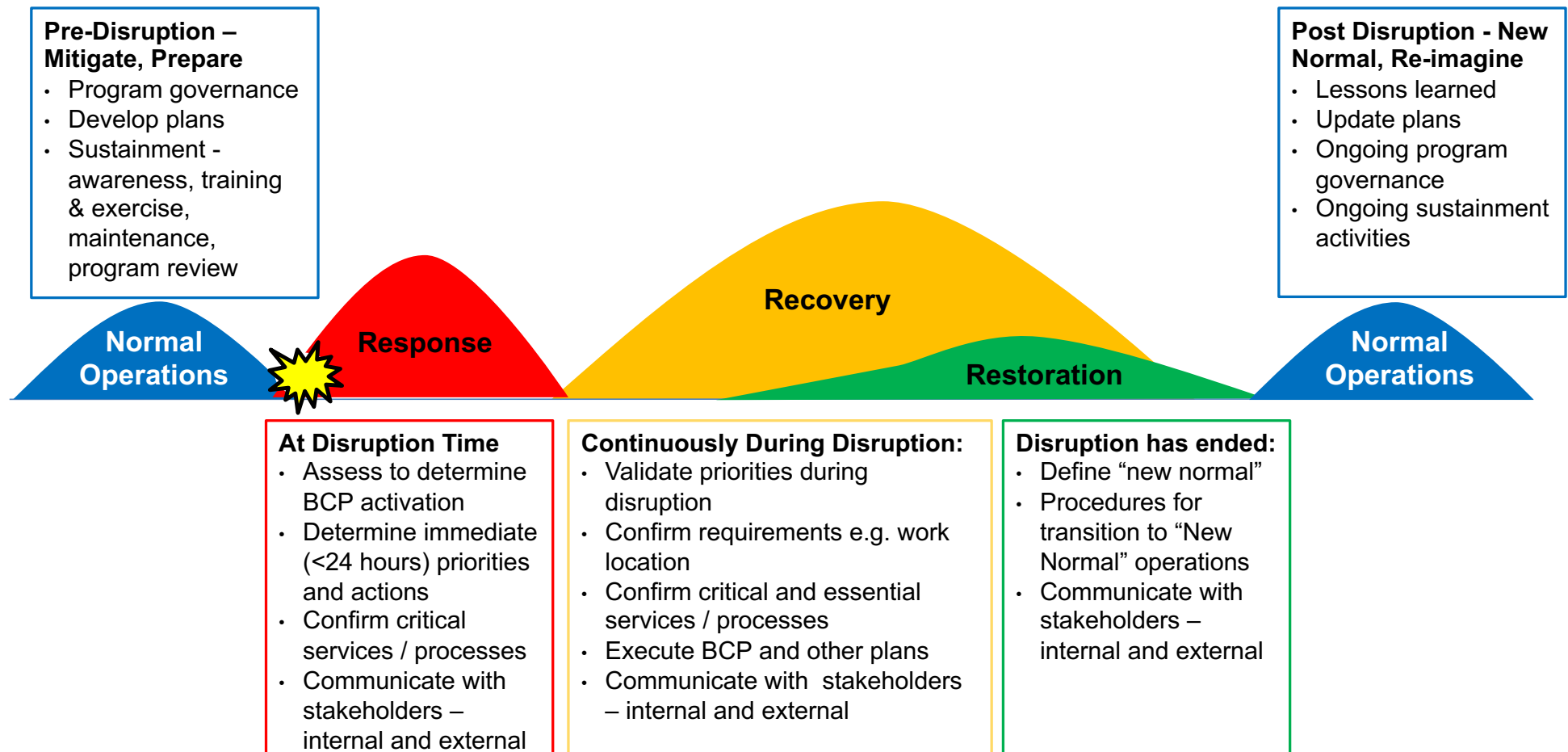|		
Emergency Response and Management Plan (ERP) • A documented plan usually addressing the immediate reaction and response to an emergency situation *Initial evacuation*	**Crisis Management Plan (CMP)** • The ability of an organization to manage incidents that have the potential to cause significant security, financial, or reputational impacts *An identified senior management team that comes together to manage a crisis*	**Crisis Communications Plan (CCP)** • A document that outlines the processes an organization will use to respond to a critical situation that would negatively affect its profitability, reputation or ability to operate *Internal and external Communication processes*
Business Continuity Plan (BCP) • Documented collection of procedures and information that is developed, compiled, and maintained in readiness for use in an incident that enables an organization to continue to deliver its critical activities at an acceptable pre-defined level *The ability to continue after a business disruption*	**IT Disaster Recovery Plan (DRP)** • Document that defines the resources, actions, tasks, and data required to manage the technology recovery effort *Getting IT back up and available*	**Scenario Based Plans** • Built for a specific purpose / type of disruption • i.e. Pandemic, Labour Disruption, Cyber Security

Business Continuity Phases

Pre-Disruption – Mitigate, Prepare
- Program governance
- Develop plans
- Sustainment - awareness, training & exercise, maintenance, program review

Post Disruption - New Normal, Re-imagine
- Lessons learned
- Update plans
- Ongoing program governance
- Ongoing sustainment activities

Normal Operations

Response

Recovery

Restoration

Normal Operations

At Disruption Time
- Assess to determine BCP activation
- Determine immediate (<24 hours) priorities and actions
- Confirm critical services / processes
- Communicate with stakeholders – internal and external

Continuously During Disruption:
- Validate priorities during disruption
- Confirm requirements e.g. work location
- Confirm critical and essential services / processes
- Execute BCP and other plans
- Communicate with stakeholders – internal and external

Disruption has ended:
- Define "new normal"
- Procedures for transition to "New Normal" operations
- Communicate with stakeholders – internal and external

What is a BCP?

- ✓ Actionable document
- ✓ Process List
  - ○ What needs to continue?
  - ○ What can stop?
- ✓ Procedures
- ✓ Resource requirements
  - ○ Work location
  - ○ People
  - ○ Technology
  - ○ Equipment
  - ○ Files/documents
- ✓ Dependencies and contact info
  - ○ Internal
  - ○ External – other agencies, vendors

What isn't it?

- ✗ Emergency Response steps e.g. building evacuation
- ✗ Internal and External Communications approach and strategy
- ✗ IT recovery

Roles and Responsibilities

Larger agencies may have additional roles (i.e. Steering Committee, BCP Manager), but this is the baseline

BCP Role	Primary Responsibilities – During BCP Development	Primary Responsibilities – During BCP Activation
Program Sponsor (Executive)	• Endorse program, funding and resources	• Support agency and BCP Lead during disruption
BCP Lead (Senior Manager or Director)	• Accountable for timely and comprehensive BCP delivery, exercise and ongoing maintenance	• Declare BCP activation • Manage the agency through a disruption • Provide ongoing updates to leadership • Liaison to other agencies
Critical Staff	• Provide business expertise during BCP development, exercise and maintenance	• Conduct critical business processes

BCMP Component - Sustainment

- **Training and Awareness**
  - For all staff, create awareness regarding the program and how the program functions
  - Understand various roles and responsibilities
  - For staff with designated responsibilities within the program, training will enhance the skills required to develop, implement, maintain and execute during activation

- **Exercise**
  - Plans are not considered complete and fully functional until they have been exercised
  - Tabletop, scenario specific (i.e. building or IT outage), annually
  - Ensure plans are current, relevant, functional, and continuously improving as needed

- **Maintenance**
  - Annual maintenance is recommended
  - Typically done in conjunction with an exercise

- **Program Audit & Review**
  - Standardized audit process, based on best practices from the Institute of Internal Auditors (IIA), should include: planning, work program, and reporting – provide program assessment

- **Post-Incident Review**
  - Incorporate learnings from any applicable event
  - Evaluate how effective a plan is and how well prepared teams are

➤ **All are essential to an actionable and comprehensive program**

Approach to BCMP Development

- Training and Business Continuity Management Program – Framework and Workbook" (with templates) to provide a basis for agencies to develop or update their own BCP
  - Agencies can combine plans into one document, or have separate documents

- Consultant expertise and one-on-one coaching will support individual agencies
  - By phone, email or in-person
  - Approximately one hour per agency after initial training
  - Four hours per agency during BCP development

- Consultant review and feedback will be provided on plans as they are drafted

- Program integration across CSP's - explore opportunities for resource sharing and collaboration in case of a disruption

WORKSHOP – Complete Risk Assessment & BIA

Framework and Workbook

- Framework is a "how to guide"

- Workbooks contain templates

- Framework and all Workbooks will be provided for Phase 3 – BCP Development Workshop

Phase 3
BCP Development Workshop

- TBD - February 12 and 26, 2019
- 3 hour workshop

- Target: CSPs who do not have a plan in place or plan that is out of date

➢ Followed by one-on-one support from BCP Consultant
- 4 hours / Agency
- May include cross agency workshop

Business Continuity Management Program (BCMP)
BCMP WORKBOOK

Business Continuity Management Program (BCMP)

BCMP WORKBOOK
"HOW TO" GUIDE

INTEGRATED NON-PROFIT
BUSINESS CONTINUITY PROJECT
DATE: AUGUST 2020

How to Develop a BCMP

BCMP Components

- Governance

- **Risk Assessment & BIA (today's focus)**
    1. **Analyse your agency's business**
    2. **Assess the risks and identify mitigation strategies to address the risk**
    3. **BIA - Identify your time-sensitive services / functions**

- Plans and Procedures - make a plan

- Sustainment - exercise your plan

Step 1: Analyse your Agency's Business

- What is your agency's purpose or mandate?

- What services do you provide?

- Who are your clients / who are the recipients of your services?

- Where is the primary location your organization works out of?

- What type of community support would you provide during a disaster?

- How long could you suspend your services in an emergency?

Step 2: Assess the Risks

- There are many natural, human-caused and technological threats or hazards that could impact your service delivery

- What are the risks in your operating area?

- Which of these could have major impact on your agency?

Risks to Service Delivery

Risk to Agency	Examples of Mitigation Strategies
Facilities: Loss of work location for an extended period (up to 30 days)	• MOU - Memorandum of understanding • Alternate work location • Work-from-home capability
Technology: Loss of IT systems, applications and data (up to 5 days)	• Reliable off-site data backup • Fail-over to alternate data centre • Cloud applications or storage of data • Alternate phone systems
Personnel: Loss of key staff or a large percentage of staff and/or volunteers (up to 50%)	• Identified trained alternates for key roles • MOU - Memorandum of understanding
External Service or Product: Disruption affecting external provider needed to provide your service (up to 30 days)	• Require supplier to have BCP • Identify alternate suppliers
Community: Disaster impacting your municipality or client group which may change or increase the services your agency provides (up to 30 days)	• Communication with other agencies or groups to get early notice of situation that potentially requires service changes

➢ Consider a disruption to your individual organization as well as municipal emergency you would have to support

Develop Strategies to Address the Risks

- Avoid
    - Do not engage in service or activity
- Mitigate / Reduce
    - Business Continuity and other plans
- Transfer
    - Insurance for potential financial loss
- Accept
    - Too costly or impractical to avoid, reduce or transfer
    - Or, does not exceed tolerance

Assess the Risks

- Verify the risks and timeframes
- Agreement from senior management on definitions of low/ medium/ high impact for your agency

Low	Medium	High
Agency operations could continue within acceptable timeframes	Clients would be impacted by degraded service levels, but no injury or loss of life as a result	Potential for injury or loss of life, or significant reputational impact

Step 3: BIA - Identify Time-Sensitive Services / Functions

- Consider the worst case scenario
- All people and processes are important – otherwise they would not exist
- However, not all services and processes are time sensitive
- Business continuity planning is about priority as it relates to time
- Consider services / functions that might only be done or become more important during a community emergency
- Agreement from senior management on characteristics of essential, necessary, or valued services
- Map agency services against the impact definitions if unable to deliver the service

Business Impact Analysis (BIA)

Service or Function Name	Busy/ Peak Timeframe	Maximum Downtime (how long can service be down for?)			Impacts (Low/ Medium/ High) (impact if the Service does not resume after Maximum Downtime)				
		< 2 days Essential	3-5 days Necessary	> 5 days Valued	People – Health and Safety	Customer Service	Reputation	Financial	Community Support
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									

Maximum Downtime - the time it would take for adverse impacts, which might arise as a result of not providing a service or performing an activity, to become unacceptable.

Business Impact Analysis (BIA) – Service Definitions

Maximum Downtime		Service Definitions
< 2 days	Essential Service	Services / function must be maintained or there would be extreme consequences for the agency e.g. imminent threat to, or loss of life or major/multiple injuries, major facility damage or destruction, extreme brand and reputation impact, or extreme monetary losses to the agency
3-5 days	Necessary Service	Disruption would have moderate consequences to the agency and would not threaten the provision of essential services / functions e.g. no loss of life or injuries, moderate but recoverable brand and reputation impact and moderate monetary losses
> 5 days	Valued Service	The consequences are dealt with by routine operations and would have negligible consequence to the agency e.g. no loss of life or injuries, minimal or no reputational impact or monetary losses

Identify the Impacts

- Determine the impacts to the following if the service does not resume after Maximum Downtime

Impacts (Low/ Medium/ High) (impact if the Service does not resume after Maximum Downtime)				
People – Health and Safety	Customer Service	Reputation	Financial	Community Support

INDIVIDUAL AND GROUP WORK

Individual and Group Work

Refer to Risk Assessment and BIA Workbook

- Individually: Note on the Agency Overview, and Business Impact Analysis (BIA) worksheets where you would obtain the information

- Short group discussion on challenges foreseen and questions on the process to do this

Step 1: Analyze Your Business Agency Overview Worksheet

• Individual activity – complete the Worksheet

Agency Name	
What is your agency's purpose / mandate?	
What services do you provide? **Who are the clients of this service?**	What main services do you provide and what clients do you serve – internally and externally • •
Regular work location	Including offices, warehouses, vehicle/equipment parking, etc. •
Community support	What types of support would you provide the Community during a widespread disaster (e.g. flood, fire, pandemic) •
Service suspension	How long could you suspend your services in an emergency? •

Step 2: Assess the Risks - Agency Risk Assessment

- Individual activity – complete the Worksheet
- For each risk, rate the impact it would have on your agency if it were to occur

Agency Name:	Impact Levels to Agency			
Risk to Agency	**Low** Agency operations could continue within acceptable timeframes	**Medium** Clients would be impacted by degraded service levels, but no injury or loss of life as a result	**High** Potential for injury or loss of life, or significant reputational impact	**Rationale and Risk Mitigation Strategy**
Facilities: Loss of work location for an extended period (up to 30 days)				
Technology: Loss of IT systems, applications and data or other technology (up to 5 days)				
Personnel: Loss of a large percentage of staff and/or volunteers (up to 50%)				
External Service or Product: Disruption affecting external provider needed to provide your service (up to 30 days)				
Community: Disaster impacting your municipality or client group which may change or increase the services your agency provides (up to 30 days)				
Other Risk? (specify)				

Step 3: Business Impact Analysis (BIA)

- Individual Agency activity – complete the Worksheet

Service or Function Name	Busy/ Peak Timeframe	Maximum Downtime (how long can service be down for?)			Rationale (for maximum downtime) Consider impacts to: People, Operations, Reputation, Financial, Community Support
		< 2 days Essential	3-5 days Necessary	> 5 days Valued	

Maximum Downtime - the time it would take for adverse impacts, which might arise as a result of not providing a service or performing an activity, to become unacceptable.

Group Discussion

Challenges foreseen
and questions on the
process to do this

Phase 3
▸ BCP Development

This is a working session for the participants to complete their BCP

Individual consultation with the BCP Consultant is available post workshop to assist in completion of the document

Workshop 3 Meeting Agenda Example

Date/time:

Location:

Agenda:

1. Details of Business Continuity Planning concepts
2. How to develop a Business Continuity Plan
3. How to determine critical processes in time of disaster
4. Techniques to gather info to complete the BCP
5. Things to consider in developing a Business Continuity Plan for critical processes (high level)
6. Techniques to gather info to complete your BCP
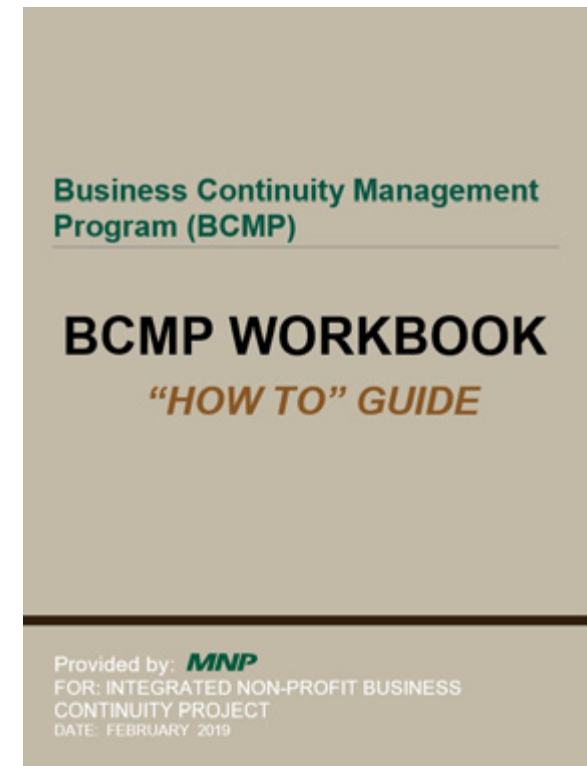7. Next steps
8. Q&A

Workshop Objectives

- Provide guidance on development of Business Continuity Plan and related documents

- Give each participant the confidence and tools to gather information and begin to draft a Business Continuity Plan for their agency, building on previous Risk Assessment and Business Impact Analysis

BCMP Workbook "How to Guide"

- The Workbook is an information guide on the how to build a comprehensive BCMP, tailored for CSP's

- Expands on the information provided in the Risk Assessment workbook previously provided

- Provides assistance in how to complete the plans

Business Continuity Management Program (BCMP)

BCMP WORKBOOK

"HOW TO" GUIDE

Provided by: *MNP*
FOR: INTEGRATED NON-PROFIT BUSINESS
CONTINUITY PROJECT
DATE: FEBRUARY 2019

BCMP Plans & Procedures

- Emergency Response
- **<u>Crisis Management (focus of this workshop)</u>**
- **<u>Crisis Communications (focus of this workshop)</u>**
- **<u>Business Continuity (focus of this workshop)</u>**
- IT Disaster Recovery
- Scenario Based

All are important

- BCMP Workbook contains guidance and templates for development of all these plans & procedures:
- Based on material your agency already has, and risks foreseen, determine the priority for developing or revising each plan type

Plan Structure

- Templates provided reflect the suggested plan structure for small to medium sized not-for-profit agencies
- Separate documents for:
  - Emergency Response Procedures
  - Business Continuity Plan, including sections for Crisis Management Plan and Crisis Communications Plan
  - Scenario-based Plans (business continuity specialty plans)
  - IT Disaster Recovery Plan

- *The templates show a format and topics and provide some sample wording*

- *They must be heavily customized to meet the needs of your Agency*

Roles and Responsibilities (BCP Section 2.2)

Role	Usually filled by	Responsibilities
BCMP Sponsor / Crisis Management Lead	An Agency Executive	• Represent the Program at the Executive / Board level • Lead execution of the Crisis Management Plan
Crisis Management Team	Small group of Agency Executives and/or Management	• Manage affairs on behalf of the Agency during a business disruption
Communicator	Agency Communications Lead	• Develop specific communication plan for a disruption
BCP Lead	Senior Manager or Director	• Ensure Business Continuity Plan (BCP) is developed, updated and exercised • Direct response and recovery efforts
Technology Advisor	Senior technical staff or manager	• Provide expert IT advice to Crisis Management Team and/or BCP Lead
Critical Staff	Regular staff roles	• Implement Essential and Necessary services / functions recovery procedures and manual contingencies, as required

BCMP Documents (BCP Section 2.2)

Document Name	Document / Section Owned By	Description
ERP - Emergency Response Procedures	Crisis Management Lead	Details the Agency's immediate response to various emergencies.
BCP - Business Continuity Plan (combined plan containing CMP, CCP and BCP elements)		
CMP - Crisis Management Plan Section	Crisis Management Lead / BCMP Sponsor	The CMP outlines effective and timely communications between the entity and all stakeholders' impacts by an event or involved during response and recovery efforts.
CCP - Crisis Communications Plan Section	Communicator	Governs internal and external communication during each phase of a crisis, disruption and emergency.
BCP - Business Continuity Plan Section	BCP Lead	Procedures and information to enable the Agency to continue to deliver its Essential Services (continue within 2 days) or Necessary Services (continue within 5 days) at an acceptable, pre-defined level during a business disruption or emergency.
IT DRP - IT Disaster Recovery Plan	Technology Advisor	Defines the resources, actions, tasks, and data required to manage a technology recovery effort.

BCP Template Contents

1. Document Information
2. Overview
3. Business Impact Analysis (BIA)
4. Crisis Management Plan (CMP) Element
5. Crisis Communications Plan (CCP) Element
6. Business Continuity Plan (BCP) Element
7. Appendices

Note: for several area's, suggested wording is provided, but must be adjusted to reflect your agency's situation

1. Document Information

Contains:

• Document Contact Information

• Vital Business Information

• Document Objectives

• Document Control

To be completed on your own after the workshop

2. Overview

Contains:

• Agency Overview (from training session – Risk Assessment)

• Roles and Responsibilities (suggested wording provided)

• BCMP Document Summary Table (complete after documents are created)

3. Business Impact Analysis (BIA)

Contains:

- Business Impact Analysis (BIA) (from training session – Risk Assessment)

4. Crisis Management Plan

Contains:

- Overview (wording provided)
- Crisis Management Team (begin completion today)
- Crisis Management Checklist (wording provided, adjust)
- Disruption Assessment Worksheet (provided in template Appendix)
- Disruption Status Summary and Actions (provided in template Appendix)

4. Crisis Management Plan
Workshop – 20 minutes

1. Read section 4 of template (3 pages)

2. Insert names and their regular titles against each of the Crisis Management Team roles in section 4.2 (confirm this with your executive and insert contact info after you are back at your office)

3. Adjust procedures or timing to be realistic for your agency in the Crisis Management Checklist (section 4.3)

4. Review Disruption Assessment Worksheet (Appendix A1) and Disruption Status Summary and Actions (Appendix A3)

5. Crisis Communications Plan

Contains:
- Objective (wording provided)
- Roles & Responsibilities (begin completion today)
- Stakeholders (wording provided, adjust)
- Media & Social Media Strategy (wording provided, adjust)
- Messaging (wording provided, adjust)
- Media Holding Statement (wording provided, adjust)
- Develop Communications Plan (wording provided, adjust)
- CCP - Communications Plan and Log (provided in template Appendix)

5. Crisis Communications Plan
Workshop – 15 minutes

1. Read section 5 of template (2 pages)

2. Insert names and regular positions against each role in section 5.2 (confirm this and insert contact info after you are back at your office)

3. Adjust Stakeholders and methods of communication to be realistic for your agency (section 5.3)

4. Look at sections 5.4 and 5.5 in Example BCP, (To be completed with/by Communicator after the workshop)

5. Review "Communications Plan and Log" format in Appendix A4

6. Business Continuity Plan

Contains:

- Overview (wording provided, adjust)
- Planning Assumptions (adjust for your agency)
- Risk Assessment and High-level Strategy (copy info from your Risk Assessment worksheet from Training session)
- Business Continuity Action Lists (wording provided, adjust)
- Business Continuity Resource Requirements (headings provided, to be completed)
- Post-Disruption Review (process provided in template appendix)
- Scenario Based Plans (format provided in template appendix to record any specialty BCPs your Agency has)
- Local Emergency Information Reference Sites (several provided in example BCP; add/delete sites to reflect your agency's needs)

6. Business Continuity Plan
Workshop – 60 minutes

- Review/adjust sections 6.1 and 6.2 (Overview and Planning Assumptions) of template

- Review/adjust Action Checklists (section 6.4)

- Begin completion of Resource Requirements (section 5.5); finish completion back at your office

Techniques to gather info to complete the BCP

- Refer to Agency documents
- Previous BCP's, notes/documentation/lessons learned from past events
- Consult with senior Agency members to get guidelines and validate intermediate drafts
- Short 1-on-1 interviews (in person or on the phone) or meetings with executive group
- Talk to a BCP representative from another CSP Agency
- Ask BCP Consultant

Next Steps

- Complete Training Survey

- Gather information and complete Business Continuity Plan for your agency
  - Contact BCP Consultant for questions or to schedule 1-on-1 session at your agency
  - Submit the completed BCP to BCP Consultant by end of March for review and feedback
  - You will use your BCP when participating in the Tabletop Exercise in April

Phase 4
▸ # Exercise

This is a combination training session from the BCP Consultant on how to conduct an exercise for your Agency and simulation exercise across Agency's

Individual consultation with the BCP Consultant is available post workshop as required

Workshop 4 Meeting Agenda Example

Date/time:

Location:

Agenda:

1. Introductions
2. Project Status
3. BCMP – Sustainment and Continuous Improvement overview
4. How to develop a BCP Exercise
5. Tabletop Exercise
6. Exercise de-brief and Q&A
7. Next steps with project

Objectives

- Explain the BCMP Sustainment and Continuous Improvement component, specifically exercises

- Provide framework of how to design and conduct an exercise

- Participate in an actual exercise, allowing you to test the usability of your Business Continuity Plan

Project Status

As of June 17, 2019

- 17 agencies supported
- In-person meetings or facilitated sessions with 10 agencies
- BCP's reviewed one or more times for 10 agencies
- 4 rated as 'good' (Comprehensive content and plan is executable)
- 3 rated as 'improvement possibilities' (Fairly comprehensive and executable, with some areas where improvements could be made)
- 3 'rated as gaps' (Significant gaps in content or ability to execute the plan)

Types of Exercises

Exercise Type	Description	Strengths	Weaknesses
Tabletop	• Narrative walkthrough and confirmation of the plan, where a facilitator explains a scenario and asks participants to discuss their response. • Meeting room format: can be achieved through a slideshow, panel discussion, or a facilitated walkthrough of a scenario.	• Small time commitment for planning and executing • Very few resources required • Simpler preparation • Basic teaching tool, good for an introduction to a BCP	• Artificial approach • Measures process, but not necessarily capability • Does not highlight the decision-making process
Simulation	• More intensive and involved form of exercise • Attempts to replicate real world conditions (e.g. making phone calls or sending messages, activating alternate work sites, testing IT workarounds, and involving other stakeholders required to execute continuity strategies). • More care and attention must be made to ensure that anyone contacted realizes that this is only a test.	• Immersive; places participants in near real-world setting • Can test not only procedures but also participant capability	• Large time commitment, for planning and executing • Resource intensive • Can be safety and logistical issues
Hybrid	• Combination Tabletop and Simulation • Meeting room format, but includes some simple simulations (e.g. phone calls, emails, access to computer systems)	• Combines strengths of Tabletop and Simulation • Medium time commitment for planning and executing	• No in-depth capability testing
Work from Home day	• This can be pre-announced or unannounced • Assume primary work location is not available and all staff will work from home for the day • Test all systems and access to required information	• Builds and tests remote-working ability	• This only tests the loss of facility risk

How to Exercise your BCP

1.Define the exercise objectives: *Examples*

- ○ Validate recovery strategies

- ○ Validate plan contents

- ○ Test plan usability

- ○ People with roles in BCP execution understand their role and BCP information available to them

How to Exercise your BCP con't

2. Design the exercise: *Based on defined objectives*

- o **Appoint:** An exercise facilitator to build out the details of the exercise and lead the exercise
- o **Type:** Tabletop (walkthrough), Simulation (includes some test activation e.g. phone calls to resources, access to information via computer) or Hybrid
- o **Scenario:** Pick one that can produce results to meet all exercise objectives
- o **Impact:** Imagine how the scenario would affect your organization (Loss of work location? Reduced staffing? Technology outage?)
- o **Expected Actions:** What actions do you anticipate from the scenario as it progresses? Should be aligned with protocols in your plans

Example Scenarios

- **Spring/Fall Storm**
  - Similar to "Snowtember"
  - Would entail power outages, transportation disruptions and have a multi-day impact
- **Flood**
  - Would entail parts of the City being inaccessible and have a multi-day and multi-agency impact; staff shortages, power outages, transportation disruptions, building inaccessibility
- **Technology outage**
  - Internet outage - Drastic impact to internet infrastructure impacts business email, computer systems, internet-based phones
    - Possible cause is an event such as building fire, cable cut during nearby construction, solar storm
  - System outage – Would entail a loss of your computer systems – applications and data
    - Possible cause is a cyber security breach or server failure
- **Loss of People – Infectious Disease or Pandemic**
  - Would entail a loss of your staff and volunteers

How to Exercise your BCP con't

3.Conduct exercise

- Book location/facilities
- Invite participants
- Conduct exercise and document the results on **Scenario Event List**

4.Evaluate results

- **During and Immediately after exercise:** review results against objectives, what went well and improvements possible for future exercises.
- Summarize results, identifying areas in the BCP or CMP to improve
- Document gaps and schedule follow-up actions and owners

Example: Scenario Event List

Scenario Event List - BCP Exercise X - Date:									
Seq. #	Time	From	To	Description	Expected Actions	Actual Actions	Gaps (Yes/No)	Notes	Owner
1	900	Exercise Facilitator	Exercise Participants	Participants gather in designated exercise area. Exercise briefing provided.	Consensus	Consensus	No	None	n/a
2	930	Exercise Facilitator	Exercise Participants	Exercise Kick Off. Scenario - Tornado touchdown in SE Calgary.	Consensus	Consensus	No	None	n/a
3	935	CMT Member	Crisis Mgmt Team, BCP Lead, Communicator	CMT Member(s) or delegates conduct assessment to determine impact to Agency, determine BCP Activation is required	Activate BCP	Activation of BCP, unclear roles	Yes	Confusion regarding who was responsible for this, review in BCP	Joanne Black
4	945	Communic ator	Exercise Participants	Communicate to all required stakeholders	Comms lead to identify and contact stakeholders	Wasn't able to identify who needed to be contacted and their contact info	Yes	Ensure contact lists are up to date, and key stakeholders identified	Autumn Red

Roles and Guidelines

Facilitator

- Leads the exercise, provides details of the scenario, inject points to consider, and help finalize decisions or assumptions
- Record gaps and findings
- In order to meet all objectives we may "parking lot" issues or actions not directly related to the exercise

Participants

- Participate!
- Don't focus on the scenario details
  - The focus is not the validity of the scenario details
- The intention is to walkthrough a scenario and understand the components of an exercise and how effective your plan is for use in a disruption
- Make decisions and assumptions to move the scenario along
- Discuss inter-agency dependencies and expectations
- Success of this exercise is dependant on your participation and your honest and open responses

Tabletop Exercise Objectives

- You are NOT expected to actually contact anyone outside the room, just react to the scenario as it unfolds as you would given your knowledge and contents of your BCMP plans.

- **Exercise Objectives:**
    - Give you a feel for what an exercise would look like for your agency
    - Give you experience and content to be able to run your own exercise
    - Validate agency plans (make note of required changes throughout exercise)
    - Increase familiarity of people involved in BCP activation with their role and resources available

Now the Fun Begins!

The Scenario

Create a scenario to match the risks / concerns of your Agency

EVENT: Day 1, Monday, June 17 - Now
• It is Monday afternoon, June 17 (today), everything is moving normally for your organization
• A fire alarm is activated in your main building and it is evacuated
• You are offsite attending a meeting

Actions

• Are you notified?

• What do you do in the next 30 minutes?

• Who do you contact and how?

Scenario Update

Day 1: Monday, June 17 - 30 mins later
• Fire crews are onsite and indicate this is not a drill • There has been a fire in your primary operating building and you are not getting back in today • Your Site Supervisor calls you to notify you of this situation • Your Emergency Response Plan was activated

Actions

The actions should follow the flow and contents of the plan you are testing

• How will you react to this?

• Do you activate your BCP?

• What is your role?

• Who do you contact and how?

• Do you contact your City of Calgary non-profit organization liaison?

• Do you have everything you need with you?

Scenario Update

Day 1: Monday, June 17 – 2 hrs later
• Fire crews confirm there are no people remaining in the building
• Building Manager indicates there has been building damage along with residual smoke smell
• You are not getting back into your main building for approximately 3-5 days
• At least one of your essential services are impacted

Actions

- Do you activate your BCP? How do get to your plan?
    - What about the Crisis Management Plan element?
- Who fills the roles?
    - Crisis Management Lead and Team, Communicator, BCP Lead, Technology Advisor, other?
- Who do you need to communicate to?
    - Executive, clients, other agencies, staff, volunteers
- How will your plans be communicated and to whom?
- Have your essential and necessary services been impacted?
- How are you prioritizing what you need to resume?
- What services will you be suspending?
- What actions do you need to take to resume your essential and necessary services?
- Who and what do you need for those services (staff, facilities, IT, Phone re-routing, Vital Records, Other)?

Scenario Update

Day 2-3: Tues – Thurs, June 18-20
• Clean up crews are working in the building
• No further issues are identified
• Still expected to be back in your building Friday

Actions

- Who do you need to continue to communicate to?
  - Executive, clients, other agencies, staff, volunteers
- What are your Response and Recovery efforts?

Scenario Update

Day 4: Friday, June 21 - morning
• Building is given the all clear you are able to return to your building

Actions

• What are your next steps to stand-down your activated BCMP plans?

• What do you need to do to restore normal service?

Tabletop Exercise Debrief – Evaluate Results

- Were the tabletop exercise objectives met?
  - Give you a feel for what an exercise would look like for your agency
  - Give you experience and content to be able to run your own exercise
  - Validate agency plans (make note of required changes throughout exercise)
  - Increase familiarity of people involved in BCP activation with their role and resources available
- Were the expected actions taken?
- Suggestions for improvements to the conduct of the exercise
- Make note of changes you feel should be made to your plans based on this exercise
  - What information is missing?
  - Were people clear on roles and responsibilities?
- When you return to your agency:
  - Schedule and complete follow-up actions
  - Determine if an Agency specific exercise is required

Next Steps

- Complete Training Survey

- Review the revised/final Workbook, with particular emphasis on components 1 and 4

- Update your Plan based on results of this exercise