

Establishing an All-Hazards Business Resiliency Program

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Control Risks

Workshop Objectives

- Identify the emerging risks your organization will need to address in the near future
- Determine whether your current Crisis and Contingency Plans address a wide range of crises or are limited to address only select scenarios
- Identify and determine whether migrating to hierarchical Crisis Management structure is viable for your organization
- Participate in an interactive Risk Assessment exercise with your peers and discuss the various threats and vulnerabilities within the financial sector

What is the Goal Business Resilience?

- Ensure due care is exercised to ensure life safety of all personnel?
- Guarantee contingency plans are in place in the event of disruption to operations?
- Establish physical, technological, or procedural controls to protect company assets?
- Ensure corporate crisis management team and/or structure is established to manage a variety of crises?
- Protect the reputation and viability of the organization?

Answer: All of the Above

The primary goal of a business resilience program is to establish a strategic plan for the senior management team to administer the organization's crisis management plans

State of Your Current Crisis and Contingency Plans

- Do your current crisis and contingency plans address emerging threats?
- How often does your organization test and exercise plans?
- Is there a specific group responsible for maintenance of the plans? If so, how often are plans reviewed and updated?
- As members of senior management, how familiar are you with your organization's crisis and contingency plans?



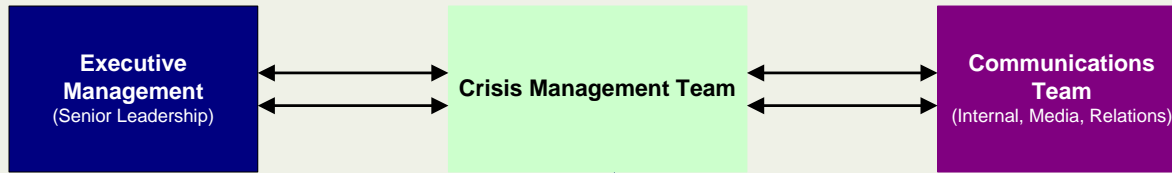
Identifying Emerging Threats

- Today's political and social climates have spawned a variety of new complex and unconventional threats to businesses

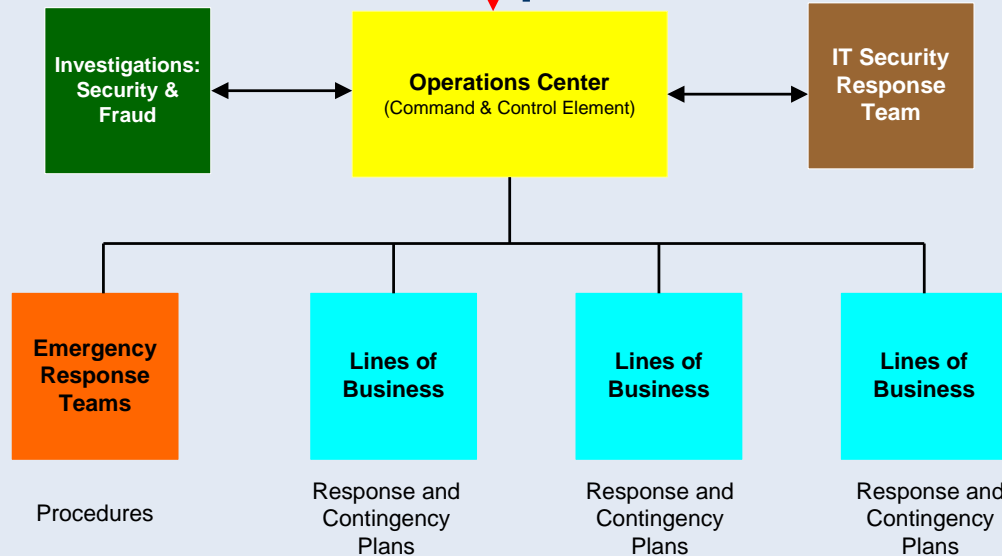
Constant Threats	Emerging Threats
<ul style="list-style-type: none">• Geological Hazards (earthquakes, tsunamis, volcanoes, landslides, etc.)• Meteorological Hazards (flood, drought, fire, lightening, snow/ice, hurricanes, tornadoes, etc.)• Biological Hazards (SARS, anthrax, influenza)• Human-caused Events (terrorism, sabotage)• Technological Events (IT failure, data loss, etc.)	<ul style="list-style-type: none">• Workplace Violence• Security Breaches (hackers, theft of data)• Fraud/Embezzlement• Pandemic Influenza• Work Stoppage or Disruption• Public Boycott & Condemnation

Sample of the Business Resilience Program Structure

Management Elements



Response Elements



“The” Crisis Management Program - Management

Management Elements:

- Is your organization’s Crisis Management Plan applicable to the all-hazards and/or emerging threats?
- Is the Executive/Senior Management team trained and prepared to manage crises?
- Does the Executive/Senior Management team have the support and resources necessary to manage crises?
- Is there subject matter expertise readily available to provide advisory support to the Management team?
- Is there a separate communications team available to develop and deliver messaging to the media and internal stakeholders?

“The” Crisis Management Program - Response

Response Elements:

- Are emergency and incident response teams identified? Have roles and responsibilities been recognized?
- Are there processes in place for team collaboration and the exchange of information?
- Does periodic training take place to ensure response teams maintain familiarity with response procedures and plan elements?

Migrating to Business Resilience Structure

Prerequisites:

1. Gain support from Executive Management team
2. Through workshops & tabletop exercises, provide training to the Executive Management team on managing crises. **Focus on the emerging risks**
3. If not already present, establish a Steering Committee comprising of members from both the management and response layers
4. Train line-level management and key personnel on basic business continuity concepts. Investing in the training of subject matter experts will further enhance business resiliency

Migrating to Business Resilience Structure

Migration Steps:

- Revisit the organization risk assessment. Determine if individual risk classifications have changed. If emerging risks are not identified, add the risk and conduct a separate business impact analysis (BIA)
- Inventory of controls. What controls do you have in place to mitigate the risks identified? Are these controls still valid or is an assessment required?
- Refresher training. Conduct training sessions with Crisis Management and Response teams
- Exercise. Exercise. Exercise. Similar with to the Executive Management team, exercises should be done on a periodic basis. **Again, focus on emerging risks**

Risk Assessment Exercise

1. Using the post-it notepads provided, identify the top three risks your organization or industry will face over the next 5-10 years
 - Use one Post-It note per risk
 - Mark with name
 - Give short description of risk
 - Classify each risk and determine location on risk matrix
2. Consider current vulnerabilities or gaps in response structure or with controls
3. Do not share your answers with your peers. Discussion to follow
4. Questions, please ask

Group Discussion

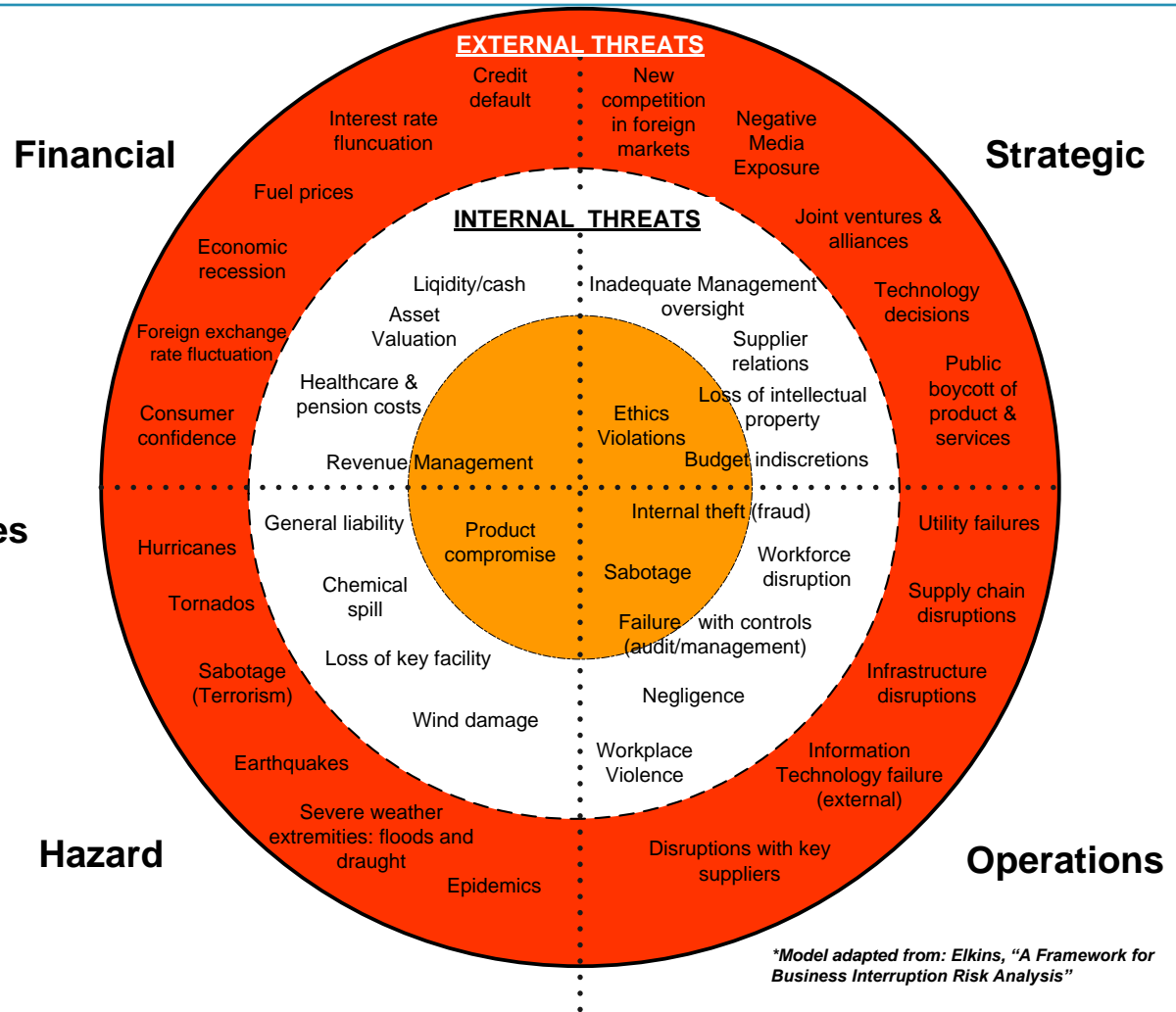
1. As a group, discuss each of the risks identified
2. Come to consensus on the risk and its classification in the matrix
3. Discuss possible remediation strategies. Consider the following:
 - Is the strategy full-proof?
 - What is the cost?
 - To what level are you willing to accept the risk?
4. Designate one spokesperson, and report your top three risks and remediation strategy back to the rest of workshop participants
5. Workshop Discussion:
 - Inventory of risks identified by the group

Assessment Matrix

		RISK MATRIX				
IMPACT	Extreme	Orange	Red	Red	Red	Red
	Major	Orange	Orange	Red	Red	Red
	Moderate	Yellow	Yellow	Orange	Orange	Red
	Minor	White	White	Yellow	Orange	Orange
	Insignificant	White	Light Gray	Light Gray	Yellow	Orange
		Rare	Unlikely	Credible	Likely	Almost certain
		LIKELIHOOD				

Closing Comments

- Risks are constantly evolving
- Assess risks periodically
- Review controls & countermeasures



Questions and Answers

Thank You!

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