

Business Survival Newsletter™

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BUSINESS SURVIVAL™:
A BUSINESS CONTINUITY NEWSLETTER FOR DECISION MAKERS
FROM ROTHSTEIN ASSOCIATES INC.

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WHO PAYS THE PIPER? AUDITING THE BCM FUNDING STRUCTURE

by Rolf von Roessing, MBCI, CISA, CISSP

The “whose budget” syndrome in business continuity management has been a hotly debated issue for some time. For the BCM auditor, the question of funding a corporate continuity process or program looks insignificant at first sight. In terms of adequacy of funding, there are no immediate difficulties - quite simply add up the numbers, and match them against typical benchmarks such as turnover, profit before tax, or any other predefined criteria. A closer look reveals that the funding (and therefore sponsorship!) structure for business continuity often leads to a hidden organizational bias.

Imagine a corporate BCM department funded by the (much larger) IT budget. Whatever they tell you - the auditor - can you be sure that people address BCM as a strategic initiative? How many senior IT people does it need to give it that little extra push towards IT disaster recovery, an area where they are more experienced and willing to spend money? Conversely, what would you expect when auditing a corporate BCM program that is run by the risk management and insurance people ? Typically, their notion of a disaster might be a class action rather than a technological problem.

As an auditor, one of your responsibilities will be to balance these diverse interests and give an impartial, true and fair opinion on the BCM program you are reviewing. Funding, although

an important part of the overall BCM process, is a prerequisite to planning and maintaining business continuity, but it should not be the dominant factor in shaping the contents of business continuity. BCM addresses the going concern assumption, and it should be treated accordingly in your audit report.

Rolf von Roessing is the author of AUDITING BUSINESS CONTINUITY: GLOBAL BEST PRACTICES

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FEATURE ARTICLE:

EMERGENCY RESPONSE PLANNING FOR SCHOOLS

by Doouglas Henderson, FSA, CBCP

In the Past

School safety procedures have historically focused on Facility Evacuation or Fire Drill exercises. These exercises are typically performed on a regular basis throughout the school year. Facility Evacuation procedures are the appropriate response for fire emergencies and for certain other threats, such as bomb threats and internal hazardous releases.

New Threats

Over the last few years, Terrorist Attacks and Hostile Intruder situations have emerged as serious threats. These threats require “Emergency Lockdown” or “Shelter-in-Place” procedures be executed - the exact opposite of a Facility Evacuation. Terrorist Attacks and Hostile Intruder situations constitute life-threatening events and conducting a Facility Evacuation or failing to respond properly could be a fatal mistake. Emergency Lockdown procedures are also appropriate for other situations such as external hazardous releases and, with some modification, tornado emergencies.

Responding to the New Threats

Teachers and staff are frequently the initial responders to an emergency situation. In particular, teachers are viewed as role models and leaders by their students. In an emergency situation students will likely follow the advice of their teachers and other adults. Yet very few of these initial responders have any formal training in emergency response.

Schools need to supply all their employees with proper emergency response procedures. These instructions need to be written in a concise manner and need to address all current threats. In addition, management needs to review these procedures with employees at meetings. Armed with this information teachers will be in a position to discuss these procedures with their students. Most importantly, as with Facility Evacuation exercises, Emergency Lockdown procedures need to be practiced.

As we mentioned, threats that trigger an Emergency Lockdown are likely to be life-threatening. Initially these exercises may cause some stress for all involved but it is critically important

that everyone knows the proper action steps. In the longer term, these exercises will give everyone some level of empowerment in an actual emergency situation that might otherwise be overwhelming.

Communications

The need to communicate emergency instructions during a crisis situation is central to the effectiveness of executing the Emergency Management Plan. Communicating accurate and sufficiently detailed information represents an important challenge. Typically alarms alert everyone to conduct a Facility Evacuation. Although detailed information (fire, bomb threat, etc.) cannot be communicated, the basic advice to evacuate the facility is disseminated.

At a minimum some type of siren is needed to alert everyone to a dangerous condition outside of the classroom and that an Emergency Lockdown needs to be performed. In addition to a siren, I believe that it is very important for every school to utilize an intercom system. Emergency information regarding a hostile intruder, hazardous release (accidental or intentional), etc. can not be effectively communicated by a siren alone.

Depending on the specific threat there are important differences in the exact Emergency Lockdown procedures. For example for a Hostile Intruder threat, doors need to be locked, windows and window treatments should be closed, everyone should get out of sight, etc. For a tornado threat with time permitting, you would probably want to relocate individuals in outside rooms to interior corridors - you would not perform this procedure in a Hostile Intruder situation. Realistically it is not possible to communicate specific advice by siren making intercom systems a very valuable asset.

In Summary

Everyone needs to develop a plan to conduct an Emergency Lockdown (basic procedures are listed below). Specialized procedures to respond to a Hostile Intruder, a Terrorist Attack, and other events that require the execution of an Emergency Lockdown also need to be developed. All procedures need to be communicated to everyone involved or potentially affected. Most importantly these plans and procedures need to be practiced. Practicing Emergency Lockdown procedures is as important as practicing Facility Evacuations.

General Emergency Lockdown Procedures

Communication

- An Emergency Lockdown (or "Shelter-in-Place") will be announced by intercom or other voice communication.
- If a situation that may require an Emergency Lockdown is discovered, the individual making the discovery shall immediately contact Police/Security and provide as much information as possible.
- Fire evacuation alarms are not to be sounded.

Procedures

- Lock classroom and other doors.
- Close windows & window treatments.
- Turn off lights.
- Everyone is to remain quiet and not enter hallways.

- Should the fire alarm sound, do not evacuate the building unless:
 - You have first hand knowledge that there is a fire in the building, or
 - You have been advised by Police/Security to evacuate the building.
- Crouch down in areas that are out of sight from doors and windows.
- Students in hallways are to seek shelter in the nearest classroom.
- Students in outdoor areas should immediately take cover. Return to the gym if it is safe to do so. If the threat is outdoors on campus grounds, all outdoor activities should be cancelled.

Doug Henderson, FSA, CBCP is the author of Emergency Management Plan for Public & Private Schools (K-12) and Emergency Management Plan for Colleges & Universities

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THESE ARE A FEW OF OUR FAVORITE LINKS

PRACTICE MAKES PERFECT

By Daintry Duffy

CSO Magazine, November, 2002

Recounts a recent business continuity exercise conducted by USAA in San Antonio, Texas.

<http://www.csoonline.com/read/110802/perfect.html>

We encourage you to visit the Links to Industry Web Sites section of where you can submit recommended links as well as search our link database by over 30 categories.

We've added over 30 new links just in the past month!

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SERVICE LEVEL AGREEMENTS - SURVEY SAYS...

BEHIND THE NUMBERS:

OUTSOURCING SERVICES AGAINST THE ODDS

from InformationWeek, Nov. 18, 2002

“A DEAL MAKER: How important are service-level agreements in your company's vendor-selection process?” Business Services: Highly important, 88%; Somewhat important, 11%; Not very important, 1% Financial Services: Highly important, 95%; Somewhat important, 4%; Not very important, 1% Manufacturing: Highly important, 96%; Somewhat important, 4%; Not very important, 0%

“SOME ASSURANCE: Has your company invoked its outsourcing service-level agreement one or more times?” Business Services: 45% Financial Services: 45% Manufacturing: 33%

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Have Something Important to Share about Business Continuity?

We welcome your contribution to the BUSINESS SURVIVAL™ Newsletter.
Address your comments or articles to .

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READING

Subscribers to BUSINESS SURVIVAL™ are offered a free CD-ROM containing The Rothstein Catalog On Disaster Recovery, your source for hundreds of books, software tools, research reports and videos since 1989. E-mail your request to with your postal mail address.

Over 80 new book, software and video titles have been added in the past month. The new books described below are a small sampling of the resources available at and .

SERVICE LEVEL AGREEMENTS:
A FRAMEWORK ON CD-ROM FOR SERVICE BUSINESSES
2003 EDITION
by Andrew Hiles

This newly published CD-based SLA tool is targeted to non-technology environments - from public affairs, payroll or legal departments, financial services, human resources, call centers and more.

SERVICE LEVEL AGREEMENTS:
A FRAMEWORK ON CD-ROM FOR IT AND TECHNOLOGY
2003 - 10th EDITION

This is the latest edition of this popular SLA tool, which reflects the combined expertise and SLA development from over 50 man-years of consulting effort.

Registered purchasers of any previous edition may upgrade for \$125.00 (contact).

INTEGRATED BUSINESS CONTINUITY:
MAINTAINING RESILIENCE IN UNCERTAIN TIMES
by Geary W. Sikich

“Using an integrated approach, Integrated Business Continuity: Maintaining Resilience In Uncertain Times includes all components important to business continuity~life safety, disaster recovery, business resumption, crisis management, and event management.”
Expected availability: late February, 2003

DISASTER PROOFING INFORMATION SYSTEMS
by Robert Buchanan

“This book utilizes [today's new system capabilities] through a method called SHARED that integrates high availability with disaster avoidance to provide systems that are highly redundant and tolerant of disaster in whatever form it occurs. It will help you chart a course toward systems that avoid the need for disaster recovery...and provide other operational benefits in the areas of performance, reliability, and maintainability.” -- Richard R. Devenuti, CIO, Microsoft Corporation

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