

BUSINESS SURVIVAL[™]
A Business Continuity Newsletter for Decision-makers from
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THE SECRETS OF TEACHING DISASTER PREPAREDNESS By Paul Purcell

Headlines are full of hurricanes, earthquakes, bird flu, terrorism, and other dangers of the world in which we live. However, most civilians are not prepared to face a disaster or even a family emergency. This begs the question "*Why not?*" This article is intended for those who want to change this fact by teaching others, including their own families, to be better prepared, safer, and more self-reliant.

We've identified several "learning obstacles" that prevent individuals and families from being as emergency ready as they should be. We'll list them here quickly then cover each in more detail and discuss ways to jump these learning hurdles.

Since we're talking about educating families – the cornerstone of all reaction plans - let's use the acronym **F.A.M.I.L.I.E.S.**:

Fear – "It's too scary to think about."

Attention Span – "I'm too busy to learn or do anything new."

Media – "There's always a weatherman in the hurricane."

Info Levels Now – "A 72-hour kit is all I need."

Lifestyle Ties – "I don't want to change the way I live."

Income – "I can't afford to buy the gear or take the steps."

Ego – "I'm so important that others will look after me."

Selflessness – "I'm not worried about me, I want to help others."

Why is it important to increase the level of civilian preparedness training over what we have through sites like www.ready.gov? That question can be a series of articles on its own, but the four-part short answer is (1) most free websites have only the bare minimum info; (2) the fewer victims we have in a disaster the better off we'll all be; (3) all business continuity plans rest on the ability of employees to return to work; and (4) the term "civilians" includes the families of first responders. The more prepared the family, the more able is the responder to report for duty.

As we cover each learning obstacle below, you'll find a brief description of the problem followed by a few specific tips on how to deal with that particular issue. When teaching, remember that people have different learning styles. *Visual* learners do best by watching. They are receptive to videos, PowerPoint, or live demos. *Auditory* learners prefer verbal communication such as podcasts, or books on tape. *Kinesthetic* learners benefit from hands-on experience. Try to incorporate a little of each into your presentations.

Fear

Fear is probably the number one reason people don't prepare. Too many people focus on the dangers they may face in disasters, rather than the benefits of self-reliance. Worse, many so-called experts dwell on nothing but the threat since they have little to no new preparedness information. Let's look at ways to teach readiness while avoiding fear:

1. Take a tip from insurance salespeople. They focus on the benefits of the policy rather than the reasons you might need one. Accentuate the positives of preparedness, not worst case scenarios.
2. Use "mundane" threats to get people to prepare for more dire situations. For example, people living on the coast understand hurricanes and are receptive to helpful tips regarding evacuation. However, you might get a negative reaction with a "nuke in the harbor" scenario.
3. Teach preparedness without mentioning a threat. For example, focus on financial planning. It's more economical to buy groceries in bulk and cook at home, and it's also healthier. Guess what? This means you'll have more food at home in a shelter-in-place situation. Also, encouraging families to take up camping as a hobby inadvertently helps prepare them for an evacuation.

Attention Span

With microwave ovens, ATMs, email, and so forth, we live in a world of instant gratification. We have become a society whose mantra is "Just give me the condensed intro, not the whole pamphlet." We rarely take time to do a thorough and detailed job of anything, and the notion of adding things to the list, even something life-saving, is out of the question. (This is also the reason that once something is no longer repeated on the nightly news, it becomes a forgotten issue.)

1. Most people don't realize that being prepared for disaster takes only subtle modifications to your life and doesn't require extensive study or training.
2. People in this category appreciate "helpful hints," so break things down into bite-size pieces. Use simple (though detailed and thorough) checklists and bulleted lists rather than wordy text or long speeches. For one such list, see "50 Emergency Uses for Your Camera Phone" at <http://www.disasterprep101.com/news.htm>.
3. Show them how some aspects of preparedness can save time. For example, having more food in the pantry saves shopping time. Also, being current and comprehensive with your insurance policies and personal documentation will save months worth of time getting your life back on track after a disaster.

Media

News channels can be a double-edged sword. They're great for emergency warnings, but sometimes contradict themselves. For example, weather stations will pass along evacuation warnings in advance of a hurricane, but then they'll send a reporter out in the middle of it to give a live report. Some people see this and think hurricanes are no big deal. We've seen the same in minor chemical spills. Let your preparedness students know that:

1. Things are always smaller and friendlier on TV than in real life. A picture of a snake isn't the least bit alarming. However, turn one loose in your classroom.... (No, don't actually do this!)
2. News sources live and die on ratings, viewers, and subscribers, and therefore take risks. However, these are usually controlled risks, since, for example, the weather reporters are usually in a side area and not in the direct path of the eye of the hurricane. So don't do what they do, do what they say.

Info Levels Now

Most "emergency" sites on the internet with "readiness information" have nothing but variations of the 72-hour kit checklist. The other end of the spectrum finds all the "survivalist" info concerning edible plants and living off the land. These two extremes can mislead the public in two distinct ways. One, the simplistic info might tell people that a 72-hour kit is all they'll need and the government will come protect them. Two, the other extreme relates to fear since it tends to tell people that "things will be so bad that you'll need these survival skills." The extremes should be avoided. Shoot for the more realistic middle ground.

1. "72-hour" kits are the absolute minimum. Recommending only a 72-hour kit is like telling a family on a vacation road-trip to get only enough gas to get to the next exit where there might be another station.
2. If you teach outdoor survival skills, remind people that these skills aren't the very next option after their 72-hour kit runs out. They are there for the most severe cases in isolated incidents.
3. Bridge the gap between these extremes by providing instruction on how families can use simple measures to stay safe and secure for up to four weeks, either during an

evacuation or extended shelter-in-place. A good example is the four weeks of food and water stored in the pantry. Four weeks is a more realistic figure and fills the void between simple kits and survival skills.

4. For more thoughts, see "The Disaster Dozen: The Top Twelve Myths of Disaster Preparedness" at <http://www.disasterprep101.com/news.htm>.

Lifestyle Ties

Essentially, this is another form of fear. It's the fear of changing one's lifestyle to incorporate readiness, and it's the fear of losing one's current lifestyle in the wake of a disaster. Two points come into play here.

1. One of the main goals of true readiness training is the preservation of our lifestyle as we know it, and not just mere physical survival. Therefore when discussing disasters, cover their aftermath and what it will take for families to return to normal. Don't cut the subject short.
2. Realistic preparedness doesn't involve major changes, but incorporates subtle modifications to the things we already have and do. For example, the simple habit of topping off your vehicle's gas tank three times a week is easy to develop and ensures you have as much fuel as possible in an emergency. Simple task, powerful results, no appreciable change in your lifestyle.

Income

Many people see ads for high-priced "disaster" goods and gear and assume that protecting their family will be a major financial investment. This isn't necessarily the case. If done correctly, protective measures can actually save a family money, or at least zero itself out on your household budget.

1. In our discussion of the four-week pantry we pointed out how storing this much food could actually save time and money.
2. You don't need to buy expensive gear. In fact, we recommend finding things you need at thrift stores or yard sales, and in other cases, making your own gear. For example, our "mess kits" were made with leftover plastic dishes from microwave dinners.
3. Part of any comprehensive family preparedness training should include a section on frugality, or how a family might save money by reducing expenses and through better household budgeting.

Ego

Ego can also be called self-esteem, and this can either go high or low. In the case of high self-esteem, some people may think, "I'm so important that others will take care of me." Low self-esteem carries its own peculiarities as well. These folks might think, "No one will help me," or "Nothing exciting ever happens here, so why prepare?" Though not directly ego-related,

many people hold that same belief that "Nothing will happen here. Things happen to other people."

1. Since we want to avoid generating fear, don't fight the "I'll be taken care of" attitude with stories of how bad things could get. Instead, use this high self-esteem by pointing out that one reason people don't prepare is because their friends don't. Therefore, tell this group the truth that they can help get others to prepare by being prepared themselves, and setting an example.
2. People with low self-esteem should be shown that self-reliance really is possible for them. These folks have low confidence levels. Once they see examples of how easy it is to be far more prepared and protected than they are, they'll appreciate their new confidence and may continue their education on their own.

Selflessness

Many people are so concerned about others that they neglect themselves. This is one of the reasons we see incidents of PTSD (Post-Traumatic Stress Disorder) in people that were never in the actual emergency. This type of distant stress is caused when these folks see bad things happen to other people but they can't do anything about it.

1. A good reminder for this group is that you're more able to help others if you yourself are well prepared. And guess what? "Others" includes pets!
2. In the stocked pantry example, you've helped others by already having your supplies, which makes for shorter lines and more stock on the shelves when the unprepared make that last-minute scramble for supplies at the grocery store.
3. You also help others by setting the example that preparedness is socially acceptable, much in the same way that we wear our seatbelts so our children will.

The most important point of all is that your main goal is to teach both the importance and techniques of disaster preparedness in order to make our world safer. So, we have one last acronym for you; the word **T.E.A.C.H.:**

Treat each family member as unique.

Emphasize the benefits and not the threat.

Allow for different learning styles and speeds.

Confidence building is goal number one.

Help others to help themselves, and to then help others in turn.

Paul Purcell is a security analyst and preparedness consultant and is the author of "Disaster Prep 101." Contact at: www.disasterprep101.com. Copyright 2006, Paul Purcell. Reprinted with permission.

CRITICAL INFRASTRUCTURE PROTECTION IS ALL ABOUT OPERATIONAL RESILIENCE AND CONTINUITY by Dr. Jim Kennedy

It has always been the policy of the United States to ensure the continuity and security of the critical infrastructures that are essential to the minimum operations of our economy and government. This critical infrastructure includes essential government services, public health, law enforcement, emergency services, information and communications, banking and finance, energy, transportation, and water supply.

So even before the events of 9/11, the Executive Branch of the Federal government, through Presidential Decision Directive 63 (PDD 63) issued May 22, 1998, ordered the strengthening of the nation's defenses against emerging unconventional threats to the United States, including those involving terrorist acts, weapons of mass destruction, assaults on critical infrastructures, and cyber-based attacks. But how many of us really understand what an immense undertaking that was? What comprises the critical infrastructure of the United States?

- More than 3,000 government facilities
- 7,569 Hospitals
- Telecommunications: 2 billion miles of cable; 1000s of telephone switching central offices
- Energy: 2800 Electric power plants; 300,000 oil and natural gas producing sites; 104 nuclear power plants
- Transportation
 - 5000 public airports
 - 500,000 highway bridges
 - 2 million miles of pipelines
 - 300 coastal ports
 - 500 major urban public transit operators
- 4,893 banks or savings institutions have more than \$100 billion in assets
- 66,000 chemical and hazardous material producing plants
- 75,000 dams
- 51,450 fire stations responding to 22,616,500 calls for assistance each year.

Initially, critical infrastructure assurance was essentially a state and local concern. With the massive use of information technologies and their significant interdependencies it has become a national concern, with major implications for the defense of our homeland and the economic security of the United States. However, given all of the focus on critical infrastructure, still one in three critical infrastructure operations goes without a business continuity or continuity of operations plan and three out of five of those operations with plans have never tested their plans as 'fit for purpose.'

Up until this year the electrical energy sector had no single body setting security and availability standards and practices for their operation. In 2006 the Federal Energy Regulatory Commission (FERC) selected the North American Electric Reliability Council (NERC) as the Electric Reliability Organization (ERO) and standard-setting body in the U.S. for electric utilities. Contingency and continuity of operations plans in this segment of the critical infrastructure is minimal at best as is typical across the entire energy sector (e.g., transmission, generation, oil and gas distribution and etc.).

In the financial sector many institutions, despite regular audits and increased governmental regulations, still do not have adequate continuity plans in place and information security is marginal. Although the deadline for HIPAA compliance has officially passed, a significant percentage of covered health care organizations still have not achieved basic HIPAA compliance, according to a recent industry survey. They lack emergency operations plans and even in some cases proper disaster recovery plans for patient care systems, which contain critical patient healthcare information.

So, even though there are laws and regulations and a very clear focus on the protection and resilience of critical infrastructure operations it has not seemed to translate into practice for the actual critical infrastructure operations across the U.S.

Critical infrastructure protection is all about operational resilience. In the GAO's '*Critical Infrastructure Protection – Significant Challenges in Safeguarding Government and Privately Controlled Systems from Computer-Based Attacks*' the report refers to service continuity controls as "*controls that ensure that when unexpected events occur, critical operations will continue without undue interruption and that crucial, sensitive data are protected.*" The report goes on to say, "*Service continuity controls should address the entire range of potential disruptions including relatively minor interruptions, such as temporary power failures or accidental loss or erasure of files, as well as major disasters, such as fires or natural disasters, that would require reestablishing operations at a remote location.*"

So how is this to be accomplished? The most effective way is for the development of a thorough and comprehensive business continuity or business resiliency management program. That program can be based on the NIPP Risk Management Framework, which consists of:

- Set security goals
- Identify assets, systems, networks, and functions
- Assess risks
- Prioritize mitigation efforts
- Implement mitigations, strategies and protective programs
- Measure effectiveness
- Go back to the beginning.

Building business continuity and resiliency into critical infrastructure operations is not easy; but, as Presidents past and present indicate, it is of the utmost importance to make sure that the United States' critical infrastructure is adequately protected as its citizens rely upon it every day for their safety, protection, and wellbeing.

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Source: Continuity Central www.continuitycentral.com.

SURVEY SAYS:

HOW NORTH AMERICAN COMPANIES ARE BACKING UP REMOTE OFFICE DATA

The main reason that organizations fail to back up remote office/branch office data over a LAN to a central location is due to a lack of IT resources, results from a recently conducted survey indicate, with 40 percent of respondents indicating that their companies do not have centralized backup of offsite locations in place.

Enterprise Strategy Group's Branch Office Optimization research survey, commissioned by Asigra, a provider of agent-less remote backup and recovery software, examined how companies safeguard mission-critical information throughout the enterprise from the perspectives of those working at both corporate headquarters and in remote office locations.

The research, completed in October 2006, was based on a survey of 626 North American IT professionals in the private and public sector. Three-quarters of respondents worked in headquarter offices with the remaining 25 percent in remote locations.

Among the findings were:

- 25 percent of respondents had 100 or more remote/branch offices, with 17 percent having between 26 and 99;
- 60 percent of remote offices had up to 25 servers they need to protect, indicating that a significant amount of critical data is residing outside the data center;
- Nearly half of respondents said they have concerns about the lack of security at remote office locations;
- 48 percent indicated they host home-grown applications out of necessity;
- 30 percent would purchase remote office data protection only from existing vendors, while 44 percent said they would consider both existing and new vendors.

According to ESG analyst Brian Garrett, "The number one reason why organizations have remote office access applications remotely over the WAN is to improve data protection. The adoption of remote office software is ready to explode. ROBO backup software companies are going to be incredibly busy in the next 12-26 months."

www.asigra.com; www.enterprisestrategygroup.com.

Source: Continuity Central

NEWS

NYC Office of Emergency Management Cuts Ribbon on New HQ and EOC

Mayor Michael R. Bloomberg and Office of Emergency Management (OEM) Commissioner Joseph F. Bruno recently opened the new OEM Headquarters and Emergency Operations Center (EOC) at 165 Cadman Plaza East in downtown Brooklyn. The \$50 million facility – totally funded by the federal government – serves as the central point of coordination for major emergencies and special events, as well as the day-to-day workspace for OEM planning and response personnel.

Staffed 24 hours a day, the 65,000-square-foot building contains a 130-agency EOC, Watch Command, general office space and training and conference rooms. It is supported by state-of-the-art audiovisual and information technology systems and full back-up generation. The OEM EOC will also be able to leverage the future benefits of the Citywide Public Safety Wireless Network, which will provide real-time links to city, state and federal agencies, bolster situational awareness and foster resource coordination in case of a large scale disaster.

"This state-of-the-art facility will help make communication between agencies more seamless so that during an emergency, City resources are easily marshaled and dispatched to areas that need help. This new Emergency Operations Center will help OEM accomplish its mission to plan and prepare for any emergency that may strike New York City," said Commissioner Bruno. "New York City is at the forefront of emergency management planning and this new facility will continue to move us forward."

The new EOC and OEM headquarters, along with an already existing backup EOC, were built to replace the agency's former facility at 7 World Trade Center that was destroyed on September 11, 2001. It will serve as a hub for implementation of the Citywide Incident Management System (CIMS). The funding to build this facility was part of the \$20 billion provided to New York City in the weeks after September 11th. The new facility contains an upgraded Watch Command containing several workstations, a Citywide warning desk, full audio and video recording capabilities, a 15-foot video wall and state-of-the-art communications tools. Operating around the clock, Watch Command works with field responders and serves as the central notification point for federal, state and local agencies during emergencies. Watch Command personnel maintain direct communication with surrounding jurisdictions and the New York State Emergency Management Office, as well as monitor radio frequencies and dispatch systems for the New York City Police and Fire Departments, and 911 calls. Newscasts from cable and satellite TV are constantly monitored to stay aware of what is being reported locally, nationally and internationally. Located nearby is space for a Joint Information Center, where information is gathered from the EOC for dissemination to the public during an emergency.

Source: City of New York

NEMA Report: Emergency Management Agencies Focused on Standards

Released in November 2006, the 2006 Biennial Report from the National Emergency Management Association (NEMA, www.nemaweb.org) revealed ever-increasing responsibilities for state emergency management agencies; an on-going struggle for adequate federal funding; and states leading the way in continuous improvement for their emergency management programs.

While all states have homeland security functions, most are tasking significant homeland security responsibilities to their state emergency management agencies. Three national priorities identified by the U.S. Department of Homeland Security – the National Response Plan, the National Incident Management System (NIMS) and the National Preparedness Goal – are assigned most frequently to emergency management for implementation. The same is true for risk and vulnerability assessments, where emergency management takes the lead in eighteen states.

Unfortunately, these growing responsibilities that are mandated by the federal government are not supported by adequate funding. The Emergency Management Performance Grant is the only federal funding available to state and local governments for all-hazards planning, training and exercises as well as some personnel costs. The report says that now there is an estimated \$287 million shortfall in the program. This is up from an earlier estimated shortfall of \$260 million. The fear is that as the gap grows, the nation's ability to respond to disasters of all types is seriously compromised.

The report also reveals some worrisome trends. Beginning in FY 2003, Congress reduced the funding formula for state hazard mitigation – activities that help reduce the devastation caused by future disasters – from 15 percent to 7.5 percent of disaster costs. While recent reform legislation eliminated the 7.5 percent restriction, the cap forced states to either reduce the amount they spent on critically needed mitigation programs; suspend buy-out assistance programs for flooded communities; or eliminate projects all together.

According to the report, as mitigation spending went down, response and recovery expenditures went up. In 1999 for example, when mitigation spending totaled \$498 million, response and recovery was at \$672 million. Four years later, mitigation spending fell to \$310 million, but response and recovery spending had increased to \$746 million. The cycle continued in 2005 when mitigation spending decreased again, this time to \$122 million. Response and recovery spending went up to \$794 million.

Among the positive findings were that an overwhelming majority of states – 46 – are making use of established standards to assess capabilities and address shortfalls in their state emergency management programs. Eleven states are taking it even further, requiring local jurisdictions to use standards, such as those in the Emergency Management Accreditation Program, in the development of annual work plans. This trend of using standards could have far-reaching implications. Regardless of their size or scope, all disasters start as local events. Standards would result in a more comprehensive emergency management program at the local level, which would mean greater capability when a disaster occurs.

Finally, the report shows that the mutual aid system in the U.S. continues to strengthen. The Emergency Management Assistance Compact, a national mutual aid agreement that allows support across state lines when a disaster occurs, played a key role in the Hurricanes Katrina and Rita response. By spring 2006, the compact had deployed nearly 66,000 people from 48 states, at a cost of more than \$830 million.

The full report is available for purchase on the NEMA Web site, www.nemaweb.org.

Source: NEMA

Mexico and U.S. Pledge Increased Cooperation in Pandemic Influenza Preparedness

In November, 2006 Mexico and the U.S. announced the signing of an agreement to boost cooperation on pandemic influenza preparedness among the six Mexican states and four U.S. states that share the international boundary. Meeting in Hermosillo, Sonora, Mexico, Health and Human Services (HHS) Assistant Secretary for Public Health Emergency Preparedness Craig Vanderwagen and the Mexican Director-General of Epidemiology of the Mexican Federal Secretariat of Health Pablo Kuri signed a joint declaration to strengthen the commitment of the two nations to coordinate preparedness efforts, domestic and international disease surveillance activities and response planning in the event of an outbreak of pandemic influenza.

"An influenza pandemic knows no political or geographic boundaries and responding to a potential outbreak will demand the cooperation of all nations, especially those that share common borders like México and the United States," Vanderwagen said. "This agreement reflects the strong relationship between our nation and Mexico and is a critical step in protecting our citizens."

The agreement was finalized during the 14th meeting of the U.S.-Mexico Border Health Commission, established in July, 2000 to provide international leadership to enhance health and the quality of life among residents along both sides of the United States-Mexico border. The commission's purpose is to raise awareness about public health issues in the region and the health and medical challenges faced by border populations; to help create the necessary venues and partnerships to mobilize the actions needed to improve the health status of those border-area residents and to serve as a reliable information portal about border-health issues.

Source: *The U.S. Department of Health and Human Services*

Complacency Puts UK Organizations at Risk as Emergency Planning Takes Backseat

The seventh annual Business Continuity Management Survey, published in November, 2006 by the UK's Chartered Management Institute and supported by the UK Cabinet Office and Continuity Forum, showed that despite the raised profile of BCM and emergency planning there is still a lot of work to do. Last year's study, undertaken with the Cabinet Office, was the largest yet and shows that organizations are still not planning effectively.

Many UK organizations are failing to prepare for disruption, despite evidence outlining the business benefits of disaster planning, the survey said, which highlights the significant impact of disasters at home and abroad, including a potential influenza pandemic, and uncovers worrying signs of inactivity and complacency.

The research findings, collected from 1,150 public and private sector managers, uncovered a worrying gap between perception and reality.

Key findings included:

- **Too little action:** Although a majority of managers (77 percent) believed business continuity is viewed as important by their senior management teams, less than half (49 percent) said their organization has a business continuity plan (BCP) in place. Organizations are also failing to rehearse plans as often as they should. Only 37 percent of those with plans tested them at least once a year, compared to 52 percent in 2005. This is made more worrying by the fact that where rehearsals have taken place, the majority (79 percent) reveals shortcomings in their plans.
- **Possessions, not people:** Inanimate objects still dominated business continuity management (IT is covered by 67 percent of plans) despite organizations admitting a fear of losing people and skills. For example, almost all (92 percent) believed they would suffer disruption caused by higher levels of absenteeism and illness in an influenza pandemic, yet the majority (83 percent) did not have robust plans to cope with this absence.
- **Big picture ignored:** Less than half (45 percent) perceived terrorist damage or environmental incidents (42 percent) as a major threat to business. This is despite one-third of organizations experiencing disruption after the London bombings in July 2005, 14 percent facing problems as a result of the Buncefield (outside of London) oil explosion and some (9 percent) feeling the impact of the Asian tsunami in December 2005.
- **Shortcomings in communication:** Only one in 10 with plans shared them with suppliers and shareholders, while just one in five communicated this information to customers, despite being cited as key drivers for creating BCPs. And only 7 percent required all suppliers to have a BC plan while one-third (37 percent) of organizations required only business-critical suppliers to have plans.

Jo Causon, of the Chartered Management Institute, said, "We are now in the seventh year of conducting this research and it is disappointing to see that organizations still fail to manage business continuity effectively. There appears to be a mismatch between perception of the need for business continuity and the reality of little action to prepare and plan. Unless appropriate and effective business continuity processes are thoroughly considered, organizations leave themselves wide open to a variety of threats and potential disruption."

The research suggested that managers would particularly benefit from guidance on creating a plan, case studies illustrating others' experiences and guidance on the potential disruptions they face. The Cabinet Office Web sites, <http://www.pfe.gov.uk> and <http://www.ukresilience.info>, provide valuable resources for organizations wanting this sort of advice. They also have links to the government guidance document, "*Contingency Planning for a Possible Influenza Pandemic*," to help organizations consider the risks and plan more effectively for such an eventuality. John Sharp, policy and development director, Continuity Forum, said, "This research highlights the need for organizations to benchmark and assess their business continuity management processes against nationally recognized standards and frameworks so that any readjustments can be made and potential room for error is minimized."

Source: *The Continuity Forum* www.continuityforum.com

EVENTS

March 2007

20-21: **2007 Business Continuity & Corporate Security Conference and Exposition**: New York, NY

Web: <http://www.flagmgmt.com/bc/>

25-28: **Spring World 2007 (Disaster Recovery Journal)**; Orlando, FL

Web: www.drj.com

26-30: **Business Continuity Awareness Week – Europe**

Web: www.thebci.org/bcaw.htm

April 2007

23-25: **Continuity Insights Management Conference**; New Orleans, LA

Web: www.continuityinsights.com

May 2007

7-13: **Business Continuity Awareness Week – Americas and Australasia**

Web: www.thebci.org/bcaw.htm

22-24: **CPM 2007 West (Contingency Planning & Management)**; Las Vegas, NV

Web: www.contingencyplanning.com

RECOMMENDED READING

*These and hundreds of other books, software tools, videos and research reports are available from **THE ROTHSTEIN CATALOGS ON DISASTER RECOVERY AND SERVICE LEVEL MANAGEMENT** at www.rothstein.com:*

[EDWARDS DISASTER RECOVERY DIRECTORY — 2007 Edition](#) [by Edwards Information](#)

New 2007 Edition Now Available!

Based on two decades of disaster planning, containing thousands of US and Canadian vendor listings in 400+ categories such as: recovery of water-damaged documents, smoke odor counteracting, trauma counselors, emergency network/computer equipment, planning software, hot sites, damage restoration, and much more — be ***better prepared*** and ***more responsive*** when disaster strikes! *2007, Order #673.*

[FASTPRACTICE TO BUILD YOUR BUSINESS CONTINUITY PLAN](#) [Featuring Barry Pruitt & Michael Herrera, CBCP](#) [by BCP Media](#)

BCP is vital to keeping your organization operating after a disruption. Yet many organizations have untested, out of date plans, or no plans at all. Why? Worldwide, the trend is “better, cheaper, and faster” - even in the BCP process.

Gain best practices in BCP at today’s fast pace. If you're an expert, learn now to speed up the process. If you're new to the profession, get your program in place quicker through the FASTpractice training course. The course will allow you to:

- Discover how to be a FASTpractice planner;
- Quickly define key rules and responsibilities;
- Map the fastest route to implement a ‘best practice’ BCP program; and,
- Raise you program's maturity level at a faster pace.

2006, Three DVDs Plus Course Workbook and Sample Forms on CD. Order #DR794.

DISASTER RECOVERY / BUSINESS CONTINUITY: THE COMMAND CENTER

by Norm Harris, CBCP, CRP and Tracy Cowan, CBCP, CRP

by BCP Media

This training course leads participants through the command center process. You'll gain knowledge as well as receiving cutting edge material that covers:

- Who is in charge of the recovery effort?
- Who are the players?
- How is the DR/BC command center structured?
- Where do you start?
- What do you need to know?
- How would the damage assessment team be activated?
- What information does a Command Center Team need to know to declare a disaster?

2006, Three DVDs Plus Course Workbook and Sample Forms on CD. Order #DR793.

CRISIS MANAGEMENT PLANNING AND EXECUTION

by Edward S. Devlin

"Devlin provides a clear, concise, and complete look at crisis management planning. He imparts his years of experience and knowledge to give us a look at the entire process. He provides us with the 'how's,' the 'why's,' and the 'why not's.' In true Ed Devlin fashion, he tells it like it is. — From the foreword by Richard L. Arnold, CBCP, Publisher, Disaster Recovery Journal.

Crisis management planning refers to the methodology used by executives to respond to and manage a crisis and is an integral part of a business resumption plan. Crisis Management Planning and Execution explores in detail the concepts of crisis management planning, which involves a number of crises other than physical disaster. The book also teaches the Business Continuity/Business Resumption professional how to get executives to participate in the development of their sections of the Crisis Management Plan. Readers will see and understand a methodology they can use to get their executives to work with the professionals to document their roles in managing any crisis that should strike.

2007, 504 pages. Order #DR817.

A RISK MANAGEMENT APPROACH TO BUSINESS CONTINUITY: ALIGNING BUSINESS CONTINUITY WITH CORPORATE GOVERNANCE

By Julia Graham, FCII, FBCI MIRM and David Kaye, FCII FBCI MIRM FRSA

"One of today's priorities for any business organisation - whatever its size, sector or location - is that it continues successfully. Yet there is an increasing array of potential threats - both internal and external - to staying in business, ranging from IT failure and human resource issues to terrorism and climate change. Meanwhile, a growing number of interested stakeholders exist with an enhanced awareness of business management and performance. Therefore Business Continuity Management (BCM) is attracting greater recognition as a vital tool that should be

understood by the organisation as a whole. Protection of brand value, loss of reputation, product liability, existing and upcoming regulation and legislation, corporate governance and professional indemnity, are examples of commercial survival issues covered by BCM and addressed in this excellent book. Filled with case studies and illustrations, the authors provide a comprehensive approach that:

- sets the scene for BCM;
- demonstrates its value;
- assesses risks and opportunities;
- examines practical tools as part of risk management and corporate governance; and,
- gives clear direction that moves the reader on from theory to practice.

"This is a thorough work that is a must for all organisations. **A Risk Management Approach to Business Continuity** enables the reader to grasp the key issues in an accessible manner. It uniquely integrates the concerns of risk management and corporate governance in a practical manner that develops the interest of the reader so that it can - and should - attract the attention of the management of the organisation as a whole." — *Women In Law Newsletter*.

This book includes a preface by George J. Mitchell, Chairman, DLA Piper Rudnick Gray Cary; Former Senate Majority Leader; and, former U.S. Senator for Maine. It has been endorsed by the **Business Continuity Institute**, **Disaster Recovery Institute International**, and **Institute for Risk Management and Survive: The Business Continuity Group**.

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