

BUSINESS SURVIVAL[™]
A Business Continuity Newsletter for Decision-makers from
ROTHSTEIN ASSOCIATES INC.

Volume 9, Issue 4

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Blacksburg, Virginia, April 16, 2007

[By Vali Hawkins-Mitchell, Ph.D., L.M.H.C.](#)

Founded in 1872 as a land-grant college named Virginia Agricultural and Mechanical College, Virginia Tech is a comprehensive, innovative research university with the largest full-time student population of over 25,000 full-time students in Virginia. Ranked 56th in university research in the United States with a combination of its “three missions of learning, discovery, and engagement,” Virginia Tech continually strives to accomplish the charge of its motto: Ut Prosim (That I May Serve.)

Until April 16th, 2007.

Now it is will be known as the location of the Virginia Tech Massacre.

Once again the TV *interrupts our regular scheduled programming*, and the screen shows the press corps surrounding a beleaguered police officer and school officials. Video film rolls with audio of shots fired and screams. The scroll at the bottom begins with one death in a dorm. The numbers climb as the day progresses. The press corps grows and the media presence increases. What seemed to be a regular workday has now changed. Faculty, administrators, emergency responders, journalists, parents at jobs, surgeons, hospital staff, and countless others now have had their workplace turned into a nightmare.

Employees who had begun their day thinking about a particular project or activity now are engaged in discussions that include words like “shooter,” and counselors, families of the deceased, 800-contact numbers, corpses, body bags, dorm rooms, chains, glocks, stalking, suicide, bomb threats, lockdowns, and murder. Words they never thought they would have to say out loud are immediately part of their workplace vocabulary. This is not a regular day at work. Virginia Tech is temporarily a scene of heinous workplace violence. An Emotional Terrorist entered the sacred halls of learning, a student dorm and classrooms, and brutally murdered dozens

of people. Dozens. This was not just a disgruntled employee or jealous domestic lover event. It was mass murder. And beyond the devastation to individual lives and families, Virginia Tech is a workplace that has now become the icon of the "Worst mass murder in America." How will this influence next year's college enrollment numbers? How will this affect faculty, staff, hirings, absenteeism, the counseling center, the health care center and other adjunct facilities? The ripples of the incident that lasted only a few unbelievably brutal minutes will not end quickly.

The emotional toll *will* be staggering. The fiscal toll may also be profound. This company, a university, dependent upon funding from a variety of interdependent sources, may now have a reputation that does not include academic, athletic, or research credits. Schools, which have traditionally been seen as safe havens, sacred halls of learning, are now more at risk for violence. Universities and colleges now must join the corporate mentality of disaster and emergency planning to a new level. No company is immune from violence today. There are no safe "locations." All companies, no matter the size or location must be prepared for the thinkable as well as the unthinkable event. This is not emotionally pleasant, but it is good business. This is also the only way that companies can help individuals and organizations hope to recover from any sort of incident. Being prepared helps restore sanity and order after such an insane intrusion of chaos. There is no way to prevent violence. Violence will happen. There is no way to control it although there are better and worse ways to manage it.

Violence isn't something that is going to go away in the near future, and planning for the thinkable and the unthinkable must become a mandatory component of prudent risk management. Knowing about disaster, trauma, and all the forms and manifestations of workplace violence, from small annoyances to heinous catastrophes can no longer be the sole domain of counselors, emergency first responders, and disaster planners. *Everyone* must know what to do about a thinkable or unthinkable event. Emergency planning is not a topic that should be held in trust by a few people. Everyone must plan for the worst and hope for the best. Just as most companies and homes have fire extinguishers without being paranoid about fire, it just makes good sense to have something in place for a real potential threat. Violence is real. We cannot live in fear of it, but not planning is dangerous or ignorant in today's world.

When thinking about managing workplace violence most people start with these questions: *What is enough to count? When should I pay attention to something, or make a call, or complain? Should I over-react? I can't make a report about everything that bothers me. Where do I start?* Here is a basic guideline of a good place to start:

1. Anything physical counts and is enough
2. One incident is enough
3. Any threat to physical safety is enough
4. Any veiled threat of violence is enough
5. Once is enough
6. Take action
7. Take action now
8. Tell someone
9. Make a report
10. Don't blow it off. This may be your only warning!

As a disaster responder, mental health counsellor, certified traumatologist and educator, I continue to be perplexed when I go into a company as a consultant and hear them say something like, "Oh those poor people at Virginia Tech. We don't have any problems like that here." After I catch my breath I try to inform them that Risk Management is not about your safe history. Risk management is about protecting the future of your company and your people. Unfortunately there is no guarantee that a deranged psychopath won't run into your company and kill innocent people just because you have read a book, hired a consultant, or gone to a fabulous training. On the other hand, planning for the unexpected allows room for the conscious expectation that there are things that can be done under even the most severe of duress. This protects people to a degree that is significant. For example, most adults know that during an earthquake it is wise to get in a doorway or under something sturdy and have had an earthquake drill. Most companies have an evacuation plan and have fire drills. What about Emotional Terrorist Drills?

Disasters are always a surprise. They can never be fully anticipated. Heroes are born and remembered and survivors suffer the guilt of surviving. But survival is the goal, is it not? The news footage shows a student climbing out of a window. That child survived. Somewhere in that youngster's mind there was the idea of *escape*

quickly! Good plan! This simple, cost-effective idea was efficient and useful. Disaster planning does not have to be expensive or involve costly, lengthy training consultations. It means recognizing the danger and getting the hell away from it as fast as humanly possible. And when avoiding it is not possible, like an earthquake or murderer, do everything in your imagination to survive. Leaving the imagination to come up with something while under the immediate duress of the event is not sufficient, efficient, useful or cost-effective. Leaving it to chance is neither clever nor intelligent in today's dangerous world. Such risk-taking now must be considered either ignorant or dangerous. What is your company doing? What are you doing? What can your company absorb? Are you prepared? Is your organization prepared for the worst while hoping for the best?

Pay Attention to Warning Signs and Report the Following:

- Verbal or gestured threats to harm or hurt others or their property
- Physical attacks at any level, small or large
- Threats of potential for future violence (slamming doors, breaking things, gestures, throwing things, shaking fists, destroying property)
- Obsession with a particular person, place or thing
- Stalking
- Unwanted phone calls or computer contact
- Suicide threats, verbal or written
- Harassment
- Cursing or foul language, written or verbal
- Derogatory personal remarks or verbal attacks
- Sexually offensive language
- Intimidation
- Racially, or gender biased language
- Threats: Overt and direct, Covert and hidden or veiled
- Inappropriate objects: Weapons, sexually explicit items, literature.

In addition to the overt actions in the checklist above, the following individual characteristics may be a basis for concern:

- Difficulty controlling temper; displays unwarranted anger
- Preoccupation with weapons and/or acts of violence
- Is intrigued by previous workplace violence incidents
- Difficulty accepting authority/criticism
- Inability or willingness to communicate
- Holds grudges, especially against supervisors
- Is argumentative/uncooperative
- History of interpersonal conflict
- Expresses "odd" ideas that do not fit the situation
- Expresses extreme opinions and attitudes.

Risk Of Homicidal Behavior

Examples of some of the early warning signs for homicide

- Direct threats
- Access to or availability of weapons
- Substance Abuse
- History of past acts of violence
- History of stalking or inappropriate contact
- History of explosive, persecutory, paranoid, suspicious, angry, hostile behaviors
- Verbalized a plan to do a violent action
- Verbalized an identified victim or victims
- Apparent unwillingness to collaborate during a conflict
- A sense of absolute finality in behaviors
- May create a set-up event of informing people who do not believe they will follow-through on plan (like a "dare me" attitude)
- Writing plans or collecting weapons in advance
- Solitary behavior that includes veiled threats of danger

Violence comes in many forms, from subtle and hidden to overt and heinous. All forms of violence count. All forms of violence are unacceptable at the workplace. The forms that make the news are often the most dramatic and heinous. However, be very clear, there are manifestations of long-term, chronic violence in workplaces that leave carnage in the form of broken careers, lost hopes, murdered aspirations, trashed dreams, interrupted finances, costly litigations, destroyed reputations, crumbled marriages, heinous addictions, daily terrors, and the metastasized toxicity of working in a place with a bully who invades and destroys the spirit on a daily basis.

In an article recently published in [The Journal of Business Continuity & Emergency Planning](http://www.henrystewart.com/jbcep/index.html) (Hawkins Mitchell, Volume 1, Number 1, September 2006, <http://www.henrystewart.com/jbcep/index.html>) I suggested that if you work for a company that does not protect you, then it is up to you to take care of yourself. Medical personnel and first responders know that to be prepared means, "taking your own pulse first." You can advocate for your company or yourself, or both. Leaving your protection from violent events to chance is like betting the family mortgage on a lucky number on a roulette wheel. Good luck on that!

*"We will continue to invent the future through our blood and tears and through all our sadness
... We are the Hokies" (Nikki Giovanni, University Distinguished Professor, poet, activist)*

And yet we continue to move forward. People survive. Companies regroup. Time passes. Memorials are made. Human beings recover. Disasters come and go and the next one is just around the corner. Preparing for disaster means planning on survival and recovery and the reestablishment of hope with a sense of future. Workplace violence isn't the whole truth. However ill-advised it is to ignore this disturbing topic in business terms, it is essential and well-advised, good business to promote peace, health, hope and the image of safety and secure futures.

Proactive peacemaking, planning, education, remediation, mediation, employee assistance, counseling, consultants, trainings, discussions and even well constructed bulletin boards can inform and entertain people. Leading companies will move toward a transformative, productive, cost-effective, methodology to protect, prevent, respond, and recover from the negatives of minor annoyances and catastrophic traumatic incident knowing that hope is the outcome of a well-conceived Disaster and Emergency Management plan. "Plan for the worst and hope for the best" is good for Emotional Continuity **and** for Business Continuity. As poignant post-disaster gatherings and emotional memorials attest, survival and collective recovery is our organic nature as human beings. *We cannot possibly be productive in an environment that does not hold up a candle of hope and peace in the face of extreme darkness.*

Vali Hawkins Mitchell, Ph.D., LMHC is a Licensed Mental Health Counselor and holds a Doctorate in Health Education. She consults nationally in the field of Emotional Continuity Management and has pioneered the development of this field (www.emotionalcontinuitymanagement.com). Two decades of disaster work — in the shadow of Mount St. Helens, the Hanford Nuclear Site and the Umatilla Chemical Weapons Depot — have provided her unique perspectives on the emotional nature of disaster planning. Her assignments at numerous incidents include serving at the site of the World Trade Center attacks. She has served as co-clinical director of the Southeast Washington Critical Incident Stress Management team and is a member of the Disaster Services Human Resources System with the American Red Cross.

Vali is author of the book [**Emotional Terrors in the Workplace: Protecting Your Business' Bottom Line – Emotional Continuity Management in the Workplace.**](#)

Emergency Lock-Down Procedures at Colleges and Universities

By Douglas M. Henderson, FSA, CBCP

The recent carnage at Virginia Tech emphasizes the fact that higher education campuses are vulnerable to acts of violence. This vulnerability is due in part to the general open environment desired by the institutions. Students, faculty, guests and passers-by all have general campus access. Many campuses have evolved over time with security issues not being a prime planning factor. In particular, campuses located in cities and in other populated areas often have no clear boundaries, making perimeter control next to impossible.

Facility Evacuation and Emergency Lock-down Practices

Safety procedures at colleges and universities have historically focused on "facility evacuation" or "fire drill" exercises. These exercises are typically performed on a regular basis during the semester. Facility evacuation procedures are the appropriate response for fire emergencies and for certain other threats, such as bomb threats and internal hazardous releases.

Over the last few years, terrorist attacks, hostile intruders, violent students or employees, and other acts of violence have emerged as serious threats. These threats require "emergency lock-down" or "shelter-in-place" procedures to be executed - the exact opposite of a facility evacuation. These violent situations constitute life-threatening events. Conducting a facility evacuation or failing to respond properly or promptly could be a fatal mistake. Also note that, with some modification, emergency lock-down procedures are appropriate for other situations such as external hazardous releases, tornado and earthquake emergencies.

Emergency Lock-down Training and Exercise

Teachers and staff are frequently the initial responders to an emergency situation. Teachers in particular 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.

All employees and students need to be provided with proper emergency response procedures. These instructions need to be written in a concise manner and must address all relevant situations. 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.

Unfortunately, unlike facility evacuation procedures, my experience is that emergency lock-down procedures are not regularly exercised at many colleges and universities. Threats that trigger an emergency lock-down are likely life-threatening, and initially these exercises may cause some stress for all involved. However, 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.

Communication Issues

The need to quickly communicate accurate emergency instructions at the commencement of a crisis situation is central to the effectiveness of executing the proper procedure. Communicating accurate, timely and sufficiently detailed information represents an important challenge. In order to distribute an accurate message, one first has to gather accurate facts. In the initial phases of an emergency, accurate facts are difficult to gather. Realistically, at the onset of an emergency, actions will generally be limited to either conducting a facility evacuation or conducting an emergency lock-down.

Alarms typically 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.

In addition to building fire alarms, some type of siren or campus-wide public address system is needed to alert everyone that a dangerous situation exists and an emergency lock-down needs to be performed. Detailed emergency information regarding a hostile intruder, violent student or employee, hazardous release (accidental or intentional), etc. cannot be effectively communicated by a siren alone. It is also very important to utilize public address systems, blast telephone messages, send out e-mail messages, etc. Once a siren is sounded, everyone will know to conduct an emergency lock-down and to subsequently check e-mail, voice mail, etc. for additional information as it becomes available.

Depending on the specific threat, there are important differences in the exact emergency lock-down procedures to be executed. For example, if there is a hostile intruder threat, doors need to be locked and barricaded, 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 but this procedure would not be performed during a hostile intruder situation.

In Summary

All colleges and universities need to develop safety procedures to respond to a hostile intruder, a terrorist attack and other life-threatening events that require the execution of an emergency lock-down. Communication systems need to be robust and redundant. Most importantly, all procedures need to be communicated to and practiced by everyone.

Procedures - Hostile Intruder/Violent Student or Employee

- Everyone in hallways or open areas is to seek shelter in the nearest room.
- A silent evacuation should be considered if it can be conducted safely.
- Lock and barricade doors.
- Close windows and window treatments.
- Turn off lights.
- Everyone is to remain quiet (quietly contact 911) and not enter hallways or open areas.
- Crouch down in areas that are out of sight from doors and windows.
- Should the fire alarm sound, do not evacuate the building unless:
 - You have firsthand knowledge that there is a fire in the building, or
 - You have been advised by Police/Security to evacuate the building, or
 - There is imminent danger in the immediate area.

Procedures - Tornado

- At the onset of a tornado warning:
 - Everyone in outdoor areas is to seek shelter in secure buildings.
 - Trailers and temporary structures are to be evacuated.
- Faculty and staff are to go to interior areas/hallways or designated safe areas of the building.
- Close doors.
- If possible, take cover under a sturdy object.
- Cover your head, neck and face.
- Stay away from windows and objects that might fall.
- Do not seek cover in large open areas.
- Remain quiet.

Procedures - Earthquake

- If an earthquake strikes take cover immediately under a sturdy object.
- Be prepared to move with the object and, if possible, grab the object.
- Cover your head, neck and face to the fullest extent possible.
- Stay away from, to the fullest extent possible, windows and items that might fall.
- Do not attempt an evacuation during the earthquake.
- Once the shaking stops; evacuate and remain prepared for aftershocks.
 - Do not move seriously injured individuals.
 - Provide search and rescue personnel with the last known location of any missing victim.
- Once outside seek open areas away from power lines, buildings and objects that might fall.

Procedures - Hazardous Release Outside

- Everyone in hallways or open areas is to seek shelter in the nearest room.
- Close windows and window treatments.
- Everyone is to remain quiet and not enter hallways or open areas.
- Crouch down in areas that are away from windows.
- Air ventilation systems will be shut down.
- A vertical evacuation may be considered.
- Should the fire alarm sound, do not evacuate the building unless:
 - You have firsthand knowledge that there is a fire in the building, or
 - You have been advised by Police/Security to evacuate the building, or
 - There is imminent danger in the immediate area.

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Douglas M. Henderson, FSA, CBCP is author of [THE COMPREHENSIVE CRISIS AND CONTINUITY PROGRAM FOR COLLEGES AND UNIVERSITIES: Risk and Impact Analysis, Continuity of Operations Plan \(COOP\), Department/Division Plans and Crisis/Risk Management Plan Development Templates on CD-ROM for Colleges & Universities](#)

News

FEMA Preparations for 2007 Hurricane Season

At the recent 29th National Hurricane Conference in New Orleans, FEMA Administrator R. David Paulison discussed reforms and improvements FEMA has implemented to prepare for the 2007 Hurricane Season. In his remarks, Paulison noted the many reforms FEMA has already implemented in the areas of communications and disaster operations; disaster assistance and reducing the potential for waste, fraud and abuse; logistics management; and operational planning and continuity.

Paulison focused on the internal and external reviews being conducted in partnership with states and localities to determine where reforms can make the biggest impact. "FEMA is working closely with each of the 11 state emergency management communities in hurricane prone states, using a consistent set of measures and tools to evaluate strengths and vulnerabilities," he said, "This will allow us to better tailor our response."

Paulison also highlighted FEMA personnel changes that included recruitment of additional staff to bring FEMA's staffing level to over 90 percent -- including, for the first time in recent memory, a complete roster of 10 full-time administrators in FEMA's regional offices with nearly 300 years of combined emergency management, law enforcement and fire service experience.

As a result of these extensive reforms, Paulison said, "FEMA is better aligned and focused on helping America to prepare before an event strikes, has stronger operational systems and plans in place to improve response and coordination, is working to find new ways to help communities recover and rebuild after an event strikes, is committed to working hand-in-hand with our partners at every level of government as well as those in the nonprofit and private sectors, and is dedicated to fostering a culture of personal preparedness amongst all Americans."

Paulison concluded with reminding conference delegates and all Americans that each individual should make their own preparations to see their families through a disaster. "FEMA is dedicated to fostering a culture of personal preparedness in America. Americans must be prepared to care for themselves and their loved one during and immediately following a disaster," Paulison added.

Source: www.fema.gov

DHS Releases New Regulations for High Risk Chemical Facilities

The U.S. Department of Homeland Security recently released an interim final rule that imposes comprehensive federal security regulations for high risk chemical facilities. The department sought and reviewed comments from state and local partners, Congress, private industry, and the public to develop consistent guidelines using a risk-based approach. The new rule gives the department authority to seek compliance through the imposition of civil penalties, of up to \$25,000 per day, and the ability to shut down non-compliant facilities. "The safety and security measures that we take need to be tough and balanced," said Homeland Security Secretary Michael Chertoff. "We will significantly reduce vulnerability at high-consequence chemical facilities, taking into account important efforts in certain states."

The department will require owners of chemical facilities housing certain quantities of specified chemicals to complete a preliminary screening assessment that determines the level of risk associated with the facility. If a chemical facility preliminarily qualifies as high risk, its owners will be required to prepare and submit a security vulnerability assessment and site security plan. Submissions will be validated through audits and site inspections. The department will provide technical assistance to facility owners and operators as needed. Security standards will be required to achieve specific outcomes, such as securing the perimeter and critical targets, controlling access, deterring theft of potentially dangerous chemicals, and preventing internal sabotage.

Some states have existing laws for regulating chemical facilities. Only state laws and requirements that conflict or interfere with these regulations, or the purpose for the regulations, will be preempted. Currently, the department has no reason to conclude that any existing state laws are applied in a way that would impede the federal rule. In proposing a regulation for comment and then publishing an interim final rule prior to April 4, the department has met an aggressive timeline set by Congress.

Source: www.dhs.gov

Update: FEMA/Preparedness Transition

The Post-Katrina Emergency Reform Act of 2006 ("the Act") amended the Homeland Security Act and the President's Katrina Lessons Learned Report and directed changes to FEMA and DHS' organizational structure and included the realigning of several functions into FEMA. As part of this reorganization, major national preparedness components and functions to include The Office of Grants and Training, the United States Fire Administration, National Capital Region Coordination, Chemical Stockpile Emergency Preparedness and the Radiological Emergency Preparedness Program transferred to FEMA on April 1, 2007.

The new organization reflects the expanded scope of FEMA's departmental responsibilities. It strengthens FEMA's coordination with other DHS components, as well as agencies and departments outside of DHS. It also enhances FEMA's ability to partner with emergency management and law enforcement and preparedness organizations and the private sector nationwide. The legislation also provides for a renewed focus on FEMA's Regional Offices as the backbone for its relationship with state and local partners and strengthens the regional organizational structure.

For more information: http://www.fema.gov/media/fact_sheets/prep_transition.shtm

Source: www.fema.gov

GAO Report: Better Disaster Coordination for OSHA Needed

Concerns about the safety and health of workers involved in the response to Hurricane Katrina included their exposure to contaminated floodwaters and injuries from working around debris. The Department of Labor's Occupational Safety and Health Administration (OSHA) is responsible for coordinating federal efforts to protect the safety and health of workers involved in the response to large national disasters. To better determine what happened in the aftermath of Katrina, the General Accounting Office (GAO) launched several Katrina-related reviews. For this particular review, GAO examined 1) what was known about the number of response and recovery workers deployed to the Gulf Coast in response to Hurricane Katrina; 2) the extent to which OSHA tracked injuries and illnesses sustained by these workers; and 3) how well OSHA met the safety and health needs of workers. To address these issues, GAO reviewed reports; analyzed data; interviewed federal, state, and local officials; and conducted site visits. Results of this review are contained in Report GAO-07-193, which was released March 28, 2007.

The report pointed out that no one, including OSHA, was responsible for collecting information on the total number of response and recovery workers deployed to the Gulf Coast in response to Hurricane Katrina and no one collected it, but 10 federal agencies provided estimates showing that, on October 1, 2005, the agencies had about 49,000 federal workers in the Gulf Coast area. In addition, six of these agencies estimated that their contractors had about 5,100 workers in the area on December 1, 2005, but the other four either did not track the number of workers employed by their contractors or did not employ contractors. Although OSHA was responsible for tracking the injuries and illnesses that federal response and recovery workers sustained during the response to Hurricane Katrina, the agency's efforts to collect it were delayed and it was unable to collect usable information. According to OSHA, the Federal Emergency Management Agency (FEMA) must assign and fund specific responsibilities for each disaster. However, FEMA did not direct OSHA to collect injury and illness data until more than three weeks after the hurricane struck. OSHA attempted to collect the data at that time, but the information federal agencies provided were incomplete and unreliable.

OSHA and other agencies did track fatalities. They reported nine worker fatalities attributed to work-related accidents: three employees of federal contractors and six nonfederal workers or volunteers. OSHA provided assistance to many response and recovery workers who responded to Hurricane Katrina, but not all workers' safety and health needs were met.

OSHA quickly established operations in the Gulf area; intervened in thousands of potentially hazardous situations; and assessed air, water, soil, and noise hazards at many work sites. However, disagreements between OSHA and FEMA about which agency was in charge of providing safety and health assistance to federal agencies and workers and how it would be provided delayed some of OSHA's efforts. Also, some agencies' lack of awareness about the role OSHA plays in a disaster further hindered its ability to provide assistance. As a result, OSHA did not fully meet workers' safety and health needs, particularly their need for training and protective equipment. OSHA also did not coordinate with the Department of Health and Human Services to ensure that workers had needed mental health services, and OSHA was not assigned responsibility for coordinating the needs of nonfederal workers, including state and local agency workers; many immigrants; and volunteers.

To download the GAO report: <http://www.gao.gov/new.items/d07193.pdf>

Source: www.gao.gov

BCI Launching Business Continuity Trade Association

The Business Continuity Institute (Reading, UK) recently announced that it will launch the BCI Partnership, a subsidiary of the BCI, designed for corporations and businesses. Like the BCI, the BCI Partnership will be a not-for-profit entity with any surpluses being returned to the Partnership to fund future activities. It will be similar to a trade association, with the charter of promoting the benefits of business continuity management and supporting members through providing information and conducting research. Planned activities for the BCI Partnership include lobbying governmental and other agencies; road shows and public relations to raise

the profile of business continuity management; and various types of industry research. These will be supported by a new BCM-focused business publication; industry sector-specific forums; codes of practice for different aspects of BCM; and a new website. The BCI Partnership will be operated separately to the BCI and will have its own director.

According to Chris Green, FBCI, chairman of the BCI, "2007 will prove to be a key year for business continuity management. The launch of BS 25999 in late 2006 has seen a significant rise in interest in BCM as a discipline. At the same time continued growth in BCI membership confirms that business continuity management is now a chosen career for an increasing number of professionals. BCM has matured and is now firmly established on the corporate governance agenda. The BCI Board believes that now is the right time to work in partnership with firms to further raise the profile of business continuity management and to ensure that corporate excellence in BCM is adopted by more companies."

Angela Robinson, FBCI, vice-chair of the BCI adds, "The BCI already receives support in the form of sponsorship from many of the industry's leading suppliers. We also receive many requests from firms that practice business continuity management asking how they too can get more involved. The BCI Partnership will bring suppliers and users together to promote corporate excellence in business continuity management."

The BCI is currently seeking Founding Partners to help define this initiative and anticipates a formal launch of the BCI Partnership at the BCI's annual symposium in October 2007. Contact Lorraine Darke, membership services director, at lorraine.darke@thebci.org. Details on the new initiative can be found at <http://www.continuitycentral.com/BCIPartnership.pdf>

Symantec Survey Reveals Need for Data Protection within IT Environments

Symantec Corporation (Cupertino, CA) recently unveiled the latest version of its Veritas NetBackup PureDisk product and released the results of a survey outlining key issues facing organizations in protecting data outside the data center. The survey findings underscored the need to employ data protection strategies which leverage products such as NetBackup PureDisk and highlight the need for effective data protection technology in the remote office. PureDisk delivers data deduplication technology that reduces the capacity of disk required for backup in addition to more efficiently using bandwidth that exists between the remote site and the central data center. The latest release of NetBackup PureDisk is available now through Symantec's value-added resellers and direct sales force.

www.symantec.com

PERI Releases Resource Directory of Risk Management Resources

The Fairfax, VA-based Public Entity Risk Institute (PERI), a nonprofit risk management training and educational firm, recently published a new directory of risk management resources. PERI's 2007 Risk Management Resource Guide is a compilation of information references and training sources to advance the practice of risk management. The guide provides information and lists of training sources covering subjects ranging from benchmarking and performance management, disaster management and hazard mitigation, to workers compensation and occupational therapy. The publication includes information on credentialing agencies; educational institutions offering degrees in emergency management, homeland security, and risk management; and relevant publications and publishers. Also included are sources on environmental liability, human resources and employment practices, risk financing and insurance, risk management, and safety and health. The Resource Guide can be purchased in book form or on CD-ROM for \$20. For more information and to order a copy go to www.riskinstitute.org

UPCOMING EVENTS

May 2007

- 4: **Disaster Preparedness Summit**; New Orleans, Louisiana, USA
www.disasterpreparednesssummit.org
- 7-13: **Business Continuity Awareness Week - Americas and Australasia**
www.thebci.org/bcaw.htm
- 17: **Disaster Preparedness Summit**; Chicago, Illinois, USA
www.disasterpreparednesssummit.org
- 22-24: **CPM 2007 West (Contingency Planning & Management)**; Las Vegas, Nevada, USA
www.contingencyplanning.com

June 2007

- 6: **Managing the Global Supply Chain, BCI London Forum**; London United Kingdom
www.bcilondonforum.org
- 12: **NEDRIX Summer Conference**; Nashua, New Hampshire, USA
www.nedrix.com
- 12: **Risky Business Conference**; London, United Kingdom
www.documentsos.com/events.pl
- 18-19: **Emergency Planning Society Annual Conference**; Torquay, United Kingdom
www.the-eps.org

July 2007

- 8-11: **17th World Conference on Disaster Management**; Toronto, Ontario, Canada
www.wcdm.org
- 17-18: **Business Continuity 2007: Building the Resilient Enterprise**; New York, NY USA
www.cio.com/bc_2007

September 2007

- 16-19: **DRJ Fall World 2007 (Disaster Recovery Journal)**; San Diego, California, USA
www.drj.com

November 2007

- 13-15: **CPM 2007 East (Contingency Planning & Management)**; Orlando, Florida, USA
www.contingencyplanning.com
- 19-21: **International Business Continuity and Risk Management Conference**; Karachi, Pakistan
www.bcm-conference.com.pk

RECOMMENDED READING AND RESOURCES

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:

PRINCIPLES AND PRACTICE OF BUSINESS CONTINUITY:

Tools and Techniques

By Jim Burtles, KLJ, MMLJ, FBCI

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