Slide 1

DRJ SPRING 2020
March 15-18, Orlando

BC in the Cloud®
by INFINITE BLUE

**CONNECTING THE COMMONALITIES
THROUGHOUT YOUR CONTINUITY PROGRAM**

Andy Witts – Director of Service Delivery

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Slide 2

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Ask an executive….

What is your highest priority for protecting the organization?

Recovering Processes?

Mitigating Risks?

Protecting workforce?

Validating Vendors?

Securing Supply Chain?

Recovering Applications?

Securing Infrastructure?

Validating Compliance?

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So many variables…

- Processes
- Plans
- Applications
- Risks
- Threats
- Supplies
- Employees
- Exercises

- Vendors
- Customers
- Cost
- Operations
- Locations
- Controls
- Threat Actors
- Vulnerabilities

- Suppliers
- RTOs
- Tolerances
- Max Allowable
- RPOs
- Tasks
- Teams
- Incidents

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Processes	Risks	Apps	BIAs	Plans	Employees
$100	$100	$100	$100	$100	$100
$200	$200	$200	$200	$200	$200
$300	$300	$300	$300	$300	$300
$400	$400	$400	$400	$400	$400
$500	$500	$500	$500	$500	$500

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Not enough time…

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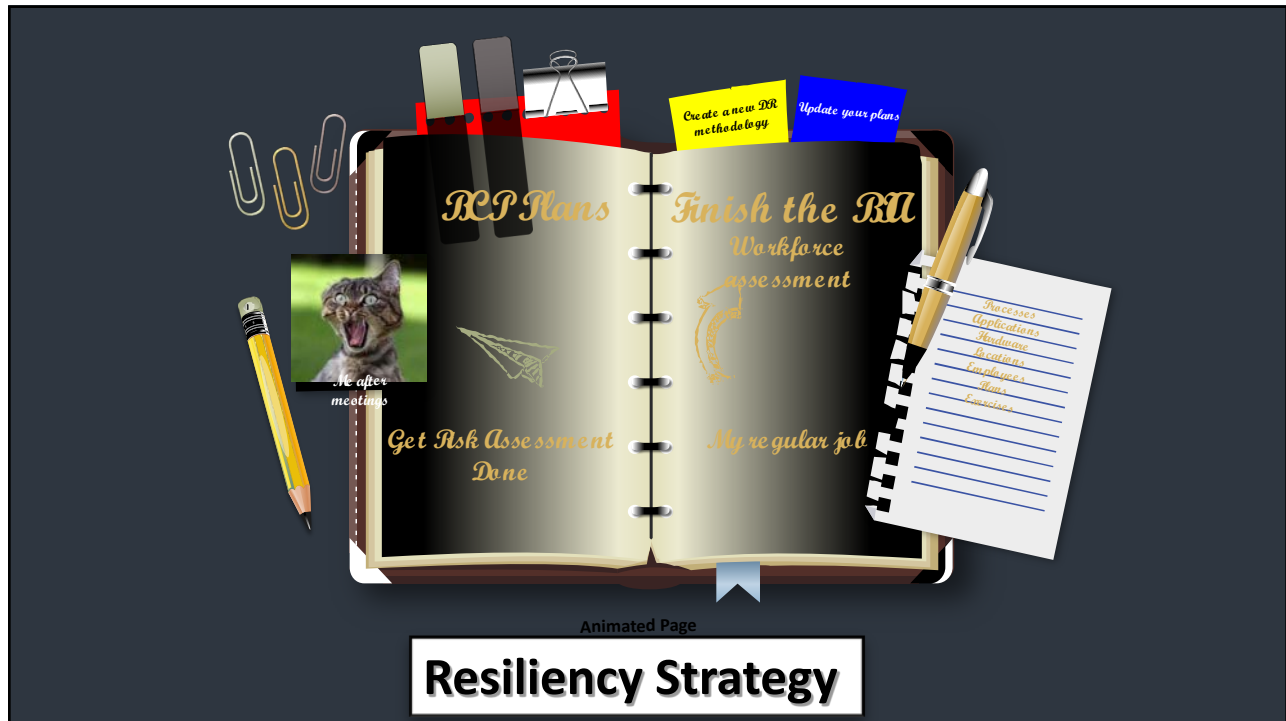
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Making a picture from pixels

☐ Do we have too many data points?

☐ Too convoluted in our calculations?

☐ Variables a plenty

☐ Separate methodology verticals

☐ Executives responsible for different parts of the program

☐ Agendas that clash/need for cohesion

☐ Too many "painters"

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Getting back to basics…

1	What do I need to recover?
2	How quickly do I need to recover?
3	How do I get who I need and quickly?
4	What are plausible dangers?
5	How do we protect our workforce?
6	How do communicate better with Vendors/Suppliers?

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Recovering your business

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What do I need to recover?

- ☐ What do I need to do?
  - ◻ Tasks, Processes
- ☐ Who needs to do it?
  - ◻ Teams, SMEs
- ☐ Do they have what they need?
  - ◻ Supplies, Plans
- ☐ How quickly can they do it before it's critical?
  - ◻ RTOs

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Real complications

- □ What do I need to do?
  - ◘ Changes in Scenario – Risk Assessment
- □ Who needs to do it?
  - ◘ Changes depending on workforce availability
- □ Do they have what they need?
  - ◘ Depends on Event or Incident
- □ How quickly can they do it before it's critical?
  - ◘ Depends on Scenario and Threat

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How quickly do I need to recover?

- ☐ RTOs
  - ◻ Based on BIA data, based on avoiding a bad impact
- ☐ Maximum allowable tolerance
  - ◻ Includes time for decisions, execution and declaration
- ☐ BIA impacts
  - ◻ Based on avoiding financial, operational, reputation, image, legal and regulatory
- ☐ Time of year
  - ◻ Based on times when this would be more critical

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Real Complications

- ☐ RTOs
  - ◻ Are we allowing for the gap of dependencies? Is the calculation too complex?
- ☐ Maximum allowable tolerance
  - ◻ How long will it take for us to receive the message that an incident is occurring?
- ☐ BIA impacts
  - ◻ These impacts could change with scenario
- ☐ Time of year
  - ◻ Could this change be based on the time of event?

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Recovery Teams

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How do I get who I need and quickly?

- Activate the recovery teams
  - Have a list of recovery teams for each plan
- Have a communication plan
  - Have a communication plan with escalation rules
- Know where to go and what to do
  - Ensure everyone is aware of the plan and what their responsibility is
- Someone is responsible for managing the event
  - Have an incident manager or crisis management team manage the event

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Real Complications

- ☐ Activate the recovery teams
  - ☐ What if people are unavailable or injured, do we have redundancy?
- ☐ Have a communication plan
  - ☐ What's the backup if we can't dial in or execute the plan?
- ☐ Know where to go and what to do
  - ☐ Have we trained and tested the workforce on the plan?
- ☐ Someone is responsible for managing the event
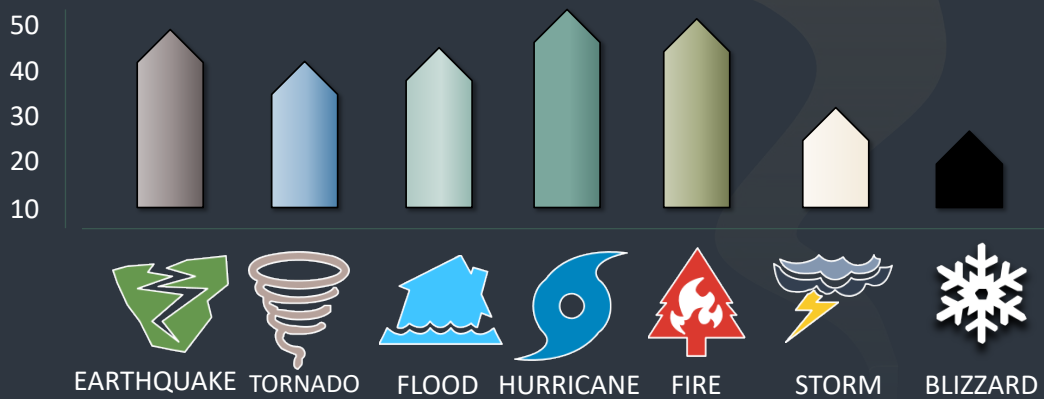 - ☐ Do we have a single point of failure? How does information get disseminated to the CMT or IMT

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Real Threats

What are the most likely real threats and the scenarios to deal with them?

EARTHQUAKE	TORNADO	FLOOD	HURRICANE	FIRE	STORM	BLIZZARD

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What are plausible dangers?

- Loss of Location
  - Does the plan consider having to relocate location?
- Loss of Staff
  - What happens if the location is fine, but staff are unable to work
- Loss of Technology
  - Does our plan allow for technology failure
- Loss of Suppliers or Vendors
  - Company internally is functioning, but external resources are impacted

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Real Complications

- Loss of Location
  - A natural disaster or weather-related incident could force us to relocate, do we have what we need at an alternate site?
- Loss of Staff
  - Are we prepared for a pandemic or active shooter?
- Loss of Technology
  - Most of us prepared for power outage or application failover, but technology might not just be software related
- Loss of Suppliers or Vendors
  - Geopolitical situation could impact vendors or suppliers

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Dangers to employees

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How do we protect our workforce?

- ☐ Emergency Response Plans
  - ▫ Life safety, get everyone out, evacuation plans
- ☐ Crisis Management
  - ▫ Managing a crisis, ensuring the correct information is shared with the correct audience
- ☐ Incident Management
  - ▫ Controlling the incident, preventing escalation, communicating
- ☐ Pandemic Plans
  - ▫ Protecting healthy staff, treating impacted staff
- ☐ Risk Assessment
  - ▫ Preventing worse case scenarios

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Real Complications

- ☐ Emergency Response Plans
  - ☐ Fire Evacuation, but what else? Bomb threat? Active Shooter? Inclement Weather?
- ☐ Crisis Management
  - ☐ Do we have a cohesive CMP? Or just executives getting on a call?
- ☐ Incident Management
  - ☐ Are they focused on recovery, but not life safety or vice versa?
- ☐ Pandemic Plans
  - ☐ Are we taking care of our employees or just trying to keep the business going?
- ☐ Risk Assessment
  - ☐ Have we truly identified high risk threats that may be unlikely, but could be devastating?

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Global Supply Chain and Vendor Management

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How do work with Vendors/Suppliers?

- ☐ Vendor assessments
  - ◻ Assessing Vendors for compliance
- ☐ Supply Chain
  - ◻ Ensuring adequate supply chain to maintain delivery
- ☐ Including vendors in recovery
  - ◻ Collaborative recovery, informing but also depending on as part of the recovery
- ☐ Redundancy with vendors and suppliers
  - ◻ Ensuring network of alternate vendors and suppliers can deliver

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Real Complications

- ☐ Vendor assessments
  - ◻ Are we assessing their resiliency or reviewing alternate vendors?
- ☐ Supply Chain
  - ◻ Have we accounted for geographical, political and weather-related impacts for suppliers being able to deliver to demand
- ☐ Including vendors in recovery
  - ◻ Our vendors may have resources or opportunities to assist us in ways we haven't vetted, communicate with them in your strategy.
- ☐ Redundancy with vendors and suppliers
  - ◻ What if a vendor or supplier cannot deliver? Are there alternates? Can they deliver over a sustained period of time?

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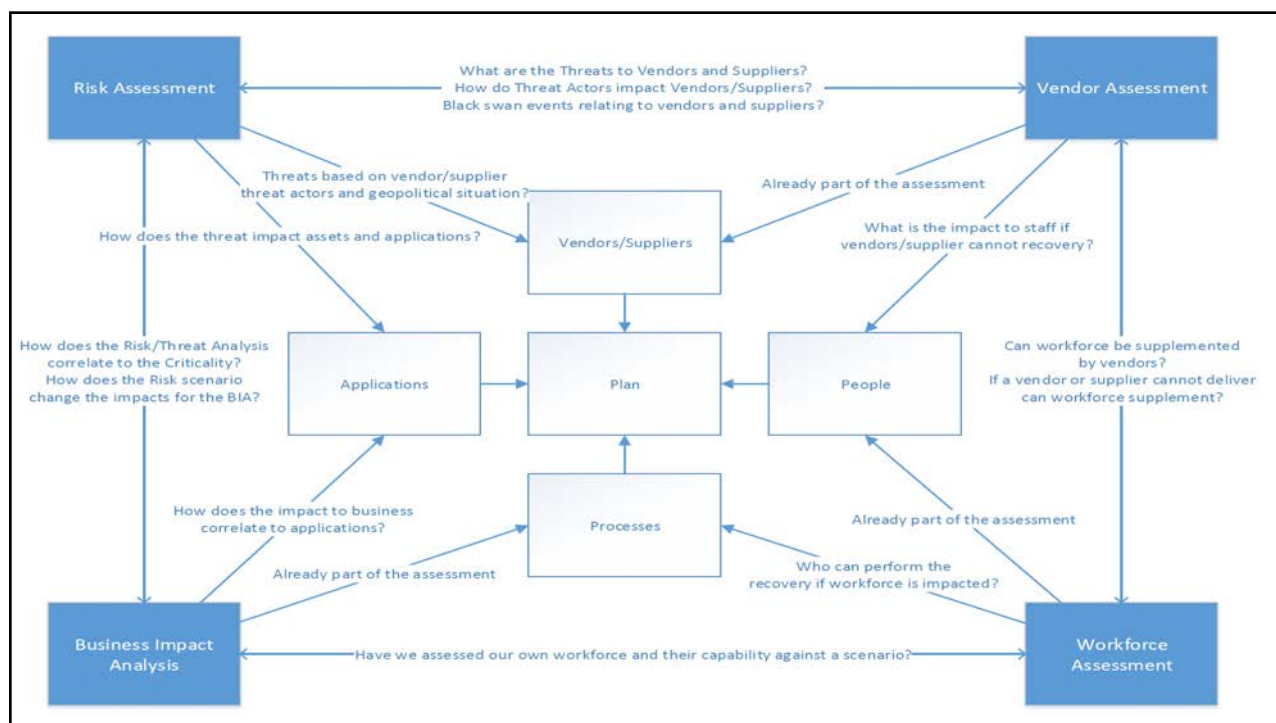
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In Summary

- □ Risk assessment goes beyond location, should include assets, actors, vulnerabilities, geopolitics, vendors and suppliers
- □ Vendor Assessment goes beyond just the vendor, should include workforce and the risks.
- □ Workforce Assessment goes beyond your own people, should include risks, processes in scenarios and vendors/suppliers
- □ BIA goes beyond just processes, should assess gaps with applications, workforce capability ATOD and risks.

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Connect with Us

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