

Business Resiliency Planning How Your Organization Can Survive Anything!!

**Peggy M. Jackson, DPA, CPCU
Peg Jackson & Associates
San Francisco, CA and Alexandria, VA
www.pegjackson.com**



Agenda

- **Examine the nature of Business Resiliency Planning.**
- **Discuss the value proposition of Business Resiliency Planning.**
- **Review the elements of the process.**
- **Begin to identify how the process will apply to your organization.**

(c) 2011 Peggy M. Jackson, DPA, CPCU



Did you know...

On the afternoon of September 11, 2001, several businesses formerly located in the World Trade Center were signing leases for new office space in New York?

Are you prepared to overcome a disaster the scope of September 11th?

(c) 2011 Peggy M. Jackson, DPA, CPCU



What is Business Resiliency Planning?

Business Resiliency Planning is the means by which an organization can develop and document the policies, procedures, activities, and protocols necessary to resume essential operations immediately following a business interruption.

(c) 2011 Peggy M. Jackson, DPA, CPCU



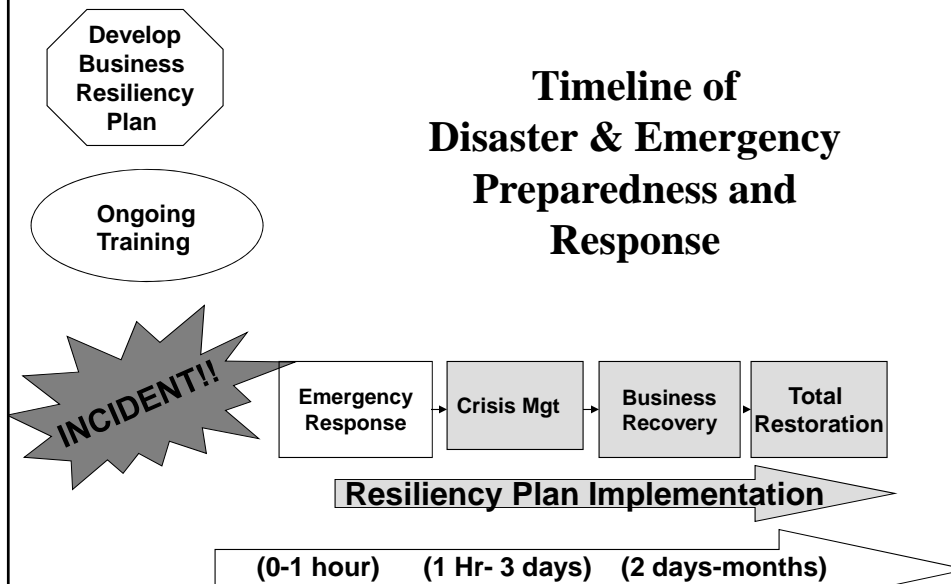
Sources of Crises

- **Failure to have sufficient operating capital!**
- Fraudulent activities
- Injury, illness or loss of key personnel or “rainmaker”
- Nature of the organization’s operations – *and the potential for a government shut-down! Think about how VA operations may affect NPC operations (IRB – Research Compliance, etc.)*
- Technology and cyber-risk
- Whistleblower allegations
- Regulatory and/or compliance violation
- Workplace violence
- Natural disasters
- Fires and other manmade disasters

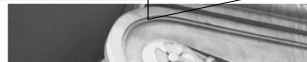
(c) 2011 Peggy M. Jackson, DPA, CPCU



Timeline of Disaster & Emergency Preparedness and Response



(c) 2011 Peggy M. Jackson, DPA, CPCU



Value Proposition of Business Resiliency

Having an effective plan allows the organization to:

- **Remain a viable entity, ready to serve regardless of what happens.**
- **Maintain the confidence and trust of employees, PIs, vendors and other stakeholders.**

(c) 2011 Peggy M. Jackson, DPA, CPCU



Value Proposition of Business Resiliency

- **In the event of a natural disaster that affects the broader community, such as earthquake or fire, business resiliency helps the organization to:**
 - **Continue to offer services to clients.**
 - **Provide support to staff who may be experiencing the impact of the disaster.**

(c) 2011 Peggy M. Jackson, DPA, CPCU



When a Crisis is Poorly Handled...

- The organization's brand and image is damaged –sometimes permanently. Nonprofit examples include:
 - ACORN
 - Nature Conservancy
 - United Way
 - Red Cross – Senator Grassley
- Donors and strategic partners lose confidence in the organization.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Dealing with an Emergency Situation and Its Aftermath

Three Phases

1. **Response** to the immediate emergency.
2. **Recovery phase** that moves the organization toward resumption of normal business operations.
3. **Resume normal operations** is the phase in which organizations fully resume normal activities. This phase utilizes the systems and plans that were put into place prior to the emergency.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Business Resiliency Plan

- Serves as a framework for responding to a crisis of any nature – you can't predict how a crisis will play out.
- Serves as a model from which everyone in the organization or nonprofit will train for their roles when a crisis occurs.
- Is a dynamic document that does not gather dust!

(c) 2011 Peggy M. Jackson, DPA, CPCU



Five Most Important Elements In a Business Resiliency Plan

1. Critical functions mapped out.
2. Crisis communication plan **and** designated spokesperson(s).
3. IT systems redundancy and ability to access from remote area. Testing of the systems access is essential.
4. Alternate site and remote access to electronic files/databases. Find out how to access the information.
5. Training system.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Critical Functions

- WHAT HAPPENS if the VA Medical Center is compromised? What happens to the PIs, the research and the employees in this situation?
- VALUE PROPOSITION of identifying a sister site...
- WHAT needs to be done and in what sequence.
- WHO – Primary and back-up staff – have these people been cross-trained?
- HOW to do the key tasks.
- RESOURCES – If the office is destroyed, what equipment is needed to resume operations.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Communications

- Crisis Communication Plan
- Communication
 - Designated Spokesperson
 - Messages for specific stakeholders
 - How to reach the organization – PI, funders, researchers, others who need information, vendors
 - Web page
 - Prepared statements

(c) 2011 Peggy M. Jackson, DPA, CPCU



Communications

- Training for designated spokespersons.
- Employees must be required to refer all media inquiries to the designated spokesperson. *This policy needs to be made a condition of employment* and needs to be part of any emergency preparedness exercise.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Systems

- What systems do you need to have in place to be fully operational?
 - IT systems
 - Financial systems
 - HR systems
 - VA Medical Centers

(c) 2011 Peggy M. Jackson, DPA, CPCU



Systems

- Resiliency plan needs to include concise instructions for restarting all systems, particularly IT systems.
- Essential to have system redundancies and daily upload of files/databases/software to a secure location.
- Employees, PIs and others need to know how to contact you in the event of an emergency/disaster.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Alternative Sites & Remote Systems

- Prepare plans to resume operations elsewhere if necessary – temporarily or on a permanent basis.
- Establish systems so that employees could connect with their office computers remotely.
- Assist the staff in understanding that they may need to work elsewhere or will need to access their office files from home.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Training Systems

The resiliency plan needs to have a solid schedule of training on various levels:

- Low level – Fire drills and shelter-in-place exercises (workplace violence scenario).
- Medium level – Table –top exercises for executive team.
- High level –Conduct an exercise in which operations are actually interrupted.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Training Systems

Training needs to include employees at all levels of the organization. They need to understand:

- ✓ What their role is during an emergency.
- ✓ What are they expected to do.
- ✓ What they are **prohibited** from doing – and the consequences for ignoring the directives.
- ✓ How to obtain information on the situation and contact their supervisor.

(c) 2011 Peggy M. Jackson, DPA, CPCU



Things to Consider

- Development of remote access to data files.
- HR issues including payroll for employees.
- Identification of resource needs for resuming operations and where they can be obtained quickly. List of alternate vendors to supply these resources.
- Have staff and managers developed a personal/home plan?
- Creation of resiliency plans for supplies, inventory or other essentials.

(c) 2011 Peggy M. Jackson, DPA, CPCU



What you can do *TODAY!*

- ✓ Take the philosophy of Business Resiliency Planning to every part of your organization ***PARTICULARLY YOUR BOARD.***
- ✓ Ensure that systems are in place to access important electronic files and software in the event that your office will need to relocate.
- ✓ Access business resiliency resources to facilitate the development of a plan that is right for your organization.
- ✓ By being proactive, you can help your staff and colleagues develop a sense of confidence about dealing with all kinds of interruption scenarios.

(c) 2011 Peggy M. Jackson, DPA, CPCU



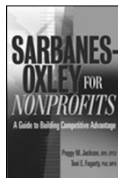
Summary

- Business resiliency planning is essential to the well-being of the organization – and should be considered as a risk factor in negotiating financial products and contracts with vendors.
- Preparing a solid resiliency plan needs to focus on critical functions and effective communication.

(c) 2011 Peggy M. Jackson, DPA, CPCU



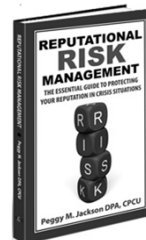
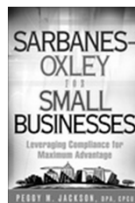
Peg Jackson DPA, CPCU



6300 Stevenson Ave. #403
Alexandria, VA 22304
peg@pegjackson.com
415.609.5341
www.pegjackson.com



www.amazon.com



(c) 2011 Peggy M. Jackson, DPA, CPCU

