### **Establish an operational resilience training program**

To develop a successful operational resilience training program from start to finish, follow these guidelines.

1. Conduct an operational resilience training needs analysis.
2. Prepare a training policy. Submit it to senior management and human resources for review and approval.
3. Analyze how the training program affects the departments that form the operational resilience team.
4. Develop training activities that can be delivered to all employees.
5. Assess current staff competencies and knowledge.
6. Define desired outcomes from the operational resilience training program.
7. Establish an ongoing training program.
8. Develop and deliver various types of training programs, such as classroom, computer-based, test-based and instructional guides and templates.
9. Communicate the program to employees, customers, suppliers and other stakeholders.
10. Establish and use metrics to identify focus areas, and measure training improvement.
11. Identify internal and external trainers, validate their teaching credentials and arrange for train-the-trainer programs as needed.
12. Establish record keeping of staff-training activities.
13. Establish competency levels for operational resilience teams and employees and how these levels will be maintained.
14. Develop and conduct training on IT disaster recovery activities, such as failover and failback.
15. Develop and conduct training on incident and crisis response activities such as assessments and evacuations.
16. Develop and conduct training on specialized recovery activities, such as recovering to alternate work areas or third-party resilience services.
17. Develop and conduct training on cross-department activities to ensure all business units are successfully recovered.
18. Develop and conduct training on return-to-normal activities post-disaster.
19. Develop and conduct training on business system and operational process restoration.
20. Benchmark the operational resilience training program against other corporations within a peer group or industry.
21. Periodically survey employees to determine their readiness to deal with a disruptive event.
22. Apply lessons learned from actual disasters.
23. Link training activities to annual employee performance reviews and compensation.
24. Brief management with monthly updates on all training activities.