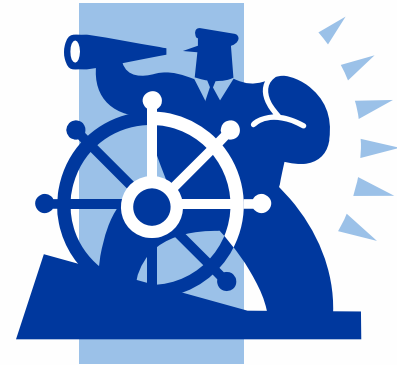


Business Continuity: CIOs Take Charge



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Agenda

- What is Business Continuity Planning (BCP)?
- What we did:
 - Our Objectives
 - Our Approach
 - Our Findings
 - Our Deliverables
- Successes, Challenges, Lessons Learned
- Interaction
 - Q&A
 - Best Practices/Lessons Learned from our colleagues



What is BCP?

- It is **not** IT Disaster Recovery!
- It is a step by step plan of action that shows you how to recover from a crisis and **get back to running your key business processes**
- The process **must be owned by the business** because it is developed to restore **business operations**



Our Objectives



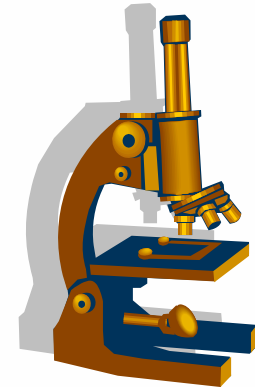
- Perform a strategic analysis of our current situation and level of readiness
- Work with business leaders to identify & prioritize key business processes
- Identify known and potential risks
- Analyze current BCP plans and DR capabilities
- Document and present actionable BCP recommendations

Our Approach



- Interview >50 key business stakeholders
- Review all relevant contracts, vendor agreements, SLAs, etc.
- Determine what are the most critical business processes that we need to restore in order to “get back to business” in the event of a crisis
- Identify single points of failure – human, technical, facilities based, etc.

Our Findings



- Good News:
 - IT disaster recovery was in great shape!
 - All of our vendors/partners were able to meet our DR requirements
- Bad News:
 - The business owners had no real BC plans!
 - No one was sure who to communicate with, or what to do in the event of a disaster
 - There was no governance process in place to manage through a crisis

Our Deliverables

- Documentation of key departmental business processes (people/process/responsibilities)
- Develop “play books” outlining recovery procedures for key business processes
- Develop a communications plan – staff/customers/members/partners/vendors
- Create a gap analysis outlining known exposures and recommendations/costs to address them
- Create a Crisis Management Team (CMT) who owns oversight and operational management during a crisis
- Create a process for maintaining the playbooks & processes
- Develop & distribute a BCP roles & responsibilities matrix
- Train all relevant parties on their roles/responsibilities

Successes

- Demonstrating an understanding of the business
- Showing that IT is not just a service function
- Demonstrating the ability to facilitate enterprisewide business process initiatives
- Getting this issue front and center in the minds of executive management & the Board of Directors
- Getting the required funding and support to implement the necessary improvements



Challenges

- BCP is like life insurance – it isn't sexy and nobody cares about it until something bad happens!
- Getting executives to focus on something that doesn't generate revenue and isn't in their performance/incentive plans!
- Herding cats!
- Identifying long-term process ownership
- Persuading people that BCP is a process and not a project... It doesn't end and it needs to be updated, tested and revisited on an ongoing basis.
- Educating people that BCP isn't "an IT thing" !



Lessons Learned (and Re-Learned!)



- Never assume anything!
- You are as strong as your weakest link
- Stuff is going on that even your executives don't necessarily know about!
- BCP is a process, not a project! It requires constant care & feeding
- Never assume people will do something because it's the "right thing" to do for the organization! Need to find out why it matter\$ to them!

We are smarter than me!

- Q&A
- Your Best Practices
- Your Lessons Learned

