

It's the People, Stupid!

(with apologies to Bill Clinton's campaign)

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Agenda

- Who am I?
- Introduction.
- Business Continuity Management Survey 2008
- People: some things to think about
- Last year's BCI Human Aspects Workshop
- Questions

Tony Brookes

- Indentured Apprentice, guided weapons company
- Worked as an engineer in electronic naval systems, water company, retail motor trade and latterly Universities.
- IT ranged from Commodore Pets (!) to a 5000 seat network and the whole infrastructure.
- Now working in Information Assurance (InfoSec, BC/DR, Data Protection & FOI, etc).
- Part time student: M.Sc in InfoSec & Law.

Thumbnail sketch of the University

- 22 sites including halls of residence.
- Main cluster in Derby, some at Buxton
- 18,000 students, (ages 14 upwards), 2500 staff
- Teaching is our core business, we do it from 0900 – 2100 M/F, Library is also open Sat/Sun inc the week after Xmas
- We offer some 100% distance learning qualifications and most of other courses have their material available remotely so any system failure at the wrong time hits the academic processes quickly at assignment/exam time, enrolment and clearing

Business Continuity Management 2008



Patrick Woodman
March 2008

In association with

report on the Chartered Management Institute's 2008 Business Continuity Management Survey, and the recommendations contained within it. As in previous years, the research has been co-sponsored by CCS.

CabinetOffice



Base: 754 respondents (2008)	Disruptions experienced in the previous year							Threats likely to have a significant impact on costs and revenue	Threats covered by BCM ¹
	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %	2008 %	2008 %	2008 %
Loss of IT	19	24	25	41	38	39	43	73	39
Loss of people	-	26	20	28	29	32	35	59	29
Loss of telecommunications	-	-	23	28	24	25	30	68	36
Extreme weather e.g. flood/high winds	18	15	10	18	9	28	29	46	31
Loss of key skills	33	16	14	20	19	20	21	62	26
Negative publicity/coverage	24	17	16	17	16	19	18	51	19
Employee health and safety incident	13	9	8	19	13	17	17	44	27
Loss of access to site	5	5	6	11	13	13	16	63	38
Utility outage e.g. electricity, gas, water, sewage	-	-	-	28	19	21	14	54	30
Supply chain disruption	19	11	12	10	10	13	12	37	19
Damage to corporate image/reputation/brand	15	7	8	11	8	11	10	55	19
Industrial action	-	-	-	5	6	7	7	26	16
Environmental incident	9	5	4	7	5	6	7	36	29
Customer health/product safety issue/incident	11	6	4	6	6	6	7	35	21
Pressure group protest	10	7	7	6	7	7	6	27	14
Fire	6	5	5	5	5	6	5	58	33
Terrorist damage	2	1	1	2	3	3	3	53	28

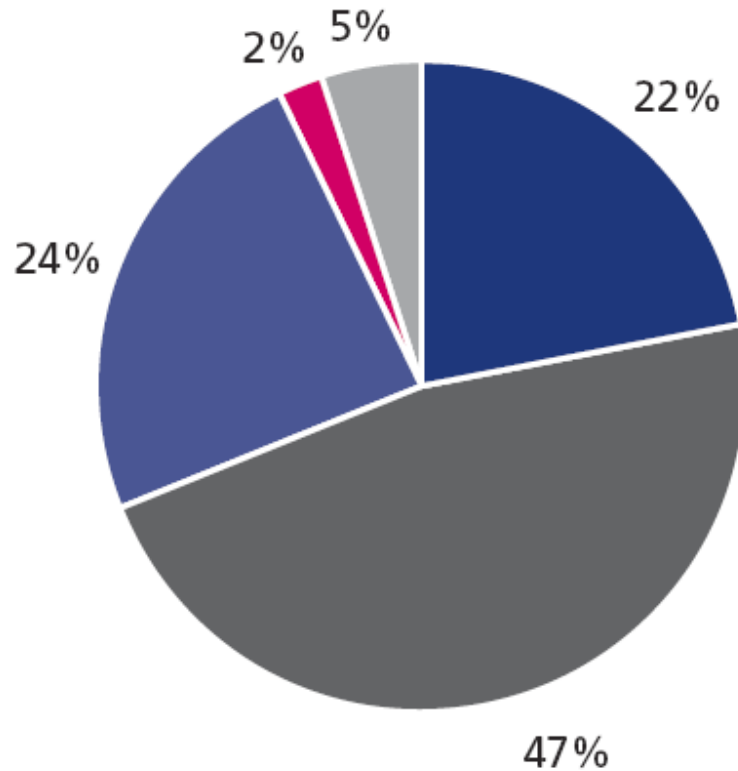
Table 1: Disruptions experienced in the previous year, 2002-08; perception of threats, 2008; and threats addressed by BCPs, 2008.

Loss of people were the 2nd biggest cause of actual disruption in 2008.

Year	2002	2003	2004	2005	2006	2007	2008
Loss Of People (%)		26	20	28	29	32	35

BUT only 29% had people in the BC plan.

Impact of school/childcare closures



- No or negligible levels of disruption
- Moderate levels of disruption
- High levels of disruption
- Organisation could not function
- No reply

Anticipated absence levels

Base 353 respondents	2007 %	2008 %
<10% Absenteeism	18	21
11-20%	23	27
21-30%	23	24
31-40%	17	13
>40%	19	15

Don't Forget (1)

- Make sure the IT team is not using tunnel vision to make sure the IT is ok and forgetting (or being allowed to forget by poor planning or inadequate contracts) the provision of IT is a service that needs BC planning as a first step.
- The “A team” won't be available when invocation is called, so make sure you (or your outsourced partners) have got external support contracts that can help take up the slack without needing PO's...
- For the impact outside events can have just remember Buncefield, the London bombings, the 2007 floods and the 2009 Snow to show the impact of lack of people on BC plans.

Don't Forget (2)

- Communications between different groups doesn't just happen, it needs working at. Especially so if you are trying to co-ordinate multiple outsourcing contracts. You get what you test & audit.
- As I work with in-house teams, I also get involved in their (BC/DR) training: Outsourcing will be different.

The detailed people issues

- At its most basic to gain an understanding of why some people excel following an incident whilst others falter – and what makes the difference.
- Examine the dynamics of team performance, the team players and issues associated with plan invocation and recovery
- [see http://www.theirm.org/thediploma/documents/irm_bccm_syllabus.pdf]

Get HR involved

- A hint from the pandemic planners – make sure the switchboard isn't the team used to pass on really bad news.
- From the BCI website “Do not forget people issues: for example, after an incident, who will be responsible for recording who has been injured, where they have been taken and who is missing?”
- How will you communicate after the incident? Who will deal with enquiries from the relatives of missing or injured staff? Do the staff, including temporary staff and contractors, know these details?” (source “Expecting the unexpected, Business continuity in an uncertain world”. Bci website)
- Other ref http://www.drj.com/drworld/content/w3_021.htm “ Organizing Human Resource Issues For Business Continuity”

Human Aspects Workshop (BCI: April 2008)

The workshop was divided into six presentations:

- “Why Plan for People?”
- “So what is ‘Duty of Care’?”
- “People in BS 25999”
- “Managing and Motivating during Recovery”
- “Psychological Impacts of Disruption”
- “Case Study – Bringing it all Together”
- The Workshop report is 28 pages: read it.

Workshop report Précis

- Make sure there is an EAP with psychological first aid as part of the BC programme and train your staff or buy in this as a service.
- People aren't robots – they all react in different ways and the BCP needs to cope with this.
- Build the opportunity for people to talk into the recovery plan (see Ørner et al, 2003)
- And for those that want more on this topic, see the BCI Human Aspects of BCM, September 2009

Reflection and Q & A

- Comments
- Questions
- Discussion
- Advice?
- 10 mins