A Report on
Business Continuity Planning Workshop

April 24, 2019

A workshop organized by Pakistan Resilience Partnership and (PRP) Asian Preparedness Partnership for Private Sector in collaboration with Federation of Pakistan Chamber of commerce Industries (FPCCI)

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Executive Summary

Whether it is an earthquake, floods, hurricanes, or fires, a natural disaster can quickly cause severe damage, crippling businesses for days, weeks and even months. And while the impact is greatest to businesses in the immediate area, companies nationally have to determine what affect it will have on their businesses, too. Business continuity is the planning and preparation of a company to make sure it overcomes serious incidents or disasters and resumes its normal operations within a reasonably short period. Typical disasters that business continuity covers include fires, floods, accidents caused by key people, server crashes, negative media campaigns and market upheavals. The locations of these disasters and the company real estates may be independent.

In this context, Pakistan Resilience Partnership (PRP) /Asian Preparedness Partnership (APP) jointly organized workshop for private sector in coordination with Federation of Pakistan Chamber of Commerce Industries (FPCCI) on "Business Continuity Plan". The objectives of the workshop are given below:

- To identify the critical information an organization needs to continue operating during an unplanned event
- To identify, document, and implement steps to recover critical business functions and processes
- To recommend SOPs to organize a business continuity team and compile a business continuity plan

The workshop was held at the Federation Pakistan Chamber of Commerce Industries (FPCCI), Lahore Cantt on 24 April 2019 from 10:30 – 15:00 hrs. A total 46 participants attended the training session. The session included power point presentation on the topic, video clips to elaborate the importance of BCP, case study to develop BCP mindset of the participant, and activity on filling in the BCP plan for their respective companies. The session concluded with a vote of thanks. The participants acknowledged the importance of BCP for businesses and showed interest to develop BCP for their respective businesses. The participants showed a high level of satisfaction with the training and the trainer.

Workshop Agenda

Time	Activity
10:30 – 11:00	Registration & Socialization
11:00 – 11:30	Opening – Workshop Objectives & Introduction to National Disaster System
11:30 – 11:40	Welcome Remarks
11:40 - 12:15	Introduction to BCP Concepts and its importance (Power point presentation and Video 1)
12:15 - 12:45	Key Aspects , Elements and Processes to BCP (Power point presentation and Video 2)
12:45 - 13:15	Case Study (The Case Study of SIVA Plastics, United Kingdom)
13:15 - 13:45	Workshop Activity (Filling in the BCP template by workshop participants)
13:45 - 14:00	Q&A Session
14:00 - 14:15	Closing Remarks
1415 - 14:20	Photo Session
14:20 – 15:30	Lunch

Introduction

Business continuity is of paramount importance in the era of cut throat competition. Businesses that fail to consistently provide quality products and services find it difficult to survive. According to HBR (2016), the companies that existed in 1980 only 20% of them could survive today whereas only 17% have the chances to survive next 5 years. Similarly, companies that existed before 1970 have 92% chances to survive, whereas companies registered between 2000-2009 have only 63% chances to survive. Amid this cut throat competition no business can afford discontinuity of their products and services.

However, all organizations from all sectors (public, private and not-for-profit) face the possibility of disruptive events that have impacts ranging from mere inconvenience and short-lived disruption of normal operations to the very destruction of the organization. Organizational functions supporting business disruption prevention, preparedness, response and recovery such as risk management, contingency planning, crisis management, emergency response, and business resumption and recovery are thus established and resourced based upon the organization's perception of its relevant environments and the risks within those environments.

Unlike public sector emergency management, which is a primary function at all levels of government, Business Continuity Planning (the term Business Continuity Planning [BCP] will be defined in the next section] remains largely a supporting project or program that is discretionary except in highly regulated industries such as healthcare1 and banking2 where BCP related requirements and standards have been established. The incidents like Earthquake 2005, Quetta Earthquake 1935, Flood in Pakistan during 2010 caused a property damage of $43 billion (estimated), the riots after the death of Muhtarma Benazir Bhutto caused around $43 billion (DAWN, 2008), terrorist attacks etc… are few of the examples from the past that may cause a disruption to our businesses as well.

[1] JCHAO Standard EC.4.10 Emergency Management

[2] U. S. Securities and Exchange Commission. *Interagency Paper on Sound Practices to Strengthen the Resilience of the U.S. Financial System* http://www.sec.gov/news/studies/34-47638.htm. Last accessed 08/26/06

The concept of BCP is well established in the developed countries. Business put a lots of resources, will and resolve to put in place a just BCP system that ensures their consistency of delivery of products and services. There is a great need that such efforts be put together by Pakistani businessmen as well if they wish to remain competitive in local and international market. The changing local business environment like the emergence of CPEC and the debilitating economic condition, coupled with threats of terrorists attacks and environmental catastrophes swing like a sword over the head of local businesses. This is the need of the day that business keep themselves abreast with the best practices in the West and replicate them into their local environment in order to have a sustainability and reliance to stay competitive and vigilant. The next section provides academic definitions of BCP and relevant concepts.

The Term Business Continuity Planning

What is Business Continuity Planning?

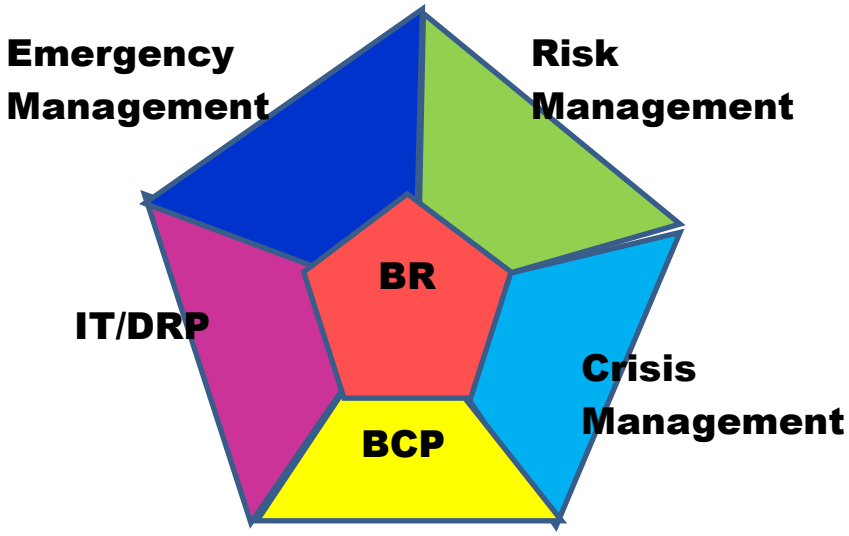
The processes by which business can be maintained to an acceptable level until full processes and systems are restored. The plans and supporting procedures that guide the continuity or timely recovery of business operations following an unplanned interruption to business operations over an extended period. BCP is about minimizing the impacts of critical events on an organisation and its stakeholders [internal and external]

Business Continuity in Context

- ***Disaster Recovery*** - the creation & execution of plans to recover the data & systems of an organization to the point immediately prior to the interruption
- ***Contingency*** - the physical or process alternative to a single point of failure e.g. Back up generator for power failures
- ***Operational Continuity*** - the alternative processes implemented during a failure, which allow the "process" to continue, whilst relying on the contingencies or DR Plans to restore full operations
- ***Business Continuity*** - the processes by which business can be maintained to an acceptable

level until full processes and systems are restored

Where Does BCP Fits in?



Myths & Assumptions

- If you have an IT DR Plan you don't need BC Planning
- Contingency planning and risk management cover BCP
- We've already got evacuation Plans
- We're well insured against losses
- We've been OK until now and survived a few problems – we'll be OK!
- BCP is a minimalist approach

The Term Business Crisis and Continuity Management

The hybrid term business crisis and continuity has been introduced as a title for an enterprise wide strategic program and process. It is necessary to include a brief discussion of the creation

and choice of this term since much of the current literature and business practices use the individual terms crisis management or business continuity management separately and often interchangeably while recognizing that they work together to support overall business enterprise management. The Business Continuity Institute's Business Continuity Management: Good Practices Guidelines (Smith, 2002) and the Standards Australia draft Business Continuity Handbook (Standards Australia 2003) use the term Business Continuity Management as a unifying process and the umbrella under which multiple supporting functions, including crisis management and business continuity operate and integrate. United States based organizations such as Disaster Recovery Institute International (DRII 2004), ASIS International (ASIS 2004), and the Association of Contingency Planners (ACP 2004) also use the term Business Continuity Management or Business Continuity Planning as an umbrella with crisis management as an essential component. Noted experts such as Ian Mitroff (Mitroff and Pauchant 1992) and Stephen Fink (Fink 1986) use crisis management as their umbrella term with business continuity as one of many supporting functions.

Despite the difference in terminology, there is little debate in the business continuity and crisis management literature that crisis management, business continuity management, and their supporting functions need to be thoroughly integrated in support of overall business enterprise management. Business Continuity Management: Good Practices Guidelines explains the inconsistency in terminology by stating "Crisis Management and BCM (Business Continuity Management) are not seen as mutually exclusive albeit that they can of necessity stand alone based on the type of event. It is fully recognized that they are two elements in an overall business continuity process and frequently one is not found without the other." (Smith 2002)

Thus, in an attempt to emphasize the inter relatedness and equal importance of crisis management and business continuity management, Business Crisis and Continuity Management has been chosen as the umbrella term for this proposed research study and is defined as:

> Business Crisis and Continuity Management – "The business management practices that provide the focus and guidance for the decisions and actions necessary for a business to prevent, mitigate, prepare for, respond to, resume, recover, restore and transition from a

disruptive (crisis) event in a manner consistent with its strategic objectives." (Shaw and Harrald 2004)

Goals of BCP Planning

- To identify the organization's key processes
- To identify the critical underlying technology & services
- To identify the critical stakeholder relationships
- To identify the alternative approaches
- To establish a plan[s] that can be readily and effectively activated
- To provide real operational alternatives

Moving Ahead – The Future of BCP

The reality of business is that increasing and dynamic natural, technological and human induced threats, business complexity, government regulation, corporate governance requirements, and media and public scrutiny demand a comprehensive and integrated approach to BCP. Classic natural, technological and human induced events such as Hurricane Andrew (1992), the Northridge Earthquake (1994), the Exxon Valdez oil spill (1989), the Bhopal chemical release (1984), the World Trade Center attack of 1993, and the Tylenol poisoning case (1982) have provided lessons learned that emphasize each of these factors and the need for coordination and cooperation within and between organizations, and between all levels of government, the private and not-for-profit sectors. The tragic events of September 11th, 2001 and the implications for businesses directly and indirectly impacted by the physical events further reinforce the need for enterprise wide recognition and coordination of the multiple functions supporting BCP.

One of the barriers to more universal acceptance and implementation of comprehensive BCP programs that support the strategic goals of individual businesses and business sectors is a lack of understanding of the necessary and sufficient components of such a program and their inter relations within and between organizations. Attempts to define such a program, as found in most

literature prior to the 9/11 attacks, provide a list of business continuity planning steps/elements such as those set forth in Geoffrey Wold's Disaster Recovery Journal (DRJ) article Disaster Recovery Planning Process3 (Figure 1) or the Disaster Recovery Institute International (DRII) Professional Practices for Business Continuity Professionals4 (Figure 2).

Figure 1
Business Continuity Planning Steps

1. Obtain Top Management Commitment
2. Establish a planning committee
3. Perform a risk assessment
4. Establish priorities for processing and operations
5. Determine Recovery Strategies
6. Perform Data Collection
7. Organize and document a written plan
8. Develop testing criteria and procedures
9. Test the Plan
10. Approve the plan

Figure 2
Disaster Recovery Institute International Professional Practices for Business Continuity Professionals

1. Project Initiation and Management
2. Risk Evaluation and Control
3. Business Impact Analysis
4. Developing Business Continuity Management Strategies
5. Emergency Response and Operations
6. Developing and Implementing Business Continuity Plans
7. Awareness and training Programs
8. Exercising and Maintaining Business continuity Plans
9. Crisis communications
10. Coordination with External Agencies

There is no argument that these are necessary steps/elements, however a mere listing falls short of emphasizing the inter relationships and temporal nature of the functions that comprise a comprehensive and ongoing program and the establishment of widely accepted standards. In the

[3] Wold, Goeffrey. Disaster Recovery Planning Process. Disaster Recovery Journal. 1992. http://www.drj.com/new2dr/w2_002.htm.
[4] Disaster Recovery Institute International Professional Practices for Business Continuity Professionals. 2005. http://www.drii.org.

aftermath of 9/11, there have been several initiatives to define and communicate such standards.

The National Fire Protection Association Standard, NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs (2004)5 provides a "total program approach for disaster/emergency management and business continuity programs (NFPA 2004)." Similar to the DRJ and DRII and steps/elements, NFPA 1600 does not provide a functional framework for, but lists a set of program elements (Figure 3) that contain general descriptions and are referenced to the DRII Professional Practices.

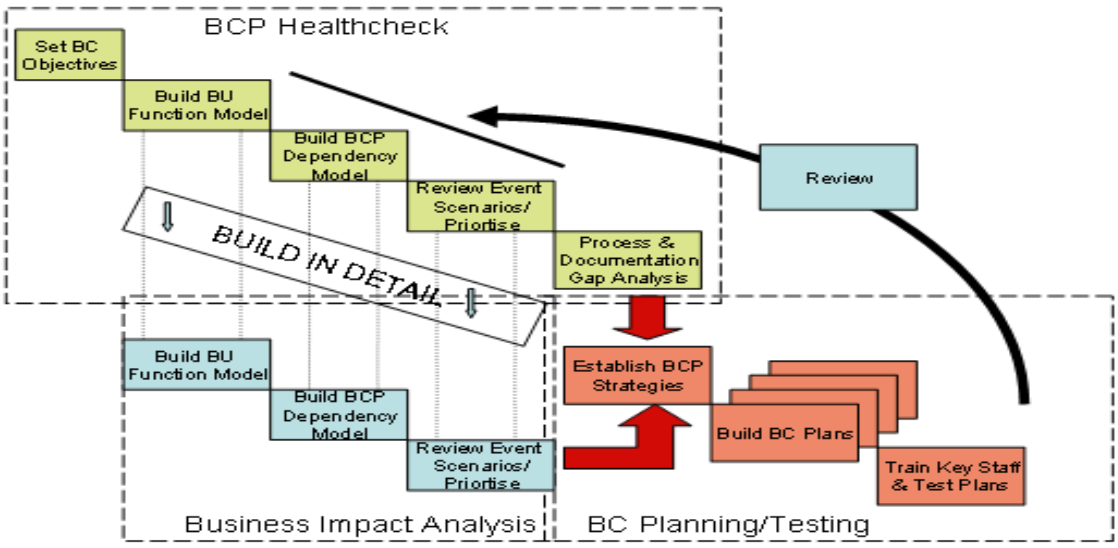
Figure 3
NFPA 1600 2004 Edition Disaster/Emergency Management and Business Continuity Programs Elements

1.	General
2.	Law and Authorities
3.	Hazard Identification, Risk Assessment and Impact Analysis
4.	Hazard Mitigation
5.	Resource Management
6.	Mutual Aid
7.	Planning
8.	Direction, Control and Coordination
9.	Communications and Warning
10.	Operations and Procedures
11.	Logistics and Facilities
12.	Training
13.	Exercises, Evaluations, and Corrective Actions
14.	Crisis Communication and Public Information
15.	Finance and administration

Figure 4

[5] NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs 2004 Edition. Quincy, MA. 2004

The Basic BCP Planning Model



The NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs has been recommended as a national standard by the 9/11 Commission Report 6and the Intelligence Reform and Terrorism Prevention Act of 20047 and is evolving into the de facto standard for private sector continuity.

Complementing the NFPA Standard, ASIS International, a preeminent organization not-for-profit organization dedicated to increasing the effectiveness and productivity of security professionals published its 'all sector' Business Continuity Guideline 8document which provides a generic planning guide applicable to any organization. The Guideline makes the following statement which places the importance of the Business Continuity/Continuity of Operations process in the context of organizational survival and success:

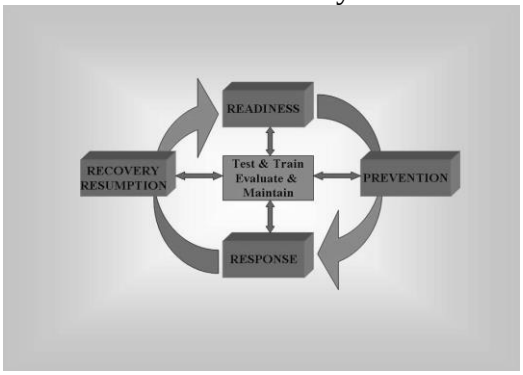
"Recent world events have challenged us to prepare to manage previously unthinkable

[6] 9/11 Commission Report. U. S. Government Printing Office. Washington, DC. 2004.
[7] United States Government. *Intelligence Reform and Terrorism Prevention Act of 2004*. Section 7305. Private Sector Preparedness. Washington, DC. 2005.
[8] ASIS International Web Site**.** Business Continuity Guideline**:** A Practical Approach for Emergency Preparedness, Crisis Management, and Disaster Recovery. http://www.asisonline.org/guidelines/guidelines.htm

situations that may threaten the organization's future. The new challenge goes beyond the mere emergency response plan or disaster management activities that we previously employed. Organizations must now engage in a comprehensive process best described generically as Business Continuity. … Today's threats require the creation of an on-going, interactive process that serve to assure the continuation of an organization's core activities before, during, and most importantly, after a major crisis event. Regardless of the organization – for profit, not for profit, faith-based, non-governmental—its leadership has a duty to stakeholders to plan for its survival (ASIS 2005)."

The ASIS Business Continuity Guideline does provide a functional framework (figure 5) which provides a means of visualizing some BCCM functions, but falls short of providing a level of detail necessary to capture and explain the totality of a comprehensive program.

Figure 5
ASIS Business Continuity Framework



Business Crisis and Continuity Management Definitions

Enterprise Management – The systemic understanding and management of business operations within the context of the organization's culture, beliefs, mission, objectives, and organizational structure. - Enterprise wide programs and structures, including Business Crisis and Continuity Management, should be aligned and integrated with overall Enterprise Management.

Crisis Management – The coordination of efforts to control a crisis event consistent with strategic goals of an organization. Although generally associated with response, recovery and resumption operations during and following a crisis event, crisis management responsibilities

extend to pre-event mitigation, prevention and preparedness and post event restoration and transition.

Crisis Communication – All means of communication, both internal and external to an organization, designed and delivered to support the Crisis Management function.

Knowledge Management – The acquisition, assurance, representation, transformation, transfer and utilization of information supporting Enterprise Management. Environmental Sensing, Signal Detection and Monitoring and Organizational Learning are functions emphasized as essential components of the Knowledge Management functional area.

> Environmental Sensing, Signal Detection and Monitoring – Continual monitoring of the relevant internal and external environment of the business to detect, communicate and initiate appropriate actions to prevent, prepare for, respond to, recover, resume, restore and transition from a potential or actual crisis event.
>
> Organizational Learning – Developing a business culture and support mechanisms that allow the business and its members to gain insight and understanding (learning) from individual and shared experience with a willingness and capability to examine and analyze both successes and failures for the purpose of organizational improvement.

Risk Management – The synthesis of the risk assessment, business area analysis, business impact analysis, risk communication and risk-based decision making functions to make strategic and tactical decisions on how business risks will be treated – whether ignored, reduced, transferred, or avoided.

> Risk-Based Decision Making – Drawing upon the results of the risk assessment, business area analysis, and business impact analysis, the development of strategic and tactical risk management (risk reduction, risk transfer, risk avoidance, and/or risk acceptance) goals and objectives and the allocation of resources to meet those objectives. Risk-based decision-making is a continual process that requires dialogue with stakeholders,

monitoring and adjustment in light of economic, public relations, political and social impacts of the decisions made and implemented. Risk-based decision making requires the consideration of the following questions:

1. Can risk be reduced?
2. What are the interventions (controls) available to reduce risk?
3. What combination of controls make sense (economic, public relations, social and political (adapted from Haimes 1998)

Risk Assessment - The identification, analysis, and presentation of the potential hazards and vulnerabilities that can impact a business and the existing and potential controls that can reduce the risk of these hazards. Risk assessment requires consideration of the following questions:

1. What can go wrong (hazards identification)
2. What is the likelihood that it would go wrong?
3. What are the consequences (adapted from Haimes 1998)?
4. What controls are currently in place?

Business Area Analysis – The examination and understanding of the business functions, sub-functions and processes and the interdependencies amongst them. Business area analysis requires consideration of the following questions:

1. What are our business functions?
2. What are our business sub-functions and processes?
3. Which are critical to the continuity of our business?

Business Impact Analysis – Applying the results of the risk assessment to the business area analysis to analyze the potential consequences/impacts of identified risks on the business and to identify preventive, preparedness, response, recovery, continuity and

restoration controls to protect the business in the event of business disruption. Business impact analysis requires consideration of the following questions:

1. How do potential hazards impact business functions, sub-functions and processes?
2. What controls are currently in place?

Risk Communication - The exchange of risk related information, concerns, perceptions, and preferences within an organization and between an organization and its external environment that ties together overall enterprise management with the risk management function. Risk communication requires consideration of the following questions:

1. To whom do we communicate about risk?
2. What do we communicate about risk?
3. How do we communicate about risk?

Planning – Based upon the results of risk management and within the overall context of enterprise management, the development of plans, policies and procedures to address the physical and/or business consequences of residual risks which are above the level of acceptance to a business, its assets and its stakeholders. Plans may be stand alone or consolidated but must be integrated. Some example plans include:

- Crisis management plan
- Incident management plan
- Communication plan
- Business continuity plan
- Business recovery plan
- Business restoration and transition plan

Program Implementation – The implementation and management of specific programs such as physical security, cyber security, environmental health, occupational health and safety, etc. that

support the Business Crisis and Continuity Management (BCCM) program within the context of Enterprise Management.

Systems Monitoring – Measuring and evaluating program performance in the context of the enterprise as an overall system of interrelated parts.

Awareness/Training/Exercising – A tiered program to develop and maintain individual, team and organizational awareness and preparedness, ranging from individual and group familiarization and skill based training through full organizational exercises.

Incident Management – The management of operations, logistics, planning, finance and administration, safety and information flow associated with the operational response to the consequences/impacts (if any) of a crisis event.

Incident Response – The tactical reaction to the physical consequences/impacts (if any) of a crisis event to protect personnel and property, assess the situation, stabilize the situation and conduct response operations that support the economic viability of a business.

Business Continuity – The business specific plans and actions that enable an organization to respond to a crisis event in a manner such that business functions, sub-functions and processes are recovered and resumed according to a predetermined plan, prioritized by their criticality to the economic viability of the business. Business continuity includes the functions of business resumption and business (disaster) recovery.

> Business Recovery – Plans and actions to recover essential business systems that support business resumption and eventual business restoration and transition. The alternative term of "disaster recovery" is often used interchangeably with business recovery and carries with it an information technology (IT) connotation. For the purpose of this research, business recovery applies to all business systems and not just those related to IT.

Business Resumption - Plans and actions to resume (continue) the most time sensitive (critical) business functions, sub-functions, processes and procedures essential to the economic viability of a business.

Restoration and Transition - Plans and actions to restore and transition a business to "new normal" operations following a crisis event.

The Real Benefits of BCP

Following are the real benefits of implementing an effective BCP system in place:

- Maintaining a viable ongoing business
- Continuity of key services
- Reduces and manages uncertainty
- An aid to meeting legal and moral commitments
- Protection of:
  - Staff & staff confidence
  - Assets
  - Reputation
  - Economic position
- A firm level of security for both suppliers and customers

Conclusion

Business Continuity Planning, by whatever title it is assigned (Business Continuity, Crisis Management, Disaster Planning, etc.), is a strategic program with supporting functions that must be integrated for the sake of overall efficiency and effectiveness. A functional framework and function definitions are presented to visualize the structure and inter dependencies of the components of a comprehensive BCP program. It is need of the day that the local businesses in Pakistan realize its importance and place an effective and realistic BCP system in place in order to reap its benefits in case of any untoward incident happens. The following case study should be considered in the context of this framework.

Case Study – SIVA Plastics

SIVA Plastics is situated at Spitfire House, Hazel Rd, Southampton. The company has two manufacturing units one at Fareham, Southampton UK and other at Spitfire, Southampton UK. The head office is at Spitfire where it extrudes plastic film. The unit at Fareham does flexographic printing, Adhesive lamination and Bag converting. SIVA provides services to leading giants TESCO, ASDA, Sainsbury etc.. throughout the Europe. The Spitfire unit is vulnerable since it is situated at the brink of the sea and even a small level flood may discontinue the business processes. Let's workout the key assets of the business, key resources of the business, three risks that can be prevented, three risks that cannot be prevented and analyzing the overall risk level of the business. At the last, workout a one line suggestion for SIVA Plastics to have Business Continuity.

Key Assets of the business

- Stock / Inventory
- Intellectual Property
- Factory Machinery
- Factory Premises
- Main Source of Income for Business
- Plastic Film
- Printed Film
- Printed Bags
- Laminated Film

Key Resources

- Factory Premises
- Factory Material
- Plastic Film (Extruded, Printed & Laminated)

Three Risks that can be prevented

- Loss of production

- Loss of Key Supplier
- Insufficient Cash to Business

Three Risks that can not be prevented

- Loss of staff
- Natural Disaster
- Loss of on-sight records

Analyzing the Risks

Identified risk	Likelihood	Consequences
1. Loss of production	L	VH
2. Loss of key supplier	M	H
3. Insufficient cash to meet expenses	L	H
4. Loss of staff	H	M
5. Natural disaster	M	VH
6. Loss of on-site records	M	H

Solution:

The SIVA Group need to divide the manufacturing and printing units in such a way that the business continuity should not be compromised. Since at current they are having a manufacturing at one unit and printing etc. at other unit. The company may shift at least one manufacturing unit to Fareham unit so that in case of Flood it may continue the service to its at least key customers.

Workshop Activity

The participants were given a “Business Continuity Plan –Template” (See Annexure 2) and were asked to fill in the template. The objective of the activity was to make the participants practically fill in all the necessary information required for BC. Hence at the end of the activity they will have a relatively focused information required for BCP. They may capitalize upon this template and can develop a more robust planning in light of this template.

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Annexure 1: Presentation Slides

Annexure 1:

Workshop Activity – Completion of BCP Template

<Company Name>

Business Continuity Plan

<Created by>
<title>
<date>

<Approved by>
<title>
<date>

Emergency Command Center - <Location Name>

Primary: Address

Room XXXX

City, Province

Contact: “coordinator of rooms/space - (xxx) xxx-xxxx

Alternate: Address

Room XXX

City, Province

Contact: “coordinator of rooms/space - (xxx) xxx-xxxx

Emergency Notification

In the event of an emergency, who are the people that need to be contacted? What are they to be contacted for (what is their role) and what is their responsibility during the emergency?

Name	Role/Responsibility	Personal email	Mobile/Phone No.
Example 1	IT Manager/ Establishing where people can continue to work and provide tool required.		

Annual Review and Revision Tracking

This plan needs to be kept current. The following allows you to track the changes and Identify the last time the document was reviewed for accuracy.

Date	**Summary of Changes Made**	**Changes Made By (Name/Title)**
01/6/19	Example: Updated Contact information for Marketing Manager and Service Manager	Shahbaz, Document Owner

In the event of a natural disaster

In the event of a major catastrophe affecting a <*Company Name*> facility, immediately notify the **< Name or Title of Person>.**

Procedure to follow:

Step	Action to be taken
1	Notify <enter title> of pending event, if time permits.
2	If impending natural disaster can be tracked, begin preparation of site within 72 hours as follows: • Deploy portable generators with fuel within 100 miles. • Deploy <team name> to create work space, antennas, power, computers and internet access, phones. • Test back-up recovery of servers required for business to continue. • Basic necessities are acquired by <team name> when deployed: • Cash for 1 week • Food and water for 1 week • Gasoline and other fuels • Supplies, including chainsaws, batteries, rope, flashlights, medical supplies, etc.
3	24 hours prior to event: • Prepare for virtual back-up of data and ensure access from remote locations. • Verify backup generator fuel status and operation. • Fuel vehicles and emergency trailers • Notify senior management

In the event of a fire

In the event of a fire or smoke in any of the facilities, the guidelines and procedures in this section are to be followed. If fire or smoke is present in the facility, **evaluate the situation and** determine the severity, categorize the fire as *Major* or *Minor* and take the appropriate action as defined in this section. Call 911 as soon as possible if the situation warrants it.

- Personnel are to attempt to extinguish **minor fires** (e.g., single hardware component or paper fires) using hand-held fire extinguishers located throughout the facility. Any **other fire or smoke situation** will be handled by qualified building personnel until the local fire department arrives.
- In the event of a major fire, call 911 and immediately evacuate the area.
- In the event of any emergency situation, system site security and personal safety are the major concern. Each department head should ensure their department has exited the building and a roll call should be done at a pre-determined meeting place.
- In the event of a major catastrophe affecting the facility, immediately notify the **<title>.**

Step	Action to be taken
1	Dial 9-1-1 to contact the fire department
2	Immediately notify all other personnel in the facility of the situation and evacuate the area.
3	Alert emergency personnel on: **PHONE NUMBERS** Provide them with your name, extension where you can be reached, building and room number, and the nature of the emergency. Follow all instructions given.
4	Alert the Regional Technical Manager. He/she will notify the Emergency Management Team Coordinator. *Note:* During non-staffed hours, security personnel will notify the Regional Technical Manager responsible for the location directly.
5	Notify Building Security. Local security personnel will establish security at the location and not allow access to the site unless notified by the Regional Technical Manager or his designated representative
6	Contact appropriate vendor personnel to aid in the decision regarding the protection of equipment if time and circumstance permit
7	All personnel evacuating the facilities will meet at their assigned outside location (assembly point) and follow instructions given by the designed authority. **Under no circumstances may any personnel leave without the consent of supervision.**

In the event of a network services provider outage

In the event of a network service provider outage to any facility, the guidelines and procedures in this section are to be followed.

Procedure:

STEP	ACTION
1	Notify Regional Technical Manager of outage. Determine cause of outage and timeframe for its recovery.
2	If outage will be greater than 1 hour, route all calls via another service to alternate location.

In the event of a flood or water damage

In the event of a flood or broken water pipe within any computing facilities, the guidelines and procedures in this section are to be followed.

STEP	ACTION
1	Assess the situation and determine if outside assistance is needed; if this is the case, dial 911 immediately.
2	Immediately notify all other personnel in the facility of the situation and to be prepared to cease operations accordingly.
3	If water is originating from above the equipment, power down the individual devices and cover with protective shrouds located in the facility.
4	Water detected below the raised floor may have different causes: — If water is slowly dripping from an air conditioning unit and not endangering equipment, contact repair personnel immediately. — If water is of a major quantity and flooding beneath the floor (water main break), immediately implement power-down procedures. While power-down procedures are in progress, evacuate the area and follow supervisor's instructions.

Plan checklists

Initials	Task to be completed

Emergency Management Team (EMT)

Name	Address	Home	Mobile/Phone No.

Location Response Coordinators (LRC)

Name	Address	Home	Mobile/Phone No.

Location Response Team Members (LRT) - <Location Name>

Name	Address	Home	Mobile/Phone No.

Incident Response Team (IRT)

Name	Address	Home	Mobile/Phone No.

Technical Services (TS)

Name	Address	Home	Mobile/Phone No.

Incident/Disaster form

Upon notification of an incident/disaster situation the On-Duty Personnel will make the initial entries into this form. It will then be forwarded to the ECC, where it will be continually updated. This document will be the running log until the incident/disaster has ended and "normal business" has resumed.

TIME AND DATE

TYPE OF EVENT

LOCATION

BUILDING ACCESS ISSUES

PROJECTED IMPACT TO OPERATIONS

RUNNING LOG (ongoing events)

Critical equipment status form

CRITICAL EQUIPMENT STATUS

ASSESSMENT AND EVALUATION FORM

Recovery Team: _____

[----------STATUS---------]

Equipment	**Condition**	**Salvage**	**Comments**
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

Legend

Condition:

OK - Undamaged

DBU - Damaged, but usable

DS - Damaged, requires salvage before use

D - Destroyed, requires reconstruction