Chapter 1:
Introducing the BCP function of SJSU
Introducing the BCP function of SISU
BUSINESS CONTINUITY PLAN - OUTLINE

Typically a Business Continuity Plan should consist of the following sections. These are not considered to be the only headings and each plan should be tailored to suit the individual company and or location.

Part 1 – General/Overview
   Introduction
   Aim of Plan
   Objectives

Part 2 – Roles and Responsibilities
   Key roles and responsibilities during an incident

Part 3 – Notification, Activation and Escalation
   Invocation of BCM Plan and escalation process
   Call out procedure and flowchart

Part 4 – Business continuity management team
   Details of BCM Team
   Contact details
   Location and contact details of BCM command centre(s) (where the team will be based to carry out BCM)
   Command centre resource profile (What will be needed e.g. Battlebox)

Part 5 – Checklists
   Lists of tasks to act as an aide-memoire
   List of 'to do's' immediately following an incident
   List of 'to do's' within the first 2 hours

Part 6 – General Information
   Guidelines which could be useful as reference during an incident.
   Personnel matters – warning/informing staff during and out of hours
   Fatalities and injuries – procedure for informing next of kin (a suitably trained person)
   Staff welfare and counselling
   Informing/briefing the local community/media
   Health & Safety
   Legal/statutory/regulatory obligations
   Help lines – pre-recorded messages
Part 7 – Critical business activities

List of critical business activities
Critical business activities recovery action plan

Part 8 – Recovery

Recovery site location / map and floor plan (where applicable)
Relocation of staff (may need transport and accommodation)
Meeting rooms
Disabled access
Parking
Catering facilities
Security
Mail

Part 9 - Resources and Equipment

No of standard workstations
Software applications
Connectivity
Telecommunications and links
Backed up data
Documents – records/evidential for use in proceedings
General office equipment
Stationary
Special Equipment/Services

Contact Details

A directory covering those who may need to be contacted eg:

Lists of staff - internal/external
Customers and Suppliers
Insurance
Specialist services
Utilities
Business Continuity Planning
San Jose State University

Business Continuity is...
- an ongoing program of activities
to ensure that the organization is prepared
to continue its mission-critical functions
when an adverse event occurs...

Why is BCP important
BCP reduces the impact of adverse events
and helps to rapidly restart our critical functions.
- If staff unavailable – who will do the work?
- If a system or records are gone – how do we operate?
- If a specific building cannot be used – where do we go?

Having a plan inspires calm instead of panic.

Topics
- What is a business continuity plan (BCP)?
- Why is it important?
- How do we create our BCP?
Emergency Preparedness vs. Business Continuity

• Emergency Preparedness is... to cope directly with crisis-events to protect people and property.

• Business Continuity is... to restart teaching, research, and other mission-critical functions after crisis-events.

Three Steps to build the SJSU BCP

Identify / Prioritize

Determine critical functions, their priorities, resources, lead units and representatives

Develop

Generate plans (by each Department, using Continuity Planning Tool Set)

Implement

Communicate, Deploy Test, Update.

Guidelines for Determining Critical Functions

First, identify them in terms of department functions, then group same processes together.

A critical function has one or more of these attributes:

- Preventing loss of life, personal injury, or loss of property
- Absolutely essential for teaching or research
- Vital support to critical function(s) of another unit
- Is required by law
- Must not suffer a significant interruption
SJSU BCP Planning Tool Set

- Award winning, FEMA-funded, online planning tool
- Developed by UC-Berkeley, designed for higher education organizations
- Adopted for use by all UC campuses, UC Medical Centers
- Answer series of questions using web-based form, produce a department-based continuity plan

Two central questions

1. What are the critical functions of your department/division?
2. How will each critical function be restarted?
   
   identify resources that must be in place to restart each critical function; plan for their back-up)

Resources planning (1)

1. What are the essential resources for the critical functions?

   Vital records, equipment/systems, people, communication tools, etc.

Resources planning (2)

2. If main resources for the critical functions are not available, what alternatives exist?

   Line of succession, alternate work locations, copies of vital records, alternate communication, alternate processes, workarounds, alternate human resources, alternate vendors, IT recovery approaches, etc.
3. If alternatives resources don’t exist, what can be done?

Actions that would increase ability to restart rapidly

**Project timeline**

- **Phase 1:** Create BCP Tool Set
- **Phase 2:** Deploy Tool Set to Divisions and Departments
- **Phase 3:** Departments to create and submit their departmental BCP
- **Phase 4:** Consolidate departmental BCP’s into draft campus BCP
- **Phase 5:** Finalize campus BCP
- **Phase 6:** Campus BCP becomes effective; ongoing testing and updates

**How do we know we’re done?**

- Written plans to recover all campus critical functions.
- Established BCP Calendar for periodic Plan updates, tests, and refreshing contents by managers.
- Execute periodic BCP actions according to Calendar.

**Departmental planning process**

1. **After deployment of the BCP Tool Set online,** Departments should take no more than 3 months to complete their individual plans; longer time does not necessarily produce better plans.

2. **Time-saving features of BCP Tool Set (questionnaire)**
   - Tool Set offers templates for fill-in-the-blank approach
   - For many questions, the fill-in-the-blank will be just “N/A”
   - Critical function team members often already have information in their heads
   - Learning how to use tool = 1 hour
     Design answers = 8 hours
     Data entry 2 hours

3. **Who should be responsible for the planning?**
   - Upper/Middle: Key functional Directors and Managers, Asst. Directors, Asst. Deans, HR managers, IT Managers, etc...

4. **Strategies for completing BCP questionnaire**
   - Answer questions in the BCP Tool Set sequentially
   - Review, revise, submit
SJSU BUSINESS CONTINUITY COORDINATOR

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IBM approach to business resiliency:
Address requirements at each layer — critical to providing
a comprehensive risk mitigation strategy
Quality and Stability of Control Environment

In considering the quality and stability of a control environment, it is important to determine such factors as the expertise and tenure of management, historical problems (including audit findings), turnover in area personnel, and the overall centralization or decentralization of the area from the main operation of the campus.

Questions to consider include: whether or not the area has been able to operate within its budget; how complex the technology required to perform an area's operation is; current or future downsizing, expansion or process modification; the perception which personnel—both internal and external—have of the area.

Information Technology Dependancy

Information is needed at all levels of an organization to run the business, and move toward achievement of the entity's objectives. Information is used in developing financial statements for external reporting, for operating decisions, for monitoring performance, providing services, and allocating resources. Reliable internal measurements are also essential to planning, budgeting, evaluating vendor performance, and other activities.

Questions to consider include: whether or not there have been any system failures; whether the area is regularly having to rely on backup systems; whether the area is solely dependent on a system for its operation; whether or not the system has appropriate security measures in place and how often the measures are evaluated; whether the area's computing environment is standalone or requires the interaction of multiple systems; how old the system currently in use is.
Plan Development

Plan Contents:

- Introduction
- Recovery Organization
- Recovery Time Objectives
- Recovery Strategies
- Plan Activation
- Recovery Plans
- Plan Testing
- Plan Maintenance
- Attachments
Training & Testing

- **Training:**
  - All employees
  - Members of ERT, CMT, BCP
  - Management

- **Drills:**
  - Practice specific skills
  - Use systems & equipment

- **Exercises:**
  - Familiarization
  - Validation
  - Identify deficiencies

- **Types:**
  - Walkthrough
  - Mobilization
  - Execution
Deployment & Maintenance

- Plan management
  - Centralized monitoring
    - Maintain control of standards
    - Access all plans and components
  - Decentralized creation and maintenance
    - Update
      - Tasks
      - Resources
      - Personnel