

1. BUSINESS CONTINUITY PROGRAM OBJECTIVES

(Why we even have a Corporate Program)

1. Limit the magnitude of any loss
2. Minimize length of service interruption
3. Facilitate damage assessment activities
4. Identify & recover critical data
5. Minimize the impact on your customers
6. Provide for management of recovery activities
 - who
 - what
 - how
 - when
 - where
7. Provide for training capability

2. Business Continuity Plan Test Objectives

(Why do we test, what do we hope to accomplish)

The following objectives have been established for Plan Test Exercises:

- Familiarize team members with the content and organization of their department's plan.
- Train team members using a mock emergency scenario.
- Evaluate the clarity of the plan in defining how teams are to interact with one another.
- Evaluate the accuracy of the team responsibilities and resumption procedures.
- Ensure that selected materials and checklists identified in the plan are accurate.
- Verify that all resources stored off premise are accurate and sufficient to support the team's business resumption effort.
- Document appropriate changes to the plan.

In addition to the items above, the following should be reviewed with each team:

- Explain the overall concept of Business Continuity, as it pertains to UCAR, to each group.
- Explain that each department has a plan.
- Explain that each team leader and alternate knows what to do and will oversee a recovery operation at the damaged site.
- Explain that they will be notified and told what to do if an emergency strikes their site. Note, that once they are contacted, they are not to go shopping, fishing, or on vacation. They are to stay home and await further instructions.
- Each member of the department should take a look at their plan to get a sense of what it is saying.
- Tell them that this is as much for UCAR as it is for them...their safety and job function (security).
- Explain how the audits work and how the plans are maintained.
- Tell them that the plans are not going to save UCAR from having an emergency, but if it happens, their skill and knowledge of how things works. The plan is a guide only.

3. Mock Emergency Scenario Concept **(Why do we use test Emergency Scenarios and how does that work)**

PURPOSE

The Emergency Scenario concept provides additional criteria with which to evaluate the plan and associated documentation by use of role playing against a hypothetical emergency situation.

This role playing concept will also be used for subsequent live testing. All portions of the recovery plan which cannot be "live" tested (ex. damage assessment) rely heavily upon the role play concept.

FORMAT

The emergency scenario is presented in three stages or updates. The updates are defined to correspond to the phases of recovery and to more closely emulate actual emergency circumstances:

1. Event
2. Damage Assessment Team Findings
3. Subsequent Long Term Status changes

The subsequent Dry Run Test plan review will be done by recovery phases that correspond to the scenario stages described below.

4. MOCK DRILL OBJECTIVES

(What do we hope to accomplish with each specific scenario)

The following objectives have been established for this exercise:

- Provide recovery capability review and training
- Review and refine recovery capability documentation
- Validate untested or "non-testable" recovery plan components
- Review status and close on missing or incomplete information
- Familiarize team members with the content and organization of the plans
- Train team members using a mock emergency scenario
- Evaluate the clarity of the plan in defining how teams are to interact with one another
- Evaluate the accuracy of the team responsibilities and resumption procedures
- Ensure that selected materials and checklists identified in the plan are accurate
- Verify that all resources stored off-premise are accurate and sufficient to support the team's business resumption effort
- Make suggestions to improve the team plan
- Document appropriate changes to the plan

5. MOCK DRILL RULES

(What rules govern how the mock drill proceeds)

- Accept the facts stated in the scenario
- Everyone has equal right to contribute
- Silence is agreement
- Practice 60 second solution
- Limit outside interruptions

6. Examples of Emergency Scenarios

(Some examples of past emergency scenarios, how the “test” was evaluated, what were some considerations)

Tuesday, June 17, 1997

- At 2:00 PM you hear a loud crashing sound! A freight train has derailed at the top of the hill overlooking your building. The train was carrying a highly toxic and corrosive liquid. The cloud of toxic gas is filtering over the area.
- At 2:20 the authorities arrive at the front desk to inform you that the building must be evacuated immediately!
- The building is evacuated per your normal evacuation procedures. (You do know what they are, don't you?)
- All employees assemble outside the building. Some staff are overcome by the fumes and are taken to the hospital of observation.
- The authorities give the order to close the area off and for the staff to go home.
- You go home and wait.....

Now what happens?

- You learn that it will be three or four days before the EPA and the authorities let you back into your building.
- Once you are allowed to go in and take a quick look around, you discover that the toxic gas has filtered through the air handling system, causing contamination throughout the building. You may be out for week while the building is decontaminated.

6b. TEST EVALUATION CRITERIA

Responsibilities

- * Are the recovery responsibilities correctly assigned?
- * Can recovery responsibilities be successfully carried out?

Procedures

- * Any serious errors or ambiguities?
- * Additional procedures and tasks needed?

Resources

- * All critical resources accounted for?
 - Are critical resources actually available now?

6c. Analysis of Key Events

1. Problem starts
2. Problem noticed
3. Management contacted
4. Decide to assemble Management Team (Command Center)
5. Management Team assembled at command center
6. Status of business decided
7. Any top executive contacts made
8. Next move decided -- declare an emergency
9. Users notified
10. Backups collected and delivered to hot site
11. Arrive at hot site (____ hours travel)
12. Stage/sort tapes
13. Restore system (__ hours)
14. Restore data (__ hours)
15. Restore communications with user terminals (where?)
16. Restore communications with remote sites

17. Users back on-line with last backups
18. Post-backup transactions re-entered
19. System current and usable

Step number 156: Go find a new Business Continuity Manager and start all over again cuz nothing will ever go right. The best you can hope for is that it doesn't go as wrong as it could!

The End