Analysis Paralysis-Developing A Business Continuity Plan

Steve Sadler, UCAR Director of Safety and Site Services
Getting to Know A Business Continuity Survivor

• Health, Environment and Safety for 32 years
  – BS-Microbiology
  – MS-Air Pollution. Industrial Hygiene
• Worked for Regulatory agencies 3 years
• Built Bombs at Rocky Flats for 9 years
• UCAR/NCAR:
  – Safety Director
  – Event Services
  – Logistics Operations
  – Transportation/Shuttles
  – Workers Compensation
  – Security
  – Reception/Front Desk/Bank
  – Business Continuity
Brief History of Business Continuity Planning at UCAR

• Audit Recommendation-1995
• 1995-2000- 5 planners come and go...
• 2000- Start of current plan
• October 2001- 1st planned exercise
• September 11, 2001
• 2002-03 Plan revisions
• 2004-Plan tests
• 2005-Plan revisions
• 2006-Plan audit
What Is a Business Continuity/Disaster Recovery Plan?

• Right People
• Right Place
• Right Time
• Right Resources
• On the right page of music and…
  “get the heck out of their way”.
Topics

• Who should “do” the plan
• How to get started
• How do you get help
• What are really the necessary parts of a plan
• Where does it all fall apart
Costs, time, effort, frustrations
Deciding Who Does the Plan

- Your laziest person
- Your least technical person
- Your busiest person
First Baby Steps in Getting Started

• Find out what people “really” worry about
  – Paycheck
  – Email, Internet
  – Phones
  – Pay Vendors
  – Reputation
  – Funding Agencies
  – Equipment

• May have to focus and refocus them

• Critical questions
  – “What can go wrong and for how long that will cost you your job?
  – What resources are absolutely essential?
  – What would keep you from responding to disaster recovery?
Pro’s and Con’s of Hiring a Contractor to Develop Your Plan

• Con’s
  – Doesn’t know your organization
  – Looking for a gravy train

• Pro’s
  – No extra staff
  – Job will get done
  – Fresh set of eyes
  – Job will get done
  – No extra staff
  – Trains existing staff
Some Suggestions When Hiring a Contractor

• RFP: Business Impact Analysis may not be necessary
• Motivational seminar may not be necessary
• Smaller may be better
  – $90,000 vs. $600,000
• Watch out for electronic programs
  – $5k-$55K
Identify Assumptions and Dependencies and Test Them

• Make people tell you when they ASS-U-ME Something
• Test Every Assumption
• Who is depending on Who? And do they know It?
• Test Dependencies
When Do You Stop?

• Never, test and update every 6 months
• Go back to your first interview and determine if “needs have been met”
Costs, Time, Frustrations

• Cost for contractor $80-100K
• Cost for software $5K
• Time for on-site coordinator 6-9 months over 2 years
• Time from beginning to first test 12-16 months
• Frustrations:
  – Too many copies of plans to update
  – Too much buy-in, too complex
  – Everyone worries about somebody else's plan
  – Tests are the hardest part of Business Continuity
Business Continuity- Expect the Worst and Hope for the Best

Questions???