Continuity Planning

WashU Continuity

Washington University in St. Louis
Emergency Management
Goals

• Focus your planning efforts
• Adjust thinking inward rather than just externally about continuity
• Provide clarity to your roles and responsibilities in a continuity incident
• Build a culture of continuity
Building Fire Scenario

- An electrical short in the middle of your area of the building starts a fire.
- There is heavy smoke and fire damage on your floor and the floors above, and heavy water damage on the floors below.
- All workspace, PCs, supplies, documents, and equipment has been destroyed.
- About half of your employees remain near the building, the other half are unaccounted.
- The Fire Department cleared the building and has cordoned off the building and NO ONE will be allowed in or out for at least 7 days.
Phases of an Incident
Loss & Restrictions Triangles

Loss Triangle

Restrictions Triangle

WashU Continuity
Combination of Loss and Restriction Constraints
Planning Priorities

- **Scope and Cost**
  - Focus on essential functions and processes

- **Time**
  - Focus on those things that need to be continued immediately

- **Things**
  - Identify only critical things needed to support essential functions

- **People**
  - Identify essential personnel needed to support essential functions

- **Locations**
  - Identify only those locations needed to support essential functions
Capabilities Triangle

Competencies

"Way"

"What"

"How"

Procedures
Increase Resource Capabilities

• Develop recovery strategies or workarounds
• Resources
  – IT applications
  – Staff
  – Locations
  – Vital documents
  – Equipment
  – Supplies
Increase Procedures Capabilities

• Communications
• Actions to implement recovery strategies
  – Loss of power
  – Loss of water
  – Loss of access to building
  – Loss of staff
  – Loss of vendors
  – Loss of critical resources
  – Loss of IT applications
Increase Competencies Capabilities

- Crisis fortitude
- Leadership
- Performance
- Shared Vision
- Teamwork
Roles & Responsibilities
# Leadership Roles and Responsibilities

<table>
<thead>
<tr>
<th>Element</th>
<th>Phase I: Readiness and Preparedness</th>
<th>Phase II: Alert and Notification</th>
<th>Phase III: Continuity Operations</th>
<th>Phase IV: Reconstitution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Area Leadership</td>
<td>- Ensure all Office Area employees understand the plan.</td>
<td>- Activate Continuity Plan.</td>
<td>- Coordinate with the Office Area Continuity Coordinator.</td>
<td>- Provide visible leadership to reconstitution operations</td>
</tr>
<tr>
<td></td>
<td>- Provide overall policy direction, guidance, and objectives for continuity planning.</td>
<td>- Approve relocation and telework options</td>
<td>- Maintain situational awareness.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Provide necessary resources to support the implementation of the Office Area Continuity Plan and supporting activities (e.g., training, exercise).</td>
<td>- Receive updates; provide guidance on performance of essential functions.</td>
<td>- Monitor conduct of continuity operations.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Ensure all Office Area components participate in continuity exercises.</td>
<td>- Delegate authority (if required).</td>
<td>- Provide guidance as required.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Ensure appropriate resources are available.</td>
<td></td>
</tr>
</tbody>
</table>
## Coordinator Roles and Responsibilities

<table>
<thead>
<tr>
<th>Element</th>
<th>Phase I: Readiness and Preparedness</th>
<th>Phase II: Alert and Notification</th>
<th>Phase III: Continuity Operations</th>
<th>Phase IV: Reconstitution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Area Continuity Coordinator</td>
<td>Serve as the Office Area Continuity POC with WashU Continuity Program Manager</td>
<td>Receive notice of continuity event</td>
<td>Monitor conduct of Essential Functions</td>
<td>Notify external partners of status of return to primary facility</td>
</tr>
<tr>
<td></td>
<td>Implement the Continuity Plan when necessary, or when directed by a higher authority.</td>
<td>Assess situation</td>
<td>Mitigate disruptions</td>
<td>Resume Phase I activities.</td>
</tr>
<tr>
<td></td>
<td>Update and promulgate orders of succession and delegations of authority.</td>
<td>Initiate internal notification to staff of continuity incident</td>
<td>Ensure availability of required resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update Continuity Plan annually.</td>
<td>Notify/Status of alternate facility</td>
<td>Monitor expenditures and documentation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coordinate in the development of continuity training and exercises</td>
<td>Establish contact with Senior Agency leaders</td>
<td>Oversee integration of temp hires</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update telephone rosters.</td>
<td>Assist in relocating to alternate facility or Devolution to other agency(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure Team is equipped and has access to all essential records and supporting materials.</td>
<td>Coordinate EHS, HR, facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Determine Telework options</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide updates to senior leaders</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Notify external partners of relocation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Building Fire Scenario (Revisited)

• What is your role in this scenario?
• What is your scope of operations?
• What do you think your internal staff will value most following this scenario?
• Who goes home?
• Who do you call for resources?
Family Continuity

- Transportation
- Communication
- Childcare
4 Key Takeaways

- Focus our time and efforts on capabilities
- Clarity to your roles and responsibilities within continuity
- Think inward rather than just externally
- Build a culture of continuity
Brandon Robbins, MBCP, CEM
WashU Continuity Program Manager
812-929-9923 or 314-273-0382
brandon.robbins@wustl.edu