

2017 California Higher Education Collaborative Conference

Making YOUR Organization More Efficient and Effective Through Business Continuity / Continuity of Operations Planning





Introductions

Rick Blackburn, Assistant Director, CSU Chancellor's Office
Emergency and Continuity Operations

Lisa Ehret, UC Santa Cruz, Interim Director of Emergency
Management and Business Continuity Planner

Frank Castro-Wehr, Witt O'Brien's, Director, Readiness and
Resiliency





Agenda

- ▶ Continuity of Operations, Business Continuity and the Business Impact Analysis
- ▶ Continuity place in the crisis/disaster continuum
- ▶ Efficiencies from National Standards
- ▶ Good Practices – Examples from UC System
- ▶ Good Practices – Examples from CSU System
- ▶ Good Practices – Q&A

Continuity- Key Element of Resiliency



Continuity- Some definitions

- ▶ ***Disaster Recovery*** – aka ***Technology Recovery***. “Recovery plan for networks, systems, applications, data, and communications, both voice and data. Technology Recovery Planning provides for the recovery and restoration of an agency’s information technology and telecommunications infrastructure in support of critical business functions. (*CalOES Preparing the State, 2016*)
- ▶ ***Business Impact Analysis*** – “Process of analyzing activities and the effect that a business disruption might have on them.” (*ISO 22301*)

Continuity- Some definitions

- ▶ ***Business Continuity*** – “The capability of an organization to continue delivery of products and services at acceptable predefined levels following a disruptive event.” (*ISO 22300*)
- ▶ ***Continuity of Operations Plan (COOP)*** – “A plan to ensure the safety of employees and the resumption of time-sensitive operations and services following an emergency.” (*CalOES Preparing the State, 2016. Now called “Continuity Plan.”*)



Continuity- What is included

- ▶ Business Continuity Plan designed to enable higher education institute to resume normal operations should a crisis occur.
- ▶ Focuses on resumption of all operations: academic, student affairs, residential life, business & finance, technology, fundraising, outreach & relations, and communications.
- ▶ Includes a University-wide approach, combined with department/unit specific plan for restoration of critical functions.

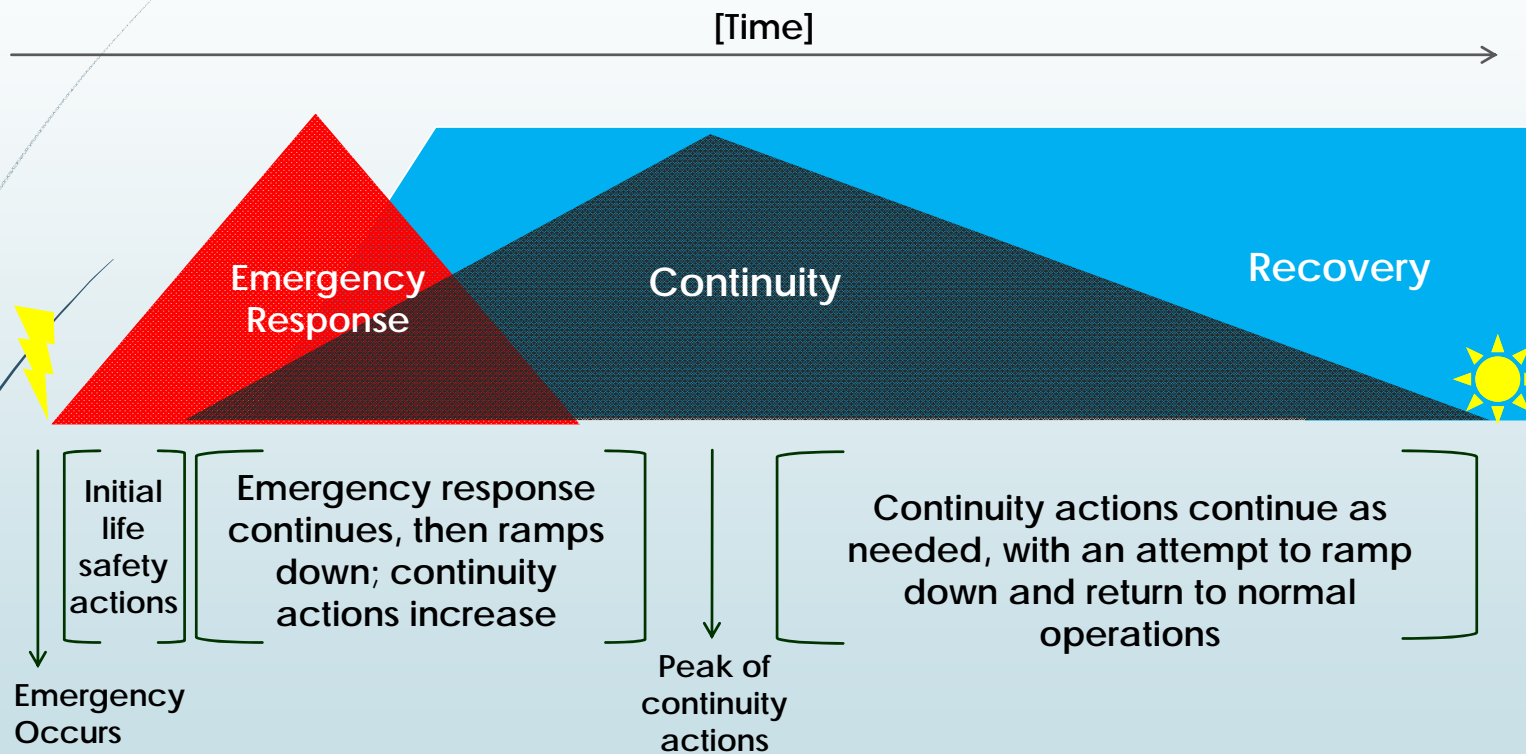


Continuity- What is included

- ▶ Include a Business Impact Analysis within departments to determine critical functions, as well as downtime thresholds, overall priorities, and parameters to support their continuation.
- ▶ Include a threat and risk assessment in order to understand the risks and challenges to operations.
- ▶ Use the continuity plan development as a way to recognize risk and mitigate against the threats.
- ▶ Define the management system to be used to deal with crisis that impact multiple departments across the campus.
- ▶ Training, exercising, and assessing the program



Continuity, Response and Recovery





Continuity- Global Practices for Effectiveness

- ▶ Attach and align the continuity plan to the emergency plan.
- ▶ Get Senior level buy to support plan, and to prepare Sr. leaders for disaster and crisis management.
- ▶ Simplify the Business Impact Analysis, have department heads identify their functions, and do not over-plan details.



Continuity- Practices for Effectiveness

- ▶ Just in developing the Plan a campus gains great insights:
 - ▶ Process improvements in campus operations when people recognize their inter-dependencies.
 - ▶ Risk identification leads to proactive mitigation actions.
 - ▶ System in place for emergencies also support continuity.
 - ▶ University-wide plan is inclusive of all departments, as well as students, faculty, and the community – supports cohesive campus community.
 - ▶ Blends academic, research, security, and business, and encourage cooperation and communications.

Continuity- UC Practices for Effectiveness

- ▶ Consistent protocols for all department emergency and continuity programs.
- ▶ Continuity software for data efficiency.
- ▶ Utilize internal report mechanisms.
 - ▶ Reports: Capital, personnel, facilities, ITS.
- ▶ Service Level Agreements.
- ▶ Cross training teams for response and resumption.

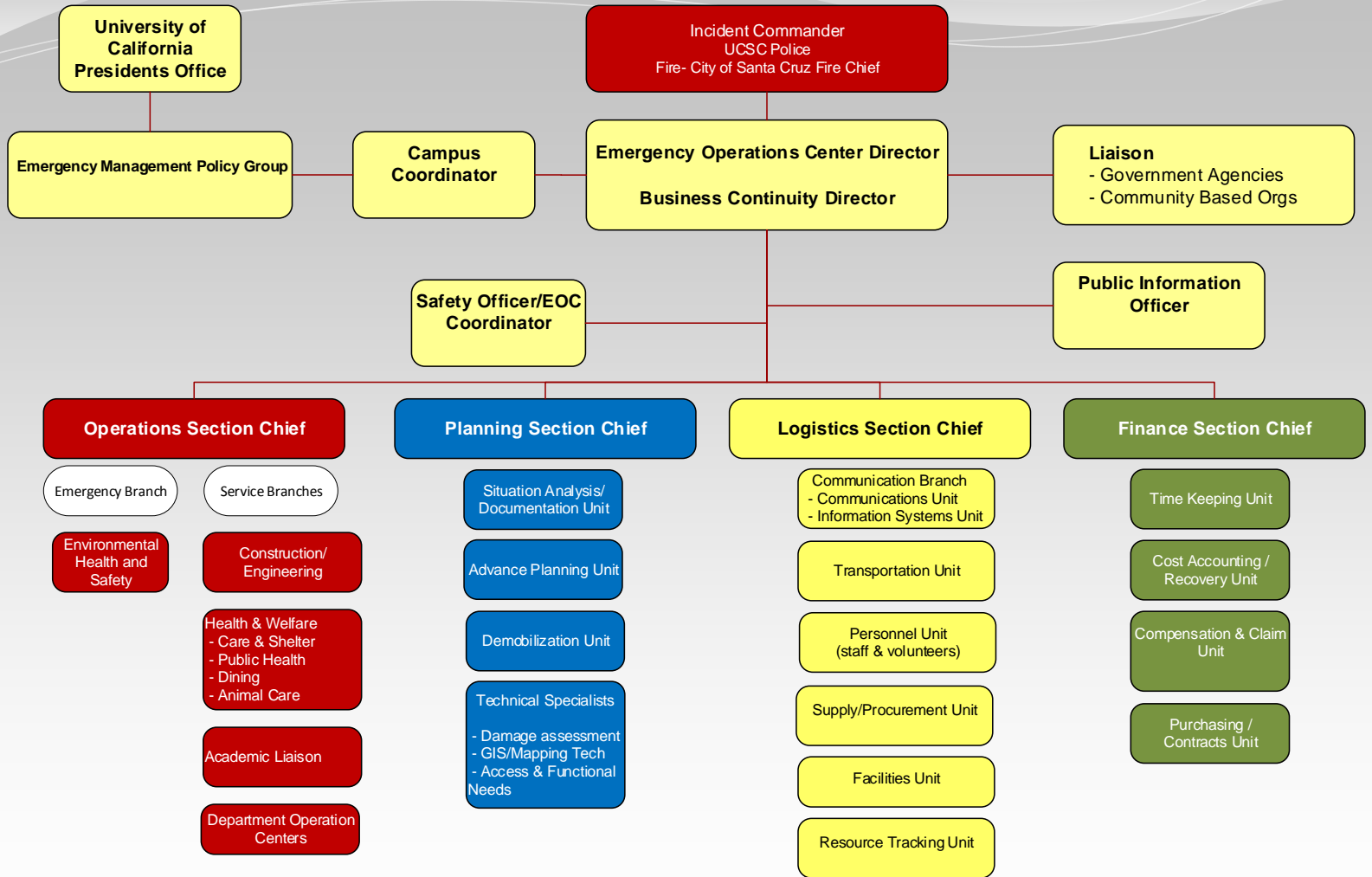
Continuity of Operations Plan Prioritization

	Resumption Priorities	Essential Function Operating Capacity Goal %				
Tier 1 Essential Function	Shelter / Student Housing	100				
	Police Department	100				
	Facility Services	100				
	Dining Services	100				
Tier 2 Essential Functions	College A	50	75	100		
	College B	50	75	100		
	College C	50	75	100		
	College D	50	75	100		
	College E	50	75	100		
	Student Health Services	50	75	100		
Tier 3 Essential Functions	Admin Office XYZ	25	50	75	100	
	Library	25	50	75	100	
	Finance - Procurement	25	50	75	100	
	Finance - Payroll	25	50	75	100	
	Facilities Services	25	50	75	100	
	Child Care Center	25	50	75	100	
	Human Resources	25	50	75	100	
	Bursar, Office of the	25	50	75	100	
	Claims Unit	25	50	75	100	
	Public Affairs	25	50	75	100	
Tier 4 Essential Functions	Career Center	0	25	50	75	100
	Book Store	0	25	50	75	100
	Campus Life	0	25	50	75	100
	Auxiliary Services	0	25	50	75	100
	Based on event, accumulative business days toward goal	0-20	20-100	100-150	150-200	200-260



Emergency Operations Center / Business Continuity of Operations Center

Primary: Emergency Response Center (Police Building), Room 103
 Secondary: Arboretum (TBD)





Service Level Agreements

- ▶ Key departments (ITS, Procurement, Payroll, Clinics...)
- ▶ Analyzed, tested, and drafted levels of service
- ▶ Liaisons identified
- ▶ Manual processes articulated
- ▶ Forms provided on web and within Continuity of Operations Plan
- ▶ Escalation of service / resources identified



Continuity - CSU Practices for Effectiveness

- ▶ Sonoma State – Some Critical Findings.
- ▶ Systemwide support for both emergency and continuity activities.
- ▶ UC and CSU worked together for mutual assistance.
- ▶ Using common continuity data storage throughout system.



Continuity- Global Practices for Effectiveness

- ▶ Questions?
- ▶ Please share good practices or efficiencies at your campus.



THANK YOU

Rick Blackburn, CSU Chancellor's Office (562) 951-4052.
rblackburn@calstate.edu

Lisa Ehret, UC Santa Cruz (831) 459-3828. lehret@ucsc.edu

Frank Castro-Wehr, Witt O'Brien's (916) 265-8364. fcastro-wehr@wittobriens.com

