Boston College

Departmental Business Continuity Planning

Spring 2013
The goal of the Boston College Business Continuity Program is to ensure that all departments and business units of the University are prepared to rapidly restore critical functions in the aftermath of any emergency or disaster.

Critical functions are those required to enable, support and implement the safekeeping of our students, staff and visitors and facilitate the resumption of academic, research and administrative programs at BC after the incident.
Four overall risks to address:

1. Loss of infrastructure including power and communications
2. Loss of a building
3. Loss of personnel
4. Loss of location – you can’t access a portion of, or the entire campus
EMERGENCY RESPONSE & RECOVERY

- How does it all fit together?
- (EMET) Emergency Management Executive Team
- Strategy, Planning Evaluation

Comprehensive Emergency Management Plan

- CEMP
- Departmental Recovery Planning Team
- Recovery Plan Development Operations Test & Maintenance
- Emergency Operations Center
- First Response, Containment Operational Recovery

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Boston College Comprehensive Emergency Management Plan (CEMP) and Guiding Principles

The overarching emergency plan for the University.

The Plan incorporates the Incident Command System (ICS) and the National Incident Management System (NIMS) concepts.

The mission and priorities of the University are:

1. Protection of Life
2. Stabilization of the event
3. Protect the Environment
4. Protect University Property
5. Restoration of critical services, education and research programs
NOTE: The BC Emergency Structure is based upon the recommended NIMS structure; which is flexible, functional and scalable to match any event. Based upon the Incident Command System (ICS) it Provides for full integration with public emergency responders.
Boston College Emergency Response Process

- First response – generally BC Police, who establish an initial Incident Command Post (ICP).
- Departmental Continuity Planner or representative may report to Incident Commander in a liaison capacity
- Evaluation of incident & next steps
- Small / Local Problem - dealt with by appropriate resources (Facilities, Information Technology, Residential Life, and/or the affected department)
- Large / Widespread Problem (multiple buildings, injuries or loss of life, critical resources, etc.)- the BC Emergency Team is activated.
- The affected Departmental Continuity Teams work with the EMET providing support and liaison in the functional areas of Operations, Logistics, Planning and Finance & Administration to prepare for restoration of services after situation is stable.
- Departments activate their own Business Continuity Plan to return to normal operations after the situation is stabilized.

Developing that plan is the primary objective of this project!
DEPARTMENTAL PROJECT GOALS

- Prepare the Department for recovery
- Determine your Critical Functions and Recovery Time Objectives
- Facilitate communications at all levels
- Identify your resource and personnel needs
  - For normal operations
  - For minimal, mission critical operations
- Reduce vulnerabilities
- Integration with the Emergency Team
Critical Functions and Recovery Time Objectives (RTOs)

- A major factor in development of your recovery plan is determining the amount of time between the event / emergency and the point at which you must resume critical operations.
- The longer you have the easier it is to recover. While it may be technically feasible to recover in minutes it is normally not a realistic RTO either financially or operationally.
- Your Critical Functions should reflect needs that are critical to your department AND the university.
CLASSIFY DEPARTMENT’S CONTINUITY NEEDS

Critical Functions General Examples:

- Academic Records / Transcripts
- Registration
- Athletic Game Operations
- Course Instruction
- Payroll
- Dining Operations
- Housekeeping & Utilities
- Critical Research

You need to consider actual time required to develop or obtain necessary infrastructure, resources and personnel needed to fulfill your requirements.
CLASSIFY DEPARTMENT’S CONTINUITY NEEDS

Information Technology Services will be able to restore a selected set of **Critical Business Applications** in 96 hours - Restoration of other apps may take up to 30 days

- Door Access, Dining Cards
- Peoplesoft Financial
- Peoplesoft Human Resources
- UIS / Student Systems – a mainframe system
- E-mail
- WebCT / BB Vista – class / course management
- BC Portal – functions, not links
- HVAC Controls
- QWEST/Library
- Financial Aid, Admissions Data
- Time Recording
- Advancement/Alumni Records
While every organization requires a continuity plan, the scope and complexity of individual plans depend upon such factors as:

- Critical Functions and Recovery Time Objectives (RTO)
- Departmental & Staff size
- Function of the organization
- Operational environment
- Potential risks

All Business Continuity Plans contain at least:

- A Recovery Strategy
- Critical Functions and Recovery Time Objectives
- Lines of Succession
- Contact List(s) – Continuity Team, staff, vendors, etc.
- Any Special or Unique Needs and/or Resources
DEVELOPING YOUR PLAN

- Put together a planning team

- Determine your critical functions, RTO, which will vary based upon time of year
  - Impact on your Department
  - Impact on Boston College
  - Impact on your sponsors and external clients

- Identify your resource requirements
  - For normal operations
  - Your minimum needs for critical functions
DEVELOPING YOUR PLAN

- The Business Continuity Planning Application provides help and direction for plan developers and recovery staff.

- Identify personnel
  - Key Staff
  - Support staff

- Train on Plan and Test it
  - Train all personnel on plan basics (communication, meeting place, priorities, etc).
  - Tabletop exercises
  - Simulations
  - As part of campus testing initiatives
MAINTENANCE

- The most difficult part of planning because it is always required to ensure plans work
- Communication lists updated quarterly
- Plan updated annually, after a test or emergency
- When external or internal factors change