

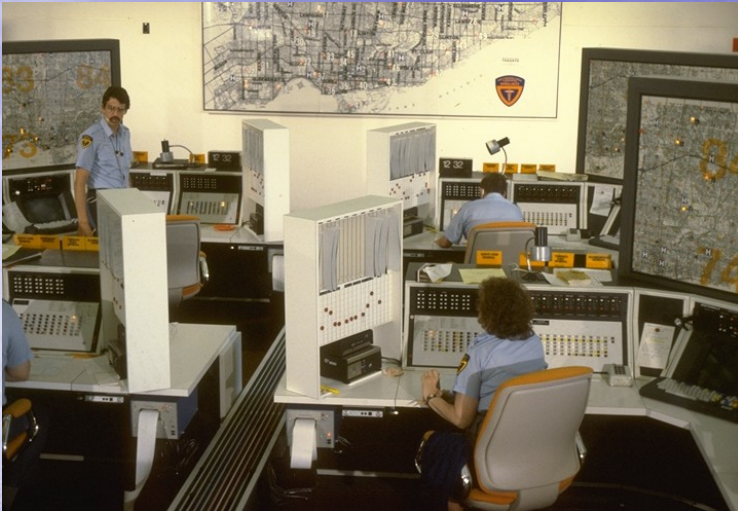
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- Fellow and Board Member for Business Continuity Institute (UK)
- Business Continuity (10 years)
 - Risk Mgt Specialist for 2 Canadian banks
 - Governance/Consulting
 - PricewaterhouseCoopers
 - Crisis/event management simulations and exercises
- Emergency Management (20 years)
 - Director of Planning for Toronto EMS
 - Designing/testing specialized or mass casualty response systems
 - (nuclear, airport, transit, hazardous materials)

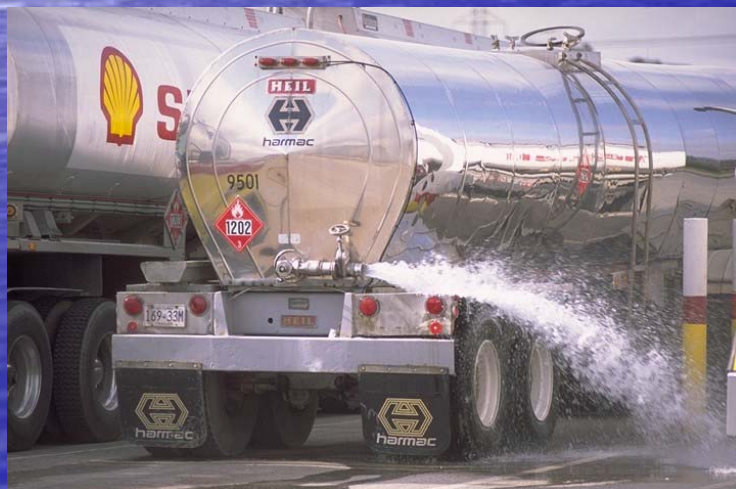
Key Strategies to ensure your plans are more robust

1. Most organizations judged by their ability to respond in a timely manner

- Need to understanding what is different about event management from business-as-usual
- The quick changing nature of events requires structured communication, management and coordination processes to solve problems and avoid response bottlenecks
- We can leverage from the emergency services to draw upon their best practices and incorporate them into your organizations



Businesses can learn from emergency service response models to meet time sensitive stakeholder expectations



Key Strategies to ensure your plans are more robust

2. Delineating tactical and strategic incident management:

- Executives aren't strategic if they are fighting internal fires
- They should be off-site monitoring external environment
- Empowered middle managers should be running your immediate incident response
- Delineating tactical and strategic incident management is crucial

Key Strategies to ensure your plans are more robust

Attributes of Tactical and Strategic EM teams

Tactical

- Short term
- Onsite
- Reactive
- Execute Check lists
- < 24 hours
- Response
- Stabilization
- Internally focused
- Logical sequencing of activities to meet Recovery Time Objectives

Strategic

- Long term
- Offsite
- Proactive
- Approve check lists
- Day two issues and beyond
- Forward looking
- Return to normalcy
- External focus
- Establish and approve Recovery Time Objectives

How it can lead to more advanced opportunities

- Avoidance/minimization of uncertainties, surprises or losses; as management anticipates problems
- Resources pre deployed to manage time sensitive issues:
 - ✓ Increased organizational effectiveness
 - ✓ Increased board level confidence
 - ✓ Cost savings on resource deployment
 - ✓ Increased response capacity
 - ✓ Opportunity to display, both internally and externally, a commitment to change
 - ✓ Continuity of leadership and a single node of strategic direction

Key Strategies to ensure your plans are more robust

3. Individual responsibilities ensure accountability allowing the organization to perform at the highest levels

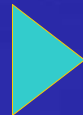
- Establishes boundaries for accountability to ensure no issue falls between the cracks and conversely, no duplication of activities
- Tasks in plans need to be written as minimum performance expectations
 - Shall is a minimum performance expectation
 - Should is a support expectation that is optional
- Setting the priority of tasks help are essential to meet time sensitive objectives

Key Strategies to ensure your plans are more robust

Who owns these strategic key risks in your organization?

Tactical Risk /Losses

- Loss of life, lost time due to illness and/or injury
- Loss of internal communications during the response.
- Loss of critical business products and services, technology
- Loss of premises, utilities, shelter; and
- Loss of materials, equipment and deployment mechanisms



Strategic Risk Management

- Human Resources
- Communications/Liaison
- Business Resilience
- Administration / Finance
- Review/ Quality Assurance

How it can lead to more advanced opportunities

- Assigning executive level responsibility for strategic risks allows the organization to understand accountability—who owns the risks, how effectively they are currently being managed, and whether the risks are being monitored.
- Provides a greater level of assurance for the board and a greater level of confidence in the bank's governance framework.
 - ✓ Increased organizational effectiveness
 - ✓ Increased staff and stakeholder confidence
 - ✓ Provides a greater level of assurance for the board and a greater level of confidence in the bank's governance framework

Key Strategies to ensure your plans are more robust

4. Creating Surge Capacity

- The business that recovers most quickly from a wide-area disaster is the business which is able to capitalize on the situation
- When your products and services are available when a competitor's aren't, you can gain temporary market share, which may become permanent if your products and services are at least as good as your competitor's.
- It's all about building your company to be better and more capable in what it does than others around it.

Key Strategies to ensure your plans are more robust

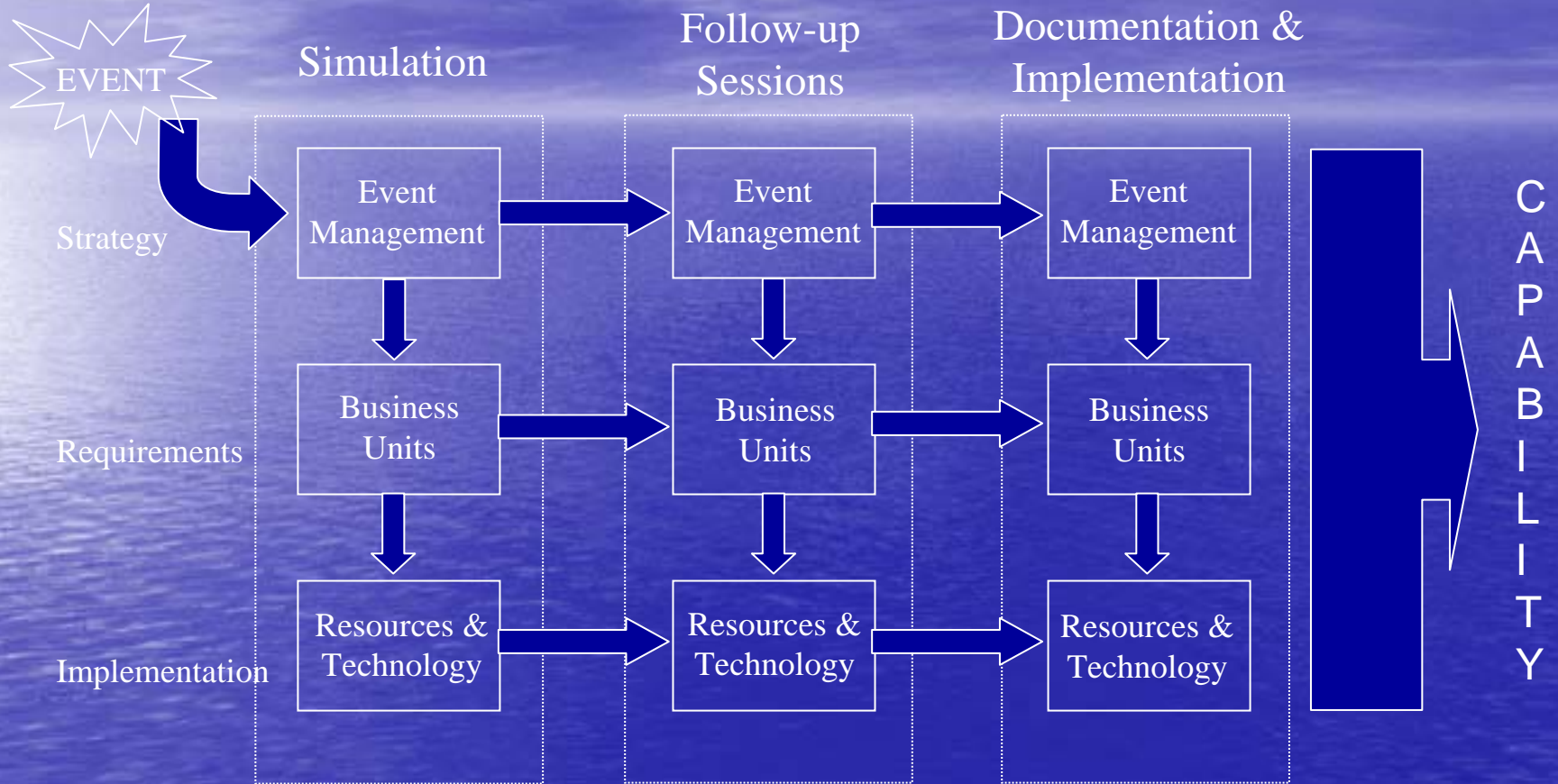
- In 2006, Hong Kong's overseas telecommunications services had been severely affected due to damage to several regional submarine cables.
- Hong Kong Broadband Network Ltd, one of the first service providers to restore overseas telecommunications service within 2 days
- Their rapid restoration was due mainly to the rigorous design of their network that ensured there are always 30 percent over-provisioning of bandwidth,
- This over-provisioning design helped minimize the impact to customers. However, the majority of other Hong Kong Internet users were without services.
- To meet the needs of these other businesses, HKBN launched a service' to provide an immediate broadband service to those with urgent needs, with no contract commitment and installation fee required.

5. Pandemic Planning is primarily a people issue

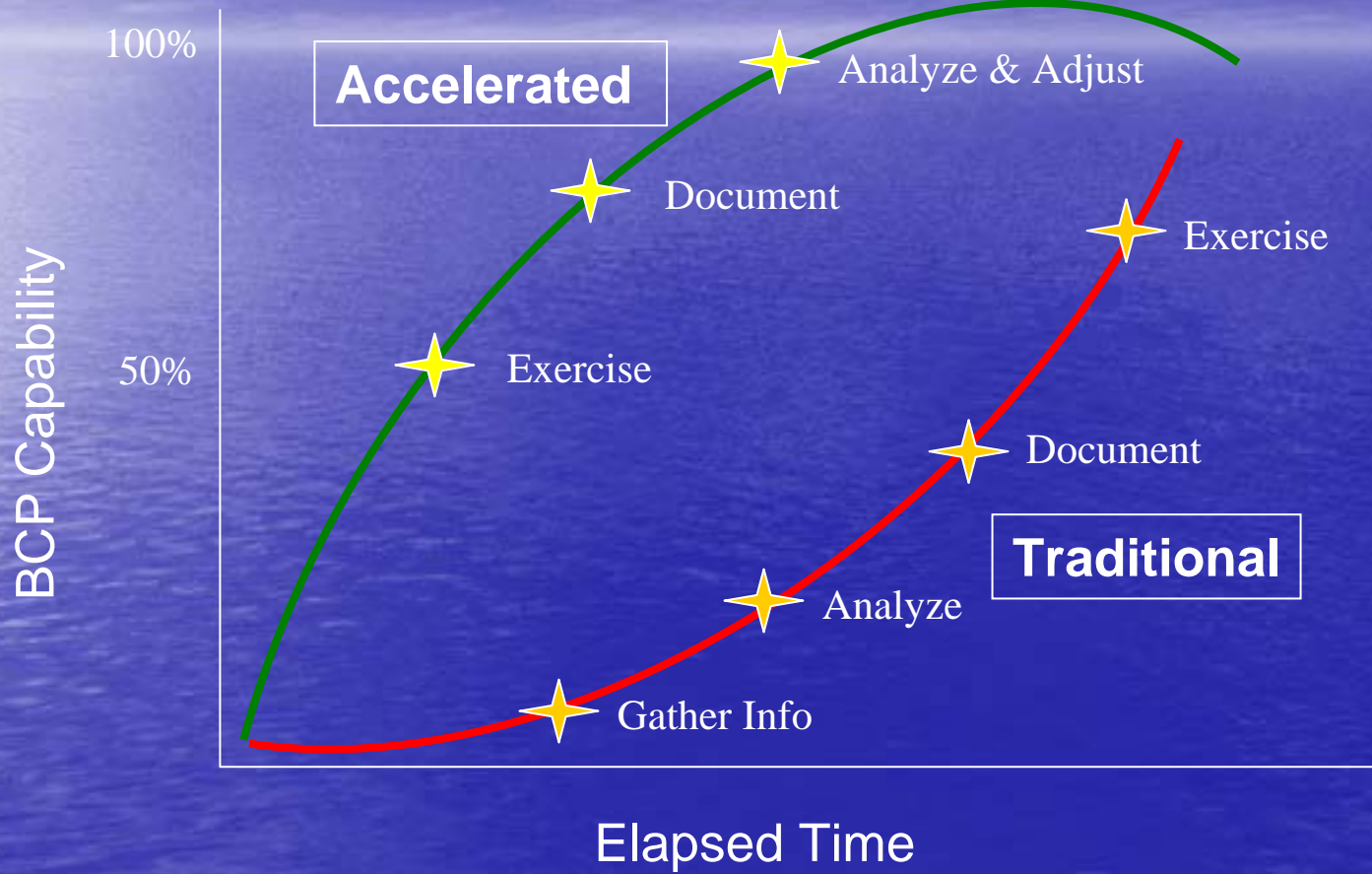
Why has the pandemic threat fallen off of the radar screen ?

- Fatigue or complacency? Y2K syndrome?
- Recognition that this is part of BCP and an all risk approach
 - Social distancing and avoidance of public gatherings
 - Skills inventory and cross training
 - Personal preparedness and work from home strategies
- In spite of pandemic threat and severe weather caused by global climate change, people remain the same.
- Yet, people are most likely to do what they do everyday to resolve issues in an emergency, contingency or disaster situation
- The focus should be on melding people with processes and infrastructure to eliminating response bottlenecks

Accelerated



Benefits Over Traditional Approaches



Key Strategies to ensure your plans are more robust

- Need to accelerate the planning process to engage staff and senior level commitment
- “Walk the talk” of the importance of a time-sensitive response model
- Quick test- If staff do not know/understand internal processes to solve a problem during business as usual-What is the likelihood of an effective response during an escalating event?
- People do what they do everyday to resolve issues in an emergency. Therefore we have to include simulation testing as a business as usual activity
- Need to hardwire within the organizational culture and increase the likelihood of success.
- Means of ensuring Executive’s real concerns are a matter of focus for staff and all of the senior management team