

**LEVEL 1**

**Business Continuity Plan**

**ADM (HR-Civ)**

# TABLE OF CONTENTS

<b>PART 1 – OVERVIEW.....</b>	<b>3</b>
INTRODUCTION.....	3
ORGANIZATION.....	3
BUSINESS IMPACT ANALYSIS.....	6
RESULTS OF THE ADM (HR-Civ) BIA.....	6
ADM (HR-Civ) ACCOUNTABILITIES.....	7
THREAT RISK ASSESSMENT (TRA) FACTORS APPLICABLE TO ADM (HR-Civ).....	7
PLANNING AND PREPAREDNESS.....	8
ROLES AND RESPONSIBILITIES FRAMEWORK.....	9
GOVERNANCE STRUCTURE.....	9
 <b>PART 2 – PLAN IMPLEMENTATION.....</b>	 <b>11</b>
CRISIS RESPONSE PROCEDURES.....	11
 <b>PART 3 – BCP MAINTENANCE, TRAINING AND EXERCISES.....</b>	 <b>20</b>
PLAN MAINTENANCE.....	20
BCP TRAINING AND EXERCISES.....	20
 <b>ANNEXES</b>	
ANNEX A - BCP IMPLEMENTATION.....	21
ANNEX B - BCP CONTACT INFORMATION.....	31
ANNEX C - INCIDENT AND CONSEQUENCE MANAGEMENT GUIDE.....	36
ANNEX D - PLANNING ASSUMPTIONS.....	40
ANNEX E - KEY REFERENCES.....	42
ANNEX F - FIRE EMERGENCY INSTRUCTIONS.....	45
ANNEX G - EMERGENCY RESPONSE PROCEDURES.....	49

# **ADM (HR-Civ)**

## **BUSINESS CONTINUITY PLAN**

### **PART 1 – OVERVIEW**

#### **Introduction**

1. Canadians rely on their government to provide critical and essential public services at all times—without regard to prevailing operating conditions. Departments are expected to take appropriate risk-management measures that will allow them to manage situations potentially disrupting the delivery of critical services.
2. While it is impossible to prevent the occurrence of business continuity disruptions, planning and preparation can reduce their severity or lessen their impact. The aim of the DND/CF Business Continuity Planning Program is to ensure the continued availability of Department of National Defence and Canadian Forces' (DND/CF) critical services and assets.
3. The ADM (HR-Civ) Business Continuity Plan is developed within the framework of the DND/CF BCP and deals with the critical services specific to the ADM (HR-Civ) organization. It details the governance structure for the Group in times of crisis and has been developed with the knowledge gained in the Business Impact Analysis and Threat and Risk Assessment phases of the Departmental BCP program.
4. The ADM (HR-Civ) BCP will allow employees to deliver critical services in the event of any disruption.

#### **Purpose**

5. This document contains guidelines and information to provide for the continued availability of essential services and assets of ADM (HR-Civ) in the event of a disruption. It attempts to identify general levels of risk associated with the ADM (HR-Civ)-controlled systems, defines responsibilities of key personnel and the course of action to be followed when circumstances arise that warrant the implementation of this plan.

#### **Organization**

6. ADM (HR-Civ) is responsible for the development, advice, support and oversight of the following civilian personnel functions:
  - Human resource planning

- Classification and organization design, recruiting, staffing and workforce adjustment
- Labour relations and compensation
- Learning and professional development
- Awards and recognition
- Employment Equity and Diversity
- Community management framework
- Retention and Well-being
- Joint management with CMP of official languages and conflict resolution policy and programs

7. ADM (HR-Civ) vision:

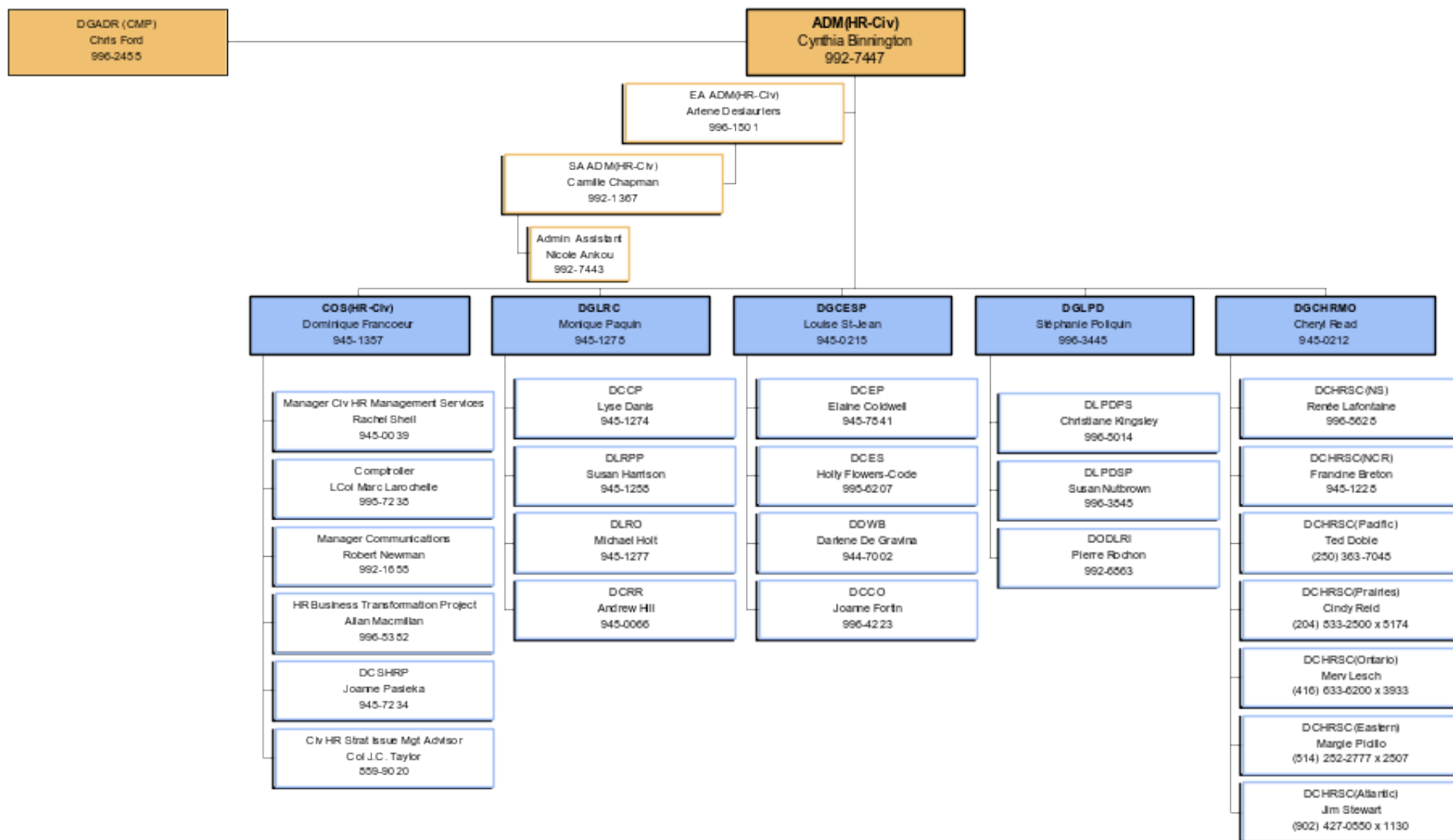
People working together to achieve excellence in human resources programs and services for the Defence Team.

8. ADM (HR-Civ) mission:

To develop and implement plans, policies and programs to recruit, develop and retain people to effectively support the Canadian Forces in operations and meet the Defence Mission.

9. Organizational Chart:

The ADM (HR-Civ) Organizational Chart depicts the reporting relationships and is included at the next page.



## Business Impact Analysis

10. The following pages summarize the findings of the ADM (HR-Civ) BIA.

### Results of the ADM (HR-Civ) BIA

11. The results of a Business Impact Analysis has determined the following to be Critical Operations and Services for ADM (HR-Civ):

- Corporate Support and guidance to the Minister (*Par 2.1.6 of the BIA*)

Defined as the capability to gather, analyze and provide information in support of Ministerial decision-making as it relates to civilian human resources. The minimum service level is to provide advice and response to MND questions.

- Civilian Pay and Benefits (Compensation) (*Par. 5.2.1 of the BIA*)

Defined as the capability to provide civilian pay and benefits (compensation) processing so that employees' economic welfare is not adversely impacted. The minimum service level is to:

- Bring on strength new employees deemed key to DND to ensure they receive pay
- Process civilian retirement authorization documents
- Process civilian emergency pay requests
- Process benefits in the event of a death
- Process disability claims
- Process compensation actions where legal timeframes must be met.

- Civilian Labour Relations (*Par. 5.2.2 of the BIA*)

Defined as the capability to provide labour relations services in planning for and responding to emergency situations under the BCP. This includes communication of central agency guidance to DND units and employees in time of crisis. The minimum service level is the capacity to transmit information from the Employer to all affected employees and to provide guidance and direction regarding the requirement to report to work.

- Administration / Planning of ADM (HR-Civ) resources (*Par 5.2.3 of the BIA*)

Defined as the capability to provide civilian administration and HR planning services in support of the situational requirements. The minimum service level is the capacity to identify requirements, track and support civilian personnel called upon to respond to the crisis and facilitate other functions by providing required resources through BCP activities.

Details on dependencies, critical infrastructure, gaps and related mitigation plans for each of these are detailed in the BCP Implementation plan:

## ADM (HR-Civ) Accountabilities

Accountabilities	Responsible L2
Development, advice, support and oversight of the following civilian personnel functions:	
• Administration / Planning of ADM (HR-Civ) resources	COS ADM (HR-Civ)
• Classification and Organization design, recruiting, staffing and workforce adjustment	DGCESP
• Labour Relations and Compensation	DGLRC
• Learning and Professional Development	DGLPD
• Awards and Recognition	DGCESP
• Employment Equity and diversity	DGCESP
• Community Management Framework	DGCHRMO
• Retention and Well-being	DGCESP
Joint management, with CMP, of Official Languages policy and program	DLO
Joint management, with CMP, of Conflict Resolution policy and program	DGADR
*Delivery of compensation services	DGCHRMO
*Delivery of civilian personnel programs	DGCHRMO

\* Policies and programs on compensation are developed in DGLRC, which are delivered by Compensation Specialists in DGCHRMO for DND clients.

## Threat Risk Assessment (TRA) factors applicable to ADM (HR-Civ)

13. The following TRA factors have been found to be applicable to ADM (HR-Civ). Full details are included in the ADM (HR-Civ) BIA:

- Strike – High probability of occurrence – Low potential impact – Low degree of injury
- Fire or Bomb threat / Hazmat incident – Medium probability of occurrence – Medium to high potential impact – Medium to high degree of injury
- Natural disaster – Medium probability of occurrence – Low to medium potential impact – Low degree of injury
- Pandemic Influenza – Low probability of occurrence – Medium to high potential impact – Medium to high degree of injury
- Interruption to the supply of public utilities – High probability of occurrence – Low to medium potential impact – Low to medium degree of injury
- Interruptions to telecommunication services – High probability of occurrence – Low to medium potential impact – Low to medium degree of injury
- Interruptions to network services – High probability of occurrence – Low to medium potential impact – Low to medium degree of injury
- Man-made loss or disruption of facilities – Low to medium probability of occurrence – Medium to high potential impact – Medium to high degree of injury

## Planning and Preparedness

14. The Security Operations Standard on Business Continuity Planning describes a best practice BCP program framework as having four essential elements:

- the establishment of a BCP governance structure;
- the conduct of a Business Impact Analysis and Threat and Risk Assessments;
- the development of strategies, plans and arrangements; and
- the maintenance of BCP program readiness.

15. Under direction of the Chief of Staff HR-Civ and the Human Resources Management Team (HRMT), the ADM (HR-Civ) BCP is developed by the Civilian HR Management Services cell. The BCP team is responsible to complete all the analysis and development of the ADM (HR-Civ) BCP as indicated in the Departmental BCP methodology. The BCP team is also responsible to maintain and periodically review the ADM (HR-Civ) BCP to ensure it meets new challenges as they arise. The BCP team is central in providing advice to ADM (HR-Civ) and HRMT regarding incident response and consequence management.

16. The third element of the best practice model includes the development of *strategies, plans and arrangements* to mitigate, respond to and recover from an emergency. Generally, a BCP details:

- who is responsible for decision making (BCP management and response teams) and for implementation of response measures (key personnel);
- what they are responsible for (critical services/functions, minimum acceptable levels of service) and what they are dependent on (infrastructure, support);
- where these services will be provided from (alternate site);
- who must be informed about the situation (contact lists—employees, clients, corporate services, vendors); and
- how critical services and systems will be recovered (what steps need to be taken to implement/provide service).

17. Plans are expected to deal with the consequences from all hazards that could potentially disrupt the delivery of critical services—whether the event is natural, man-made or technological in its origin. Mitigation and management strategies for ADM (HR-Civ) are discussed in Part 2 to this document.

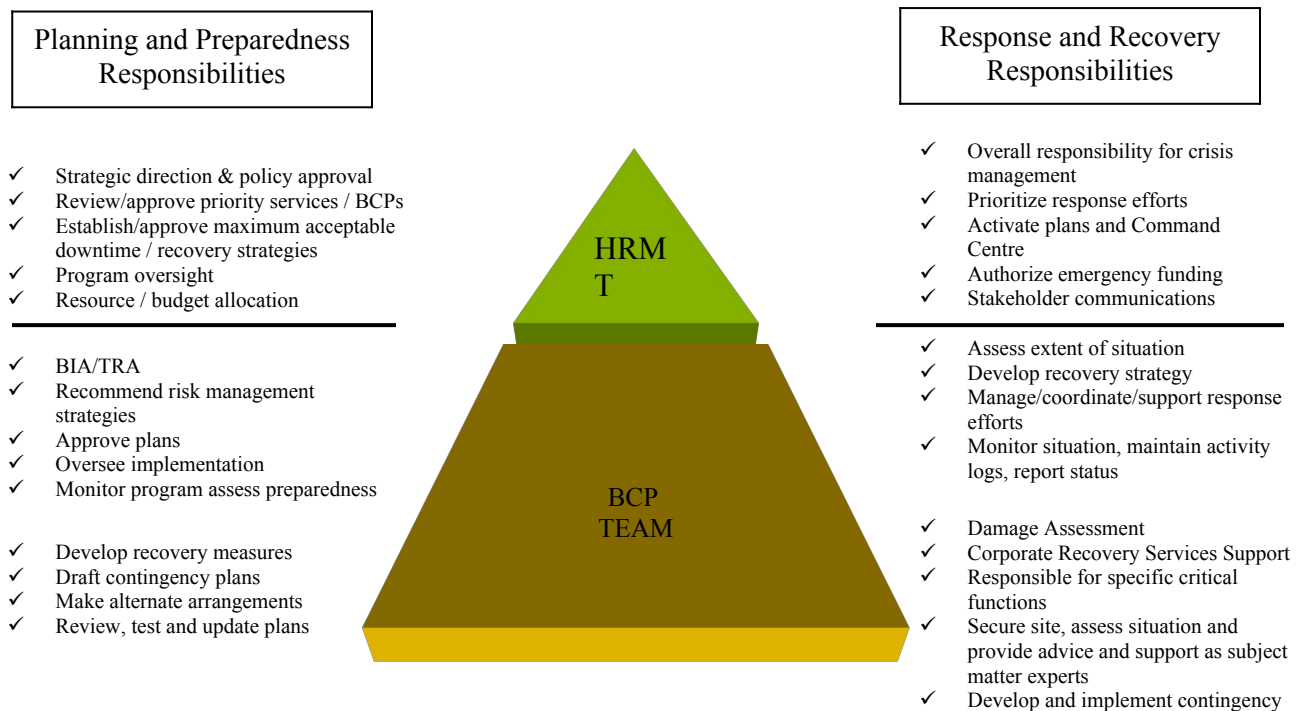
18. The fourth element of a BCP program is ensuring that the organization *maintains its readiness* by identifying lessons learned from exercises or actual incidents and by building in best practices identified within the organization or employed elsewhere. Formal exercises and periodic reviews of the plans, as well as internal audits to ensure the program is operating economically, efficiently and effectively are necessary items of this element. This is discussed in Part 3 to this document.



## Roles and Responsibilities Framework

19. The diagram below depicts the key elements of the framework established to manage business continuity planning in ADM (HR-Civ). Key in this framework are the links between operations, programming and policy in planning and preparedness, and between decision-making, coordination/support and responders in response and recovery.

**Figure 1 – ADM(HR-Civ) BCP Framework**



## Governance Structure

20. The ADM (HR-Civ) BCP framework includes the BCP Team (two people) reporting to the COS HR-Civ and HRMT as decision-makers.

- **Executive Authority.** The ADM (HR-Civ) is responsible for the preparation, exercise and maintenance of the ADM (HR-Civ) BCP Program;
- **Senior Management.** The Human Resources Management Team (HRMT) reviews and approves all aspects of the ADM (HR-Civ) BCP Program;
- **Senior Leadership.** COS HR-Civ provides management leadership to the ADM (HR-Civ) BCP Program;
- **BCP Coordinator(s).** The Manager and one HR Project Officer from the Civilian HR Management Services serve as lead planners for the ADM (HR-Civ) BCP Program and represent the Group on the DND/CF BCP Action Team and on the Crisis Response Team.

## PART 2 – PLAN IMPLEMENTATION

### Crisis Response Procedures

21. Depending on the nature, extent and severity of the situation, the following steps would be taken:

- a. The person on the site of the situation will inform ADM (HR-Civ) and the HRMT as required;
- b. Following an analysis of the situation, ADM (HR-Civ) and the HRMT decide on degree of implementation of the business continuity plan for their respective organization;
- c. Each member of the HRMT is responsible for implementing the aspects of the plan under his/her area of responsibility;
- d. Depending on the nature, extent and severity of the situation, the initial response will be to advise clients and staff of any prolonged disruption in services concurrently with the re-establishment of the case management systems, file servers, and basic office support facilities at an alternate location.

*Also see Annex C – Incident and Consequence Management Guide for more detail on dealing with emergency situations and the consequences.*

22. The ADM (HR-Civ) BCP addresses issues of facilities, personnel, command and control, systems, decision support and sustainment related to disaster response and recovery.

23. Facilities:

- a. An alternate site is maintained/available as required;  
  
Primary location in Pearkes;  
Secondary location in 4210 Labelle (73 spaces)  
Alternate location is NPB 45 Sacré-Coeur (33 spaces)
- b. A clear order of succession of facilities (national through regional levels, as required) has been established;  
  
This plan involves only the National Capital Region, covering both corporate and operational services provided in the NCR.  
  
Each Regional Service Centre is to be included in the BCP of their respective host base.

- c. Arrangements to ensure essential services (sources of electricity, etc.) are in place;

**Arrangement to ensure power and communications are available at either primary or secondary location will need to be addressed by ADM (Fin CS) as the OPI for accommodation and ADM (IM) as OPI for systems. This is expected to be addressed by the Core BCP sub-working groups during the summer.**

- d. Alternate work sites for key staff are identified; and

Identified on page 1 of Master Recall List

- e. Arrangements are maintained to facilitate working from home combined with telecommuting.

**ADM (IM), 76 Comm Gp need to identify alternative technology solutions.**

Personnel:

- a. Notification and contact lists are maintained;

Master Recall List regularly updated by L2s and maintained by BCP Team.

- b. Personnel mobilization plans are maintained;

Priorities assigned (Core – Critical one day – Critical one week - Critical one month) within the Master Recall List

- c. Operationally critical personnel have been identified;

Priorities assigned (Core – Critical one day – Critical one week - Critical one month) within the Master Recall List

- d. The roles and responsibilities of key individuals involved in BCP have been defined; and

The BCP Team consists of two individuals providing BCP-related advice and support to core and critical staff. Their responsibility is to ensure that emergency plans are put in motion when crises arise and that core and critical staff are well guided and have the required resources to respond to the crisis.

The Core Management Team is responsible to provide leadership to critical personnel and non-essential staff as well as providing advice and guidance to the Minister.

Critical staff have the responsibility to perform the tasks assigned in the crisis response plans.

- e. Arrangements to facilitate working from home during disruptions (e.g. Pandemic Influenza) are in place.

**ADM (IM), 76 Comm Gp need to identify alternative technology solutions.**

Command and Control:

- a. Clear succession of command and lines of authority have been established;

**All members of the Core Management Team have identified a 2i/c or alternate and have indicated this on the Master Recall List.**

- b. Authority has been delegated to operational and regional commanders to plan and conduct operations (de-centralization operations);

Regional Service Centres are to have their own BCP through their support base. Communications POC to be provided for 2.1.6, 5.2.1 and 5.2.2. Required authority for the conduct of business in times of crisis is already delegated in normal operations.

- c. Standard Operating Procedures (SOPs) are being developed to manage a crisis, emergency or disruption;

To be detailed at Annexes F to G.

- d. An incident management system is in place; and

Following the evacuation phase, which is handled by the Building Emergency Organization (BEO), Incident Management for ADM (HR-Civ) is top-driven. Reporting is through Chain of Command based on situational requirements. BCP Team has dual reporting role, providing situational updates to both the ADM (HR-Civ) Core Management Team and DND/CF Emergency Operations Centre.

Systems: **ADM (IM) to establish a list of critical systems in order of priority and to obtain approval/concurrence from DMOC.**

- a. IT/IM continuity, Communications and Vital Records;

**ADM (IM), 76 Comm Gp needs to identify alternative technology solutions.**

- b. Redundancies in communication systems are in place (non-reliance on single systems/service providers); and

Recall list includes work landlines, home phone and cellular phone numbers. Critical personnel have access to landline, cellular phones, DWAN email and Blackberry services for redundancy. Task 5.2.1 also enlists local radio and TV to broadcast information to employees at home during crisis.

- c. Manual procedures will be maintained.

Three of the critical services are not procedures-based (2.1.6; 5.2.2 and 5.2.3). The only procedures-based service (5.2.1) includes a contingency briefcase with paper forms and records. **Vital records related to HR Systems are also stored in this briefcase and maintained by the BCP Team. The briefcase is replicated with copies being kept in different buildings.**

**Capacity to work with manual pay cards is provided should emergency payments be required.**

Decision-Support: arrangements and procedures are in place to ensure decision support (advice) to the MND, DM, CDS and other executive authorities are maintained during a disruption.

See Annex A, item 2.1.6 – Corporate support and guidance to the Minister

Sustainment:

- a. None of the critical services identified in HR-Civ rely on Service Level Agreements with vendors and suppliers during periods of disruption.
- b. There is no requirement to provide alternate service delivery options during periods of disruption.

## **Response and Recovery Strategies**

**Phase 1: Mitigation and Prevention.** Mitigation plans and preventative controls eliminate or reduce threats and hazards that may impact the department. All Level 1 organizations within DND/CF maintain plans, processes and procedures to ensure:

- a. employee safety, e.g. emergency management plans for personnel evacuation during fires and other emergencies;

Individual building fire evacuation plans are to be used for any evacuation. Fire orders are attached as Annex F. Personnel are to evacuate on order and report to their designated assembly point to be counted by the Zone or Deputy Zone Fire Emergency Officer (ZFEO)/DZFEO before being released with instructions. In a real emergency, non-critical personnel will be advised to go home so that they may be contacted if required.

Fire evacuation exercises are followed as per CFSU(O) directives.

- b. physical security of all facilities;

ADM (HR-Civ) has no responsibility for the physical security of facilities.

- c. systems integrity; and

ADM (IM) has responsibility for systems. HR-Civ personnel are to ensure business critical information is saved on disks, available in hard copy, or saved on shared network drives so that it is captured in normal network backups and is available to others within the section/directorate/DG/Group as appropriate.

- d. records management.

Management of paper files is decentralized, mitigating risk to the system as a whole. Records other than personnel pay records have a low criticality and warrant no duplication/remote storage contingency action. Moreover, much of the business transits by computers so that critical information can generally be rebuilt, at least in part with the assistance of ADM (IM). For data integrity of critical information such as pay-related records, a mix of both paper and electronic records will be stored through the use of a contingency briefcase.

**Phase 2: Response to a Disruption.** Depending on the nature, extent and severity of the disruption, the initial response will be to advise clients and staff of any prolonged absence of services concurrently with the re-establishment of the case management systems, file servers, and basic office support facilities at an alternate location.

Level 1 actions to be taken during a crisis, emergency or a disruption include:

- a. Assess the situation and report damage to the DND/CF Emergency Operations Center (National Defence Command Center);

Upon incident, building emergency organization personnel ensure prompt evacuation and regrouping of occupants at designated assembly points for counting. Fire evacuation procedures include reporting “floor evacuated” by ZFEO to BEO.

**Establish communications POC for DZFEO at assembly point, Central Command of evacuation, DND/CF Emergency Operations Center and ZFEO.**

- b. Activate alternate facilities as necessary (in accordance with SOPs);

If Pearkes is not affected by disruption, Senior management regroups at ADM (HR-Civ) suite on 8ST. If Pearkes is affected, on command by ADM (HR-Civ), regrouping is at 4210 Labelle. **ADM (IM), 76 Comm Gp and PWGSC to ensure that 4210 Labelle or 8ST remain functional facilities.**

- c. Details of incidents/events are populated on the DND/CF Incident Management System (in accordance with DND/CF SOPs);

The ADM (HR-Civ) BCP team will maintain liaison with the DND/CF Emergency Operations Center on hand-over from ZFEO once evacuation has concluded. ADM (HR-Civ) has no direct access to the Incident Management System.

**Obtain copy of DND/CF Incident Management System SOP.**

- d. Notify DND/CF Executives and all Level 1 organizations/representatives (in accordance with DND/CF SOPs);

Through contact with DND/CF Emergency Operations Centre and Core Management Team.

- e. Executive briefing to DM, CDS and others as invited;

At early stages of recovery, BCP team and Core Management Team are to work in shared space to monitor situation and report as required to DM. Core Management team to advise on Civilian Human Resources issues.

- f. Level 1 representatives (Crisis Response Team assemble in the National Defence Command Centre);

ADM (HR-Civ) BCP Team members are to represent the Group on the Crisis Response Team.

- g. Level 1 Crisis Response Team to work closely with the DND/CF BCP Action Team (Recovery Team – BCP specialists) to ensure activation of Functional (Level 1) BCPs; and

ADM (HR-Civ) BCP Team members are to represent the Group on the Crisis Response Team. Activation of ADM (HR-Civ) BCP is on command by ADM (HR-Civ) after consultation of Core Management Team and BCP Team.

- h. Communicate with employees, partners and the public;

See Annex G.

**Phase 3: Recovery:** This phase includes activities to:

- a. Re-establish critical operations and services as directed by DND/CF executive authorities (DM/CDS); and

Less-critical operations are re-established as directed by the ADM (HR-Civ) Management Team after consideration of the factors related to the crisis, including availability of facilities, utilities, criticality of the service, availability of personnel, etc. Employees are called back from the Master Recall List in a fan-out by organization.

In cases where the facility usually occupied for a particular service is not available, Core Management Team and BCP Team identify the alternate location for each affected employee.

Communications from the Employer regarding services to be delivered are handled as part of task 5.2.2 in the BCP Implementation Plan at Annex A.

- b. Activate DND/CF recovery plans (e.g. IT/IM continuity) to ensure minimum service levels are maintained and maximum allowable downtimes are respected.

**ADM (IM) needs to identify systems to ensure minimum service levels are maintained. Transactions under task 5.2.1 absolutely require access to the Human Resources Management System (HRMS). In a crisis, normal pay is automatically generated without staff but special actions need to be transacted through HRMS.**



**Phase 4: Restoration.** This is the re-establishment of all operations and services at normal levels.

When directed by ADM (HR-Civ), all employees are to report back to their place of work. Those that cannot return to their usual workplace will be directed to an alternate location, determined at one of the previous phases.

ADM (HR-Civ) CRITICAL OPERATIONS AND SERVICES		
COS ADM (HR-Civ)	DGCHRMO	DGLRC
1. Corporate support and guidance to the Minister 2. Administration / Planning of ADM (HR-Civ) resources	1. Civilian pay and benefits (Compensation)	1. Civilian labour relations

Response and Recovery			
#	Activity	Task done by	Remarks
1	Assess nature of emergency	ADM (HR-Civ)	In consultation with Team
2	Convene Recovery Management Team / Activate Control Centre	ADM (HR-Civ)	Primary Site: Pearkes 8ST 1st Alternate: 4210 Labelle
3	Account for personnel	Civ HR Mgmt Svcs	Liaise with Building Emergency Organization (BEO) of evacuated facilities
4	Secure all sensitive information	All	Data integrity and protection of documents is achieved through the use of a contingency briefcase.
5	Advise employees of situation, the telephone number of the Control Centre and disposition of non-essential personnel	HRMT	Using Master Recall List. Each member of HRMT is responsible to contact his or her own organization.
6	Initiate critical services recovery	HRMT	As identified in BIA and depending on nature of crisis. HRMT decides which part of the BCP should be put into action, and when.

## Business Continuity Response Strategies

24. The following table lists the main situations that could occur and summarises the key elements of the response plan to each situation.

Location Affected	Situation	Focus on:	Risk Management Strategies	Relevant DND Response Plans
Entire National Capital Region	Catastrophic event affecting National Capital and constitutional issues need to be considered	Constitutional Government and deal with issues of national Interest	-	Continuity of Constitutional Government Plan
Pearkes Building NDHQ	Unable to gain access to offices AND any or all of the infrastructure, applications databases and communications are down, regions operating as normal BUT needing IT	Restoring operations – critical services not affected so focus is on operational imperatives  IT disaster recovery response – restoring access to systems	<ul style="list-style-type: none"> <li>• emergency evacuation - health, safety and security of HQ staff</li> <li>• damage assessment and recovery operations</li> <li>• IT disaster recovery</li> <li>• activate alternate site for operations</li> <li>• crisis management</li> <li>• informing stakeholders (e.g. the Minister)</li> </ul>	BCP Response Team - Annex A  Incident and Consequence Guide – Annex C
	Able to access building BUT any or all of the infrastructure, applications databases and communications down, regions operating as normal BUT needing IT	IT disaster recovery response – restoring access to systems	<ul style="list-style-type: none"> <li>• IT disaster recovery</li> <li>• informing stakeholders</li> </ul>	IT Disaster Recovery Team
	Unable to gain access to offices BUT systems working, regions operating as normal,	Restoring operations – no critical services impacted so focus is on operational imperatives	<ul style="list-style-type: none"> <li>• emergency evacuation - health, safety and security of HQ staff</li> <li>• damage assessment and recovery operations</li> <li>• activate alternate site for operations</li> <li>• crisis management</li> <li>• informing stakeholders (e.g. the Minister)</li> </ul>	BCP Response Team - Annex A  Incident and Consequence Guide – Annex C
other NDHQ facilities within NCR	Unable to access building BUT systems working, regions operating as normal, lacking HQ support	Restoring operations – no critical services impacted so focus is on operational imperatives  Regions manage as normal	<ul style="list-style-type: none"> <li>• emergency evacuation - health, safety and security of HQ staff</li> <li>• damage assessment and recovery operations</li> <li>• activate alternate site for operations</li> <li>• crisis management</li> <li>• informing stakeholders</li> </ul>	BCP Response Team - Annex A  Incident and Consequence Guide – Annex C

Location Affected	Situation	Focus on:	Risk Management Strategies	Relevant DND Response Plans
	Able to access building BUT any or all of the infrastructure, applications databases and communications down, regions operating as normal BUT needing IT	IT disaster recovery response – restoring access to systems  Regions manage scheduling and file information locally until able to update systems	<ul style="list-style-type: none"> <li>• IT disaster recovery</li> <li>• informing stakeholders</li> </ul>	IT Disaster Recovery Team

## PART 3 – BCP MAINTENANCE, TRAINING AND EXERCISES

### Plan Maintenance

25. This section tracks changes to the BCP and accompanying annexes. Recommended amendments and updates should be forwarded to the ADM (HR-Civ) BCP Coordinator. Specifically, maintenance entries should record:

- the conduct of plan reviews and exercises; and
- changes to organizational structures and/or functional responsibilities.

*Example:*

BUSINESS CONTINUITY PLAN AMENDMENT HISTORY			
Change #	Date	Brief Description and Page Reference	Authorized By

### BCP Training and Exercises

26. This section should describe your Level 1's BCP training and exercise plan.

TO BE DEVELOPED

**Annex A**

**ADM (HR-Civ)**

**BCP Implementation**

<b>ADM (HR-Civ) BCP Response Team</b>		
<b>Name</b>	<b>Position</b>	<b>Responsibilities</b>
Cynthia Binnington	Level 1 Group Principal	<ul style="list-style-type: none"> <li>assessment of emergency and decision on level of response required</li> <li>authority to initiate any required spending</li> </ul>
Dominique Francoeur Cheryl Read Louise St-Jean Monique Paquin Stéphanie Poliquin	DGs	<ul style="list-style-type: none"> <li>assessment of emergency and decision on level of response required for DND</li> <li>authority to initiate any required spending</li> </ul>
Rachel Sheil Denise Hicks	BCP L1 Coordinator	<ul style="list-style-type: none"> <li>co-ordination of corporate services activities</li> <li>internal communications</li> </ul>
	Directors / Local managers	<ul style="list-style-type: none"> <li>co-ordination of onsite BCP activities</li> </ul>

27. The following have been determined to be the Critical Operations and Services for ADM (HR-Civ);

- 2.1.6 – Corporate Support and guidance to the Minister
- 5.2.1 – Civilian Pay and Benefits (Compensation)
- 5.2.2 – Civilian Labour Relations
- 5.2.3 – Administration / Planning of ADM (HR-Civ) resources

#### **Corporate Support and guidance to the Minister (2.1.6 of the BIA)**

28. Defined as the capability to gather, analyze and provide information in support of Ministerial decision-making as it relates to civilian human resources. The minimum service level is to provide advice and response to MND questions. Led by COS HR-Civ the minimum service level can be provided with six staff and MAD is LESS THAN ONE DAY.

### Internal dependencies

As a minimum, *Administration / Planning of ADM (HR-Civ)* resources must be in place to provide required services. *Labour Relations and Compensation* must also be ready to respond to requests generated.

This service impacts the MND decision-making as it relates to the management of civilian human resources.

### External Dependencies

Guidance from Treasury Board Secretariat, as the employer, is required.

### Critical Infrastructure

Infrastructure required for the minimum service level consists of six office spaces, with a minimum of one closed office and meeting room to establish a crisis operations centre to hold discussions.

Landlines and DWAN computer to be available in each office, and an operating fax machine to be available for the group.

Dual-band cellular phones and Blackberries, already provided to the individuals involved in this service will suffice for backup communication services. Should telephone and Blacberry service not be available we will rely on ADM (IM) to provide workable solution to communication services.

### Gaps and related mitigation plans

A recall list with emphasis on Core management team (6 people) is maintained by the BCP team. Depending on the crisis, non-critical personnel is sent home and advised to await further instructions. Core management team and critical personnel stay in their normal office space if available. If not available, they regroup either at ADM suite on 8ST in Pearkes as a primary site, in 4210 Labelle, using facilities/equipment on site as a secondary site, or in 45 Sacré-Coeur, Service Centre area as an alternate site. This applies to all four critical operations and services for ADM (HR-Civ).

Resource Requirements	
Item	Description/Numbers
Workspaces/Offices	6 (1 closed, 5 cubicles or closed)
Computers (desktops/laptops)	6 (MS Outlook on DWAN required)
BlackBerry devices	6 (already in possession of HRMT members)

Mission Critical Systems, Applications and Databases		
Item	Responsibility / Contact	Recovery Time Objective
MS Outlook	76 Comm Gp	1-2 days

Vital Records		
Item	Location	Contact
SOPs	N/A	
BCP Plan	In Contingency Briefcase (8ST AA02, 5 Consti), on private COS O: drive	Denise Hicks
Employee contact lists	In Contingency Briefcase (8ST AA02, 5 Consti), on private COS O: drive	Denise Hicks

Alternate Sites	
Primary	<i>8ST AA area</i>
Secondary	<i>4210 Labelle area H</i>
Alternate	<i>45 Sacré-Coeur, Service Centre Area</i>

### Civilian Pay and Benefits (Compensation) – (5.2.1 of the BIA)

29. Defined as the capability to provide civilian pay and benefits (compensation) processing so that employees' economic welfare is not adversely impacted. The minimum service level is to:

- Bring on strength new employees deemed key to DND to ensure they receive pay
- Process civilian retirement authorization documents
- Process civilian emergency pay requests
- Process benefits in the event of a death
- Process disability claims
- Process compensation actions where legal timeframes must be met.



Led by DGCHRMO, this service level for the NCR can be provided with three staff with a MAD of less than 7 days with no criticality on weekends.

SOPs related to this task will be developed and annexed to this Plan.

#### Internal dependencies

As a minimum, *Administration / Planning of ADM (HR-Civ) resources* must be in place to provide required services. *Labour Relations and Compensation* must also be ready to respond to more complex issues.

ADM(IM) will be required to ensure that computers on 6CBN as a primary site and 45 Sacré-Coeur, area occupied by the NCR Service Centre as an alternate emergency relocation site, are fully functional with HRMS and PWGSC payment processing system, and to ensure that data/system backups are up-to-date.

#### External Dependencies

This service has a strong interrelation with the *Cheque Issuance / Automatic Salary Deposit* system of PWGSC. In times of crisis, the PWGSC system goes into “automatic/basic” mode, automatically processing only pre-established payments (“normal pay”) until new instructions are received. The minimum service level referred above is not part of the “automatic/basic” mode but would be required for DND as a department with responsibilities in a crisis.

As part of an agreement with the Communications Security Establishment (CSE), DND’s compensation services are to be used by CSE in case of catastrophic failure of their pay system. MAD has not been established yet for this service.

#### Critical Infrastructure

This being a “processing” service, it has a significant requirement for information accessibility by computer systems. It requires access to HRMS 8.9 pay interface, access to the PWGSC pay system, electronic access to pay cards, forms, employee pay records, international pay transactions and pension payments to foreign accounts.

The minimum service level can be provided with three collocated offices, as long as landline telephones and standard baseline workstations are available and functional with communications for HRMS and PWGSC payment processing system. A nearby fax and dual-band cellular phones already provided to the individuals involved in this service serve as a backup communication system but are not sufficient without baseline computers.

### Gaps and related mitigation plans

An Essential Service Agreement listing of personnel is maintained in event of labour disruption. This forms the basis of any contingency plan for Civilian Pay and Benefits functions, identifying the services that, if not performed, could potentially have an impact on the safety or security of the public.

On direction by ADM (HR-Civ), critical personnel will be directed to take up offices either at the primary site (6CBN) or the alternate relocation site (45 Sacré-Coeur), using facilities/equipment on site.

Data/system backup and the provision of DND baseline computers with HRMS and PWGSC payment processing interface is responsibility of ADM(IM).

GAP: Many pay records are still being held on cards or paper. There is a commitment to make all records electronic soon. In the meantime, a CONTINGENCY BRIEFCASE has been put together, including forms and required pay records, ready to be picked up and brought to an alternate location.

Resource Requirements	
Item	Description/Numbers
Workspaces/Offices	6 cubicles
Computers (desktops/laptops)	6 with HRMS access
BlackBerry devices	N/A

Mission Critical Systems, Applications and Databases		
Item	Responsibility / Contact	Recovery Time Objective
HRMS – Pay subsystem	Mike Miller	1-2 days
Electronic Pay cards	Mike Miller	1-2 days

Vital Records		
Item	Location	Contact
SOPs, Pay cards	6CBN, electronic TBD, In Contingency Briefcase (8ST AA02, 5 Consti)	Mike Miller
BCP Plan	In Contingency Briefcase (8ST AA02, 5 Consti)	Denise Hicks
Employee contact lists	6CBN, In Contingency Briefcase (8ST AA02, 5 Consti)	Mike Miller

Alternate Sites	
Primary	<i>Pearkes 6CBN</i>
Secondary	<i>4210 Labelle area D</i>
Alternate	<i>45 Sacré-Coeur, Service Centre area</i>

### Civilian Labour Relations – (5.2.2 of the BIA)

30. Defined as the capability to provide labour relations services in planning for and responding to emergency situations under the BPC. This includes communication of central agency guidance to DND units and employees in time of crisis. The minimum service level to be maintained is the capacity to transmit information from the Employer to all affected employees and to provide guidance and direction regarding the requirement to report to work. The minimum service level can be provided with four staff and the MAD is set at LESS THAN ONE DAY.

SOPs related to this task are being developed and annexed to this plan.

#### Internal dependencies

As a minimum, *Administration / Planning of ADM (HR-Civ) resources* must be in place to provide required services. For this service to function, *direction from the Deputy Minister* to employees is required, as well as resources from the Regional CHRSCs in order to effectively communicate to employees.

### External Dependencies

This service has two-way dependencies with the Treasury Board Secretariat as the employer and the ten unions representing DND employees, so that *direction from the employer to employees* and *information on Labour Relations* are communicated.

### Critical Infrastructure

This service is mostly concerned with sharing information. As such, infrastructure requirements consist of only five offices but with ready access to secure and non-secure communications. Secure communications are to be provided through a secure fax used in an Operations Centre setting, and non-secure communications requiring only normal land-line phones and baseline computers. Backup communications are handled by three unclassified dual-band cellular phones and Blackberries already provided to individuals involved in the service.

Contact lists for TBS, Bargaining Agents and Regional CHRSCs are maintained both on paper and electronically by identified personnel, and are included in the Contingency Briefcase.

Resource Requirements	
Item	Description/Numbers
Workspaces/Offices	4 cubicles
Computers (desktops/laptops)	4 computers MS Outlook
Secure communications	1 STU III phone and fax
BlackBerry devices	1 (already provided)

Mission Critical Systems, Applications and Databases		
Item	Responsibility / Contact	Recovery Time Objective
MS Outlook	Monique Paquin	1-2 days
STU III phone / fax	Monique Paquin	1-2 days

Vital Records		
Item	Location	Contact
SOPs	6NT, In Contingency Briefcase (8ST AA02, 5 Consti)	Monique Paquin
BCP Plan	In Contingency Briefcase (8ST AA02, 5 Consti)	Denise Hicks
Contact lists (employees, TBS, Bargaining Agents and Regional CHRSCs)	6NT, In Contingency Briefcase (8ST AA02, 5 Consti)	Louise Séguin

Alternate Sites	
Primary	<i>Pearkes 6NT</i>
Secondary	<i>4210 Labelle area H</i>
Alternate	<i>45 Sacré-Coeur, Service Centre area</i>

### Administration / Planning of ADM (HR-Civ) resources (5.2.3 of the BIA)

31. Defined as the capability to provide civilian administration and HR planning services in support of the situational requirements. The minimum service level to be maintained is the capacity to identify requirements, track and support civilian personnel called upon to respond to the crisis and facilitate other functions by providing required resources through BCP activities. The service can be provided with a minimum of three staff and its MAD is set at LESS THAN ONE DAY.

#### Internal dependencies

This service requires no other business function to work.

#### External Dependencies

This service has no external dependencies.

#### Critical Infrastructure

Up to three offices with landline phone and baseline computer are required for efficient functioning of this service, but it can function for short periods without

dedicated physical office space (two offices identified for this service are also used for 2.1.6 – *Corporate support and guidance to Minister*).

Data/system backup for baseline computers and telephone system maintenance is responsibility of ADM (IM).

Resource Requirements	
Item	Description/Numbers
Workspaces/Offices	3 minimum, up to 6 cubicles
Computers (desktops/laptops)	3 minimum with MS Outlook, access to COS private O: drive
Cellular phone	1

Mission Critical Systems, Applications and Databases		
Item	Responsibility / Contact	Recovery Time Objective
MS Outlook	76 Comm Gp	1 day
Phone, mobile phone	76 Comm Gp	1 day

Vital Records		
Item	Location	Contact
SOPs	In Contingency Briefcase (8ST AA02, 5 Consti)	Denise Hicks
BCP Plan	In Contingency Briefcase (8ST AA02, 5 Consti), COS private O: drive	Denise Hicks
Employee contact lists	In Contingency Briefcase (8ST AA02, 5 Consti), COS private O: drive	Denise Hicks

Alternate Sites	
Primary	<i>Pearkes 8ST</i>
Secondary	<i>4210 Labelle area H</i>
Alternate	<i>45 Sacré-Coeur, Service Centre area</i>

## **Annex B**

### **ADM (HR-Civ)**

#### **BCP Contact Information**

## BCP Response Team Contact List

BCP Response Team Contact List					
Name	Address	Phone (W)	Phone (H)	Phone (C)	Email
Rachel Sheil	Pearkes 8ST AA01	613-945-0039	613-591-8609	613-297-3183	<a href="mailto:Sheil.RA@forces.gc.ca">Sheil.RA@forces.gc.ca</a>
Denise Hicks	Pearkes 8ST AA02	613-992-1603	819-827-0196	819-286-4695	<a href="mailto:Hicks.D@forces.gc.ca">Hicks.D@forces.gc.ca</a>



## Core Management Team List

ADM (HR-Civ) Master Recall List / Liste maîtresse de rappel de la SMA (RH - Civ)					
<b>“CORE” MANAGEMENT TEAM</b>  The ADM (HR - Civ) and all Directors General (total of 6 personnel) or designated alternates. The ADM (HR - Civ) and the Senior Management Team, in order to respond to the initial crisis situation and provide initial advice to departmental managers on service options in the event of a SAL 2 or 1 situation. This would be of short duration and would allow management to identify critical resources and personnel (potentially the Critical Personnel list) needed to conduct a basic, continuity level of HR business on behalf of the Department. <ul style="list-style-type: none"> <li>• Primary location: Pearkes Bldg – 8ST</li> <li>• Secondary: 4210 Labelle</li> <li>• Alternate: 45 Sacré-Coeur</li> </ul>					
NAME/NOM		Position Title/Titre du poste	TELEPHONE		
Last Name/ Nom de famille	First Name/ Prénom		Office/ Bureau	Home/ Domicile	Cell Office/ Cellulaire
Binnington	Cynthia	ADM(HR-Civ)	992-7447	613-725-9859	613-220-9750
Francoeur	Dominique	COS ADM (HR-Civ)	945-1357	(819) 568-8598	(613) 698-5078 BB (819) 328-5679 Cell
St-Jean	Louise	DG CESP	945-0214	(613) 729-0540	(613)276-5326Cell (613)371-1783 BB
Paquin	Monique	DG LRC	945-1278	(613) 231-7490	(613) 513-5303
Read	Cheryl	DG CHRMO	945-0212	(613) 729-2499	(613) 290-8971
Poliquin	Stéphanie	DG LPD	996-3445	(819) 246-2706	(613) 818-7289

## Employee Contact List

ADM(HR-Civ) Master Recall List / Liste maîtresse de rappel de la SMA (RH-Civ)						
<b>“CRITICAL” CIVILIAN PERSONNEL</b>						
<p>The ADM (HR - Civ) and EA, all Directors General and identified personnel from each DG's staff and the CHRSC (NCR). (Approximate number of 30 personnel or designated alternates.) Critical employees are civilian employees whose duties are related to health and safety matters, or are in direct support of critical activities or operations. Depending on the situation and/or its impact (national threat, natural disaster, pandemic), the number of critical employees may vary.</p> <ul style="list-style-type: none"> <li>• Primary location: Pearkes Bldg 8ST</li> <li>• Secondary: 4210 Labelle</li> <li>• Alternate: 45 Sacré-Coeur</li> </ul>						
NAME/NOM		Position Title/Titre du poste	Bldg Location	TELEPHONE		Cell Office/ Cellulaire
Last Name/ Nom de famille	First Name/ Prénom			Office/ Bureau	Home/ Domicile	
Deslauriers	Arlene	EA ADM (HR-Civ)	Pearkes	996-1501	(613) 831-4190	(613) 324-6461
Sheil	Rachel	Manager, Civ HR Management Services	Pearkes	945-0039	(613) 591-8609	(613) 297-3183
Hicks	Denise	COS –HR Project Officer	Pearkes	992-1603	(819) 827-0196	(613) 286-4895
Newman	Robert	COS - Manager, Communications	Pearkes	996-2751	(613) 599-8099	(613) 858-8855
Paradis	Josée-Ann	Director of Diversity & Well-Being	Labelle	944-7002	(613) 260-2203	(613) 297-2203
Coldwell	Elaine	Director, Civilian Employment Policies	Pearkes	945-7841	(613) 824-3470	(613) 552-3264
Séguin	Louise	Divisional Admin. Manager	Pearkes	945-1222	(819) 778-6532	
Danis	Lyse	Director Corporate Compensation	Pearkes	945-1274	(613) 254-9919	(613) 858-2800 (613) 266-2761 BB
Fillion	Nancy	Manager, Corporate HR Services	StarTop	992-0080	(819) 243-2219	(613) 852-3194
Galloway	Dan	Chief Finance and Administration	Pearkes	945-0074	(613) 830-6512	(613)-277-6685
Breton	Francine	Director, Civilian HR Service Centre NCR	Pearkes	945-1228	(819) 684-5390	(613) 323-2934
LaFontaine	Renée	Directo, Civilian HR Service Centre NS	Pearkes	996-5628	(613) 729-6957	(613) 316-2370
Smith	Linda	Manager of HR Services	Pearkes	947-3086	(613) 843-1428	(613) 286-5187
MacAulay-Doucette	Deborah	LCC Manager	Pearkes	996-5553	(613) 830-4840	(613) 818-2604
Tréau De Coeli	Martine	Manager of HR Services	NPB	997-0548	(819) 827-6423	(613) 282-9704
Dooling	Pat	Manager HR Services	Tunney's	945-1257	(613) 843-1540	(613) 868-7669
Feniak	Aaron	A/Senior Manager HR Services	Pearkes	945-1211	(613) 822-9622	(613) 325-3733
Gilbert	Helene	Manager HR Services	Pearkes	945-1233	(819) 682-8740	(613) 282-5679
Gascon	Anne-Marie	Manager HR Services	Pearkes	945-1652	(613) 824-6791	(613) 818-4711
Karam-Giammaria	Samar	Manager HR Services	Pearkes	992-1257	(613) 294-4068	(613) 808-3474
Wodejko	Marta	Manager HR Services	Queen	992-1257	(613) 521-4936	
Harper-Ciarroni	Lynn	Manager of HR P.P.S	StarTop	996-6894	(613) 673-5918	(613) 298-7245
Lyall	Tracey	Integrated Team Manager CMP	Pearkes	995-2968	(613) 822-7004	(613) 324-1666
Miller	Michael	Compensation Manager	Pearkes	996-3976	(613) 446-1754	(613) 286-5192

## External Contact List

This contact list should include the people or organizations, including Essential Suppliers and Contractors (Government and Private Sectors), from whom you will obtain assistance or to whom you will have to provide information in the event of a disruption.

ORGANIZATION NAME	CONTACT NAME AND TITLE	CONTACT NUMBERS	ALTERNATE CONTACT
PWGSC	Help Desk for Compensation	Office: (613) 952-0484 :	
TBS		Office: Pager: Cell:	
Bargaining Agents		Etc...	

**Annex C**

**ADM (HR-Civ)**

**Incident and Consequence Management Guide**

## **Incident and Consequence Management Guide**

Dealing with an emergency situation requires knowing what is going on, how that affects you, then figuring out what to do about it, making that happen and then, letting people know what they need to know. This section provides responders with a checklist / guide for capturing details on the situation and for leading discussions and decision-making.

### **Understanding the Situation**

1. What are we faced with?
  - Nature (what happened?)
  - Extent (how big?)
  - Severity (how bad?)
  - Impact (how does it affect us?)
2. Who is involved? Program/Regions/Other Government Departments/Municipal First Responders?
3. When and how did we find out?
4. What has been done so far?
5. Who else knows? (Public/Media/Unions etc.) Do we know their position/reaction?
6. What are the potential impacts (health, safety, security, services)?
7. How serious is it, is it escalating and what are the consequences?
8. What are others doing?

### **Incident Management - Dealing with the Situation at Hand**

1. Are people hurt? Is there a continuing danger?
2. Are we getting people out of harms way? Are they sheltered?
3. Are trained people providing aid and comfort?
4. How big is the first response (number of fire, police and emergency medical services on-scene) and is it adequate?
5. Who do we have on-site? Have we verified what we know?
6. Do we need to secure the area? Do we need assistance (RCMP, Provincial/Regional/Local Police)?
7. Can we operate as normal? Reduced levels?
8. Do we need to temporarily close the site?
9. Should we stop (reduce) work?
10. Do families need to be notified? By whom and How?
11. Where do we direct inquiries?

12. Who needs to be notified and what do we tell them? (Families, staff, executive, clients)
13. Who needs to be mobilized and what do we tell them?
14. Do we need to provide assistance?

### **Dealing with the Consequences - Discuss, Consider, Decide**

1. Is the situation a crisis, emergency, business disruption?
2. What measures are needed?
3. What are our obligations here?
4. Do we have enabling legislation or mandate to deal with the issue?
5. Do we have the people, resources, knowledge and abilities to deal with this situation?
6. Do we need assistance/support/advice?
7. Do we need sub-committees to coordinate tasks?
8. Do we have the right people around the table? Are we in contact with them?

### **Dealing with Business Disruptions**

1. What DND services are affected and to what degree?
2. What clients are affected and to what degree?
3. Who in the organization provides that business service?
4. What is the minimum acceptable level of service?
5. What is the recovery time objective? (how quickly do you need to be providing minimal business services and how quickly do you need to be providing full services?)
6. What is needed to do to get the organization back up and providing a minimum acceptable level of business services (action plan / contingency plan)?
7. What is needed in terms of resources (computers, telecommunications, networks, facilities, workstations etc) in order to provide a minimum level of business service?
8. Who in the organization will implement the action plan?
9. What is needed to do to manage the plan?
10. Do you need any staff into the evening or through the night?

### **External Communications**

1. Who will be the spokesperson?
2. What are the messages?
3. What are the other communications needs?
  - News release / media advisory
  - Media lines
  - Press conference

- 1-800 public info line
  - Departmental staff
  - Fact sheets
  - Qs&As
  - Briefing Notes
  - Question Period briefs
4. Who needs to be notified / updated? How?
- DM and CDS
  - Level 1 Representative
  - Directors
  - Staff
  - Clients
  - PCO
  - TBS
  - OGDs – Other Government Departments
  - Federal/ other Provinces/Territories/Municipalities
  - Special Interest Groups

**Annex D**

**ADM (HR-Civ)**

**BCP Planning Assumptions**



## BCP Planning Assumptions

Effective planning requires an appreciation of the risk of a business disruption and the effect it could have on critical services. Because it is difficult to predict the impact of any particular situation, planning is problematic. A number of assumptions need to be made in order to simplify the planning process. The following is a list of the assumptions that were considered in the development of ADM (HR-Civ)'s preparedness and response structure:

- A significant disruption will affect DND/CF operations and services
- The duration of the disruption will be a maximum of 30 days
- The disruption/dislocation is only temporary
- During all emergency incidents, the safety of HR-Civ personnel would be of primary concern.
- Some critical IT single points of failure are beyond the ability of IM to resolve. These are national level single points of failure that are being resolved at a national level. This however means that HR-Civ needs to plan for mitigation procedures in the event of failure with these assets.
- The probability of both landline and mobile telephones going down simultaneously, for anything but the shortest of time periods, is unlikely.
- Back-ups are done as directed, alternate arrangements made
- The alternate sites will be available and will provide access to the necessary levels of National Defence Headquarters
- External stakeholders will be reasonably cooperative
- Plans are reviewed, maintained and tested regularly
- Sufficient and necessary personnel will be available to perform the HR-Civ critical operations and services
- CFSU(O) and the Defence Building Seniors(DBS) will provide timely communication and support in the management and co-ordination of safety/security issues
- Only our building or process are affected by a disruption
- Qualified personnel in sufficient numbers are available

**Annex E**

**ADM (HR-Civ)**

**Key References**

## Key References

*The following references were used in the development of the Departmental BCPs:*

Government Security Policy (GSP):

[http://www.tbs-sct.gc.ca/pubs\\_pol/gospubs/TBM\\_12A/gsp-psg\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/gsp-psg_e.asp)

Operational Security Standard – Business Continuity Planning Program:

[http://www.tbs-sct.gc.ca/pubs\\_pol/gospubs/TBM\\_12A/ossbcp-nsopcal\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/ossbcp-nsopcal_e.asp)

DM/CDS BCP Initiating Directive:

<http://dmcs-prk.mil.ca/dmcs/FilesO/DMCS70345.PDF>

DAOD 1005-0 – Business Continuity Planning:

*TBD*

DND/CF Business Continuity Plan web site (unclassified):

<http://sjs.mil.ca/sites/page-eng.asp?page=1142>

DND/CF Business Continuity Plan web site (classified), including:

- the DND/CF Business Impact Analysis (BIA);
- the DND/CF Threat and Risk Assessment (TRA); and
- links to individual Level 1 BIAs

[Comd-NET Home Page/Corporate/Business Continuity Planning](#)

National Defence Act:

<http://laws.justice.gc.ca/en/N-5/index.html>

Organization and Accountability:

[http://www.forces.gc.ca/site/minister/eng/authority/oa\\_e.htm](http://www.forces.gc.ca/site/minister/eng/authority/oa_e.htm)

DAOD 9000-1 - CF Succession of Command and Alternate Headquarters

[http://admfincs.mil.ca/admfincs/subjects/daod/9001/1\\_e.asp](http://admfincs.mil.ca/admfincs/subjects/daod/9001/1_e.asp)

DND/CF Pandemic Influenza Plan:

<http://sjs.mil.ca/sites/page-eng.asp?page=1416>

DND/CF Critical Infrastructure Protection Program:

*TBD*

DND/CF IT/IM Continuity Plan:

*TBD*

Management of Information Technology Security Standard (MITSS)

*[GoC requirements for IT continuity planning are outlined in sections 12.8 & 18]:*

[http://publiservice.tbs-sct.gc.ca/pubs\\_pol/gospubs/TBM\\_12A/23RECON\\_e.asp](http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/23RECON_e.asp)

Management of Government Information Policy

*[outlines GoC requirements for IM continuity planning]:*

[http://publiservice.tbs-sct.gc.ca/pubs\\_pol/ciopubs/TB\\_GIH/mgih-grdg\\_e.asp](http://publiservice.tbs-sct.gc.ca/pubs_pol/ciopubs/TB_GIH/mgih-grdg_e.asp)

Operational Standard for Physical Security (GoC):

[http://publiservice.tbs-sct.gc.ca/pubs\\_pol/gospubs/TBM\\_12A/CHAPT2-4\\_e.asp](http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/CHAPT2-4_e.asp)

DND/CF Security Plans and Instructions *[physical security]*:

[http://vcds.mil.ca/cfpm/org/intro\\_e.asp](http://vcds.mil.ca/cfpm/org/intro_e.asp)

Defence Administrative Order and Directive 2007-0

*[identifies the authorities responsible for safety in DND/CF]:*

[http://admfincs.mil.ca/admfincs/subjects/daod/2007/0\\_e.asp](http://admfincs.mil.ca/admfincs/subjects/daod/2007/0_e.asp)

CF Exercise Program:

<http://sjs.mil.ca/sites/page-eng.asp?page=917>

Library and Archives Canada *[advice on the storage of essential records]*:

<http://www.collectionscanada.ca/information-management/index-e.html>

Canada Labour Code and the Occupational Health and Safety Regulations:

[http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/TBM\\_119/osh1\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TBM_119/osh1_e.asp)

Canada School of Public Service Business Continuity Planning Course:

[http://www.csps-efpc.gc.ca/corporate/list\\_e.asp?value=all&lang=E&luid=326](http://www.csps-efpc.gc.ca/corporate/list_e.asp?value=all&lang=E&luid=326)

Department of National Defence and Canadian Forces:

[http://www.forces.gc.ca/site/home\\_e.asp](http://www.forces.gc.ca/site/home_e.asp)

**Annex F**

**ADM (HR-Civ)**

**Fire Emergency Instructions**

## FIRE EMERGENCY INSTRUCTIONS

### LOCATION: 8TH FLOOR SOUTH TOWER

Zone Fire Emergency Officer: Christian Lépine (ZFEO)  
Deputy Zone Fire Emergency Officer: LS Jenifer Tupling (DZFEO)  
Fire Monitor: Mario Laroche  
Fire Monitor: Christine Charette  
Fire Monitor: Donald Lavoie

In case of **FIRE EMERGENCY (or FIRE DRILL)**, I would like to remind all personnel of the following procedures:

- Lock all your classified documents in the classified area (cabinet/ DASCO) and turn-off your computer.
- Shut the door and leave the door **UNLOCKED** (if applicable).
- Proceed to the **EXIT STAIRWELL "C"** next to the **washrooms**.
- THE USE OF ELEVATORS IS STRICTLY FORBIDDEN.
- For **FIRE DRILL** only: FIRE MONITORS will stay in the corridor near the **EXIT** door with personnel requiring assistance. Wait for further instructions from the ZFEO or the DZFEO.

Important that MONITORS and personnel requiring assistance stay together and do not go back in their cubicle/office. They must remain in plain view to be seen by the FIREFIGHTER.

Personnel in need of assistance means: Personnel who have a medical condition, such as asthma, circulation problems, any respiratory difficulty, just had an operation, pregnancy, on medication and any other condition that you feel would require your needing assistance.

If you require assistance in time of EMERGENCY, it is important to submit your name to the DZFEO (LS Tupling) in order that sufficient FIRE MONITORS be assigned to assist YOU to go down the stairs if a REAL fire situation happens.

- REMAIN CALM.
- Personnel are to go down the stairs to the 3rd floor – Main Concourse.
- Use the EXIT DOOR located at Laurier Entrance and proceed to Ottawa City Hall main entrance.
- Stay together until the Deputy Fire Zone Emergency Officer, takes a roll call. In the absence of the Deputy Fire Zone Emergency Officer, another DFZEO will be appointed on the spot.

Christian Lépine  
Project Manager (HR) / ADM(HR - Civ) (ZFEO)  
(613) 992-1603

## CONSIGNES D'INCENDIE

### ENDROIT : 8<sup>e</sup> ÉTAGE DE LA TOUR SUD

Officier de secours-incendie de zone : Christian Lépine (OSIZ)  
Agent de secours-incendie de zone : LS Jenifer Tupling (ASIZ)  
Agent de secours : Mario Laroche  
Agent de secours : Christine Charette  
Agent de secours : Donald Lavoie

J'aimerais vous rappeler les mesures à prendre en cas d'**INCENDIE (ou d'EXERCICE D'INCENDIE)** :

- Mettez sous clé tous vos documents classifiés dans le secteur des documents classifiés (classeur/ DASCO) et fermez votre ordinateur.
- Fermez la porte, mais **NE LA VERROUILLEZ PAS** (si applicable).
- Rendez-vous à l'**ESCALIER DE SECOURS « C » près des toilettes**.
- IL EST ABSOLUMENT INTERDIT D'UTILISER LES ASCENSEURS.
- En cas d'**EXERCICE D'INCENDIE** seulement : Les AGENTS DE SECOURS doivent demeurer dans le corridor près de la porte de **SORTIE** avec le personnel ayant besoin d'aide. Attendez de recevoir d'autres instructions de l'OSIZ ou de l'ASIZ. Les AGENTS et le personnel ayant besoin d'aide doivent rester ensemble et ne doivent pas retourner à leurs postes de travail. Ils doivent rester là où un POMPIER pourra les voir. Les membres du personnel ayant besoin d'aide sont ceux qui souffrent d'une maladie, tels les asthmatiques, ceux qui ont des troubles circulatoires ou de la difficulté à respirer et ceux qui viennent de subir une intervention chirurgicale, les femmes enceintes, ceux qui prennent des médicaments et toutes les autres personnes dont l'état exige de l'aide. Si vous avez besoin d'aide en cas d'URGENCE, il est important que vous donniez votre nom à l'OSIZ (LS Tupling) afin qu'un nombre suffisant d'AGENTS DE SECOURS soient désignés pour vous aider à descendre si un incendie RÉEL survient.
- GARDEZ VOTRE CALME.**
- Le personnel doit emprunter l'escalier pour se rendre au 3<sup>e</sup> étage – Grand Hall.
- Sortez par la SORTIE de l'entrée Laurier et rendez-vous à l'entrée principale de l'Hôtel de Ville d'Ottawa.
- Restez regroupés jusqu'à ce que l'un des agents de secours-incendie de zone fasse l'appel. S'ils sont absents, un autre ASIZ sera nommé sur place.

Christian Lépine  
Gestionnaire de projet (RH) / SMA(RH - Civ)(OSIZ)  
(613)992-1603

## **EMERGENCY PROCEDURES**

### **If you hear the Fire Alarm Evacuation signal**

At the initial sounding of the evacuation signal (an electronic bell tone of 60 pulses per minute) the Zone Fire Emergency Officers and Monitors shall initiate the evacuation process. An emergency can be assumed and evacuation of the floor is mandatory. A voice Communication will be broadcast over the Emergency Voice Communication System after the first minute that the alarm sounds. REMEMBER, the evacuation signal is your command to evacuate.

The evacuation signal will sound on the floor where the initiating device was activated as well as the floor above and the floor below.

### **If you hear the Alert Signal**

The alert signal operates simultaneously with the evacuation signal on all floors in the tower that are not affected by the evacuation signal.

1. When the alert signal sounds (electronic bell tone at a rate of 20 pulses per minute), occupants are expected to secure their classified documents, proceed to the stairwell area and await further instructions. If the alert signal changes to an alarm signal, the occupants must evacuate immediately.
2. When the sounding of the alarm signals, the occupants will evacuate the building. The Zone Fire Emergency Officer will deploy his/her Deputy Zone Fire Emergency Officer and Floor Monitors to direct occupants to stairwell exits and ensure that the entire floor area including conference rooms and washrooms are evacuated. They are also responsible for ensuring that all fire doors are closed. The fire doors are to remain in the closed position when they are not in use.
3. When the evacuation of the floor area has been completed, the Zone Fire Emergency Officers must report their floor by using the red emergency phone.

## **CONSIGNES D'URGENCE**

### **Mesures à prendre lorsqu'on entend le signal d'évacuation**

Dès que le signal d'évacuation (une alarme électronique de 60 impulsions par minute) retentit, les officiers et les agents de secours-incendie de zone doivent commencer le processus d'évacuation. On peut présumer qu'il y a une urgence et qu'il faut évacuer l'étage. Un message vocal sera diffusé au moyen du système de communication vocale une minute après le déclenchement de l'alarme.

RAPPELEZ-VOUS que le signal d'évacuation est un ordre d'évacuation.

Le signal d'évacuation retentit sur l'étage où l'avertisseur a été actionné ainsi que sur les étages situés au-dessus et au-dessous de celui-ci.

### **Mesures à prendre lorsque le signal d'alerte retentit**

Le signal d'alerte est déclenché en même temps que le signal d'évacuation sur tous les étages de la tour qui ne sont pas touchés par le signal d'évacuation.

1. Lorsque le signal d'alerte retentit (une alarme électronique qui sonne à un rythme de 20 impulsions par minute), les occupants doivent mettre leurs documents classifiés en sécurité, se rendre près de l'escalier et attendre d'autres directives. Si le signal d'alerte se transforme en un signal d'alarme, ils doivent sortir immédiatement.
2. Lorsque le signal d'alarme retentit, les occupants doivent quitter l'immeuble. L'officier de secours-incendie de zone fait intervenir l'agent de secours-incendie de zone et les agents de secours d'étage pour qu'ils dirigent les occupants vers les escaliers de sortie et veillent à ce que l'étage au complet, y compris les salles de conférences et les toilettes, soit évacué. Les agents sont aussi chargés de s'assurer que toutes les portes coupe-feu sont fermées. Les portes coupe-feu doivent demeurer fermées lorsqu'elles ne sont pas utilisées.
3. Une fois l'évacuation de l'étage terminée, les officiers de secours-incendie de zone doivent faire rapport sur leur étage en utilisant le téléphone rouge d'urgence.

<p style="text-align: center;"><b>FIRE ORDERS</b></p> <p style="text-align: center;"><b>IF YOU DISCOVER A FIRE</b></p> <ul style="list-style-type: none"> <li>• WARN PERSONS NEARBY (FIRE-FIRE-FIRE)</li> <li>• LEAVE THE AREA OF DANGER</li> <li>• SOUND THE ALARM</li> <li>• CLOSE ALL DOORS IN YOUR PATH OF EXIT</li> <li>• PHONE THE FIRE DEPARTMENT FROM A SAFE LOCATION GIVING THE NAME AND ADDRESS OF THE BUILDING, AND THE LOCATION AND NATURE OF THE FIRE. CALL 911</li> <li>• FIGHT THE FIRE ONLY IF IT IS SAFE TO DO SO AND IF THE FIRE IS NOT BETWEEN YOU AND THE EXIT</li> </ul>	<p style="text-align: center;"><b>CONSIGNES EN CAS D'INCENDIE</b></p> <p style="text-align: center;"><b>SI VOUS DECOUVREZ UN INCENDIE</b></p> <ul style="list-style-type: none"> <li>• AVERTISSEZ LES PERSONNES À PROXIMITÉ (FEU-FEU-FEU)</li> <li>• QUITTEZ LA ZONE DANGEREUSE</li> <li>• DÉCLENCHÉZ L'ALARME</li> <li>• FERMEZ TOUTES LES PORTES DERRIÈRE VOUS EN SORTANT</li> <li>• APPELEZ LE SERVICE D'INCENDIE À PARTIR D'UN LIEU SÉCURITAIRE. PRÉCISEZ LE NOM ET L'ADRESSE DE L'IMMEUBLE, AINSI QUE LE LIEU ET LA NATURE DE L'INCENDIE. COMPOSEZ LE 9-1-1</li> <li>• COMBATTEZ L'INCENDIE SEULEMENT SI CELA NE POSE AUCUN RISQUE ET SI L'INCENDIE NE SE TROUVE PAS ENTRE VOUS ET LA SORTIE</li> </ul>
<p><b>CAUTION</b></p> <ul style="list-style-type: none"> <li>• IF YOU ENCOUNTER SMOKE IN THE CORRIDOR OR IN THE STAIRWELL, USE AN ALTERNATE EXIT. IT MAY BE SAFER TO STAY IN YOUR AREA</li> </ul>	<p><b>AVERTISSEMENT</b></p> <ul style="list-style-type: none"> <li>• S'IL Y A DE LA FUMÉE DANS LE CORRIDOR OU DANS LA CAGE D'ESCALIER, EMPRUNTEZ UNE AUTRE SORTIE. IL SERAIT PEUT-ÊTRE PLUS SÉCURITAIRE DE DEMEURER DANS VOTRE SECTEUR.</li> </ul>
<p style="text-align: center;"><b>DO NOT USE THE ELEVATORS</b></p> <p style="text-align: center;"><b>UPON HEARING THE ALARM</b></p> <ul style="list-style-type: none"> <li>• PREPARE TO EVACUATE THE BUILDING</li> <li>• FEEL THE DOOR BEFORE OPENING IT</li> <li>• IF THE DOOR IS WARM, DO NOT OPEN THE DOOR REMAIN IN YOUR AREA OR FIND ANOTHER EXIT</li> <li>• IF THE DOOR IS COOL, LEAVE THE BUILDING USING THE NEAREST SAFE EXIT</li> <li>• IF THE ALARM SOUNDS AFTER NORMAL WORKING HOURS, ALL PERSONNEL SHALL EVACUATE THE BUILDING IMMEDIATELY USING THE NEAREST SAFE EXIT</li> </ul>	<p style="text-align: center;"><b>N'UTILISEZ PAS LES ASCENSEURS</b></p> <p style="text-align: center;"><b>LORSQUE VOUS ENTENDEZ L'ALARME</b></p> <ul style="list-style-type: none"> <li>• PRÉPAREZ-VOUS À ÉVACUER L'IMMEUBLE</li> <li>• TOUCHEZ LA PORTE AVANT DE L'OUVRIR</li> <li>• SI LA PORTE EST CHAUDE, NE L'OUVREZ PAS. DEMEUREZ DANS VOTRE SECTEUR OU TROUVEZ UNE AUTRE SORTIE</li> <li>• SI LA PORTE N'EST PAS CHAUDE, QUITTEZ L'IMMEUBLE EN EMPRUNTANT LA SORTIE LA PLUS PROCHE</li> <li>• SI L'ALARME EST DÉCLENCHÉE APRÈS LES HEURES NORMALES DE TRAVAIL, TOUS LES MEMBRES DU PERSONNEL DOIVENT ÉVACUER L'IMMEUBLE IMMÉDIATEMENT EN EMPRUNTANT LA SORTIE LA PLUS PROCHE.</li> </ul>
<p style="text-align: center;"><b>REMAIN CALM</b></p>	<p style="text-align: center;"><b>RESTEZ CALME</b></p>



**Annex G**

**ADM (HR-Civ)**

**EMERGENCY RESPONSE PROCEDURES**

# **Emergency Response Procedures**

## **Procedures for communications in the event of building and/or floor closure due to an emergency situation**

### **Objective**

The objective of these procedures is to ensure that instructions and information are communicated in a timely and efficient manner during an emergency situation leading to building and/or floor closure.

### **Effective Date**

These procedures come into effect  .

### **Procedures**

#### **During Working Hours:**

Should an emergency situation occur during normal working hours, directives and information will be shared with all employees and DGs through direct interactions, such as individual divisional meetings. Responsibility for coordinating the above resides with the Chief of Staff HR-Civ.

When employees are advised to evacuate the floor and/or the building, they must follow evacuation procedures that are in effect in their respective building. Annex F provides the evacuation procedures that are in effect in this building.

In this context, core hours are defined as being those when the majority of employees are expected to be at work (9:30 am to 3:30 pm).

#### **Outside Working Hours:**

Should an emergency situation occur outside normal working hours, the ADM's Executive Assistant will initially contact the L1 BCP Coordinator or, in his or her absence, his or her alternate, and the members of the L1 Core Management Team who will in turn contact employees under their immediate supervision, and so on using the Master Recall List.

In addition, a message will be registered on the L1 BCP Coordinator's general telephone number (613) 992-1603 providing updates on the situation as it evolves.

It will be the responsibility of each employee, once they have been advised by their supervisor of floor/building closure to call the general number on a daily basis (or more frequently, if specified) in order to stay abreast of latest developments on the situation.

### **Updated List of Contact Information**

The Human Resources Division maintains a list of contact information for all employees. An up-to-date version of this list is provided quarterly to the L1 BCP Coordinator for putting into action, in emergency situations, DND/ADM HR-Civ's Business Continuity Plan.

To ensure that all employees can be reached by their supervisors in an emergency situation that occurs outside normal working hours, all employees are asked to provide the Compensation Advisor with:

- their home phone number; and,
- at least one alternate contact number, in addition to their home phone number. This alternate number could be the employees' cellular phone number, if any, or the phone number of someone who knows how to reach them (family, friend) should they be away from their residence.

It is important that employees provide at least two contact numbers and communicate, in a timely manner, any changes in their contact information to the Compensation Advisor.

Employees may also wish to keep their supervisor apprised of any temporary changes in their contact information as it occurs.

### **Enquiries**

Enquiries regarding these procedures should be directed to the L1 BCP Coordinator.