

National Défense
Defence nationale

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Department of National Defence Canadian Forces

BUSINESS CONTINUITY PLAN

“Ensuring Defence Mission Success in Times of Crisis”



DRAFT 1

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Canada 



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PART ONE - OVERVIEW

INTRODUCTION

1. Every organization is at risk from potential disruptions resulting from:
 - a. Natural disasters such as tornadoes, floods, blizzards, earthquake and fire;
 - b. Power and energy disruptions;
 - c. Communications, transportation, safety and service sector failures;
 - d. Environmental accidents causing facility contamination;
 - e. Cyber attacks and hacker activity; and
 - f. Physical attacks.

2. In accordance with the Government Security Policy (GSP), all departments must establish a Business Continuity Planning (BCP) Program to provide for the continued availability of services and associated assets that are critical to the health, safety, security and economic well-being of Canadians, or the effective functioning of government. Creating and maintaining a BCP helps ensure that an organization has a strategy, processes and procedures to deal with these emergencies.

PURPOSE

3. The purpose of this plan is to outline the processes and procedures to be used to respond to any event and to recover and restore DND/CF operations and services to normal levels following a traumatic event, emergency or disruption.

AUTHORITY

4. The DND/CF BCP has been prepared under the direction of the Deputy Minister (DM) and Chief of the Defence Staff (CDS). The Vice Chief of the Defence Staff (VCDS) is responsible for the preparation, exercise and maintenance of the DND/CF BCP Program.



APPLICABILITY

5. The DND/CF BCP applies to all organizations within the Defence Portfolio.

KEY DEFINITIONS AND REFERENCES

6. A complete list of key references and glossary of BCP terms can be found at annexes E and F respectively. The following key definitions will be used throughout this plan:
 - a. **Business Continuity Planning** is an all-encompassing term which includes the development and timely execution of plans, measures, procedures and arrangements to ensure minimal or no interruption to critical operations and the continued availability of critical services and associated assets;
 - b. **Critical Operations and Services** are Departmental activities whose compromise in terms of availability or integrity would result in a high degree of injury to the health, safety, security or economic well being of Canadians, or to the efficient functioning of the GoC. A BCP program assures Minimal Service Levels (MSL) for critical operations and services; and
 - c. **Business Impact Analysis (BIA)** is the process of analyzing the degree to which a Department is exposed to risks, and impacts that could effect its ability to function, or its ability to provide the continuous delivery of critical services.

GOVERNMENT OF CANADA LEAD DEPARTMENT RESPONSIBILITIES

7. Within the GoC, the Treasury Board Secretariat (TBS) is responsible for the over-arching policies related to BCP, whilst Public Safety Canada is responsible for ensuring and validating that departments are complying with the GSP.

NATIONAL POLICY OBJECTIVES

8. In accordance with the GSP, the continued delivery of government services must be assured. The GoC BCP Program is designed to protect the resources on which the government relies. The objective of the GoC BCP Program is:



“To provide for the continued availability of services and associated assets that are critical to the health, safety, security or economic well-being of Canadians, or the effective functioning of government.”

9. The GoC BCP Program complements emergency preparedness that is mandated by legislation or government policy (e.g. fire and building evacuation plans; civil emergency plans).

DND/CF BCP POLICY STATEMENT

10. The DND/CF BCP policy states that:
- a. CF members and DND employees involved in domestic, continental or international activities will be prepared to deliver critical DND/CF services in the event of any disruption as a result of the application of the departmental BCP Program;
 - b. The purpose of the DND/CF BCP Program is to ensure the continued availability of critical DND/CF services and associated assets; and
 - c. The DND/CF BCP Program provides confidence to employees, stakeholders, clients and Canadians that the department is capable of delivering DND/CF critical services in the face of any hazard to its operations.
11. The complete DND/CF BCP Policy can be found at reference X.

METHODOLOGY

12. The diagram below illustrates the methodology used to implement the BCP Program within DND/CF.



BCP Methodology

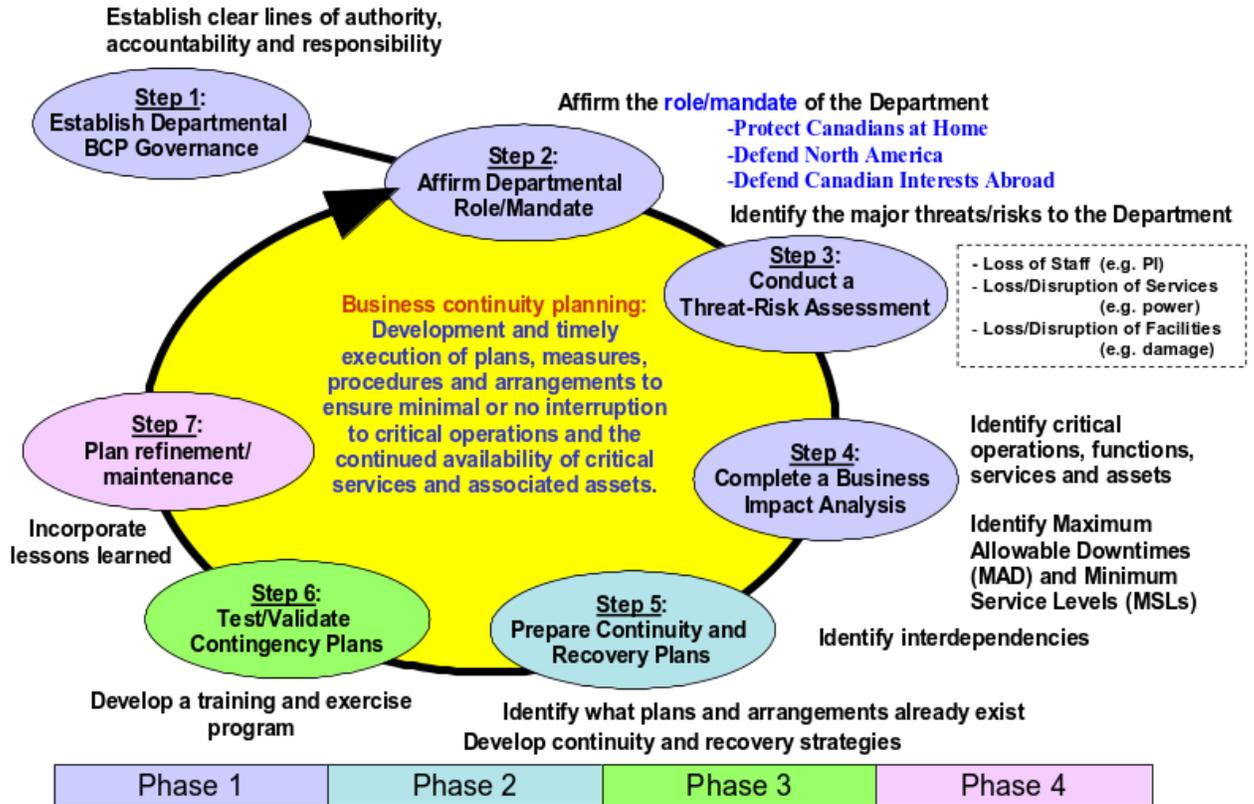


Figure 1 – DND/CF BCP Methodology

ROLE AND MANDATE OF DND/CF

13. The role and mandate of DND/CF is to:
 - a. **Protect Canadians at Home** – *protecting Canadians and defending Canadian sovereignty;*
 - b. **Defend North America** - *working with Canada’s closest ally, the United States, to defend North America; and*
 - c. **Defend Canadian Interests Abroad** - *operations around the world.*

14. DND/CF is responsible to:



- a. provide strategic defence and security advice to the GoC;
- b. conduct surveillance and control of Canada's territory, airspace and maritime areas of jurisdiction;
- c. respond to requests from provincial authorities for *Aid of the Civil Power*;
- d. participate in bilateral and multilateral operations with Canada's allies;
- e. assist Other Government Departments and other levels of government in achieving national goals;
- f. provide support to broad federal government programs; and
- g. provide emergency humanitarian relief.

OVERVIEW OF DND/CF – ORGANIZATIONAL ELEMENTS

15. **The Defence Portfolio.** The Defence Portfolio comprises DND, the CF and a number of unique organizations with federal responsibilities, all of which are the collective responsibility of the Minister of National Defence (MND). Together, the diverse elements of the Defence Portfolio provide the core services and capabilities required to defend Canada and Canadian interests, and form an important constituency within the broader Canadian national security community. Approximately 150,000 people are employed within the Defence Portfolio.

16. **DND.** The 'Department' of National Defence is established by a statute - the *National Defence Act* - which sets out the Minister's responsibilities, including the Minister's responsibility for the Department. The *Act* also stipulates that "there shall be a Deputy Minister of National Defence" who may exercise all of the Minister's powers, with the exception of matters that the Minister reserves for himself or herself; any case where contrary intention exists in legislation; and the power to make regulations. DND's relationship with the CF is that of an operations support system - as members of the Defence Team, civilian public servants work side by side with CF personnel to fulfill the Canadian government's mission to defend Canadian interests and values, and to contribute to international peace and security. DND is the largest federal department in Canada, with over 25,000 civilian employees.

17. **The CF.** The CF is also established by the *National Defence Act* – which stipulates that the CF exists as an entity separate and distinct from the Department. The CF is headed by the CDS, who is Canada's senior serving



officer and who, “subject to the regulations and under the direction of the Minister (is) ... charged with the command, control and administration of the CF”. The *National Defence Act* stipulates that “unless the Governor-in-Council otherwise directs, all orders and instructions to the CF that are required to give effect to the decisions and to carry out the directions of the GoC or the Minister shall be issued by or through the CDS. CF personnel belong to air, land, maritime and special operations components, numbering approximately:

- a. 62,000 Regular Force members; and
- b. 25,000 Reserve Force members, including 4,000 Canadian Rangers.

18. **Unique DND Organizations with Federal Responsibilities.**

- a. **National Search and Rescue Secretariat (NSS).** NSS acts as a liaison for Search and Rescue (SAR) agencies and all partners involved in Canadian search and rescue.
- b. **Communications Security Establishment (CSE).** CSE is a cryptologic agency that collects foreign intelligence that can be used by the government for strategic warning, policy formulation, decision-making and day-to-day assessment of foreign capabilities and intentions. It produces intelligence reports based on electronic emissions and advises the government in the area of security for its telecommunications and automated information systems.
- c. **Defence Research and Development Canada (DRDC).** DRDC provides science and technology services to the Department and the CF. It conducts Research and Development (R&D) activities to contribute to the success of Canadian military operations and performs ongoing technology assessment to enhance CF preparedness.

19. **Defence Management System.** Management of Canada’s Defence Programme, military and civilian personnel, and Departmental and CF activities requires continuing close cooperation among staff, both military and civilian, at all levels. The Defence Management System, based on a codified framework of accountabilities and responsibilities, relies on approved Level 1 (L1)¹ business plans for the implementation of the Defence Services Program. The diagram below provides an overview of DND/CF Level 0 and Level 1 organizational elements. Level 1 roles, responsibilities and accountabilities are detailed at Annex A.

¹ A Level One Advisor is a senior manager who has direct accountability to the DM/CDS and for whom the DM/CDS exercise full authority to assign and adjust tasks, goals and resources.



DND and CF Level 0 and Level 1 Organizational Elements	
DND	CF
Level 0	
Minister's Office	
Deputy Minister	Chief of the Defence Staff
Level 1s	
Vice Chief of the Defence Staff	
Assistant Deputy Minister (Finance and Corporate Services)	Chief of the Maritime Staff
Assistant Deputy Minister (Policy)	Chief of the Land Staff
Assistant Deputy Minister (Material)	Chief of the Air Staff
Assistant Deputy Minister (Infrastructure and Environment)	Chief of Military Personnel
Assistant Deputy Minister (Human Resources – Civilian)	Commander Canada Command
Assistant Deputy Minister (Public Affairs)	Commander Canadian Expeditionary Force Command
Assistant Deputy Minister (Science and Technology)	Commander Canadian Special Operations Forces Command
Assistant Deputy Minister (Information Management)	Commander Canadian Operational Support Command
Chief of Review Services	Chief of Defence Intelligence
DND/CF Legal Advisor	Strategic Joint Staff
	Department Security Officer/ CF Deputy Provost Marshal
Special Organizations Falling Under the Minister	
Canadian Security Establishment (CSE)	Chief Military Judge
National Search and Rescue (SAR) Secretariat	Judge Advocate General
Ombudsman	CF Grievance Board
Military Police Complaints Commission	

Figure 2 – DND and CF Level 0 and Level 1 Organizational Elements

BCP GOVERNANCE IN DND/CF

20. The DND/CF BCP governance structure establishes clear lines of authority, accountability and responsibility. This will ensure that DND/CF is well prepared to respond to a disruption or emergency, thereby facilitating a rapid recovery and restoration of DND/CF operations and services. The DND /CF governance structure includes:

- a. **Executive Authority.** The VCDS is responsible for the preparation, exercise and maintenance of the DND/CF BCP Program;
- b. **Senior Management.** The Defence Management Oversight Committee (DMOC) reviews and approves all aspects of the DND/CF BCP Program;
- c. **Senior Leadership.** Assistant Deputy Minister (ADM) Financial and Corporate Services (Fin CS) and Strategic Joint Staff (SJS)



Director of Staff (DOS) provide corporate/CF leadership to the DND/CF BCP Program. ADM(Fin CS)/Director-General Corporate and Shared Services (DG CSS) and SJS Director-General Plans (DGP) serve as the co-chairs of the DND/CF BCP Action Team;

- d. **BCP Coordinator(s).** Senior DND and CF BCP coordinators have been appointed and serve as lead planners for the DND/CF BCP Program;
- e. **BCP Action Team.** All organizations within DND/CF, as well as key representatives such as the Departmental Security Officer (DSO), are members of the DND/CF BCP Action Team (director level); and
- f. **BCP Working Groups.** Functional Level 1 working groups develop and implement the BCP Program within DND/CF.

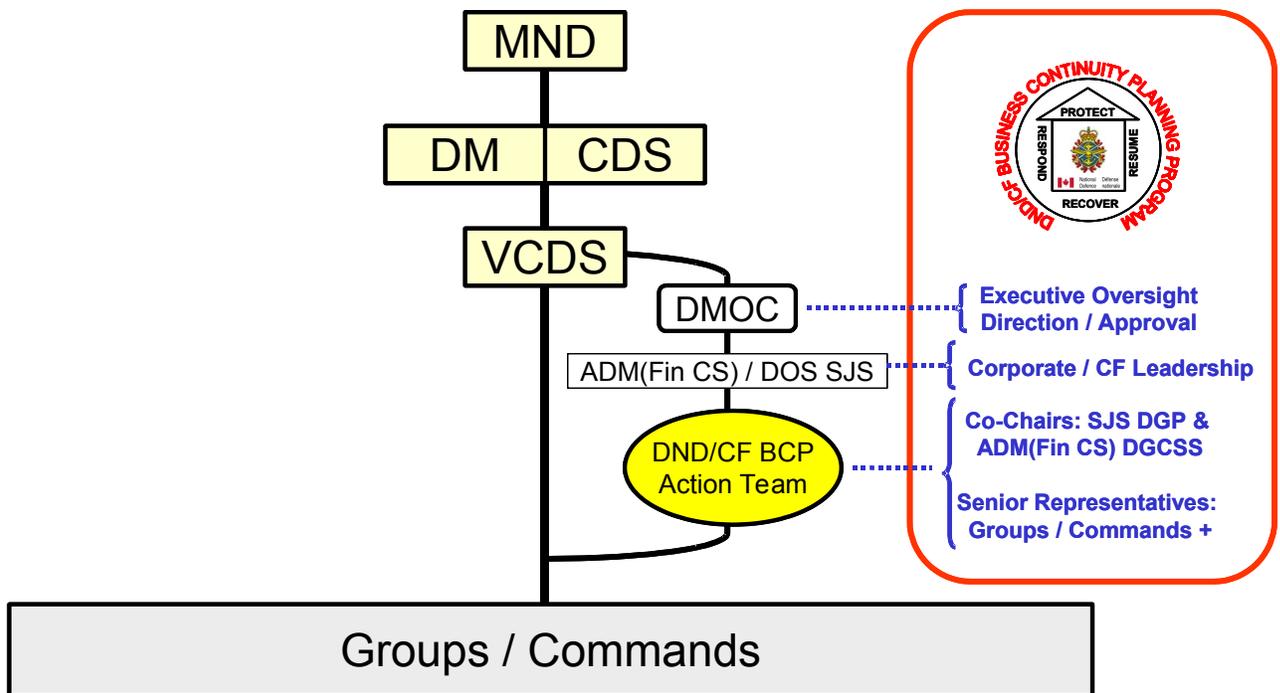


Figure 3 – DND/CF BCP Governance

21. A detailed list of DND/CF BCP Program appointments and responsibilities can be found at Annex A.

THREAT-RISK ASSESSMENT (TRA)



22. The DND/CF Threat-Risk Assessment (TRA) identified a wide variety of events that could affect DND/CF operations and services. These events can be categorized as resulting in:

- a. a loss of staff, e.g. due to a Pandemic Influenza;
- b. a loss or disruption of services, e.g. electricity or network services; and/or
- c. a loss or disruption to facilities, e.g. physical attack.

23. The complete DND/CF Threat-Risk Assessment (CLASSIFIED) can be found at reference X.

RESULTS OF DND/CF BUSINESS IMPACT ANALYSIS (BIA)

24. **DND/CF Critical Operations and Services.** The following operations performed by the DND/CF have been identified as “departmental operations that are critical to the health, safety, security or economic well being of Canadians, or to the efficient functioning of the GoC,” pursuant to the GSP:

DND/CF Critical Operations	
Protect Canadians at Home (Defence of Canada)	Surveillance and Control of Canadian Sovereign Territory
	Search and Rescue
	Humanitarian Assistance/ Disaster Relief
	Aid of the Civil Power
	Assistance to Other Government Departments (OGD)
	Assistance to Law Enforcement
	Counter-Terrorism Operations
Defence of North America	Aerospace Warning and Control (NORAD Agreement)
	Maritime Warning (NORAD Agreement)
Defend Canadian Interests Abroad (Contributing to International Peace and Security)	Evacuation of Canadians from Threatened Areas
	Expeditionary Operations
Continuity of Government	Strategic Defence and Security Advice to Government of Canada
	Assistance to Other Government Departments and other levels of gov't

Figure 4 – DND/CF Critical Operations

25. The complete DND/CF BIA (CLASSIFIED), including the Maximum Allowable Downtime (MAD) and Minimum Service Levels (MSL) of each DND/CF critical operation or services can be found at reference X.



26. **Internal Dependencies.** The internal dependencies of DND/CF have been identified as:

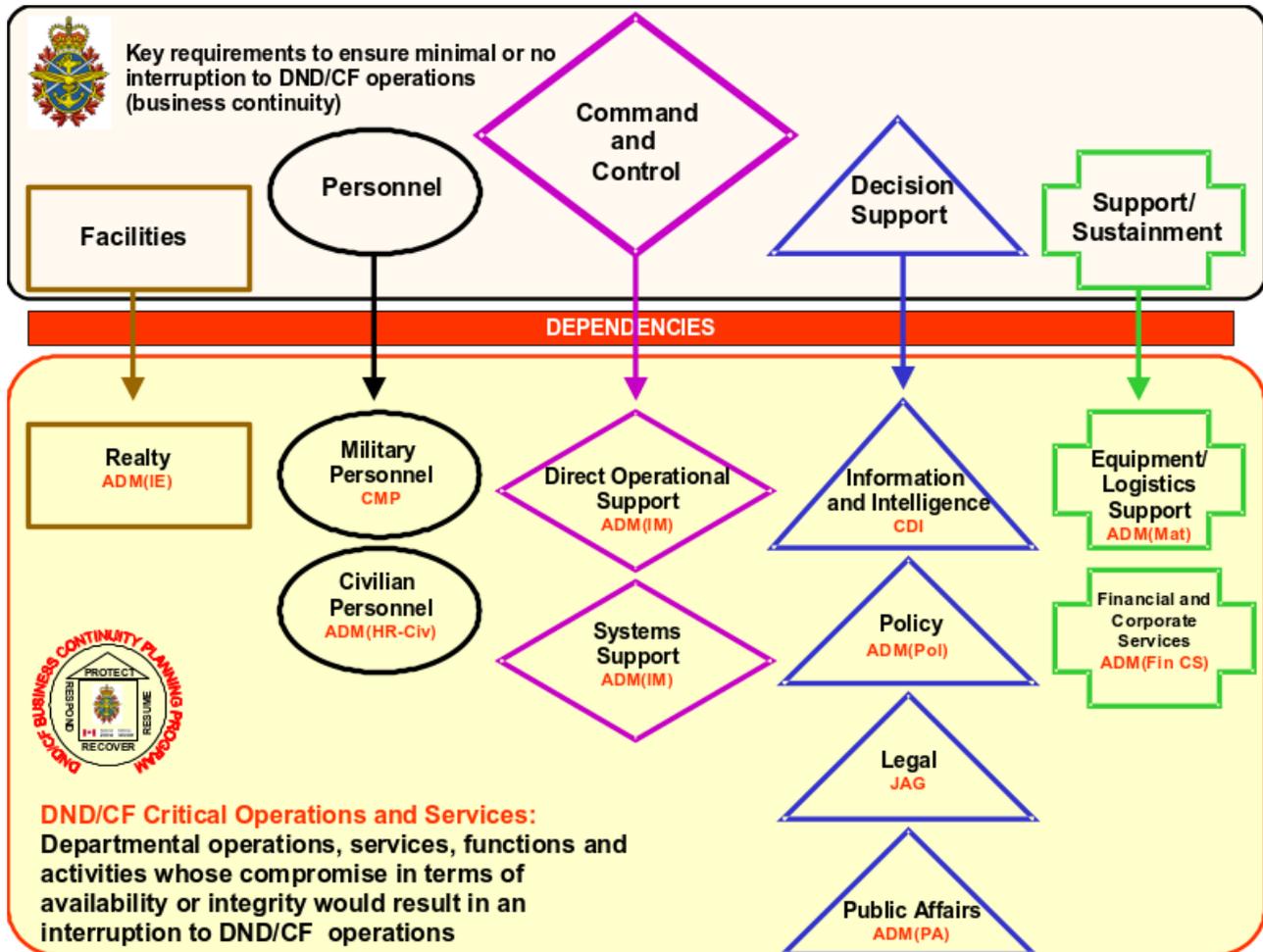


Figure 5 – Key Requirements to Ensure Minimal or No Interruption to DND/CF Operation

27. **External Dependencies.** The external dependencies of DND/CF include, but are not limited to:

- a. Safety – first responders, fire, police and ambulance;
- b. Services – electricity, natural gas, oil, fuel, water;
- c. Communications – network providers;
- d. Facility management – service and maintenance; and
- e. External suppliers and shippers.



28. **Critical Infrastructure.** Details on the DND/CF Critical Infrastructure Protection Program, including the identification of those “physical and information technology facilities, networks, services and assets which, if disrupted, would have a serious impact on the health, safety, security or economic well-being of Canadians or the effective functioning of government” can be found at reference X (CLASSIFIED).

PART TWO – PLAN IMPLEMENTATION

ASSUMPTIONS

29. The following assumptions have been made in the development of the DND/CF BCP:
- a. A significant disruption will affect DND/CF operations and services;
 - b. The duration of the disruption will be a maximum of 30 days;
 - c. Key personnel will be unavailable; and
 - d. The alternate national DND/CF headquarters site will be available.

DM/CDS INTENT

30. The capability of DND/CF to support the effective functioning of government and the continued pursuit of GoC objectives, both at home and abroad, must continuously be maintained. This means we must be prepared, in any circumstance, to continue to conduct critical operations and deliver critical services whilst recovering quickly from the effects of natural or human-induced trauma. Redundancies, alternate arrangements and effective Departmental strategies must be in place and regularly exercised to ensure the continuity of critical operations and the uninterrupted delivery of critical services.

DND/CF STRATEGIC OBJECTIVE

31. The DND/CF strategic BCP objective is to maintain DND/CF operational effectiveness and maintain CF readiness at near-full operational capacity.

CONCEPT OF OPERATIONS



32. **DND/CF Recovery Strategy.** The DND/CF BCP recovery strategy addresses the key requirements of DND/CF to conduct critical operations and services, namely:

a. **Facilities.**

- (1) An alternate site (national headquarters) is maintained in “warm standby”;
- (2) A clear order of succession of headquarters facilities (national through regional levels) has been established;
- (3) Arrangements to ensure essential services (sources of electricity, etc.) are in place;
- (4) All organizations within DND/CF will identify alternate work sites for key staff; and
- (5) All organizations will maintain arrangements to facilitate working from home combined with telecommuting.

b. **Personnel.**

- (1) Notification and contact lists are maintained at levels of DND/CF;
- (2) Personnel mobilization plans are maintained;
- (3) Operationally critical personnel have been identified;
- (4) The roles and responsibilities of key individuals involved in BCP have been defined;
- (5) Arrangements to facilitate working from home during disruptions (e.g. Pandemic Influenza) are in place; and
- (6) DND/CF will create a human resource strategy (following guidance from TBS)

c. **Command and Control.**

- (1) Clear CF succession of command and DND lines of authority have been established;



- (2) Authority has been delegated to operational and regional commanders to plan and conduct operations (de-centralization operations);
- (3) Standard Operating Procedures (SOPs) are in place to manage a crisis, emergency or disruption within DND/CF;
- (4) An incident management system is in place in DND/CF;
- (5) A BCP Action Team has been created to ensure comprehensive BCP plans and arrangements are maintained; and
- (6) Functional DND/CF teams have been created to develop and maintain specific DND/CF plans and arrangements for critical DND/CF internal dependencies such as IT/IM continuity;

d. **Systems.**

- (1) Specific DND/CF recovery and response plans have been developed for:
 - (a) IT/IM continuity;
 - (b) Communications; and
 - (c) Vital Records;
- (2) Redundancies in communication systems are in place (non-reliance on single systems/service providers); and
- (3) Manual procedures will be maintained;

e. **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.

f. **Sustainment.**

- (1) Service level agreements with vendors and suppliers during periods of disruption will be maintained; and



- (2) Alternate service delivery options during periods of disruption will be maintained.

33. **Cooperation with OGD and Partners.** In addition, DND/CF will examine mutual aid, reciprocal arrangements with other departments and partners.

34. **DND/CF BCP Plan.**

- a. **Phase 1. Mitigation and Prevention.** Mitigation plans and preventative controls eliminate or reduce threats and hazards that may impact the department. All organizations within DND/CF maintain plans, processes and procedures to ensure:
 - (1) employee safety, e.g. emergency management plans for personnel evacuation during fires and other emergencies;
 - (2) physical security of all facilities;
 - (3) systems integrity; and
 - (4) records management.
- b. **Phase 2: Response to a Disruption.** DND/CF actions to be taken during a crisis, emergency or a disruption include:
 - (1) Assess the situation and report damage to the DND/CF Emergency Operations Center (National Defence Command Center);
 - (2) Activate alternate facilities as necessary (in accordance with DND/CF SOPs);
 - (3) Details of incidents/events are populated on the DND/CF Incident Management System (in accordance with DND/CF SOPs);
 - (4) Notify DND/CF Executives and all Level 1 organizations/representatives (in accordance with DND/CF SOPs);
 - (5) Executive briefing to DM, CDS and others as invited;
 - (6) DND/CF Level 1 representatives (Crisis Response Team assemble in the National Defence Command Centre;



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

(8) Communicate with employees, partners and the public;

DND/CF BCP Action Checklist and Decision Chart can be found at Annex A.

a. **Phase 3: Recovery.**

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

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

b. **Phase 4: Restoration.**

Re-establish all DND/CF operations and services to normal levels.

INITIAL DM/CDS INFORMATION REQUIREMENTS

35. The initial information requirements of the DM and CDS are:

- a. What is the nature and scale of the disruption?
- b. What impact will the disruption have on DND/CF operational capability and readiness?
- c. How have DND/CF employees been affected?

TASKS

36. The following tasks have been assigned by the DM and CDS (see also DM/CDS BCP Initiating Directive, 5 Jan 07, <http://dmcs-prk.mil.ca/dmcs/FilesO/DMCS70345.PDF>):

a. **All Level 1s.**

(1) Appoint a Director-level representative as a member of the DND/CF Action Team responsible for the development and maintenance of a comprehensive command/Level 1 BCP;



- (2) Develop a comprehensive Command/Level 1 (functional) BCP to ensure continuity of critical operations and the availability of critical services and assets;
 - (3) In conjunction with strategic (Level 0) activities, develop a program to regularly exercise, validate and update your command/Level 1 BCP; and
 - (4) Identify operationally critical DND/CF positions and contractor support.
- b. **DOS (SJS) and ADM(Fin CS).**
- (1) Appoint a Director General-level representative to co-chair a DND/CF Action Team responsible for the development and maintenance of a comprehensive DND/CF BCP;
 - (2) Provide strategic direction and communication;
 - (3) Conduct a strategic (Level 0) assessment to include:
 - (a) A review of DND/CF governance structures to ensure clear lines of authority, succession of command/corporate leadership and alternate headquarters/offices;
 - (b) The completion of a strategic (Level 0) Business Impact Analysis (BIA) to identify and prioritize DND/CF critical operations, services and assets; and
 - (c) The identification and review of existing DND/CF plans, measures, procedures and arrangements designed to ensure continuity of critical operations and the availability of critical services and assets;
 - (4) Develop a comprehensive DND/CF BCP to ensure continuity of critical operations and the availability of critical services and assets; and
 - (5) Develop a comprehensive program to regularly exercise, validate and update the DND/CF BCP.
- b. **Canada COM.** In accordance with DM/CDS Directives, develop a national DND/CF Pandemic Influenza CONPLAN.



- c. **ADM(IM).** Develop a DND/CF national BCP IT/IM Recovery Plan

- d. **ADM(PA).**
 - (1) In the event of a significant disruption, appoint an official spokesperson for the Department; and
 - (2) Provide DND/CF coordination with OGDs and agencies in support of the GoC PA effort.

DND/CF BCP SUPPORTING PLANS AND PROGRAMS

37. Numerous plans and programs form an integral part of the DND/CF BCP. They include:

- a. **DND/CF IT/IM Continuity Plan.** The DND/CF IT/IM Continuity Plan can be found at Annex B.
 - (1) GoC requirements for IT continuity planning are outlined in sections 12.8 and 18 of the Management of Information Technology Security Standard (MITSS):

http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/23RECON_e.asp

- (2) Requirements for IM continuity planning are outlined in the Management of Government Information Policy:

http://publiservice.tbs-sct.gc.ca/pubs_pol/ciopubs/TB_GIH/mgih-grdg_e.asp

- b. **DND/CF Vital Records Plan.** All organizations within DND/CF maintain arrangements to ensure vital records protection. GoC management policy requires records to be protected throughout their life cycle. Library of Canada offers advice on the storage of essential records:

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

- c. **DND/CF Communication Plan.**
 - (1) **Internal Communications.** Keeping DND/CF employees and stakeholders informed of Departmental BCP activities is essential to ensure employees are aware of Departmental strategies, plans and procedures to deal with a disruption.



- (a) Unclassified DND/CF BCP information can be found on the Defence Wide Area Network (DWAN):

<http://sjs.mil.ca/sites/page-eng.asp?page=1508>

- (b) Classified information, such as the DND/CF Business Impact Analysis (BIA) and Threat-Risk Assessment (TRA) can be on TITAN (CSNI) - SECRET:

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

- (2) **External Communications.** In the event of a significant disruption, an official spokesperson for the Department will be appointed by ADM(PA).
- d. **DND/CF Physical Security Plans.**
- (1) DND/CF maintains extensive physical security plans. The Canadian Forces Provost Marshal (CFPM) is responsible for developing policies and plans to guide the management of security and military police resources of the Department. The CFPM is responsible for all aspects of security in DND/CF. Deputy Provost Marshal (Secur) is the Departmental Security Officer (DSO) responsible for the integration of all aspects of security in the Department of National Defence, which includes implementation of Government Security Policies, maintenance of the National Defence Security Program, and development of the Canadian Forces Force Protection Program. Information on DND/CF Physical Security Plans and Instructions can be found at:

http://vcds.mil.ca/cfpm/org/intro_e.asp

- (2) GoC requirements of the Operational Standard for Physical Security are outlined at:

http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/CHAPT2-4_e.asp

e. **DND/CF Emergency Management Plans.**

- (1) All organizations within DND/CF maintain and regularly practice their emergency response plans. These plans have been prepared in accordance with the legal authorities that



govern occupational health and safety within the GoC, namely the *Canada Labour Code* and the *Occupational Health and Safety Regulations*.

http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TBM_119/osh1_e.asp

- (2) **DND/CF General Safety Programs.** 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

- g. **DND/CF Pandemic Influenza Plan.** The DND/CF plan to assist in minimizing, mitigating or preventing the spread and impact of a PI in order to preserve DND/CF operational capabilities and readiness, save lives, and reduce human suffering can be found at Annex C or:

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

- h. **DND/CF Critical Infrastructure Protection Program.** DND/CF is working in support of Public Safety Canada to implement a National Strategy for Critical Infrastructure Protection and develop a supporting Action Plan. This collective federal/provincial/territorial and private sector approach will be used to set national priorities and requirements for critical infrastructure protection and reduce vulnerabilities, mitigate threats, and minimize the consequences of attacks and disruptions.
- i. **DND/CF Succession of Command and Alternate Headquarters Plan.**
- (1) **DND Line of Authority.** Pursuant to the National Defence Act, in the temporary absence or incapacity of the MND, the Deputy Minister of National Defence may exercise all of the Minister's powers, with the exception of matters that the Minister reserves for himself or herself. The MND and DM may also appoint an ADM to act on their behalf.
- (2) **CF Succession of Command and Alternate Headquarters.** Defence Administrative Order and Directive 9000-1 (copy at Annex D) provides procedural guidance on the succession of command in the temporary absence or incapacity of the Chief of the Defence Staff (CDS), and the designation of an Alternate Headquarters during the



inoperability of National Defence Headquarters (NDHQ)
/National Defence Command Centre (NDCC).

http://admfincs.mil.ca/admfincs/subjects/daod/9001/1_e.asp

DND/CF BCP READINESS

38. BCP readiness includes continuous maintenance, change management, training employees and other persons, exercising, preparing lessons learned reports and updating plans when there is a change in personnel, process, technology or departmental structure. The DND/CF BCP will be updated on an iterative basis to enable the Department to anticipate new risks and develop measures to address these risks.

- a **Exercises.** Testing and validating the DND/CF BCP will be done on a regular basis, with a Level 0 exercise conducted at a minimum every two years. Details on the DND/CF exercise program can be found at:

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

- b. **BCP Training Opportunities and Courses.** The Canada School of Public Service conducts a course specifically on BCP. Information is available at:

http://www.csps-efpc.gc.ca/corporate/list_e.asp?value=all&lang=E&loid=326

Annexes:

Annex A – DND/CF Response Plan

Appendix 1 – DND/CF Senior Leadership Contact List (Protected A)

Appendix 2 - BCP Action Team Contact List

Appendix 3 – Level 1 Accountabilities

Appendix 4 – Procedural Action Checklist

Appendix 5 – Decision Chart

Annex B – DND/CF IM/IT Recovery Plan

Annex C – DND/CF Pandemic Influenza Plan

Annex D - CF Succession of Command and Alternate Headquarters Plan

Annex E – Key References



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Annex G - Glossary