DND/CF
BUSINESS CONTINUITY PLAN

ANNEX H

BCP RESPONSE MANAGEMENT PROCESS

January 2010

DND/CF BCP RESPONSE MANAGEMENT PROCESS

INTRODUCTION

General

1.   Business Continuity Planning (BCP) is a proactive planning process, with an all hazards approach, to ensure the continued availability of critical services or operations in the event of an emergency or disruption. BCP supports the four components of Canada's Emergency Management Framework: Prevention & Mitigation; Preparedness; Response; and Recovery. The purpose of Business Continuity Plans at all levels in DND/CF is to have in place basic response and recovery strategies to ensure continuity or facilitate the resumption of critical services or operations to a minimum acceptable level of service within a given timeframe, without concern for the possible cause.

Response Management

2.   The BCP decision chart below provides a holistic framework promoting informed, timely, and coordinated decision making essential to an effective DND/CF response when an emergency, disruption or emerging issue (e.g. pandemic) threatens the continuity of critical services or operations.
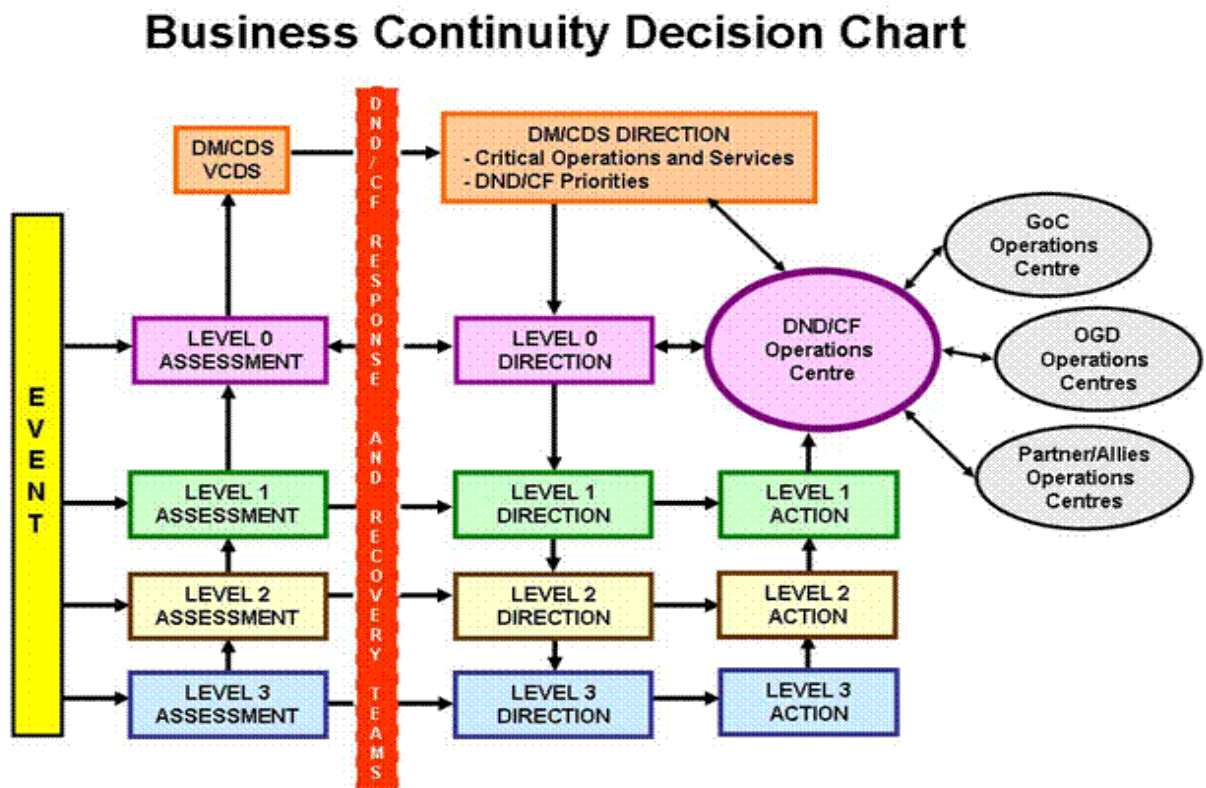

Figure 1 – BPC Decision Chart

3.   There are two important pillars to Response Management, managing the incident and managing its consequence. Having sound BCP Plans is an important component of managing the consequences.
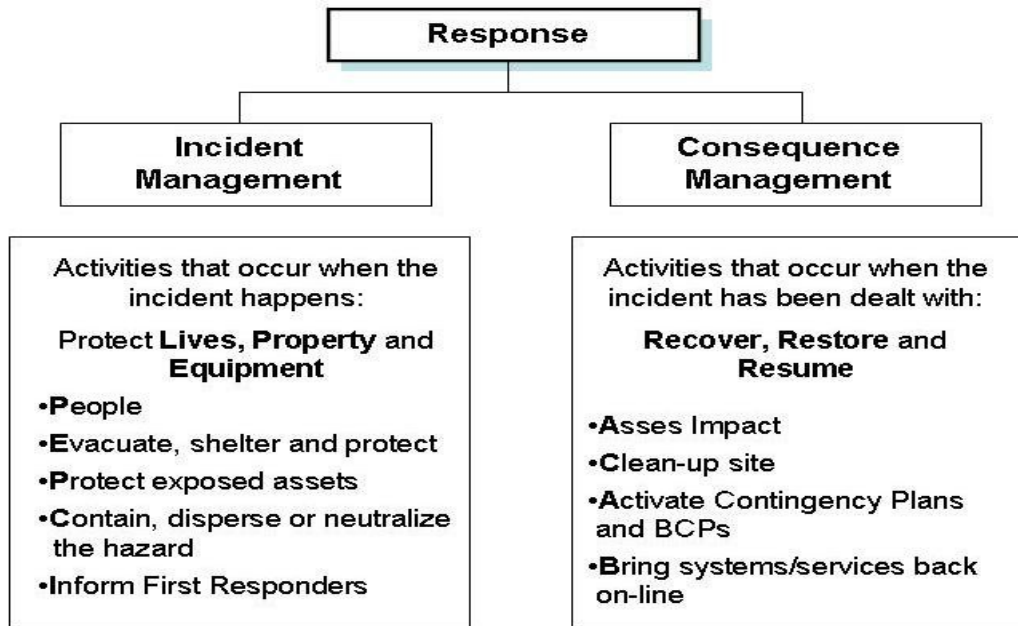

Figure 2 – Response Management

4.   While BCP promotes preparedness and is essential to effectively managing consequences, the effectiveness of the DND/CF response is predicated on informed, coordinated and timely decision making:

    a.   Informed – collecting, assessing and communicating relevant information to all concerned parties, taking into account the *nature* (e.g. natural disaster, public utility failure, pandemic), *breadth* (e.g. localized, area, national), *impact* (e.g. loss of IT due to power failure, reduced personnel levels) and *potential future impact* (e.g. mechanical systems failure due to prolonged loss of power, spread of pandemic affecting succession in qualified personnel for critical services);

    b.   Coordinated – coordination between all affected DND/CF units, as well as internal and external dependencies, is essential. Internal and external dependencies may include: Emergency Services (e.g. Fire, Police); Civil Authorities (e.g. municipal, provincial, federal); Utilities (e.g. Hydro, Sewer); Service Providers (e.g. Telecommunications); Command and Control authorities (e.g. Unit Commanding Officer, Base Commander); Higher Authorities (e.g. NDHQ, Area HQs, L1/L2 Organizations); Facilities Management (e.g. CE, PWGSC); Health and Safety (Building Senior, Building Emergency Management Organization, JOSH Committee); Policy Advisors (e.g. ADM (Pol), ADM (HR Civ)) and Public Affairs;

c.   Timely – "real-time" information and timely decision making by the most appropriate authority is essential to minimizing negative consequences and promoting early and effective recovery.

5.   The nature, breadth and impact of the event will be determining factors in establishing the most appropriate leadership of the DND/CF response. Existing Command and Control (C2) protocols as well as Contingency Plans may dictate the appropriate leadership (e.g. Canada COMMAND). In the case of significant events, due to the scale of consequences or breadth, or for emerging issues of national concern such as a pandemic, situational assessment and direction will likely be provided by higher authority such as the Government of Canada, National Defence Headquarters or Canada COMMAND.

CONCEPT OF OPERATIONS

Notification and Assessment

6.   DND/CF organizations affected by an emergency or disrupting event must inform their next immediate level in the Chain of Command/Supervisory Chain, the CFICC[1] and all other appropriate authorities (DAOD 2008-3 – Issue and Crisis Management). For BCP purposes, they must also conduct a situational assessment regarding the impact and potential future impact of the event on the critical services/operations they provide.

Activating Response and Recovery Teams

7.   Proper Response Management in a crisis requires teams to lead and support recovery and response operations. Each affected DND/CF organization requires a Response and Recovery Team with Command and Control to manage its response. Due to the nature, breadth and impact of the disrupting event, as well as organizational structures and interdependencies, expanded Response and Recovery Teams (e.g. Incident Management Tiger Team) may be required.

8.   When a disruption occurs, Response and Recovery Team aim to:

a.   Assess the nature, breadth, impacts and potential future impacts of the disruption on the continuity of critical services/operations;

b.   If not already in effect, activate the response and recovery strategies contained in the organization's BCP Plan, as required;

c.   Identify shortfalls in the planned response and recovery strategies in relation to the nature, breadth, impact and potential impacts of the disruption;

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[1] National Defence Command Center (NDCC was replaced by the Canadian Forces Integrated Command Center (CFICC)

d.   Provide strategic direction to redress these shortfalls; and

e.   Continue to monitor and assess the situation until full restoration of the organization's normal operations.

9.   Again the nature, breadth and impact of an event may required that Task Oriented Teams be formed, as needed, for tasks such as: Damage Assessment and Salvage, Alternate Site Coordination, Contracting and Procurement, Finance and Accounting, Hazardous Materials Management, Telecommunications or Alternate Communications, Legal Risk Assessment, IT Recovery, Public and Media Relations and Vital Records Management.

Direction and Action

10.   Clear lines of authority are required for issuance of orders or direction, this is particularly important in case where expanded Response and Recovery Teams are required. Establishing leadership can also be influenced by the three broad categories of impacts identified in the DND/CF Threat and Risk Assessment (refer to paragraph 23 of the DND/CF Level 0 BCP Plan):

a.   Loss of staff (e.g. due to a Pandemic Influenza): The focus is on personnel policies supporting succession. When a whole of government approach is required, central agencies such as Treasury Board (TB) and the Privy Council may issue governing policies applicable to all departments. The Government of Canada has instituted a number of interdepartmental ADM Level committees to manage issues of this nature. Until this is invoked, normal HR practices, that fall under normal Deputy Head authority, within the department prevail;

b.   Loss or disruption of services (e.g. electricity or network services): Focus is on determining the estimated time for recovery and liaison with service providers. Facility Management teams will be key players;

c.   Loss or disruption to facilities (e.g. fire or physical attack): Focus is on health and safety of personnel. The Officer responsible for Occupational Health and Safety of the affected facility(ies) is a key decision making authority, in concert with Emergency Services and Facilities Management teams.