Business Continuity Planner

Department/ Agency:	Department of National Defence
Branch:	ADM (Fin CS)
Division:	
Directorate:	D NDHQ Strategic Initiatives & Shared Support Services (DSISSS)
Section:	
Geographic location:	Ottawa (ON)
Position Number:	
Security Clearance:	Secret (Level II)
Language requirements:	Bilingual: CBC/CBC
Departmental use:	

Immediate supervisor:	Director DSISSS (place holder – could be relocated)

Version: Draft
Classification:
Effective Date of Decision:
Model identifier:

Client-Service Results

Coordinates DND/CF Business Continuity Planning (BCP) Program to ensure continuity of critical operations and the availability of critical operations and services during times of crisis or emergency.

Key Activities

1. Leads project teams in the development and coordination of DND/CF BCP activities.

2. Researches and prepares DND/CF BCP policy, guidelines, standards, products, methodologies and procedures.

3. Prepares, coordinates and delivers BCP awareness and training sessions to managers and staff.

4. Conducts research and provides support for DND/CF BCP activities.

5. Evaluates BCP processes against Threat and Risk Assessments to identify points of vulnerability and recommends/coaches end-users through disaster avoidance and mitigation strategies.

6. Plans, assesses and determines impact of Business Impact Analyses (BIAs).

7. Observes/participates, reviews and evaluates BCP exercises (field and tabletop exercises), tests and evaluates results and provides the manager with recommendations to adjust BCP program to incorporate the results.

8. Maintains and updates DND/CF BCPs and related database information.

9. Leads/participates on intra and inter departmental BCP working groups; coordinates related DND/CF working groups and liaises with other government departments/agencies and internal and external service providers to determine off-site alternative facilities, services and logistical support.

10. Assists and advises National Defence Command Centre (NDCC) to ensure a continuous state of BCP readiness.

Employee's statement:

I have been given the opportunity to comment on this work description.

_____   _____
Employee's signature   Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

_____   _____
Supervisor's signature   Date

Authorization:

_____   _____
Manager's signature   Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

- Researches and contributes to the development of DND/CF BCP policies, guidelines, standards, products, methodologies and procedures used in the public and private sectors; assesses and makes recommendations to the manager on their transportability and potential application to the organization. These policies, guidelines, standards, etc., are used by DND/CF to ensure that a selection of alternative business operating strategies for the recovery of business posture are in place to maintain the organization's critical functions.

- Identifies training needs, prepares training content and delivers training/awareness sessions and information on BIA, BCP and interactive software to managers and employees on their BCP requirements. This information is used to enable managers and employees to develop BCPs and prepare them to cope with and respond to emergencies where DND/CF essential services are interrupted.

- Produces reports and presents findings, results and recommendations from prepared threat and risk assessments. This enables operation managers to address threats, risks and vulnerabilities and to select appropriate safeguards and mitigation strategies for disaster avoidance to ensure the protection of sensitive (classified/designated) information and assets.

- Prepares status reports, analyses and provides recommendations on DND/CF BCP program to the Director. This information is used to control activities, identify the need for change and to support senior management in their business continuity planning priority setting, planning and decision making accountability.

- Reviews and assists in the evaluation of the effectiveness of BCP exercises (i.e. field and table top exercises) to assess the effectiveness of BCPs and the portfolio's capacity to respond to different emergencies/business interruptions and risks. Makes recommendations to the group principal to adjust programs to incorporate the results of test evaluations. This information is

used by the group and senior management to institute remedial measures to enhance existing BCPs and improve their state of readiness.

- Leads/participates in intra and inter departmental BCP working groups; prepares status reports and analysis of departmental plans and arrangements and assesses their compatibility with those of other departments and agencies; and makes recommendations on ways and means of improving the department's continuity planning process. This information is used by the group principals and senior management to enhance existing BCPs and improve the organization's state of readiness to deal with emergencies.

- Drafts Ministerial briefing notes, Questions and Answers and other correspondence addressing BCP issues. This requires a comprehensive knowledge of BCP policies and procedures and is done in order to enhance the viability of BCP and to streamline BIAs, with a view to raising their overall value, accessibility and timeliness. This information is used at the senior executive level.

(2) **Well-Being of Individuals**

- N/A

(3) **Leadership of Human Resources**

- Leads portfolio project teams, comprised of program specialists from other branches and administrative staff. Leadership activities include: establishing project framework; determining key players and negotiating for their participation; establishing work plans; defining roles and responsibilities; approving activities; coaching and providing direction and reporting results to the Director.

- Occasionally chairs BCP meetings at the intra-departmental level. Leadership activities include: establishing the agenda; facilitating discussions to achieve consensus and following up on action required items.

- Provides guidance and assistance to managers and employees in various functional areas, in the development of procedures for the continuity of business processes ensuring the delivery of critical operations and services to Canadians.

- Directly supervises two BCP analysts. This includes developing short and long term work plans, as well as allocating work, implementing new methodologies, techniques, and procedures and mentoring, training, appraising and disciplining staff. In addition, the work involves selecting staff, motivating and maintaining morale and providing technical guidance.

(4) **Money**

Planning and Controlling:
- Calculates and makes costing projections for activities related to: the development of BCP training and awareness sessions; the development of policies, guidelines, standards, products, methodologies and procedures; costs related to BCP exercises (field and table top exercise) and tests. The incumbent provides options on costs, recommends alternative approaches to achieve results and recommends the most appropriate use of resources, including the optimum mix of in-house and private sector resources. There is little latitude with respect to the budget.

Acquiring Funds:
- The incumbent prepares submissions and documentation required to secure funds.

Spending Funds:
- Develops and manages the financial and human resources operating budgets required to fund the BCP program, approximately $ (unknown at this time)M. There is latitude to reallocate resources between budgets to accommodate changing priorities and lapses or to select actions from a variety of procedural options.
- Accounts for expenditure related to own travel. There is no latitude to deviate from Treasury Board Travel Directives.

(5) Physical Assets and Products

- Produces, protects and maintains custody of and uses portfolio BCP documents and databases which contain information of a high security level. The incumbent also maintains an inventory of portfolio-wide plans that are activated by portfolio managers during emergency situations. These documents (hard and electronic) are subject to departmental security requirements and as such, are backed-up, thus rendering them replaceable.

- Responsible for the custody and use of a personal computer and peripherals, thus maintaining manuals, network/internet access accounts and passwords for own use, filing cabinets, books, reference materials, audio-visual equipment, standard and cellular phones and pager for own use. Some of these items can be costly but are easily replaced.

(6) Ensuring Compliance

- Analyzes and assesses Corporate and Level 1 BCPs for compliance with Government Security Policy, the Emergency Preparedness Act, Information Technology Policy, Management of Government Information Holdings (MGIH) policies and directives, Risk Management Policy, the National Defence Act and departmental guidelines and standards. Reports of non-compliance are made to the Director with recommendations for corrective action. Failure to comply could result in the department's inability to respond to emergencies and to continue to provide or restore critical operations and services to the Government of Canada and potentially impact national security.

Skills

(7) Job Content Knowledge

The incumbent is the department subject matter expert in the area of BCP. This requires knowledge and skills in the following areas:

Business Continuity Planning
Knowledge of the methods, techniques and applications of BCP in order to:
- Develop and coordinate Portfolio Business Continuity Planning, guidelines, standards, products, methodologies and procedures;
- Design and deliver BCP awareness sessions and BCP training;
- Undertake research of trends in the private and public sector and make recommendations on the transportability and adaptability of new products to the department;
- Plan, assess and determine impact of BIAs;
- Participate at intra and inter departmental BCP working groups as a subject matter expert;
- Observe/participate, review and evaluate BCP exercises (field and table top exercise) and tests, evaluate results and provide the Director with recommendations to adjust the BCP program to incorporate the results of test evaluations; and

- Assist in maintaining the portfolio's crisis management centre to ensure a continuous state of readiness.

This knowledge is normally acquired through formal training combined with significant on-the-job experience.

Project Management

Knowledge of the methods, techniques and practices of project management in order to:

- Lead departmental project teams comprised of program specialists from other branches and administrative staff in the development of policies, guidelines, standards, products, methodologies and procedures;
- Establish the project framework;
- Determine the competencies of key players required to achieve stated objectives;
- Establish work plans;
- Define roles and responsibilities;
- Approve activities;
- Coach and provide direction;
- Report and shape results.

This knowledge is normally acquired through formal training combined with on-the-job experience.

Communications

Knowledge of the methods, techniques and practices of communication in order to:

- Effectively deliver complex information to a broad spectrum of stakeholders with diverse requirements and interests to develop a sound understanding of the BCP Program, and to facilitate their support and successful participation in the Program.

This knowledge is normally acquired through formal training combined with on-the-job experience.

Training

Knowledge of the methods, techniques and practices of training needs determination, design, and delivery in order to:

- Identify training needs, prepare training content and deliver training/awareness sessions and information on BIA, BCP and interactive software to sensitive managers and employees on their BCP requirements.

This knowledge is normally acquired through formal training combined with on-the-job experience.

Computer Applications

Knowledge of computer applications associated with office activities in order to:

- Operate a personal computer, various software packages and departmental information systems as they apply to day-to-day activities to prepare text, documents, presentations, graphics and for the preparation of customized reports.

This knowledge is normally acquired through formal training combined with on-the-job experience.

(8) Contextual Knowledge

Own Work Unit

Knowledge of the mandate, roles, responsibilities, structure, personnel, procedures and practices of the directorate in order to:

- Develop BCP policies, guidelines, standards, products, methodologies and procedures;

- Lead projects and adjust priorities; and

- Apply unit administrative procedures in the performance of day-to-day activities.

Own Department

Extensive knowledge of the organization, mandate, authorities, roles, responsibilities, plans, business delivery systems and information systems of the DND/CF to:

- Develop BCP policies, guidelines, standards, products, methodologies and procedures;

- Establish contact and points of reference to obtain information related to BCP;

- Comply with DND/CF policies and procedures for writing, publishing and approval of policies, standards, procedures and guidelines associated with BCP issues;

- Understand the roles and responsibilities of other parts of the organization in order to solicit specialized support and information on potential security concerns and possible solutions;

- Comply with the department Security policies, standards and guidelines to provide advice, consultation and guidance to managers and employees;

- Deliver training and information sessions;

- Contribute to the work of the DND/CF BCP team, apply processes and facilitate the expedient recovery of information systems; and

- Apply knowledge of DND/CF priorities and BIAs which indicate recovery priorities.

Other Federal Government Departments or Agencies

- Knowledge is required of DND/CF mandate, authorities, roles and responsibilities, plans and key players of security components in such departments and agencies as TBS, CSIS, CSE, RCMP, PCO, Public Safety Canada (PS) and PWGSC in order to direct and respond to requests for information and to research and provide advice to portfolio managers and staff on BCP issues.

- Knowledge of the roles, responsibilities and programs of central agencies is required to understand their role and legislative framework as it relates to the area of BCP.

- Knowledge is required of major programs and processes of other government partners in the area of BCP in order to participate at intra and inter departmental BCP working groups; coordinate related portfolio working groups; and liaise with other government departments/agencies and service providers to determine off-site alternative facilities, services and logistical support.

Canadian Private Sector and Other Public Sectors

- Knowledge of industry security standards and recommended practices to incorporate "best practices" in the development of BCP policies, procedures and standards.

- Knowledge of providers of BCP services and products; ability to maintain current knowledge to assist in recommendations for use of services and products to respond to BCP requirements.

International Public and Private Sectors

- Knowledge of international industrial security standards and recommended practices to incorporate "best practices" in the development of BCP policies, procedures and standards.

Legislation and regulations:

- Knowledge of the Treasury Board Government Security Policy and Operational Standards, third tier level documents from lead agencies for security (i.e. RCMP, PS, CSE) are required to incorporate these into the development of departmental policies, procedures and directives and to provide advice, consultation and guidance to managers and employees on BCP related matters or issues.

- Knowledge of federal legislation such as the National Defence Act, the Criminal Code of Canada, National Building and Fire Codes, Public Service Employment Act, Financial Administration Act, Charter of Rights and Freedoms, Access to Information Act, Privacy Act, Human Rights Act, Official Secrets Act, Trespass Act and Emergency Preparedness Act. The knowledge of these statutes are used for the provision of day-to-day advice, to determine legal requirements and authorities and to ensure compliance.

(9) **Communication**

Communication In:

- Listening skills are required to participate in intra and inter departmental meetings where current and new BCP issues and policies are discussed.

- Reading skills are required to analyze detailed, complex information received from lead departments and agencies and to incorporate the results into departmental BCP policies, procedures and directives.

Communication Out:

- Writing skills are required to develop departmental BCP policies, standards, procedures and guidelines.

- Writing and verbal skills are required to explain current and proposed BCP policies, standards, procedures and guidelines to managers and staff to ensure complete understanding of the impact on the department, the employees and the current environment.

- Presentation and public speaking skills are required to delver training and awareness sessions to managers and employees who have limited understanding of BCP principles and concepts and to enable them to understand, accept and apply them.

- Writing, presentation and public speaking skills are required to articulate reports, findings, conclusions and recommendations to management on BCP issues and to present new and innovative solutions and to recommend possible solutions.

- Writing skills are required to prepare and approve inputs to reports, position papers, briefing notes, internal memoranda and general correspondence. These documents can contain a large number of issues, which need to be adapted into comprehensive arguments/explanations/presentations and advice. This complex information needs to be presented in plain language and in an easy-to-read format.

(10) <u>**Motor and Sensory Skills**</u>

Manual dexterity and coordination skills are required to:

- Operate a computer keyboard/mouse and other office equipment in the preparation of various types of documents, reports, position papers, briefing notes and presentations. A moderate degree of precision and speed is required to ensure accuracy and to meet short deadlines and ensure the accuracy of information given to various stakeholders. These activities are conducted on a daily basis.

Effort

(11) <u>**Intellectual Effort**</u>

Intellectual effort is required to:

- Lead project teams in the development and coordination of DND/CF BCP policy, guidelines, standards, products, methodologies and procedures. Activities include: analyzing and interpreting Central Agency and other government department's policies, directives and standards to identify new directions; integrating these into departmental text; testing hypothesis; analyzing the impact of new directions on the department's BCP program; recommending to the Director the need for change to existing directives; and determining appropriate communication mediums to bring awareness to managers and staff alike (i.e. information and/or training sessions) on new material. Constraints include dealing with incomplete or inconsistent directions between the Central Agency and departments, dealing with information gaps and the need to maintain knowledge from multiple sources.

- Research, collect, validate, analyze and synthesize BCP information into a BIA. Activities include: identifying essential services, determining their priority on the department and the national interest and assessing their vulnerability and impact on existing programs. Constraints include dealing with the management of proactive and reactive work activities.

- Observe/participate, review and evaluate BCP exercises (field and table top exercises) and tests, evaluate results and provide the Director with recommendations to adjust the program to incorporate the results of test evaluations. This is done by gathering and analyzing BCP practices used throughout the department; creating scenarios outlining potential problems; testing hypothesis; testing solutions; analyzing and selecting the most effective option available and preparing a report outlining the results. Constraints include the challenge of maintaining knowledge of all departmental BCP practices used, maintaining knowledge of trends outside department and balancing these with the need to keep abreast of new BCP trends in both the private and public sector.

- Develop innovative and creative training and information sessions that promote awareness of the DND/CF BCP Program. This requires effort to identify target audiences; develop messages for these audiences in the level of language appropriate and ensure that these information sessions and products meet the department's objectives. Constraints on this process include short time frames, information gaps, and the availability of resources to meet operational demands.

- Rapidly appraise/synthesize incomplete, uncertain and conflicting information related to an emergency and to quickly provide a situation assessment that apprises business continuity teams of events, damage and the changing risks that could occur as the emergency unfolds. Constraints include having to respond within extremely short time frames in crisis situations.

(12) <u>Sustained Attention</u>

- Sustained attention is required when preparing final documents, business continuity plans and verifying that instructional documentation is accurate. There are continuous interruptions, telephone calls, requirements to respond to emergencies and to respond to drop-in clients and office conversations. This work represents 30% of the work time.
- Sustained attention is required to participate in lengthy meetings at both intra and inter departmental level. This requires listening to, comprehending and responding to arguments being presented and ensuring that decision items do not negatively impact the portfolio business continuity planning program. This activity represents 20% of the work time.
- Sustained attention is required to maintain focus, gather incident details and make critical response decisions when responding to an emergency to contain and resume essential services. There is no tolerance for lapse in attention, which could jeopardize DND/CF's reaction and delay resumption of essential services. This activity may take place in an impaired work environment (no lighting/power), is subject to frequent interruptions and information can come from too many sources and may be inaccurate. The percentage of time will vary however, once the emergency occurs the activity may last up to 30 minutes at a time.

(13) <u>Psychological/Emotional Effort</u>

The work requires psychological and emotional effort to remain calm and composed during emergency crisis situations and to provide a stable appearance to avoid panic by others. As a representative of the BCP team, the incumbent is subject to emotional stress because of the uncertainty of the situation and difficulties surrounding the circumstances. Such occurrences are infrequent and outside the control of the incumbent.

(14) <u>Physical Effort</u>

Physical effort is required to:

- Keyboard information by repetitively using finger muscles on a daily basis.
- Stand during presentations and briefings while staying energetic and alert.
- Sit for long periods of time in order to read correspondence, draft and review documentation and attend meetings.
- Bend and stretch while putting away or retrieving files.

Frequency for individual activities varies dependent upon the agenda for the day.

Working Conditions

(15) <u>Work Environment</u>

Psychological:

- Working in an environment involving tight deadlines, timing pressures, conflicting priorities and multiple demands.
- Working in a crisis control center during an emergency situation requires rapid task completion where there is a need to work within critical, inflexible timeframes.

Physical:

- Functioning in a standard office environment with daily exposure to intermittent office noise and interruptions.

- Periods of exposure to glare from computer screens.

- Daily periods of sitting to read and compose documents and while attending meetings.

- Periods of standing to make presentations.

(16) Risk to Health

- Glare from a computer video screen and prolonged periods of reading could result in eyestrain and headaches. Long periods of sitting at a computer workstation may result in fatigue and back or neck strain. Repetitive use of wrist and finger muscles from keyboarding and using a mouse could result in degeneration of muscles, ligaments and nerves. These activities occur on a daily basis for periods of up to five hours.

- Time pressures, changing and conflicting priorities, lack of control over the pace of work and working in an environment during crisis situations can cause stress-related illnesses.