

DEPARTMENT OF NATIONAL DEFENCE/ CANADIAN FORCES

BUSINESS CONTINUITY PLAN / PROGRAMME DE PLANIFICATION DE LA CONTINUITE DES ACTIVITES



Effective : December 2007

REVISION HISTORY/ L'HISTOIRE DES REVISIONS

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DND Letterhead

DND/CF BUSINESS CONTINUITY PLAN

- References:
- A. Government Security Policy
 - B. Operational Security Standard – Business Continuity Planning Program
 - C. Emergencies Act
 - D. Emergency Management Act
 - E. National Defence Act
 - F. DAOD 1000-0 – Corporate Administrative Direction
 - G. DM/CDS Initiating Directive – DND/CF Business Continuity Planning Program, 5 Jan 07
 - H. DND/CF Threat Risk Assessment
 - I. DND/CF Level 0 Business Impact Analysis
 - J. DND/CF Contingency Plan for the Response to a Pandemic Influenza, 30 Jan 07

PART ONE - EXECUTIVE OVERVIEW

INTRODUCTION

1. Every organization is at risk from potential disruptions resulting from:
 - a. Natural disasters such as tornadoes, floods, blizzards, earthquakes 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

2. The purpose of this plan is to provide essential information, 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 or emergency.

AUTHORITY

3. 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

4. The DND/CF BCP describes the strategy DND/CF will employ to prepare for and respond to a disruption or emergency, thereby facilitating a rapid recovery and restoration of DND/CF operations and services. It applies to all organizations within DND/CF.

GOVERNMENT OF CANADA DEPARTMENTAL RESPONSIBILITIES

5. Within the Government of Canada (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

6. 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.

7. 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

8. 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 our BCP Program is to ensure the continued availability of critical DND/CF services and associated assets; and
 - c. Our 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.

9. The complete DND/CF BCP Policy can be found at reference X.

METHODOLOGY

10. The diagram below depicts the methodology used to implement the BCP Program within DND/CF.

BCP Methodology

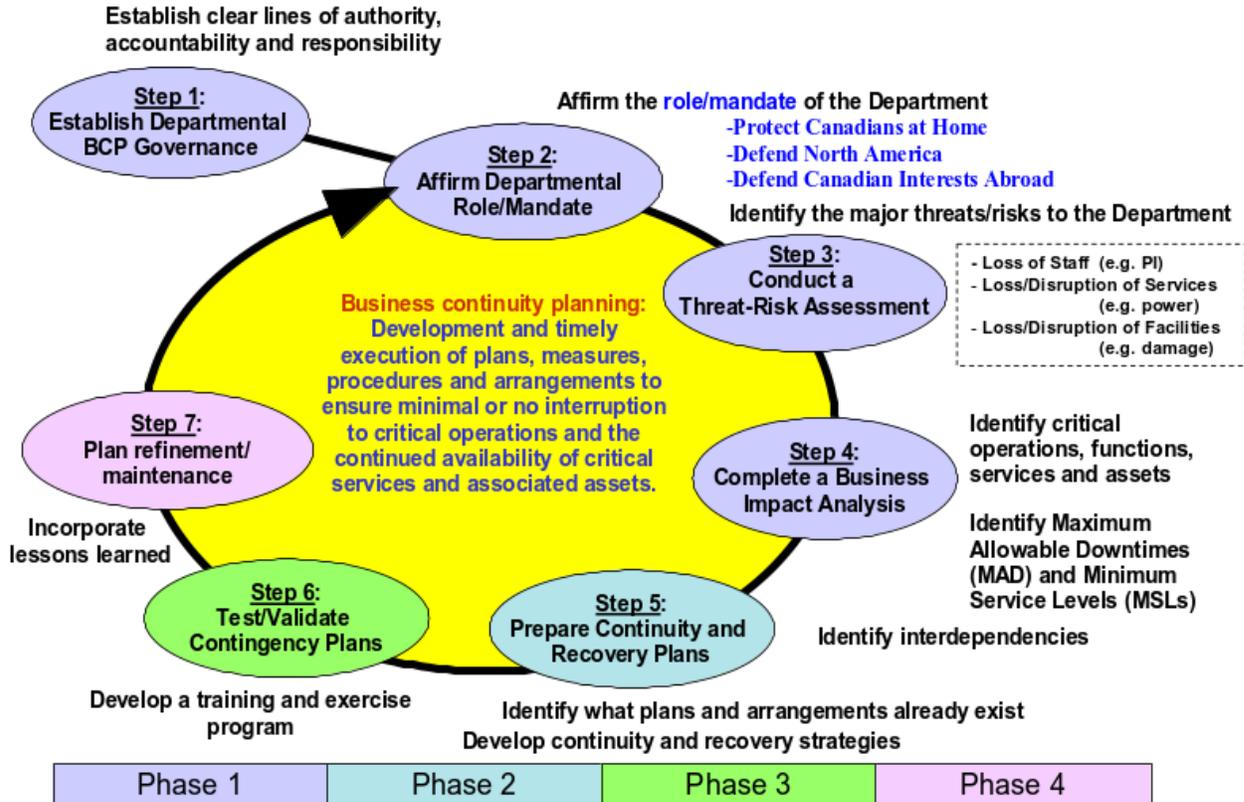


Figure 1 – DND/CF BCP Methodology

ROLE AND MANDATE OF DND/CF

11. 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.

12. DND/CF is responsible to:

- a. provide strategic defence and security advice to the Government of Canada;
- 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

13. **The Defence Portfolio.** The Defence Portfolio comprises DND, the CF and a number of related organizations, 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

14. **DND.** *(Michael can you please provide a paragraph highlighting the size of the Department, e.g. 70,000 civilians?)*

15. **The CF.** CF members are proud to serve Canada by defending its values, interests and sovereignty at home and abroad.

- a. CF personnel belong to air, land, sea and special operations components. There are approximately:
 - (1) 62,000 Regular Force members; and
 - (2) 25,000 Reserve Force members, including 4,000 Canadian Rangers.
- b. For operations (force employment), four CF operational commands report to the National Defence Headquarters in Ottawa. They are:
 - (1) Canada Command;
 - (2) Canadian Expeditionary Force Command;
 - (3) Canadian Special Operations Forces Command; and

- (4) Canadian Operational Support Command.
 - c. Canada Command is supported by six regional Joint Task Forces:
 - (1) Joint Task Force Pacific;
 - (2) Joint Task Force Central;
 - (3) Joint Task Force North;
 - (4) Joint Task Force East;
 - (5) Joint Task Force West; and
 - (6) Joint Task Force Atlantic
16. **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.
17. **DND and CF Level 0 and Level 1 Organizational Elements.** The following diagram provides an overview of DND/CF Level 0 and Level 1 organizational elements. Level 1 accountabilities are detailed at Annex A.

DND and CF Level 0 and Level 1 Organizational Elements	
Corporate Services	Canadian Forces Unique Components
<i>Minister's Office</i>	
Deputy Minister	Chief of Defence Staff
<i>Vice Chief of Defence Staff</i>	<i>Vice Chief of Defence Staff</i>
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	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

18. 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.** 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 represented at the BCP Action Team by a senior director; and
- f. **BCP Working Groups.** Functional Level 1 working groups develop and implement the BCP Program within DND/CF.

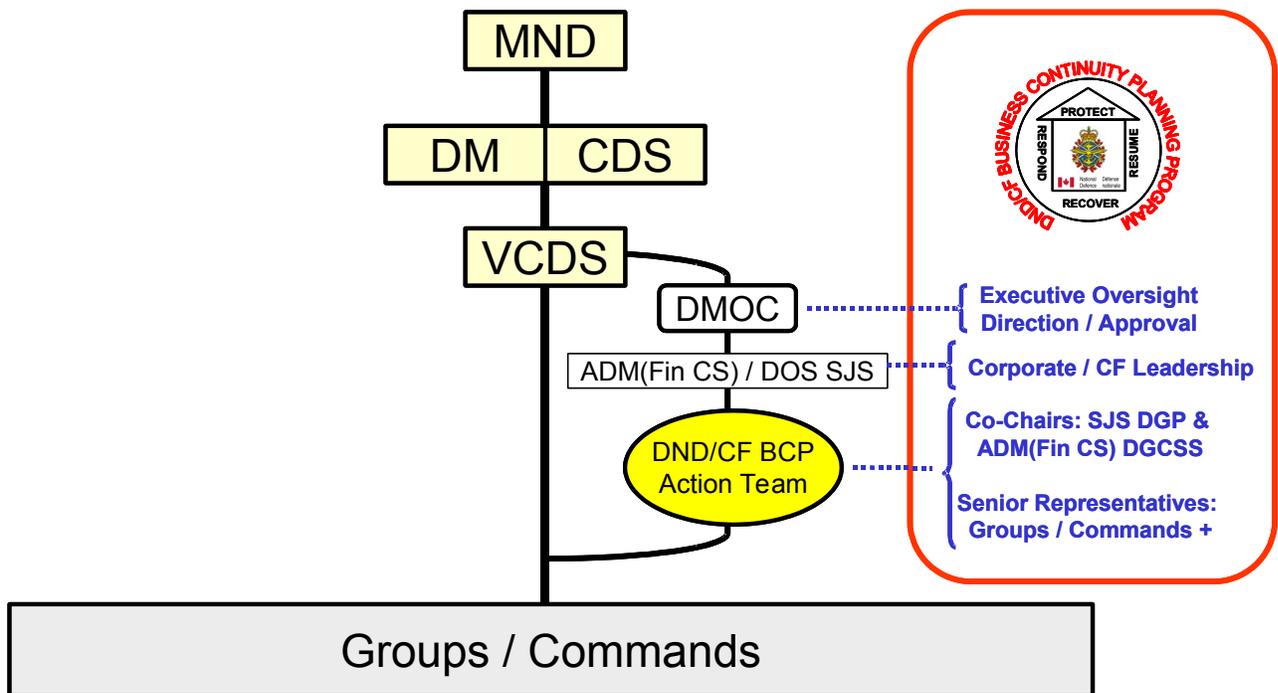


Figure 3 – DND/CF BCP Governance

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

THREAT-RISK ASSESSMENT (TRA)

20. The DND/CF Threat-Risk Assessment (TRA) identified a wide variety of events that could affect DND/CF operations and services. These include:

- 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
- c. a loss or disruption to facilities, e.g. physical attack.

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

RESULTS OF DND/CF BUSINESS IMPACT ANALYSIS (BIA)

22. **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 Government of Canada,” pursuant to the Government Security Policy:

DND/CF Critical Operations	
Protect Canadians at Home (Defence of Canada)	Surveillance and Control of Canadian Sovereign Territory (DT2-1-83)
	Search and Rescue (DT2-2-90)
	Humanitarian Assistance/ Disaster Relief (DT2-3-91)
	Aid of the Civil Power (DT2-4-99)
	Assistance to Other Government Departments (OGD)(DT-2-6)
	Assistance to Law Enforcement (DT2-4-99)
	Counter-Terrorism Operations (DT2-4-105)
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 (DT2-5-106)
	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

23. The complete DND/CF BIA (CLASSIFIED), including maximum allowable downtime (MAD) and minimum service level (MSL) of each DND/CF critical operation or services can be found at reference X.

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

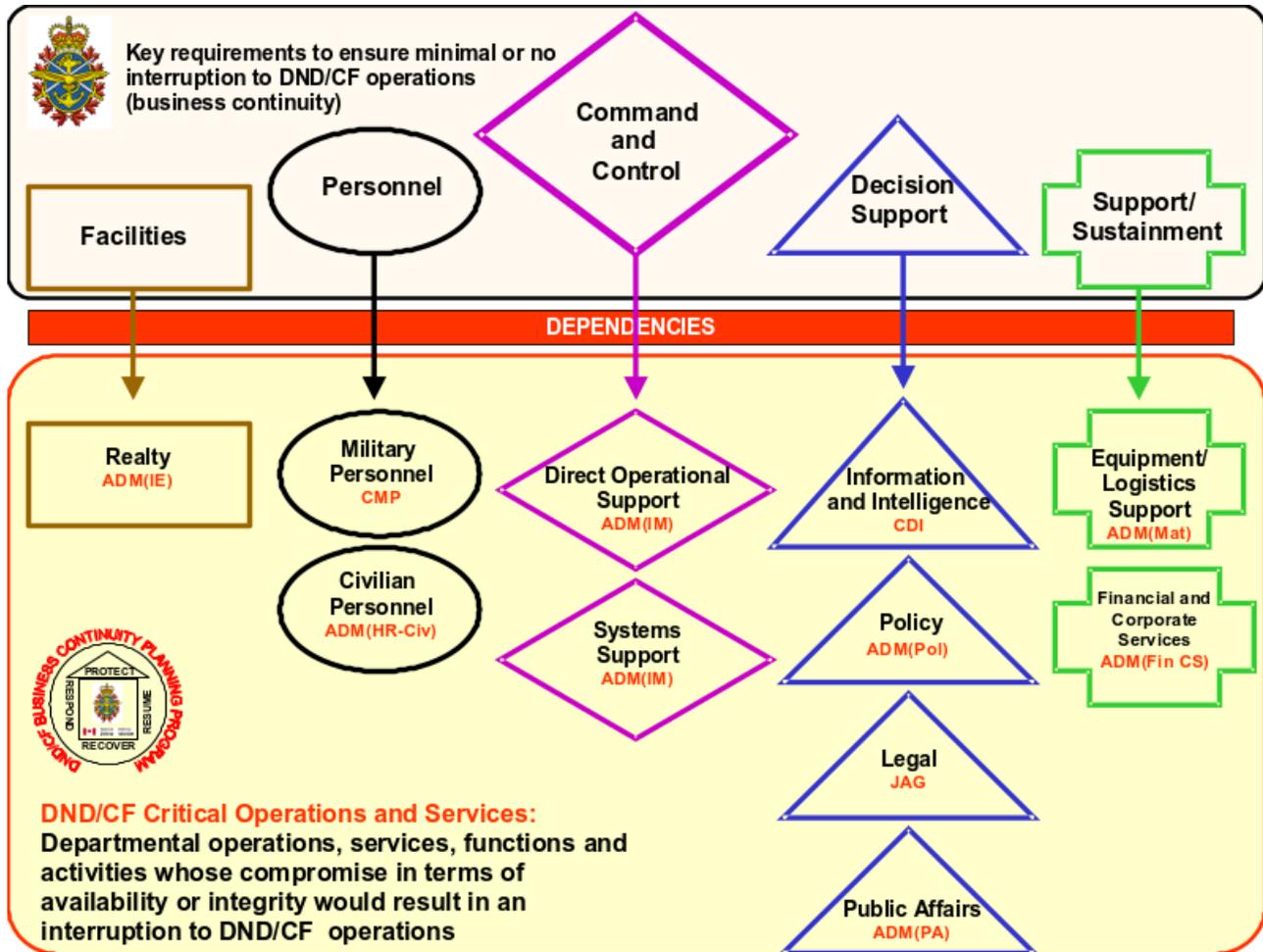


Figure 5 – Key Requirements to Ensure Minimal or No Interruption to DND/CF Operation

25. **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.

26. **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

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

DM/CDS INTENT

28. The capability of DND/CF to support the effective functioning of government and the continued pursuit of Government of Canada 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 and associated assets.

DND/CF STRATEGIC OBJECTIVE

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

CONCEPT OF OPERATIONS

30. **DND/CF Recovery Strategy.** The DND/CF BCP recovery strategy addresses the key requirements of the department 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 has been established;

- (3) Arrangements to ensure alternate sources of power are in place;
- (4) All organizations within DND/CF will identify alternate work sites for core staff;
- (5) All organizations will maintain arrangements to facilitate working from home combined with telecommuting.

b. Personnel.

- (1) Essential personnel will be identified;
- (2) Working from home arrangements will be available;
- (3) DND/CF will create a human resource strategy (following guidance from TBS)

c. Command and Control.

- (1) A clear succession of command/leadership has been established;
- (2) Authority to plan and conduct operations has been delegated to operational commanders (de-centralization, empowering national and regional authorities possibly not affected by a disruption to act);
- (3) A specialized BCP Action (response) Team with contact lists and clearly stated roles and responsibilities has been created;
- (4) An incident management system and standing operating procedures have been established;

d. Systems.

- (1) Specific recovery and response plans will be developed for:
 - (a) IT/IM continuity;
 - (b) Communications;
 - (c) Vital Records;
- (2) Manual procedures will be maintained;

e. Decision-Support.

- (1) Arrangements and procedures to ensure decision-support (advice) to the Minister and CDS are maintained during a disruption.

f. **Sustainment.**

- (1) Service level agreements with vendors and suppliers during periods of disruption will be created;
- (2) Alternate service delivery options during periods of disruption will be examined.

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

32. **DND/CF BCP Plan.**

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

- (1) employee safety, e.g. emergency management plans for personnel evacuation, etc.
- (2) physical security of all facilities;
- (3) systems integrity; and
- (4) records management.

b. **Phase 2: Response to a Disruption.** Immediate response plans aim to protect life and the environment – the first goal of BCP. Actions to be taken during a disruption will include:

- (1) activate the BCP;
- (2) assess the situation and report damage to the Emergency Operations Center (National Defence Command Center);
- (3) mobilize the BCP Action Team and Senior Management (Defence Management Oversight Committee);
- (3) Activate alternate facilities as necessary;
- (4) Activate the BCP Incident Management System;

(5) 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 BCP Senior Management (Defence Management Oversight Committee);

(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.**

(1) Re-establish all DND/CF operations and services;

(2) Resume normal functions.

INITIAL DM/CDS INFORMATION REQUIREMENTS

33. 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

34. The following are tasks assigned to DND/CF organizations:

a. **All.**

(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 (Level 1 BCP Point of Contact during a disruption);

(2) Develop a comprehensive Command/Level 1 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 a 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 Pandemic Influenza CONPLAN.
- c. **ADM(IM).** Develop a DND/CF national BCP IT/IM Recovery Plan
- d. **ADM(PA).** Provide DND/CF coordination with OGDs and agencies in support of the GoC PA effort.

COORDINATING INSTRUCTIONS

35.

CONCEPT OF SUPPORT

36.

COMMAND AND CONTROL

37.

Annexes:

Annex A – DND/CF Response Plan

Appendix 1 – DND/CF BCP Action Team Points of Contact

Appendix 2 – Level 1 Accountabilities

Appendix 3 – Procedural Action Checklist

Appendix 4 – Decision Chart

Appendix 5 – CF Succession of Command and Alternate Headquarters Plan

Annex B – DND/CF Recovery Plan

Appendix 1 – DND/CF IM/IT Recovery Plan

Appendix 2 – DND/CF Communication Plan

Appendix 3 – DND/CF Vital Records Plan

Annex C – DND/CF Restoration Plan

Annex D – DND/CF BCP Exercise Plan

Annex E – DND/CF Pandemic Influenza Plan