



National Défense
Defence nationale



DND/CF BUSINESS CONTINUITY PLAN

ANNEX D

DND/CF ACCOMMODATION STRATEGY RELATED TO BCP

January 2010

DND/CF Accommodations Strategy related to Business Continuity Planning

References: A. 3120-1 (SJS CANUS Plans) DM/CDS Initiating Directive – DND/CF Continuity of Critical Operations and Services (Business Continuity Plan) 5 January 2007 (<http://sjs.mil.ca/sites/page-eng.asp?page=1142>)

B. TBS Public Service Readiness Plan 2008

C. TB Operational Security Standard - Business Continuity Planning (BCP) Program (<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12324>)

D. DAOD 1003-0 Business Continuity Planning (http://admfincs.mil.ca/admfincs/subjects/daod/1003/0_e.asp)

E. DAOD 1003-BCPP Business Continuity Planning Program (http://admfincs.mil.ca/admfincs/subjects/daod/1003/1_e.asp)

INTRODUCTION

Background

1. As required by the Policy on Government security, the DND/CF Business Continuity Planning (BCP) Program aims to mitigate, plan for and respond to a traumatic event, or emergency, resulting in a business disruption; with the purpose of providing for the continued availability of critical operations and services or their restoration to a minimum acceptable level within a defined timeframe.
2. Emergencies are abnormal situations requiring prompt action, beyond normal procedures, in order to limit damage to persons, property or the environment¹. They can be further described in terms of the nature (type of emergency), extent (how big), severity (how bad) or impact (how it affects the organization). Emergencies can also be classified in terms of the incident (terrorism, building fire) and the consequences (health, safety and security, service disruption). When an emergency directly affects an organization (i.e., its people, workspace or processes), its ability to deliver services is impacted.
3. Business Continuity Planning is part of a range of programs, measures and processes to deal with emergencies. This includes, among other things, Contingency Planning, Disaster Recovery, Emergency Preparedness and Crisis Management. Business Continuity Planning espouses an all hazards approach, thus is non-event specific and its purpose is the development of plans to ensure and/or restore the delivery of critical services and operations to a defined minimal level and within a defined timeframe, notwithstanding the cause. Its concern is the immediate to short-term period (30 days) following an emergency or traumatic event.

¹ Communications Policy of the Government of Canada – April, 2002

Applicability

4. This annex provides guidance to individuals responsible for the development of BCPs and/or planning of alternate work locations (alternate sites). This annex is an “evergreen” document to be regularly updated.
5. As of January 2010, the DND/CF BCP Program does not, for the most part, bore down below L2 organizations. For this reason, the strategy currently emphasizes the facilities management and accommodation planning issues pertinent to the National Capital Region (NCR). In particular, it sets-out the basis for the development of a Risk Management approach to validating and de-conflicting, as required, the selection of alternate sites in the NCR.
6. The CF’s Succession of Command construct and Continuity of Operations doctrine provide for continued CF Operational Command and Control, both domestically and internationally, through redundancies, replications and formal succession or transfers of authority. While alternate locations for Command and/or Operations Centers should be included in the applicable BCPs, this strategy is not intended, nor should it be construed as subordinating or otherwise limiting the Chain of Command’s authorities and operational accountabilities in this regard.

First Version BCP Constraint

7. Given that Level 1 Organizations (L1s) generally occupy accommodations in more than one office building in the NCR, and many have subordinate units outside of the NCR, they were asked to identify alternate sites within space already allocated to them when developing their first-version BCP. Where this was not possible, they were to negotiate horizontally across L1s.
8. A facility that hosts a critical service is generally considered a critical facility within the BCP construct. While the above constraint appeared reasonable from a command and control perspective, it resulted in a high number of office buildings in the NCR potentially hosting critical services and thus being deemed critical, with far more capability than that which is required. Under certain circumstances, this may not be a sensible or reasonable expectation and does not rest on sound risk management.
9. Given the existing resources of DND/CF, as a general rule, plans should provide for maximum self-reliance and reduce external dependencies as much as possible as well as not encourage increasing capacity for the sole purpose of BCP. Moreover, in certain circumstance, it may be desirable or operationally relevant to pool critical services in as few facilities as possible. However, there is currently is no governance structure, nor defined parameters and constraints, to properly plan, test or trigger such an option. This can only be accomplished by adopting an Integrated Risk Management approach to defining the accommodation requirements related to BCP.

CONCEPT OF OPERATIONS

Threat Risk Assessment and BCP

10. Key strategies to recover from a service disruption include: identification of essential personnel responsible for delivering critical services; establishing a succession plan in the event of unavailability or incapacity of those essential personnel; making alternate work arrangements and identifying alternate locations from which to provide these services; identification of resource requirements and their inter-dependencies within the alternate locations and recovery plans to bring critical systems/processes back online.

11. Although Business Continuity Planning is non-event specific, determining with circumspection the appropriate Response and Recovery Strategies is a risk management issue that requires an honest assessment of the criticality of a service and the most likely impact a disruption of that service will have, weighed against the likelihood of a threat or risk occurring. A Threat Risk Assessment (TRA) is the foundation to that assessment.

12. The DND/CF TRA has identified categories of events that could affect critical services or operations resulting in three broad categories of disruptions:

- a. Loss or incapacity of personnel, e.g. Pandemic Influenza;
- b. Loss or disruption of services, e.g. energy/utility service failures, network services failures;
- c. Loss or disruption of facilities, e.g. fire, mechanical failures, physical attacks.

General Considerations

13. General considerations in planning for alternate locations include:

- a. Facilities – HVAC (heating-ventilation and air-conditioning), securable administrative office space (secure office spaces); pre-wired, assured, conditioned power; convenient access; support resources readily available e.g. courier, overnight delivery services, carryout/delivery food services, etc.;
- b. Furnishings – conference tables and chairs; secure filing cabinets; folding table(s); book cases; workstations; waste baskets; white boards (smart boards) markers; flip charts and easels, projector and screen, etc.;
- c. Communications equipment – radios (standard AM/FM, police/fire scanner, weather); telephones (including STU IIIs), cellular phones (with

sufficient battery backups), MSAT, dedicated phone lines with emergency access priority; walkie talkies; televisions; pagers; incoming, outgoing and secure faxes, etc.;

- d. Computer equipment – computers, laptop computers (with ample battery back up), printers, scanners, storage devices (diskettes, CD-ROM, tapes); software; Internet. intranet and network access; email, etc.;
- e. Office/Other equipment – photocopier; paper shredder; video/digital cameras; VCR with spare video tapes; portable voice recorders; overhead/35mm projector, etc.;
- f. Supplies – notepads, notebooks; pens, pencils, highlighters, markers, erasers; staplers, tape, hole punch, scissors; special forms (shipping, order etc) packing/shipping materials; first aid kits; emergency food and water supplies; flashlights and batteries, etc.;
- g. Reference materials – building emergency/business continuity/emergency management plans; personnel/resource/telephone directories; maps; building plans; logs and Emergency Response Control forms;
- h. Facilities management and maintenance requirements; and.
- i. Level of reliance on internal and/or external dependencies.

BCP Accommodations Committee

13. A BCP Accommodations Committee, chaired by the BCP Secretariat, will develop courses of action with respect to the planning assumptions, constraints, parameters, Concepts of Operations and governance structure required to support an Integrated Risk Management (IRM) approach to BCP facility requirements. The intent is mature the plans by having this IRM in place as to conduct a comprehensive review of all L0 and L1 BCPs alternate site requirements in the 2010 review cycle (summer-fall 2010).