> My first take on the material you have submitted is that you actually have two DAODs here. One to show a Departmental commitment to Bsiness Continuity Planning detailing the policy statement, the requirement to have a Business Continuity Planning Program and to establish the authorities. The other would detail the Program indicating the operational requirements and the responsibilities.

Business Continuity Planning ~~Policy~~

Identification

Date of Issue   2007-XX-XX

Application   This DAOD a directive that applies to employees of the Department of National Defence (DND) and~~is~~ an order that applies to members of the Canadian Forces (CF). ~~and a directive that applies to employees of the Department of National Defence (DND)~~.

~~Supersession~~   ~~This DAOD does not replace an existing DAOD.~~

Approval Authority   ~~This DAOD is issued under the authority of~~ the Deputy Minister (DM) ~~of the Department of National Defence~~ and the Chief of the Defence Staff (CDS).

Enquiries   Director General Corporate and Shared Services (DGCSS)

Document Content   This document contains the following topics.

> Should be one or the other unless the OPI has combined a –0 and -1

Definitions

Are they based on or are they the same and would they be better of as references? I had a similar situation with DAOD 3000-1, Project Management that we decided to reference the sources of the terms. Many definitions refer to Standard. I am not sure if that is specific or a general term meaning commonly understood? Without more information I have tried to suggest how to treat these words and terms.

Also many of these definitions do not seem to be definitions in the DAOD sense, as they seem to describe concepts and processes. Many of the terms are standard words e.g. "essential", "disruption" "dependency "etc. that have been used in a very restrictive sense that is applicable to this context but could be better explained in the text or as I said by reference to a source document. I have added a sample of a combination of definitions defined in the DAOD and those referred to elsewhere to illustrate my suggestion.

In this DAOD…	means …
concept of work	the breakdown of roles and responsibilities and their interrelationship in the delivery of a departmental mandate and organizational business plans.
human resources officer	the same as the term "human resources/classification advisor" in the *Classification System and Delegation of Authority Policy* of the Treasury Board of Canada Secretariat (TBS).
identical-to work description	a position with duties and responsibilities said to be exactly the same as those of an existing classified job.
job	the same as in the *Classification System and Delegation of Authority Policy* of the TBS.
level	the same as in the *Classification System and Delegation of Authority Policy* of the TBS.
occupational group	
position	

Finally some of the definitions are not used ("Information Management Continuity Planning","Dependency" Continued Service' and Continuous Sevice"or only used in the definitions themselves ("Dependency" High Degree of Injury" and "Disruption" . DAOD definitions must be used in the text of the DAOD. Again if an explanation of a term is needed then it could be included in the body of the order at an appropriate location.

Definitions provided are based on Government Security Policy (GSP), the Operational Security Standard – Business Continuity Planning (BCP) Program (Standard), a Business Continuity Planning Program Technical Handbook issued by Public Safety Canada (PS), Business Resumption Planning – Security Standard and the Level 1 BCP Working Group (BCPWG) terminology.

Business Continuity Planning **Definition-refer**	Business Continuity Planning is an all-encompassing term that includes the development and timely execution of DND/CF plans, measures, procedures and arrangements to ensure minimal or no interruption to the availability of critical services and assets. (GSP) (BCPWG included "DND/CF")
Business Impact Analysis **Process in text and refer**	Business Impact Analysis (BIA) is a process of analyzing the degree to which the DND/CF is exposed to risks and impacts that could affect its ability to function or its ability to provide for the continuous delivery of critical services. The process consists of several steps: determining critical services and their priorities; determining minimum service levels and maximum allowable downtimes; mapping dependencies to critical services; assessing risks and existing recovery capabilities; and, finally, formulating strategies for recovery. (PS) (BCPWG included "DND/CF")
Business Resumption Planning **description**	Business resumption planning is defined as planning to ensure the continued availability of essential services, programs and operations, including all resources involved. Business resumption planning prepares government institutions for recovery from any event that may interrupt an operation or affect service or program delivery. (Business Resumption Planning – Security Standard)
Continued Service *term*	Continued service can be interrupted but must be restored within an acceptable timeframe. (Standard)
Continuous Service **term-refer**	Continuous service must have no interruption. (Standard)

Critical Service
[Definition-refer](#)

Critical service is a departmental DND/CF service 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 Government of Canada. (GSP) (BCPWG included "DND/CF")

Dependency
[Term-refer](#)

Dependency is the reliance of a service on internal to the DND/CF and/or external services, assets and resources including individuals. (Standard) (BCPWG included "DND/CF")[?](#)

Disruption
[Term-refer](#)

Any interruption in the continued delivery of critical services. The word disruption includes emergencies, disasters, incidents, outages and events. A disruption includes any abnormal situation that could compromise the delivery of a department's critical services. (Standard) (PS)

Essential
[Term-refer](#)

Essential is defined as any service, program or operation that must be carried out in order for the organization to fulfill its mission. (Business Resumption Planning – Security Standard)

Force Protection
[Definition - refer](#)

Force protection comprises all measures taken to contribute to mission success by preserving freedom of action and operational effectiveness through managing risks and minimizing vulnerabilities to personnel, information, materiel, facilities and activities from all threats. (Definition approved by FPSSC 3 Jun 04)

High Degree of Injury
[Term-refer](#)

High degree of injury is the severe harm related to the provision of sustenance, public order, emergency care and response, a life-sustaining environment, vital communications and transportation, fundamental economic services, continuity of government, territorial integrity and sovereignty. (Standard)

Information Management (IM) Continuity Planning
[refer](#)

Information Management (IM) continuity planning is an element of the Business Continuity Planning Program, and in accordance with the Management of Government Information Policy, is the development of plans, measures, procedures and arrangements using BCP methodology to ensure minimal or no interruption in the availability of information assets. (Standard)

Information Technology (IT) Continuity Planning refer-	Information Technology (IT) Continuity Planning is the development of plans, measures, procedures and arrangements using the BCP methodology to ensure minimal or no interruption to the availability of critical IT services and assets. (Standard)
Maximum Allowable Downtime definitionrefer	Maximum Allowable Downtime is the longest period of time for which a DND/CF service can be unavailable or degraded before a high degree of injury is the probable result. (Standard) (BCPWG included "DND/CF") (BCP AT included "probable")
Minimum Service Level **Definition and informational Refer or text**	Minimum Service Level is the level of service delivery by DND/CF, which is essential to avoid a probable high degree of injury. Minimum service level is maintained until full recovery is achieved. (Standard) (BCPWG included "DND/CF") (BCP AT added "probable")
Recovery text	Recovery is the restoration of full levels of service delivery. (Standard)
Response **text**	Respons... disruptio...

> I have highlighted the information that I think belongs in the –0 in blue and that which seems more appropriate in a –1 instructional in green. This is a rough identification and will no doubt benefirt from some refinement and discussion.

Policy Direction

Context	The aim of the DND/ and CF Business Continuity Planning Program policy is to implement a program within the department consistent with the Government Security Policy, draft DAOD ??? xxxx-0 (i.e. departmental DND/ and CF Security Policy) and the Operational Security Standard – BCP Program.
	Government Security Policy and the Operational Security Standard – Business Continuity Planning (BCP) Program dictate that DND and/ CF critical services must remain available to assure the health, safety, security and economic well-being of Canadians, and the effective functioning of government.
	At the strategic level, the DND and / the CF has have established a Business Continuity Planning (BCP) Program to provide for the

continued availability of critical services and associated assets, and of other services and assets when warranted by a threat and risk assessment. The ~~departmental~~ DND and the CF BCP Program consists of the following four elements:

- Within the context of the ~~departmental~~ DND and the CF security program, a governance structure establishing authorities and responsibilities for the program, and for the development and approval of Business Continuity Plans.

- A Business Impact Analysis process to identify and prioritise the department's critical services and assets. The Defence Tasks in the current Defence Plan On-Line detail the services that are delivered by DND/CF and form the start point for Business Impact Analysis.

- Plans, measures and arrangements to ensure the continued availability of critical services and assets, and of any other service or asset when warranted by a threat and risk assessment.

- Activities to monitor the department's level of overall readiness. Provision for the continuous review, testing and audit of Business Continuity Plans.

At the operational level, within DND and CF, Business Continuity Planning and Business Resumption Planning are a fundamental consideration for all military missions and management tasks, whether in a domestic, continental or international operational setting, across the spectrum of conflict and the continuum of operations. Business Continuity Planning is driven down from the strategic level to the operational level. The BCP Program assures minimum service levels for critical services. Business Resumption Planning ensures resumption of operations at an acceptable level for all critical and essential services.

At the tactical level, recovery and business resumption planning is a command and management responsibility. Commanders and managers at all levels are responsible and accountable for the protection of the assets entrusted to them in performance of assigned duties. Assets include personnel, materiel, facilities, information and activities. Force Protection Assessments under the Force Protection Program include assessments of security safeguards and business resumption plans of base commanders.

This policy deals with the BCP Program and its governance at

strategic and operational levels. Business Resumption Planning at operational and tactical levels remains the responsibility of commanders and managers.

Policy Statement

The DND and CF shall be prepared to deliver critical DND and CF services in the event of any disruption of domestic, continental or international activities through of the application of the departmental BCP Program. It is DND/CF policy that:

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.

Tthe purpose of our BCP Program is to ensure the continued availability of critical DND and /CF services and associated assets; and-

- Our the DND BCP Program provides confidence to employees, stakeholders, clients and Canadians that the department DND is capable of delivering DND and /CF critical services in the face of any hazard to its operations.

BCP Program Requirements

Through the departmental BCP Program, the DND/CF shall:

- institute and maintain a BCP Program for continued availability, at home and abroad, of all critical DND and /CF services and associated assets and other DND/ and CF services and assets when warranted by threat and risk assessment in a manner that is cost effective and consistent with DND and /CF strategic direction;

- establish protocols and understandings with other government departments and civil authorities, both domestic and foreign, to assist with response, continuity and resumption efforts to DND and /CF services in a coordinated manner;

- integrate the fundamentals of BCP into the decision making process for capability development and program design;

- articulate and communicate responsibilities for BCP to ensure that business continuity planning roles of all CF members and DND employees and CF members are clearly defined and understood;

- ensure that DND and /CF BCP Program policy, procedures and equipment including software are interoperable with other government Departments to the greatest extent

possible;

- "Ensure appropriate training" with details in the - 1ensure that Government of Canada BCP training offered by Canada School of the Public Service is provided to appropriate DND and /CF staff levels and all CF Staff participating in the DND and the /CF Force Protection Program Course obtain a clear understanding of the BCP Program that applies to DND and/ CF critical services in accordance with its departmental mission as detailed in the Defence Tasks; and

- provide a system of accountability report any known or identified deficiencies and/or vulnerabilities through the appropriate chain of command in order to initiate and adopt appropriate corrective measures.

BCP Program Governance

- BCP Program governance creates a process structure for all involved in the BCP Program. A communications plan is developed as part of the governance of the program.

- It was agreed between VCDS and ADM(Fin CS) that a joint approach to the development and maintenance of the BCP would best serve the DND/ and the CF. Under the auspices of the Defence Management Oversight Committee, DOS (SJS) and ADM(Fin CS) are responsible for the development of a comprehensive DND/CF BCP. Under their direction, SJS Director General Plans and ADM(Fin CS) Director General Corporate and Shared Services are co-chairs of a DND/CF BCP Action Team responsible for this task. The DND/CF BCP Action Team will:

  a. Provide strategic direction and communication.

  b. Endorse approve departmental BCP program policy and governance.

  c. Endorse approve the commitment of financial and other resources and endorse the budget for the BCP program.

  d. Approve identified critical services and associated assets after completion of the Business Impact Analysis.

  e. Resolve conflicting interests and priorities.

  f. Approve the DND/CF Business Impact Analysis template, as well as other templates and activities.

g. Direct training, review, testing and audit.

h. Direct activities to monitor overall readiness.

- The Departmental Security Officer (DSO) directs and coordinates the Departmental Security Program. The DSO therefore retains a strategic role with respect to the BCP Program. This role includes providing general direction to the BCP Coordinator and strategic advice when the Coordinator approaches senior managers for approvals.

- The Departmental BCP Lead (civilian) and the CF BCP Lead (military) report directly to the co-chairs of the DND/CF BCP Action Team. : The BCP Leads are jointly responsible to:

  a. Obtain senior management support and funding.

  b. Develop a departmental BCP program policy and governance structure.

  c. Ensure the development of a strategy to communicate BCP activities to employees and stakeholders.

  d. Establish working groups and define their roles and responsibilities.

  e. Ensure the completion of the business impact analysis and the development and maintenance of business continuity plans.

  f. Ensure that IM, IT and other continuity plans and arrangements are fully integrated into the BCP program.

  g. Provide for regular training, review, testing and audit.

  h. Collaborate with the DSO and the IT Security Coordinator throughout the process.

  i. Inform the DSO throughout the process since the Coordinator does not functionally report to the DSO.

Authority and Responsibility

The following table identifies the authorities and responsibilities for implementing this policy.

Table

The…	Has/have the authority to…
DM/CDS	• Eestablish and direct a BCP Program to assure readiness of critical DND and/ CF services. The BCP Program is a component of Departmental Security Program.
ADM (Fin CS)	• Pprovide corporate leadership in the BCP Program area by developing and maintaining the DND/ and CF BCP Program including policy and capability.

VCDS	• Ddirect the activity necessary to develop and regularly update a comprehensive DND/CF BCP to ensure continuity of critical operations and the availability of critical services and assets;
	• Review and recommend alternate DND/CF governance and command structure
	• Review and approve:
	  ○ Critical operations, services and associated assets; and
	  ○ Mitigation strategies, including resulting BCPs;
	• Resolve conflicting interests and priorities; and
	• Approve the commitment of financial and other resources to ensure the continuity of critical operations and the availability of critical services and assets.

DOS (SJS)
ADM (Fin CS)
	• 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;
	• Provide strategic direction and communication;
	• Conduct a strategic (Level 0) assessment to include:
	  ○ A review of DND/CF governance structures to ensure clear lines of authority, succession of command/corporate leadership and alternate headquarters/offices;
	  ○ The completion of a strategic (Level 0) Business Impact Analysis (BIA) to identify and prioritize DND/CF critical operations, services and assets; and
	  ○ 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; • Develop a comprehensive DND/CF BCP to ensure continuity of critical operations and the availability of critical services and assets; and • Develop a comprehensive program to regularly validate and update the DND/CF BCP.
CMS CLS CAS Comd Canada COM Comd CEFCOM Comd CANSOFCOM Comd CANOSCOM	• As the OPI, develop, approve and maintain BCP Plans for critical services to support managed readiness of operational maritime, land and air forces. • Conduct, as appropriate, Business Resumption Planning for organizational units under command.
ADM (IE)	• Develop and maintain Business Continuity Planning engineering standards and oversight for realty infrastructure associated with critical DND/CF services.
ADM (IM)	• As the OPI, develop, approve and maintain BCP Plans for the management of DND/CF critical information technology services to support managed readiness in the department. • Develop and maintain DND/CF information technology security doctrine in support of Business Continuity Planning in coordination with the VCDS and DCDS.???// • Develop and maintain Business Continuity Planning readiness for critical national level and distributed information systems and supporting communications.
All Level 1s	• All Level 1s that are responsible for any critical services, as the OPI, develop, approve and maintain BCP Plans for critical services under management. • Conduct, as appropriate, Business Resumption Planning for organizational units under their management.
CMP ADM (HR (Civ)	• Develop and maintain Business Continuity Planning specialty training standards for military and civilian staff, if required. • Conduct selected Business Continuity Planning specialty training, if required.

DCDS???

References

Source References

- Government Security Policy (GSP)

  http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/gsp-psg1_e.asp

- Operational Security Standard – Business Continuity Planning (BCP) Program

  http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/ossbcp-nsopca_e.asp

- Business Resumption Planning – Security

  http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TB_J2/brp_e.asp *(dead link?)*

- Security Policy – Manager's Handbook

  http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/tb_j2/spmh1_e.asp#securit

- Management of Government Information Policy

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

- National Defence Act (NDA)

- National Security Policy

  http://dsp-psd.pwgsc.gc.ca/Collection/CP22-77-2004E.pdf

- Draft National Defence Security Policy (NDSP)

- Current Defence Plan On-Line

  http://vcds.mil.ca/DPOnline/Main_e.asp

Related References

- DAOD 9001-1 Appointment of an Acting Chief of the Defence Staff and Designation of an Alternative National Defence Headquarters
  http://admfincs.mil.ca/admfincs/subjects/daod/9001/intro_e.asp

- Privacy Act

  http://laws.justice.gc.ca/en/P-21/index.html

- DND/CF BCP website:

http://sjs.mil.ca/sites/page-eng.asp?page=1142

Prepared by: Eleonor Lewicki, March 24, 2005.
Revised by: Michael Cohen, October 25, 2007.