



SURVIVE AND THRIVE



TEMPEST RISK MANAGEMENT



Business Continuity Management Guide and Resources

Tempest Risk Management

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How to use this guide

There is no single answer to what should be in a business continuity plan. A plan can be as simple as an org chart and contact list or as extensive as hundreds of pages, systems, and many dependent processes.

The business continuity plan developed by Tempest Risk Management seeks to provide a robust plan meeting all the critical needs of the business and complying to [ISO22301 standards](#). Minimally, a business continuity plan should seek to protect:

- People
- Processes
- Premises
- Information and Technology
- Suppliers

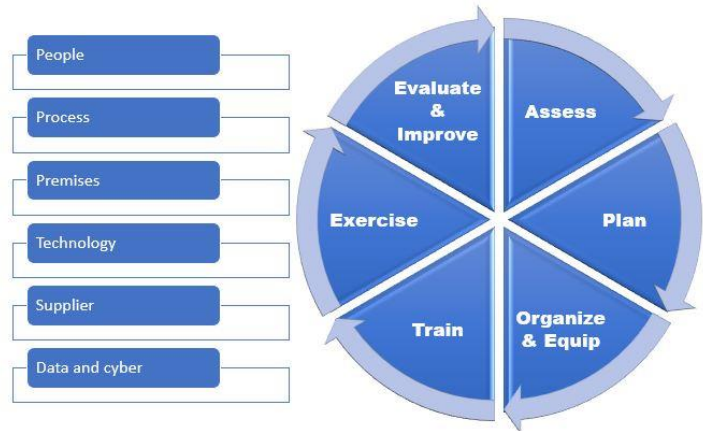
In the graphic above, you will also see the phases of business continuity management.

1. Assess
2. Plan
3. Organize and equip
4. Train
5. Exercise
6. Evaluate and improve

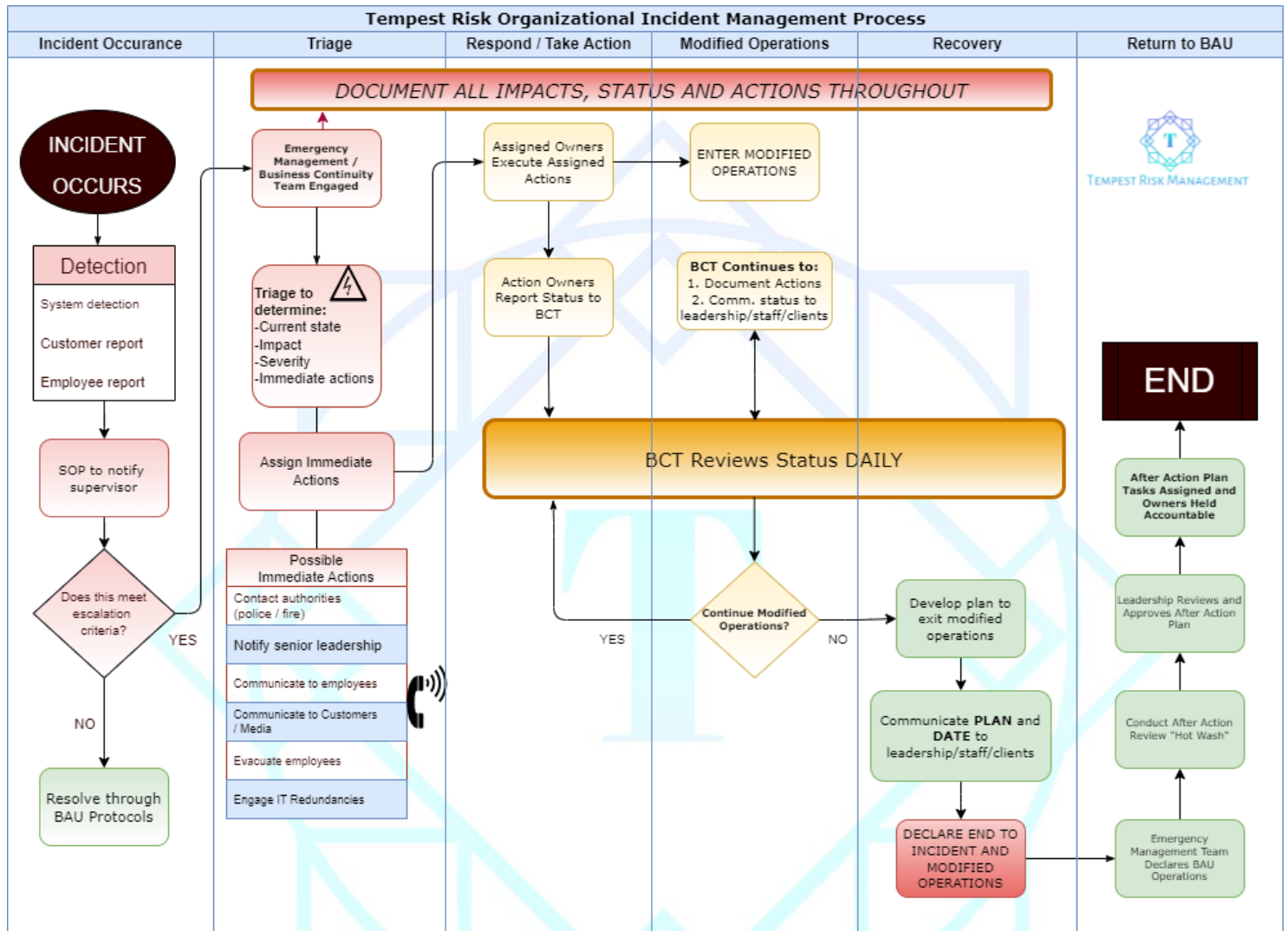
Most companies only complete the Assess and Plan phase, then put their plans in a drawer. These companies accomplished creating a “Business Continuity Plan”, but they failed to create a “Business Continuity Program.”

If you want your company to just check the box, feel free. But if you want to be truly prepared for future business disruptions, use this guide to elevate your Plan to a Program.

Business Continuity Planning Cycle



Incident Management Workflow



Business Continuity Management Yearly Schedule

One easy way to ensure you are managing your business continuity program is to follow a yearly schedule. Just a few hours per month will keep most business continuity programs fresh, relevant, and effective:



Developing a quick reference guide for your company's business continuity plan enables more timely responses to business disruptions. Whether this is a card carried by each team member and company leadership in their wallet or an image to keep saved on their phone, making sure critical information is always a touch away can offer significant reduction in damages.

1. Business continuity team members and their phone numbers
2. List of critical company functions
3. List of critical company assets
4. External contacts for critical suppliers, partners, customers, and services
5. List and location of other critical supporting process documents



TEMPEST RISK MANAGEMENT

Your business continuity team is your single most important asset during a business disruption. Here are some suggestions on how to structure your team. The ideal business continuity team (BCT) has 3-5 members. For companies with more than one location, the team should also include site leads and a backup for each location OR if all site leads report into a single position, that person should be on the BCT.

Team Leaders:

- **Business Continuity Coordinator (BCC)** is the overall leader/crisis manager. The COO or CRO are good choices for this role. In a small company, the CEO/president is probably the best choice.
- **BCT co-coordinator** (this person is also the backup if the BCC is unavailable)

Team members typically consist of department heads such as:

- **Operations**
- **Facilities**
- **Security**
- **Customer/client services**
- **HR**
- **Internal/External communications**

For certain industries and types of business, consider including external resources in your business continuity team:

- **Legal**
- **Major supplier(s)**
- **Major client(s)**
- **Partner organizations**

Benefits of a BC program – Beyond the Crisis

The main purpose of a business continuity program is to help respond to and recover from a disaster. However, there are elements of a business continuity program which provide an everyday benefit, if utilized properly.

- **Standard Operating Procedures - SOPs** are perhaps the most versatile aspect of business continuity planning. Most companies will already have documented procedures on how to perform each job function by the time they get around to building a resiliency program. SOPs are instruction manuals for employee's and should be designed as such. SOPs should list dependencies on equipment and training, qualifications, and detailed step-by-step instructions on each job function. They can be broken down into sub-functions or, for a small

company offering one product or service, a single SOP may be all that you need and easier to maintain. SOP's can be used to:

- **Train/onboarding new employees** - an SOP is an instruction manual for a job. So...use it as such
- **Complete performance evaluations** - simply take each major section of the SOP, list them and provide commentary on how well each function or sub-function is performed
- **Cross training** - Ensure you have at least 2 people trained on each critical job function. This will help your company sustain itself should you encounter staff challenges
- **Quality control** - If you do not make it crystal clear how the job is to be performed, how can you address low quality? Adjust your SOP's accordingly if necessary and MEASURE the Key Performance Indicators (KPI)
- **Speaking of Key Performance Indicators** - KPI's will jump out of an effective and quality SOP. Identify them, measure them and report on them weekly or monthly and SHARE them with all your employees.

Threat assessment

When it comes to expense and capital spending, knowing what threatens your business can help ensure you measure the appropriate amount of risk against the benefits of taking certain actions such as physical or product expansion. For example, if your power needs are already threatened, consider how expanding your dependency on electricity by bringing in additional equipment could increase your already substantial risk.

Succession plan

A succession plan can double as a career pathing process within your company and encourage cross training for critical functions.

Supplier assessment

When reviewing your suppliers, you may realize that you have an unbalanced dependency on a particular supplier. If that is the case, you may want to dedicate time to researching alternate suppliers. You may find that another supplier is more stable at the same or even better cost than your current supplier.

Review and training

Conducting tabletop “war game” exercises with your staff can help uncover inefficiencies in your organization and may cause you to consider process elimination or restructuring of staff or processes.

Training

Training your employees

Every employee does not need to know every aspect of your business continuity plan. That would be an inefficient use of their time. However, make sure they are aware of the protocols in place that can affect their job such as:

- Evacuation plans
- How to report an incident/emergency
- Emergency employee communications
- Employee accountability

Review checklist

Once or twice a year you should be reviewing and updating your business continuity plan with your business continuity team and making changes and updates, as necessary.

When performing a review, ask the team each one of these questions:

- ✓ Have any risks or hazards changed?
- ✓ Have you added new products, services, or employees?
- ✓ Has the leadership structure changed?
- ✓ Have any primary contacts or suppliers changed?
- ✓ Are tools and software up to date?
- ✓ Do the details in your current BCP match your current operations?
- ✓ Are documents attached and updated?
- ✓ Have you added lessons learned from previous incidents?
- ✓ Have you reviewed your current insurance coverage with your agent?

Testing

Your business continuity team members need to understand your plan at a deeper level. To affect this, it is common practice to conduct tabletop “war game” training. Typically, a facilitator will present your BCT with a variety of scenarios using props, flash cards or other methods to encourage participation. Each member of the team will simulate the actions that they

will take according to their assigned roles. The facilitators job is to document the actions, throw curveballs into the scenarios such as removing the team leader or posing simultaneous disasters.

Here is a facilitators basic checklist will guide you through the steps to plan and conduct a successful war game exercise:

- ✓ Identify the team
- ✓ Establish a crisis command center
- ✓ Rules for the exercise
- ✓ Log all activities
- ✓ Determine the scenario (or scenarios)
- ✓ List assumptions
- ✓ What critical business functions are affected?
- ✓ Consider vendor/supplier/client impacts
- ✓ What actions should you take first, second, third, etc. until resumption of normal operations (this is key and must be documented clearly)
- ✓ How much time should each of these actions take?
- ✓ Post exercise review and lessons learned

When an incident happens “Hotwash” After Action Report

“The only real mistake is the one from which we learn nothing” – Henry Ford

What is a “Hot Wash”?

A hot wash is the immediate "after-action" discussion and evaluation of an agency's (or multiple agencies) performance following an exercise, training session, or major event, such as the COVID-19 pandemic state of emergency. "Hot wash" is a term which originated in military and government circles to describe the debrief process of reviewing the actions taken during an event and to identify opportunities for improvement. It typically involves a team of leaders representing all areas of the company or agency to discuss what went well and what did not during a crisis. It can involve surveys and feedback from employees to provide valuable insights.

The most critical and valuable component of the hot wash is to develop an action plan; actions that will be taken to increase the readiness of the organization and improve its response and ability to weather a future crisis. The entire purpose of a hot wash is to learn from your mistakes and do better next time.

Why should I do this?

Let us say you have a bad vacation. Maybe you spent too much money, maybe you did not dress for the weather or maybe that hotel you stayed in didn't have air conditioning and you don't know how you overlooked that. You would probably think to yourself, "The next time I go there I am going to make sure to pack more shorts and DEFINITELY won't stay at that hotel". You won't guarantee yourself a better trip, but you certainly increase your chances by not repeating your mistakes.

A hot wash is just taking your thoughts, observations and ideas and giving you AND OTHERS a solid process to learn from your mistakes so you can avoid repeating them in the future. It does not cost anything other than time. Not only can this help you recover from the current state of emergency but can help maintain operations during the next business disruption.

How do I conduct a hot wash?

FEMA published [this hot wash form](#) for government agencies to use following a flu pandemic. Tempest Risk Management has developed a hot wash template for businesses to guide them through the exercise. [Click here to receive the free hot wash template.](#)



Some guidelines to keep in mind:

- Perform the hot wash as soon as you can - Memories fade, capture them while they are still fresh.
- Dedicate the time – An hour is probably not enough time to capture everyone's thoughts and ideas. Schedule at least half of a working day to draft the hot wash and action items.
- Facilitate – A senior leader or third-party professional should facilitate the hot wash.
- Document – Documenting the discussion and action items is vital. Designate a team member to take notes and display them electronically or on a white board/poster during the exercise.
- Delegate – Assign the participants and other leaders in your organization the action items. Get status reports weekly until each action item is completed
- Update your business continuity plan – Use the lessons learned from your hot wash to update and enhance your business continuity plan. If you don't have one, use the hot wash template to craft one or contact Tempest Risk Management to help develop a formal business continuity and disaster recovery plan

The next level

Congratulations! You are now prepared to manage a business continuity program making your business stronger and more resilient to disruption. If you are concerned about resiliency gaps in your organization as you grow, *Tempest Risk Management* offers resiliency solutions that can be scaled to and personalized for YOUR business:

The screenshot displays the Tempest Gateway interface. The main heading reads "The Tempest Gateway enables continuity of operations". Below this, a list of features includes: "Store procedures, workflows, business continuity and links to other applications", "24x7 access for all employees online or through the Gateway App", "Customizable for YOUR business", and "Subscribe or learn more at www.tempestrisk.com". A banner states "First month is free, cancel at anytime!". The interface shows a dashboard for "Andy's Team 1" with sections for "Welcome to the Tempest Gateway", "Files", "Business Continuity Plan", "Incident Report", and "Contacts". At the bottom, three pricing plans are listed: Small Business (\$24/month, 1-9 users, 10 GB storage), Medium Business (\$73/month, 10-49 users, 15 GB storage), and Large Business (\$145/month, 50-250 users, 25 GB storage). Each plan has a "CHANGE PLAN" button.



SUCCESSION PLANNING

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire, or become suddenly incapacitated. Tempest can walk you through process of crafting your succession plan and developing a cross training program to ensure resiliency in your company



OPERATIONAL PROCEDURES, GUIDES AND POLICIES

Clear, concise, and accurate standard operating procedures are the instruction manual of a successful business. They set clear expectations to employees, ensure consistency in your delivery and are key in onboarding new employees or cross-training for resiliency and succession.

Tempest can draft or revise procedures for all critical functions in your company.

IT DISASTER RECOVERY EVALUATION AND PLANNING

Tempest has partnerships with certified IT Disaster recovery specialists who can install and configure disaster recovery equipment. Tempest can also work with you to draft the steps needed to recover all your data and IT operations when your primary site is rendered unusable either through a disaster or cyberattack.

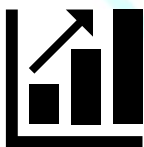


TRAINING

With our certified corporate training specialist and resources, train your executives in all aspects of business continuity and resilience.

TABLETOP EXERCISES

Not sure where to start or what these should look like? Tempest has over 250 pre-scripted scenarios that we can use to facilitate a simulated disruption to with your business continuity team in fun and engaging ways. What would you do if an asteroid hit your facility? Want to take a spin on the wheel of disaster? Bring Tempest Risk Management in to facilitate a “War Game” tabletop exercise at your next business continuity team review.



TEMPEST RISK MANAGEMENT BUSINESS CONTINUITY PROGRAM MANAGEMENT

Think of TRM as your Chief Risk Officer in a box. Included in this solution are all the resources above.

\$100 per month retainer / \$110 per hour (yearly contract)

Tempest Risk Management provides solutions to help YOU stay up and running while your competitors crash and burn!

Contact Tempest Risk Management today
info@tempestrisk.com or call 302-598-8027