



AzFirst Assessing Criticality in a Pandemic

September 29, 2009



MHA Consulting Inc
When Success Matters

Who We Are

- Leading boutique consulting firm since 1998
- Provider of consulting services to Fortune 1000 companies across the USA
- Proven cross-industry experience in Business Continuity, Disaster Recovery and IT Optimization

What We Do

Consulting

- Business Continuity Planning
- Disaster Recovery Planning
- Information Technology Optimization & Best Practices
- Data Center Moves & Relocations

What Makes Us Different

We possess a unique blend of knowledge and experience which combines the focus, dedication and independence of a specialist firm, with the methodologies & tools, global presence, and deep skill-sets of the Big 4 or larger consulting firm.

Big Four:

- Methodologies & tools
- Experienced professionals
- Depth of risk consulting services
- Financial & management stability

MHA Consulting

MHA combines the strengths of the large consulting companies and independent alternatives...without compromise

Boutique:

- Responsive client service
- Focus on core offerings
- Senior personnel
- Timely

Cross Industry Knowledge and Expertise

MHA's knowledgeable professionals have decades of experience working with clients in a broad array of industries. We have deep competency in the following industry categories:

Education

Arizona State University
Mesa Community College
University of Phoenix
Johnson & Wales University
Thunderbird School Intl Mgmt

Consumer Products

Forever Living Products
Guitar Center
PetSmart
Varian Manufacturing

Energy & Utilities

Public Service Co. New Mexico
Central Arizona Project
Metropolitan Water District California

Financial & Insurance Services

American Express
Blue Cross Blue Shield Arizona
Discover Card
Early Warning Services
FPIC Insurance Group
Health Alliance
Ohio National
Scottsdale Insurance

Healthcare & Life Sciences

Amgen
Centra Health
Medicis Pharmaceutical
OhioHealth
Phoenix Children's Hospital
Scottsdale Healthcare
TriWest Healthcare

Industrial Products

Dial Corporation
Henkel
Phelps Dodge (Freeport McMoran)

Travel & Entertainment

Harrah's Entertainment
Regal Entertainment
Pegasus Solutions
SkyWest

Government Services

City of Tempe Arizona
Integrated Criminal Justice Info. Systems

The Components of a BCM Program

A Business Continuity Management Program can be viewed as encompassing three inter-related disciplines:

Crisis Management

A series of actions taken to gain control of the event quickly to minimize the affects of an interruption and prepare for recovery.

Business Continuity Planning

The process initiated to resume business processes to a level consistent with the business requirements.

Information Technology (IT) Disaster Recovery Planning

The recovery of IT processes, systems, applications, databases, and network assets used to support business processes.

Risk Assessment and Business Impact Analysis Data



Assessing Criticality before a Pandemic

“ About 50% of businesses that suffer from a major disaster without a disaster recovery plan in place, never re-open for business.”

– American Management Association

Step 1. Assess Criticality Across the Organization

1. Complete the Business Impact Analysis (BIA) study or similar informal exercise
2. Interview the core business units across the organization to assess criticality
3. Document and approve results of the BIA or similar exercise focused on identifying the following:
 - Critical business processes
 - Critical systems and applications
 - Interdependencies
 - Recovery Time Objectives
 - Recovery Point Objectives

Step 2. Cross-Reference Your BIA Results

For the critical business processes, systems, and applications identified in the BIA, now cross reference the results to the key components of the organization needed to support their continuous operations:

1. **Buildings** - What buildings are key to the critical people, business processes, systems, and applications?
2. **Equipment:** What equipment is key to the critical people, business processes, systems, and applications?
3. **Technology:** What technology buildings are key to the critical people, business processes, systems, and applications?
4. **Human Resources:** What people are key to the critical business processes, systems and applications?
5. **3rd Parties:** What key vendors and suppliers are key to the critical business processes, systems and applications?

The approach is known as “BETH3”

Step 3. Implement Strategies for Pandemic

Based on the results of the BIA study and cross-referencing using the BETH3 approach, implement relevant strategies for the pandemic:

1. Buildings – what is the best approach to protect the critical buildings of our organization before, during and after a pandemic (e.g., cleaning, disinfecting, closing, vendor support, etc.)?

2. Equipment – What are strategies to ensure continuous operation of critical equipment needed to maintain business operations (e.g., vendor support, preventative maintenance cycles, backup equipment, etc.)?

3. Technologies – What are the strategies to ensure continuous operations of critical technology to continue business process operations? This would include minimizing major changes to production environments during a pandemic, ensuring primary and backup vendor support, preventative maintenance cycles, establishing ability to remote operate data centers, etc.

4. Human Resources – What are the strategies to protect our staff before, during and after a pandemic? This would include policies to address the pandemic, proactive communications, training on remote user access, education on the pandemic, attending pandemic exercises, etc.

5. 3rd Parties – What are the strategies to ensure our third parties can continue to support our business. This would include policies to adjust inventories, assessment of their pandemic plans, proactive communications, inclusion in pandemic exercises, etc.

Step 4. Implement and Exercise the Strategies

Once strategies have been implemented, exercise the strategies:

1. Hold walkthroughs of the pandemic aspect of critical recovery plans; make key people unavailable
2. Hold mock disaster exercises for senior management and involve key vendors
3. Validate ability to work from home for at least a day for critical business processes wherever possible
4. Stress test ability to remote access into the production network using participants across the company
5. Review vendor plans and strategies

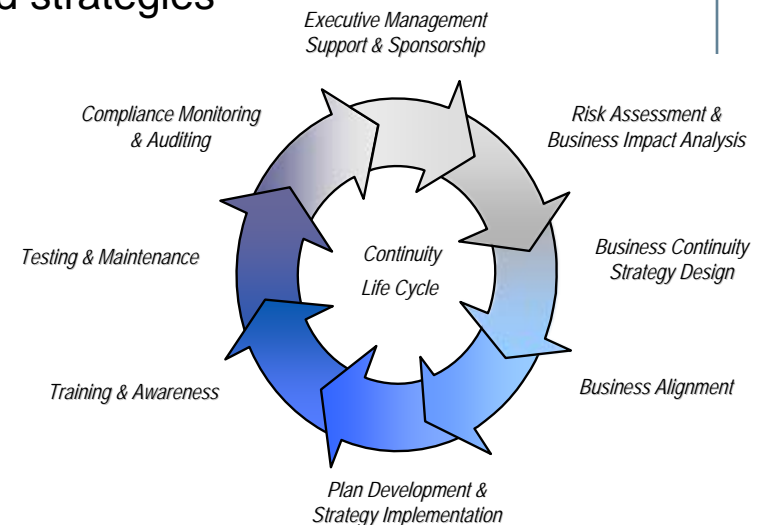
MHA in working with clients, speaking with colleagues and researching trends, see a number of common themes:

1. A lack of background data on how staff and communities will react to the pandemic
2. Belief that the pandemic will really happen and require plans to be activated
3. Companies may or may not know what is critical to their business
4. Levels of proactive communication varies greatly across organizations
5. Belief that the data network can truly support the number of remote users for extended periods
6. Length of time remote users can really work from home and maintain critical operations
7. Lack of ability to truly remote operate data centers and other critical facility based components
8. True assessment of critical suppliers and their pandemic capabilities
9. Downsizing will have a critical impact to the ability to recover in a number of organizations
10. Ability to effectively handle voice communications when employees work from home
11. Identifying when to issue social distancing controls, close offices, etc.
12. Exercising of people, plans and processes varies greatly across organizations
13. Lack of documented HR policies to address extended absences
14. Knowing when to activate their pandemic plan (WHO levels versus their own)

The image features three overlapping circles arranged horizontally. The central circle is a vibrant blue and contains the text 'In Conclusion' in a bold, brown, sans-serif font. The two circles on either side are a light, pale blue and are semi-transparent, overlapping the central circle and each other. The background is a solid, light gray.

In Conclusion

1. Identify the mission critical business processes, systems and applications to ensure continuous operations
2. Relate the BIA outputs back to Buildings, Equipment, Technology, Human Resources (BETH) and 3rd parties.
3. Implement strategies required to support continuous operations of the critical business processes, systems and applications
4. Develop and implement recovery teams and plans
5. Exercise recovery to validate recovery plans and strategies
6. Maintain and continually improve



Patrick Potter, CBCP
Vice President - Business Development & Service Delivery
MHA Consulting
potter@mha-it.com
www.mha-it.com
Mobile: 623-521-3900