

## APPROACH

# Business Continuity Planning

## PROJECT METHODOLOGY:

IT Evolution provides the following two-phased approach to design and implement an ongoing Business Continuity program.

- **Phase 1:** Focused on discovery including discussions of both technical disaster recovery initiatives with the IT department and meetings with stakeholders in all business areas to create an overview of recovery and business continuity objectives
- **Phase 2:** Creation of the business continuity /disaster recovery methodology and playbook leading to a walkthrough of a full implementation of the disaster recovery technology set and business continuity processes.

### Phase 1:

#### 1. Review High Level Business Goals

- 1.1. Review high-level business goals

#### 2. Review project methodology

- 2.1. Review project goals
- 2.2. Establish project success criteria
- 2.3. Define team roles and responsibilities
- 2.4. Prepare schedule consisting of work to be accomplished, resources assigned and beginning and ending dates for each task

#### 3. Perform High Level Business Review

- 3.1. Communicate initiative to organizational stakeholders and schedule meetings
- 3.2. Meeting with key managers, we will perform a review to compile a high-level business model and IT System Catalog. This initial review of each department will be used to augment the existing documentation which categorizes all known IT systems, their components, uses, and any dependencies. Discussions with business stakeholders will also include an overview of desired business continuity objectives and operating parameters.

#### 4. Perform High Level Technical Review

- 4.1. Meeting with key managers, we will review the current IT technical, operational, and organization environments to determine the existing system's components, processes, procedures and staffing. The current disaster recovery infrastructure and plan will also be reviewed.

#### 5. Discuss Functional Requirements

- 5.1. At the conclusion of the above reviews, IT Evolution will review the relevant findings and DR / Business Continuity needs that have surfaced. The documentation developed will allow technical and business management to confirm stakeholder objectives and to ensure individual objectives are aligned with operational requirements. The write-up also serves as a working document and the basis for preparing the strategic approach and work plan for Phase 2.
- 5.2. Develop Phase 2 project plan

## Phase 2:

### 1. Detailed Stakeholder Interviews

- 1.1. Identify, define and document key business processes necessary to sustain operations during an interruption of service or availability of the primary data center
- 1.2. Identify and document business continuity and staff requirements required to implement and execute mandatory business functions during a short duration Disaster Recovery scenario
- 1.3. Identify and document business continuity and staff requirements required to implement and execute business functions during a long duration disaster recovery scenario

### 2. Develop Business Process Maps for key functions

- 2.1. Meet with organizational stakeholders to establish a universe of key business processes and process owners
- 2.2. Meet with business process owners and document high level process flows
- 2.3. Meet with business process executors to document detailed business process maps

### 3. Develop Business Continuity Playbooks

- 3.1. Create a detailed business continuity playbook for each organizational unit potentially impacted by business continuity events. Playbooks will include timing, logistics, process, and contact information
- 3.2. Review draft playbooks with individual organizational stakeholder
- 3.3. Update playbook based on review
- 3.4. Review completed playbooks with business continuity committee.
- 3.5. Establish process and protocols for playbook updates required to match organizational change

### 4. Develop Information Technology Playbook

- 4.1. Establish disaster recovery Infrastructure failover operational parameters
- 4.2. Create detailed technology continuity playbooks. Playbooks will include timing, process, and contact information.
- 4.3. Review playbooks with IT stakeholders
- 4.4. Establish process and protocols for playbook updates required to match technology and organizational change

### 5. Execute Walkthrough

- 5.1. Communicate walkthrough plan with organizational stakeholders and establish date of low impact for walkthrough scheduling
- 5.2. Develop a detailed project plan for the walkthrough
- 5.3. Identify IT, business and vendor walkthrough resources
- 5.4. Establish success criteria for walkthrough
- 5.5. Execute walkthrough and document results

### 6. Assess Walkthrough

- 6.1. Evaluate walkthrough against established success criteria
- 6.2. Identify areas requiring remediation
- 6.3. Identify opportunities for improvement via the introduction of new technology or process efficiencies
- 6.4. Update business continuity plans reflecting walkthrough results

### 7. Finalize and Review

- 7.1. Review walkthrough results and business continuity updates with IT stakeholders
- 7.2. Review walkthrough results and business continuity updates with organizational stakeholders
- 7.3. Publish business continuity plans and processes to organization.

## DETAILED ACTIVITIES AND DELIVERABLES:

The following outlines the activities and work effort that will take place in this engagement. This section outlines the work for an analysis and recommendations phase of this effort. IT Evolution can assist with efforts beyond this phase, as well. The deliverables of this engagement will provide the foundation for any future engagements.

### IT Evolution will provide:

- Advisory services, and direct project assistance and leadership in all areas of business continuity assessment and planning, including:
  - Requirements Definition
    - Align plan with regulatory requirements and define any regulated separation of systems, data and infrastructure within the business continuity solution
    - Business Requirements – assess criticality levels of systems and ensure technical plan aligns with business and availability requirement
    - Architecture – Ensure architecture supports regulatory and business requirement
      - Create budget estimates for any required or recommended infrastructure uplift
      - Create budget estimates for walkthrough enablement
    - Define recovery point and recovery time objectives based on regulatory and business requirements, disaster recovery strategy, and available project funding.
      - Establish risk and recovery service level agreements within failure scenarios.
    - Definition of supported disaster recovery scenarios
  - Organizational Communications
    - Create business continuity plan policy
    - Communication on BCP to employees
    - Define BCP event primary communication process and alternative communications strategies and processes.
  - Business Process Definition and mapping
    - Determine business processes required to support the organization during a disaster recovery event
    - Document business processes required to support a disaster recovery event
    - Create business process maps for key processes
  - Operations planning
    - Create incident assessment methodology
    - Create business continuity playbooks for
      - Technology recovery playbook for critical systems.
      - Technology recovery playbook for back office systems.
      - Premises and essential equipment recovery playbook
      - Organizational units required to maintain operations during a disaster recovery event
        - Customer service
        - Administration and operations
        - Other units as defined in phase one
      - Manpower recovery strategy and logistics
      - Access to offsite storage of key documents and backups
      - Communications to internal and external resources
      - Establish Training Materials
        - IT staff to execution of failover to disaster recovery environment
        - Operational change during a BCP event
  - Define plan for and execution of business continuity event walkthrough.

- Establish walkthrough timetable, resources, and success criteria
  - Create walkthrough evaluation forms and reporting format
  - Prepare the DR environment for the walkthrough
  - Control the walkthrough event and resources
  - Review findings and adjust business continuity plans as necessary
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- Establish Maintenance process for business continuity plan
    - Define frequency of updates to the BC plan
    - Document roles and responsibilities within the BC plan update process
    - Establish best practice for BC plan maintenance
  
  - Project Management
    - Provide project management during the discovery phase.
    - Create project plan for Phase 2
    - Communicate plan and stakeholder participation to organization
    - Meet with stakeholders to establish timing and success criteria
    - Hold weekly reviews with Information technology stakeholders
    - Assist staff in collecting required technical and process information
    - Assemble project documentation and presentation materials