



Business Continuity Management Specialists
Here Today. Here Tomorrow.

Business Continuity: the risk management expo 2006

Keeping it Real: Strategies for Testing & Rehearsal

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Agenda



- Introduction
- Potential Problems
- Solutions
- Examples

- Founded in 1996
- Based in Northamptonshire, UK
- Independent Business Continuity Management consultancy firm
- All our consultants are members of the Business Continuity Institute (BCI)
- Successful delivery of projects to more than 150 organisations, including:
 - **Environment Agency, ITV, Defra, Provident Financial, London Underground, The Bank of New York, Pindar Set, Cancer Research, National Audit Office, RR Donnelley**

Experience, Quality

- Testing & Rehearsal is good!
- Not just an IT issue, but also includes:
 - **Crisis/Incident Management exercises**
 - **Scenario-based walkthroughs**
 - **Call-out cascades**
 - **Recovery site audits**
 - **Command Centre set-up**
 - **Proof-of-concept workshops**
- Formal process:
 - **Pre-test planning**
 - **Controlled execution**
 - **Post-test reporting**
- Testing & Rehearsal is a regular activity, not a one-off event

- Unrealistic - lack of engagement
- Tests/Rehearsals appear too similar
- Participants lose enthusiasm
- Lack of commitment to preparation & execution
- Poor learning experiences
- No follow-up on actions arising

Can become stale & repetitious

- Pre-Event Planning
 - **Terms of reference**
 - **Logistics**
 - **“Go/No Go” criteria**
- Event Execution
 - **Introduction**
 - **Test/Rehearsal event**
 - **Debrief**
- Post-Event Reporting
 - **Analysis & Report**
 - **Follow-up**

Structured, Planned, Interesting

- Realistic scenario
 - **Event**
 - **Location**
 - **Systems**
- Roles & Responsibilities
 - **Senior Management/Sponsor**
 - **Exercise team**
 - **Participants**
- Materials
 - **Briefing notes**
 - **Maps, signs, photographs, clocks**
 - **Radio/TV bulletins**



- Formal introduction
 - **Objectives & approach**
 - **Rules of engagement**
- Test/Rehearsal event
 - **Follow scripts, checklists**
 - **Capture results, especially exceptions**
- Formal Close
 - **Debrief - initial thoughts & conclusions**
 - **Assessment - event & results**



Solution - Post-Event Reporting



- Formal record
 - **Event outline**
 - **Participants**
 - **Findings & conclusions**
- Actions arising
 - **Ownership**
 - **Timescales**
- Schedule next event



- Evacuation
 - **Extend scope of planned fire drill**
 - **Check who has plans, mobile, coat, money**
 - **Simple awareness questionnaire**
- Command Centre
 - **Check set-up time**
 - **Check facilities (TV, phone, PC, printer)**
 - **CMT/IMT/EMT confirm meets requirements**



- Walkthrough
 - **Realistic scenario (date, time, event)**
 - **include written & verbal responses**
 - **Challenge statements & assumptions**
- Rehearsal
 - **Don't overdo the trigger, consider potential impacts**
 - **Don't just tell me - show me!**
 - **What if recovery doesn't go quite as planned**



- **Recovery Exercise**
 - **Legitimate scenario**
 - **Consider different threads (IT recovery, telephony, business recovery)**
 - **Link to rehearsal (if well practised)**
 - **Rotate participants**
 - **Involve suppliers**
 - **Involve customers**
 - **Relocate 'live' business areas (not for the faint hearted!)**
 - **Enjoy!**



- *Perfect* practise makes perfect!
- Good planning & preparation
- Base all exercises around legitimate scenarios
- Develop realistic exercise materials
- Capture results - good & bad
- Use feedback to improve:
 - **Response & Recovery**
 - **Exercise events**

A sense of humour is useful in a crisis,
try to exercise that as well!



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Thank You

You can download a copy of these slides from
our website:

www.garrisoncontinuity.com

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