Forging A Strategic Partnership Between Security, Business Continuity and Human Resources

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Today’s Agenda

- Objectives & Credentials
- BCP ‘s current trends and HR’s changing role
- Human Resource Management as a definition
- HR’s Traditional Role – (12) HR-Focused Areas &
- HR’s Emerging Role – (12) BCP-Related Examples
- PS Prep and Global solutions affecting HR
- Recommendations for moving forward
Forging A Strategic Partnership Between Security, Business Continuity and Human Resources

Today’s Objectives

- For both the Business Continuity and Human Resource professionals here today, this presentation will discuss the manner in which both professions are becoming increasingly dependent and intertwined with one another.

- Takeaways include ideas regarding one another’s disciplines and a recommendation to work more closely together to achieve a set of common goals for recovery.
Continuity First, Inc.

Focused on a Convergence of Enterprise Risk Management Solutions

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<th>Traditional BCP Planning</th>
<th>Current Key BCP-related Areas</th>
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Qualifications:

- Over 20 years of specific Risk Management industry experience
- Executive Board leadership in SHRM, ACP, CPE, MADRA and ASIS groups
- Speaker at DRJ, CI, CPM, ACP, CPE, NEDRIX, ISSA, SHRM, NYPD Shield
- Commended by Sen. Mary Landrieu (D-LA) for our “efforts to increase hurricane preparedness and advocacy for disaster recovery planning…”
We know the **Disaster Recovery statistics** and we must consider **Human Behavior** factors!

“The Ecology & Society Study” in the UK in 2009 stated that:

- “Recovery cannot be effective if human behavior is not considered and accounted for...”
- “Employees working at a diminished capacity costs companies over $250 billion per year”

Here are some key US Disaster Recovery statistics*:

» “93% of Americans are not prepared for a disaster today”
» “75% of business plans do not factor in Human Behavior info”
» “61% of all small businesses do not have a plan of any kind”

HR Magazine, January 2011:

“Human Resources (HR) executives’ leadership in developing and supporting distinctive and effective company cultures puts them at the very center of new risk management strategies”

With a global circulation of 250,000, HR Magazine stands alone as the most widely read and respected HR industry publication in the world.
Critical Human Resources Strategies
Identify your key people

- Get Security involved early
- Departmental management
- HR, Legal, Finance, Operations, etc.
- Any combination of these resources

True Story...August 11, 1989 NYC power substation fire
- “Black Friday” power outage on Wall Street
- Who was there to declare a disaster into a Comdisco recovery site?
- The fifth person on the “At Time of Disaster” (ATOD) list needed to act
- She knew what to do, acted decisively & saved her company million$

Lessons learned...any employee is a potential critical resource for you!

Are your key people always available? If not, can others make decisions in the time of a crisis?
Why do you need key staff members to be available to work to support your company?

- With 85% of the U.S. infrastructure in the private sector, businesses need to have a solid continuity plan in order to care for themselves.

- Critical infrastructure businesses include those with direct impact to energy (oil, fuel, electricity), water and food, transportation, and communication – which are the vital resources for saving lives.

- Private companies need to remain viable at disaster time:
  - Hardware stores provide generators
  - Pharmacies provide medical supplies
  - Supermarkets provide food/water
  - Radio stations provide info
  - Banks provide cash/loans
  - Insurance Co’s pay claims

Can doctors and medical personnel respond if they do not have plans for their individual practices to complement hospital plans?
Why is Human Resources interaction especially critical in today’s times?

- In the event of a disaster scenario, your Human Resources team should be trained to act in concert with other departments within your company.

- Your Human resources organization should be a part of disaster recovery training and TableTop Exercises to fully understand their specific role.

- Your key staff must be considered the most critical of all resources.

Engage your “Human Resource Management” team!!
**Human Resource Management**
- a definition -

• **Human Resource Management** is the strategic and coherent approach to the management of an organization’s most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business.

• “Human Resource Management" (HRM) and “Human Resources" (HR) as terms have now replaced pervious terms of "personnel or “personnel management" as a description of the processes involved in managing people in organizations.

• In simple words, HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

A transition is taking place...with more BCP involvement by HR professionals

- After being a BCP professional for over 25 years, it is refreshing to start seeing several of our client VP’s of HR take a strong role in BCP

- **SHRM (Society for Human Resource Management)** became an obvious organization to join and with whom to create an interface

- SHRM is starting to feature more overviews and greater levels of BCP education for their 335,000 global members

- We, as BCP professionals, need to reach out to our HR teams and Security organization to further include them in a more holistic risk mitigation process across all business processes
The Convergence of Enterprise Organizations working together brings HR & Security together

- HR professionals are now taking a more active involvement in the planning, testing and invocation of disaster events

- HR professionals are focusing more on the need to be better prepared to be a more specific resource at a time of disaster

- HR professional courses need to become more specific to advise what should be done by HR to support their companies at time of disaster

- HR professionals must become more “inclusion-based”

- HR professionals must look to join groups such as ACP for ideas
Human Resource Management: Traditional Areas of Responsibility

- Recruitment
- Workforce Planning
- Skills management
- Personnel Administration
- Travel Management
- Payroll Involvement
- Labor Relations
- Induction/Orientation/Onboarding
- Training and Development
- Compensation in Wage or Salary
- Performance Appraisal
- Employee Benefits Administration

Some key areas in which HR professionals are trained
Human Resource Management: Emerging Areas of Responsibility for BCP

- Immediately understand their role in recovering the business
- Immediately respond and take action
- Immediately account for all employees & report to mgmt
- Focus singularly on the employees’ well being
- Act as the employees’ family single focal point
- Act as a focal point for understanding BCP and Security actions
- Provide for counseling and trained advisor resources
- Provide for financial resources, if so determined by management
- Provide ideas for returning employees back to work
- Provide for injured employees still not able to work
- Provide for deceased employees’ families
- Small and medium-sized business HR considerations
Important Notes:

- The following examples are based on the information compiled by Continuity First related to our experience with clients and colleagues focused on HR and our participation at trade association events.

- This series of examples are meant to be areas that are typically seen in conjunction with the combination of HR and BC/DR planning.

- Let’s quickly explore each example individually, as follows:
HR’s Emerging Role in BCP:
1. Defining their role in the recovery

- Business Continuity professionals should partner with Human Resource professionals to ensure that they are all in synch

- Human Resource professionals should have a specifically defined role in a business continuity/disaster recovery process

- Testing of BC/DR plans should include the specific resources that HR professionals can provide – and take this to a point of actually rehearsing these plans by invoking HR deliverables

- Understand the component of Vital Records management and the risks inherent if the policies and procedures are not followed, as defined
HR’s Emerging Role in BCP:
2. Immediately Respond and Take Action

- Human Resources has an immediate need to respond according to the plans as set forth and agreed upon by all parties.

- Human Resources should have the authority to do what they need to do to get things done as a part of the overall process.

- Human Resources should make sure to apprise Executive Mgmt often.

- Human Resources should provide feedback to enhance recovery planning.
HR’s Emerging Role in BCP:  
3. Immediately Account for All Employees

- Participation in a Notification/Messaging system broadcast
- Make sure that this broadcast has a verifiable response mode
- Report findings to management after pursuing all avenues
- Advise families of disposition of employees, per agreed upon plans
- Maintain control and a calm disposition about this matter
HR’s Emerging Role in BCP:  
4. Focus Singularly on Employee Well-Being

- Let the employees know that HR is **a-b-s-o-l-u-t-e-l-y** there for them
- Provide a conduit for employees for reach out to the company through HR
- Maintain a record of activities involving employees outreach to HR
- Provide a report to management regarding all ongoing activities
- Maintain employee contact, as necessary, following the event
HR’s Emerging Role in BCP:  
5. Be Employee’s Family’s Single Focal Point

- Communicate with families of the necessity of having them contact HR
- Encourage the employee families to tell one another to deal with HR
- Make sure you have all of the correct contact information
- Make sure that you continue to reach out to contact all families
- Be calm and assuring, yet honest, of the status of the situation
HR’s Emerging Role in BCP:
6. Act as a focal point for BCP and Security

- Be the focal point for this communication
- Assure everyone that the company has their best interests in mind
- Make sure you have all of the correct contact information
- Make sure that you continue to reach out to contact all key partners
- Be calm and assuring, yet honest, of the status of the situation
HR’s Emerging Role in BCP: 7. Provide for Counseling Resources

- Make it clear to all that resources of this nature are available
- Make sure these resources know what to say
- Encourage all parties to record feedback
- Keep management apprised of all such activities
HR’s Emerging Role in BCP: 8. Provide for Financial Resources

• If the company has agreed to make certain sums available, then this should be followed out as planned

• Ask employees/employee families to understand the confidentiality of certain policies in light of other employees’ needs

• Keep accurate records of all such transactions

• If cash is involved, then keep Security personnel closely involved
HR’s Emerging Role in BCP: 9. Provide for Return to Work for Employees

- Ascertain when the employees would be able to come back to work

- Communicate to the employees specifically this information

- Advise employees that this is being done on a best-efforts basis

- If “out-placement” is necessary for some employee, note the sensitivities of some employees regaining their jobs and others, perhaps, having to move on to other jobs either internally or externally from the company
HR’s Emerging Role in BCP:
10. Provide for Injured Employees out of work

- Find out what the provisions are for having employees work at home
- Discuss options for succession planning if they cannot resume duties
- Maintain a clear record of their status and if an incident that may have affected the company was a party to the injuries sustained by the employee
- Maintain close contact with the employee(s)
HR’s Emerging Role in BCP: 11. Provide for Deceased Employee Families?

- Review succession planning with management
- Advise employees as to why they may be asked to assume new roles
- Be very sensitive of any anniversary dates or memorials of such
- Be consistent in your memorials (scholarships, charitable funds) for all
- Engage clerical personnel if necessary, and agreed by all parties
HR’s Emerging Role in BCP: 12. What about Small Businesses?

- Small businesses must also plan for the eventuality of such events
- Small businesses may be outsourcing their HR program, so consider that
- Small businesses could be supply-chain partners of larger companies
- Engage the SBA to see what resources are available to support your efforts
- Collaborate with local associations (Chambers of Commerce, etc.)
HR’s Emerging Trends: Small Businesses can focus on PS Prep

- The US Department of Homeland Security announced its intention to propose business continuity standards for adoption as part of its Private Sector Preparedness (PS-Prep) program for small businesses to adopt.

- The British Standard BS 25999, Parts 1 and 2 was designed exclusively for business continuity - not disaster recovery - and features a ‘management system’ approach to coordinating all elements of a business continuity program. Part 3 was based on the existing ASIS document (SPC.1-2009)

- Compliance with any or all of these standards should be relatively easy, assuming there is a documented business continuity plan/program in place.

Source: Paul Kirvan, FBCI, CISA, CISSP, CBCP is an independent consultant, auditor and former Board Member of the BCI
Human Resource Management – What is happening globally?

- In the UK, Vocal, Ltd., a leading UK notification/messaging provider of continuity solutions, provides some examples of HR focuses:
  
  - “More UK organizations than ever are investing in staff protection to ensure safety/compliance with Government health/safety regulations.
  
  - Such HR solutions provide a way to ensure effective staff safety.
  
  - Collaboration of public-and private-sector agencies is essential for HR
  
  - Proactive testing of such enables HR to be prepared when events occur

Source: www.vocal.co.uk
Summary

- For BCP professionals, engaging with HR and Security colleagues at your company will help broaden your perspective – and visa versa!

- For HR professionals, participation in recovery planning is critical to the creation of a holistic plan that will enhance enterprise-wide planning.

- The Society for Human Resource Management (SHRM) participation can be a critical endeavor for both HR and BC/DR professionals.

- Think outside the box – consider that all areas of your enterprise should be involved in a comprehensive recovery plan with one common set of goals.


- HR professionals should join ACP & BCP professionals should join SHRM.
Next steps

- Create more educational opportunities for senior mgmt to understand
- Examine your Vital Records Program to make sure you are HR Compliant
- Make HR’s involvement meaningful and input recorded to the enhancement of your recovery plan
- Bring your HR colleagues to your BCP industry meetings
- Attend a SHRM meeting so you can learn more of that area
- Be more proactive in other areas of your corporation
- Look for CEU’s in the areas of HR and BCP to gain more information
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