

Use of Existing Infrastructures for Greater Continuity Readiness

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Continuity Readiness

- **“Our biggest concern is whether an agency has a clear idea of what it absolutely has to do, no matter what.”** [Identify Mission Essential Functions]
- **In several cases, agencies never trained for or rehearsed emergency plans causing concern that when disaster strikes, “people will be sitting there with a 500-page book in front of them.”**
[Responsiveness and Executability of Plans]

Source: Linda Koontz, GAO Director of Information Management, “U.S. Plan for Flu Pandemic Revealed”, in *Washington Post*, 4-16-2006

Bottom Line Up Front

- **Hundreds of Federal Executive Branch continuity essential persons could be efficiently and effectively trained**
 - **For no-notice readiness to execute agency continuity plans**
 - **Using existing dispersed infrastructures;**
 - **Without perturbing nor undermining daily operations;**
 - **At cost of increased local travel expenditures.**

Daily Continuity Readiness & Dispersion are National Policy

- **“Continuity requirements shall be incorporated into daily operations of all executive departments and agencies.”**
- **“As a result of the asymmetric threat environment, adequate warning might not be available, and therefore all continuity planning shall be based on the assumption that no such warning will be received.”**
- **“Emphasis will be placed upon geographic dispersion of leadership, staff, and infrastructure in order to increase survivability and maintain uninterrupted Government Functions.”**

Source: NSPD-51/HSPD-20, “National Continuity Policy”

Daily Continuity Readiness & Dispersion are Foundations for Implementation

- **“Incorporating geographic dispersal in an organization’s normal daily operations, as appropriate, can significantly enhance the organization’s resilience”**
- **“While some leadership and staff want to be located ‘close to the flagpole’ (i.e. headquarters) organizations should appropriately disperse staff elements and functions away from the main headquarters building on a routine operating basis to enhance the survival of key personnel and functions.”**
- **“ (National Continuity) Policy makes clear that continuity planning for execution of Federal executive branch Essential Functions must be integrated into daily operations, functions, plans, and mission areas.”**

Source: National Continuity Policy Implementation Plan

Dispersed Continuity Infrastructures

Federal Executive
Branch Departments
& Agencies:

Category I – 13

Category II – 16

Category III – 13

Total: 42

Category IV – All EB
organizations not
otherwise identified in
Categories I – III

National Response
Framework : 15 Emergency
Support Functions

National Infrastructure
Protection Plan: 18 Critical
Infrastructure Sectors



Source: National Continuity Policy Implementation Plan

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Suggestions for Greater Use of Existing Dispersed Infrastructures

- **Define what “daily” means to gain and sustain continuity readiness (resilience).**
- **Gain consideration and involvement by senior leaders.**
- **Evaluate regular temporary work arrangements at dispersed continuity facilities.**
- **Use business process analyses that focus on continuity plan execution.**
- **Consider adapting H1N1 preparedness methods & Department /Agency telework infrastructures.**

Collaboration Among Continuity and Telework Planners: *A Potential Dual-Benefit Solution*

- “Primary goal of continuity in the Executive branch is the continuation of essential functions.*
 - “COOP. . . must be functional within 12 hours and may last up to 30 days. *
- **Telework Goals:****
 - To ensure continuity of operations
 - Find targeted productivity improvements
 - Reduce costs of overhead, real estate, transit, and to environment
 - Improve employees’ ability to manage their work and life obligations

* www.telework.gov

** OPM, *Status of Telework in the Federal Government – Report to Congress 2010*

Comparison of Key Aspects

CONTINUITY

- Operational resiliency
- **Selected specialists**
- **12 hours, up to 30 days**
- **Infrastructure available**
 - **Communications and dispersed facilities**
 - **Local travel funds for training**
- ***Agency continuity coordinators ****

TELEWORK

- Productivity efficiencies
- **Numerous volunteers**
- Daily increments
- **Infrastructure being developed**
 - **Dispersed telework centers**
- ***Agency telework coordinators ****

**** Need to collaborate***

Continuity Linkages to Telework

- www.telework.gov
 - Infrastructure of Federal Executive Branch telework coordinators
 - Integrate continuity expectations into telework agreements
 - Allow continuity essential persons to telework regularly
- **OPM's Annual Reports to Congress**
- **Report: *On Demand Government*, July 2010**
 - Increase teleworking to 600,000 federal employees by 2014
 - Agencies must link telework to mission continuity plans
 - Agencies must solve INFOSEC challenges
 - Senior leaders must set the tone
- **Telework Enhancement Act , December 2010**

Conclusions

- **The policy goals of continuity readiness and dispersion for the Federal Executive Branch are vital.**
- **Continuity communications/IT and facilities infrastructures for the Federal Executive Branch have been purchased and are sustained in annual budgets.**
- **Increased use of these dispersed infrastructures by continuity essential persons would efficiently enhance resilience of the Federal Executive Branch.**
- **The vast Federal Executive Branch telework infrastructure can also be efficiently leveraged to achieve these vital goals.**