

DRII/BCI Professional Practice Narrative:

- Develop and implement procedures to respond to and stabilize the situation following an incident or event. This includes identifying and developing emergency response procedures; identifying command and control requirements and procedures; and defining strategy for salvage and restoration.

Generally Accepted Practices (GAP) Notice:

- This document is to serve as a repository of knowledge which is to be applied across various verticals
- This document contains a conceptual basis for Program development vs. an auditable checklist

Subject Area 5 – Emergency Response and Operations				
Sub-Topic #1	#	What	How	Points of Reference
CORPORATE SPONSORSHIP				
	Corporate Sponsorship (Management Commitment)			
	1	Identify stakeholders / decision makers.	<ul style="list-style-type: none"> • Brainstorm with senior management team. 	<ul style="list-style-type: none"> • Subject Area 1: Project Initiation and Management
	2	Acquire a Senior Management Sponsor to support the program and is willing to periodically attend meetings and support related recommendations.	<ul style="list-style-type: none"> • Schedule a meeting with the CxO to ‘sell’ the business continuity management program concept and obtain commitment • Management Team to identify the critical areas to approach. 	<ul style="list-style-type: none"> • Corporate Organization Chart
	3	Identify risks (natural, man-made, human, environmental, political, neighboring industries, etc.) as well as the likelihood of risk so the plan addresses the appropriate level.	<ul style="list-style-type: none"> • Work with internal partners (i.e. Risk Management, Audit, Corporate Security, Facilities (Real Estate), Building Management) • Conduct a formal threat assessment for the facility. • Work with local Emergency Management Agencies to identify risks. • Research the Internet for historical data. • Evaluate the risks identified in Subject Area 2 for your respective region. 	<ul style="list-style-type: none"> • Subject Area 2: Risk Evaluation and Control • Subject Area 3: Business Impact Analysis • Search Internet for business related white papers

Subject Area 5 – Emergency Response and Operations

Sub-Topic #1	#	What	How	Points of Reference
CORPORATE SPONSORSHIP				
	4	Identify preventative measures that can minimize the potential disaster from occurring.	<ul style="list-style-type: none"> Review the threats and categorize by priority Obtain approval from management / sponsors regarding the level of acceptable risk. Indicate the various mitigation strategies for each threat. Short –term vs long-term strategies to reduce and eliminate risks 	<ul style="list-style-type: none"> Subject Area 2: Risk Evaluation and Control Subject Area 3: Business Impact Analysis
	5	Develop Emergency Response planning phases.	<ul style="list-style-type: none"> Involve internal partners such as Security, Facilities (Real Estate), Life Safety, Risk Management, HR, Communications (internal and external), Legal, Finance/Accounting, Travel, Transportation or others. Also consider key external partners 	<ul style="list-style-type: none"> Corporate policies and procedures Subject Area 9: Public Relations and Crisis Communications Subject Area 10: Coordination with Public Authorities
	6	Develop the strategy: <ul style="list-style-type: none"> Present for approval cost benefits including the advantages / disadvantages of implementing an Emergency Response Program. Obtain formal approval for the program strategy as well as the budget 	<ul style="list-style-type: none"> Schedule a meeting with Senior Management / Sponsor to present the pros/cons, including financial information, related to implementing an Emergency Response Program. 	<ul style="list-style-type: none"> www.fema.gov/library/biz2.shtml Subject Area 2: Risk Evaluation and Control Subject Area 3: Business Impact Analysis Subject Area 6: Developing Business Continuity Plans (follow same principals but with an emphasis on Emergency Response)

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Sub-Topic #1	#	What	How	Points of Reference
CORPORATE SPONSORSHIP				
	7	Educate Senior Management on their Roles and Responsibilities.	<ul style="list-style-type: none"> • Partner with Senior Management / Sponsor to document their roles and responsibilities. 	<ul style="list-style-type: none"> • Provide Senior Management a review of the BC process as well as their roles and responsibilities • Subject Area 7: Training and Awareness

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Sub-Topic #2	#	What	How	Points of Reference
PLANNING & DOCUMENTING EMERGENCY RESPONSE	1	Partner with the local municipalities to be included in all proposed modifications to the local emergency management process and to be notified of any federal notification received.	<ul style="list-style-type: none"> • Prior to an event, identify, notify and exchange contact data with the various municipal representatives • Conduct periodic meetings with the representatives. • Obtain management approval to conduct on-site tours so local reps can become familiar with office location. NOTE: Make prior request with officials to not 'write-up' any infractions if they are noted during the tour. • Model off local ICS 	<ul style="list-style-type: none"> • CERT (Community Emergency Response Team) • Public Health • EMA director, fire chief, mayor, etc. • Subject Area 9: Crisis Communications • Subject Area 10: Coordination with Public Authorities • ICS (Incident Command System)
	2	Partner with the local emergency management agencies to develop response plans for various scenarios initially targeting those identified in the Threat Assessment.	<ul style="list-style-type: none"> • Contact key representatives from the organizations listed under Points of Reference. • Schedule a meeting to discuss the top five, initially, identified risks. Discuss/confirm the company's response plans and how to mitigate the impact of such an event. • Present the findings to the management. • Participate in local emergency management agencies on-going meetings. • Participate in public-private forum, if available. 	<ul style="list-style-type: none"> • CERT (Community Emergency Response Team) • Police, Fire and Rescue, Health Department, Local Emergency Planning Committees, etc. • Subject Area 2: Risk Evaluation and Control • Subject Area 10: Coordination with Public Authorities

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Sub-Topic #2 PLANNING & DOCUMENTING EMERGENCY RESPONSE	#	What	How	Points of Reference
	3	<p>Develop an Emergency Response Team to include representation from areas such as Security, Real Estate, Business Continuity, Human Resources, Safety, Public Relations / Communications, Insurance, Internal Audit, Legal, and Business Representation.</p> <p>NOTE: This team's major objective would be to respond to the immediate emergency, making the appropriate decisions and directing supporting groups such as security personnel.</p>	<ul style="list-style-type: none"> • Establish structure for Incident Management. • Designate the leadership role to ensure single point of accountability for decisions. • Develop roles and responsibilities. • Develop tasks. • Populate teams with primary, secondary, etc. designation. NOTE: Team members are to obtain management approval prior to acceptance of responsibilities. • Develop escalation procedures. • Develop communication flow. • Develop tiered notification system, i.e., call trees, automated callouts. • Designate representative(s) to participate on ICS (Incident Management System) Team. 	<ul style="list-style-type: none"> • Subject Area 1: Project Initiation and Management • ICS / NIMS, NFPA1600 • Call trees, automated callouts
	4	Maintain team	<ul style="list-style-type: none"> • Conduct regular scheduled meetings • Update team roster • Conduct drills • Conduct educational / training session 	<ul style="list-style-type: none"> • Subject Area 7: Training and Awareness

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Sub-Topic #2 PLANNING & DOCUMENTING EMERGENCY RESPONSE	#	What	How	Points of Reference
	5	Document the process for activation and the triggers that would result in activation or alert. <ul style="list-style-type: none"> - Imminent vs pending - Stages of crisis 	Develop a procedure that outlines the triggers that would result in an action or alert. <ul style="list-style-type: none"> - Implement automated notification systems - Maintain contact information - Establish notification timeframes - Develop notification matrix of contact methods during and after business hours - Establish phone trees 	<ul style="list-style-type: none"> • NOAA (National Oceanic & Atmospheric Administration) • WHO (World Health Organization)
	6	Partner with the Security and Facilities Departments to ensure efficient and coordinated emergency response and communications throughout the response phase.	Develop a procedure that outlines the roles and responsibilities of staff and management during an event.	<ul style="list-style-type: none"> • Subject Area 1: Project Initiation and Management
	7	Establish a Command Center	Determine location(s), resources and procedures for physical and/or virtual Command Centers. <ul style="list-style-type: none"> - Determine point person for Command Center site(s) that it is to be activated. 	

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Sub-Topic #2 PLANNING & DOCUMENTING EMERGENCY RESPONSE	#	What	How	Points of Reference
	8	Establish procedures for evacuation (both internal and external) as well as for sheltering in place.	<ul style="list-style-type: none"> • Train the appropriate teams and employees in their roles. • Establish procedures to account for employees and visitors. • Consider special evacuation needs.. • Security to take sign-in sheet to assembly point. • Ensure there are multiple assembly points (NOTE: It is not advisable to visibly mark assembly points external to the building) • Partner with neighboring businesses (i.e. churches, other businesses). • Pattern with building management. 	<ul style="list-style-type: none"> • Subject Area 2: Risk Evaluation and Control • Subject Area 7: Training and Awareness • Partner with internal and external authorities to ensure compliance with local codes and ordinances
	9	Consider additional safety training opportunities in such areas as fire extinguisher training, CPR/First Aid/AED training, etc.	<ul style="list-style-type: none"> • Ensure training provided is in alignment with your municipalities and legal requirements. • May need to consult with the Legal Department, HR (special needs employees), and Health & Safety. 	<ul style="list-style-type: none"> • CERT (Community Emergency Response Team) • Red Cross • Subject Area 7: Training and Awareness • Subject Area 10: Coordination with Public Authorities

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Sub-Topic #2	#	What	How	Points of Reference
PLANNING & DOCUMENTING EMERGENCY RESPONSE	10	Identify and acquire emergency supplies for Emergency Response Team.	Issue the following to the ER Team: <ul style="list-style-type: none"> - Vests - Walkie-talkies - Clipboards, etc. - Periodically inventory and replace expired items - Bull Horn 	<ul style="list-style-type: none"> • www.fema.gov
	11	Identify and acquire emergency supplies, food, and resources (hardware, software, etc.) for Command Center – everyday and disaster specific based upon the risks identified in Threat Assessment.	<ul style="list-style-type: none"> • Obtain supplies • Periodically inventory and replace expired items • Store at Command Center in accessible secured location • Partner with supply chain (internal and/or external) 	<ul style="list-style-type: none"> • American Red Cross Readiness Kit (www.arc.org)

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Sub-Topic #2	#	What	How	Points of Reference
PLANNING & DOCUMENTING EMERGENCY RESPONSE				
	12	Develop and document methodology for communicating to employees during an incident. Include processes for when employees are at work as well as after hours.	<ul style="list-style-type: none"> • Consider implementing an automated notification system. • Develop scripts based on Threat Assessment to be customized at time of event. • Establish hotline for employees. <ul style="list-style-type: none"> - One-way status line (without ability for caller to leave message); OR - Status Line with capability for caller to leave a message. • Update the status line on a periodic basis. • Implement an awareness campaign. • Document communication plan. • Partner with Corporate Communications for approval of scripts • Identify spokesperson 	<ul style="list-style-type: none"> • Contact Lists • Automated notification system • www.fema.gov • Publish hotline number on company intranet, and/or labels affixed to employee badges. • See Subject Area 7 – Training & Awareness

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Sub-Topic #3 DOCUMENTING AN EMERGENCY RESPONSE PLAN	#	What	How	Points of Reference
Documenting an Emergency Response Plan	1	Establish Crisis Command Centers	Establish one or more centers, appropriate to your environment: primary, secondary, on-site, off-site, virtual, etc.	<ul style="list-style-type: none"> • www.fema.gov
	2			
	3			
	4			
	5			

Subject Area 5 – Emergency Response and Operations

Sub-Topic #4 EXERCISING THE EMERGENCY RESPONSE	#	What	How	Points of Reference
Exercising the Emergency Response Plan	1	Identify the appropriate exercise type to implement (i.e., Note: there could be hand-offs in place of an exercise.		
	2	Conduct emergency response exercises utilizing realistic scenarios.		
	3	When developing a full-scale exercise, ensure to involve external participants (i.e. local officials, vendors, customers, etc.).		
	4	Increase the level of simulation over time (i.e., orientation, drills, tabletop, intra-departmental, etc.) and exercise various plans annually.		
	5	Ensure primaries and alternates are involved within the exercises.		
	6	Document key findings from the exercise.		
	7	Periodically distribute key findings report to business owners until resolutions are complete.		
	8	Incorporate any significant changes resulting from the exercise and update the plan accordingly.		

External References: Standards, Guidelines & National Practice Publications

ANSI / NFPA 1600:2007 – Standard on Disaster/Emergency Management and Business Continuity Programs. National Fire Protection Association, March 2007. (Source: <http://www.nfpa.org>.)

BS 25999-1: 2006 – Business Continuity Management – Part 1: Code of Practice. BSI Business Information, November 2006. (ISBN: 0 580 49601 5. Source: <http://www.bsi-global.com>.)

Community Emergency Response Teams (CERT). <https://www.citizencorps.gov/cert/>

FEMA 141: Emergency Management Guide for Business and Industry. FEMA, October 1993. (Source: <http://www.fema.gov/pdf/library/bizindst.pdf>.)

FEMA IS-700: An Introduction to the National Incident Management System (NIMS). FEMA Independent Study Program. (Source: <http://www.training.fema.gov/emiWeb/IS/is700.asp>.)

HB 292: 2006 – Practitioners Guide to Business Continuity Management. Standards Australia /Standards New Zealand, June 2006. (ISBN: 0-7337-7472-5. Source: <http://www.sai-global.com>.)

HB 293: 2006 – Executive Guide to Business Continuity Management. Standards Australia /Standards New Zealand, June 2006. (ISBN: 0-7337-7488-1. Source: <http://www.sai-global.com>.)

Open for Business, Disaster Planning Toolkit for Small to Mid-Sized Business Owners. Institute for Business and Home Safety (IBHS), January 2005. (Source: <http://www.ibhs.org/docs/OpenForBusiness.pdf>.)

TR 19: 2005 – Technical Reference for Business Continuity Management. SPRING Singapore, 2005. (ISBN: 981-4154-13-X. Source: <http://www.spring.gov.sg>.)