HR & DR
Human Resources and Disaster Recovery

11/6/2008
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Agenda

• What is Business Continuity Planning (a.k.a BCP, DR, COOP/COG, etc.)?
• HR roles?
  – Anticipating employee issues.
  – Creating HR’s business continuity plan.
  – Interfacing with partner organizations.
• BCP – HR interactions at the CO.
EO 1014 mandates BCP at CSU:

“to maintain an ongoing program on each campus that ensures the continuity of essential functions or operations following a catastrophic event. …. As required by the state of California Executive Order S-04-06, all state agencies shall update their COOP/COG* plans consistent with these guidelines.”

* Continuity of Operations/Continuity of Government (COOP/COG)
In June of 2008 alone…

- **Tornado: Kansas State University, 6/12/08**
  - …hundreds of college students seeking shelter from the tornado that swept through K-State Wednesday night …
  - …people who didn't have power this morning wouldn't know whether to go to school or not.
  - … damaged the building housing a nuclear research reactor.

- **Fire: Butte College (Humboldt county): 6/13/08**
  - Classes were closed at the main campus.
  - More than 700 firefighters had made the campus their temporary home.

- **Flooding: University of Iowa, 6/20/08**
  - …cancellation of classes … and the evacuation of nearly 200 patients at Mercy Medical Center.
  - Twenty buildings in all were damaged on campus, $232 million damage, only $71.6 covered by FEMA.
  - U of I Arts campus closed for year.

- **Hazardous Material Spill: UC Davis, 6/23/08**
And don’t forget:

- Earthquakes
- Pandemic Flu
- Power outages
- Data Center failures
  - Hardware/software
  - Network
  - Human error
- Even the plumbing....
Human Resource Department’s Roles?

– Anticipating employee issues.
– Creating HR’s business continuity plan.
– Interfacing with partners’ BCPs.
Anticipating Employee Issues: Represented and non-represented.

- Pay policy:
  - For those asked not to report to work.
  - For those who failed to report when called.
  - For those expected to report (e.g. Extra pay?)
  - Work reassignments.
  - Hazardous work.
  - Vacation pay.
  - Extraordinary expense reimbursements (phone, travel, shelter, etc.)
  - Time reporting (FEMA claims require daily reports).

- Job descriptions and hiring policy:
  - Inclusion of BCP responsibilities in job descriptions.
  - Policy exceptions for bringing on supplemental staff quickly.

- Management of volunteer forces (employee and community).
Anticipating Employee Issues—continued.
Represented and non-represented.

• Confidentiality:
  – Distribution of emergency contact information.
  – Disabilities and medical information.
  – Employee tracking as they move.
  – Enquiries on employee/student status.

• Counseling and out-reach:
  – Manager roles and training (pre and post incident).
  – Employee Assistance Programs.
  – Resource matching: web sites, swap sites, CSU sponsored aid, etc.
  – Grieving, tributes, donations, healing.

• Long term consequences: i.e. records of exposure to hazardous materials.
Human Resource Department’s Roles?

- Anticipating employee issues.
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BCP is a continuing process: Dimensions defined in EO 1014

- Risk Assessment
- **Business Impact Analysis**
- **Business Continuity Plan (doc)**
- Training, Testing and Exercising Plans
- Maintenance

- Communication
- **Record Retention** *

* Per EO 1014: “for a period of not less than five years”.

Nov.6, 2008
Business Impact Analysis

• Establish which functions to recover.
  – Define functions and dependencies
  – Prioritize by impact + speed (i.e. “essential”).
    • Impacts: qualitative and quantitative
    • Speed:
      – Establish function recovery speed
      – Establish recovery point in time
  – Improve resilience of functions (optional).
Example: List functions, dependencies and recovery time.

<table>
<thead>
<tr>
<th>Function</th>
<th>Critical Function Description</th>
<th>Relationship to Other Organizations (If you need more space please attach a separate page and reference Table 1.1)</th>
<th>Maximum Down Time (Less than 3 days, 3 days, 1 week or 1 Month):</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Paying employees monthly</td>
<td>Serve all groups in the enterprise, Internal data center and State Controllers Office</td>
<td>Less than 3 days</td>
</tr>
<tr>
<td>2</td>
<td>Administration of leave programs (sick, FML, NDI, cat, etc.)</td>
<td>Serve all groups in the enterprise, State Controllers Office</td>
<td>1 week</td>
</tr>
<tr>
<td>3</td>
<td>Evaluating/processing changes in pay</td>
<td>Serve all groups in the enterprise, State Controllers Office</td>
<td>1 month</td>
</tr>
<tr>
<td>4</td>
<td>…etc….</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Essential functions are identified by size and speed of impact:

• What can wait?
• What must I do first?
  – Impact size
  – Impact timing
What must I do first?
Quantitative Analysis

<table>
<thead>
<tr>
<th>Function</th>
<th>Impact Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function 1</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Function 2</td>
<td>$500,000</td>
</tr>
<tr>
<td>Function 3</td>
<td>$250,000</td>
</tr>
</tbody>
</table>
What must I do first?
Quantitative Analysis

<table>
<thead>
<tr>
<th>Function</th>
<th>Impact Size</th>
<th>Impact Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function 1</td>
<td>$1,000,000</td>
<td>14 days</td>
</tr>
<tr>
<td>Function 2</td>
<td>$500,000</td>
<td>7 days</td>
</tr>
<tr>
<td>Function 3</td>
<td>$250,000</td>
<td>2 days</td>
</tr>
</tbody>
</table>
What must I do first? Qualitative Impacts

• Examples
  – Regulation
  – Reputational risk
  – Subjective estimates: Admission delays, etc.

• One approach:
  – Functional experts suggest recovery priority.
  – Executive teams normalize priorities across organizations.
A “recovery point” in time?  
Tolerance for data/productivity loss

<table>
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<th>Recovery Point</th>
<th>Recovery Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Continues but not recorded.</td>
<td>Work suspended.</td>
</tr>
</tbody>
</table>

Work Saved
Improve resilience:

• Eliminate single points of failure.
  – Dual training.
  – Redundancy built into supporting technology.
  – Split work between multiple work sites.
  – Maintain manual options, if practical.
  – Move data off-site frequently.

• Create time and inventory buffers.
Use the BIA to:

- Create the baseline for all subsequent planning.
- Set restoration priorities.
- Search out risk mitigation opportunities.

- BCP organization framework and definitions.
- Risk Assessment.
- Prioritized list (by recovery time) of essential functions.
- Lines of Succession/Delegation of Authority:
- Alternate Operating Plans:
  - Communications to:
    - internal personnel,
    - other agencies, and
    - emergency personnel.
- Protection and safeguarding of vital records and databases.
- Tests, Training, and Exercises Schedule
Lines of Succession – suggest 3 deep.

<table>
<thead>
<tr>
<th>Title</th>
<th>Key Position</th>
<th>Designees</th>
</tr>
</thead>
</table>
| HR: Senior Director    | M. Davidson  | 1) First Designee  
                          |              | 2) Second Designee  
                          |              | 3) Third Designee    |
| HR Operations: Director| S. James     | 1. B. Frank  
                          |              | 2. M. George  
                          |              | 3. J. Cain           |
| HR Benefits: Manager   | B. Clark     | 1. G. Dunne  
                          |              | 2. J. Samson  
                          |              | 3. M. Troth          |

...
“Alternate Operation”?

- What changes from “normal” processing?
- What resources do I need?
  - People/teams
  - Technology
  - Vital records
- What permissions are needed in advance for non-standard operations?
- Plan activation:
  - Who activates and how?
  - How do I contact team members?
- Communication:
  - Who needs to be informed and when?
Summary: BCP Document

- Mandated.
- Documents what will be done and why.
- Training and communications tool.
- Exercise it!
Human Resource Department’s Roles?

– Anticipating employee issues.
– Creating HR’s business continuity plan.
– Interfacing with partners’ BCPs.
Support of partners’ BCPs

• Executive/Emergency Operational Team memberships.
• HR recovery procedures used by others:
  – Payroll/benefits processing
  – Emergency “hiring”
  – Time reporting for insurance/FEMA claims
• Memorandums of Understanding.
  – Payroll processing
Q&A:
Summary:

• Business Continuity Planning is mandated.
• Human Resources teams contribute by:
  – Anticipating employee issues.
  – Creating a BCP for the HR team.
  – Supporting partners’ BCPs.