

# Workshop on Private Sector Emergency Preparedness

Summary of Proceedings and  
Resource Guide

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***APEC Emergency Preparedness Working Group,  
1–3 August 2011, Sendai, Japan***

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# **Workshop on Private Sector Emergency Preparedness**

## **Summary of Proceedings and Resource Guide**

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# WORKSHOP SUMMARY

APEC economies are committed to enhancing human security and reducing disruption to business and trade caused by emergencies and natural disasters. By sharing best practices and lessons learned, APEC economies can strengthen the private sector's preparedness and expedite recovery from disaster. In collaboration with APEC's Emergency Preparedness Working Group (EPWG), the United States and Japan cosponsored the *APEC Workshop on Private Sector Emergency Preparedness* August 1–3, 2011 in Sendai, Japan. This was the first such inter-governmental meeting held in an area affected by the March 11, 2011 Great East Japan Earthquake. .

Workshop participants discussed private sector preparedness and business continuity planning (BCP) in APEC economies; shared case studies to highlight the successes and challenges experienced by the private sector in the region; and discussed practical guidance and tools to encourage BCP adoption among APEC economies. The workshop also provided an opportunity for Japan to share its progress in recovering from the Great East Japan Earthquake.

The purpose of this report is to provide a summary of themes and issues raised at the workshop and share a list of resources available on private sector preparedness and BCP throughout the APEC region. The reference guide, Chapter 2 in this compendium, directs APEC policymakers, private sector representatives and researchers to a wide array of reference material to inform the planning and executing of BCP programs and strategies.

A full transcript of the workshop and related materials can be viewed at [www.apec-epwg.org](http://www.apec-epwg.org) (*username: apecpewg; password: epwg2011*).

## Strategic Conclusions

Workshop participants recognized the relationship between BCP and community resilience, and the central role that the private sector must play. APEC economies shared the following assumptions and best practices for BCP development and implementation:

- APEC economies must adapt BCP to fit the local context. At the same time, precise definitions of technical and legal BCP terminology and a common understanding of the terms are needed to facilitate intergovernmental coordination and improve outreach to the private sector.
- Development of effective BCPs must account for dynamic factors unique to the particular business environment and engage industry partners and suppliers through a collaborative process during development and implementation.
- Individual firms should commit resources to internal BCP auditing to ensure BCP strategies align with needs and to assess the effectiveness of training programs. Internal audits should be conducted by BCP experts.
- APEC economies must collaborate on making a business case for voluntary standards and must find incentives for the private sector to establish BCP.

- Leadership in APEC economies can play a role in developing the private sector's competency in preparing BCP, including supporting train-the-trainer initiatives.

## Status of BCP in the Region

The Asian Disaster Preparedness Center (ADPC) presented preliminary results of a recent APEC survey that assessed BCP in the Asia-Pacific region. The results identify obstacles and bottlenecks to private sector emergency preparedness and BCP. Workshop participants expressed interest in collaborating to learn how to craft appropriate policy responses to those challenges. Workshop participants agreed that they would like to see a follow-up assessment in a few years to gauge progress.

## Case Studies from the Private Sector

Firms from Japan and other APEC economies presented case studies on BCP implementation. These firms represented a broad spectrum of the business community, from Small and Medium Enterprises (SMEs) to large, multinational corporations (MNCs). The case studies examined responses to recent disasters, including the Great East Japan Earthquake. Firms shared their experiences in reviewing and revising risk assumptions, managing supply chains, and strengthening collaboration with industry partners to improve the speed and effectiveness of response and recovery. The discussions arrived at the following conclusions:

- Firms need to exercise flexibility to adapt BCP when a disaster occurs.
- Depending on the resources available, firms should be prepared to conduct a damage assessment immediately after a disaster to identify needs, inform how contingency plans should be activated, and how a BCP should be refined.
- Firms should be able to deploy multiple forms of communication during and after a disaster, depending on the circumstances. Continuity plans should provide for various scenarios of communication failure.
- Firms should establish contingency plans for power generation.
- BCPs should be tested periodically, and comprehensive, recurring training should be provided to employees. Training should include firm-wide training on premises, as well as community or national-level training if available.
- Firms should try to maintain buffer inventory in addition to standard inventory to compensate for cyclical market fluctuations. A buffer inventory would help firms continue operating and responding to clients' needs even if certain critical business functions are temporarily disrupted.
- Some firms use BCM software to ensure consistency in their business continuity program in all locations. Pilots were conducted before a complete sensitization program was rolled out.
- Firms have used self-assessment checklists to encourage senior managers to provide regular input to refine BCP.
- Firms also expressed interest in information management and communication during disasters. Firms require strategies to communicate effectively and corroborate information before distributing it to employees, government, and business partners. Providing employees with access to reliable, real-time news and information is a challenge.
- Collaboration can give rise to innovative approaches to strengthening community resilience. Australia provided an example of the financial sector's collaboration on the ATM in a box

powered by a generator as a temporary measure allowing disaster survivors to withdraw cash.

- Workshop participants expressed interest in learning how the private sector can collaborate on minimizing disruption to supply chains during disasters. APEC economies agreed that there is a lack of understanding of how bottom-tier suppliers are affected during disasters.
- Firms can sign memoranda of understanding with business partners and alternative suppliers in advance to strengthen contingency planning.
- SMEs must be encouraged to cooperate with government and other private sector entities, given SMEs' knowledge and understanding of inherent weaknesses in supply chains.
- A combination of voluntary standards, regulatory norms and market-based incentive schemes should be applied to encourage SMEs to participate in BCP.
- Workshop participants agreed that SMEs need help managing the cost of participating in continuity planning for supply chain management.
- Some firms plan to evaluate suppliers for BCP during the contract renewal process.

## BCP Resources and Outreach Issues

APEC economies shared a number of BCP resources and outreach strategies with the private sector. The following resources were shared at the workshop:

- The United States shared its experience with the *Ready Business Campaign* and the voluntary Private Sector (PS)-Prep Program to promote private sector preparedness, including disaster management, emergency management and business continuity programs. Certification and accreditation for the three standards adopted by the U.S. Department of Homeland Security are managed by an independent, accredited third party.
- Singapore shared its experience developing its national standard, SS540, adapting it from UK's BS25999. SS540 now may serve as a model for other APEC economies. Through a collaborative process, Singapore sought input and expert advice from BCM institutes and authorities around the world. This is an important aspect of effective outreach.
- Indonesia discussed its ongoing work to develop a disaster resource partnership national network. This applies methodologies from the World Economic Forum's Disaster Resource Partnership that enable the strengths and capabilities of engineering and construction firms to be mobilized during and after a crisis. This is the first step for Indonesia to hear the voice of the private sector in disaster response and humanitarian assistance coordination. It is envisioned that the new network will be a gateway for further private sector participation from other sectors. Other APEC economies can benefit from the resources available from Indonesia's Disaster Resource Partnership.
- APEC economies should continue to foster public-private partnerships—coordinating communication strategies, developing dedicated private sector-government liaison teams, preparing legal agreements between government and private sector entities, and facilitating representation by the private sector in traditional government emergency preparedness, response, and recovery activities.
- APEC economies should use social media to communicate with stakeholders during a crisis.

Chapter 2, Resource Guide, contains additional resources and links.

Chinese Taipei announced that it plans to seek APEC endorsement for a multiyear project to help APEC economies understand the capacity building needs of SMEs throughout the Asia-Pacific region, which will inform the development and execution of training initiatives in business continuity management.

Through robust cooperation among governments, communities, and the private sector, APEC can strengthen disaster preparedness and response. It is hoped that some of the issues raised and recommendations made at the workshop will inform future programs.

# RESOURCE GUIDE

The purpose of this reference guide is to support the development of emergency preparedness capabilities by informing policymakers and the private sector of the resources available on business continuity planning (BCP) throughout the Asia-Pacific region. This document directs APEC policymakers, private sector representatives and researchers to a wide variety of entities that are involved in executing BCP programs and strategies. This is not intended to be an exhaustive list, but rather a useful reference for APEC partners and stakeholders engaged in private sector preparedness and BCP outreach and implementation.

## Guidance

### *Continuity Central*

<http://www.continuitycentral.com/index.htm>

Continuity Central is a comprehensive and frequently updated one-stop portal for BCM news and information. It provides structured listings of news articles, white papers and links to external resources. Material can be searched by region, sector (such as finance, manufacturing, and retailing) and BCM-specific topics (such as software, statistics and testing). Users can sign up for a free weekly e-mail newsletter.

### *BCMpedia – Business Continuity and Disaster Recovery Glossary in Wiki*

<http://www.bcmpedia.org>

BCMpedia is the most comprehensive business continuity, disaster recovery, BCM audit and pandemic flu glossaries and definitions made available for free on a wiki platform. The BCMpedia is built around key definitions while feature interpretations of terms from international BCM standards such as the British Standards for Business Continuity Management BS25999, Singapore Standard SS540 Business Continuity Management and ANSI/ASIS SPC.1-2009 Standard, Organizational Resilience: Security, Preparedness and Continuity Management Systems. BCMpedia remains an open community where thought leaders and experts from the business continuity, disaster recovery and other related industries contribute and review its contents.

### *Business Continuity Guidelines—Reducing the Impact of Disasters and Improving Responses to Disasters by Japanese Companies*

<http://www.bousai.go.jp/MinkanToShijyou/guideline01e.pdf>

Produced by the Japanese Cabinet Office's Central Disaster Management Council, this manual outlines guidelines and good practices for Japanese corporations to design and implement BCP. The document introduces the characteristics of effective BCP strategies and outlines the role of management in shaping the design and implementation of BCP to restore critical operations by a target recovery time after an earthquake. Issues discussed include staffing and human resources, communications procedures, and information management.

### *Business Continuity Planning at Financial Institutions*

[http://www.boj.or.jp/en/announcements/release\\_2003/data/FSK0307a.pdf](http://www.boj.or.jp/en/announcements/release_2003/data/FSK0307a.pdf)

Developed by the Bank of Japan for financial institutions, this document provides an overview of the BCP process aimed at addressing the management challenges triggered by natural

disasters and other emergencies. The guide outlines the practical aspects of BCP implementation, including formulating a responsive project management framework and implementing action plans to establish effective decision-making procedures, maintain open and fluid communication, and formulate practical and easily understood operational manuals. The guide also provides an introduction to annual training and testing programs for BCP.

Problem

### *Guidelines on Formulating and Operating BCPs for SMEs*

[http://www.chusho.meti.go.jp/keiei/antei/download/110728JapanBCP\\_SME\\_Eng.pdf](http://www.chusho.meti.go.jp/keiei/antei/download/110728JapanBCP_SME_Eng.pdf)

These guidelines were created by the Japanese Agency for Small and Medium-sized Enterprises. They are intended to assist managers of SMEs who have decided on the need for a Business Continuity Plan (BCP). Specifically, the guidelines detail the recommended procedures for creating a BCP, the steps involved in implementing that BCP, and the associated costs with responding to and recovering from a potential crisis. Downloadable forms, useful for planning purposes, are also included.

### *Business Continuity Management Guidelines*

[http://www.mas.gov.sg/resource/legislation\\_guidelines/risk\\_mgt/BCMGuidelines.pdf](http://www.mas.gov.sg/resource/legislation_guidelines/risk_mgt/BCMGuidelines.pdf)

The Monetary Authority of Singapore issued this list of BCM principles to guide Singaporean firms during emergencies to ensure a quick recovery of business functions. The principles are broad and therefore can be tailored to fit firms' unique recovery expectations and needs.

### *HB 221-2004 – Business Continuity Management Handbook*

<http://www.saiglobal.com/PDFTemp/Previews/OSH/as/misc/handbook/HB221-2004.PDF>

Published jointly by Standards Australia and Standards New Zealand, this handbook aims to outline a broad framework and core processes that should be incorporated into a comprehensive BCM process. The BCM framework is intended for a wide range of businesses and scenarios. The handbook is supplemented by a separate workbook for use by BCM practitioners. The workbook contains several templates and provides easy-to-follow procedures that can be implemented at different levels of an organization; such as developing information technology (IT) recovery plans, or at the strategic level, linking risk management and corporate governance with the BCM program.

### *HB 292-2006: A Practitioners Guide to Business Continuity Management*

<http://infostore.saiglobal.com/store/Details.aspx?ProductID=568883>

Standards Australia created this guide to provide an overview of generally accepted and new practices used in Australasia, the United States, and the United Kingdom, expanding on the principles laid out in Business Continuity Management Handbook. The guide sets forth the steps necessary to establish a BCM framework and manage the resulting program. It contains several templates, such as a BCM commencement checklist, risk assessment checklist, business impact analysis checklist, and strategy development checklist for businesses to use at each step. Examples of threats and hazards, priority triage rating frameworks, and consolidated resource mapping are included.

### *HB 293-2006: Executive Guide to Business Continuity Management*

<http://www.saiglobal.com/PDFTemp/Previews/OSH/as/misc/handbook/HB293-2006.pdf>

This guide, published by Standards Australia, gives senior managers an overview of the concepts and processes required to implement and maintain an integrated, robust BCM program. It complements HB 292-2006: A Practitioners Guide to Business Continuity Management by serving as a navigational aid to its comprehensive information. The guide

summarizes the BCM process steps outlined in the Practitioners Guide and lists the corresponding sections on each page.

### *Hazard Assessment for Business*

[http://www.pdc.org/TAK/Business/NZ\\_Business\\_Planning\\_Guides.pdf](http://www.pdc.org/TAK/Business/NZ_Business_Planning_Guides.pdf)

Produced by the New Zealand Ministry of Civil Defence Public Education Advisory Committee, this manual provides general assistance to business managers in planning for a wide range of technological and natural hazards. The manual recommends that firms identify and assess potential hazards, assess their preparedness, and plan accordingly. The manual addresses eight hazard groups: atmospheric; geologic; hydrologic; wildfire; manufacturing; storage; transport; and waste and contamination. It recommends that firms also consider such hazards as electrical malfunction, internal flood, bomb threat, and civil disturbance in their plans. The manual provides the checklists for hazard assessment; internal hazard; vulnerability; and preparedness and planning.

### *Planning and Preparedness for Business*

[http://www.pdc.org/TAK/Business/NZ\\_Business\\_Planning\\_Guides.pdf](http://www.pdc.org/TAK/Business/NZ_Business_Planning_Guides.pdf)

This manual, developed by the New Zealand Ministry of Civil Defence Public Education Advisory Committee, consists of seven checklists for compiling business continuity plans. The checklists help businesses determine whether they have the procedures and resources in place to respond to an emergency. The points raised are intended to minimize initial impact and promote business recovery. Firms can identify any deficiencies and amend their business continuity plans accordingly. The manual also provides a checklist to assist businesses in evaluating their awareness and training needs in emergency preparedness.

### *Dialogue among APEC Economies, Business Community, Key International and Regional Partners on Emergency Preparedness*

[http://publications.apec.org/publication-detail.php?pub\\_id=152](http://publications.apec.org/publication-detail.php?pub_id=152)

This compilation of presentations from the APEC Task Force for Emergency Preparedness (TFEP) workshop Dialogue among APEC Economies, Business Community, International and Regional Partners on Emergency Preparedness examines past disasters in the Asia-Pacific region and challenges faced by APEC economies in risk reduction and emergency preparedness. The compilation includes short descriptions of disaster preparedness and business recovery strategies and tools used in APEC economies. Several presentations detail APEC's vision of disaster management and emergency preparedness and response. The document also presents possibilities for information-sharing among APEC economies, the business community and international and regional partners.

### *Emergency Management Audit for Business*

[http://www.pdc.org/TAK/Business/NZ\\_Business\\_Planning\\_Guides.pdf](http://www.pdc.org/TAK/Business/NZ_Business_Planning_Guides.pdf)

Produced by the New Zealand Ministry of Civil Defence Public Education Advisory Committee, this manual enables firms to audit their emergency preparedness measures and incorporate new hazards into their emergency plans. The guide contains checklists to assess whether all potential hazards have been identified; staff and facility are sufficiently prepared, necessary resources are on hand; and emergency response has been organized. The guide also includes checklists assessing preparedness for different kinds of hazards, including fires, earthquakes, floods, storms, volcanic eruptions, chemical alerts, and tsunamis.

### ***Business Continuity Guide***

[http://www.aema.alberta.ca/documents/ema/bcp\\_guide\\_March\\_2007.pdf](http://www.aema.alberta.ca/documents/ema/bcp_guide_March_2007.pdf)

Prepared by the Business Continuity Planning Section of the Alberta (Canada) Emergency Management Agency, this guide provides a practical step-by-step guide for developing comprehensive business resumption and continuity procedures. It consists of five distinct modules, each with multiple templates and annexes to support different stages of the BCM process. This guide includes a template that outlines how to approach risk assessment, business impact analysis, and continuity activities assessment. In addition, the guide provides a training curriculum and sample validation exercises as well as a series of templates with activities suggested for monthly, quarterly, semiannual, and annual intervals. Evaluation practices are also recommended.

### ***TM-G-2 Supervisory Policy Manual: Business Continuity Planning***

<http://www.info.gov.hk/hkma/eng/bank/spma/attach/TM-G-2.pdf>

Produced by the Hong Kong Monetary Authority, this manual sets out the HKMA's supervisory approach to business continuity planning and the practices expected to be considered by authorized institutions. It also specifies senior managers' responsibilities for overseeing business continuity planning and the steps in formulating and maintaining the business continuity plan. The manual also provides several prospective models for businesses.

### ***BCI Good Practice Guidelines***

<http://www.thebci.org/gpg.htm>

Developed by the Business Continuity Institute (BCI), this guide outlines business continuity good practices covering the six phases of the BCM lifecycle. The guide supports businesses in formulating a business continuity policy and plan. It describes tools such as business impact analysis, continuity recovery requirements analysis, and risk assessment that might help businesses in developing business continuity plans. The guide also outlines an exercise program for testing the plan and identifying deficiencies.

### ***Guidelines on Business Continuity Management – Central Bank of Malaysia***

This set of guidelines and principles was introduced by the Central Bank of Malaysia in 2008 to provide a practical framework for BCM implementation by Malaysian financial institutions. The document provides detailed information on various themes in BCM including but not limited to risk assessment, budget impact analysis, management and communication strategies and testing methods. Appendices include document submission lists, strategy templates and Central Bank contact information.

### ***Principles and Checklist of Financial Crisis Management for APEC SMEs***

<http://www.apecscmc.org/files/Principles and Checklist of Financial Crisis Management for APEC SMEs.pdf>

This document is the output of APEC Symposium on SME Strategies to Manage the Impacts of the Global Financial Crisis held in 2009 in Taipei and was endorsed by 2009 APEC SME Ministerial Meeting. The authors collected and analyzed related experiences and cases of SMEs' response to the global financial crisis. The handbook will help SMEs in all APEC member economies to cultivate the ability to analyze and evaluate the global economic environment effectively. The principles and corresponding checklist guide SMEs in preparing for and responding in the short- and medium-term to global financial crises.

### *Organisational Resilience: A Position Paper for Critical Infrastructure*

[http://www.tisn.gov.au/www/tisn/rwpattach.nsf/VAP/\(689F2CCBD6DC263C912FB74B15BE8285\)-Organisational+Resilience+PDF.pdf/\\$file/Organisational+Resilience+PDF.pdf](http://www.tisn.gov.au/www/tisn/rwpattach.nsf/VAP/(689F2CCBD6DC263C912FB74B15BE8285)-Organisational+Resilience+PDF.pdf/$file/Organisational+Resilience+PDF.pdf)

Developed by the Australian Government Resilience Expert Advisory Group (REAG) of the Trusted Information Sharing Network (TISN) for Critical Infrastructure Resilience. This paper introduces the concept of organisational resilience – an approach that assists in the management of unforeseen or unexpected risks, i.e. those risks that, while plausible, might never have been experienced by an organisation before, are not categorised as foreseeable, and are not part of formal risk management processes or business continuity exercises. This paper seeks to set out a set of core resilience principles and attributes for critical infrastructure organisations, as well as a foundation for the tailoring of these attributes for organisations to consider and implement as appropriate.

## Hazard Specific

### *APEC Pandemic Flu Planning Guide for SMEs*

[https://www.abaconline.org/v4/sme-01-26-09/08\\_sme\\_APEC\\_Guide\\_Pan\\_Flu\\_Plan\\_SMEs.pdf](https://www.abaconline.org/v4/sme-01-26-09/08_sme_APEC_Guide_Pan_Flu_Plan_SMEs.pdf)

Prepared by APEC, this fact sheet provides succinct guidelines to help SMEs preserve their business in the event of a flu pandemic. The document outlines useful procedures and strategies to consider in developing an effective business continuity plan and strategies to regularly test and update BCP strategies to ensure its continued utility.

### *Influenza Pandemic Planning Business Continuity Planning Guide*

<http://www.med.govt.nz/upload/27552/Business-Continuity-Planning.pdf>

The New Zealand Ministry of Health produced this planning guide to assist New Zealand businesses in planning for a possible influenza pandemic. The guide contains short-, medium-, and long-term continuity strategies for ensuring necessary resources are available and communications with suppliers and customers are maintained. The guide also provides background information on influenza pandemics, possible pandemic scenarios, estimates of the impact of a pandemic on the workforce, and elements of an organization-specific business continuity plan.

### *A Flu Pandemic Business Continuity Guide for SMEs (available in Chinese and English)*

[http://app.crisis.gov.sg/Data/Documents/H1N1/Flu\\_Pandemic\\_Business\\_Continuity\\_Guide\\_24June2009.pdf](http://app.crisis.gov.sg/Data/Documents/H1N1/Flu_Pandemic_Business_Continuity_Guide_24June2009.pdf)

Developed by Spring Singapore with principles set forth in the Singapore Standard for Business Continuity Management SS540, this business continuity planning guide aims to help enterprises deal with an Influenza A (H1N1) or Avian Flu A (H5N1) pandemic. The guide can be adapted to meet the needs of varying sizes of businesses and organizations. It recommends actions for businesses to take at each alert code (as determined by the Ministry of Health) to maintain operations by mitigating risks to staff, business functions, infrastructure, and stakeholders.

### *Being Prepared for a Human Influenza Pandemic: A Business Continuity Guide for Australian Businesses*

<http://www.business.gov.au/BusinessTopics/Insurance/Documents/BusinessContinuityGuideforAustralianBusiness.pdf>

This guide, developed by the Department of Innovation, Industry, Science and Research, assists Australian businesses in preparing for a human influenza pandemic. The document details the impacts such a pandemic might have on businesses and recommends steps for maintaining business continuity. It emphasizes the necessity for firms to consider and account

for all potential disruptions stemming from a pandemic and maintain communication within the organization and with stakeholders during and after a pandemic. Frequent plan testing is recommended to evaluate its continued effectiveness. The guide also contains a pandemic planning checklist with which firms can assess preparedness.

***Influenza Pandemic: Continuity Planning Guide for Canadian Business***

[http://www.cme-mec.ca/pdf/CME\\_Pandemic\\_Guide.pdf](http://www.cme-mec.ca/pdf/CME_Pandemic_Guide.pdf)

Prepared by the Canadian Manufacturers and Exporters, this guide aims to promote best practices in planning for an influenza pandemic. The guide provides background context on the characteristics and economic impact of a pandemic. It includes a summary checklist for business pandemic continuity planning. The document recommends responsibilities and actions for businesses in accordance with government-established alert levels. The guide also describes certain human resource issues to consider when developing a business continuity plan and outlines steps to take to ensure an effective communications network in the event of a pandemic.

***Manual para la preparación de Instituciones ante una Pandemia de Influenza (available in Spanish)***

[http://www.cenavece.salud.gob.mx/emergencias/descargas/plan-pdfs/manual\\_instituciones\\_20jun07.pdf](http://www.cenavece.salud.gob.mx/emergencias/descargas/plan-pdfs/manual_instituciones_20jun07.pdf)

Produced by Mexico's Secretariat of Health, this manual is designed to increase awareness of recommended actions for government institutions and public and private sector organizations before, during, and following an influenza pandemic. The guide outlines the steps to developing a plan from diagnosis to recovery. The manual also includes a checklist for firms to assess preparedness in maintaining business continuity and a guide to effective communications strategies and models.

***Manual: Business Continuity Planning (available in Bahasa Indonesia)***

[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms\\_151900.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms_151900.pdf)

The International Labour Office (ILO) Country Office for Indonesia developed this training manual on business continuity planning to assist Indonesian companies in preparing for crisis and disaster. The manual provides training modules on establishing a simple business continuity framework that can be adapted to varying crises. The guidebook was designed to support companies in implementing internal training on business continuity planning, and covers the process from initial design to testing.

***Self-Learning Guide for Business Continuity Plan for Pandemic Influenza Preparedness Plan, 2009***

[http://beid.ddc.moph.go.th/th\\_2011/images/file/file-2011-03-04-21.pdf](http://beid.ddc.moph.go.th/th_2011/images/file/file-2011-03-04-21.pdf)

Developed by the Thai Ministry of Public Health, this guide presents the definition, objectives, guidelines, and steps in business continuity plan development. The BCP development guidelines outline procedures for managing the impact of pandemics on personnel and customers and allocating resources accordingly. An appendix includes examples of BCP implementation as well as a list of responsible organizations in Thailand.

***Protecting Your Employees and Business from Pandemic Human Influenza: Action Manual for Small- and Medium-sized Enterprises***

[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_101422.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_101422.pdf)

Developed by the International Labour Organization, with the support of UN System Influenza Coordination and UN Office for the Coordination of Humanitarian Affairs Regional Office for

Asia and the Pacific, this manual was designed to help small and medium-sized enterprises develop preparedness plans for pandemic human influenza. The manual includes an action checklist which identifies specific strategies to protect employees and businesses and ensure the situation is effectively monitored. The manual also includes a list of information sources specific to Thailand.

## ABAC

### *List of Useful Websites for Influenza Pandemic Preparedness in Business Sector*

<https://www.abaconline.org/v4/content.php?ContentID=3890>

The APEC Business Advisory Council (ABAC) has compiled a list of online influenza pandemic preparedness resources for the private sector on its website. The list includes resources developed by the World Health Organization, World Bank, International Civil Aviation Organization, International Air Transport Association, UN World Tourism Organization, International Monetary Fund, and International Labour Organization as well as the governments of Australia, Canada, Hong Kong, China, Japan, Mexico, New Zealand, Singapore, Thailand, and the United States. The list also contains a variety of materials produced by business groups, private companies, and academia, such as the Business Continuity Institute, Marsh's Risk Consulting Practice and Kroll Inc., and the Harvard School of Public Health, Division of Public Health Practice.

### *Influenza Pandemic Preparedness Checklist*

<https://www.abaconline.org/v4/sme-checklist.php>

Developed by ABAC in cooperation with UN System Influenza Coordination (UNSIC), this checklist was developed to assist small and medium enterprises in preparing for an influenza pandemic based on the APEC Pandemic Flu Planning Guide for SMEs developed by the APEC SME Working Group, and *Protecting Your Employees and Business from Pandemic Human Influenza: Action Manual for Small- and Medium-sized Enterprises* produced by the ILO, with the support of UNSIC and UN OCHA Regional Office for Asia and the Pacific. Participants can mark the status of various activities in preparation or in response to a pandemic and submit the completed checklist electronically. Scores are automatically given and recommendations for further pandemic planning are provided.

### *ABAC Initiatives in Business Contingency/Continuity Planning and Disaster Preparedness for Avian Flu*

[http://aimp.apec.org/Documents/2006/HTF/HTF1/06\\_hf1\\_004.doc](http://aimp.apec.org/Documents/2006/HTF/HTF1/06_hf1_004.doc)

Summarizing dialogue at a public seminar on business continuity planning and disaster preparedness, this document provides guidance to assist businesses in preparing business continuity plans that balance employee safety and responsibility to shareholders. The paper includes a 12-point checklist to help businesses identify critical operations and formulate a plan that ensures the necessary personnel, resources, and infrastructure.

## APEC SME Working Group

### *APEC SME Disaster and Emergency Preparedness Checklist*

[http://aimp.apec.org/Documents/2005/MM/SMEMM/05\\_smemm\\_011.doc](http://aimp.apec.org/Documents/2005/MM/SMEMM/05_smemm_011.doc)

This checklist – produced by the APEC SME Working Group –helps small business owners develop a plan to prepare their firms for emergencies. The document allows businesses to

identify their capabilities and address any vulnerabilities in their continuity plans. The document also supports firms in conducting regular exercises to test the continued effectiveness of these plans and modify as necessary.

### *Pandemic Preparedness for Business Continuity for SMEs*

[http://app.crisis.gov.sg/Data/Documents/H1N1/Flu\\_Pandemic\\_Business\\_Continuity\\_Guide\\_24June2009.pdf](http://app.crisis.gov.sg/Data/Documents/H1N1/Flu_Pandemic_Business_Continuity_Guide_24June2009.pdf)

Created by Singapore for a Pandemic Influenza Train the Trainer Workshop, this presentation offers case studies on the impacts of disaster on businesses, and highlights key how-tos of business continuity planning. The presentation summarizes information from “A Flu Pandemic Business Continuity Guide for SMEs” developed by Spring Singapore. It also details what the various alert levels mean and the recommended response actions. The presentation included a practical workshop session to assist small businesses in understanding the likely impacts of influenza pandemic on their businesses and beginning their preparations for a potential pandemic.

## Programs, Tools, and Training

### *ReadyBusiness (available in English and Spanish)*

<http://www.ready.gov/business/>

Launched by the U.S. Department of Homeland Security, the Ready Business website provides practical guidance and easy-to-use templates to help firms plan for emergencies. The site recommendations reflect the Emergency Preparedness and Business Continuity Standard (NFPA 1600) developed by the National Fire Protection Association and endorsed by the American National Standards Institute and the Department of Homeland Security. The download-ready templates include a sample emergency plan, an emergency supplies checklist, an insurance discussion form, and a computer inventory form. It also provides useful links to resources providing more detailed business continuity and disaster preparedness information.

### *American Red Cross Ready Rating™ Program*

<http://readyrating.org/>

The American Red Cross Ready Rating program is a free, self-guided program designed to help businesses, organizations, and schools become better prepared for emergencies. Potential members must complete a 123-point self assessment of their level of preparedness. The Red Cross Ready Rating 123 Assessment tool consists of 71 questions grouped into five sections that score emergency preparedness efforts in terms of commitment, knowledge of hazard vulnerability, emergency planning, plan implementation and community resiliency. The 123 Assessment has been aligned with the federal government’s private sector preparedness standards (PS-Prep). The detailed Ready Rating Program Guide guides companies through the five cornerstone preparedness actions of the Ready Rating program. These steps and recommendations are grounded in scientific research, best practices and/or expert opinion from respected professionals representing multiple disciplines and perspectives.

### *Prepare My Business.org*

<http://www.preparemybusiness.org/>

Co-sponsored by the U.S. Small Business Administration and Agility Recovery Solutions, this website provides resources in planning, education, testing and disaster assistance to small businesses. The site offers a variety of templates, including disaster recovery process checklist, risk assessment, vendor assessment, emergency communications plan, disaster

recovery kit checklist, and materials for such specific hazards. The site also hosts free, educational Webinars each month to help businesses plan your business continuity and disaster recovery strategy. Visitors can view the schedule of upcoming webinars, and access materials from past webinars in an archive. The site offers guidelines on testing a continuity plan and such supporting documents as a tabletop testing checklist, FEMA's Testing Training and Exercise Program, and the Federal Financial Institutions Council Business Continuity Planning Booklet. The site also provides emergency preparedness and disaster assistance resources, including fact sheets and application information for SBA low-interest disaster loans.

### *How Prepared Are You? Business Continuity Management Toolkit*

<http://www.cabinetoffice.gov.uk/content/business-continuity>

Developed by the UK Civil Contingencies Secretariat, in partnership with stakeholders, this toolkit guides businesses through the steps necessary to implement business continuity management. Although applicable to all sizes of organizations, the toolkit has been developed specifically for small and medium organizations. The toolkit includes key documents, such as the Business Continuity Management Standard (BS25999), a pandemic influenza checklist, and a fuel shortage checklist, and links to useful outside resources. The toolkit also provides a recommended emergency pack list, which includes documents and equipment essential to implementing a business continuity plan.

### *Open for Business®*

<http://www.ibhs.org/>

The Institute for Business and Home Safety (IBHS) developed Open for Business®, a free guide to business continuity planning for small to mid-sized businesses. The toolkit offers a business preparedness self-assessment and guidance for preparing a business continuity plan and a property protection plan. The guide includes forms with which firms can create a basic customized business continuity plan. Step-by-step instruction is available with a series of eight 15-25 minute multi-media trainer sessions.

### *FEMA Private Sector Division Exercises*

<http://www.fema.gov/privatesector/exercises.shtm>

The FEMA Private Sector Division, Office of External Affairs created this tabletop exercise series to help private sector organizations advance their organization's continuity, preparedness and resiliency. The series supports division efforts to incorporate the private sector across all stages of FEMA's emergency management mission, to support FEMA's capabilities, and to enhance national preparedness, protection, response, recovery, and mitigation of all hazards. The exercise entails response to a multi-state catastrophic earthquake scenario. It aims to enable organizations to assess and validate capabilities in immediate response and long term recovery. Previous exercises, the FEMA Critical Power Failure Tabletop Exercise and the FEMA Hurricane Tabletop Exercise, are also available on the site.

## **Hazard Specific**

### *FEMA Earthquake Information for Businesses and Other Organizations*

[http://www.fema.gov/plan/prevent/earthquake/info\\_business.shtm](http://www.fema.gov/plan/prevent/earthquake/info_business.shtm)

FEMA offers several resources to help businesses reduce the likelihood that earthquakes will injure employees, customers, or other workplace visitors, damage workplaces, or jeopardize the survival of an organization. Resources include fundamental seismic safety information

and information on QuakeSmart, a program designed to help local businesses mitigate earthquake losses and resume operations again as quickly as possible after a disaster. The site also provides links to earthquake training and technical assistance materials, including publications and training resources; building codes and seismic retrofitting information, and earthquake contacts information.

*Doing Business During an Influenza Pandemic: A Toolkit for Organizations of All Sizes*

<http://www.cidrap.umn.edu/cidrap/files/33/cidrap-shrm-hr-pandemic-toolkit.pdf>

Prepared by the Center for Infectious Disease Research and Policy (CIDRAP) at the University of Minnesota with assistance from the Society for Human Resource Management (SHRM), this toolkit aims to help businesses plan for and respond to pandemic influenza. This document provides model policies, templates, checklists, tips, and first-person accounts. It offers a checklist divided into two parts that correspond with recommendations listed in the Centers for Disease Control and Prevention (CDC) publication, "Quick Reference for Businesses and Employers 2009-2010 Influenza Season Planning and Response." Each step recommended by the CDC is linked to content in this toolkit. The checklist can be used to assess an organization's level of preparedness, identify gaps, and benchmark efforts.

## Voluntary Standards for Private Sector Preparedness

*U.S. Voluntary Private Sector Preparedness Accreditation and Certification Program (PS-Prep)*

[http://www.fema.gov/media/fact\\_sheets/vpsp.shtm](http://www.fema.gov/media/fact_sheets/vpsp.shtm)

The Voluntary Private Sector Preparedness Accreditation and Certification Program (PS-Prep) was created to enhance nationwide resilience in an all-hazards environment by encouraging private sector preparedness. The program provides a mechanism by which a private sector entity may be certified by an accredited third party establishing that the private sector entity conforms to one or more preparedness standards adopted by DHS. DHS encourages all private sector entities to consider seeking certification on the following standards adopted by DHS:

- ***ASIS SPC.1-2009***  
<http://www.asisonline.org>  
The ANSI/ASIS SPC.1-2009 Standard, Organizational Resilience: Security, Preparedness and Continuity Management Systems—Requirements with Guidance for Use, provides a holistic approach to cost-effectively improving any organization's resilience and preparedness performance. The standard provides a framework for assessing the risks of disruptive events; developing a strategy for prevention, response and recovery; establishing performance criteria; and evaluating opportunities for improvement. It is the only American National Standard in the PS-Prep program that is 100 percent compatible with ISO standards, enabling a cost-saving integrated application with other internationally recognized ISO standards.
- ***British Standards Institution 25999***  
<http://shop.bsigroup.com>  
BS 25999 is the first British standard for BCM. It offers general guidance and seeks to establish processes, principles and terminology for BCM, and BS 25999-2:2007 Specification for Business Continuity Management specifies requirements for implementing, operating and improving a documented BCM system, describing only requirements that can be objectively and independently audited.

- ***National Fire Protection Association 1600: Standard on Disaster/Emergency Management and Business Continuity Programs***

<http://www.nfpa.org>

The NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs outlines the criteria for a program that addresses disaster recovery, emergency management, and business continuity. The standard addresses methodologies for defining and identifying risks and vulnerabilities and provides planning guidelines for promoting short-term recovery and long-term continuity of operations.

***Singapore Standard for Business Continuity Management SS540***

<http://www.ss540.org>

The Singapore Standard for BCM SS540 provides a framework for analyzing and implementing strategies, processes and procedures to address threats that may disrupt an organization's critical business functions. The standard specifies the requirements for organizations intending to build competence, capacity, resilience and readiness to respond to and recover from events that disrupt normal business operations and activities.

***Malaysian Standard MS1970***

<http://www.msonline.gov.my/>

Developed by the Malaysian Department of Standards' Technical Committee on Business Continuity Management, the Malaysian Standard MS 1970 Business Continuity Management Framework provides a standard framework for developing business continuity plans for organizations in Malaysia. The standard includes the recommended sequence of steps and the minimum deliverables expected from each stage in formulating a business continuity plan. The framework incorporates a life cycle of processes and controls to ensure that any change in business operations is reflected in the business continuity plan.

***CSA Z1600: Standard on Emergency Management and Business Continuity Programs***

<http://shop.csa.ca/en/canada/invt/27028572008>

Developed by the Canadian Standards Association, CSA Z1600 outlines the requirements for a comprehensive emergency management program that incorporates a risk-based, all-hazards methodology. It establishes a common set of criteria for emergency management and business continuity programs and sets forth the elements of a continuous improvement process to develop, implement, maintain, and evaluate emergency management and business continuity programs that address prevention and mitigation, preparedness, response, and recovery.

***International Organization for Standardization (ISO)***

<http://www.iso.org/iso/home.htm>

ISO is the world's largest developer and publisher of international standards. ISO has published the following international benchmarks for incident preparedness and BCM:

- ***ISO/PAS 22399***

ISO/PAS 22399:2007 provides general guidance for an organization to develop its own performance criteria for incident preparedness and operational continuity, and design an appropriate management system. The standard presents the principles and elements for preparedness and operational continuity. The extent of the application depends on factors such as the policy of the organization, the nature of its activities, products and services, and the location where and the conditions under which it functions. The standard excludes some emergency response activities, such as disaster relief and social

infrastructure recovery, that are performed primarily by the public sector. It is important, however, that coordination with these activities be maintained and documented.

- *ISO/IEC 24762*

ISO/IEC 24762:2008 provides guidelines on the provision of information and communications technology disaster recovery services as part of business continuity management, applicable to both in-house and outsourced providers of ICT facilities and services. The standard provides the following specifications: (1) the requirements for implementing, operating, monitoring and maintaining ICT disaster recovery services and facilities; (2) the capabilities that service providers should possess and the practices they should follow to provide basic secure operating environments and facilitate organizations' recovery; (3) guidance for selection of recovery site; and (4) guidance for service providers to improve their ICT disaster recovery services.

- *ISO/PAS 28002:2010*

ISO/PAS 28002:2010 specifies requirements for a resilience management system in the supply chain to enable an organization to develop and implement policies, objectives, and programs, taking into account legal, regulatory and other requirements to which the organization subscribes; information about significant risks, hazards and threats that may have consequences to the organization, its stakeholders, and on its supply chain; protection of its assets and processes; and management of disruptive incidents.

- *Technical Committee 223 Societal Security*

Technical Committee 223 aims to provide provisional international standardization in societal security and improve crisis management and business continuity capabilities, through improved technical, human, organizational, and functional interoperability as well as shared situational awareness among interested parties. The committee will use an all-hazards approach covering all necessary activities in crisis management and business continuity.

## Organizations and Industry Associations

### *Business Continuity Institute*

<http://www.thebci.org>

The Business Continuity Institute (BCI) was established to enable members to obtain guidance and support from fellow business continuity practitioners. It has over 6,000 members in 100 countries. It aims to initiate, develop, evaluate and communicate business continuity management standards and good practices. Membership in the BCI provides internationally recognized status because it demonstrates competence to carry out business continuity management to a consistent, high standard. BCI also offers a non-membership credential—CBCI. Holders of the CBCI have achieved success in the BCI Certificate demonstrating a thorough knowledge and understanding of the BCI's Good Practice Guidelines. Holders of the CBCI may proceed to professional membership of the BCI if they can also prove practical experience in business continuity management to supplement their understanding.

### *BCM Institute*

<http://www.thebci.org>

BCM Institute, established in 2005 has been promoting and developing the disciplines of Business Continuity Management (BCM) and Disaster Recovery Planning (DRP) for organizations from a variety of industries across Asia and beyond, making it the largest BCM

practice in Asia Pacific. BCM Institute has been known for its wide range of quality business continuity and disaster recovery training and competency building programmes. This programme is supported by internationally recognized and professionally certified trainers. To date, BCM Institute has trained over 3000 professionals from over 850 organizations from 40 countries. Its mission is to build a larger community with BCM competent human capital working towards a culture of resilient economies.

### *DRI International*

<https://www.drii.org>

DRI International (formerly Disaster Recovery Institute) is a nonprofit organization and a global BCM education and certification body that has provided certification and education programs since 1988. Over 8,000 business continuity professionals from various industries and business sectors throughout the world maintain DRI International certifications. These certifications ensure employers that candidates understand the tenets of business continuity and maintain their knowledge through continuing education. DRI International offers education in BCM at major industry events and through the corporate training program. International affiliates teach BCM best practices throughout the world.

### *ASIS International*

<http://www.asisonline.org/>

ASIS International (originally known as the American Society for Industrial Security) is a nonprofit organization founded in 1955 with 37,000 members in more than 200 chapters. The organization is dedicated to increasing the effectiveness and productivity of security professionals by developing educational programs and materials that address broad security interests, such as the ASIS Annual Seminar and Exhibits, as well as specific security topics.

### *Risk and Insurance Management Society*

<http://www.rims.org>

The Risk and Insurance Management Society, Inc. (RIMS) is a not-for-profit organization dedicated to advancing the practice of risk management. Founded in 1950, RIMS represents more than 3,500 industrial, service, nonprofit, charitable and governmental entities. The Society serves more than 10,000 risk management professionals in 81 chapters in the United States, Canada, Mexico, and Japan. In addition to RIMS' work with the DHS in selecting private sector preparedness standards for its PS-Prep Program, RIMS has highlighted the importance of business continuity planning through a series of workshops and webinars.

### *Asian Disaster Reduction Center*

<http://www.adrc.asia>

The Asian Disaster Reduction Center was established to enhance disaster resilience of member countries, build safe communities, and create a society where sustainable development is possible. The center works to build disaster-resilient communities and establish networks among countries through many programs, including personnel exchanges. The ADRC provides information on the latest disasters in Asia and other parts of the world, disaster management in member countries, and good practices for disaster risk reduction. The ADRC also organizes and conducts conferences, workshops, and training for enhancing the human resources capacity for disaster risk management. The organization encourages community participation, including raising public awareness of disaster risk management, and development and dissemination of tools for reducing vulnerability of communities.

### *APEC SME Crisis Management Center*

<http://www.apecscmc.org>

The APEC SME Crisis Management Center (APEC SCMC) was established to monitor global economic crisis and analyze the possible impacts of such crises on SMEs to help them prepare and respond in a timely matter. The center provides training courses to enhance SMEs' crisis management capabilities. SCMC also studies the strategies of SMEs in responding to new global challenges and crises and stimulates cross-border cooperation and interactions on SME crisis management between related stakeholders, experts and SMEs of the APEC region.

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