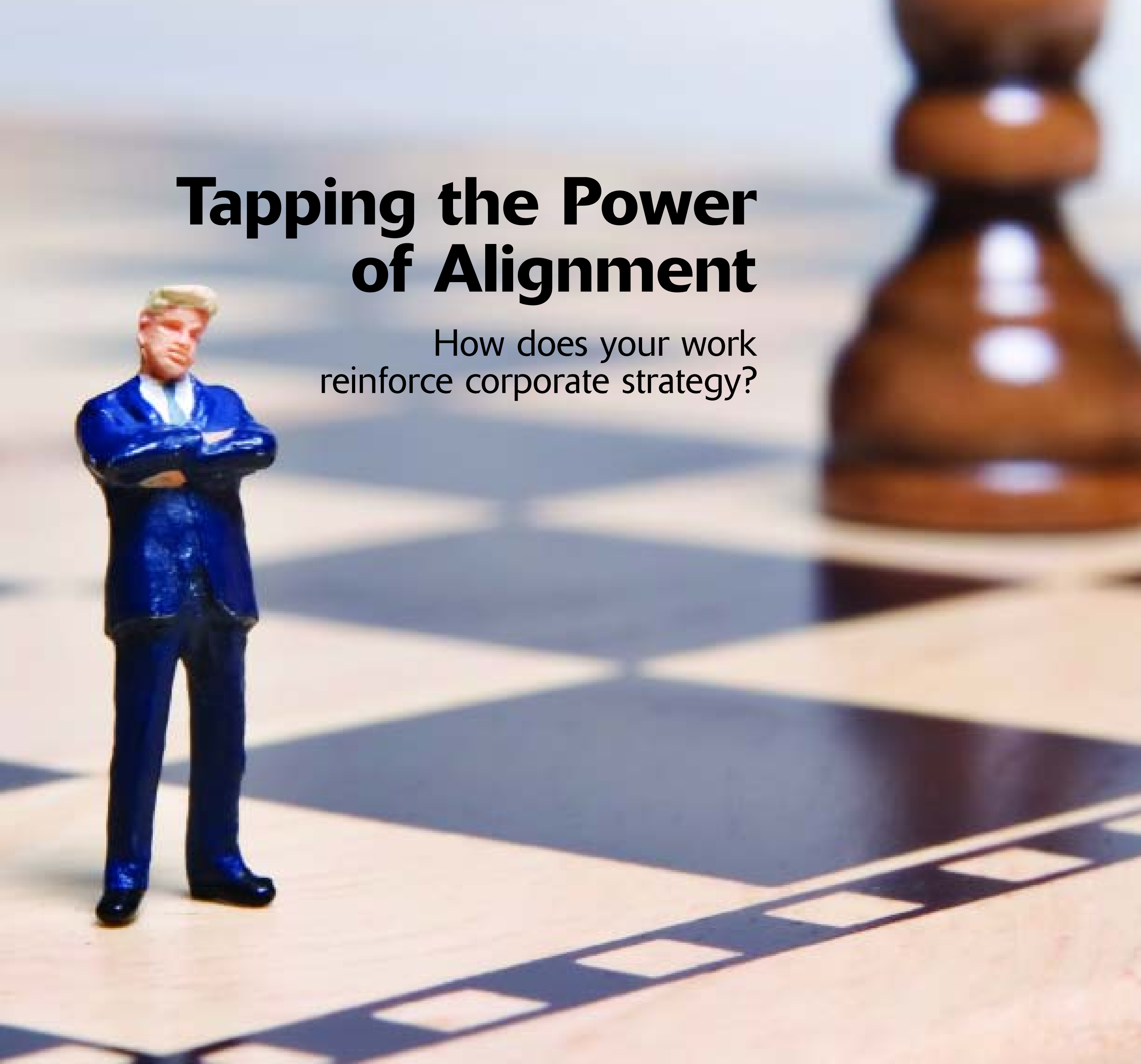
National News • International News • Products

March 2008 • Volume 5 • Issue 3

# CPM Global Assurance

Where business continuity, security and emergency management converge.



# Tapping the Power of Alignment

## How does your work reinforce corporate strategy?

Global Assurance

# IN THIS ISSUE...

13

20

## FEATURES



## DEPARTMENTS



## CPM-Global Assurance Contacts


The Contingency Planning & Management Group
3141 Fairview Park Dr., Suite 777
Falls Church, VA 22042
www.contingencyplanning.com
Fax: 609-397-5520

**Group Publisher:**
RUSSELL LINDSAY
rlindsay@1105media.com
254-829-3003

**Editor-in-Chief**
RALPH C. JENSEN
rjensen@1105media.com
972-687-6745

**Managing Editor**
JOHN RAPP
jrapp@1105media.com
206-383-4091

**Director, Event Planning & Marketing:**
KRISTIE O'KEEFE
kokeefe@1105media.com
609-397-5503

**Manager, Event Planning & Marketing:**
COURTNEY WITTER
cwitter@1105media.com
215-348-1084

**Exhibit Sales/List Rentals:**
BRAD LEWIS
blewis@1105media.com
610-866-0968


## Editorial Advisory Board




*CPM-Global Assurance* is a monthly subscription-based newsletter. It addresses the strategic integration of business continuity, security, emergency management, risk management, compliance and auditing to ensure continuity of operations in business and government — all within the context of good corporate governance.





*CPM-Global Assurance* (ISSN #1547-8904) is published monthly by The Contingency Planning & Management Group, 3141 Fairview Park Dr., Suite 777, Falls Church, VA 22042. Printed in the USA.

The Contingency Planning & Management Group publishes *CPM-Global Assurance* and produces the CPM trade shows.

## Editor's Note

# When Snow Brings Activity to a Halt

By Ralph C. Jensen

Yes, it's true. Snow in some parts of the country can be a show stopper. In many parts of the United States, snow is a way of life during the winter. In North Texas, you can expect snarled roads along with icy bridges and overpasses. Couple that with the fact that people don't know how to drive in anything resembling frozen precipitation.

Snow in North Texas requires an emergency preparedness plan to ensure business continuity. Cities prepare for such an event, and although municipalities don't have snowplows, they are ready with sand trucks.

According to Val Lopez, a spokesman for the Texas Department of Transportation, Fort Worth and Tarrant County dodged a bullet during a snowstorm in early March. Although there was plenty of rain, snow and hazardous driving conditions, TxDOT hadn't seen anything terrible. Preparation for a snow event means everything. Dallas Area Rapid Transit (DART) didn't report any major rail delays due to weather, though some busses decidedly traveled a bit slower because of slick roads.

When bad weather hits, airports in North Texas are affected as well. Up to 500 flights were canceled the first day of the snowstorm, simply because there isn't the emergency equipment to handle snow. Good planning and preparation by the airports and airlines saw only 60 flights canceled on the second day.

Good planning and execution by emergency services kept roadway disruption to a minimum. But what about the efforts companies make in disaster recovery?

### NOT LIKE A SNOWSTORM

Inadequate planning sits atop the list. Businesses must identify all critical systems, and have plans to recover them to the current day. Company officials think they know what they have on their networks, but most people don't really know how many servers they have, how they're configured or what applications reside on them.

Companies often make the mistake of failure to bring the business into the planning and testing of recovery efforts.

Failure to gain support from senior-level managers creates problems in not demonstrating the level of effort required for full recovery, and not conducting a business impact analysis and addressing all gaps in the recovery model.

Senior-level management support is critical in building adequate recovery plans that outline recovery time objective, critical systems and applications, vital documents needed by the business and business functions by building plans for operational activities to be continued after a disaster.

It's obvious that a snowstorm in the southern United States can bring production to a slow, grinding halt, but generally the sun pops out the next day and all is well with the world. Disaster recovery and business continuity planning help organizations prepare for disruptive events, whether it's a hurricane, a power outage or snow. Disaster recovery is the process that allows you to resume business after a disruptive event, and do so with full confidence you're back online for the long haul.

A couple of productive steps to take might be training backup employees to perform emergency tasks. Hold training exercises that involve executives and all employees by testing your continuity plan regularly to expose and accommodate changes. Last, but certainly not least, it is critical to have proper funding that will allow for a minimum of semiannual testing.

# Using the Balanced Scorecard to Improve Your Business Continuity Program

By Cliff Thomas, CBCP

No doubt you've heard the saying "what gets measured gets done". There is truth to that statement. But in reality, if we are not careful our metrics can worsen the state of our business continuity programs, obscure improvement opportunities, and cause us to make bad decisions. All too often, we measure what is easy to measure rather than what we should measure. Or worse, we measure to demonstrate activity instead of progress. The Balanced Scorecard approach to measuring business continuity performance provides an effective method of driving true improvement that is sustainable over time. This article introduces the balanced scorecard concept and suggests how it can be applied within the context of business continuity. Some tips are thrown in for good measure…no pun intended.

## THE BALANCED SCORECARD EXPLAINED

Many organizations focus on one or two key measurements that are of supreme importance and become a holy grail of sorts for decision-makers. A classic example of how such an approach can drive negative performance has become known as the "chicken efficiency index". (Stay with me, we'll get to business continuity in a moment.)

A true story. In an effort to reduce costs, a fried chicken fast-food chain examined ways to eliminate waste. Chicken can only sit under heat lamps for a certain amount of time before it must be thrown away, so wasting chicken is like throwing profit in the garbage. From a corporate perspective, it seemed logical to establish the elimination of waste chicken as a key measurement for each restaurant and to push those numbers to zero. But from the restaurants' point of view, the best way to eliminate waste chicken is not to cook it until the customer orders it. No stale chicken, no waste. Hail to the chicken efficiency index! You can imagine how that worked out: long waits, angry customers, lower sales, loss of profits, and let's not use the chicken-efficiency index anymore. This is just one example that is simple yet instructional— metrics have both intended and unintended consequences.

The Balanced Scorecard approach suggests that an effective measurement system must include four elements that are of equal weight: Operational Performance, Financial Performance, Customer Satisfaction, and Employee Satisfaction. Although some organizations use a few more categories, let's just stick with these four. Performing well in all of these categories is imperative in order to improve the current state of whatever is being done, whether that is selling chicken or improving preparedness.

By over-emphasizing any single category, the others will suffer and so will performance. The "Zen" of your business continuity program will be out of whack, you might say. Ultimately, the measurement system must integrate and maintain balance between all of these elements. Further simplification of the scorecard can be achieved by creating a composite index for each category. Each index is simply a composite of all measures in the respective category.



## APPLYING THE BALANCED SCORECARD TO BUSINESS CONTINUITY

Think about your own business continuity program; you might be collecting significant amounts of data, but is your program improving? A better question might be "How do you actually know that your program is improving?" And do the measurements help everyone involved in the business continuity program, or just those responsible for overseeing it? Let's take a look at how the Balanced Scorecard can help you realize lasting and meaningful improvements in your business continuity program.

*Operational Performance.* Operations pertain to the output of products and services. This is where programs seem to focus most of their attention, if not all of it. A common example of the supreme business continuity performance measurement is "number of plans developed". More plans must equate to more preparedness, right? Let's be honest and admit that there is no correlation between those metrics if the plans aren't any good, if they are out of date, or if key stakeholders aren't familiar with them. Somewhat like the chicken-efficiency index, too much emphasis on the number of plans will most certainly result in a high volume of low-quality plans.

We can begin to address this imbalance by creating an Operational Performance Index that includes metrics such as: 1) Plans developed, 2) Plans tested, 3) Plans updated, 4) Plans trained, and 5) Plan audit results. A major disparity between the number of plans written and the number of plans tested, for example, should highlight a need to re-emphasize plan testing. Full compliance in Plan Updates with no progress in Plan Development may indicate that new functions have not been addressed. The examples go on and on. A similar approach can be applied to Disaster Recovery Planning, Crisis Management, Business Impact Analyses, Risk Assessments, etc.

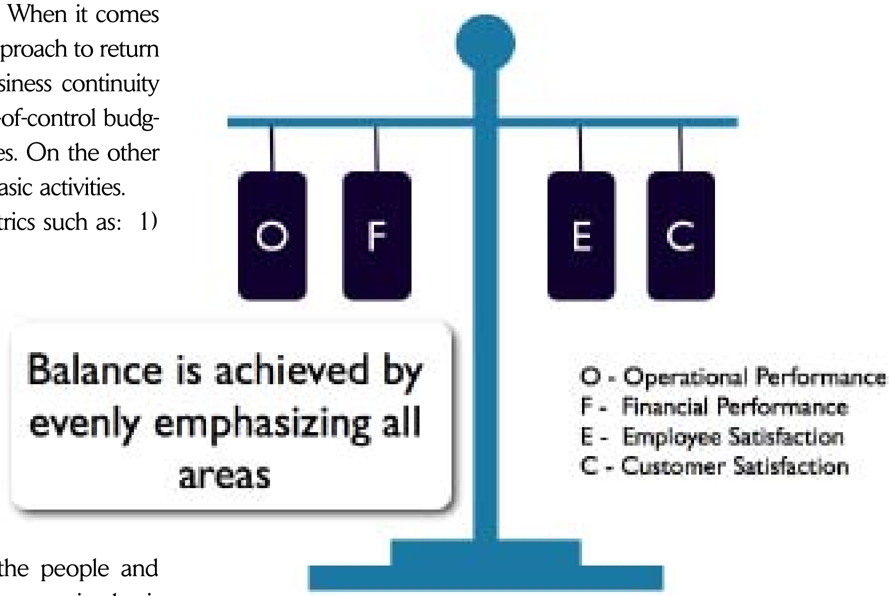
*Financial Performance.* This category can be a sticky wicket, particularly as preparedness is difficult to tie to the bottom line. When it comes to business continuity, everyone is looking for a solid approach to return on investment. Even so, the financial aspects of a business continuity program should not be ignored. On one hand, an out-of-control budget might result in spending that exceeds potential losses. On the other hand, a miserly budget can prevent the execution of basic activities.

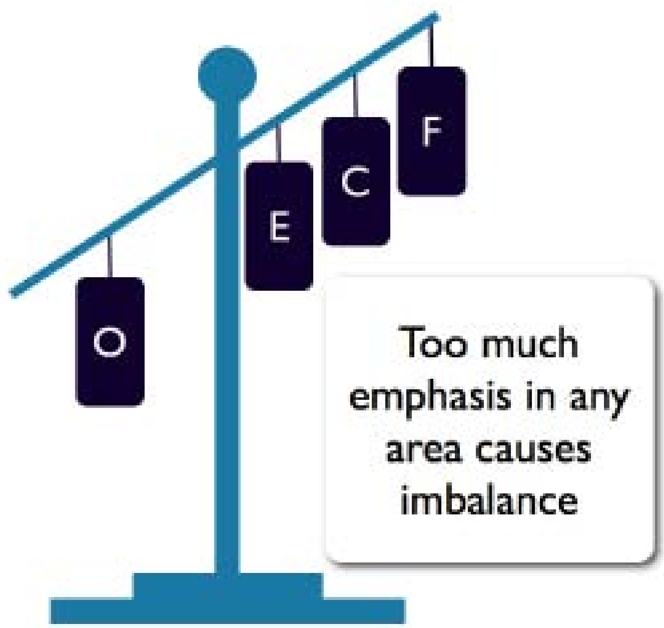
The Financial Performance index could include metrics such as: 1) Current year spending versus prior year spending, 2) Loss avoidance following a disruption, 3) Expenditures as a percentage of corporate profit, and 4) Cost savings realized through program efficiencies.

*Customer Satisfaction.* This is probably the most overlooked category of measurements. From an enterprise-wide standpoint, customers are those that buy our products or services. But for most business continuity professionals, the customers are actually the people and departments that are responsible for developing and/or executing business continuity plans. Commonly, these customers are subjected to business continuity requirements without the ability to weigh in on how much benefit they have realized from their efforts. This information is vital, as it is the support of the broad enterprise that determines whether a business continuity program swims or sinks.

The types of metrics that you might track in a Customer Satisfaction Index could include: 1) Executive confidence in business continuity capabilities, 2) Department satisfaction with corporate BC support, 3) Department satisfaction with BC training and exercises, 4) General employee awareness of business continuity procedures, and 5) Satisfaction with BC-related software, tools and other resources. You have to have courage and a thick skin to ask for this information, because you don't know what you'll get back. But if you get high marks from your customers, you can take comfort that you are on the right path.

*Employee Satisfaction.* This category refers to the level of satisfaction among employees that are responsible for the business continuity program (as opposed to the general employee body). The essence of this category is that the attitudes of the people conducting business continuity planning activities will directly reflect on the quality and sustainability of the program. Because business continuity is often implemented in a very decentralized way, the stakeholders can quickly torpedo



the program if they don't support it or aren't satisfied with your management of it. By failing to recognize employee satisfaction, a business continuity manager can sail into oblivion while in the field, a mutiny is in full swing.

For those organizations that have a corporate business continuity staff, we can only imagine how effective a program will be if its own members aren't committed or enthusiastic about what they are doing. It is in the manager's interest to ensure that staff members and stakeholders across the organization are supportive and receive personal satisfaction from the results of their efforts.

An Employee Satisfaction Index might include metrics such as: 1) Value of employee input, 2) Degree to which employees are challenged, 3) Degree to which employees are growing professionally, 4) Degree of ownership employees have for their work, and 5) The degree to which employees are supported by management. Note that these are employee-generated metrics, not the manager's impression.


## USING THE SCORECARD AS A DIAGNOSTIC TOOL

Good metrics look at the past, present, and future, with the goal of enabling decision-makers to influence the future. A Balanced Scorecard will provide the business continuity professional with just such a toolset. For the sake of brevity, in the following examples we'll use the abbreviations O, F, C, and E for the scorecard categories pertaining to Operations, Finance, Customer and Employee. Using a rating system of Low, Medium and High performance, let's take a look at what your metrics might tell you about your program given some hypothetical results.

*High O, F, and C; Low E:* You may be in good shape today, but your employees will not sustain your current levels of performance. Get your employees back on board, you need them.

*High O, C, and E, Low F:* You've overspent. You're program is in good shape but your company is suffering financially because of it. Revisit your budget and program goals to get spending under control, or hope that the Finance Department doesn't audit your budget and make those decisions for you.

*High O, F, and C, Low C:* Ignorance is bliss. Everyone is happy except for those that need to execute when disaster strikes. Hope that disaster doesn't strike or that your customers don't get the ear of the senior executive team. Better yet, engage them by finding out how to provide better support.

## IMPLEMENTATION TIPS

The Balanced Scorecard not only sounds good in theory, but it has been proven in numerous organizations and has been recognized as a tenet of the Malcolm Baldrige National Quality Award. Below are a few practical tips for implementing the Balanced Scorecard.

*Lead with Customer Satisfaction and Employee Satisfaction.* If you don't get these two groups involved up front in creating the Operational Performance goals (which will drive the Financial Performance), you'll find this an uphill battle.

*Focus on the Vital Few over the Trivial Many.* Scorecards are used for many reasons: to manage a program, to demonstrate progress, to communicate to executives, and others. We'll focus on the executives for a moment. I recall being given an Executive Scorecard that was 87 pages long, and I'm talking single-space 10-point font. Without even looking at the content, my first reaction was "do your executives need all of this data?". I got the answer I expected, "Of course, every bit." Not to point fingers, but that is a cop-out indicating "We don't really know what the executives want, so we put everything in there." Find out what your stakeholders need and give it to them. Keeping a focus on the vital measures will ensure that you don't obscure the results with scads of trivial data.

Executive Scorecards can become quite elaborate, but the example shown suggests a simple dashboard. In this case, the executive can clearly see that Employee Satisfaction and Operational Performance require attention. It takes guts to measure and report this type of information, but it also is a way to enlist executive support that may be at the root of some of the program's problems.

*Emulate Your Best Department.* If there is a department in your organization that is widely known for its high level of performance, spend time with their managers to find out what makes them so great. Adopt those measures and add them to your scorecard.

## PARTING WORDS

I would contend that developing an effective business continuity program is as much art as it is science. Any measurement system is going to have to consider the unique aspects of the organization; there is no single approach that will work for every company, agency, or institution. For those interested in reading more about the Balanced Scorecard, I recommend reading Keeping Score: Using the Right Metrics to Drive World-Class Performance by Mark Graham Brown. He gives concise, useful advice on the Balanced Scorecard, as well as other useful references.

**About the Author**

*Cliff Thomas, CBCP (cliff@atlasprep.com) is the president of Atlas Preparedness Group and has been managing and assisting organizations with improving preparedness capabilities for over 20 years.*

# NATIONAL NEWS

## HEALTH CARE CASE STUDIES GIVE TIMELY AFTER-ACTION ANALYSES

Their health care organizations were unexpectedly thrown into emergency response mode last year by multiple surprising events, including the crash in Atlanta of the bus carrying the Bluffton University Baseball Team; the collapse of the Interstate 35W bridge in Minneapolis, Minnesota; and the destructive San Diego County wildfires. Now they have invaluable "lessons learned" to share.

Representatives from the specific health care organizations that were involved in responding to those disasters will tell their stories at The Joint Commission and Joint Commission Resources' (JCR) 2008 Annual Emergency Preparedness Conference: Practical Approaches to Health Care Disaster Preparedness, April 8-9, 2008 in Alexandria, Virginia. The speakers also include experts in pandemic planning and guidelines for nuclear, biological and chemical terrorist attacks.

Because all health care organizations and communities are unique in the emergencies they face and the resources they possess, this conference will provide the foundation and tools from which each participant can build and enhance their organization's state of readiness. The conference is geared towards hospital emergency staff, safety officers, medical directors, security directors, facilities managers, operations directors, emergency response and contingency planners, trauma nurse coordinators and Joint Commission coordinators.

Participants will receive a CD containing practical knowledge from organizations with proven strategies for meeting the 2008 Emergency Management standards.

*www.jcrinc.com*

## WORRISOME 2008 HURRICANE FORECAST FOR SOUTHEAST COAST OF US

According to the Weather Research Center in Houston, the coastal areas from Georgia to North Carolina have a 90 percent chance of experiencing the landfall of a tropical storm or hurricane in 2008. The Center's recently-issued outlook forecasts at least 11 named storms in the 2008 Hurricane Season with six of the tropical storms intensifying into hurricanes.

"We believe this will be a long hurricane season in 2008," says Jill F. Hasling, fellow and certified consulting meteorologist with the Weather Research Center. "Even though the season officially runs from June 1 to November 30, we believe storm activity will occur starting in May and last into December.

"Homeowners in Georgia and North Carolina coastal areas need to be especially cautious this year. We predict there's a 90 percent chance of these areas experiencing the landfall of a tropical storm or hurricane. Other areas of concern include west Florida with a 70 percent chance, and Louisiana to Alabama plus the eastern coast of the United States, which all have a 60 percent chance of a landfall."

In their 2008 forecast, the Weather Research Center also predicts:

- 24 hurricane days
- 83 tropical storm days
- 4 U.S. landfalls
- 50% chance of Category 3 or higher storms in the Atlantic

Risk of tropical cyclones occurring in the Atlantic by month include 30% in May; 60% in June; 70% in July; 100% in August; 100% in September; 100% in October; 50% in November; and, 10% in December.

*www.simonton.com*

## SCIENTISTS SIMULATE PANDEMIC INFLUENZA OUTBREAK IN CHICAGO

By using computer simulations and modeling, an international group of researchers including scientists from the Virginia Bioinformatics Institute (VBI) at Virginia Tech's Network Dynamics and Simulation Science Laboratory (NDSSL) have determined how a pandemic influenza outbreak might travel through a city similar in size to Chicago, Ill.

This information helped them to determine the preferred intervention strategy to contain a potential flu pandemic, including what people should do to decrease the likelihood of disease transmission.

The results, based on three different computer simulation models, are described in a paper published in the Proceedings of the National Academy of Sciences by scientists involved in the Models of Infectious Disease Agent Study (MIDAS). MIDAS is a collaboration of research and informatics groups supported by the National Institutes of Health (NIH) to develop computational models to examine interactions between infectious agents and their hosts, disease spread, prediction systems, and response strategies.

In the paper, 'Modeling Targeted Layered Containment of an Influenza Pandemic in the USA,' members of the MIDAS Working Group on Modeling Pandemic Influenza concluded that a timely implementation of targeted household antiviral prevention measures and a reduction in contact between individuals could substantially lower the spread of the disease until a vaccine was available.

The groups coordinated efforts to each create individual-based, computer simulation models to examine the impact of the same set of intervention strategies used during a pandemic outbreak in a population similar in size to Chicago, which has about 8.6 million residents. Intervention methods used were antiviral treatment and household isolation of identified cases; disease prevention strategies and quarantine of household contacts; school closings; and reducing workplace and community contacts. Although using the same population, each model had its own representation of the combinations of intervention. All of the simulations suggest that the combination of providing preemptive household antiviral treatments and minimizing contact could play a major role in reducing the spread of illness, with timely initiation and school closure serving as important factors.

"VBI's computer simulation models are built on our detailed estimates for social contacts in an urban environment," said VBI professor and NDSSL deputy director Stephen Eubank, who leads the VBI team in the working group. "They provide a realistic picture of how social mixing patterns change under non-pharmaceutical interventions such as closing schools or workplaces. For example, when schools close, young students require a caregiver's attention. That can disrupt social mixing patterns at work if a working parent stays home or make closing schools pointless if the children are placed in large day-care settings. We can use our model to suggest the best mix of intervention strategies in a variety of scenarios, taking factors like these into account."

The researchers emphasize that the models are tools that provide guidance rather than being fully predictive. In the case of a future outbreak of pandemic influenza, capabilities such as real-time surveillance and other analyses will need to be available for the public health community and policy makers.

*www.continuitycentral.com*

## RICIN POISONING FOUND IN VEGAS HOTEL ROOM

A man was in critical condition after ricin poisoning. Vials found in his hotel room confirmed the rare poison. The Las Vegas Police Department is not yet considering this an act of terrorism but continue to follow-up new leads as they develop.

Would you be prepared if this was a public health emergency? Area Health Education Center of Southern Nevada's (AHEC) Emergency Preparedness and Response Program (EPREP) offers 'Weapons of Mass Destruction' courses live and online, throughout the year. These courses offer healthcare information on recognizing symptoms, and approved protocol for treating highly infectious and fatal biological weapons. They also address how to work with county, state and Federal agencies to ensure timely and effective evacuation plans. Roberta Keeley, EPREP Program Manager states, "No one ever thinks this type of incident could happen, especially in your own city, however this story proves that this training is necessary and prudent for all healthcare providers, firefighters, police, EMT's and all first responders."

*www.snahec.org*

## OREGON EXERCISE HIGHLIGHTS INTEROPERABLE COMMUNICATIONS

The January rain was heavy. A mudslide threatened the elementary school. Broken power lines crackled on the ground. Oregon's Lincoln County Emergency Director was out of town. And when the police, fire, rescue, and utility crews arrived, they were all carrying different types of radios.

A perfect recipe for a communications disaster? This "disaster" was a carefully planned emergency drill, sponsored by Lincoln County, Oregon for the benefit of half a dozen local public safety agencies and two neighboring counties.

It was also supported by communication vendors Cisco and ARINC Incorporated. Observers at the exercise rated it a solid success. Among lessons learned was the critical importance of real-time communications between agencies. "Direct communication is perfect communication," said one participant. He also noted a direct radio link can eliminate the verbal relaying of messages and human errors.

During the exercise, the communications technology integrated many different types of communication networks and devices, including push-to-talk radios, cell phones, satellite phones, and laptops. They were linked into an IP-based network of talk groups that could directly communicate with each other. Observers included town mayors from Newport, Toledo, and Waldport, two Lincoln County Commissioners, visiting IT personnel from neighboring counties, and staff members from Oregon state and congressional offices.

*www.arinc.com*

## SOFTWARE SUPPORTS MULTI-STATE EMERGENCY RESPONSE STRATEGY

Emergency response and coordination does not stop at state or jurisdictional borders. The Charlotte Urban Area Security Initiative (UASI) Region comprises five counties and two cities in North Carolina, as well as one county in South Carolina. The UASI Region shares a unique combination of geographic proximity and critical assets – including nuclear power plants on both sides of the North/South Carolina border – that require emergency managers from several counties to work together.

"Incidents do not stop at state or jurisdictional borders," said Garry McCormick, battalion chief, Charlotte Fire Department. "A unique combination of geographic proximity and critical assets brought jurisdictions spanning two states together to form the Charlotte UASI Region." Joint efforts include prevention and response to large-scale regional incidents, as well as preparation for significant public events such as festivals and athletics.

In addition, this region conducts annual exercises for two local nuclear facilities – one located in southern North Carolina, and one just across the border in South Carolina. NC4's E Team software provides emergency managers with necessary information-sharing tools for cross-jurisdiction and multi-state coordination.

Prior to implementing this software system, the Charlotte UASI Region conducted emergency response and coordination through handwritten notes and spreadsheets, as well as the state system, EM/2000™, for tracking and reporting. After Mecklenburg County first utilized the NC4 software successfully during its effort to shelter Katrina evacuees in 2005, the Charlotte UASI Region recognized the need for an incident management tool that could provide real-time information exchange, data management, resource request tracking, as well as reporting capabilities, all in one common operating picture.

Users have access to a common framework for information sharing that includes standardized reports, requests, notifications, directives, and annotated maps, as well as a complete set of Web-based incident management tools to sort and prioritize data.

*www.nc4.us*

## UNITED STATES AIMS TO GIVE WAKE-UP ALERTS ON STORMS

In the not-too-distant future, the U.S. government may be able to wake up residents in the middle of the night when a hurricane or tornado threatens, perhaps by sounding the alarm on a cellphone. One of the biggest threats from hurricanes is the explosive intensification of a cyclone close to shore after residents have gone to bed, shortening the time available to safely evacuate millions of people from the crowded Atlantic and Gulf of Mexico coasts. Bill Read, the new director of the National Hurricane Center, said he would like to see a wake-up system, perhaps Internet-based and delivered by cellphone, within a decade.

*Yahoo News*

## FLORIDA POWER RESTORED AFTER BLACKOUT

The power was restored to all but a few areas of South Florida on the afternoon of Tuesday, February 26, 2008, the utility company that supplies electricity to the region, Florida Power & Light said.

The power failure was caused by a fire in a Miami-Dade County substation, utility officials were quoted as saying by The Miami Herald. The utility's president, Armando Olivera, said at an evening news conference that the power loss resulted from a fire it at Flagami substation, not at the Turkey Point nuclear station, the Herald reported.

That failure from the fire caused other parts of the system to shut down to protect the integrity of the electrical grid.

The company and state officials had earlier said the blackout began with a failure in an electrical substation near the Turkey Point nuclear station south of Miami, the state's division of emergency management said.

The agency said the affected area included Miami, Fort Lauderdale and surrounding areas. Florida Power & Line said the power failure began shortly after 1 p.m. By the evening only about 40,000 customers around the state remained in the dark, according to the Herald, which also said those were mostly a result of unrelated power problems caused by a powerful cold front moving down the peninsula.

*New York Times*

## DATA BREACH NOTIFICATION LAWS, STATE BY STATE

More than five years after California's seminal data breach disclosure law, SB 1386, was enacted, not all states have followed suit. Eleven states still have not passed laws mandating that companies notify consumers when that company has lost the consumer's personal data. One state, Oklahoma, does have a breach notification law, but it only applies to state entities that have lost data.

That leaves 38 states that have enacted some sort of breach disclosure law. In general, most state laws follow the basic tenets of California's original law: Companies must immediately disclose a data breach to customers, usually in writing. California also created a private right of action, with few exemptions. It's a tough law.

Laws in other states are tough too, but some allow more exemptions or do not allow a private right of action. For example, the Massachusetts law pertains to paper record as well as computer data. Some other important details:

1. Notification guidelines: how soon a company is required to inform customers of a data breach. In California, this is "as soon as possible, without unreasonable delay."
2. Penalty for failure to disclose: whether or not there are civil or criminal penalties for a failure to disclose. In California, a company cannot be penalized for its lack of promptness alone.
3. Private right of action: whether this option exists for consumers in that state. In California, this is available.
4. Exemptions: what kinds of breaches, if any, companies are exempt from reporting. California allows exemptions for encrypted data that's lost and publicly available government data. In California there is no such thing as an immaterial breach, while other states do have a definition of immaterial breach.

We have created a map provide a single source for information on all state laws.

*www.csoonline.com; www.cxo.com*

## IDENTITY BREACHES CONTINUE TO INCREASE

An average of 1 in every 20 adults share their SSN with at least one additional individual, even after accounting for data input errors of the number. This shared SSN often means that personal information has been compromised. There have even been cases where up to 6 people share the same SSN.

An individual with two or more SSNs is also a common occurrence, with 1 of every 16 adults having that information. This process happens in cases of synthetic identity theft, where the identity thief uses one person's social security number and another person's mailing address.

Children are among the highest at risk for identity theft or compromises to their SSN. From 2003-2006, the FTC reported a 66% increase in identity theft cases involving children. Children are a favored target because ID theft is not discovered until years later when the child applies for their first job, applies for a credit card or student loan.

The most common way people protect against identity theft is via credit report monitoring. However, the use of an alternate SSN is not something that can be easily detected through a credit report. Examining your credit report will not allow you to discover multiple SSNs or dual usage of your SSN unless the account has gone to collection and you have been contacted.

While sometimes theft related to a SSN is a single time occurrence, it is more often much more serious. In some cases, the SSN is tied to an address where half of the residents at that address also have a shared SSN, a sign of an organized effort to perpetrate identity theft. These identity theft rings are growing in numbers.

Despite the clear abuse of an individual's real SSN, the Social Security Administration is reluctant to assign a new SSN unless the damage to the real owner's credit cannot be repaired and is continuous. A SSN permeates many aspects of an individual's life. Even if the administration is able to assign a new SSN, this can sometimes be as painful as someone sharing the number. Individuals have to contact virtually every account or service they use as most use the SSN as a way to locate you on their computer systems.

*www.identitytruth.com*

## CENTRALIZED EMERGENCY WARNING SYSTEM FOR LOUSIANA COURTS

Two courts within Louisiana's state judiciary have successfully deployed an emergency alerting system to warn personnel in response to emergencies. The Louisiana Supreme Court (which includes the Louisiana Judicial Administrator's Office) and the 4th Circuit Court of Appeal are both located in a recently restored, historic courthouse in the heart of the New Orleans French Quarter.

The two courts were initially looking for separate systems to answer their emergency notification needs. After performing a comprehensive market study, they decided to consolidate efforts and find a single system that could handle each court's individual needs while also serving as an overarching solution for alerting both courts.

This centralized approach provided the courts with significant benefits, including the ability to alert the courts together as well as manage each separately, reduced overall procurement costs and lower ongoing maintenance and support overhead.

This system provides the courts with the flexibility of sending alerts to their own personnel, while also allowing the facility security team to alert all employees across the entire building when required.

"We can now reach all personnel in the courts on their desktops in an average of one minute." said Tommy Anderson, Director of Security, Louisiana Supreme Court. "Other delivery means are also used to ensure broad reach, including SMS text messaging and phone calls. When an emergency occurs, triggering an alert from a single console and achieving that type of response time is critical."

The Louisiana courts began evaluating emergency warning systems in response to recent events, particularly Hurricanes Katrina and Rita. A key requirement was the ability for multiple court operators to concurrently manage and trigger alerts from a Web browser, whether in the building or remote, while reaching employees via their desktop PCs, office and cell phones, and BlackBerry devices.

These courts' new AtHoc system is now in use, and can warn personnel, including judges, clerks and administrators, for a wide range of emergency situations such as extreme weather, facility outages, fires and criminal acts of violence. Intrusive alerts pop up on computer desktops, providing details about the emergency situation, including instructions for action. Recipients can then acknowledge the alert and provide feedback which helps with personnel accountability.

*www.athoc.com*

## DHS CYBER STORM II EXERCISE TESTS PREPAREDNESS AND RESPONSE

The U.S. Department of Homeland Security (DHS) is conducting the largest cyber security exercise ever organized. Cyber Storm II is being held in March 2008 in Washington, D.C. and brings together participants from federal, state and local governments, the private sector, and the international community.

Cyber Storm II is the second in a series of congressionally mandated exercises that will examine the nation's cyber security preparedness and response capabilities. The exercise will simulate a coordinated cyber attack on information technology, communications, chemical, and transportation systems and assets.

"Securing cyberspace is vital to maintaining America's strategic interests, public safety, and economic prosperity," said Greg Garcia, Homeland Security Assistant Secretary for Cyber Security and Communications. "Exercises like Cyber Storm II help to ensure that the public and private sectors are prepared for an effective response to attacks against our critical systems and networks."

Cyber Storm II will include 18 federal departments and agencies, nine states (Calif., Colo., Del., Ill., Mich., N.C., Pa., Texas and Va.), five countries (United States, Australia, Canada, New Zealand and the United Kingdom), and more than 40 private sector companies. They include ABB, Inc., Air Products, Cisco, Dow Chemical Company Inc., Harris Corporation, Juniper Networks, McAfee, Microsoft, NeuStar, PPG Industries, and Wachovia.

Cyber Storm II objectives include:

- Examining the capabilities of participating organizations to prepare for, protect against, and respond to the potential effects of cyber attacks
- Exercising strategic decision making and interagency coordination of incident response in accordance with national level policy and procedures
- Validating information sharing relationships and communications paths for the collection and dissemination of cyber incident situational awareness, response and recovery information
- Examining means and processes through which to share sensitive information across boundaries and sectors without compromising proprietary or national security interests

*www.dhs.gov*

# INTERNATIONAL NEWS

## DRUG-RESISTANT FLU VIRUS ON THE RISE

This winter's most common flu strain is showing resistance to the frontline anti-flu treatment, new data show. More than 10% of virus samples in Western Europe this winter were resistant to oseltamivir, better known as Tamiflu, according to figures from the European Centre for Disease Prevention and Control (ECDC). The number of resistant strains is still small overall, but the superbugs are not evenly distributed around the world. Among the more troubling findings of the ECDC study was the 75% resistance rate found in Norway.

*The Arlington Institute*

## "DISASTER RESPONSE CHALLENGE" EXERCISE

On March 28-30, 2008, the British Red Cross will hold its Disaster Response Challenge in Hampshire. The Disaster Response Challenge is set to last two days and provide an opportunity for participants to experience firsthand the issues and decisions faced by the British Red Cross Emergency Response Unit (ERU) – issues and decisions that only a handful of people get to experience in a lifetime.

Built around a hypothetical disaster unfolding in real time, this Challenge will let the participants develop their own "Disaster Response Plan." The Challenge is run by British Red Cross staff including experienced members of the ERU, and experts in Disaster Response logistics. Areas covered include logistics, communications, first aid and casualty evacuation and delegate security.

*www.redcross.org.uk*

## UN AIDS FLOOD VICTIMS IN KAZAKHSTAN

United Nations units are coming to aid of flood victims in southern Kazakhstan, where in heavy rains and rapidly melting snow have displaced more than 13,000 people following Central Asia's 2008 winter – the harshest in decades.

The UN Office for the Coordination of Humanitarian Affairs has provided an emergency grant of $40,000 to the UN Resident Coordinator in Kazakhstan for nearly 2000 hygiene kits.

At the same time, the UN Children's Fund has made $50,000 available for water purification tablets, water reservoirs, filters, disinfectants and other sanitation needs.

The overall flooding situation remains a matter of concern for the immediate future, according to an OCHA report, since there is a possibility of further flooding along the Syr-Darya river basin.

That occurrence could affect over 250,000 people living in the country's South Kazakhstan and Kzylorda provinces, it said.

*United Nations News Service*

## BIG FINE IN UK FOR DEFICIENT INFORMATION SECURITY

The Financial Services Authority ("FSA") recently fined Norwich Union Life ("Norwich"), one of UK's largest insurance businesses, £1.26 million for various failures in information security and fraud prevention. The fine – the largest imposed to date by the FSA – underscores the FSA's increasing enforcement of its principles that require regulated businesses to ensure adequacy and responsiveness of internal information security policies and processes. The FSA ruled that Norwich had violated FSA Principle 3, which requires an authorized person to "take reasonable care to organi[z]e and control its affairs responsibly and effectively, with adequate risk management systems." The FSA determined that Norwich had various weaknesses in its systems and controls that allowed unauthorized parties to obtain policy holders' personal information, and in some instances, caused the surrender of customers' policies. In imposing the large fine, the FSA considered, among other factors, that Norwich was a large entity whose customers were entitled to rely on it to take reasonable care to ensure the security of their information. Further, the cumulative impact of such failures in security and controls represented a significant risk to the statutory objective of reducing financial crimes.

*Baker & McKenzie*

## INDIAN BIRD FLU PRESAGES PANDEMIC?

An epidemic of avian influenz in West Bengal, India, has the Indian "government in panic mode," according to the Times of India web site. And with good reason: 15 million of West Bengal's 80 million people are crammed into its capital city, Kolkata (Calcutta), a petri dish of poverty, pollution, political intransigence and hopeless public health. It is the city where Mother Teresa founded the Missionaries of Charity order.

If the infection reaches Kolkata's poultry markets, risk of animal-to-human transmission could become greater than in Indonesia or Vietnam, where infections of H5N1 influenza have already crossed species from animals to humans. So far human infections of highly-pathogenic influenza in Indonesia (120 cases, 98 deaths), and Vietnam (102 cases, 48 deaths) have been greater than in India. In 2006, India had three outbreaks of avian influenza, but there have been no human deaths in India, yet.

Kolkata could become a miasma of influenza misery. The population density of Kolkata is 24,000 people per square kilometer (62,000 per square mile), the second highest in the world. The population density of Ho Chi Minh City, Vietnam's largest city, is only 3,000 per square kilometer (8,000 per square mile), a fraction of Kolkata's. Even the density of Jakarta, Indonesia, at 12,500 people per square kilometer (33,000 per square mile), is just half that of Kolkata.

By comparison, the density of New York City is 10,400 people per square kilometer (27,000 per square mile). Singapore, the fourth most densely-populated country in the world, has 6,300 people per square kilometer (16,000 per square mile).

India's major population centers of Kolkata, Chennai (Madras) and Mumbai (Bombay) comprise three of the top 12 most-populated and most densely-populated cities in the world. In addition to masses of destitute and therefore vulnerable people, they also host innumerable entrepreneurs, technologists and academics who are in demand globally and have the needs and means to travel to most of the developed world's business centers.

Along with Bangalore and Hyderabad, these megalopolises have also recently attracted large numbers of expatriate executives and managers, who travel to homes and offices in Europe, Asia and North America regularly. Along with peripatetic friends and relatives of India's enormous diaspora, the number of potential infection vectors is, practically, infinite.

This outbreak – close to one of the world's population centers – allows planners to imagine how easily an influenza epidemic in animals could be become a pandemic in humans almost overnight.

*www.calamityprevention.com*

## MERGER OF SECURITY & LABOR DISPUTE GIANTS

AFI International Group Inc. (AFI), Canada's largest high risk security and investigative services company, has acquired a majority interest in U.S.-based International Management Assistance Corporation (IMAC security services).

"With the commonality of our clientele and the increased pressure to expand our operations into more countries, it only made sense to come together with IMAC: the biggest provider of labor dispute services south of the Canadian border", said AFI International's Chief Operating Officer Peter Martin.

*AFI/IMAC Press Release*

## NEW BUSINESS CONTINUITY PAYROLL SYSTEM IN UK

UK health and social care staff recruitment agency HCL is using call re-routing software to ensure its payroll systems continue to function in an emergency.

The HCL group, which has an annual turnover of £140m, has made 13 acquisitions in just over three years resulting in the company running 27 different payroll systems.

At the beginning of 2008, the group implemented a fax-to-email service to convert faxed timesheets into emails, which are fed in to the main payroll system to automate staff payment. HCL has set up its voice call re-routing software to ensure that in the event of a disaster, inbound timesheet faxes could be redirected instantaneously. The company implemented the BCM Lite software from GemaTech in August last year to eliminate a potential five day gap in telephone communications.

The decision to accelerate the company's disaster recovery plan was made after the discovery of two car bombs in central London at the end of June 2007 which barred access to its Haymarket headquarters.

He said the software had brought the additional benefit of consolidating the group's diverse telephony infrastructure ahead of a planned phased migration to a central voice-over-IP system by the end of 2008.

The software has also enabled HCL to re-route calls from newly acquired social work recruitment companies and conduct various marketing campaigns using the messaging facility.

*Computer Weekly*

## GLOBAL WATER CRISES INCREASING

The World Bank reports that 80 countries now have water shortages and 2 billion people lack access to clean water. More disturbingly, the World Health Organization has reported that 1 billion people lack enough water to simply meet their basic needs.

Population growth and groundwater depletion present the two most significant dangers to global water stability. In the last century, the human population has increased from 1.7 billion people to 6.6 billion people, while the total amount of potable water has slightly decreased. Much of the population growth and economic development experienced in the last fifty years has been supported by subterranean water reserves called groundwater. These nonrenewable reserves, an absolutely essential aspect of the modern world, are being consumed at an unsustainable rate.

According to the UNEP, 263 rivers in the world either cross or mark international boundaries. The basins fed by these rivers account for 60% of the world's above ground freshwater. Of these 263 rivers, 158 have no international legislation, and many are the source of conflict.

Water has always been a central issue in Arab-Israeli situation. For example, Ariel Sharon once said the Six Days War actually began the day that Israel stopped Syria from diverting the Jordan River in 1964.[25] Decades later, the Egyptian military came close to staging a coup against Egyptian president Anwar Sedat, who had proposed diverting some of the Nile's water to Israel as part of a peace plan.

The Nile River, which runs through Ethiopia, Sudan, and Egypt, exemplifies the potential for future water conflicts. Similarly, The Mekong River is the lifeblood of South East Asia, but it begins in one of the most water poor countries on Earth: China. The Indus River separates Pakistan and India, and aquifer depletion by Indian farmers has one of the highest rates in the world. U.S.-Mexican relations are already strained over water use on their mutual border.

In many countries water shortages are exacerbated or even caused by governmental mismanagement, political infighting, and outright corruption. International organizations like the World Trade Organization (WTO) often suggest that privatization of water management services would alleviate many of these problems. It has been shown that privatizing utilities frequently increases efficiency, innovation, and maintenance. However, privatization rarely has an effect on corruption, and often disadvantages the poor.

Technical solutions like rainwater capture, water-free toilets, and water reclamation offer people the possibility of effective conservation. Market-oriented solutions such as water tariffs, pricing groundwater, and increasing fines against industries that pollute could be adopted. Freshwater could be traded internationally by using pipelines and enormous plastic bags.

Water crises will likely become increasingly common. If the population continues to grow at a rate of 1 billion people every 15 years, the Earth's capacity to support human life will be severely strained. The current supply of water is being degraded by pollution, overdrawing, and climate change. It is not too late to guarantee a safe supply of water for everyone alive today and for all future generations; although to do so would require an unprecedented level of international cooperation, trust, and compassion.

*Paul Alois,*
*"The World's Biggest Problems" (2007)*

# Writing High-Stakes Memos That Busy Executives Will Read

By Matthew Spence

Crafting an effective argument to justify investments in something as sophisticated as contingency planning and emergency management can be challenging. The executives and public managers you are writing to don't usually have your depth of technical understanding and expertise. And they don't often take the time to read memos and reports that are based on technical knowledge they may not readily understand. So, how does one present technical information to nontechnical readers in a manner that is clear, concise and convincing?

Any message can be crafted to capture the attention of busy executives, no matter how technical your topic may be. To do so, you need to focus on two fundamental principles of effective communication:

- Write for your readers, showing that you understand their point of view by addressing their specific concerns.
- Structure your message so readers know from the beginning what you are proposing and how you intend to justify it.

No doubt you have heard these principles before, or something like them. But read on, and I will give you detailed guidelines for applying each one so that your business correspondence gets read by even your busiest readers, and convinces them.

## WRITING FOR YOUR READERS

Writing for your readers is widely recognized as one of the keys to effective communication, but the failure to do so also is one of the most frequent mistakes in business writing. It comes about, in part, because few of us have learned how to systematically evaluate our readers' needs and address them when we write.

In general, you can safely make one basic assumption about all your readers: they are, essentially, just like you—they are dealing with more information than human beings were designed to process on a daily basis. In other words, your readers are working under stress. As a result, almost without fail:

- Your readers do not read, they only scan.
- They read selectively, looking only for information that is relevant to their agenda.

Therefore, the first principle to remember about writing for your readers is you should write so that they can scan what you have written without missing any important information. And you should present your information so people can quickly identify what you want them to know, as well as what you want them to do about it. The approach to presenting your information in a logical sequence that I present in the next section will help you write so your readers can scan and read selectively.

Beyond this simple understanding of business readers' needs, it is often necessary to address complex audiences. In such instances, you need to think more systematically about the personal characteristics, concerns and even idiosyncrasies of those you are writing to, and how their concerns and perspectives may differ from your own.

The first step in evaluating a complex audience is to gather together what you know about your readers. The following five questions identify the primary characteristics of your audience that will affect how you craft your message.

*Who are the decision-makers?*

Address their concerns above all others.

*Are your readers familiar with your expertise and with your topic?*

If necessary, establish your credibility by telling where you got your information, and provide essential background about your topic.

*Are your readers detail-oriented or do they just want an overview?*

Use this evaluation to decide how much information to include.

*Are your readers bold or cautious decision-makers?*

Decide how bold or cautious you should be.

*Do your readers already have a point of view about your topic?*

Anticipate objections that readers may have to your proposal and decide how you will address them.

Research suggests that you are more likely to win favor with your readers if you mirror their communication style and preferences. Thus, if your readers are detail-oriented, be sure to give them detail. If they are bold decision-makers, give them a clear basis for making a decision.

In addition to addressing your readers' needs and concerns, think about how your readers will use your document, and how you can make it more useful to them. Will they use it as the basis for a discussion with other executives, or circulate it for comments? Should you include a glossary of key terms, or attach a copy of correspondence you are answering?

If what you are proposing is particularly sensitive or controversial, develop the strategy you will use to keep your readers with you in a separate step. Writing in situations that may stir up negative emotions or company politics can tend to confuse our thinking and muddle our writing. Therefore, develop the logic of your presentation first, with all its reasoning and supporting evidence, as if no emotions or politics were involved. Then in a subsequent step, when you are finalizing your draft, consider what you need to do to make your message more diplomatic, either by softening the manner in which you advocate your position, or by acknowledging your readers' concerns or objections up front and telling them the factors you believe offset the arguments against your proposal.

You may be surprised how analyzing your audience before you write will affect the content and structure of your documents. The five minutes you spend systematically analyzing your readers' point of view will enable you to strategically tailor your message to their needs and therefore to be more persuasive.

## LOGICALLY ARRANGE YOUR INFORMATION

The second thing you can do to ensure that your readers will actually read what you write is to present your information in a logical sequence that is easy to follow and understand. The most effective way to do this is to present a complete summary of your argument in a single page, before you present the details or evidence that support it.

A summary of your argument is what anyone is looking for when they say, "Get to the point" or "What's the bottom line?" Summarizing the essence of your argument at the beginning of your document enables people to scan what you have written and only read the information that is most important to them.

Having a general idea of what you are advocating at the beginning of your document gives your readers a map with which to navigate the detailed argumentation or data that follows. If your readers still have questions after reading the opening summary or want to study some aspect of your evidence in greater depth, they can go directly to the specific section of your document that addresses their concerns.

The following four questions will help you identify the essential elements of any message:

*What prompts your document now?*

Begin by telling your readers why you are writing: In response to your e-mail last week in which you asked … Following is the information you requested about … The following report presents the findings of a study on … If necessary, this is also a good place to emphasize the importance of your topic by highlighting a problem your proposal will solve or an opportunity it will take advantage of.

*What do you want your readers to do or believe?*

Then if you are in a position to propose a course of action, state it clearly in a single sentence: A plan needs to be implemented, a piece of equipment should be purchased, a study needs to be conducted. If, on the other hand, you are providing information that someone else will use to make a decision, summarize your principal conclusion: The plan addresses the necessary contingencies, a piece of equipment meets specifications, a person is qualified for a job.

*What are your supporting arguments?*

Give your readers a simple summary of the reasons, findings, or conclusions that support the recommendation or evaluation you are making, or an outline of the details of your proposal: The plan will be implemented in the following five phases …, the equipment will enable XYZ Company to deal with the following threats…, the candidate has needed expertise in the following areas …

*What's next? Who will do what, when and how?*

Summarize what your readers need to do to further your proposal: If you agree with this proposal, please sign in the space below …, please call me if you have questions …, please prepare a preliminary estimate of …; and what you will do in support of the position you are advocating: I will visit three local companies that have implemented similar plans …, I will organize a meeting of those who will …, I will prepare a full report detailing the implementation of …

## IMPROVE YOUR COMMUNICATION

As simple and obvious as this structure may appear, too many people fail to use it as the basis for their business communications. And not just in writing. This structure is applicable to all types of messaging. It models the structure of all good decision making and problem solving and can be used as the basis for something as simple as a voicemail message or as challenging as an effective PowerPoint presentation. It is even the structure of any good strategy.

Ideally, all these points should be made in a single page, in keeping with the common wisdom that in business anything with a staple in it doesn't get read. Each one of these points should be discussed in a separate paragraph. The summary of your supporting reasons is a good place to use a bulleted list that readers can scan to capture the essential elements of your supporting arguments.

If your communication is particularly complex or technical, you also may want to include a few additional pieces of information not specifically covered in the outline above. When your audience is unfamiliar with your topic, consider including a few sentences of essential background or even definitions of terms– whatever may be necessary to ensure that your message is understandable to any audience.

If you and your qualifications are not known to your readers, or if your proposal is especially costly or controversial, you may want to explain the sources of the information you use to justify it. And finally, if what you are proposing is only applicable to a specific set of circumstances, state any assumptions that underlie your conclusions, and the limitations of your findings or recommendations. These various elements are usually best incorporated just prior to stating your central proposition – what you want your readers to do or believe – or just after it. In either case, the idea is to create whatever context may be necessary for your readers to fully, but quickly, understand what you are talking about.

Systematically evaluating your readers' needs and giving them a complete summary of your point of view in a single page are elements of all effective communication. We have all learned these principles at some point in our schooling or professional training. But how many people actually apply them? Doing so will increase the chances that your ideas get the attention of decision-makers and ensure that organizations and communities are prepared for emergencies the way you know they need to be.

### About the Author

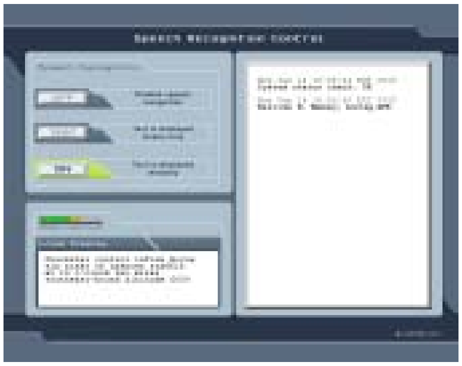
*Matthew Spence is president of Spence & Company (www.spenceandco.com) and teaches workshops on business and technical writing to professionals of all kinds. The approach he teaches was developed by his father in the early 1950s for McKinsey & Co., where it became the basis for approaches similar to the "pyramid principle," MECE, and other acclaimed techniques of effective communication used by McKinsey and other leading management, consulting and professional firms around the world. Spence can be reached at matthew@spenceandco.com.*

# Global Assurance PRODUCTS

## REAL-TIME TRANSCRIPTION

**Accept speech input from 100 event participants**

The CaptionBot from ULTECH offers automated broadcast captioning technol-



ogy for real-time transcription applications. This technology turns speech input from different locations into text, together with participants' identities; and can display collective text on a video monitor, or over individual computers. A data file of proceedings can also be produced, after the event. For example, a team of emergency responders can create a text rendition of their conference calls.

*www.ultech.com/transcription*

## EMISSIONS-FREE PACKAGING MATERIAL

**Protect items and recovery personnel for up to 10 years**

Intercept Technology packaging, available up to 40 feet wide, mitigates disas-


ter damages by protecting items from atmospheric corrosion, static electricity, and mold – employing a copper polymer to sacrificially remove contaminants that damage items. The samples pictured show the results of a test comparing Intercept packaging to bagging alternatives: chemical preservative, foil, and anti-stat plastic.

*www.InterceptShrinkfilm.com*

## MASS NOTIFICATION SYSTEM

**Send emergency messages efficiently over a wide area**

Cooper Notification recently announced the launch of its Roam Secure Alert Network (RSAN), a personal and regional alerting system on Microsoft's

Windows Server 2008 operating platform. RSAN delivers personal and regional text and voice alerting; and is part of the Cooper Notification suite. This suite delivers mass notifications over a wide area through integrated outdoor speakers and offers an indoor evacuation support system.

*www.coopernotification.com*

## ACCESS SECURITY SOLUTION FOR MAJOR EVENTS

**Verify millions of identities in emergencies**

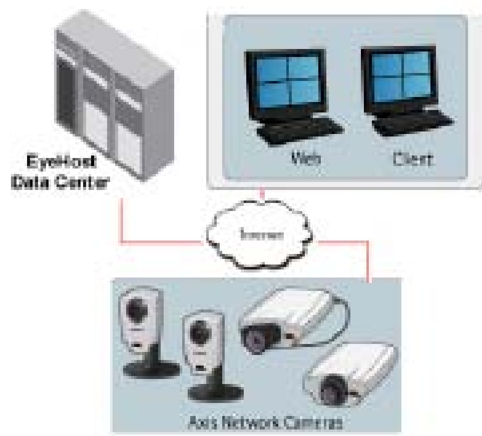
CoreStreet has integrated its PIVMAN solution with a unique smart card and identity management system to create an improved verification and security solution for big events, with handheld devices and related backend software. This integrated solution was deployed in a March 2008 "Winter Blast" First Responder Authentication Credential (FRAC) authentication demonstration, hosted by FEMA and the Office of National Capital Region Coordination. PIVMAN controls access without persistent connection to a data source.

*www.corestreet.com*

## OFFSITE BACKUP OF ALL VIDEO RECORDINGS

**Why put key assets under your mattress?**

Do you "protect" your DVRs and/or NVRs by storing them on hard disk drives? When the hard disk fails, both types of video will be lost. Backing them up to a hard disk is like




hiding money in a mattress. Using a reliable bank is far better. NCL Security's EyeHost service is a reliable bank for DVRs and NVRs. We have potentially unlimited redundant storage. No need to worry, from now on, about fiber channels, NAS clusters, block-based iSCSI, or other storage options.

*www.nclsecurity.com*

## SINGLE-PANE DASHBOARD FOR YOUR RECOVERY ASSURANCE SOLUTIONS

**Monitor critical applications across mainframe and open systems**

21st Century's DR/VFI Recovery Assurance software offers tools to monitor and analyze key data and applications across mainframe and open systems via a single-pane, multi-view interface. Customize by user, type and function. Integrate data from separate IT teams. Identify interdependencies. Validate recoverability. Optimize your Recovery Time Objectives and Recovery Point Objectives.

*www.21stcenturysoftware.com*

### ADOBE FLASH AND MAPQUEST FUNCTIONALITIES NOW INTEGRATED INTO CONTIGO MAPPING TOOLS

**Get location context even for non-vehicle applications, especially in recovery situations**

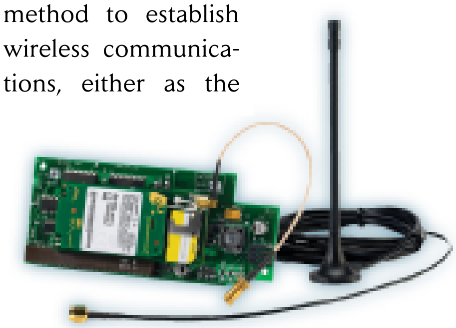

Contigo has added a new "draggable" tiled interface — and integrated street, aerial and hybrid map views across all its mapping interfaces, including its 24/7 monitoring portal. Adobe Flash and MapQuest (both the Advantage API and Enterprise editions) help give you an optimal mix of usability, cross platform compatibility, speed and extensibility.

*www.contigo.com*

### NEW DMP PANEL EXPANSION CARD PROVIDES DIGITAL CELLULAR LINK

**One-step installation of panel-to-station wireless communications**

Install a secure wireless communication link between the panel and any DMP Central Station, providing multiple communication paths – with full, two-way communcations. DMP's Digital Cellular Communicator: 463G — an expansion card for the DMP XR500 panel – gives you a one-step method to establish wireless communications, either as the



primary link or as a reliable backup. This new solution works with any wireless carrier.

*www.dmp.com*

### DELIVER ACCURATE AND TIMELY INFORMATION OVER A QUARTER-MILE AREA

**Reduce crisis injury and property loss through a Clear Warning system**

ADTs Clear Warning intelligible voice messaging uses live or pre-recorded messages, and can be installed permanently on buildings or poles, or mounted on a portable trailer. These units – which can


be equipped with an optional camera, and with back-up power – comport with a 2006 US Presidential homeland security directive on implementation of effective mass notification systems for emergency incidents.

*www.adt.com*

### NEW SYSTEM IMPROVES EMERGENCY DECISIONS BY ENHANCING "SITUATIONAL AWARENESS"

**Instantly access 300 data points, including building details and critical response plans**

Prepared Response has upgraded its Rapid Responder Crisis Management


System, which digitally catalogues and inventories critical infrastructure including all kinds of buildings, transportation systems, and other structures. Upgrades include improved navigation, RSS feeds, more documentation, better imagery, incident tracking module, and other features.

*www.preparedresponse.com*

# LETTERS TO THE EDITOR

## LETTER OF THE MONTH

After reading Building Business Resiliency in the February 2008 issue, I find I agree with Mr. Myers's basic premises. Most of his points are great.

But I disagree with a fundamental fact – and one which seems to be causing our profession some serious "back-sliding." Here is where Mr. Myers goes wrong: He mentions Business Impact Analysis ("BIA"), and then confuses this key issue by combining a Risk Assessment ("RA") with a BIA. Many newer individuals in our industry incorrectly lump BIAs together with RAs. My 30+ years in this profession have taught me to distinguish these two actitivities. BIA and RA are two very different "animals." BIA dealswith what happens to the business over time, regardless of the incident. BIA helps identify: critical business functions, technology processes that affect those functions, and resources needed to maintain them. BIA helps set priorities, to support differentiation between critical, important, necessary, and deferrable organizational processes.

By contrast, RA deals with identification of every possible risk of significance, and the vulnerabilities the organization has for each such risk identified. RA is used to identify the risk priorities. With these priorities in hand, the organization can choose to handle some of them through other means, such as insurance. RA also provides a basis from which to develop possible exercises addressing what would be the risks most likely to occur for the organization. And RA gives a crisis management team a heads up on the most likely incidents the team could face, so it can develop procedures to deal with them.

BIA and RA are thus very different — and equally important for developing a viable business continuity plan and overall program. They should be handled differently, and separately. BIA determines: "What will happen when" — while Risk Analysis asks: "What if this occurs?" One is an answer. The other is a question. Both are needed.

*Patrick Kelley, Business Continuity Analyst*

James Myers replies:

*I agree with Mr. Kelley's feedback in principle. I agree that lots of content could be written on distinguishing between a conventional RA, and a BIA.*

*The intent of the article was to provide practical information to business executives and their peers, so they can better understand the functional work required when building business resiliency into the enterprise. The article states that once a vulnerability has been identified via the BIA process, only then should a level or magnitude of risk be assigned the vulnerability – a separate process. RA can then be leveraged against the findings of the BIA. Through the RA process, one can then quantify pertinent loss exposures (loss potential), based on estimated frequencies and cost of occurrence.*

*At a high level, a BIA analyzes all business functions and how a specific disaster would affect those functions. A BIA and an RA are two different animals yet not mutually exclusive when performing loss and cost calculations.*

# Why Should the Boss Listen to You?

## Management Participation in Readiness Exercises

By James E. Lukaszewski, ABC, APR, Fellow PRSA, CCEP

**Question:** How do I get the boss to participate seriously in a crisis readiness exercise?

**Answer:** All crises are management problems first. Pre-planning executive actions can avoid career-defining (and limiting) moments. Include very specific executive instructions in all plans and response scenarios.

To be successful, every crisis response process requires planned response elements devoted exclusively to senior management roles and responsibilities:

- Have a plan for what the boss should do in a crisis.
- Set the tone and the goals of the response – any, and every, response.

### 1. HAVE A PLAN: WHAT THE BOSS SHOULD REALLY DO IN A CRISIS

One of the more dangerous weaknesses in crisis response is the lack of specific roles and assignments for top management. This defect in crisis management planning occurs all too frequently and can result in mismanagement, lack of management, and even organizational paralysis. Prompt and effective response depends on carefully spelling out essential CEO responsibilities in your crisis response plan.

The CEO or surviving leader must:

*Assert the moral authority expected of ethical leadership.* Even the most devastating or catastrophic crisis will be forgiven in most cultures. Forgiveness is possible — provided the organization, through early behaviors and leadership, takes appropriate and expected steps to deal with critical issues. The behaviors, briefly and in order, are:

- Candor and disclosure (acknowledge something adverse has or is happening)
- Explanation and revelation about the nature of the problem (analyze early)
- Commitment to communicate throughout the process (even if critics abound)
- Empathy (commit intentional acts of helpfulness, kindness, and compassion)
- Oversight (invite outsiders, even victims, to look over your shoulders)
- Commitment to zero (find ways to prevent any similar event from occurring again)
- Restitution or penance (pay the price – do more than would be expected, asked for, or required)

*Take responsibility for the care of victims.* The single most crucial element in any crisis — aside from ending the victim-causing event — is managing the victim dimension. Management must see that appropriate steps are taken to care for victims' needs. These steps are both reputation preservation and litigation reduction activities. Most devastating responses to crises occur when victims are left to their own devices; when victims' needs go unfulfilled; or — for whatever reasons (usually legal) — the organization that created the victims refuses to take even the simplest of humane steps to ease the pain, suffering, and victimization of those afflicted. Out of all of the CEO's essential responsibilities, taking a personal interest and an active role in the care of victims is the most important. Maintain a positive, constructive pressure to get victim issues resolved promptly.

*Set the appropriate "tone" for the organizational response.* Tone refers to internal management behavior that helps the organization meet the expectations triggered by a crucial, critical, or catastrophic situation. When senior management assumes the posture of victimization, of being under attack, the entire organization will react in the same way. Rarely are large organizations and institutions considered victims. They are generally considered to be the perpetrators at worst, or arrogant bystanders at best.

Top executives need to set a constructive tone that encourages positive attitudes and language, and prompt responses. This approach protects the organization's relationships with various constituents during the response and recovery period, shows respect for victims, and reduces the threat of trust or reputation damage.

*Set the organization's voice.* Put a face and a voice on the organization or institution as it moves through the crisis. This action is directed towards the external world —how we describe ourselves, what we are doing, how the response is going, what responsibilities we are taking, what outside scrutiny we are inviting, etc.

*Commit acts of leadership at every level.* Acting like a leader has significance during urgent situations. Literally walk around and talk to people. Encourage, suggest, knock down barriers, and help everyone stay focused on the ultimate response process goals. Random acts of leadership are always welcome in any environment, but especially during crisis. Rather than huddling in the executive suite while trying to determine what steps should be taken to resolve the situation, 90 percent of senior executive activity should involve being out-and-about — leading, motivating, and sharing empathy.

## 2. SET TONE AND RESPONSE GOALS

Setting the tone means establishing clear, simple, verbal and written goals and achievement statements that guide the organization's behavior. Here is one example.

Our Crisis Communication Goal:
*Simple, Sensible, Positive, Empathetic Responses at Lightning Speed*

A) Define specific responsibilities:

- Be available; be helpful, as required by the response plan.
- Know what to do; when to do it.
- Know what to say; when to say it.
- Know what to delegate and to whom.
- Inspire rapid recovery as the crisis atmosphere subsides.

B) Establish a policy base for crisis response inside the organization.

Avoid negative behaviors, language, and decisions. They only slow response time, distract those with response assignments, and endanger the organization's reputation and executive careers.

## CONCLUSION

Having specific responsibilities for bosses keeps them away from the Command Center and in the field — where they really belong — where they can motivate, help overcome barriers, and re-allocate resources on the spot. We will elaborate on this last point in more detail next month.

**About the Author**

*Have a question for Jim Lukaszewski? E-mail him at crisisguru@e911.com. Make your subject line "CPM Questions." Include your full contact information, including a telephone number and e-mail address. If your need is urgent, please clearly say so. If you'd like your questions answered in this column, please say so. Jim Lukaszewski's new book, Why Should the Boss Listen to You, published by Jossey-Bass, is available in bookstores. (The book can also be purchased at www.barnesandnoble.com and www.Amazon.com. Bulk orders are available at www.800CEORead.com.) Contact Jim at (914) 681-0000, or via his website at www.e911.com. All questions and answers used in these columns become the property of the CPM Group and may be used in other media and products.*