



Shaky Ground Newsletter

<http://crmc-acp.org> The CRMC ACP Web Site

July 2009

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This Month's Program Meeting

Date: July 17, 2009

SPEAKER/TOPIC: John Pyne, our Program Director will be presenting and then facilitating a discussion on "The Use of the BIA to Support Rational Downsizing". This will be a look at the principles of the BIA and how it could be used to more rationally understand what positions should be protected and which are actually related to the ongoing success and continuation of the organization. It will be about a 30 minute presentation and then a 30+ minute discussion.

Location

QWEST at 700 W Mineral Ave , Littleton , CO
Our Host will be



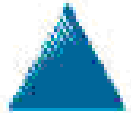
Registration & Networking starting at 1:00pm.
The meeting will begin at 1:30 pm.

So mark your calendars and we hope to see you there.

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CRMC ACP Summit Level Sponsor



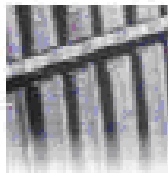
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Records Storage & Management

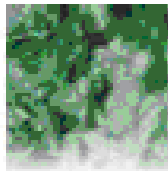
Take advantage of our services to manage records by the carton, file, document, or image. We provide solutions for vital, active, and inactive records through a suite of services in 445 record centers worldwide.



Off-Site Data Protection

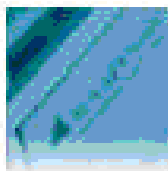
Off-site. Off-line. Out-of-reach. On-time. Low-risk.

With Off-Site Data Protection, your backup data is secure and available - recovered fast - when you need it. Because without your data, there is no recovery.



Secure Shredding

On-site or off-site, our screened personnel can destroy your confidential information - using modern shredding equipment and highly secure processes - and certify that destruction, giving you a legal audit trail.



Digital Services

Whether you need long-term archiving and access to electronic records or you need to ensure your backup data is always current and available for recovery, we have the solution.

CRMC ACP Mesa Level Sponsors



SunGard Availability Services help your business move forward with the most advanced and widest choice of information availability options in the industry

From virtualization to hot sites to replication and vaulting—SunGard Availability Services does it all. And it's all we do. That kind of focus helps ensure high availability of data, applications and systems and fits your needs and budget precisely.

When we partner with you, you worry less about the road ahead. Here's why: a track record of 100% successful recoveries; over 60 facilities with redundant power connected to SunGard's secure global network; and more than 20,000 end-user positions in facilities across North America and Europe. SunGard Availability Services—the information availability solution for businesses that must run non-stop. Keep moving, call 1-800-468-7483 or visit www.availability.sungard.com.



When Customers Connect – Experience is Everything

When it comes to your customers, **experience is everything**. In fact, you're doing everything you can to make sure that experience with your brand is rewarding for them and profitable for you. Successful campaign launches. Each of these complex functions plays an equally important role in ensuring the success of your business and online brand.

Savvis understands these needs. Many of the world's top brands trust their user experience to Savvis. It's not just our expertise in web hosting; we understand what goes into building and maintaining an ecosystem throughout the entire brand experience landscape. Beyond IT infrastructure—beyond IT performance—Savvis has combined a powerful set of tools that support every piece of your company's online identity from IT infrastructure to the end user experience. We'll provide you with online control of each of these features through our customer portal, Savvis Station.

We'll help you to create a first-class brand experience without having to piece together and manage services from multiple providers and platforms. Our integrated web solutions will help you to focus on campaigns that will connect with your customers and drive revenue to your business.

WEB LIFECYCLE MANAGEMENT
Simplify the tasks associated with maintaining your website, whether code and content releases or application and product updates - we can help.

APPLICATION EXPERTISE
Online communities are prime marketing channels that require your online marketing efforts to have the best technologies backing them. We can help you find the best applications and make the most of them.

END USER EXPERIENCE MANAGEMENT
Ensuring the best experience for your customer is one of the most critical elements of an online campaign. Learn how to optimize your campaign all of the way to your customer's desktop.

BRAND PROTECTION
Security threats, capacity issues, poorly performing applications are just a few of the things that can harm your brand. We can help protect against these pitfalls and keep you out of the headlines.

CLOUD COMPUTE
Leverage a more flexible, controllable and cost efficient computing environment. Provision operating system instances when you need them with short-term flexible business terms.

MARKETING EFFECTIVENESS
Building and launching a website will only take you so far. Who is visiting your site? What pages are the most popular? What adjustments need to be made? Learn how Savvis Web Analytics can help you make the most of your online campaigns.

Education

Disaster Recovery Journal Fall World 2009
September 13 - September 16, 2009
San Diego, CA
Details go to <http://www.drj.com>

Employment

As a service to both individuals and employers within the contingency planning community, CRMC-ACP will post descriptions for jobs available regionally.

Employers: To submit a listing, please send an email to the Webmaster and attach your job description in Word format, as you would like it to be seen. Postings will remain on the site for 30 days unless renewed.

Please visit the CRMS ACP Web site in the Members Area for new listings.

CRMA ACP Foothill Level Sponsors



DISCOVER THE KEYS TO A SUSTAINABLE SOCIAL MEDIA STRATEGY.

Social media has opened new channels for connecting with target audiences. But just dipping your toes into these waters isn't enough. You need a sustainable strategy that's integrated with your existing marketing plans.

Learn how to really swim with guidance from the social media coaches at Burns Marketing Communications. Join us for a complimentary webinar, and discover the strokes that will keep your social media strategy from sinking.

Register today

<https://www2.gotomeeting.com/register/473305667>

Swimming Lessons: Stay Afloat in Social Media

Social media is here to stay. And only organizations that effectively tap into all available opportunities - and continuously engage with their audiences - will achieve success in these new waters. During a one-hour webinar, we'll discuss:

- * Social media channels and their associated opportunities - even potential pitfalls
- * Getting started with social media
- * How to plan, coordinate, and sustain your social media efforts
- * Successful examples of integrated and sustainable social media campaigns

Register today

Tuesday, July 28

10:00 a.m. MDT

<https://www2.gotomeeting.com/register/473305667>

<http://workspace.burnsmarketing.com/rss.cfm>

<http://www.twitter.com/burnsmarketing>

<http://www.facebook.com/pages/Johnstown-CO/Burns-Marketing-Communications/8956483868>

Resiliency1 Index

The Resiliency1 Index was mentioned on the ACP President's call. Jack Pyne has provided us with the URL to the main site to be used by Members (see bottom of this article)

Resiliency1 Index and Self Assessment is a family of measurement instruments created to provide a wide measure of organizational preparedness, primarily for SME's (100-1000 employees, etc.). There are a number of sponsors, primarily from the insurance industry, with input from a number of NGO's such as IBHS, etc. This is based on a platform we use in our practice for data gathering across a number of activities including BIA's, Risk Analysis, etc.

The goal is to provide a free self assessment and simple report to both individual companies and organizations and to research purposes such as DHS, an insurance industry research group, etc., on the specific levels of preparedness found in North American business. One example would be local communities (i.e= Warren County in Michigan, Contra Costa County in CA,) wanting to know the level of preparedness of firms in their jurisdiction. Another would be NGO's such as the Natural Hazard Center, IBHS, etc. and private groups who want to access to research data uniform in nature such as the insurance industry in creating a predictive model for finally helping set rational rates for business interruption insurance.

The free Open Assessment (first button on the left) is anonymous in that you do not have to provide any information traceable to the organization. Only information asked for is used to sort for research, and includes zip, NAICS code, etc. . The email is not validated for accuracy.

This is being considered for a linkage to the ACP-International website, so that is where this discussion

Resiliency1 Index

may have come up as one of our associates is a president of a Texas Chapter. We have a number of other partnerships, but not with ACP yet which is why I have not mentioned to most of you before. I have mainly been responsible for the database and backend platform development while a large group of experts, mostly drawn from writing committees of different standards organizations (NFPA 1600, ASIS, SS540, BS25999, etc) and insurance risk control groups, have vetted the questions over the last 1 ½ years. I would be pleased to have you access the public portal and provide any feedback you would like to give. This is still a product being refined. If any of you work for medium to large organizations, I would be happy to provide a more detailed report from the same question base (Open Assessment) for free, which we provide to some sponsors' clients at a nominal charge. Just let me know. We do appreciate any increase in our database.

There is a very large self assessment (370 questions) called the Standard Assessment, which I would be happy to discuss as well, but is really too long for most organizations and is used mainly by our consultants and some partners in their private practices'. Most of the activity actually goes through private portals which I would also be happy to discuss.

The URL is www.Resiliency1.com . You create your own user name and password which is hashed so it cannot be traced or used unless you provide an email or user ID later. Any questions, just give Jack Pyne a call.

Interesting Pandemic Numbers

The following are historic Pandemic numbers and projected numbers based on these facts. These were provided by Sam Jariwala.

Spanish Flu of 1918

US Population	Deaths	Mortality Rate	Number infected	% Infected
108,000,000	675,000	2.36%	28,601,695	26.48%

Asian Flu of 1957

US Population	Deaths	Mortality Rate	Number infected	% Infected
165,931,000	70,000	0.20%	34,845,510	21.00%

Hong Kong Flu of 1964

US Population	Deaths	Mortality Rate	Number infected	% Infected
194,303,000	33,800	0.09%	38,860,600	20.00%

Seasonal Flu

US Population	Deaths	Mortality Rate	Number infected	Infection Rate
306,000,000	33,660	0.10%	33,660,000	11.00%

Future Pandemic Influenza (based on projections and past knowledge)

US Population	Deaths	Mortality Rate	Number infected	% Infected
306,000,000	1,912,280	2.36%	81,028,800	26.48%
306,000,000	1,620,576	2.00%	81,028,800	26.48%
306,000,000	1,215,432	1.50%	81,028,800	26.48%
306,000,000	567,202	0.70%	81,028,800	26.48%
306,000,000	405,144	0.50%	81,028,800	26.48%
306,000,000	162,058	0.20%	81,028,800	26.48%
306,000,000	81,029	0.10%	81,028,800	26.48%

Change Management in Disaster Recovery and Business Continuity Planning

Paul Kirvan (Published 06.15.2009)

Change management is a formal process that ensures changes to a product, process, or system, and is introduced and implemented in a controlled and coordinated manner. It reduces the possibility that unnecessary changes will be introduced without planning and analysis, which can result in faults in the system or processes. The goals of change management in disaster recovery (DR) and business continuity (BC) planning include minimal disruption to operations, reduction of back-out (return to a previous state) activities and cost-effective use of resources for implementing changes.

Change management is an important process for business continuity and disaster recovery for several reasons. Change management can deliver benefits by improving disaster recovery plans and updating critical information. Also, it helps avoid potential problems such as failure to respond to an incident appropriately because the plan was not up to date. Maintaining business continuity/disaster recovery plans as part of an existing change management program can increase the likelihood that BC/DR plans will receive the attention they deserve.

Change management activities

Six principal activities form the change management process: 1) identify potential change; 2) analyze change request; 3) evaluate change; 4) plan change; 5) implement change; and 6) review and close out the change process. These activities are accomplished through four roles: customer, project manager, change committee and change designer

While many organizations have a formal change management process, business continuity and disaster recovery are rarely included in the mix. To ensure that business continuity and disaster recovery plans and their associated databases are kept up to date, it is a good idea to include them as part of the overall change management process.

Although we are examining the change management process, it's important to note that the leading industry standards and guidance on business continuity/disaster recovery all advocate plan maintenance. The following section presents how business continuity and disaster recovery standards address maintenance. Incorporating the following guidelines into an existing change management process can help improve the likelihood that business continuity/disaster recovery plans will be properly maintained.

Change management as addressed in business continuity/disaster recovery standards

The following section includes references to change management as defined in the British Standard (BS 25999), the American National Standard for business continuity (NFPA 1600) and the DRI/DRJ Generally Accepted Principles. While the term *change management* is not specifically stated in the codes, the term *maintenance* appears in them, and is generally assumed to include the change management process.

BS 25999-1:2006 Code of practice

Section 9.4 Maintaining BCM arrangements

A clearly defined and documented business continuity management (BCM) maintenance program should be established. This program should ensure that any changes (internal or external) that impact the organization are reviewed in relation to BCM. It should also identify any new products and services and their dependent activities that need to be included in the BCM maintenance program. As a result of the BCM maintenance program, the organization should:

- Review and challenge any assumptions made in any components of BCM throughout the organization.
- Distribute updated, amended or changed BCM policy, strategies, solutions, processes and plans to key personnel under a formal change control process.

NOTE: If there are major business changes then a revision of the business impact analysis (BIA) ought to be undertaken. The other components of the BCM program may be amended to take account of these changes.

Change Management in Disaster Recovery and Business Continuity Planning

The outcomes from the business continuity management maintenance process should include:

- Documented evidence of the proactive management and governance of the organization's business continuity program.
- Verification that key people who are to implement the business continuity management strategy and plans are trained and competent.

BS 25999-2:2007 specification

6.0 Maintaining and improving the BCMS

The purpose is to maintain and improve the effectiveness and efficiency of the business continuity management system (BCMS) by taking preventive and corrective actions, as determined by the management review.

6.2 Continual improvement

The organization shall continually improve the effectiveness of the BCMS through the review of the business continuity policy and objectives, audit results, analysis of monitored events, preventive and corrective actions and management review.

NFPA 1600

Chapter 8 Program Improvement

8.1 Program reviews

8.1.1 The entity shall improve effectiveness of the program through management review of the policies, performance objectives, evaluation of program implementation and changes resulting from preventive and corrective action.

8.1.2 Reviews shall be conducted on a regularly scheduled basis, and when the situation changes, to evaluate the effectiveness of the existing program.

8.1.3 The program shall also be re-evaluated when any of the following occur:

- (1) Regulatory changes
- (2) Changes in hazards and potential impact
- (3) Resource availability or capability changes
- (4) Organizational changes
- (5) Funding changes
- (6) Infrastructure, economic and geopolitical changes

8.1.4 Reviews shall be conducted based on post-incident analyses, lessons learned and operational performance.

8.1.5 The entity shall maintain records of its reviews and evaluations, in accordance with the records management practices developed under Section 4.8.

8.1.6 Documentation, records and reports shall be provided to management for review and follow-up.

8.2 Corrective Action

8.2.1 The entity shall establish a corrective action process.

8.2.2 The entity shall take corrective action on deficiencies identified.

Generally accepted change management principals and DR/BC planning

The following chart can be used as a guide to best practices and procedures for implementing change management in business continuity/disaster recovery planning.

Maintenance: Establish a quality review program

Requirement	Recommended action
1. Compliance with minimum requirements of corporate standard(s)	Understand what your corporate standard(s) is(are).
2. Site self-assessment review of contact information	Require each location to review and update contact details quarterly.
3. Site self-assessment review of BC/DR requirements	Require each location to review and update plan requirements semiannually.

Change Management in Disaster Recovery and Business Continuity Planning

4. Site self-assessment review of BC/DR procedures	Require each site to review and update BC/DR procedures quarterly.
5. Schedule and conduct reviews when indicated by organizational change	Incorporate major organizational changes into plan.
6. Develop plan content guidelines	Determine need to review and update guidelines for BC/DR actions.
7. Management reporting	Report findings to designated senior management, steering committee, etc.
8. Base any quality requirements on existing regulations (e.g., audit, legal, ISO, Sarbanes-Oxley Act (SOX), HIPAA)	Consider all existing regulations governing the organization and build quality content around them.
9. Program Office conducts full annual audits of a percentage of existing plans	Develop a plan for corporate office to audit a percentage of BC/DR plans.

Since plan maintenance is a critical activity, it should be performed at least annually and preferably on a quarterly basis. People who serve on teams may change jobs or leave the company. The same is true with vendors, which means these lists should be regularly updated. Change management is a key strategy in conjunction with the business continuity/disaster recovery maintenance process. By including business continuity and disaster recovery plans as part of your firm's change management process you can ensure they are always up to date and ready to use when a disaster strikes.

About this author: Paul F. Kirvan, FBCI, CBCP, CISSP, has more than 20 years experience in business continuity management as a consultant, author and educator. He is also secretary of the Business Continuity Institute USA Chapter.

Reprinted from [SearchDisasterRecovery Jun 2009](http://go.techtarget.com/r/7975499/5439907) ([http:// go.techtarget.com/r/7975499/5439907](http://go.techtarget.com/r/7975499/5439907))

Summer Job-Search Strategies

It's easy to lose career focus during the summer months. Kids home from school, warm sunny weather and household projects tend to distract job seekers. Additionally, the interview process often gets disrupted while employers accommodate multiple vacation schedules. These interruptions become an easy excuse to put a job search on hold until September. Don't give in to the temptation to take the summer off. Your summer sabbatical will add months to your job search. Increased competition in September means a smaller margin of error in interview performance. Keep your job-search momentum throughout the summer to avoid frustration in the fall.

Here are three tips to keep your job search moving forward.

1. Stay on track.

Keep a schedule of weekly job-search activities that include networking for leads. Summer is a great time for increased social activities, which can quite naturally lead to discussions about your search. Additionally, tap into your on line social network to find people who know people within your targeted companies who may be able to introduce you to hiring managers. Don't over look the potential help of others in uncovering job leads.

Don't let your project "to-do" list take precedence over your job search activities. Yes, Summer is a great time to build a deck, paint a kitchen or landscape your yard, but don't allow your projects to keep you from moving forward toward a new job. Take care of your job-search goals first, then use all those extra day-light hours to fix up your nest.

2. Don't get impatient.

It's easy to let job-search activities slide when interviews get delayed, rescheduled or canceled. It's best to accept that hiring stalls are a natural summer phenomenon. Use your extra time to research targeted companies in greater depth. The insider information you pick up may give you the extra "leg up" in the interview to win out your competition. Remember, even though the hiring process seems slower during summer companies still interview and make offers June through August.

Summer Job-Search Strategies

3. Keep your interview skills sharp.

The normal tendency in summer is to neglect critical interviewing skills. The idea is "once interviews start back up I'll pull out that book and get ready." Bad idea. Don't get caught off guard. Start perfecting your interview skills BEFORE your next interview is scheduled. Minimally you should be able to:

- * State your strengths and weaknesses
- * Give reasons for short job durations
- * Sell your transferable skills
- * Give examples of your accomplishments

Remember, these are just the minimum issues you should be able to handle in an interview. Every job seeker has their own list of questions they hope they don't get asked. You must identify the questions that make you squirm and be ready with great answers.

Following these tips will help you maintain your job search momentum during the busy Summer months. Remember, work on your job search, then work on your tan. Build your interview skills then build the deck. You'll be way ahead of the September crowd and months ahead in landing your next job.

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Deborah Walker, CCMC is a career coach helping job seekers compete in the toughest job markets. Her clients gain top performing skills in resume writing, interview preparation and salary negotiation. Learn more about Deborah Walker, Career Coach at:  
<http://www.AlphaAdvantage.com>

## "PETS"

For many of you, your pets are considered to be members of your family. This month Disaster Prepped.Com has the following links to help you prepare for potential emergencies

*"Disaster Preparedness for Pets"*

( [www.disasterprepped.com/preparedness\\_pets.php](http://www.disasterprepped.com/preparedness_pets.php) )

*"Disaster Tips for Reptiles and Amphibians"*

( [www.disasterprepped.com/reptiles.php](http://www.disasterprepped.com/reptiles.php) )

*"Disaster Preparedness for Horses"*

( [www.disasterprepped.com/preparedness\\_horses.php](http://www.disasterprepped.com/preparedness_horses.php) )

*"What's Best for My Pets? Deciding to Stay or Go"*

( [www.disasterprepped.com/pets\\_evacs.php](http://www.disasterprepped.com/pets_evacs.php) )

*"Animals in Public Evacuation Centers"*

( [www.disasterprepped.com/pet\\_shelters.php](http://www.disasterprepped.com/pet_shelters.php) )

## Up Coming Annual CRMC Members Event

Mark your calendars for August 21<sup>st</sup> for this years much anticipated Annual Members Event.

The location of the event will be Deer Creek Golf Course.

Luncheon and presentations will be from 11:30am to 2:00PM

We will have two very interesting guest speakers (to be announced)

And after the speakers (at 2PM) there will be golf and other activities.

We will be sending out a survey to ask for preferences on the other activities.

Remember to Visit the CRMC ACP Web Site at <http://crmc-acp.org> often for new News and items of interest to all Contingency planners