

Activating Business Continuity Plans

Process and Resources for Division Leads and Process Owners

August 2017

Before an emergency or business disruption

All processes can withstand a certain amount of stress. Processes begin to break down if a disruption exceeds the Recovery Time Objective. The longer the disruption, the more severe the impact.

In the event of a disruption, Business Continuity Process Owners and Division Leads should use information in the Business Impact Analysis and Business Continuity Plans to determine the potential impact of any hazard, as well as the response required to recover the process.

Preparing the Business Continuity Plan for action

Before a Business Continuity Plan can be activated and used, all team members should be aware of the plan and their role. All staff have a role in recovery, no matter how small.

Before an emergency, make sure the following have been completed:

- Impact levels and the corresponding response actions should be determined and prepared in advance.
- Publish the Business Continuity Plan and distribute the plans or portions of the plans to process staff, especially those with assigned roles.
- Establish procedures for distribution and control of plan changes and updates.
- Determine how stakeholders will be quickly and effectively notified of an incident.
- Determine how recovery actions will be implemented, and practice as much as possible.

Criteria for activation:

- If a disruption to a process will continue for less time than the RTO, then the disruption is considered minor, and may solely require monitoring.
- If the disruption will continue for a time that exceed the RTO, the disruption is considered major, and activation of the BCP would be immediately required.
- When monitoring, the BIA can be utilized to establish how many critical components of a process may be affected. This includes staff, technology, workstation requirements etc.
- If the BCP provides a clear set of Recovery Actions that are adaptable to any disruption, these can be used to help recover the business process.

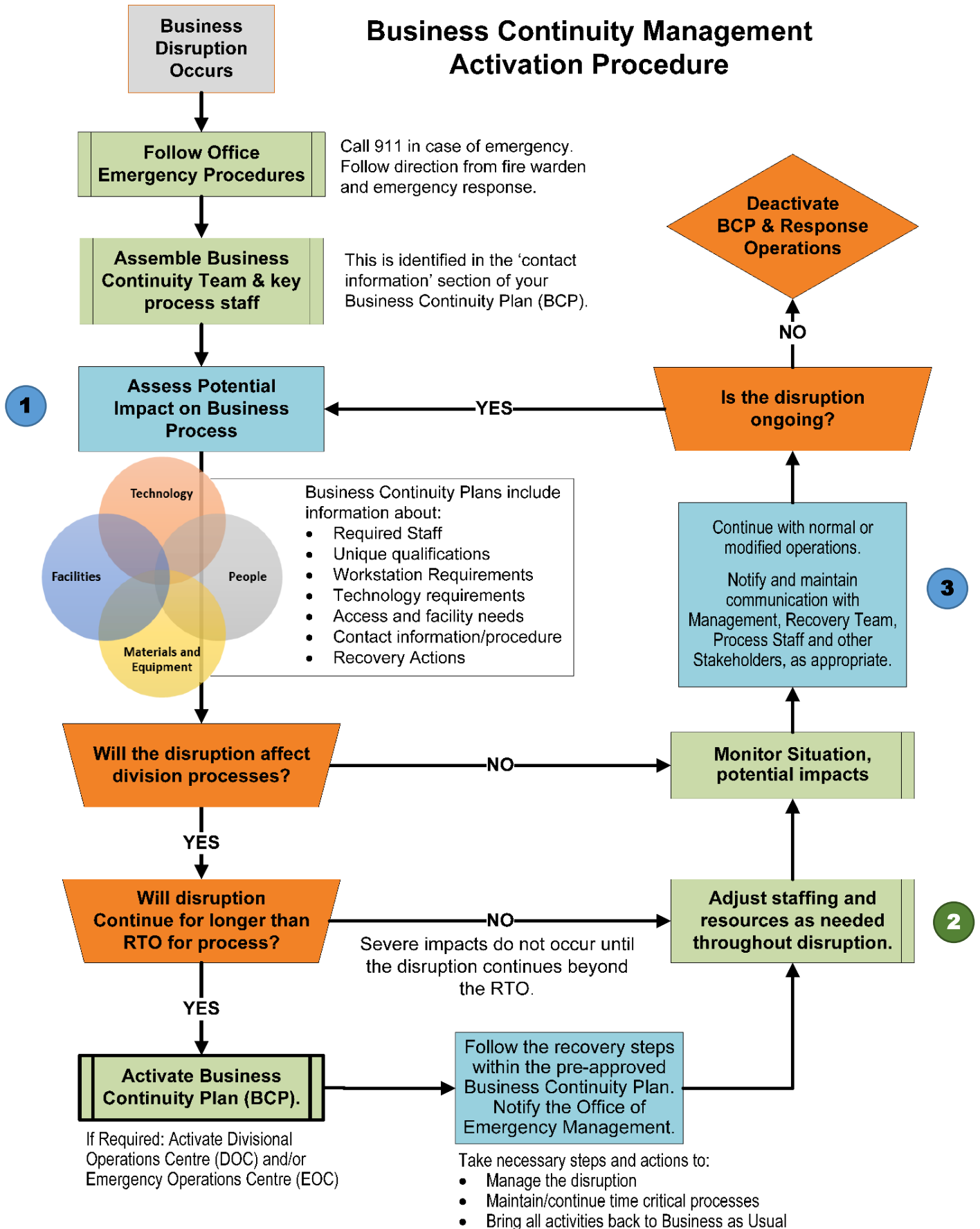
How a decision to activate the BCP is made and by whom:

The Division Lead and alternate have the authority to activate the BCP, in consultation with the process lead and signing authority (usually divisional senior management).

Directors (or their equivalents) have the authority to activate the BCP for any process within their Division. This would include the Divisional representative(s) at the City of Toronto Emergency Operations Centre dealing with an incident.

The Office of Emergency Management should be notified of BCP activation:

Business Continuity Management Activation Procedure



2**Adjust Staffing and Resources**

It can be challenging to determine staff and resource needs in the event of a disruption. Use the grid below to help prioritize actions during a response.

Determining Activation Needs

Shift Start:			Shift End:			
Shift Requirements	Current Situation	Outstanding Issues	Anticipated Priorities	Key Messages/Media	Safety Messages	Other Comments
Staff Requirements						
Technology Requirements						
Facility Requirements						
Resource Requirements						

3 BCM Disruption: Activation and Notification Levels

What is the appropriate course of action? First determine the extent of the disruption. Then you can determine who to notify, and what to do in response. Lessen this challenge by considering thresholds and corresponding procedures before the event occurs.

	Level 0 Normal	Level 1 Minor Disruption (Incident)	Level 2 Major Disruption (Emergency)	Level 3 Critical Process Failure (Major Emergency)
Operational Implications	Normal is described as 'business as usual' or 'normal operations' for emergency services and/or Divisions.	Operational impact on one or more dependency within the business process, may result in lower than acceptable service levels. Restoration of minimum acceptable service level will be achieved within the approved Recovery Time Objective.	Operational impact on one or more dependency within the business process, may result in lower than acceptable service levels. Restoration of minimum acceptable service level WILL NOT be achieved within the approved Recovery Time Objective.	Serious operational impacts on one or more dependencies within the business process, resulting in lower than acceptable service levels. Restoration of minimum acceptable service level WILL NOT be achieved within the approved Recovery Time Objective. Disruption is likely to cause significant and possibly long-term impacts on other operations.
Office of Emergency Management Notification	No notifications required as Divisions will follow established internal notification and escalation procedures.	Support available through OEM Contact person or alternate during daytime hours. Email @ with a summary of the disruption and anticipated impact, copy your BCM division contact. Call x for support during business hours. Use subject: BCM LEVEL 1 DISRUPTION.	See level 1. Use subject: BCM LEVEL 2 DISRUPTION For after-hours notification and support, escalate notification through internal management structure to OEM SMT.	See Level 2. Use subject: BCM LEVEL 3 DISRUPTION Escalate notification via management to the OEM 24/7 Standby Coordinator for immediate emergency support.
Division Notification Protocol				
Overall Restoration Objectives				
Other				