

Resilience: What Does It Mean for Organizations?

RESILIENT VIRGINIA 2019 CONFERENCE

JULY 18, 2019



Introduction - Meet Our Presenter:

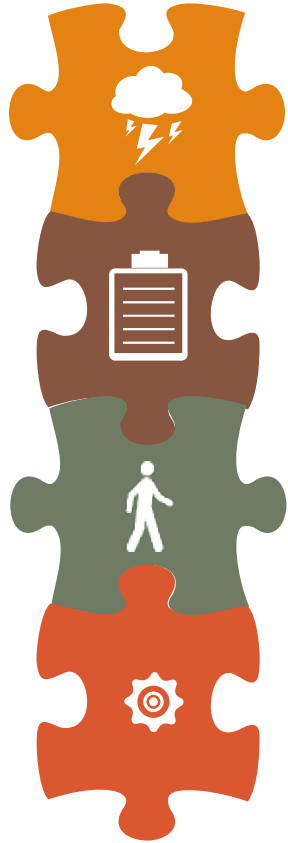


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Agenda



Organizational Resilience

ISO Standards

Business Continuity

Why Planning Matters

What is Resilience?

What Are You Most Proud of Today?
“My Resilience” – Novak Djokovic

- 4 Hours, 57 Minutes
- 5 Sets, Tiebreak at 12-12
- Down Match Point



re·sil·ience

/rəˈzilyəns/

“the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events.” - USGBC joined with other industry leaders to broadly [define](#) the term resilience in 2014.

“the ability to absorb and adapt in a changing environment” – International Standards Organization (ISO)

Scales of Resilience Planning



ORGANIZATIONAL RESILIENCE FRAMEWORK



Business Continuity /
Continuity of Operations



Crisis Management
& Communications



Critical
Environments



Financial Health
& Viability



Human Resource
Management



ICT
Continuity



Incident
Response



Information
Security



Legal, Audit
& Compliance



Organizational
Behavior



Risk
Management



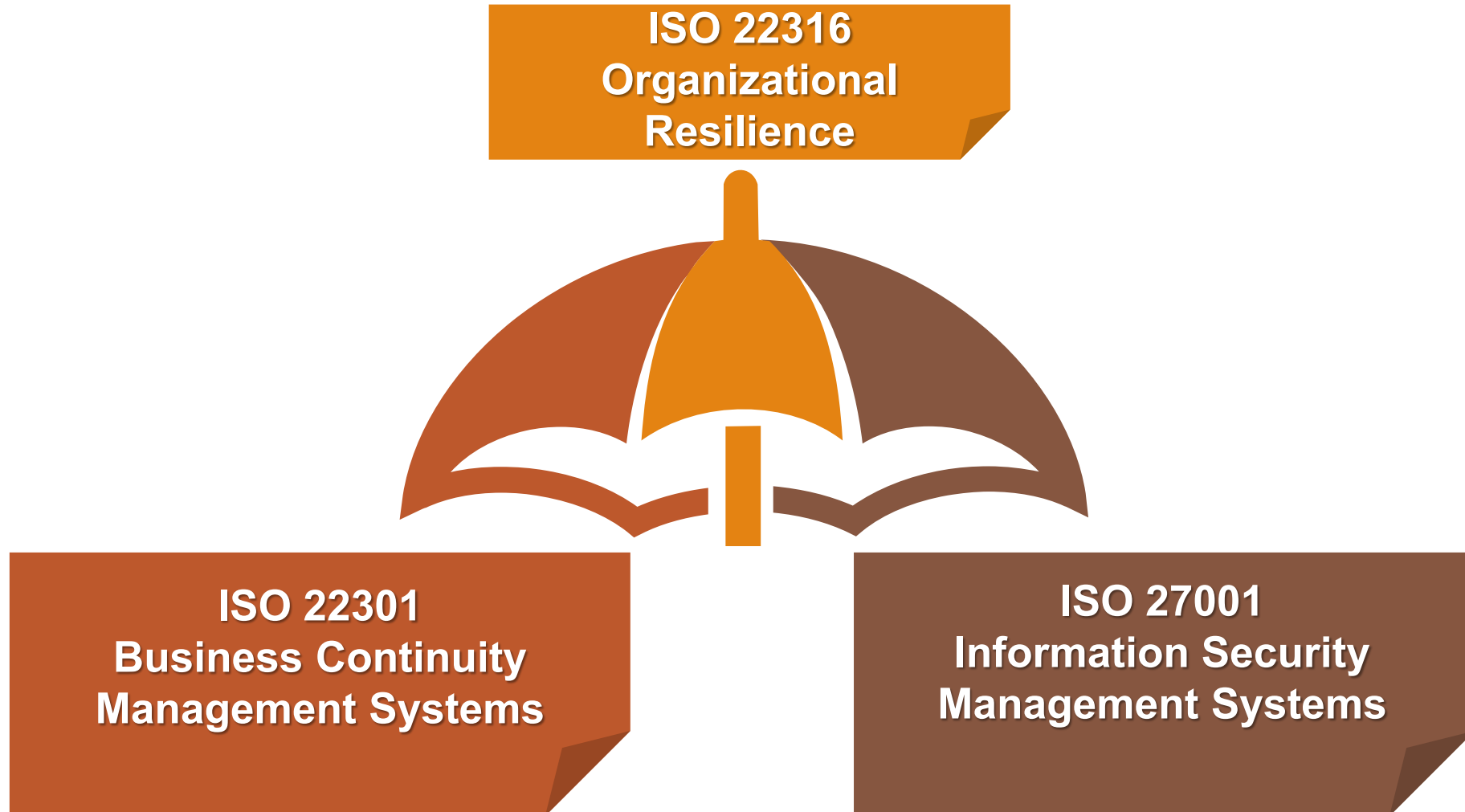
Supply Chain
Resilience

THE ICOR

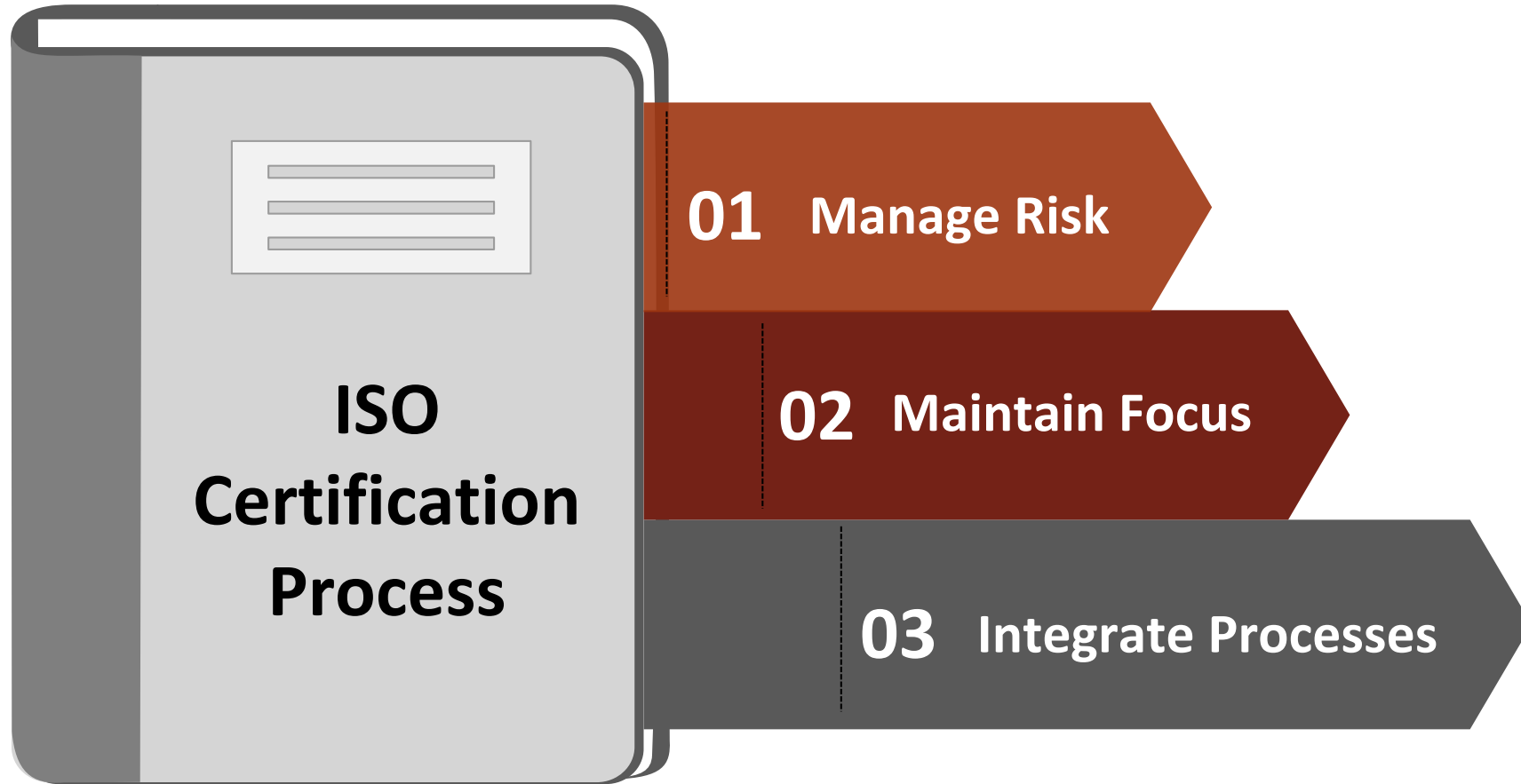
THE INTERNATIONAL CONSORTIUM OF ORGANIZATIONAL RESILIENCE

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ISO Standards

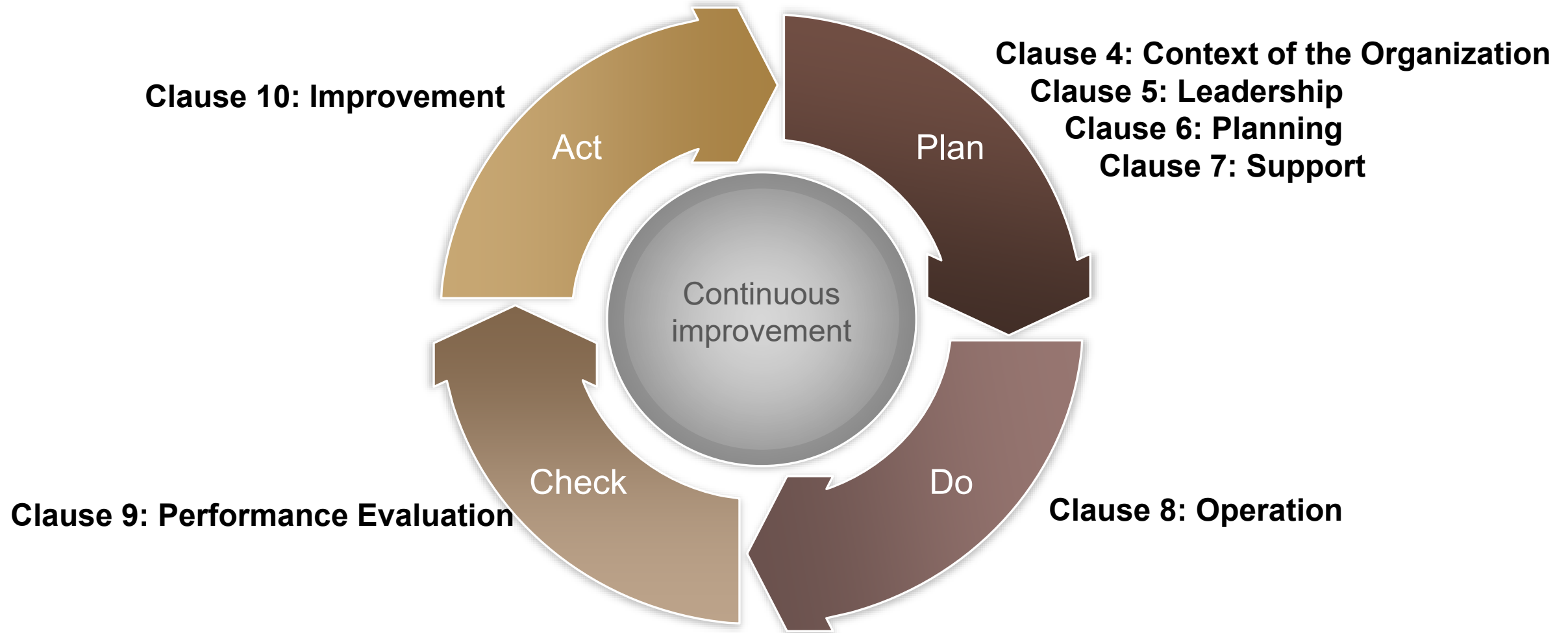


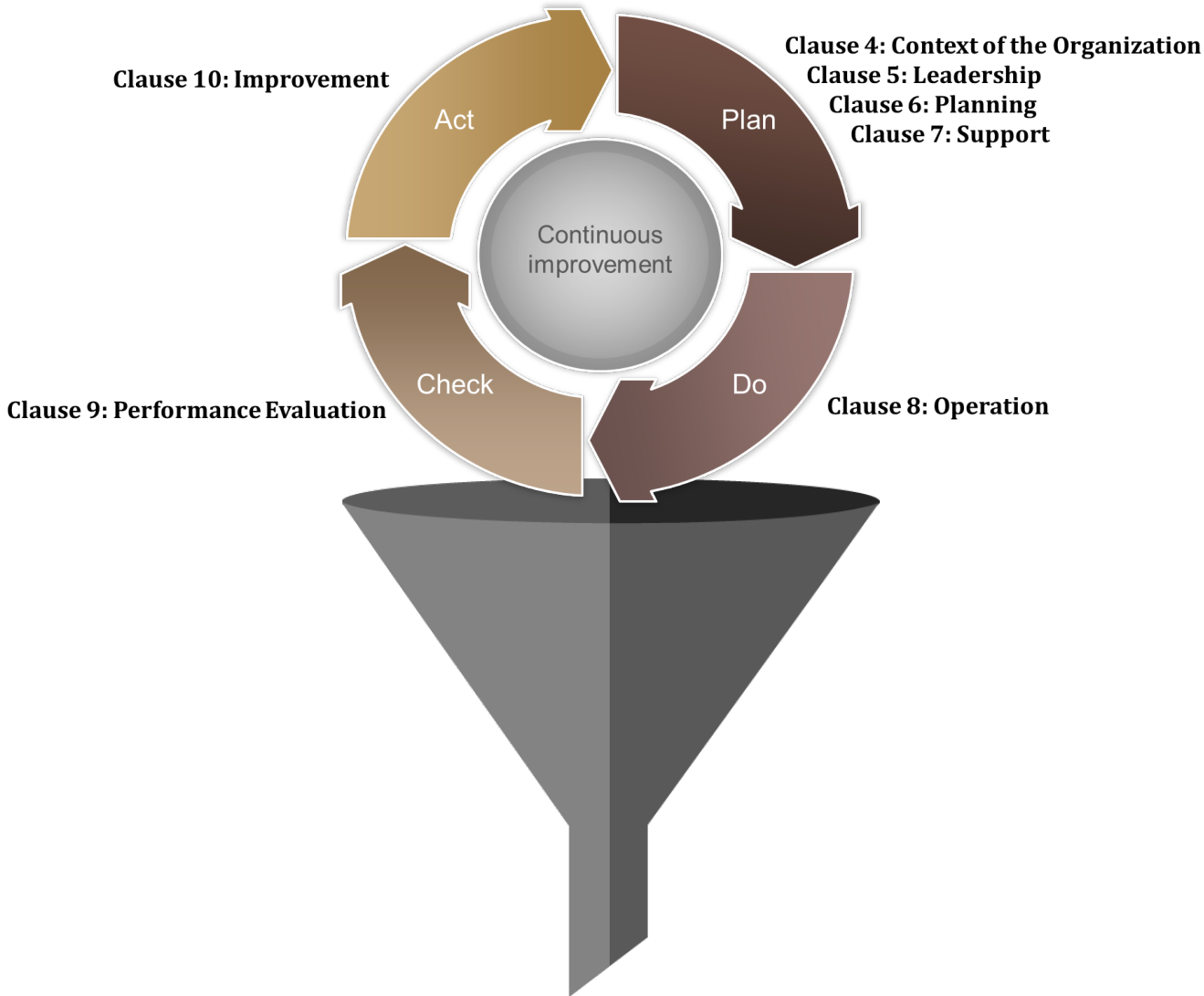
Why ISO Certification?



Adding Value While Improving Performance...

Structure and Content of ISO 22301









- Plan: Strategy & Policy
- Do: BIA & Risk Assessment
- Check: Exercising & Testing
- Act: Continual Improvement

ISO 22301 Requirement

Outcome

 Plan: Strategy & Policy	Defined Goals and Objectives Being Realized
 Do: BIA & Risk Assessment	Defined Essential Functions & Risks
 Check: Exercising & Testing	Effective Processes & Muscle Memory
 Act: Continual Improvement	Continued Effectiveness of Program

Integrated Management System

Business Continuity



An Emergency Plan Is Not Enough

Everyone is accounted for, now what?

Next 48 hours?

Next 72 hours?

Next Week?



Business Continuity Plan Basics



Chain of Command

Who is in charge?



Essential Functions

How will you prioritize?



Alternate Sites

Where will you go?



Communications Plan

How will you communicate?

Muscle Memory

Education

Teach and educate your employees on your procedures, plans, and policies.

Exercises & Drills

Practice your procedures
Practice them again
Practice them again

Culture Change

Create a Ready Workforce



Organizational Resilience



Why Does It Matter?

**“In preparing for battle, I have
always found that plans are useless,
but planning is indispensable.”**

-Dwight D. Eisenhower



Facility Engineering Associates Santa Rosa, CA

October 9, 2017

3 AM





How Our Planning Helped Us

- Communication Planning & Protocol
- Muscle Memory Kicked In
- Business Continued



← FEA Office – 1st Day Back In

FEA Alternate Site #2 – 1st Day Back In →



You need more than one alternate site...

Most destructive fire in California history

- Started October 8, 2017
- Contained October 31, 2017
- 36,810 acres burned
- 22 deaths (Sonoma County)
- 5,643 structures (Santa Rosa)
- 2,800 homes (Santa Rosa)
- \$1.2 billion estimated damages
- 5% housing stock destroyed



Direct Results

Indirect Results

Organization & Business



Improved processes and procedures.

Essential Functions



Organizational Criticality



Continual Improvement



ISO Certification



**ISO 22301
Business
Continuity
Management
Systems**

People & Culture



Engaged and READY workforce

Employee Engagement



External Recognition



Culture Change



Thank You!

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