

UNIFIED ENTERPRISE CONTINUITY™ (UEC™)

HOW TO CREATE AN EMERGENCY RESPONSE FRAMEWORK

The Mead Group family of companies has been working with Fortune 500 clients and partners for decades to design, implement, and maintain key services that increase stability, decrease recovery time, and provide resources for long term planning and safety. This white paper introduces our resiliency framework known as **UNIFIED ENTERPRISE CONTINUITY™ (UEC™)**, outlines the concepts that drive this framework, and describes the path to a working and coordinated resiliency program for your organization.

In business, the policies and procedures for avoiding problems, creating redundancy, and planning for crisis are collectively related to the business principle of **RESILIENCY**.

Resiliency is a global “catch all” term that includes all the major aspects of Business Continuity (BC), IT/Disaster Recovery (DR), and Emergency Response/Life Safety (ER/LS).

For an organization to be truly resilient, it must have strong programs in each of these areas and have done the work to coordinate priorities between these areas. UEC is our framework designed to ensure that these different areas work in harmony towards the combined goal of continued and effective business operations.

THE THREE LAYERS OF RESILIENCY

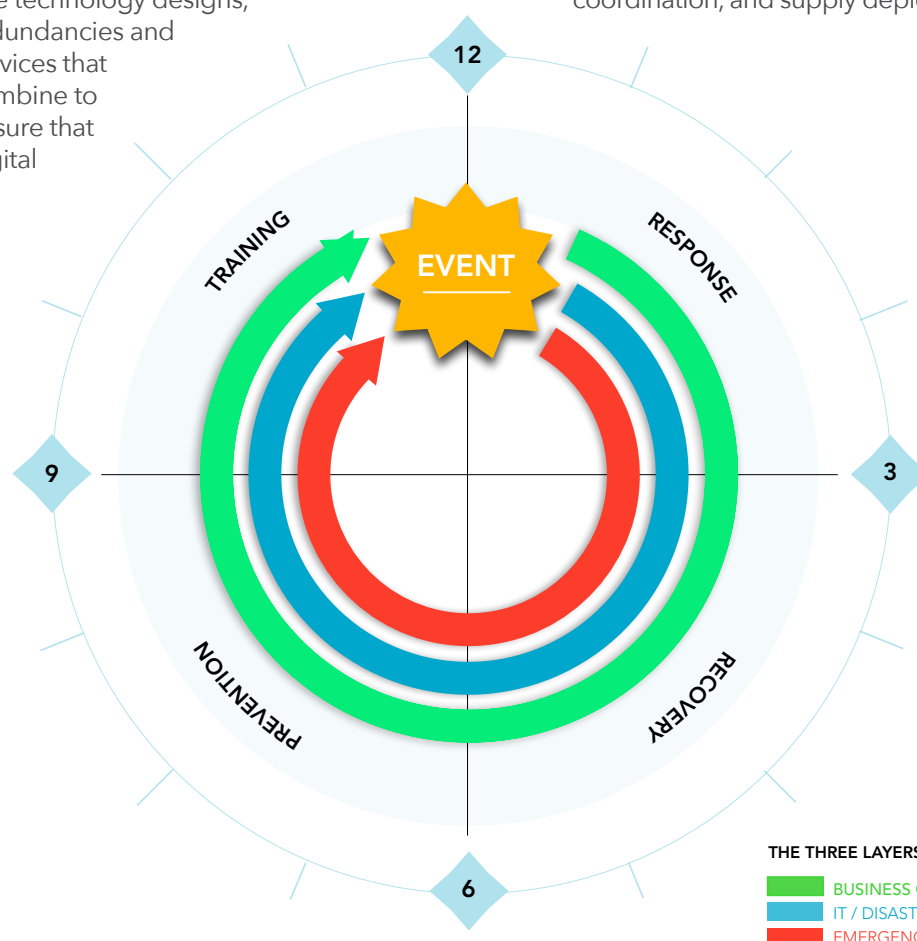
There are three layers of resiliency programs aimed at keeping any organization running:

1. **BUSINESS CONTINUITY (BC):** The business policies, procedures, and insurance that combine to ensure that a given organization will continue doing business through unexpected crisis, whether physical or organizationally-related. Some examples of Business Continuity issues include: brand value, employee succession, public relations, and insurance coverage.

2. **IT/DISASTER RECOVERY (IT/DR):** The technology designs, redundancies and services that combine to ensure that digital

communications, data management, and production-related data services stay online through a physical or virtual crisis. Some examples of IT/DR issues include: security review, data backup, network redundancy, failover planning, and high availability.

3. **EMERGENCY RESPONSE/LIFE SAFETY (ER/LS):** The equipment, training, communications, and plans that combine to protect the physical well-being and safety of employees, customers, and related human life. Examples of ER/HS include: Evacuation plans, First Responder coordination, and supply deployment.



WHY UEC? BECAUSE RESILIENCY LIES IN CALCULATED PLANNING

Many businesses establish fragmented plans in one or more of these areas of resiliency and believe they are safe; but at the time of crisis, they discover that these different layers are not working together, or are even working against each other – and precious time is lost building ad-hoc priority lists and in-field response rules. UEC, on the other hand, provides the framework to plan ahead on all fronts at once.

THE BENEFITS OF UEC INCLUDE:

- **Avoiding Gaps:** Gives the stakeholders in each of these areas a means to be comprehensive in their coverage to avoid gaps; for example, if a data backup needs to be physically recovered from a warehouse after an earthquake, should the shipping department be responsible for that as a priority, or can the IT department be authorized to license trucks without shipping being involved?
- **Promotes top-down Integration, communication and prioritization:** Avoiding conflicts in priority is critical
- **Works with existing programs:** If you've already got established plans in one or more of the three layers on resiliency, UEC enables leadership to coordinate without the need for major changes to plans that are already in place.

between the stakeholders of these three layers of focus. We call that the “War at the Door” because it represents one or more areas of response (e.g. Emergency and IT/DR teams) arriving at the same door with the same intent for overall response, but getting into a battle over who should “go through the door first”; simply because they never coordinated their policies prior to the event. UEC is designed to walk the leaders in each area through their plans, allowing your team to decide priorities now, rather than in the field while the crisis loses precious minutes waiting for an answer. Using this framework, they will isolate those places where things are missing as well as places where two or more policies might come into conflict.

NINE STAGES OF THE UEC JOURNEY

This is the journey from start to finish. Depending on where your company is with global resilience, The Mead Group can help you through the entire journey or at specific stages to ensure the safety, longevity and well-being of your organization and people.

1. **Immediate Preparations:** This “pre-stage” deploys the resources and training necessary to give your staff the minimum level of preparedness for major undefined catastrophes. It is primarily a supplies and deployment stage focused on natural disasters, but other features can be added. At the end

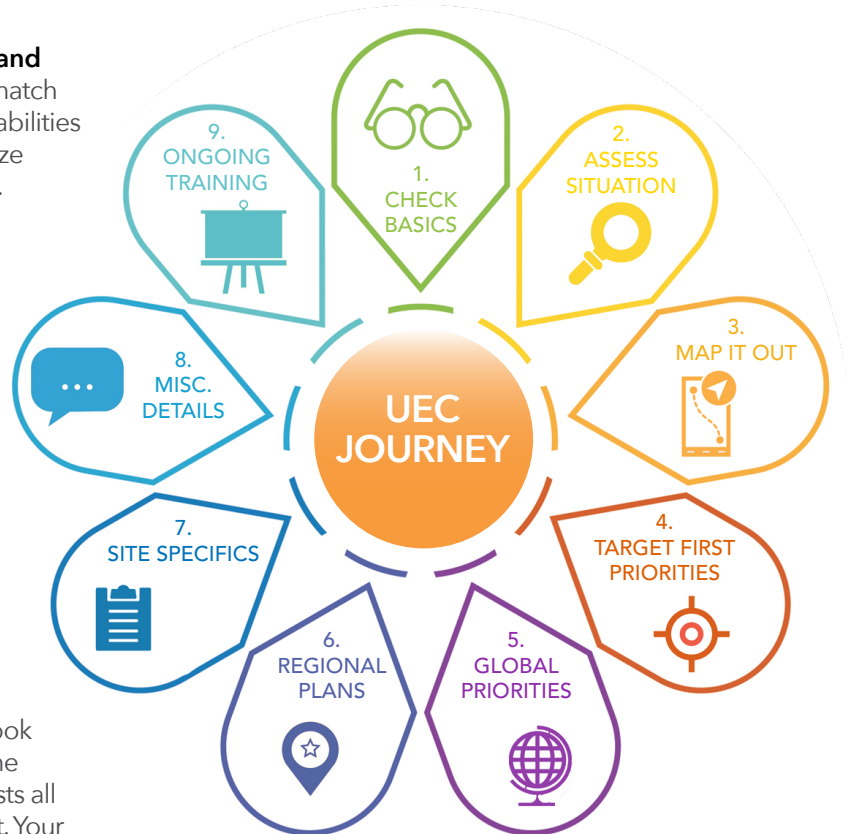
of this stage, you will have fundamental physical supplies, support, and training throughout your physical organization for basic safety and ER/HS response preparedness.

2. **Assessment:** This “Plan to Plan” stage involves measuring and comparing your business/site vulnerabilities with standard exposures and threats by performing a Business Impact Analysis (BIA) and a Risk/Threat Assessment (RTA). Together, these two reports create a clear landscape of your total resiliency needs and work to feed the remainder of your resiliency program.

3. Threat/Vulnerability Mapping and Prioritization:

In this stage, we match your company's strategic vulnerabilities and tactical threats and categorize for type, impact, and probability. Then, they are "designated" to a given Resiliency Layer in the UEC Framework (BC, IT/DR, ER/HS). For example, a cyber-attack is a global event threat that corresponds to the IT/DR Layer, while earthquake preparedness corresponds to the ER/HS. With the threats classified by Type, Probability, and Reach - and designated to a given Layer, they are then cross-referenced to each business unit (BU) listed in the BIA to create a matrix of Threat/Vulnerability definitions. This matrix is known as your UEC "Book of Disasters" (BoD). It states all the threats to a given BU, and also lists all the BUs affected by a given threat. Your leadership reviews the BoD and picks out all threats that are a main priority. Not all event threats need to be prioritized, in fact it's better if only the top ones are prioritized for the sake of efficiency. At the end of this stage, you will have a fully qualified Book of Disasters outlining all the threats, sorted for Business Unit exposure, prioritized and ready for definition. Then your leadership decides which threats, business processes, and physical locations take priority for planning based on the results of this analysis.

4. **Priority Plans:** Plans that have been designated with the highest priority are defined first. Key leadership for each designated Plan is trained on the Plan.
5. **Global Plans:** Once the priority Plans have been defined, the same treatment is given to Plans that affect all Business Units.
6. **Regional Plans:** Following Global Plans, the same treatment is given to Plans that affect more than one physical site in a Region.
7. **Site Specific Plans:** Those Plans that are only for a given site or type of site (e.g. a factory near an airport).

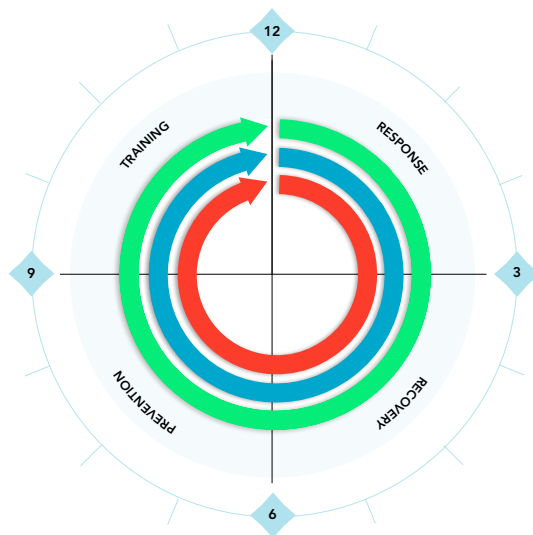


8. **Unique Plans:** Plans that fall into no other category.
9. **Training Programs/Ongoing Maintenance/Prevention Reviews:** With all Plans defined and in place, an annual calendar of training, supply maintenance, and plan improvement is worked out to ensure continuous stability and improvement. Once any Stage is completed, a schedule for training of employees, maintenance of key systems, and periodic testing/review and resource refreshing should be implemented.

This schedule will ensure that the BoD remains up to date, that employees know how to reference the Plans quickly and easily, and that the key elements of each plan are in proven working order. At the end of this stage, you will have a complete schedule of events that you can pursue internally or outsource that will keep your Unified Enterprise Continuity Plan fresh and up to date.

UEC CRAWL

Each Resiliency Plan (RP) is defined around a given Event, any unplanned crisis that jeopardizes people or operations for any duration of time. For example, there is an Earthquake RP and a Cyber Breach RP, and so forth. Once a given Event-based RP is defined for Leadership and Style, it is time to crawl the Plan, moment by moment; this allows your team to “think it through” prior to having to implement. The crawl is a “common sense” experiential walk-through that looks for holes, captures rules, and documents them in a way that can be used during a crisis. This “detailed slow review” is done in four Phases (Response, Recovery, Prevention, Training) and there are specific steps in each phase. Uniquely to UEC, this is done for all three resiliency layers at once.



Response

The first phase is about responding to the Event at hand. The steps include:

- Identification - event is noticed/experienced
- Communication - all related parties are notified as much as possible
- Quantification - the assessment of the Event's impact begins

- Reaction - first planned actions are taken
- Stabilization - all planned actions are taken to seek containment
- Assessment - the results of the Quantification steps are collected
- Reporting - information is distributed regarding Stability and Assessment

Recovery

The second phase is about returning to normal operations. The steps include:

- Transition Design - the damaged assessment leads to a recovery plan
- Replacement/Repair - steps to replace damaged resources begin
- Scheduling - timelines for replacement, and sequence of events are defined
- Recovery - the planned Transition and Replacement is implemented
- Resupply - any depleted resources are topped up

Prevention

The third phase is about “lessons learned” and optimizing the RP. The steps include:

- Review - all documentation and historic notes are re-read and compiled
- Redefine - any existing steps that need updating are redefined
- Release - a new and updated RP is distributed to stake-holders
- Deploy - any steps/resources that decrease exposure are purchased/implemented

Training/Maintenance

The final phase is about keeping personnel/ resources up to date. The steps include:

- Schedule - a constant calendar of training and maintenance is defined
- Train - employees are updated on their necessary information
- Maintain - all resources key to this RP are given regular maintenance
- Refresh - all consumables and depreciating assets are replaced periodically

PRELIMINARY TESTING ("WALK THROUGH")

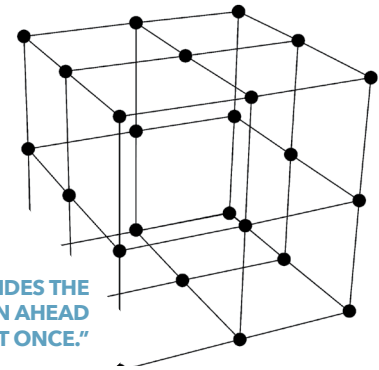
After the UEC Crawl and with a Draft RP defined, all leadership stake-holders are taken through a "table-top" walk through. In this walk-through, each and every element of the Plan is examined and the necessary people, procedures, and resources are defined and allocated to ensure they can be acquired according to the plan. In a full training exercise, outside vendors will be notified that a test is about to occur and they also will be taken through the RP, but during this preliminary walk-through, vendors generally are not involved.

RESILIENCY PLAN PUBLISHING

Once the RP has been defined and tested for a given Event, the Mead Group consolidates all the elements into a report for distribution to your employees. This distribution can be by paper, digital document, or full online tools. There will always be a fully functional book at each site for use in the event of power loss or network interruption.

SUMMARY

In today's business environment, disaster can strike at any time so the resilience of your business is critical for long-term survival. The goal of this white paper was to teach you about our **UEC** framework and how the three layers of resilience -- business continuity, IT/ disaster recovery, and emergency planning -- must work in harmony towards the combined goal of continued and effective business operations. While not an easy task, once completed and maintained, your organization will be considerably stronger and the physical safety of your organization and your people much more secure.



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**DO YOU NEED HELP
GRADUATING FROM
A SIMPLE DISASTER
RECOVERY PLAN INTO A
FULLY QUALIFIED UNIFIED
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PLAN?**

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MORE ABOUT

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PLANNING**

**Contact us today for a preliminary
consultation of the resiliency of your
business.**