



**The Government of the Republic of Trinidad and Tobago**

**Business Continuity Management Strategy  
for the Public Service**

*August 2015*

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## Abbreviations

BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
DRP	Disaster Recovery Plan
GoRTT	Government of the Republic of Trinidad and Tobago
HSE	Health, Safety and the Environment
IT/ICT	Information Technology/Information and Communications Technology
MPA	Ministry of Public Administration
RIM	Records and Information Management
RTO	Recovery Time Objective
NOC	National Operations Centre

## 1. Introduction

The Government of the Republic of Trinidad and Tobago (GoRTT) recognises that improved BCM planning and preparedness is a key requirement for achieving national resilience and is a key component in the achievement of sustainable growth and development. The GoRTT wants assurance that the Public Service is ready to deliver critical public services in the event of a unique business interruption. On August 4, 2011 the Cabinet of the Government of the Republic of Trinidad and Tobago agreed to the establishment of a Business Continuity Management (BCM) Capacity throughout the Public Service. As such this BCM initiative is supportive of GoRTT's strategic objective for improved service delivery across the Public Service. In this regard a whole of Government approach to BCM is being implemented to ensure a standardised method to critical business service delivery, whether manual or IT-enabled, that lends to cost-effective Public Service resilience.

The Ministry of Public Administration (MPA) as a facilitating partner to Ministries, Departments and Agencies has the responsibility to lead Business Continuity Management (BCM) throughout the Public Service. In this regard the MPA has defined a BCM Programme which components are as follows:

- BCM Policy –This BCM Policy when approved by Cabinet will guide the implementation of BCM in all organisations of the Public Service. The Policy is supported by this Strategy. Key components of the policy include governance and capability building.
- BCM Methodology- The organisations of the Public Service will implement BCM through a standard method. Section 4 provides a summary of the methodology
- BCM Roll-out –A roll-out plan has been prepared to guide the roll-out in quickest time by BCM Teams. Key teams who will lead and guide the immediate activities at the point of a unique business interruption. These teams are:
  - Command Recovery Team
  - Damage Assessment Team
  - Administration and Human Resources Team
  - Information and Communication Technology Team
  - Communication Team
- BCM Plans – Standardised templates have been developed for Business Continuity Plans and Disaster Recovery Plans for use by each Ministry, Department and Agency. This includes standard plans and procedures for BCM Teams
- BCM Communications - Standardised BCM Communications Strategy and Plan have been developed to communicate BCM activities across the Public Service

The underlying assumptions of the BCM Programme are that:

- The business interruption is a unique event during which citizens expect continued public services
- The normal processing location of the impacted Ministry, Department or Agency is not accessible
- The rest of the Public Service is functional
- A robust Performance Appraisal System is in place to support accountability for BCM implementation by staff of Ministries, Departments or Agencies

The BCM Programme will be adequately funded and resourced by GoRTT to ensure sustainability of effort within the Public Service.

## 2. Objectives of this BCM Strategy

To implement BCM across the Public Service on behalf of the GoRTT, the MPA has developed a BCM Policy to which all Ministries, Departments and Agencies across the Public Service are expected to adhere. Before developing policy and to ensure its robustness it is important to consider the strategic context of the policy.

Accordingly, this BCM Strategy document considers the strategic context giving rise to the policy, and supports the BCM Policy Document.

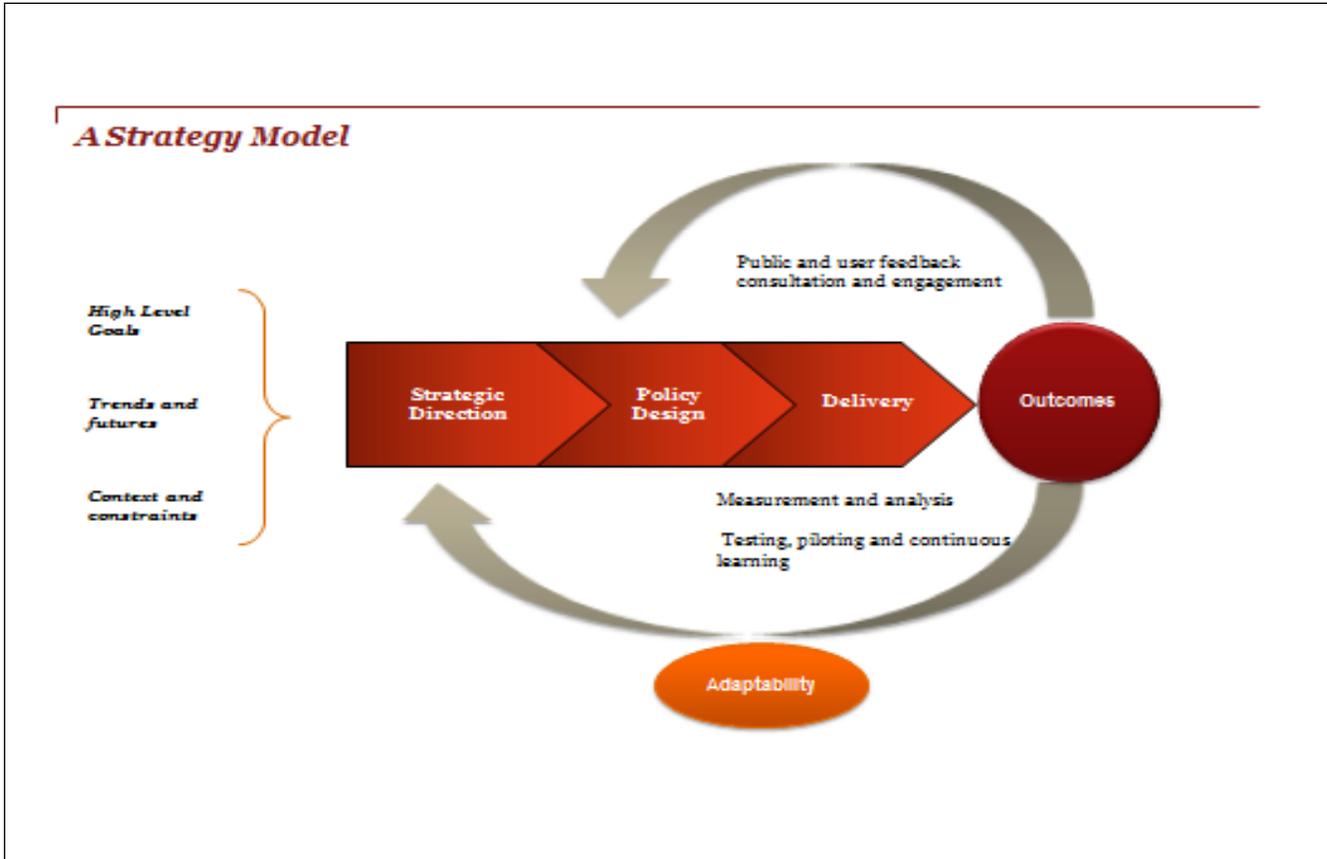
The objectives of this BCM Strategy are to:

1. Identify the strategic requirements for sustainable BCM outcomes
2. Describe the criteria used in developing the BCM Policy
3. Describe the approach to drafting the BCM Policy and Strategy
4. Outline the BCM Framework for effective implementation of the BCM Policy

In other words, the objectives of the strategy are to consider what is required to embed BCM in the Public Service. This is conceptually illustrated in the following strategy model<sup>1</sup>:

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<sup>1</sup> A Strategy Model (Source: Strategy Survival Guide, Prime Minister's Strategy Unit, page 6, National School of Government, A Policy Toolkit – Draft September 2008 (Sunningdale Park, UK))



An example of GoRTT’s strategic direction is its renewal and modernisation programme, which is about modernising GoRTT’s Public Service Management architecture, as a key component of Public Service Transformation. This initiative is described in the Green Paper – Transforming the Civil Service: Renewal and Modernisation.

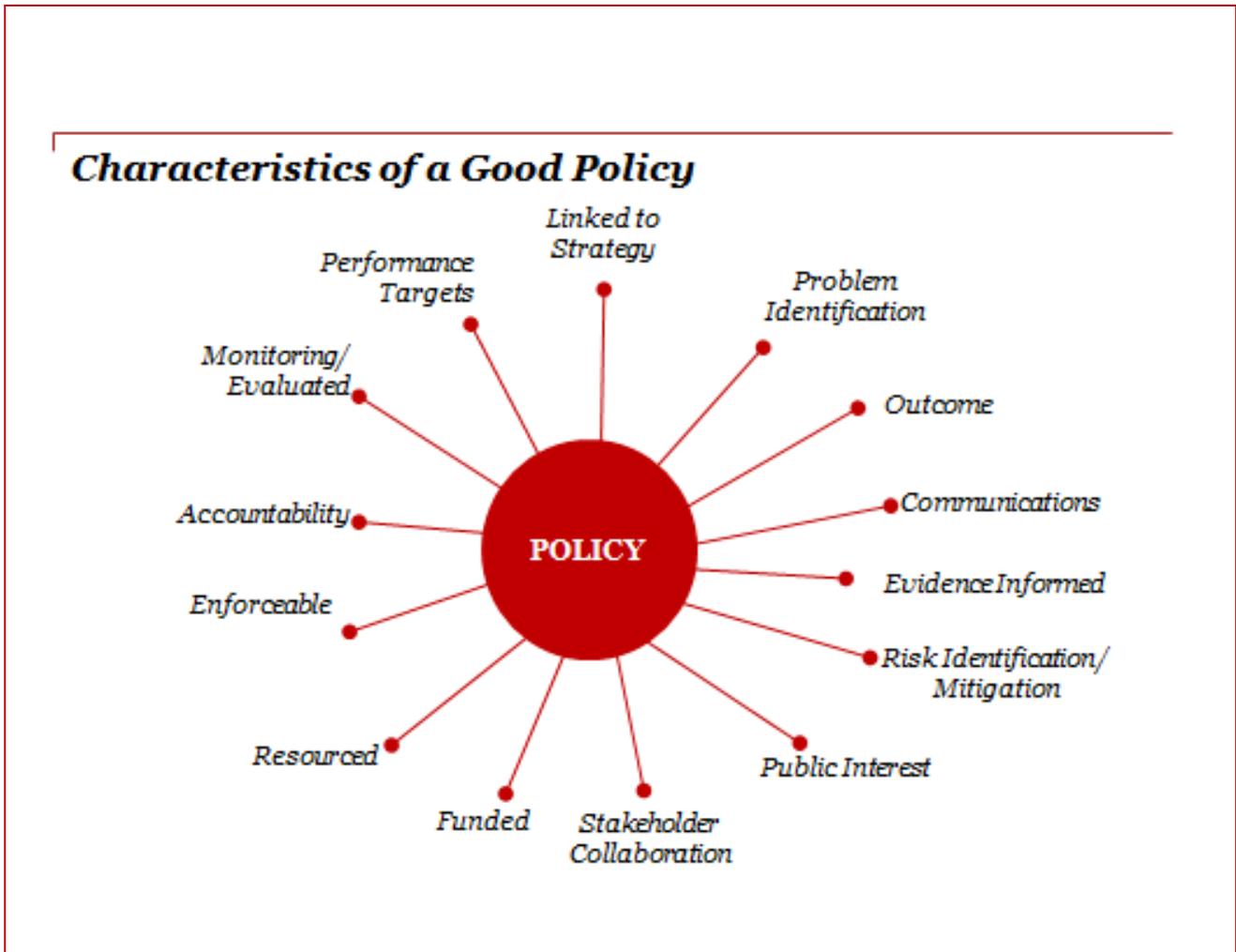
For this modernisation initiative, GoRTT has identified overarching goals, one of which is “the transformation of the existing Civil Service into an organisation that is characterised by efficiency, productivity, innovation and most importantly, commitment to improving service delivery and customer satisfaction<sup>2</sup>.” Developing BCM capacity across the Public Service is one of the many initiatives towards achieving such transformation.

Guided by this strategic direction, the rest of this document describes the underpinning policy considerations.

<sup>2</sup> Green Paper – Transforming the Civil Service: Renewal and Modernisation, The Government of Trinidad and Tobago, Ministry of Public Administration, 25 May 2011

### 3. The BCM Strategy

The context for the BCM Strategy is shown diagrammatically as follows:-



The context for the BCM Strategy is described as follows:

#### *Problem Identification and Outcome*

The GoRTT recognises that it does not have the business resiliency to ensure seamless continuance of public services in the event of a significant unique business interruption. The GoRTT wants protection against risks and threats that could materially impact upon or disrupt its critical business operations through a Public Service wide BCM Programme. In 2007, the Ministry of Public Administration and Information was a Pilot Ministry for the development of a Business Continuity Plan for the Public Service. In 2010 the Pilot Ministry re-engaged in the pursuit of the BCM agenda to roll-out BCM to the public service. In so doing the MPA held consultations with key stakeholders such as the Office of Disaster Preparedness and Management (ODPM) to ensure alignment with national disaster preparedness initiatives. In 2014, the Cabinet of the Government of Trinidad and Tobago agreed to implement BCM with urgency throughout the public service, with MPA as the leader of the “roll-out.”

A necessary pre-requisite to establishing effective BCM capacity throughout the Public Service is a standardised approach informed by a policy and an appropriate BCM Programme which GoRTT has already developed. Accordingly, the GoRTT has designed a Policy to set the tone and direction for commitment, interest and effort in BCM and the BCM Programme across the Public Service.

The BCM Implementation Unit of the Ministry with responsibility for BCM, in collaboration with the BCM Oversight Committee, will prioritise the “roll-out” of the BCM Programme starting with Ministries and Departments, and based on the criticality of the services required for the functioning of the Public Service. The business continuity strategies will be implemented by developing, documenting and maintaining business continuity and disaster recovery plans.

Consistent with the whole of Government approach, MPA will review Ministry, Department and Agency business continuity and disaster recovery strategies to identify across Government efficiencies. For example, borrowing of resources from other Ministries, Departments and Agencies, sharing infrastructure e.g. multiple locations and centralisation of certain capabilities, or adopting a clustered or sectoral approach where there is natural business resilience or synergies such as Ministries who offer related services e.g. the Ministry of Health and Ministry of People and Social Development.

#### *Communications*

Key to successful implementation and sustainability of BCM in the Public Service is continuous communications to key stakeholders. In this regard MPA has prepared a Communications Strategy and Plan for communicating BCM activities prior and during the roll-out to the Pilot Ministries and across the Public Service; and after BCM implementation, to ensure BCM is maintained as intended at the Ministries, Departments and Agencies.

#### *Evidence Informed*

The MPA has already performed BCM readiness assessments of Ministries and Departments, using a BCM Readiness Assessment questionnaire. While responses are still forthcoming, assessments so far have confirmed a low level of BCM maturity across four (4) Pilot Ministries and MPA and the dire need for BCM within the Public Service.

#### *Risk Identification and Risk Mitigation*

The business of Ministries and the Agencies across the Public Service are critical to national development and quality of life of its residents. It is therefore necessary that risks which pose an adverse threat to the operations and reputation of each Ministry, Department and Agency be identified and proactively managed. To avoid business interruptions, such risks should be mitigated in a cost effective manner. For example, an interruption at the Ministry of Finance and the Economy which inhibits the ability of the Ministry to collect revenue or meet its domestic and international commitments is cause for grave concern. In the case of the Ministry of the Trade, Industry, Investment and Communications (MTIIC), any significant business interruption to the Ministry will adversely impact the Ministry’s ability to continue international trade and investment transactions which may negatively impact the country’s well-being.

The results of a risk assessment will be used to inform preventative initiatives and cost effective recovery strategies, as well as inform the sequence of BCM roll-out starting with Ministries and Departments. Priority will be focused on those Ministries and Departments having critical processes that impact the country's ability to deliver critical services to the public and other stakeholders.

#### *Public Interest*

At the core of the BCM Policy and Strategy is continued delivery of services to the public in the event of a unique business interruption at a Ministry, Department or Agency.

#### *Key Stakeholder Collaboration*

At a National level the GoRTT has a Disaster Management Framework which aims to reduce vulnerability, manage hazards and maximise resilience, enabled by a working network of disaster preparedness and response partners in Trinidad and Tobago. The MPA maintains effective collaboration with the ODPM and other agencies that support the ODPM in the execution of a comprehensive disaster management system e.g. National Operations Centre - Office of the Prime Minister, Tobago Emergency Management Agency -Tobago House of Assembly and the Disaster Management Units - Ministry of Local Government.

Collaboration and feedback from Ministries, Departments and the BCM national network are ongoing. Stakeholder Workshop #1, held on Friday 25 July 2014, was attended by the Heads of Departments or designates from various Ministries, Service Commissions Department and the Personnel Department, from areas such as Information Technology, Facilities Management, Health, Safety and the Environment, Human Resource Management, the BCM Project Steering Committee, the BCM Counterpart team and representatives from the ODPM. These stakeholders provided written and verbal feedback which was used to update the draft BCM Policy.

The draft BCM Policy and the annexed BCM Strategy were then shared with Public Service Stakeholder Groups for additional feedback as follows:

- A BCM Policy review working team of five (5) volunteers from participants at Stakeholder Workshop #1 provided written feedback on the BCM Policy and Strategy which was used to update the draft BCM Policy.
- Permanent Secretaries, Deputy Permanent Secretaries or designates from Ministries, senior representatives from the Service Commissions Department and the Personnel Department, and representatives from the ODPM, Judiciary and National ICT Company Limited (iGovTT) at Stakeholder Workshop #2, held on Wednesday 29 October 2014.

The updated draft BCM Policy and Strategy will be approved by MPA and submitted to the Cabinet of GoRTT for approval.

Once approved, the BCM Policy will be shared amongst selected Private Sector stakeholders for collaboration on continuous improvement and sharing of BCM related resources. Examples of such Private Sector stakeholders include but are not limited to key GoRTT suppliers; Power and Telecommunication Providers; the Banking and Finance Sector; Oil and Gas Industries; IT Service Providers.

### *Funded*

To implement BCM will require financial resources to cover start-up costs as well as annual operating costs. Start-up costs will include the costs related to the setting up of the BCM Implementation Unit of the Ministry with responsibility for BCM, and the BCM Co-ordinator's role which may be a separate role, or included into the roles and function of the most senior administrative officer at each Ministry, Department and Agency; consultancy services to provide subject-matter expertise and guidance, as well as the costs of strengthening existing preventative initiatives such as fire alarm systems and putting in place recovery strategies such as alternative dedicated locations and "warm" IT sites. Annual operating costs will include the costs of maintaining a BCM capability in-house. Each Ministry, Department and Agency will be responsible for identifying BCM funding requirements and requesting such for consideration through Government's normal Public Sector Investment Programme (PSIP) and GoRTT's recurrent budgetary process. In accordance with existing protocol, each Ministry, Department and Agency will be required to justify the increased funding requirements.

Once appropriately explained and supported, the GoRTT will give due consideration to the request and is expected to provide appropriate funding for effective BCM implementation.

When the roll-out is complete across the Public Service, it is expected that there will be some "across Government" recovery strategies, such as redundant locations for use by several Ministries, Departments and Agencies or shared "warm sites". With the identification of such "across Government recovery strategies" the Ministry of Finance and the Economy may be requested to set aside a BCM fund to pay for such services. Such a fund will be requested by the BCM Implementation Unit of the Ministry with responsibility for BCM and managed by this Unit, with oversight from the BCM Oversight Committee.

### *Resourced/ Enforceable*

To ensure successful and sustainable BCM implementation across the Public Service, and gain the benefits of adopting a whole of Government approach to BCM, the GORTT has recognised the need for a defined governance and operational structure. To this end, Cabinet will be asked to approve a BCM Implementation Unit which will be responsible for managing and co-ordinating the BCM Programme across the Public Service. The BCM Implementation Unit will be resourced with BCM professionals with requisite skills in key areas such as the following: managing and coordinating business continuity planning, disaster recovery planning, policy and plan development, compliance, training, project management, and BCM monitoring and evaluation across the Public Service. In addition, knowledge management practices, that is cross training and documenting of operating procedures to ensure functional readiness by back-up personnel, will be implemented. This BCM Implementation Unit will also provide Secretariat Services to a BCM Oversight Committee.

To support the MPA, Cabinet will be asked to approve a BCM Oversight Committee with responsibility for oversight of BCM operations across the Public Service, as well as cost beneficial BCM related synergies from whole of Government approaches to BCM. Members of this Oversight Committee will be selected from key organisations that address BCM related matters such as ODPM and NOC, decision makers within the Public Service, and subject matter experts from the Private Sector and Civil Society. The Oversight Committee will report to the Cabinet of the GoRTT and will present properly considered initiatives to sustain BCM within the Public Service. Such initiatives include but are not limited to updating and approving BCM related policies and strategy; guiding across - government financing decisions related to BCM and resolving across-government BCM related issues.

While the BCM Implementation Unit will monitor timely implementation of the BCM Programme by the Ministries, Departments and Agencies as agreed in the road map for roll-out of BCM across Government<sup>1</sup> the need for an Oversight Committee is considered essential, particularly in the first years of BCM roll-out. The Oversight Committee will act with direct authority from Cabinet, with a key role of ensuring alignment and synergies between the BCM Policy and Strategy, BCM Programme, and other National BCM related policies; cross-functional communication, decision making on whole of Government approaches to BCM initiatives, and reporting on compliance, status and maturity of the BCM Programme.

*While Legislation is in place in some jurisdictions, it has not been included in the strategy for GoRTT at this time. The BCM Implementation Unit, as part of its monitoring and evaluation remit, will review Legislation developments and advise accordingly.*

### *Accountability*

The Governance and Operational Framework for the BCM Programme in the Public Services will consider a heightened level of personal responsibility and accountability. To this end, the accountabilities of the key parties are explained below. The intent of this level of accountability is the sustainable implementation of BCM in the Public Service, at acceptable levels of capital and operating costs.

The Permanent Secretaries of all Ministries and Heads of Agencies will have direct responsibility for implementing BCM in a sustainable manner in accordance with the standards and defined programme set out by the BCM Implementation Unit in accordance with GoRTT policy directives. The Ministries, Departments and Agencies will also report on the BCM Programme and its effectiveness in accordance with the BCM Policy.

The BCM Implementation Unit of the Ministry with responsibility for BCM, will be held accountable for ensuring the standardisation of BCM across Government, implementing the methodology and templates (e.g. questionnaires, plans) to the Ministries, Departments and Agencies on a timely basis, and providing training on BCM, and similar operational activities. This Unit will also be accountable for continuously liaising with the actors within the national network for BCM implementation, such as but not limited to OPDM, NOC and Energy Sector Security Initiative (ESSI) and bringing to attention any relevant issues which will impact the BCM Programme across Government. The intent of this accountability is to ensure a cohesive and seamless BCM response by Government, aligned to its national disaster policies.

The Oversight Committee will be held accountable to complete, timely, and informative communications to Cabinet and major stakeholders on BCM matters as it pertains to the Public Service, and for ensuring that these matters are properly conveyed to the BCM Implementation Unit for action as relevant. Such communications to Cabinet on BCM matters will endeavour to influence Cabinet Ministers to proactively champion BCM in their respective Ministries or agencies, and promote BCM related requirements in new Programmes and projects e.g. new investment opportunities, new concept design, new build.

The Oversight Committee will also be accountable for the outcome of its decisions on across Government initiatives.

### *Monitoring and Evaluation*

The BCM Implementation Unit will be responsible for monitoring and reporting on the status of the BCM Programme during the roll-out to the Ministries, Departments and Agencies. The level of monitoring and evaluation will be in accordance with a defined plan, geared to checking that BCM is in fact operational at each Ministry, Department and Agency, and evaluating that in the time of disruption and crises, the critical processes of the Ministry, Department and Agency are available to the public as intended. While the BCM Implementation Unit is responsible for defining and executing the monitoring and evaluation role, this Unit will collaborate with the Ministries, Departments and Agencies to ensure that it is sensitive to the unique situations of each organisation. Planning and management issues such as multiple priorities and competing demand for people resources at Ministries, Departments and Agencies, however, will not be accepted as excuses for poor performance, but will be used to assist the Ministries, Departments and Agencies with timely corrective action.

As part of monitoring and evaluation, the BCM Implementation Unit will also define the learnings in implementing BCM sustainably, which it will share to all other Ministries, Departments and Agencies. The BCM Implementation Unit will apply these learnings to identify and make improvements to the BCM Programme and its services to the other Ministries, Departments and Agencies.

The BCM Oversight Committee will approve recommendations from and identify improvements to the BCM Implementation Unit as appropriate, to support continuous improvement of the BCM Programme.

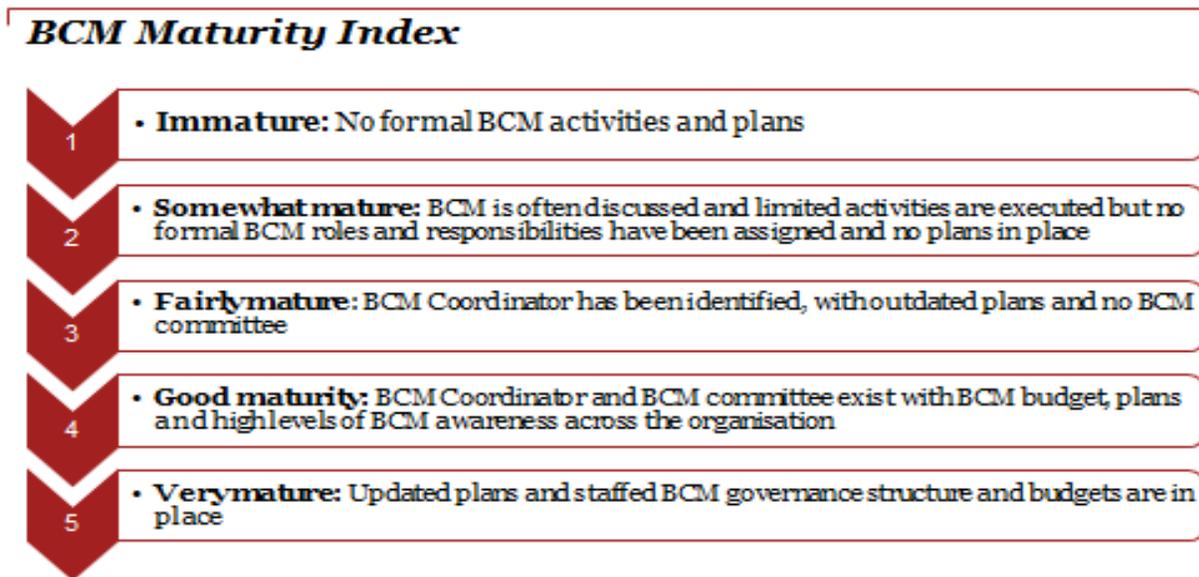
*Performance Targets*

The BCM Programme at each Ministry, Department or Agency is expected to demonstrate increasing levels of BCM maturity over time.

The Ministries, Departments and Agencies will be assessed on a scale of 0 to 5 for each of the following agreed eight (8) core Competencies of the BCM Programme, with zero (0) indicating there is no evidence of the competency and five (5) representing a fully developed and implemented competency:



The average of the rankings by competency is deemed the level of BCM maturity of each Ministry, Department or Agency in accordance with the Business Continuity Maturity Index as shown below:



To implement a BCM capability within each Ministry, Department and Agency, the BCM Implementation Unit will use this maturity matrix as a general point of assessment to manage and monitor tool for assessing how well each Ministry, Department and Agency is implementing their BCM programme.

Over time, as the BCM Implementation Unit matures, it is expected that it will identify other performance indicators against which to measure and monitor BCM performance across the Public Service. These measures of performance and their associated targets will be communicated to all Ministries, Departments and Agencies, who will have the opportunity to contribute to the setting of such measures and targets.

## 4. Assumptions of the BCM Strategy

The underlying assumptions to the BCM Strategy are as follows:

- Proactive health and safety practices to keep staff and customers safe and to reduce unnecessary work stoppages due to OSH issues
- Facilities management to ensure facilities are maintained in a state of readiness to provide the required levels of service daily
- Regular on-site back-up of Servers, Applications and Data, with load balancing infrastructure to ensure continuous availability of information systems
- Regular off-site back-up of servers, applications; data synchronisation or replication; network redundancy; back up of internal and external user access (active directory), privileges and tools etc.

## 5. Whole of Government BCM Methodology

The objectives of GoRTT's whole of Government BCM Methodology are as follows:

- To establish defined BCM Strategies and Plans to prepare for and respond to incidents
- To ensure that critical services and related activities across the Public Service and the related risks are identified, and that suitable business continuity arrangements are in place or developed to ensure their continuous availability
- To promote and ensure a sustained effort towards business resiliency in the Public Service
- To raise the profile of BCM across the Public Service. This will include ensuring that Ministry, Department and Agency staff are aware of the plans, their roles in plan implementation and receive appropriate training
- To embed a culture of BCM into the Public Service so it becomes an integral part of decision making
- To achieve a culture shift where each staff member in each Ministry, Department and Agency considers BCM his or her personal responsibility, and takes ownership for implementing a sustainable level of BCM such that service to the public is continuous.
- To enable a robust public/private sector partnership that incorporates BCM in a whole of country approach to building a culture of national resilience
- To ensure that BCM arrangements are ongoing and subject to regular reviews, audits and exercises
- To implement and review the BCM Methodology for continuous improvement

GoRTT's holistic BCM Methodology addresses Emergency Response Planning (ERP), Business Continuity Management and Disaster Recovery Planning. ERP is created to facilitate and organise employer and employee actions during workplace emergencies. This involves life safety procedures to protect the well-being of personnel and visitors. The Business Continuity Planning (BCP) involves planning and procedural aspects, encompassing crisis communications, business continuity and disaster recovery. The Disaster Recovery Planning (DRP) is the technical component of BCP and focuses on the continuity of information and communication technology systems that support business functions.

GoRTT's BCM Methodology incorporates management aspects such as policy, training and awareness, exercise and maintenance, and continuous improvement, as well as understanding the organisation and embedding BCM into the Public Service culture.

In so doing GoRTT's BCM Methodology addresses key organisational resources – people, premises, technology including software, infrastructure, information, supplies and stakeholders.

The BCM Methodology is diagrammatically shown as follows. Each Ministry, Department and Agency will implement BCM in accordance with the five (5) Workstreams of the BCM Methodology as shown in the diagram on page 18:

1. Understand	4. Implement
2. Analyse	5. Monitor and Evaluate
3. Develop	

A brief explanation of each Workstream is provided below:

*1. Understand the Business of the Ministry, Department or Agency*

Ministries, Departments and Agencies will conduct a high level BCM readiness assessment to understand the services that they offer; identify the critical business processes that must be sustained in a business impacting crisis; enumerate the staffing resources; understand the general policies and IT specific policies, and identify the perceived threats faced at key locations and the business continuity strengths and gaps. This assessment will provide an initial understanding of the key dependencies, the resiliency capabilities inherent in the organisation and the key BCM components and weaknesses that exist in its current implementation. The findings of the assessment will be used to rank the overall level of BCM maturity of the Ministry, Department or Agency and identify activities to mitigate business continuity risks.

*2. Analyse: Conduct Facilities Risk and Vulnerability Assessment and a Business Impact Analysis (BIA)*

Ministries, Departments and Agencies will conduct risk assessments at least annually.

Ministries, Departments and Agencies will conduct a Risk and Vulnerability Assessment to assess at a high-level, the threats that could result in a business interruption situation and the risk exposure related to these threats. This assessment will be conducted through interview(s) with relevant Heads of Divisions e.g. Facilities; Information Technology; Health Safety and the Environment using a Facilities Risk and Vulnerability Assessment questionnaire; and general physical inspection at each major location of the organisation. This assessment will adopt an all hazards approach (natural and man-made hazards) and cover the physical environment, power supply, telecommunications, physical security, fire protection, exposure to flooding and other similar threats.

Ministries, Departments and Agencies will conduct a Business Impact Analysis annually to understand the impact of a business interruption on the particular Ministry, Department or Agency and the related business units, to obtain an inventory of the Ministry, Department or Agency's business processes for the agreed critical service; to identify the time criticality of each business process, to determine their order of recovery in the event of a significant interruption, and to identify the minimum resources e.g. people, technical infrastructure, data etc. to meet minimum effectiveness requirements for these critical processes. The assessment will be conducted through interview(s) with relevant Heads of Divisions and Supervisors using a BIA questionnaire.

The results of the Facilities Risk and Vulnerability Assessment and the BIA will be used as the basis for the development of preventative controls; and cost effective recovery strategies at the Ministries, Departments and Agencies. Examples of Preventative Controls include Emergency Preparedness and Response Plans; Computer Usage Policy that addresses issues such as locking computers when leaving work stations, automatically locking out users after a period of inactivity; and Termination of Employees Policy and the security related issues such as but not limited to return of access cards, notifying security of termination, return of keys etc.

In addition the results of the Facilities Risk and Vulnerability Assessment and the Business Impact Assessment will also be used to identify on-going mitigation against single points of failure in categories such as but not limited to the following – key personnel, information systems, infrastructure components; equipment or supply chain.

*3. and 4. Develop and Implement: Conduct Simulation and select BCM Strategies; and Develop and Test Business Continuity and Disaster Recovery Plans*

Ministries, Departments and Agencies will conduct simulations to test the organisation's response to a significant business interruption. Where possible this will coincide with the National Annual Drill. The Simulation Exercise will be developed to test the emergency responses of the Executive Management and Senior officials in the event of the business interruption, highlight areas of potential weakness as identified in the Facilities Risk and Vulnerability Assessment and BIA, and reveal strengths and expose or uncover what was not known before testing. Strengths and weaknesses will be identified in key categories such as but not limited to the

Communications, People, Physical Logistics, Workarounds, Technical Issues, Telecommunications and Third Parties.

Following the Simulation, the executives and senior members of the organisation and the counterpart team will conduct a debrief session. This session will involve revalidating the Recovery Time Objectives (RTO) of the business processes identified in the BIA. The RTO is the period of time within which a process must be recovered before the non-existence of the process starts to have a significant consequence on the organisation.

The next session is the Strategy Selection Session during which possible recovery strategies are conceptualised. The agreed recovery strategies will be finalised on the basis of cost, impact and available facilities.

Business Continuity, Disaster Recovery and Emergency Response Plans will be developed and documented so that business continuity strategies can be implemented and maintained. These plans will also provide scenario based guidance on the sequence of actions to be taken in the event of business interruptions and disaster. These plans will include continuity and recovery measures and teams with their roles, responsibilities, and accountabilities during and after business interruptions. Plans will have clear procedures to deal with significant unique disruptions; including communication with ODPM should these escalate to geographic or national crises. Therefore Crisis Communication Plans will be tightly integrated into BCPs and DRPs, as well as inventories of back up resources for rapid deployment to maintain services to the public.

As an integral part of BCM operational activities, Ministries, Departments and Agencies will test BCM Plans annually to ensure that these remain fit for purpose. The results of the tests will be used to correct gaps, update existing plans, documentation and procedures.

##### *5. Monitor and Evaluate*

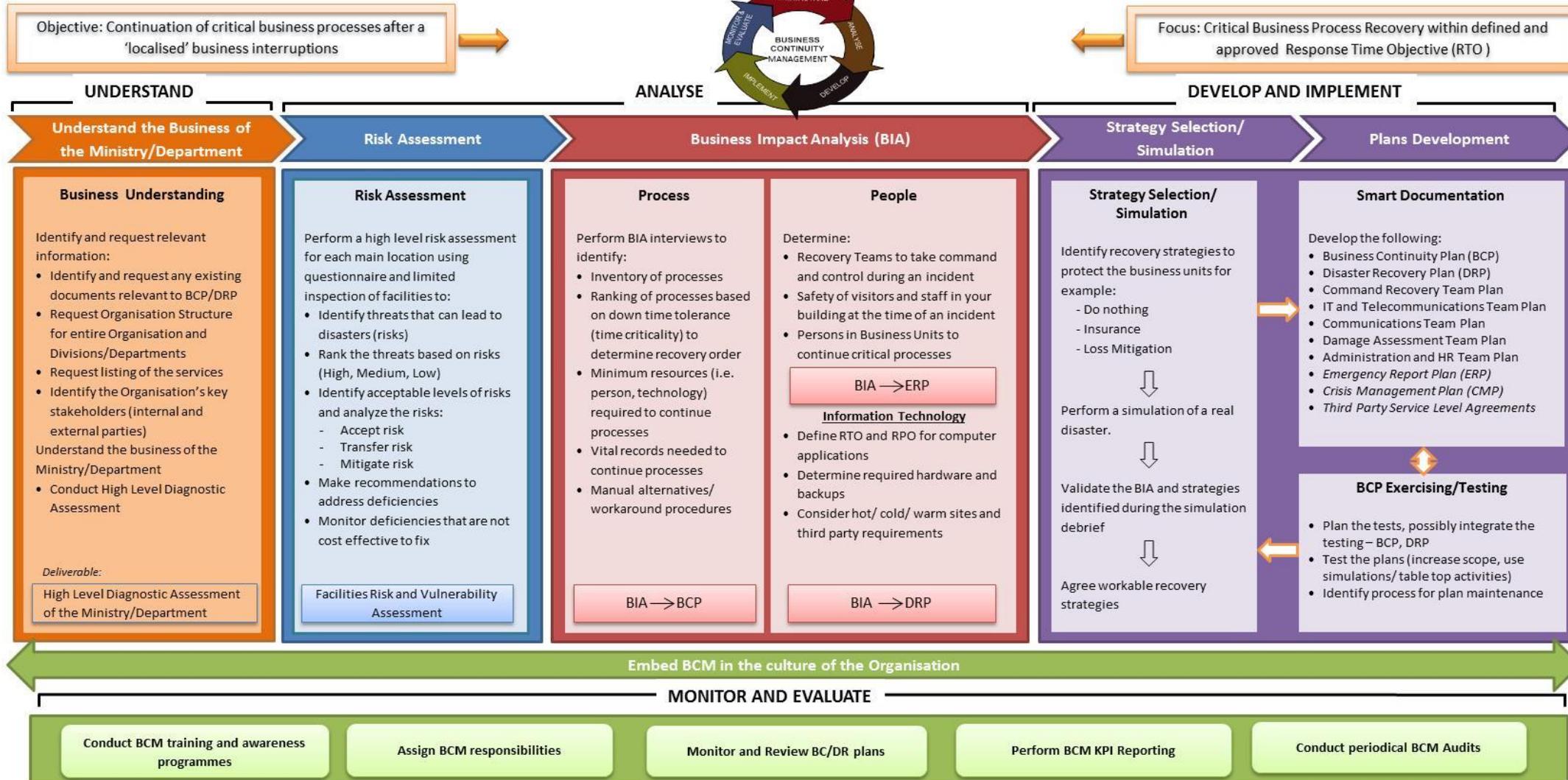
Monitoring and evaluation will be conducted at all levels i.e. by the Ministry, Department or Agency; BCM Implementation Unit and the BCM Oversight Committee in accordance with an agreed plan.

Each Ministry, Department or Agency will provide periodic reporting as agreed to the BCM Oversight Committee and BCM Implementation Unit . Such reporting will inform continuous improvement of the BCM Programme.

As part of monitoring and reporting, Ministries, Departments and Agencies will conduct post incident reviews as soon as practical after a business interruption. Such reviews include continuance of the critical process following the interruption, effectiveness of the BCM plans, update of the Ministry, Department and Agency BCM plans, documenting of lessons to share with Ministries, Departments and Agencies and improvements in the BCM Programme.

The BCM Implementation Unit will conduct periodic auditing of the BCM Programme in accordance with an agreed audit plan. The scope of each audit will be discussed and agreed by the BCM Implementation Unit , with the relevant Ministry, Department or Agency. The audit findings will be used to update BCM plans and inform recommendations and improvements to the BCM Programme.

BCM Policy for the Whole of Government



## 6. BCM Programme Management

The BCM Implementation Unit will work with the Ministries, Departments and Agencies to plan, implement, monitor and evaluate the BCM Programme. In so doing the BCM Programme will apply the Plan-Do-Check-Act (PDCA) approach to every aspect of the BCM Programme. The PDCA approach is diagrammatically shown as follows:

### Plan-Do-Check-Act (PDCA) approach



Accordingly the Business Continuity Programme will be managed as follows:

- Whilst the BCM Implement Unit will oversee the planning, it is expected that all Ministries, Departments and Agencies will implement the Business Continuity process. This will involve identifying what their critical services and activities are, what resources they require and appropriate arrangements in the event of a significant business interruption.
- The BCM Programme will be coordinated by the Manager, BCM Implementation Unit; however Ministries, Departments and Agencies will be expected to identify appropriate persons to co-ordinate the development of their Ministry, Department or Agency's Business Continuity plan development and implementation.
- All documentation will be reviewed as a minimum on a semi-annual basis, and will also be updated when there are significant changes to personnel, premises, suppliers etc.
- Exercises of Business Continuity Plans will be held on an annual basis.
- Training and awareness will be ongoing as per agreed plans.

## 7. Embedding a Culture of BCM in the Public Service

As described in Section 2: Objectives of this BCM Strategy, the GoRTT is modernising its Public Service Management architecture as a key component of Public Service Transformation. The MPA as a facilitating partner to Government Ministries, Departments and Agencies is dedicated to leading this renewal and modernisation towards a resilient citizen-centric Public Service. To accomplish its Vision, the GoRTT through the MPA is facilitating the development of the capacity of the Public Service to deliver high quality goods and services in an effective, innovative, integrated and inclusive manner.

The GoRTT has recognised that strengthening the execution and delivery capacity of Ministries, Departments and Agencies is a necessary precursor to successful transformation of the Public Service; and has since identified BCM as one mechanism for such institutional strengthening. The MPA has further identified that key to successful BCM implementation is:

- A strong tone at the top, at the level of Cabinet and the MPA
- Strong governance arrangements that extend beyond the MPA to incorporate the rest of the Public Service
- Proactive leadership and management throughout the Public Service who will champion BCM
- Trained and competent staff with dedicated time apportioned to BCM activities

BCM will be fully endorsed and actively and openly promoted by the leadership and management of the Ministries, Departments and Agencies.

It is also expected that all staff will have an awareness of the BCM Programme, how they are expected to contribute to the BCM Programme and their role in a business interruption. Such awareness will be achieved through:

- The inclusion of BCM into the Ministry, Department or Agency's induction of new staff
- Staff involvement in business continuity exercises
- Staff participation in Business Impact Assessments, Simulation Exercises and writing of Business Continuity Plans and Disaster Recovery Plans
- Business continuity training
- Communication of risk, alerts and incidents

All Ministries, Departments and Agencies will make the necessary and adequate provisions for staff that are tasked/assigned with business response and recovery, to be able to execute their functions within and beyond the normal operational hours.

To support effective communications MPA has developed a BCM Communications Strategy and Plan which provides a framework for communicating BCM activities throughout and beyond BCM implementation across the Public Service. This Communication Strategy and Plan is in three (3) phases as follows:

1. During implementation of BCM at MPA and the four (4) Pilot Ministries
2. During MPA's roll-out of BCM across the Public Service Ministries, Departments and Agencies
3. After BCM implementation to ensure BCM is sustained in the Ministries, Departments and Agencies.

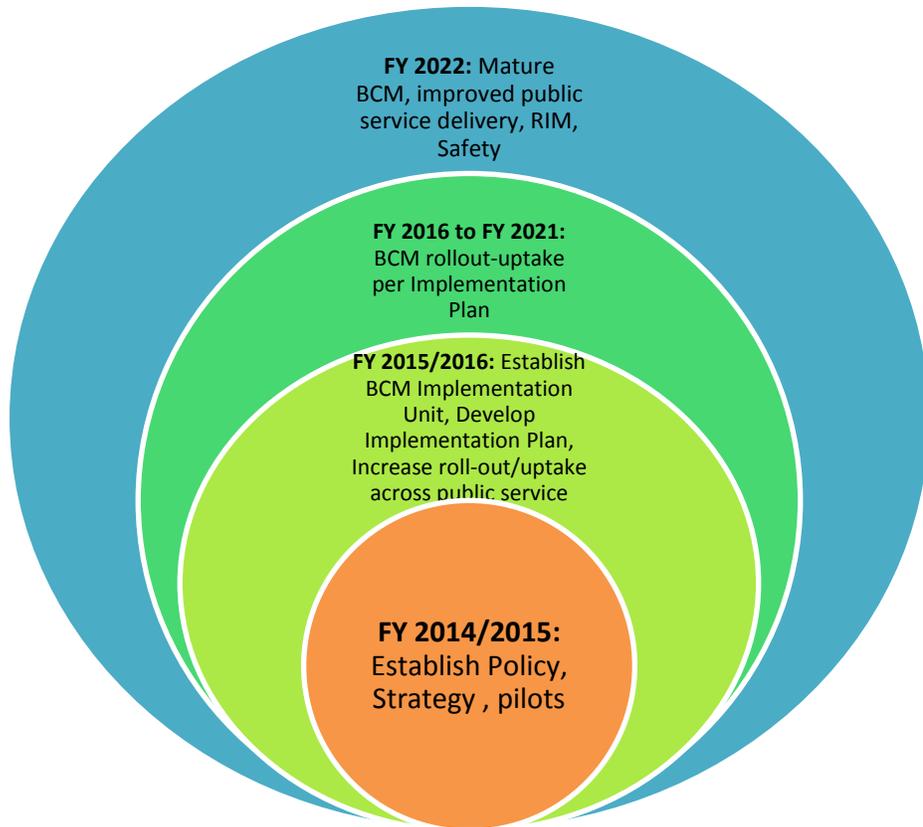
To further support BCM, organisations must continuously strengthen their operations as a routine part of operations. Examples of such institutional strengthening include but are not limited to the following:

1. Succession Planning to ensure adequate staff complement in relation to service requirements
2. Records management such as data classification, hard and electronic back up for the courts, education, police, hospitals etc.
3. Information security measures to prevent data loss, theft, corruption or malicious damage
4. Supply chain management to ensure resilience of critical suppliers especially during emergencies

5. Stronger inventory monitoring and control to ensure adequate stock of operational needs and customer requirements at health institutions, government pharmacies etc.
6. Performance management goals linking performance appraisals to BCM compliance

Once fully implemented, initiatives as described above will influence and support a strong BCM culture in the Public Service and facilitate deep stakeholder collaboration, involvement and commitment to BCM.

The diagram below presents the roll-out of BCM Strategy in the Public Service.



## Guidelines

In preparing this BCM Strategy, across Government and across Industry leading practice information was reviewed. Some of these are:

### **Governments/Ministries/Agencies**

British Columbia Ministry of Finance, “BCM Policy” 2013

Department for Transport, UK “*Business Continuity Management Policy*”. 13 pages. October 2011

Metropolitan Police, London, UK “*Business Continuity Management Policy*” 4 pages. September 2009

National Health Service, UK “*Business Continuity Management Strategy*” 26 pages. August 2013

The Government of the Republic of Trinidad and Tobago, “*Crisis Communications Guidelines and Response Plan*” 124 pages April 2011

The Government of the Republic of Trinidad and Tobago, “National Climate Change Policy” 28 pages July 2011

The Government of the Republic of Trinidad and Tobago “*National Policy on Gender and Development*”. 64 pages June 2009

The Government of the Republic of Trinidad and Tobago. “*National Response Framework*”. 13 pages. December 2010.

The Government of the Republic of Trinidad and Tobago, Ministry of Public Administration. “Green Paper. *Transforming the Civil Service: Renewal and Modernisation*”. 48 pages. May 25 2011.

The Government of the Republic of Trinidad and Tobago, Ministry of Public Administration and Information. Draft Policy on *Governance for the Trinidad and Tobago e-Government Portal*. Version 2.00. 19 pages. November 2006.

### **International Standards**

International Organisation for Standardisation. *Societal security – Business Continuity Management Systems – Requirements*. ISO 22301:2012(E). 24 pages. ISO2012.

### **Corporations including Energy Companies and Universities**

Health, Safety and the Environment (HSE) Policies from a range of Energy companies and BCM Policies and Strategies from select Universities

### **Methodologies**

Pricewaterhouse Coopers. *Business Continuity Management*. [PwC Methodologies](#).

Pricewaterhouse Coopers. *Risk Evaluation and Vulnerability*. [PwC Methodologies](#).

Pricewaterhouse Coopers. *Smart Business Continuity Management*. [PwC Methodologies](#).

## **Publications**

- Business Continuity Institute. "Good Practice Guidelines 3013 Global Edition A Guide to Global Good Practice in Business Continuity". 115 pages. bci@thebci.org. 2013.
- Dorey, Peter (2005, reprinted 2008) – Making Policy in Britain, An Introduction
- HM Government. "How prepared are you? Business Continuity Management". Version 1. 19 pages.
- Information Systems Audit and Control Association (ISACA). *Journal*. 2014.
- Internal Audit & Advisory Services. "*Report on the Cross Government Review of Business Continuity Management.*" 80 pages March 2007
- Lalla, Kenneth R. *The Public Service and Service Commissions*. (Universal Printers (T&T) Limited, 2013).
- National School of Government, September 2008 - Making Policy that Happens - A Policy Toolkit (Draft)
- Office of Disaster Preparedness and Management "National Institutional Disaster Management Framework for Trinidad and Tobago" Nov 2013
- Office of Disaster Preparedness and Management "Comprehensive Disaster Management Policy Framework for Trinidad and Tobago" (Draft) 31 pages