



CPM Global Assurance

Integrating Business Continuity, Security, and Emergency Management

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“The brain is a wonderful organ. It starts working the moment you get up in the morning, and does not stop until you get into the office.”

– Robert Frost

CPM Global Assurance is a monthly subscription-based newsletter. It addresses the strategic integration of business continuity, security, emergency management, risk management, compliance and auditing to ensure continuity of operations in business and government — all within the context of good corporate governance. To subscribe to this unique resource, please fill out and fax back the subscription coupon on the back page.

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Operational Governance — The Practical Counterpart to Corporate Governance

■ By Jim Burtles, FBCI, CLJ

In our ongoing efforts to encourage the recognition and acceptance of business continuity as a key part of governance, we are pleased to offer Jim Burtles' insights on the concept of "operational governance", a natural place for the use of business continuity practices.

The concept of corporate governance has become well established and is generally accepted as the embodiment of best practice in the boardroom. It provides the framework for directing and running a company in the same way as the motor vehicle laws provide a framework for driving a car. Both explain how we can move towards our destination without endangering others while keeping within the bounds of the law and other regulations. In the case of the company our destination is success.

Corporate governance is all about directing and leading a business towards success. It is concerned with setting policy and providing direction. It expects and prefers an active and growing business. However, it is not directly concerned with the detailed mechanics of the business. The corporate governor rarely consults the handbook or the maintenance manual as they deal with unfamiliar technical matters.

This approach is, of itself, incomplete and requires a complementary set of tactics to ensure the long-term success of the company. The other half of governance is more focused on the detail of actual business operations. Good governance, in general, is concerned with the success and reliability of a business organization and its range of products or services. Sound corporate governance promotes success whereas proficient operational governance enhances reliability.

Operational Governance

Operational governance is all about operating and running a business to ensure that the desired success is achieved and sustained. It is concerned with the planning and strategy that engenders a robust and healthy business. Operational governance enables and encourages the business to flourish and prosper.

Operational governance applies intelligence to actual business functions; it is about operating and running the business functions to ensure the success of the enterprise. It is concerned with the planning and strategy to implement

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the policies and direction determined by the corporate governors. It incorporates the philosophy and skills that make for a robust and healthy business.

There are 10 principal elements that comprise governance at the operational level. These duties are the practical equivalent of corporate governance responsibilities. Each is a serious obligation: together they run the business, provide the service and keep the enterprise alive.

There is an assumed implicit duty of the *communion of governors* by which the operational governors ensure that corporate governors are properly informed. This feedback enables the board to be confident that their policy takes into account the ability of the company (through its resources, knowledge, skills, etc) to implement an appropriate strategy to deliver the policy. This ability will vary, more or less sensitively, according to a number of factors that are understood at the operational level but need to be monitored and evaluated at the corporate level.

Here is a brief overview of the operational duties of governance:

- 1. Interpreting Policy** – At an operational level, policy has to be translated into the strategies and tactics that steer the regular operation of the business functions. All activities, processes and techniques used within the business are derived from the correct interpretation of the corporate policy by the operational governors. By adhering to the policy one can make judgments, without fear of retribution, about the success or otherwise of the business enterprise. A set of clear unequivocal policies is a means of empowerment; they establish the boundaries and allow the freedom for the operational governors to work within those boundaries. If any abuse of these privileges should occur then there can be no room for argument and the penalties should be explicit.
- 2. Quality Control** – It is essential that the product or service, the output of the business, should be maintained at a viable level of quality in the same way as the business itself needs to remain compliant with the relevant rules and regulations. Total Quality Management is the means of achieving this consistency, which is expected by the customer and the business itself. If the quality is variable then it is almost certain that the costs and the value will vary. This is likely to frustrate the governors and disenchant the customers.
- 3. Running the Operation** – The core concern of the operational governors is running the actual operation, or operations, that represent the main activities of the business. This is the area where skills, training and experience bear fruit. Each and every business will have a unique set of operations that need to run smoothly and efficiently to provide the range of services and products. Obviously there will be similarities between businesses within the same industry but it is generally their distinctness that provides them with their unique selling points.
- 4. Protecting Investment** – The material benefits that are the manifestation of capital investment need to be nurtured and protected; this is the concern of the operational governors. Assets, facilities and resources have to be prudently managed and effectively employed. Furthermore it is essential that this operational prudence can be adequately demonstrated at all times. This is to satisfy the regulators and stakeholders through the internal and external audit processes. It is achieved by means of monitoring, reporting and control systems that enable the governors to track what is happening and correct any errors or drifts before they become established, embarrassing or expensive.

5. **Maintaining Standards** – To a large extent the maintenance of standards addresses the issues associated with investment protection. This is the main reason why the corporate governors set them in the first place. At the operational level there must be a clear understanding of those standards and an unre-served acceptance of them and their implications. Any disagreement or contention will lead to a compromise or even a flagrant breach of those standards. Proper application of the corporate standards ensures that the business culture, its image and products or services meet the expectations of all interested parties.
6. **Meeting Expectations** – While meeting expectations is a by-product of all of the above disciplines, it is essential that the reality be constantly monitored against the expectations. The feedback from the monitoring process is what enables the operational governor to know how well the services or products meet the current expectations. From this base it is possible to estimate how expectations may change over time and anticipate those trends so as to continue to deliver the ideal product for the customer or end user. Deviation from the ideal can be measured and costs apportioned in order to ensure that the pursuit of perfection does not become prohibitively expensive.
7. **Product Delivery** – The quintessential element of the whole business operation is the successful delivery of the particular product at the appropriate time, in the correct quantity, in a proper condition and to the right place. Indeed it is the primary purpose and *raison d'être* of the whole business. The logistics of transporting the output of the operation from its point of origin to its point of consumption involve a complete range of management and planning skills. This forms a large part of the customer interface and is often the most likely cause of satisfaction or dissatisfaction from the client perspective. It is also essential to remember just how important that client perspective can be.
8. **Satisfying Demand** – There are two distinct aspects to demand management. One is making sure the right quantities are available to meet the scale of the demand at all times. This involves market knowledge and both short- and long-term prediction of market needs. Conversely, it is necessary to predict or judge the type and style of product or service that will be attractive to the customer set. This involves monitoring trends and gauging the future to some extent but it may also involve steering the customers' desires towards a particular range or style of product or service.
9. **Resource Utilization** – The prudent use of the resources available is a key element in the long-term success of any organization. If resources are

idle for any length of time there is a financial burden as well as a maintenance or re-commissioning liability. On the other hand if resources are overloaded the operation will suffer from failures, degradation of quality or unacceptable delays. If resources are misused or employed for the wrong purposes, damage may be caused or the products and services may be compromised. In order to successfully manage the operational resources the governor has to have a full understanding of them and the processes they support.

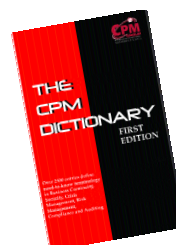
10. **Risk Avoidance** – At the operational level it is essential to eliminate or avoid risks as far as is practically possible. This means identifying the threats and dangers and defending the business against their impact. A wise blend of prevention and mitigation measures will keep the exposure to accidents, problems and failures to a reasonable minimum level. Reduction of exposure minimizes the incidence of such unwelcome events. Like all the other duties of operational governance, risk avoidance must be achieved in a cost effective manner. Operational governance should be seeking to reduce or eliminate risk and wastage while maintaining or improving the value and quality of the product or services.

These duties are carried out through exercising a number of recognized disciplines or skill sets. The operational governors as a whole will embrace the full range of disciplines although each individual may only be fully competent in one or more of them. Operational governance is a team effort or joint venture involving a number of specialist skills as well as the overall management responsibility.

Corporate must advise the operational side about their decisions and policies and operational must advise corporate side about their activities and strategies. Strategy and policy are then aligned with the corporate aims through full communications. ■

About the Author

Jim Burtles, FBCI, CLJ, MMLJ, is principal of Total Continuity Management, a business continuity consultancy in the UK.



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3n Notification System Aids In Tsunami Recovery Efforts

National Notification Network (Glendale, CA) a provider of mass notification systems, recently announced that Kenyon International (Houston, TX), a provider of disaster and mass fatality management, is using the 3n Mass Notification System to coordinate deployment of their disaster response/recovery teams in recovery efforts after the devastating tsunami and earthquake in south Asia. Kenyon International Emergency Services is providing multiple disaster response services, ranging from mortuary and memorial services to recovery of personal effects and shipping the dead to families. Kenyon has an operations center in Thailand with a full team of forensic dentists, disaster management and mortuary experts. Since Kenyon team members have been able to use the 3n System to confirm message receipt, Kenyon can track which communication paths are operable. With many of the normal communication paths not available, the 3n System allows Kenyon to communicate immediately with headquarters and individual team members as a group or one-on-one. The system is enhancing mobilization and the speed at which Kenyon responds to this crisis. Kenyon has more than 1,000 specialized contract workers, such as police officers, morticians and archaeologists, standing by to fly to Thailand as needed. Messages are distributed to all modes of communication used by the team including phone, email, pager, fax and wireless devices such as laptops, PDAs and Blackberries. www.3nonline.com

Lakeview Technology's MIMIX® Earns IBM® ServerProven™ Designation

Lakeview Technology (Oakbrook Terrace, IL) a provider of infrastruc-

ture software, recently announced six of its information availability solutions – MIMIX® ha1™, MIMIX® ha™ Lite, MIMIX® ha1™ for Windows®, MIMIX® network1™, MIMIX® dr1™ and MIMIX replicate1™ – earned IBM ServerProven® status. With ServerProven solutions, customers can select applications they know are running on IBM platforms in a real world environment. Customers can also lower their total solution cost with ServerProven solutions by accessing cost-saving offers for companion IBM products and services. www.lakeviewtech.com

Aladdin Licenses USB Token Patents to RSA Security

Aladdin Knowledge Systems Ltd. (Tel Aviv, Israel), a global provider of software digital rights management (DRM) and enterprise security solutions, announced that it has licensed patents US 6,763,399 and US 6,748,541 to RSA Security Inc. (NASDAQ: RSAS). This relationship extends Aladdin's reach into the market by enabling the company's USB-based token technology to be integrated into solutions from RSA Security, a manufacturer of products using two-factor authentication technology. Granted by the U.S. Patent and Trademark Office in late 2004, these patents apply to portable devices, such as USB tokens, featuring an on-board smart card chip and storage for unique personal information (credentials) for authenticating to a network or application. <http://www.Aladdin.com>

The Latest from StorageTek

StorageTek® (Storage Technology Corporation, Louisville, CO), a provider of enterprise information lifecycle management, recently announced a number of initiatives. The company announced a North American seminar tour, entitled

"Compliance 2005: A Guideline to Renew Your Compliance Strategy", designed to educate attendees on regulatory compliance issues and challenges, as well as the latest solutions for compliant archiving and data protection. Launched in Santa Clara, CA in February, the series will focus on strategies for archiving and retrieving compliance-affected information, balancing cost of ownership with compliance needs, and optimizing management processes and IT infrastructures for compliance with retention and privacy regulations. Each seminar will feature presentations from StorageTek experts and industry consultants covering topics such as classifying, indexing, searching and purging compliance-affected records; discovery methodologies; long-term growth and platform migration planning; and data accessibility and infrastructure scalability issues. These sessions will also feature demonstrations of advanced, integrated StorageTek solutions that are specifically designed and tailored for compliance-archiving applications. The cost is free and space is limited. Register by either accessing www.storageitek2005.com/compliance or calling 1-800-786-7835.

In another announcement, the company outlined its roadmap for the long-term protection of critical corporate records, including the introduction of Lifecycle Fixed Content Manager 100 to help companies address storage and archival for fixed content. With the addition of Lifecycle Fixed Content Manager 100, StorageTek customers have choices to address compliance and fixed content management challenges that also includes StorageTek's inexpensive VolSafe WORM tape solution. Lifecycle Fixed Content Manager 100 is designed for long-term storage and preservation of archive data. The platform provides companies with virtually tamper-proof, secure, reliable data storage that is easy to manage.

Lifecycle Fixed Content Manager 100 is designed to prevent the alteration or deletion of data for as long as a business deems necessary. Lifecycle Fixed Content Manager 100 will work with most content management software applications, including all leading email archival solutions.

Finally, the company was honored by market research company Frost & Sullivan as the recipient of its 2004 Best Bang for the Buck Award following Frost & Sullivan's recent analysis program, 'U.S. Data Storage Management Markets for Healthcare'. StorageTek was selected by Frost & Sullivan on the strength of its economical, high-performance, integrated enterprise storage solutions for the healthcare industry. Frost & Sullivan presents this award once a year to the company that has provided customers with the solutions or service that delivers the highest ratio of value to cost. www.storagetek.com

Sheriffs and OPENonline Create Law Enforcement Tool

Ohio and Michigan county sheriffs' offices are utilizing technology to improve their ability to keep the public safe. Through a public-private partnership, sheriffs' offices have access to Jail Link, the first secure Internet-based resource for encrypted jail booking and criminal information from multiple jurisdictions, maintained by a public records information company, OPENonline (Columbus, OH). Jail Link helps law enforcement agencies across county and state lines access daily jail booking information through a unified network that was previously limited to the individual counties of Ohio and Michigan. OPENonline provides Jail Link participants with a system that automates data collection and offers a secure, web-based interface for access to the most current infor-

mation on inmates, a historically transitory population. Sheriff's deputies, investigators, jail administrators and other law enforcement officials in the two states can search for inmates housed in other counties, find out whether someone has recently been held or released by a neighboring facility, and pull complete case histories on a subject, all with the click of a mouse. Access to Jail Link is open only to those agencies participating in the jail booking data collection system. The data collection process is automated and runs with minimal jail resources. For more information on Jail Link, visit the web site at www.jailink.com. www.openonline.com

Penn State Announces Research Results

Penn State University's (University Park, PA) Outreach Market Research recently released results of a study to assess needs in risk management programs. In the study, risk management was defined as including business continuity, information security, and emergency management. Market Research developed the survey instrument with input from CPM and KETCHConsulting. Despite a disappointing response of less than 130 replies, the results provide insights into professional development needs and preferences of the risk management professionals. Among the key findings were the following:

- There is a high interest (82% are very interested) in participating in professional development activities
- There is some interest in university-based programs (20% = very interested and 35% = somewhat interested), but only 23% would come to a campus setting
- Respondents were distributed all over the U.S., with some concentration in the northeast

- Most respondents were very interested in online learning (74%), web-based seminars (68%), print-based/independent learning (51%), and face-to-face programs offered in their localities (42%)
- Most respondents "highly prefer" seminars (71%), credit certificates (62%), shareable resources (58%), and networking/mentoring (46%)
- Respondents indicated their organizations provide full registration, lodging, meals and travel (65%), and partial registration (28%)
- Organizations also provided full tuition (38%), partial tuition (21%), fixed amount (18%), or some other form of support (8%) for their employees
- Respondents considered business continuity (60%), information security (65%), and emergency management (47%) extremely important to their organizations
- A high number of respondents indicated their organizations have risk management plans in place (79%), or are developing plans (10%)
- Most respondents (58% to 90%) indicated that the issues presented to them in the survey are extremely critical or very critical to their organizations
- There is a high interest in business continuity (84% are very interested) and emergency management (64% are very interested) professional development
- Two out of three (66%) respondents were working in the financial/banking, government (federal, state, local) management consulting services, health care and education sectors
- Slightly over half of the respondents were business continuity managers and planning staff ■

www.psu.edu; www.ketchconsulting.com

International News

■ www.continuitycentral.com

Japan Sets Up E-defense Warning System

Source: *The Hindu* (National newspaper of India)

Learning from experience in disaster management and reconstruction and more recently in the wake of the south Asia tsunami, the Japanese Government has begun developing an e-defense system at Miki in the Hyogo Prefecture that will warn people about impending tsunamis and earthquakes. The Prefecture has put in place a 3-D full-scale earthquake testing facility at Miki. Its goals are to increase readiness for tsunamis and establish a program for preparedness drills and a warning system. The Governor of the Prefecture, Mr. Toshizo Ido, said the facility could reproduce seismic movements and predict the movement of tsunamis and earthquakes, demonstrating the potential damage. The facility has a 40x40 feet pool with a 10-story structure. By creating artificial seismic waves, it can show how houses are destroyed during an earthquake and the impact that it will have. The Asian Disaster Reduction Centre is assisting the authorities in this venture. Teams from Japan have visited the tsunami-damaged areas of south Asia to assess the damage and suggest corrective measures. The results of the experiments would be made available to all the countries in the world, according to Mr. Ido. The Hyogo Prefecture is also taking the lead in developing a disaster reduction system, with the goal of developing a new system for disaster information utilizing digital broadcasting. Another proposal is to establish a Secretariat for International Recovery Platform at the Kobe New Eastern City Centre as a one-stop service for international disaster recovery. This would include four principal functions such as arrangement and adjustment, expert team dispatch, research, surveys, information collection and human resource development. At the United Nations World Conference on Disaster Reduction held at Kobe in January, a working group will be formed on this issue at a meeting to be held at Geneva in May. The program will include cooperation with India, China, Taiwan and Turkey. The Hanshin-Awaji earthquake hit Kobe in Hyogo on January 17, 1995.

World Economic Forum Warned About 'Boiling Frog' Syndrome

Scientific research has discovered that frogs cannot perceive an increase in surrounding water temperature if the water is heated gently so that the increase is slow and steady. Eventually the frog dies, still unaware of the threat it faces. MarketWatch, a service of Dow Jones, has reported that a panel of experts at the World Economic Forum's meeting in Davos have warned the organization that 'international corporations suffer from boiling frog syn-

drome' and are 'in denial about the daunting array of risks they face, including terrorism, disease pandemics, climate change and a potential Chinese economic slowdown'. One of the concerns expressed at the conference was that corporations frequently plan only for the risks they already know. According to one of the panels at the conference, "Unfortunately, there is a widespread tendency among many businesses to be well prepared only for the last event that has occurred – not the next one coming around the corner." Another panelist said, "Denial is an all-too-common strategy, and there is a natural tendency not to react until the catastrophe is unavoidable." Panel members called on businesses and political leaders to think innovatively about how to face down the growing array of risks and warned that without new approaches, the dangers would grow. www.marketwatch.com

TAMP Announces Overseas Distributors

TAMP Computer Systems (Merrick, NY) has announced two new overseas distributors for its Disaster Recovery System™ (DRS) software for business continuity and disaster recovery. In Saudi Arabia, Saudi Development & Maintenance Co. Ltd (SDMC), based in Riyadh, has joined TAMP's distributors. The company offers a diverse line of turnkey business solutions for telecommunications, military, aerospace, industrial, residential, banking, and other industries. In Pakistan, TAMP has added Infotech (Pvt) Limited, as a reseller. Infotech is a system integration and services company, and has partnerships with leading firms such as IBM, Microsoft, Oracle, Cisco, Computer Associates, and McAfee Systems. www.drshytamp.com; www.sademco.com; www.infotech.com.pk

Climate Change Cards Put on the Table

A summit of scientists from around the world recently met at the Avoiding Dangerous Climate Change conference at the UK Meteorology Office's headquarters in Exeter. The conference explored global risks presented by different levels of global warming and noted that: 1) climate change is a real threat which cannot be ignored; 2) climate change presents both a direct threat and an indirect threat – its impacts will cascade between systems vertically and horizontally; and 3) climate change can be mitigated, but only by a concerted worldwide effort by governments, businesses and individuals. In terms of business continuity, climate change offers the immediate threat of increasingly severe weather-related disasters as well as the longer-term threat of rising sea levels. Less direct threats are also likely to impact businesses through cascading chains – this can be a vertical cascade (for example low rainfall leads to low water levels which leads to reduced hydroelectric power production which leads to rolling blackouts which creates a business continuity threat) or can be horizontal (reduced

water supply leads to less food production which leads to poor health which leads to an unproductive workforce which leads to lack of profitability which leads to business failure). Bill Hare, visiting scientist from the Potsdam Institute for Climate Impact Research, outlined the global risks for species, ecosystems, agriculture, water and socio-economic conditions. He claimed that below a 1 degree C temperature increase, the level of risk is low, but not insignificant, particularly for highly vulnerable ecosystems. In the 1-2 degree C increase range, risks across the board increase significantly, and are often substantial at a regional level. However, once the rise reaches 2 degrees C and above, the risks increase very substantially, involving potentially large extinctions or even ecosystem collapses, major increases in hunger and water shortage risks, as well as socio-economic damages. This is of particular concern in developing countries, with Africa consistently amongst the regions with high to very high projected damages. For more details on the conference please visit <http://www.stabilisation2005.com>.

European Countries Launch Joint Drive To Combat Spam

Anti-spam enforcement authorities in 13 European countries have agreed to share information and pursue complaints across borders in a pan-European drive to combat spam electronic mail. They will cooperate in investigating complaints about cross-border spam from anywhere within the EU, so as to make it easier to identify and prosecute spammers anywhere in Europe. Welcoming the agreement, Information Society and Media Commissioner Viviane Reding urged authorities in all EU Member States to join the agreement. "Enforcement authorities in Member States must be able to deal effectively with spam from other EU countries", she said, "even though at present most spam originates from outside the EU. In parallel, we are working on cooperation with third countries both bilaterally and in international forums like the OECD and the International Telecommunication Union". The voluntary agreement, which establishes a common procedure for handling cross-border spam complaints, has been drawn up by the contact network of spam enforcement authorities (CNSA), set up at the initiative of the European Commission. The CNSA facilitates the sharing of information and best practices in enforcing anti-spam laws among the national authorities of EU Member States. Parties to the agreement undertake to make their best efforts to address complaints forwarded to them from other parties, so as to ensure that more extensive cooperation closes any loopholes that could be exploited by spammers and data thieves.

EU Sets Out Global Climate Change Mitigation Agenda

The European Commission has set out a roadmap for reducing the increase in global warming and for mitigating its impacts. Climate change is a real threat that calls for a

long-term, global response, according to the EC. The Kyoto Protocol, which went into effect on February 16, 2005, legally obligates industrialized nations to meet targets with regard to their emissions of greenhouse gases. EU heads of state and government will discuss medium and longer-term emission reduction strategies including targets during their Spring Council 2005 (March 22-23). As a primer for this the Commission has produced a cost-benefit analysis that considers both environmental and competitiveness issues. It was published on February 9 in an official EU Communication, accompanied by a background paper, entitled *Winning the Battle Against Global Climate Change*. In the latter paper, the EC stated, "climate change is happening". Over the past century, global average temperature has risen by about 0.6°C, and mean temperature in Europe has increased by more than 0.9°C. Globally, the ten warmest years on record all occurred after 1991. Current greenhouse gas emissions will lead to further temperature increases during the 21st century. The overwhelming scientific consensus is that the cause is emissions of greenhouse gases from human activities. Due to slow reactions by the climate system, past and current greenhouse gas emissions will lead to a further rise in temperature during the 21st century. In addition, emissions are expected to keep increasing over the coming decades. If no action is taken to reduce them, global temperatures are expected to increase by 1.4 to 5.8°C above 1990 temperatures by the year 2100, and by 2 to 6.3°C in Europe. Even small temperature increases will have an impact upon communities and businesses. Particularly vulnerable to climatic changes are low-lying coastal areas and river catchments, mountainous areas, areas with high risks of increasing numbers of storms and hurricanes, and climate-sensitive economic sectors such as agriculture, forestry and tourism. The EC says that, as yet, few Member States have examined the need to reduce vulnerability and to increase their resilience to climate change effects. Adaptation to climate change will require further research to predict the impacts to enable the public and private sector to develop adaptation options.

Basel II is Focus of IT Investments for Western European Banks in 2006 and 2007

A recently published study by Financial Insights on Basel II contrasts the European approach with that taken in the United States and other regions. The European approach is adding to the overall compliance workload and leading to regulatory fatigue. Financial Insights believes that the real return on Basel II IT investment will depend to a great extent on whether financial institutions have wider objectives for their risk management framework or are merely aiming at narrow technical compliance. Among the study's findings:

- Basel II will have a wide-ranging impact on bank technology spending. Besides specific tools for credit and operational risk management, Basel II will also entail IT

enhancements to legacy core banking and customer relationship management (CRM) systems.

- The cumulative workload of ever increasing regulatory compliance is forcing banks to take a strategic view of their data storage architectures and even causing some banks to review their core systems. Ad hoc solutions for each project are no longer adequate. It will be important for banks to tackle the common elements of regulatory compliance coherently and take an enterprise view.

Financial Insights estimates that Western European banks will concentrate their IT investments for Basel II in 2006 and 2007, while investments to date have been mainly for planning. In particular, Basel II related IT spending is expected to reach about 5.5 percent of the total IT spending of banks in 2007, strongly contributing to the growth of IT spending over the following years. To obtain this report, please contact kholt@financial-insights.com

New Research Program to Boost EU-Wide Resilience

The European Commission is planning a wide-ranging European Security Research Program (ESRP) into various resiliency and protection measures that can be taken to help protect EU governments, businesses and citizens. The ESRP will be up and running by 2007 but preparatory actions are already under way. These include a number of approved projects and others that will emerge in response to a new call for proposals that was launched on February 5, 2005.

Preparatory actions that have already gained funding include:

- **Remote detection of hidden weapons and explosives (TERASEC)** – Presents a credible technological solution to the problem of detecting hidden weapons and explosives (even at a distance) and biological and chemical weapons in parcels and envelopes during transport.
- **Integrating European chemical, biological, radiological and nuclear technological capabilities (IMPACT)** – Builds the foundations for an integrated European CBRN (chemical, biological, radiological and nuclear) counter terrorism research and acquisition program and to validate, assess and demonstrate innovative technological capabilities to assist in developing preventive and suppressive crisis management.
- **Crisis management system (CRIMSON)** – Mission-centered, multi-purpose program that will enhance response capability and crisis management.
- **On-demand secure communication provision (SUPHICE)** – Develop and demonstrate the use of on-demand, policy-based, secure communications services.
- **Integration of earth and space observation to support security operations (ASTRO+)** – Addresses the use of space and supports security operations by integrating earth observation, telecommunication and observation.
- **Surveillance of crowded areas exposed to terrorists attacks (ISCAPS)** – Improves the surveillance of open and crowded areas
- **Protection of critical infrastructure (VITA)** – Proof of concept for the protection of Critical Infrastructure (CI) by creating awareness and a sense of urgency for CI protection within European communities.
- **Early warning system (CREW)** – Specifies the architecture for a crisis management early warning system.
- **General roadmap for security research (ESSTR)** – Benchmarks existing activities, analyzes gaps and proposes solutions based the research.
- **Crisis management in the nuclear area (TIARA)** – Creates a European network for assessing common R&D needs for effective management of a potential civil nuclear incident.
- **Strategic plan for security technology research (SENTRE)** – Addresses capability shortfalls on internal EU security needs
- **Provision of geospatial data for improving situation awareness (GEODATA STUDY)** – Supports design of a GeoToolbox plus an EU roadmap for the development of European geospatial data (including meteorological data).

Automata Services Launches PAS56 Overview

Automata Services, a provider of professional services and training, has introduced its 'Overview of PAS56' seminar, which covers the key points of this publicly available specification. It provides an explanation of the specification, and what professionals can expect. It is available to download free of charge from <http://www.automataservices.com/PAS56.htm>

GLOBAL ASSURANCE PRODUCTS

Luminex And Diligent Technologies Announce Mainframe Resident Virtual Tape Solution

Luminex Software, Inc. (Riverside, CA), a developer of mainframe connectivity products, and Diligent Technologies (Framingham, MA), an enterprise data protection software provider for mainframe and open systems environments, have announced product certification and qualification of Diligent's Virtual Tape Facility Mainframe (VTF™ Mainframe) product with Luminex's

Virtual | BLUE™ 3990 (V | B 3990) DASD control unit. Together, the two solutions provide mainframe customers with a high-capacity, high-performance and cost-effective alternative for their tape-based backup and recovery needs. Luminex's V | B 3990 DASD control unit, along with Diligent's VTF Mainframe solution, helps mainframe environments seamlessly implement a disk-based backup and recovery solution on all industry-leading open systems disk solutions. Luminex's V | B 3990 DASD

control unit, in tandem with Diligent's VTF Mainframe, delivers cost-effective disk for the tape-based data in z/OS environments. VIB 3990 is the first disk independent control unit that enables open systems disk storage for use as native DASD on mainframes. www.luminex.com; www.diligent.com

MGE Introduces Commercial Surge Suppression Products to Complement UPS Product Line

MGE UPS Systems, Inc. (Costa Mesa, CA), a manufacturer of power protection solutions to computer data centers, telecommunications and industrial operations, has introduced the comprehensive Eclipse-T family of commercial transient voltage surge suppression (TVSS) equipment as a complement to its popular line of uninterruptible power supplies (UPS). The new Eclipse-T series includes six products with single- and three-phase models offering peak capacities ranging from 100kA to 500kA in modular and non-modular panels. With high capacity service entrance, branch panel and integrated branch panel configurations, MGE can address the widest range of requirements for commercial, industrial and government installations with these compact, yet durable systems. Primary applications include automation and control systems, internal protection of commercial facilities that are prone to internal surges and transients caused by heavy inductive load switching, cellular towers or broadcast sites that are subject to lightning strikes and office equipment that can suffer performance degradation resulting from surge currents and transient voltages generated by nearby equipment. The Eclipse-T product line is available now through MGE manufacturer's representatives and resellers with list prices starting at \$904 to \$5,622. All models include a 10-year limited warranty and meet or exceed international standards for safety and performance. www.mgeups.com/us

Safend Ships USB Port Protector™

Safend (Philadelphia, PA) has announced availability of its first endpoint security product, USB Port Protector. The USB Port Protector provides strong USB policy enforcement to the enterprise, allowing companies to decide which USB devices can connect to its computers and which will be blocked. The USB Port Protector shields desktops and laptops by protecting their connections to USB devices without limiting productivity. The product is available for evaluation directly from the company at www.safend.com, or through their distribution channels. Pricing is based on the number of seats purchased, similar to anti-virus software pricing. www.safend.com

Strohl Systems Releases PLANet 2.0

Strohl Systems King of Prussia, PA) has released a new

version of its Web-based PLANet tool for credit unions and community banks. This is in response to new federal business continuity planning (BCP) regulations and guidance. PLANet 2.0, which includes business impact analysis (BIA) and testing modules, helps users meet Federal Financial Institutions Examination Council (FFIEC) and National Credit Union Administration (NCUA) requirements. Community banks and credit unions use PLANet to build and maintain compliant plans. The new BIA questionnaire, when coupled with PLANet's existing risk assessment module, can provide a complete picture of an organization's operational and financial vulnerabilities. It can help the financial institution develop appropriate and effective strategies for recovery following business disruptions. The new Test My Plan module guides organizations through the steps of setting goals for each test plan, assigning processes, employees and resources to the test, recording any problems encountered during testing, and recording test results. PLANet 2.0 also has 10 new recovery scripts, 3 new recovery roles, 33 new reports, enhanced document management capabilities, an enhanced importing process, many new fields, and security access settings to manage multiple users. www.strohlsystems.com.

MessageOne Launches Failover Service For Windows Applications

MessageOne (Austin, TX), a provider of business continuity, crisis communications and disaster recover solutions, has unveiled OneSwitch, a fully automated replication and failover service that manages enterprise application availability with the push of a single button. With OneSwitch, users have a web-enabled, centralized view of all critical Windows applications (Exchange, SQL Server, Internet Information Services and others). It provides the controls to initiate failover and failback at the push of a button, remotely from any location. In 15 minutes or less, OneSwitch helps companies recover from outages and resume access to their Windows applications, without the risks and errors associated with traditional replication solutions. With OneSwitch, there is no need for constant management or expert operation as required by traditional high-availability solutions. In addition, OneSwitch removes the complexity of manual failover, which requires more than 425 manual steps for a modest-sized messaging environment. OneSwitch is available immediately, starting at \$150 per server (\$300 per pair), per month. It works with hundreds of Windows applications, including OneSwitch for Exchange, OneSwitch for Exchange Clusters, OneSwitch for SQL Server, OneSwitch for Exchange Outlook Web Access (OWA), OneSwitch for MetaFrame, OneSwitch for Internet Information Services. www.messageone.com ■

Case Study: Bandag Keeps Trucks Rolling Even if Disaster Strikes

■ By David Eaton and Kevin Mohnssen

Bandag, Inc. (Muscatine, Iowa) provides truck tire retreading services, and serves fleets through almost 1,000 franchisees in nearly 100 different countries. Founded in 1957 as a retread supplier, Bandag today provides programs, services, information and products that can cover vehicle needs from trailer inspections to tire management solutions.

In 2004, Bandag implemented business recovery planning to ensure that critical global business units would be able to maintain critical operations and meet customer demands in the face of business disruptions. With careful planning, the BCP Program Office conducted BCP training sessions for 237 "Plan Development Coordinators" representing all parts of the business during late 2003 and early 2004. Today 152 business recovery plans are in place for key business processes in 14 domestic and international sites. The goals of these plans are quite simple: Enable Bandag to continue delivering the best programs, products, information, and service, nonstop, to their customers. Business continuity planning protects key revenue streams and maintains marketplace objectives.

In 2003, Bandag, Inc. elected to use a facilitated approach to develop business continuity plans. This approach transferred BCP development skills to business unit participants, helping them to take early and full ownership of their recovery plans. Northrup Consulting (Raleigh, NC) facilitated the program, which was adapted to meet the specific needs of Bandag. Business unit participants attended

training sessions and workshops. They followed step-by-step instructions and examples to complete strategy and plan templates. For the Manufacturing Plants, the methodology encouraged the development of a "Model Plant Recovery Plan" that was easily modified for use at all other plants.

The BCP Initiative has already changed the way Bandag plans and executes their key business processes. The BCP process has given each Bandag location a prioritization list that helps them implement recovery plans, as well as influences long-range business process redesign plans. Today, BCP requirements must be factored into proposals for new product or service offerings. Bandag's 2005 efforts will continue the vision of maintaining business continuity plan value and ensure BCP becomes part of the firm's corporate culture. As the BCP program matures, emphasis will be placed on accommodating business changes and constantly testing plans to ensure business continuity and continuous improvement.

The Bandag BCP Program Office has been very effective despite its modest size. Dave Eaton, Vice President of Legal and Risk Management Services, and Kevin Mohnssen, BCP and Security Manager, both with the BCP Program Office, have guided this effort. The BCP Program Office provides methodology, training, coaching, progress status reports, and manages a central repository of worldwide plans. The BCP Program Office also ensures that key management teams are provided additional training on the plan activation process, specific responsibilities during activation, and essential crisis management functions. Bandag policy requires business units to develop and retain ownership of their plans. They feel the expertise within each business unit, along with pride in ownership, has been instrumental in developing exceptional plans. The overall commitment to the BCP program is a tribute to the firm's employees and its mission to provide customers with outstanding programs,

products, information, and services.

The BCP Program Office requires that business units periodically conduct tabletop tests of their recovery plans. Tabletops are departmental exercises conducted independently of other departments. Additionally, the BCP Program Office annually conducts site tactical exercises involving multiple business units. Key site business units are selected and invited to participate in these tactical exercises. The BCP Program Office designs a realistic and believable disaster scenario that uses video, script and simulated timelines to impact the business and invoke plans to test how departmental plans work together. In September 2004, the BCP Program Office conducted a tactical exercise at their Oxford, NC location. The exercise involved a lightning strike that significantly reduced the manufacturing plant's production capacity. Key processes had to be outsourced to other plants to meet customer demand. All teams, including Oxford Plant Processes, Corporate Supply Chain, and Customer Service, successfully executed their plans with no disruption to customer shipments. Lessons learned are incorporated into existing plans and shared with other BCP teams. "We feel the true test of a business continuity plan is conducting a tactical exercise," said BCP Program Office leader, Dave Eaton. "It has an uncanny way of exposing recovery dependencies between functional departments."

Bandag has already witnessed benefits as a direct result from business continuity planning and testing. In January, one plant was disrupted by a major ice storm that left over 100,000 homes and businesses without power for several days. Bandag's site BCP team immediately referred to their plan and restarted production without delay. Repeated testing helped Bandag's Supply Chain team identify gaps in their global approach regarding logistics of raw materials in supplying finished goods to their customers in niche markets. In the September tactical exercise, Bandag's

Customer Support team found that quick and direct communication with the Materials Supply group was essential upon discovery of a disruption. Sharing the lessons learned and benefits discovered with others in the corporation helps Bandag build on their existing methodology and further refine their BCP Program.

Business continuity planning is a journey of continuous improvement. Throughout 2004, the methodology was applied to meet Bandag's needs. In 2005, the emphasis will be on accommodating business changes and continued testing to ensure that the value of every recovery plan is sustained. The BCP Program Office will manage and monitor changes, updates, and testing to ensure business continuity and continuous improvement. The BCP Program Office has scheduled three tactical exercises for this year, including Europe, Brazil, and United States locations, to test the activation and execution of multiple plans in response to

major disasters.

This is a huge milestone for Bandag. For the first time in the company's history, Bandag can boast a comprehensive business continuity program that is embedded in its culture. The company has accomplished this feat more quickly than many other firms. Jim Northup, President of Northup Consulting, said, "Bandag personnel display an intense desire to contribute and seek full ownership of their processes. I believe that is why they have been so successful with their BCP Initiative. They wanted to create plans that would protect the business – and they readily took ownership of the plans. They have accomplished more than some of my larger clients."

In the competitive marketplace of the future, it is likely that companies with comprehensive business continuity plans will have a valuable edge over the competition when addressing potential customer concerns over long term servicing capabilities and stability. Cara Fuller, Vice President of

Bandag's North America Manufacturing, commented, "Two years ago our work teams put together a great plan and we have been able to practice and improve that plan to ensure that we continue to provide our customers with the products that they need."

As Warren Heidbreder, Vice President and Chief Financial Officer, describes the importance of having a good business continuity plan, "If we are faced with a crisis in the future as we have in the past, it will be our ability to come through the crisis with style and grace that will distinguish us as an organization. The investment that we are making here says that we are planning on being in business another 50, another 100 years..." ■

About the authors

David Eaton is Vice President, Legal and Risk Management Services, and Kevin Mohnssen is the Business Continuity Planning (BCP) / Security Manager for Bandag, Inc.

Case Study – Coordinating Security for a Presidential Election

During the recent presidential inauguration, E Team, Inc., a provider of collaborative software for crisis management, coordinated the efforts of five separate E Team crisis management systems. The teams coordinated law enforcement activities by providing real-time communications, and served as a platform to collaborate and coordinate public health activities and information sharing among local, regional, and national agencies.

E Team solutions were activated in Emergency Operations Centers (EOCs) at the Metropolitan Police Department (MPD), The George Washington University Medical Center, the United States Department of Health and Human Services (HHS), the Centers for Disease Control (CDC), and the Strategic National Stockpile (SNS) to share information and coordinate multi-agency law enforcement and public health response during the four-day period surrounding the event.

For management of personnel on the ground, on rooftops and in the air, Metropolitan Police's E Team-enabled Joint Operations Command Center linked 15 command centers deployed throughout the National Capital Region (NCR).

Real-time information was pushed to Joint Regional Information Exchange System (JRIES) and Law Enforcement Online (LEO) users, providing a critical link to organizations that used those systems.

E Team supported five different organizations with multiple methodologies and requirements: one in law enforcement incident management and the others in health incident management. Each of the five emergency operations centers (law enforcement and public health) was connected to help individual EOCs share information in real time. Shared documents were automatically updated across all participating systems so all users could receive the most updated information.

Due to the event's scope and size, the Department of Homeland Security (DHS) designated the inauguration as a National Special Security Event (NSSE). This designation was extended to the swearing-in ceremony, the inaugural parade, the official reviewing stand on Pennsylvania Avenue, and the inaugural balls.

As the first presidential inauguration to be held since September 11, 2001, the 2005 Bush inauguration had the heaviest security ever, and required the highest level of readiness by law enforcement and public health personnel to monitor, analyze, and respond to incidents in real time. Under those circumstances, sharing information between agencies was critical. Collaborative information sharing provides both the ability to view a common operational picture and to share information quickly and effectively among all organizations. www.eteam.com ■

2005 Workplace Forecasts

■ By Phyllis Weiss Haserot

As business continuity, security and emergency management professionals, we're not always focused on the next disaster or disruptive incident. We are also concerned about our professional careers and long-term prospects. Phyllis Weiss Haserot, who recently wrote about succession planning in Global Assurance, offers her perspective on these issues.

The following trends and forecasts are based on the *Herman Trend Alert: 2005 Workforce and Workplace Forecasts* (www.hermangroup.com) in the areas of organizational management, career management and recruiting, and education and training with my own thoughts on a few key issues.

1. To counteract the unprecedented personnel turnover in the market, employers will increase the use of incentives such as childcare, concierge and other employee support programs.
2. The buyer's market of the last several years will turn notably to a seller's market ultimately resulting in the most severe shortage of skilled labor in history and people will change jobs seeking their employer of choice based on their own criteria. Many firms will experience the threat of instability if they are not aggressive in attracting and retaining desirable talent.
3. Offshoring (moving jobs across geographic boundaries) will become more of a global phenomenon, but companies will discover that some situations don't work out well and jobs will return to their home countries.
4. Retirement as we think of it traditionally will continue to undergo a transformation. Many studies we've seen indicate that the historical retirement age doesn't fit the needs of either workers or their employers anymore. Leaving aside the pros and cons of Social Security changes, even many of those workers who are well set financially desire to continue working at something fulfilling that allows them to retain their identity and self-esteem, but to put in fewer hours. And employers can't afford to lose their skills and knowledge.
5. Education and training at all levels will accelerate, increasingly provided by corporate development programs designed to fill specific needs for both existing staff and new employees. Educational institutions will be pressed to change to produce ready-to-be-productive graduates quickly.
6. Leadership development will be ever more important as the leadership deficit will be crippling to many organizations. Leadership skills will be expected before promotions rather than after people are in place.
7. Popularity of flexible employment will grow, particularly flexible hours and telecommuting. Parents of both genders will be influential in eroding the traditional workweek and day and where and how people work to spend more time with their children. We are heading toward a time, perhaps very soon, where there will be no choice but for organizations to explore how the workplace can be restructured to work better for both the people within them and their clients.
8. More women will obtain significant leadership positions in the workplace, while some women will opt out of the work force – at least for a number of years. Most will return looking for new ways to sequence their lives.
9. Companies will re-invent themselves to be more responsive and agile through strategic relationships, knowledge, speed and resources.
10. More people will become independent contractors (a continuation of the freelance revolution of the 1990s boom), and specialized staffing firms and electronic communities will evolve to connect workers with employers.

It's just a matter of time. Demographic, economic and social factors support these trends. Will your organization be a leader or wait till it loses the edge and initiative?

About the author

Phyllis Weiss Haserot is President of Practice Development Counsel, a business development and organizational effectiveness consulting and coaching firm. www.pdcounsel.com. Copyright 2005 by Phyllis Weiss Haserot. Reprinted with permission. ■

Suppose There Was a Disaster and Nobody Came....

■ By David A. Shimberg, CBCP

This question is not as strange as it sounds. Why? If businesses expect government agencies to provide more than initial response actions such as extinguishing a fire, providing emergency medical assistance, or perhaps disas-

ter loans, those businesses are in for a sad awakening. Nobody will come!

Only pragmatic response and recovery planning, completed and practiced, before disaster strikes, improves the odds that an organization will continue after the event. Whether the disaster is natural or man-made, the impact is the same: lives are lost, businesses fail, there is physical and economic impact far beyond the immediate, visible, damage.

Business continuity planning (BCP) is a structured program of activities, helping ensure an organization survives the impact of a disaster or event that severely interrupts

regular operations. As might be expected, business survival is the organization's responsibility. Planning for reasonably foreseeable business interruptions, and taking appropriate, cost-justifiable actions, is just good practice. Reasonable planning may also reduce the likelihood of legal actions by employees, stockholders, or even the government.

Business owners, employees, and shareholders are not the only ones affected by a disaster interrupting normal operations. Private sector businesses are responsible for a significant part of the critical infrastructure. The private sector accounts for over 85% of this country's critical infrastructure. The small business community is responsible for over 50% of the U.S. Gross Domestic Product (GDP); represents over 90% of U.S. employers and 99.7% of all employees; and pays 44.3% of total U.S. private payrolls. When a disaster strikes, whether natural or man-made, in the U.S. or around the world, it is the business community and its employees that are first affected.

Lost wages, taxes, and productivity affect communities, placing additional burdens that may have far reaching affects. Disrupted supply chains may affect other businesses or entire industries. Contracts lost may never be regained, and yet BCP is not even on the radar of most smaller businesses.

In October of 2004, the Contingency Planning Association of the Carolinas, (CPAC), working with Central Piedmont Community College, University of North Carolina at Charlotte, Duke Power, and with support from the Global Partnership for Preparedness, set up a project to help small businesses. One thousand invitations were sent to small businesses in the Greater Charlotte, NC area, inviting them to participate in a two-hour program to provide them with information on business continuity planning and help them start their own plans. *Not a single business responded!* The private sector evidently has a short memory and needs another wake-up call.

Call for Action

The wake-up call must come from sources the private sector views as credible and authoritative. Chambers of Commerce, local, state, and federal agencies must work with each other and businesses that understand the risks and potential impacts of disasters. This includes college and university programs that are preparing future leaders, who, without appreciating the importance of BCP, will continue to ignore it as a best practice. These groups, and others including the media, working individually and in concert,

must increase awareness, help educate businesses and organizations, and provide encouragement, resources, and incentives for sound BC planning.

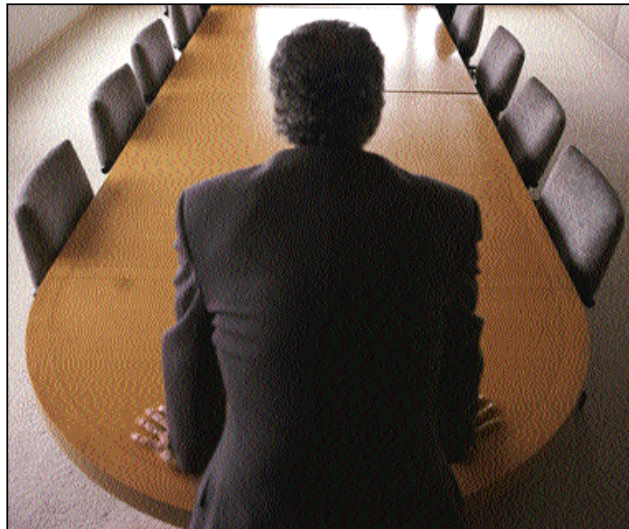
A wide variety of resources are available to help business and organizations understand BCP and protect themselves. DRI International (www.drii.org), Global Partnership for Preparedness (www.global-preparedness.org), the Business Continuity Institute (www.thebci.org), and The Department of Homeland Security's site, www.ready.gov, are four of the major sources for BCP information, training, references, and support. Links to professional associations of contingency planners can be found on a number of websites.

Finally, DRI International and the Global Partnership for Preparedness are

encouraging professional planners to provide "pro bono" help to small businesses, much as lawyers provide help where needed. When a disaster strikes, businesses must be prepared with a clear, practiced, business continuity plan – because nobody will come! ■

About the author

David A. Shimberg, CBCP, is the BC/DR Manager at Premier, Inc. He is currently Chairman of the Contingency Planning Association of the Carolinas (CPAC), and Vice Chairman of the All Hazards Advisory Committee for Charlotte, NC. Chairman@cpaccarolinas.org



When a disaster strikes, businesses must be prepared with a clear, practiced, business continuity plan – because nobody will come!

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March 2005

1-2: **EPICC 10th Annual Planning Forum**
Burnaby, British Columbia, Canada
Web: www.epicc.org

1-3: **2005 Homeland & Global Security Summit**
Washington, DC
Web: www.globalsecurity.bz

4: **7th Annual Business Emergency Planning Association (BEPA) Conference & Exhibition**
Cleveland, OH
Web: www.redcross-cleveland.org

7: **CIO Perspectives: Convergence**
UCLA, Los Angeles, CA
Web: www.cio-conference.ucla.edu

7-8: **National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)**
Houston, TX
Web: <http://www.nfpa.org/catalog/product.asp?pid=DEM2>

10: **How to Create Drills...That Work!**
New York, NY
Web: www.dspnetwork.com

10-12: **International Facilities Management Association Management Summit**
Orlando, FL

Web: www.ifma.org

13-18: **Global Business Continuity Awareness Week**
Worldwide
Email: pkirvan@witterpublishing.com

14-16: **2005 Homeland Security Summit**
Washington, DC
Web: www.homelandsecurityweb.org

14-16: **23rd Annual Government/Industry Conference on Global Terrorism**
Washington, DC
Web: www.asisonline.org

16-17: **Business Continuity – The Risk Management Expo**
ExCel Exhibition Centre, Docklands, London, UK
Web: www.businesscontinuityexpo.co.uk

16-17: **Technology for Compliance Expo**
London, UK
Web: www.impevents.co.uk

17: **Homeland Security – The Safety Act**
Webinar
Email: christie.a.raukar@bakernet.com

21-22: **National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)**
Anaheim, CA
Web: <http://www.nfpa.org/catalog/product.asp?pid>

=DEM2

22-23: **2005 Business Continuity & Corporate Security Show & Conference**
New York, NY
Web: www.flaggmgmt.com/bc

23: **How to Create a Business Continuity Plan...That Works!**
Bellevue, WA
Web: www.dspnetwork.com

24: **How to Create Drills...That Work!**
Bellevue, WA
Web: www.dspnetwork.com

April 2005
4-6: **InfoSec World Conference & Expo 2005**
Orlando, FL
Web: <http://www.misti.com/infosecworld>

5: **How to Create a Business Continuity Plan...That Works!**
Boston, MA
Web: www.dspnetwork.com

6-7: **Workshop - Physical Security Inspections & Audits**
Arlington, VA
Email: ljohnson@marketaccess.org

7: **Information Security Webinar**
Email: christie.a.raukar@bakernet.com

7: **How to Create Drills...That Work!**
Chicago, IL
Web: www.dspnetwork.com



11-12: **National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)**
Nashville, TN
Web: <http://www.nfpa.org/catalog/product.asp?pid=DEM2>

18-19: **National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)**
Atlantic City, NJ
Web: <http://www.nfpa.org/catalog/product.asp?pid=DEM2>

20-22: **Enterprise Wide Risk Management Australia 2005**
Sydney, Australia.
Web: http://www.terrapinn.com/2005/EWRM_AU/

24-28: **ESS EXPO.05**
Phoenix, AZ
Web: www.ess-expo.com/

25-27: **CBRN Resilience 2005**
London, UK
Web: www.iqpc-defence.com/GB-2348/2020

26: **IEEE Conference on Technologies for Homeland Security**
Boston, MA
Web: www.ieeeboston.org/homeland2005

