



OSMEP



THE JTI FOUNDATION

# Training of Trainers

## Certificate Program on Business Continuity Planning (BCP) for SMEs

### 4.1 PDCA Exercise

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TOKIOMARINE

### **Module 1: BCP Framework**

Part 1.1: Importance of BCP

Part 1.2: BCP Framework

### **Module 2: Risk Identification**

Part 2.1: Prioritized Activities and Recovery Time Objective

Part 2.2: Necessary Resources for Recovery

Part 2.3: Business Risk Assessment

### **Module 3: Business Resumption Strategies**

Part 3.1: Pre-disaster preparedness and mitigation for SMEs

Part 3.2: Immediate Survival from Disruption

Part 3.3: Business Continuity Strategies

### **Module 4: PDCA (Plan-Do-Check-Act) Cycle**

Part 4.1: PDCA Exercise

Part 4.2: BCP Review (Management Review)

# Step 9 : Exercise Makes Your Plan Functional

## Case Study : After 2011 March E/Q

### Mailing Service Company (employees:197)

- Walk to Office Event
- Emergency Operation Center (EOC) Exercise

Source [http://www.newton-consulting.co.jp/bcmnavi/column/20130508\\_BCP-efforts-of-koshin.htm](http://www.newton-consulting.co.jp/bcmnavi/column/20130508_BCP-efforts-of-koshin.htm) (in Japanese)

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# Walk to Office Exercise

## Disaster Scenario

- Earthquake
- All public transportation stop

## Objectives

- Secure enough number employees to come to work
- Know commuting route from home on foot.
- Experience circumstances when public transportation is stopped.
- Checking locations of key facilities such as public toilets, convenience stores, hospital, public shelter.





# Walk to Office Exercise



## Exercise method

- one team of 3-4 employees
- two teams to look alternate routes

## Post- Ex. Findings

- All IT members live beyond walking distance
- At emergency IT members will come to office by bicycle.

# Emergency Operation Center Exercise

## Disaster Scenario

- Earthquake (Intensity level 6 plus) hit at 9:30 AM on the first Saturday
- Part-time staffs cannot come to office
- PC, Copy & Fax machines – damaged (marked as damaged/no use)
- No entry to damaged warehouse
- Electricity down (turn off all lights)

## Objectives

- Be able to work our number of staffs needed?
- Be able to appropriately allocate staffs to works?
- Be able to contact Delivery Center and Branch Office without mobile phone?
- What is necessary information?
- How to communicate with outside partners and what to tell them?
- Be able to plan recovery measures based on the damage status?

# Emergency Operation Center Exercise

## ハザード

種類	地震
日時	第1土曜 AM9:30
規模	震度6強
津波	被害なし

Disaster Scenario  
Earthquake  
Occurred 1<sup>st</sup> Saturday, 9:30 AM  
Intensity Level 6 plus  
No tsunami damage



Exercise Setting  
Damaged PC marked as “Broken”  
Turn off all lights (black out)

# Emergency Operation Center Exercise

## Mission Card

Work out number of staffs needed?  
Allocate staffs to works?  
Contact Delivery Center and Branch Office  
----without mobile phone?  
Identify necessary information?  
Communicate with outside partners  
What to tell them?  
Plan recovery measures  
-----based on the damage status?





**QUESTION TIME !**

**What do you need before  
Conduct BCM Exercise?**



# Case Study / Exercises After 2011 March E/Q

## Plastic Shipping Material Maker (employees:56 )

- Exercise Plan and Review

Source: [http://www.newton-consulting.co.jp/bcmnavi/column/20130222\\_BCP-efforts-of-Oizuru.htm](http://www.newton-consulting.co.jp/bcmnavi/column/20130222_BCP-efforts-of-Oizuru.htm) (in Japanese)

# Exercise Plan (Half Year)

	Type of Exercise	Methods	Frequency
1	BCP	EOC Member training Outside BCP seminars Desk-top drills	Twice (Aug. & Nov.)
2	Evacuation Secondary loss prevention	All employees evacuation drills Secondary loss prevention patrol drills	Once (without prior notice)
3	Emergency medical aid	AED training Medical First Aid training	Once (Aug.)
4	Fire fighting drill	Fire pump training Discharging water exercise	Every month (charging water drills)
5	Emergency communication Safety confirmation of employees	Emergency Email notice exercise during night time or weekends	Planning (July) Drills (Sales-Aug. Others- Nov.)

# Exercise Plan (Half Year)

	Type of Exercise	Methods	Frequency
6	Order management	Accept order, place order drill using order manual	Previous Exe. Review(July) Exercise (Sept)
7	Damage survey training	Learning damage survey procedures, using damage survey form	Training how to use Form (Oct)
8	Production line start-up	Training start-up procedure Assure outside maintenance company's emergency response and assistance	Start-up steps (Aug) Contact exercise w/ Maintenance Co., (Nov)



## Desk top drill

- Repeat reviewing written procedures among staffs
- Find if there any problems to actually carry out
- By the repeated reviews, each employee fully understands each role at emergency



机上訓練

## Evacuation Exercise

Safety confirmation of employees



避難訓練

## Fire fighting Exercise

Every month, discharging water training is being done.

All firefighting team (4 staffs) are now able to use

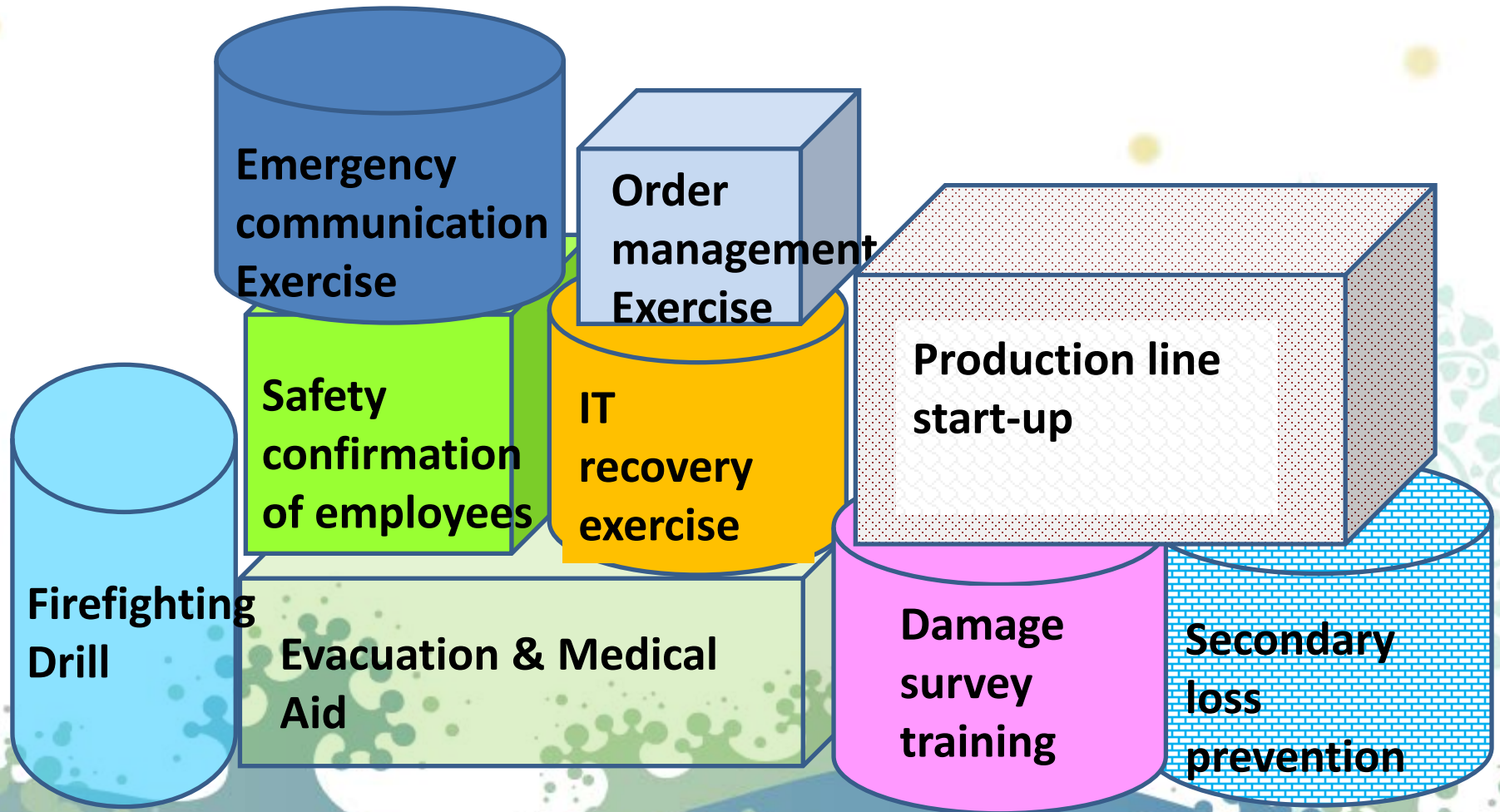


放水訓練



消火器訓練

# Planning Exercise - Building Blocks



# Exercise Plan

## Exercise Plan

Type of Exercise	Aim	Target Group	Date of Exercise	Post Review
Emergency Operation Center (EOC) exercise	To test if EOC operates as quickly and effectively as planned and to educate EOC members to be able to immediately respond and to execute own duties	EOC members	YY/MM/DD	Done (or scheduled) on YY/MM/DD
Employee Safety Confirmation Exercise	To test if all employees can follow the safety confirmation procedure as planned how quickly the safety of all employees is confirmed.	All employees	YY/MM/DD	Done (or scheduled) on YY/MM/DD
IT Back-up Recovery Exercise	To test if the back-up data is successfully recovered and the recovery procedure is followed as planned.	IT Department	YY/MM/DD	Done (or scheduled) on YY/MM/DD
Priority Activity (ex. Production line) Re-start Exercise	To test if Priority Activity can re-start as planned and if all necessary resources are available for re-starting.	Department(s) in charge	YY/MM/DD	Done (or scheduled) on YY/MM/DD



# Exercises make your Plans work

Exercises and Testing are key to assure your Business Continuity plans functional.

- Evacuation drills
- Safety confirmation exercises
- EOC exercises
- Backup data recovery exercise
- Operational restart exercise
- Alternative site launch exercise etc.,

