Business Continuity Planning and Digital Preservation

Digital Resilience and Preservation Monday
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Agenda

» What is Business Continuity Planning (BCP)?

» Relation in between BCP and Digital Preservation

» Discussion
What is a crisis?

- A crisis or crisis situation is e.g. a serious disruption of the critical processes not possible to solve with ordinary or reserve routines within ordinary operations. Other very serious events deemed to significantly hinder or disturb the operations may also be characterized as a crisis situation.

- Crisis management is e.g. a "systematic attempt by organizational members with external stakeholders to avert crises or to effectively manage those that do occur" (Pearson and Clair, 1998).

- Critical processes are e.g. the process that always must be operational/available och be able to restart within a specified amount of time (as the potential reserve routines are not able to uphold service level and quality over a longer period of time).

- Every organization - make its own definitions...
- **What is BCP?** E.g. the ability and preparedness to manage disruptions in an organization’s critical processes (…as well as other serious events)

- **What is the purpose of BCP?** To increase an organization’s ability and preparedness to manage problems and disruptions so that crisis situations rarely occur. Often, BCP does not only depend on the own organization – but involves other parties that also need to be prepared…
Starting at top management level

VISION
Objectives

Business Plan
including Business
Continuity Plan
IT- and information
security

Strategy

Normal

Crisis

Present situation

Rules
IT- and
information
security policies
and values

Education, practice and
awareness
IT- and information
security training

Laws and
regulations
Society
Ethics
"Externals"
...

[Lindström and Hägerfors, 2009]
How to organize?
A simplistic business continuity process

- Situation assessment phase
  - Assessment team
  Duration: short
  Involved: few

- Emergency phase
  - Crisis management team
  Duration: short
  Involved: few

- Crisis management phase
  - Crisis management team
  Duration: as long as needed
  Involved: many

- Recovery phase
  Duration: approx 5 times the crisis mgmt phase
  Involved: many
"A car accident"

- Start of crisis management
  - Assessment phase

- Emergency phase
  - Crisis management team

- Crisis management phase
  - Crisis management team

- Recovery phase
  - Crisis management team
How to organize?
A more complete business continuity process

[Lindström, 2012]
Intelligence gathering

Incident response

Incident

Incident Response Team(s)

Assessment Team

Crisis Management team(s) + resources brought in on a need basis

Situation assessment phase

Crisis

Emergency phase

Crisis management phase

Recovery phase

No crisis

Disaster recovery

Disaster Recovery Team(s)

Situation

[Lindström, 2012]
How to do this in practice?
Climb the stairs (preferably upwards)

1. Sets objectives and limitations
2. Process analysis, pin point the "critical ones" and deadlines and describe routines
3. Analysis of critical resources in the critical processes
4. Risk analysis/assessment ... to risk mitigation planning
5. Development of a BCP and maintenance plan
6. Implementation, tests, trainings
7. BCP maintenance process start-up

Applied on organizational level

Applied on departmental level

- Business continuity plan – flexible support enabling management of a crisis situation and minimizing damages and after math in a calm and systematic manner
- No "recipe book" –> generic problem solving with a number of prepared checklists!

[Lindström et al., 2010]
Strategic elements of information security

- Business Continuity Planning
- Rules
- Education, practice and awareness

[Strategic elements]

[Lindström and Hägerfors, 2009]
Relation in between BCP and Digital Preservation

- APARSEN’s 4 main pillars defining Digital Preservation
  - Trust, sustainability, usability and access

- Key words used to define Digital Preservation
  - Access, availability, quality of data, security, integrity, provenance, trust, long term, curation, continuity...

- Similarities
  - quite a few overlaps!

- Differences
  - availability – timewise
Business plan

Strategic IT- and information management

Strategic Digital Preservation
What are the strategic elements of Digital Preservation?

How to communicate that to top management – what angle to use?

- Business values?
- Business continuity?
- Deal breakers/maker?