

# To be continued ...

First Quarter  
2010

**NEWS** from Disaster Recovery Institute International



**"A community is like a ship;  
everyone must be ready to  
take the helm."**

**Henrik Ibsen  
Norwegian Playwright  
(1828-1906)**

**DRI**  
the institute for  
continuity management

**Russell Wooldridge, Editor  
DRI International  
1115 Broadway, 12th Floor  
New York, NY 10010  
866-542-3744  
www.drii.org**

## **We're From Industry & We're Here to Help!**

We all know a disaster story that ends with the punch line: "We're from the Government. We're here to help." But, for thousands of public sector continuity professionals in local, state and federal government positions it is the everyday reality that they call Continuity of Operations. In many ways, they are no different from their private sector counterparts, but the terminology is different. The titles of the decision-makers are different. Their customers are called "constituents" or "tax-payers" or "citizens". But, their goal is the same as that of every single certified professional in the discipline: plan, prepare, survive and recover.

At the end of the day, what is the difference to the process if a senior VP wants to know how long will it be before her department is up and running after a sprinkler system has failed or a City Manager who wants to know how city workers will get to work during this summer's political convention. An interruption is an interruption. Private and public may call them by different names, but they are still what we train for, plan for and execute against.

What has always been different is the way resources are managed by the public sector. Say "COOP" to some government officials and administrators in the current budget conscience environment and it conjures up images of Peter Sellers chewing scenery in a hidden bunker somewhere with bank upon bank of draped computers just waiting for the next "big" disaster. That image is out-of-date and obsolete as "Duck and Cover" drills.

Since its inception, DRI International has been involved in bridging the gaps between public and private sector resiliency professionals. Within in the next 12 months, we will be unveiling training and certification specifically for this group of professionals. *Certified Public Sector Resiliency Professional* (CPSRP) will recognize achievement and excellence among professionals at all levels of state, local and federal government. As with other certification tracks (BCP and Audit), there will be a unique qualifying exam and an application process for those seeking certification.

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## **Training Outside the United States**

**By Jack Sotallaro, Director of Education**

The "International" part of our name was earned last year. We talk about DRI International having a Truly Global Reach. This was never more evident than in 2009. For the first time in DRI International's 21-year history, more students attended DRI International classes outside the US than in the US. This is the outgrowth of DRI International's continuing efforts to be truly INTERNATIONAL. Having certified professionals in over 95 countries and conducting training in over 45 countries, our 2007 goal was to create an extensive network outside the US, leading to a majority of our courses being taught outside the US by the end of 2010. Completing this lofty goal a year early was laudable especially during a worldwide recession.

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## **Announcing: the Second Malaysia Conference**

**2<sup>nd</sup> Annual DRI International Conference and Exhibition 2010**

***Business Continuity Management: Resiliency, Innovation & Security***

**Conference Dates: 26 to 28 October 2010**

**Conference Venue: Kuala Lumpur Convention Centre**

**Cyber Security Malaysia** (a local government agency under the Ministry of Science, Technology and Innovation) has invited **DRI Malaysia** to be a co-organizer for an International conference and exhibition with two main objectives:

- 1) building a foundation for innovation to drive transformation in ICT industry which has a direct correlation to BCM; and
- 2) creating a platform for professional networking as well as trade and investment opportunities.

Internationally renowned professional speakers will share their vast experiences and valuable knowledge on BCM, Risk Management and Disaster Recovery Planning to the participants. We expect to have participants from Asia and Oceania, Middle East and Africa, Europe, America and, of course, from the host country, Malaysia.

For more information about the Conference or to become a sponsor, please log on to [www.dri-malaysia.org](http://www.dri-malaysia.org) or contact +603-21684211.

## **Red Cross Haiti Relief Donation**

The news of the catastrophic earthquake in Haiti on January 12<sup>th</sup> stunned the whole world. People throughout the world were shocked by the devastation brought about by the magnitude 7 quake with an epicenter just 16 miles (25 km) from Port-au-Prince. The images of this disaster will be with our industry for a very long time.

DRI International certified professionals volunteer for a variety of international groups that are mobilized at times like this. Certified professionals throughout the world would be participating in their volunteer efforts to aid the earthquake victims in Haiti. DRI International is fortunate to have certified professionals give of themselves by donating their time and expertise to charities and other organizations that are supporting the victims of this quake. As a means of showing support for their good works, DRI International made a donation to the American Red Cross Haiti Relief Fund in support of their efforts and those of our certified professionals on that field.

## **....And Now A Word About Sponsorship**

***Reach a Better Audience within BCP***

Do you want to bring the power of the global leader in business continuity planning, regulation and preparedness to your next event? One of the newest and most exciting ways is through sponsorship of DRI International. Sponsoring DRI International is the opportunity to let your clients know that you are aligned with the best practices and most knowledgeable subject matter experts in the industry. DRI International is offering sponsorship to companies and organizations that recognize that supporting this organization comes with rewards. Rewards that go beyond having access to the latest knowledge on best practice, regulatory landscape, and the global BCM marketplace.

With sponsorship, you gain access to a truly global audience in over 149 countries. You gain access to a highly-motivated group of professionals with the ability to make decisions at every level of business continuity management. You can create awareness programs and business-to-business events that demonstrate your relevance and association with an industry leader in certification and training.

Our Executive Director and other speakers are some of the most sought-after speakers on the subjects of business continuity, preparedness regulation, and industry. As a sponsor, your events receive preferential scheduling on our Speakers' Calendar. As a sponsor you receive placement in a highly attractive space on the Internet. Our website records tens of thousands of hits monthly from the audience you want to reach with your message. Because of the nature of our web content, these visitors are not just random hits. These are professionals that are specifically interested in training, products and services related to preparedness, continuity, and business recovery. As a sponsor, you have direct opportunities to reach our 8000+ certified professionals globally with messages regarding your products and services; the products and services they need to maintain their programs and solve their problems. If you are interested in taking advantage of a sponsorship with DRI International, call us today. There is a world of planners, auditors and other professionals in business continuity planning waiting to hear a word from our sponsors.

## Training Outside the United States

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Despite the economic pressures DRI International increased its non-US attendance by over 100% compared to 2008. It is a tribute to the value placed upon our certifications that organizations and individuals parted with precious currencies to make DRI International education and certification a priority.

This effort was successful, in part, as a result of our ability to train instructors worldwide via web-based training. All instructors must be certified as instructors by DRI International. This means that the potential instructor must carry a DRI International certification, attend an extensive on-line instructor-led class and demonstrate the skills required of all our instructors. Our rigorous training process guarantees a uniformity of instructor quality around the world.

With the addition in 2009 of instructors in India, Australia, Nigeria, Italy, China, Japan and Benelux, we achieved our goal a year ahead of schedule. The effort to train instructors around the globe required our Global Education Manager to adjust instructor training to coincide with the local time of the foreign instructor. Asian training typically started at between 7 and 9 PM EST to create morning classes for potential instructors.

DRI International supported our international operations with sponsorship of and attendance at our first international conference in Malaysia, as well as the creation of an international newsletter. Continuing our growth and leadership internationally is an ongoing effort that remains a continuing strategic objective.

# DRI International Board Elections

With the election of three directors from among the Certified Professionals, DRI International has taken a step in the direction of leadership through greater accountability and transparency. This change was first announced last year, when the existing Board of Directors accepted the recommendation of the Blue Ribbon panel of experts that the community of certified professionals should be given the opportunity to elect one of their own to the board. As often happens with good ideas, the community's excitement led to a change of plans and the creation of two more spots.

The election process was more evidence of DRI International's **Truly Global Reach**. Certified professionals from 34 countries made their opinions known by voting for the three candidate of their choice. Ultimately, Anne Marie Staley, Jerome Ryan and Kelley Okolita were elected by their peers to serve on the Board of Directors. Congratulations to our new board members and to all the certified professionals who stand to benefit from this new exciting change for DRI International.

<b>International Representation</b>	Australia	Costa Rica	India	Pakistan	Singapore
	Bahrain	Dominican Republic	Italy	Peru	Slovenia
	Brazil	Egypt	Japan	Puerto Rico	Sweden
	Canada	Finland	Luxembourg	Poland	Trinidad & Tobago
	Chile	France	Malaysia	Qatar	United States
	China	Germany	Mexico	Russia	Venezuela
	Columbia	Hong Kong	Netherlands	Saudi Arabia	United Kingdom



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## Making Disaster Recovery Exercises More Realistic

By Harvey Betan, CBCV, CBCLA

Many of us participate in Disaster Recovery exercises, intended to evaluate our readiness to respond to an incident. We work diligently to coordinate and plan a well-defined script. We hold meetings to review scripts and to anticipate any issues, shortfalls or potential problems. We even attempt to predetermine expected results. Just prior to the exercise we hold a final planning session to ensure everyone is aware of his or her tasks and role in the exercise, and set the final time line for arrival, set up etc. If we accomplish a specified level, we consider the exercise successful, come away with lessons learned and possibly some follow-up items. Once we complete the documentation and results, we file the data in some location, pat ourselves on the back and say "job well done!" However, does anyone really feel comfortable that the learning exercise would be effective given a real scenario and that this is what real life would be like after an incident? These plans and exercises indeed add value, but will not mimic a "real" scenario effectively unless we approach the exercises with more honesty and vigor.

The simplest element of the Disaster Recovery exercise, planning a date and time is unrealistic. Does anyone really expect a disaster to occur at 9AM on a Saturday morning? The fact that you must notify your Disaster Recovery site and possibly your data retention area of the test in advance is unrealistic! Do you really expect to know in advance when an incident will occur? How many businesses have notified their Disaster Recovery location and data retention areas, they will have staff arrive within an hour (not unrealistic if you have Recovery Time Objectives of 2 hours) at the recovery site?

A more realistic approach would be to plan a test for a weekday and notify staff between 11PM and 2AM telling them to report to the Disaster Recovery site at 9AM the following morning. Only then, can you more realistically evaluate your actual level of preparedness. Do not assume key personnel are, or will, be available. Mix up the teams, some primary, some backup and even some tertiary level contacts. There are many people who may still travel, and using this short notice and surprise, can be more effective. A sure result is that if you call your staff at home at that time of night, you will truly find out about the responses of agitated spouses.

I want to elaborate a bit more on the subject of communication. Do you still use a call tree, or do you have a more up to date vendor solution? When was the last time you tried to contact staff using all their contact numbers? If the main number of your call target is unavailable, do you have alternate communication plans? These can be pagers, Blackberrys, alternate phones, email, etc. You may even need to use some physical messenger. When you make the notification, can your forward information such as traffic conditions or alternate routes to the responder? Does your organization utilize car-pooling? Are there a predetermined drivers and passengers? What if the driver or vehicle is unavailable? Who is assigned the task of notifying staff not directly involved in the exercise that an exercise will take place and what their tasks are? If you have identified an Emergency Command Team, will all members be involved in the exercise?

If you are using a recovery site, you cannot just arrive and say "I am here to test my recovery". Does that ever bother you or sound any warning bells? If you have a real disaster will you get the support you expect? Will the provider have your work area available within your expected timeframe? Will the support level be the same without notice as with the advance word that you expect when performing an exercise? I advocate that if you choose a vendor, verify the recovery center has been tested in the past, with a service level such as a Sungard or IBM Recovery Services. They may require advance warning, that is more administrative than questions about the support level. Also, investigate your storage provider to determine whether should you require tapes or some data that has to be relocated. Can they deliver the data to your recovery site within the time frame you expect? As an aside, after 9/11 some clients expecting to utilize recovery sites in Jersey City, New Jersey were instead moved to Philadelphia, Pennsylvania. If one had to retrieve or ship items such as back-up tapes, the travel distance would have been more than doubled. Keep in mind that some incidents may affect a wide area.

If you set up exercises on a weekend day; what is the traffic pattern like? Do not think that the roads will have the same traffic load each day of the week. Consider that public transportation schedules differ weekdays and weekend days. Are you constantly monitoring the road construction patterns in the area of your business or recovery center? Are roads to your recovery site more or less traveled on specific days? Is there a shopping mall or sports arena in the route? Do all exercise participants have, and are aware of, alternate routes?

Do you involve any clients or suppliers in your Disaster Recovery exercise? Are you sure that on very short notice you can ship or receive product using your recovery site? Are your vendors and clients even aware of the location of your recovery site? If you expect clients or suppliers at your recovery site, will they be able to enter, or does their name need to be on an accepted visitors list? What advance notice is required to get names on the visitor list?

*Harvey Betan is currently a BCP consultant in New York City after spending 20 years in technology. He has been involved in all aspects of continuity from table tops exercises to restoration of a 1300 person insurance office based in the World Trade Center on 9/11.*