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How to Design and Implement a Successful Disaster Recovery Plan




Feb. 21

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How to Design and Implement a Successful Disaster Recovery Plan

Ron Sanders
Executive Vice President
People Plus Inc.

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Disaster Mitigation and Recovery

- Many businesses will fail because they were not prepared for a disaster
- Preparation can mitigate the impact and planning can help you recover more quickly
- In disaster preparedness, focus is always on the last disaster

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Disaster Mitigation and Recovery

- **Things that are essential to keeping your doors open:**
 - Sewer
 - Water
 - Electricity
 - Natural gas
 - Telephone
 - Internet
 - Transportation systems
 - Fuel/gasoline
 - Food

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Disaster Mitigation and Recovery

- **Questions to ask yourself:**
 - Will you be a victim or a first responder to your next disaster?
 - How will you handle the loss of the 10 essential services?
 - Can your staff work from home efficiently?
 - Does everyone have contact numbers?



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How to Design and Implement a Successful Disaster Recovery Plan

Rosie Rivel – Director, Global IT Risk & Compliance



Agenda


1. Evaluate risk in developing a disaster recovery plan
2. Matching your budget with the desired level of protection
3. Components that make up a successful disaster recovery plan
4. Test your disaster recovery plan
5. Powerful lessons from experiences of successful disaster recovery plan deployments



Definition of Terms


> **Definitions:**

- Recovery Point Objective—RPO—how old the data can be for your organization with minimal impact to the business
- Recovery Time Objective—RTO—how long recovery activities take and the impact on the business
- DR Risk Assessment—evaluation of potential DR risks to focus DR planning priorities
- Business Impact Analysis—BIA—evaluation of critical business operations and determine acceptable threshold of interruption before causing material impact
- Business Continuity—BC—activity to ensure critical business functions are available



How to evaluate risk in developing a Disaster Recover Plan

- > Understanding potential disaster scenarios in order to identify recovery options
- > Understanding critical business operations:
 - Utilize tools such as the DR Risk Assessment and Business Impact Analysis (next)
- > Prioritize/focus DR planning on critical operations to manage within budget and resource constraints



DR Risk Assessment

The following table identifies probable disaster scenarios and provides weighted scale of probability, impact, and current mitigation solutions to provide a vulnerability rating.

Availability Risks to Environment							
Availability Risk / Threat	Trigger	Result (Scenario)	Probability Estimate	Impact Analysis	Mitigation Controls	Comments	Vulnerability Rating
Weather	Flood / Blizzard / Ice / Hurricane	Loss of building access	5	3	5	MT Plan	75
Employee	Crew / Vacation	Loss of Service	5	4	2		40
Network Failure	Network circuit failures (T-6)	Loss of IT connectivity	3	4	3		36
Computer Room Fire	Electrical / Accidental	Loss of IT Services	2	4	4	Data Center Fire Protection device? Water Damage	32
Pandemic	Bird Flu	Unavailability of Staff	2	3	5	Work from home	30
Loss of Power	Line down - Local to Area	Loss of power to building	5	5	1	Generator backup for IT only	25
Total Loss of Single Facility	Plane, Explosion, Fire	Loss of Facility (Bldg. & IT)	1	5	4	Random chance highest impact	20
Water Damage	Pumping failure / roof leak / sewage	Loss of IT Services	2	1	5		10
IT Software Failure	Program Failure	Corrupted data / program functionality	5	1	2		10
Loss of Power	Regional/Statewide	Loss of power to building	2	5	1	Generator backup for IT only	10
IT Hardware Failure	Component Failure	Loss of IT (single IT environment)	5	1	2	Periodic Update, Clustered Equipment, backup option	10
Security Threats	Virus / Hacking / DOS attacks	Loss / Theft of data / data corruption	5	1	1		5

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Business Impact Analysis


Evaluate systems and downtime thresholds based on process.

Business Process	Application	Recovery Time (RTO)	Recovery Point (RPO)
Update Payroll	QuickBooks	24 h	24 h
Pay Vendors	QuickBooks	48 h	48 h
Receive Payment	QuickBooks	1 week	12 h
Send Paychecks	ADT	24 h	24h

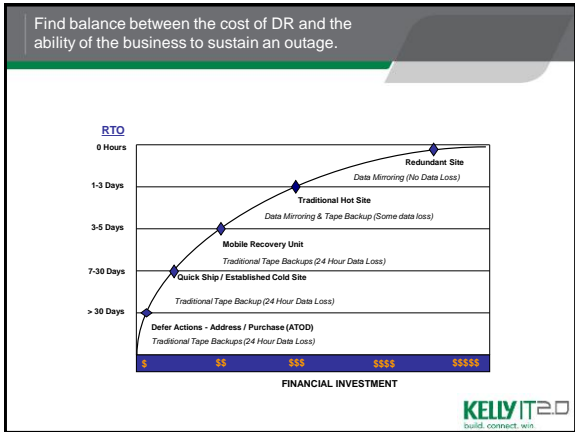
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How to match budget with the desired level of protection

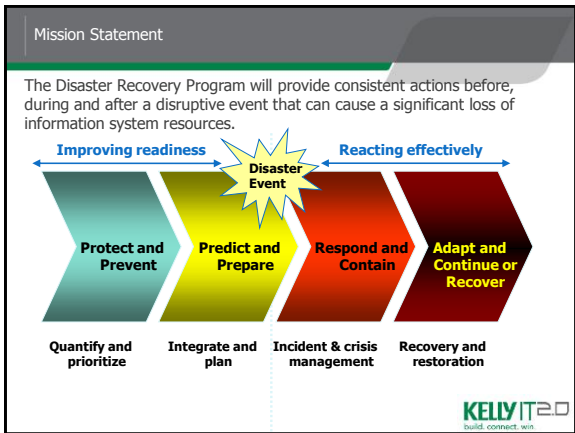
- Understand requirements and rigorously manage scope—only mission critical functions:
 - > Receive and Fill Orders
 - > Receive Employee Time
 - > Pay Employees
 - > Bill Customers
 - > Receive Payment
- Cost is a function of time
 - > Faster recovery = higher cost investment
 - Build solutions over time
 - Consider SaaS, IaaS options

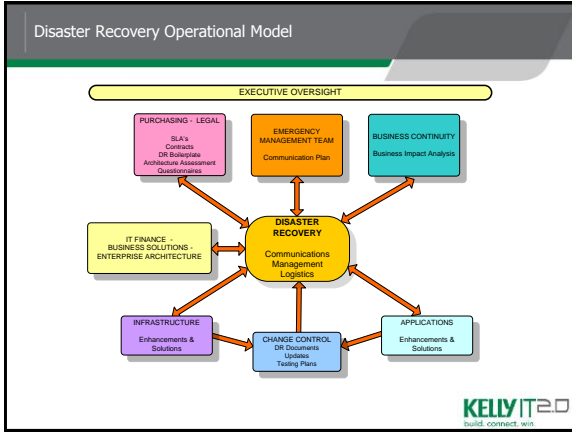


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- What components make up a successful disaster recovery plan
- Executive Sponsorship—they must recognize the survivability of the organization depends on it!
 - Clear Mission/Scope
 - Robust Stakeholder Communication Plan—customers, vendors, candidates, employees
 - Disaster Recovery Management integrated in IT operations:
 - > Include DR requirements in all IT projects
 - > For IaaS/SaaS solutions, evaluate vendor DR capabilities based on supported business process' criticality
 - > Regularly exercise DR plan
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How to test your disaster recovery plan

- > **Tabletop Exercise:**
 - Key participants—leadership of critical business processes and IT leadership
 - Present 'mock' disaster scenario
 - Walk through each department's response of how they would continue operations and communicate to all stakeholders
 - Document issues and action items
 - Create actionable plan to address
- > **DR Exercise:**
 - Perform recovery of IT systems in a simulated environment exercising IT's recovery plans
 - Document issues and action items
 - Create actionable plan to address

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Sample Tabletop Module #1

Event Identification → **Activation Hour 0 - 1** → **Assessment Hour 1+** → **Recovery Hour 5+**

Tuesday 11:10 a.m. (immediately after evacuation)

- What would you do first?
- Who would you contact?
- What information do you need to have readily available to do either of the above?
- Given your team structure, what is the most streamlined way of supporting your team's communication and accounting for staff?

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Sample Tabletop Module #2

Event Identification
Activation Hour 0-1
Assessment Hour 1+
Recovery Hour 5+

Tuesday 11:40 a.m.

- What direction, communication, and organizational tasks would be required?
- What information can be provided to the EMT about your team's capabilities and productivity of team?
- Who (if anybody) should you be contacting and what should you tell them? (vendors, business contacts, etc.)
- Barring specific communication, should you/your staff remain on the premises?
- Would there be any special travel requirements for your team?

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Powerful lessons from experiences of successful disaster recovery plan execution

- > No such thing as an 'unsuccessful' exercise—always drives out issues
- > Coordinate across ALL business teams—find opportunities to repurpose non critical staff to DR supporting activities.
- > Raise awareness about DR Planning—periodic training and communication
 - Work, Personal, Family
- > Recognize human cost is significant and typically underestimated
- > Identify Risk Management Options quickly

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How to Design and Implement a Successful Disaster Recovery Plan

Kevin Delaski, VP/CIO, *The TemPositions Group of Companies*

DR and our Experience with Hurricane Sandy

- No loss of power at HQ office.
- Biggest Problem: **Employees getting to work**
- DR Plan allowed for remote work
- Experienced no business interruption



Features of our IT Disaster Recovery Plan

- IT systems virtualized and deployed in Private Cloud at remote data center
- VOIP telephone installation with failover to branch offices
- Desktop virtualization deployed for some departments
- Utilize alternate cold site for enterprise staffing application DR
- Managers provided with 4G MiFi devices for backup internet at home



Critical Elements of an IT Disaster Recovery Plan

- Server virtualization
- Remote hosting for key IT systems
- Multiple levels of redundancy connected with key IT systems
- Failover plan in place for phone system
- Assess vendor DR plans
- Protection from external threats to web sites that connect to your data



The Importance of DR Plan Maintenance

- Regularly test your DR plan
- Keep contact lists updated
- Add new IT systems as they are deployed
- Ensure new employees are aware of the plan



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