

# Willis Business Continuity Exercises

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The Willis logo is a dark blue square containing the word "Willis" in white, serif, all-caps font. It is positioned in the bottom right corner of the slide, overlapping a yellow and orange gradient background.

**Willis**

# Why Business Continuity Planning

- **Regulatory requirements**
  - FSA/SEC
- **Good Business Practice**
  - Client Expectations
  - Tenders/proposals
  - Retain customers, confidence, profits
- **Actual Events**
  - Feb Snow - London
  - Floods 2007 – Cheltenham office
  - 9/11, 7/7, Madrid, Mumbai attacks
  - Hurricanes New Orleans 2005, Houston 2008
  - G20 demonstrations – London and Pittsburgh 2009
  - Pandemic etc



# Business Continuity Plans

- **Plans need to be living documents and evolve over time**
- **Companies change**
  - Mergers, acquisitions, downsizing etc
  - Outsourcing, new regulations, etc
- **People change**
  - Leave, retire, transfer, paternity leave, contact details etc
- **Business processes/technology changes**
  - New systems, procedures, etc
  - Priorities change
- **All Business Continuity Plans (pandemic, fire, denial of access etc) need to be exercised to make sure they work.**

# Exercise because:

***“ A Plan is always perfect  
until the battle begins”***

**Marshall Petain  
before Verdun,  
1916.**

# Business Continuity in Action?



# Willis Exercises in 2009

## Docklands recovery site

- Largest exercise ever undertaken - 200 people taking part over 3 days.

## Crisis Management Team

- London Crisis management team walk through fire in London building

## Evacuation

- Building evacuation of all offices and Building invacuation – London and Ipswich

## Remote working

- Real use (Feb) highlighted capacity issue (some actions outstanding from 2008 exercise)
- 2009 exercise undertaken when all actions from 2008 exercise completed
  - Exercise usage exceed 1000 concurrent UK users

## Cascade calling

- 2008 exercise showed manual calling not practical for large offices (London & Ipswich)
- Exercise following implementation of an automated cascade calling system for London:
  - 83% of people contacted within 5 minutes and 89% within 2.5 hrs
  - 89 people with incorrect phone numbers, 40 people phone switched off, overseas etc.

## FSA Market Wide exercise

- Participated in FSA Market Wide Exercise alongside other Financial institutions
- Simulation exercise involved severe weather across the UK and flooding in London

## Nashville IT Disaster Recovery

- Recovery of critical systems to 3<sup>rd</sup> recovery site using replicated and restored data

# Exercise Details

<b>Exercise</b>	<b>Exercise details</b>
<b>Evacuation</b>	<ul style="list-style-type: none"><li>• Identify assembly areas for both single building incident and area wide incident.</li><li>• Publicise assembly areas - briefings/notice boards etc (and incident wardens) to make sure everyone is aware of locations and procedures.</li><li>• Arrange date and time for exercise – limited notice to staff - have to give some notice for H&amp;S, Client meetings etc.</li><li>• Brief evacuation wardens on the exercise so they can report back, appoint observers at key points such fire exits routes (22 floors 2 routes per floor)</li><li>• Evacuation wardens to check building is clear</li><li>• Security at the assembly area advise when to return to the building</li><li>• Review exercise with Business units and Evacuation wardens and follow up any actions from the exercise</li></ul>
<b>Invacuation</b>	<ul style="list-style-type: none"><li>• Identify safer areas within the building away from windows and risk of flying debris.</li><li>• Publicise safer areas and make sure everyone aware of the location and procedures in the event of a real incident.</li><li>• Other actions as per the Evacuation exercise.</li></ul>

# Exercise Details

Exercise	Exercise details
<b>Cascade calling</b>	<ul style="list-style-type: none"><li>• Arrange date and time (out of office hours) for exercise.</li><li>• Automated calling<ul style="list-style-type: none"><li>– Send message to all users</li><li>– Report on message delivery and<ul style="list-style-type: none"><li>■ Follow up on calls not delivered eg wrong number</li><li>■ Follow up on calls not received eg people not in the system</li></ul></li></ul></li><li>• Previous Manual exercises<ul style="list-style-type: none"><li>– Issue participants with clear instructions on the message when calling people to make sure this is an exercise and not a real incident</li><li>– Request that callers note the following<ul style="list-style-type: none"><li>➤ Time started calling</li><li>➤ Time last person contacted</li><li>➤ People unable to be contacted (holiday, wrong number etc)</li></ul></li><li>– Following the exercise carry out a separate sample to validate results</li></ul></li><li>• Review results with participants</li><li>• Follow up any actions from the exercise</li></ul>

# Exercise Details

Exercise	Exercise details
<b>Remote working</b>	<ul style="list-style-type: none"><li>• Confirm the number of people who have ability to work remotely</li><li>• Arrange date and time for exercise – out of hours if not sure on results – in working day for max response (plan office cover, client meetings etc.)</li><li>• Worked with IT dept on capacity and support for remote working exercise</li><li>• Request Business units select staff to participate and ensure that have current procedures and remote access capability</li><li>• Request that users note any issues working remotely including:<ul style="list-style-type: none"><li>➤ Access or technical issues</li><li>➤ Performance issues</li><li>➤ Operational issues eg access to paper files</li></ul></li><li>• Review results with participants eg survey of participants</li><li>• Follow up any actions from the exercise</li></ul>

# Exercise Details

Exercise	Exercise details
<b>Recovery site</b>	<ul style="list-style-type: none"><li>• Confirm date and scope of the exercise with third party recovery site.<ul style="list-style-type: none"><li>– if use hotel, client office may be more restrictive on testing.</li><li>– If using another office logistics for both resident and visiting staff more restrictive.</li></ul></li><li>• Ensure participants have current procedures for directions, access and working at the recovery site.</li><li>• Arrange IT support for the recovery site, data link operational (we have own link to recovery site as for any other Willis office), PC image, printers, divert phones etc</li><li>• Arranged security at recovery site and advise recovery site of visitors</li><li>• Developed security procedures to ensue data not stored on the PCs, print out not left on site, all references to Willis removed and PC disks erased.</li><li>• Keep a log of issues and actions from the exercise</li><li>• Surveyed users experience of the exercise, site, transport etc</li><li>• Follow up report on actions and progress from the exercise</li></ul>

# Exercise Details

<b>Exercise</b>	<b>Exercise details</b>
<b>Crisis management</b>	<ul style="list-style-type: none"><li>• Confirm date and attendees (senior managers)</li><li>• Developed scenario – used internal Willis consultants and our recovery site provider expertise</li><li>• Office based walk thru of plans and actions needed in the period immediately following an incident</li><li>• Done at recovery site to remove interruptions and given sense of realism</li><li>• Had separate people heading up IMT, facilitating exercise and recording actions/issues</li><li>• Detailed all actions, issues and items for further work</li><li>• Reviewed users experience of the exercise</li><li>• Follow up report of actions and progress from the exercise.</li><li>• From this exercise we have formalised out IMT and have regular (2 month) meetings to review BC issues, plans, exercises etc</li></ul>

# Willis Exercises planned for 2010

## UK Exercises

- Docklands recovery site – include staff from Ipswich office
- Cascade calling for automated system – all offices
- FSA MWE to be confirmed
- Evacuation and invacuation

## NA Exercises

- Cascade calling for automated system in NA offices
- Remote working exercise
- High risk offices (hurricanes, earthquake etc)
- Crisis management team in New York
- Evacuation and invacuation

## International Exercises

- All international offices have BCP in place by Q1 2010
- Programme to ensure all international offices have completed basic Business Continuity exercises in 2010
- Review specific exercises for larger offices

## IT Disaster Recovery

- Annual IT exercise in Nashville

# BCP Exercise Key Points

## Key points from our exercises

- Need to get management involvement and leadership for exercise process and costs (time, resources, money etc)
- Need to develop culture of BCP and exercises
  - Need to start small and develop exercises over time
  - Better to have a series of exercises to learn and develop plans than a single one off/large scale exercise
- Engage with staff to show them the benefit of exercises
- Call these exercises not tests to remove pass/fail connotations
- Even if exercise has major issues in the early stages – that's good
  - better to know this before you have to use the plan for real
  - Can use lessons learnt to improve the plan
- Work on the basis that no such thing as a bad exercise
- Record all issues/actions from the exercise feed these in to the objectives of future exercises
- Consider use of surveys to get staff feedback on the exercises

# Questions

