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By Vickie Gougoulas – Associate Digest Editor

The Pan American Games are the world's third largest international multi-sport Games; they are surpassed in size and scope only by the Olympic Summer Games and the Asian Games.

Toronto has had its share of potentially and actually disruptive major events over the years, including visits by the Pope, the Rolling Stones, the G8 leaders for their economic summit and other notables. All these events have prompted extensive pre-planning to minimize the disruption potential. Whether overkill, or just prudent planning, is often not known and understood until after the event.

This is big. At the TORONTO 2015 Pan Am / Parapan Am Games, which run from July 7th to 26th then August 7th to 15th, 7,600 top athletes from the Americas and Caribbean will compete at more than 30 venues located in 16 municipalities across southern Ontario. With an infrastructure budget of \$674 million, the Organizing Committee has built 10 all-new, world-class facilities and is substantially upgrading 15 more. New venues include an athletics stadium, aquatics centre and field house,

velodrome and soccer stadium. In addition, the Province of Ontario has built the CIBC Pan Am / Parapan Am Athletes' Village in downtown Toronto. Outside the host city, athletes will also be housed in four satellite accommodations nearer their competition venues.

The excitement and energy of the Games goes beyond the stadiums and pools. Throughout the region fans will gather and celebrate the spirit of the diverse cultures of Latin America and the Caribbean through music, dance, art and food.

Overall, these Games are overseen by the Pan American Sporting Organization (PASO) and are being locally organized by the Toronto 2015 Organizing Committee (TO2015).

Pan Am Spirit Rally. Opening Ceremony Live Screening (July 10).

The Pan Am Games kick off with a spirit rally to celebrate the Opening Ceremonies. In addition to the actual Games events, there is PANAMANIA, a 35-day arts and cultural festival with over 250 unique performances and exhibitions. Through music, theatre, dance, visual arts and fashion, it will showcase the diverse cultures from Ontario, Canada and the Americas. The 38 days of the Best of Ontario will also be taking place. This event promises lots to do and see for free at Toronto's Harbourfront Centre, including nightly concerts, a 400-foot zipline, dance, theatre, a 40-foot rock climbing wall and much more!

With everything going on in the city at once and with an additional 264,000 tourists expected, this could make for a lot of contingency planning challenges and even PAN-demonium! One thing that comes to mind is traffic. With all that is going on, Toronto has planned for over a year to ensure the Games are enjoyed by all and that Torontonians can still maintain business as usual.

Transportation:

To ensure athletes, spectators, residents, businesses, media and visitors will all be able to travel safely, reliably and efficiently throughout the region, the Pan Am / Parapan Am Transportation Team (PATT) has worked on an integrated Games-time transportation plan. The Games will draw more than 10,000 athletes and officials, 250,000 visitors and 4,000 media to Toronto and the Greater Golden Horseshoe region. The 30 + competition venues are located within a 5,300-square kilometre footprint.

PATT is led by the Ministry of Transportation (MTO) and is comprised of TO2015, the Integrated Security Unit (ISU), the numerous municipalities of the Greater Golden Horseshoe region and public transit authorities. PATT includes more than 30 organizations and has reporting responsibilities to the government oversight and approval authorities. It has overall responsibility to deliver the client group travel needs and achieve the transportation goals set out for the Games. Members and roles include:

- MTO is responsible for the overall coordination of spectator transportation services and the operation of the provincial highway network;
- TO2015 is responsible for planning and delivering safe, secure and reliable transportation services for the Games Family (including athletes, technical officials, dignitaries, etc.). In most cases, these transportation services will be in official vehicles using the Games Route Network;
- Pan Am/Parapan Am Games Secretariat (PPAGS) is accountable for financial oversight, cross-government coordination and delivery of provincial responsibilities;
- ISU is established and led by the Ontario Provincial Police, consisting of seven other partner municipal police services, and will lead the security coordination and planning for the Games;
- Toronto Transit Commission (TTC) operates the subways, Scarborough RT, streetcars and buses within the City of Toronto;
- Accessibility Directorate of Ontario, Ministry of Economic Development, Trade and Employment manages implementation of the Accessibility for Ontarians with Disabilities Act (AODA), 2005 by developing and enforcing accessibility standards;
- Metrolinx plans and delivers regional transportation in the Greater Toronto and Hamilton Area. Operating divisions and programs include: GO Transit regional rail and bus services, Union Pearson Express, PRESTO, Smart Commute and the Transit Procurement Initiative;
- City of Toronto, City of Hamilton and other Games municipalities have responsibilities for roadway operations, and coordinating these with policing and the delivery of transit services and other municipal services.



The transportation budget for the games is \$61 million, less than half of the amount used for transportation at the Vancouver Olympics. The total budget for the Games is now estimated at \$2.5-billion. With Transportation well organized for the duration of this wonderful event, security with all these additional events and people is another concern.

Security:

Outgoing Toronto Police Chief Bill Blair said he was concerned his officers will be overworked by putting in “tens of thousands” of extra hours at the Pan Am Games this summer. In addition to the officers who will be providing security during the Games, private security arrangements have also been made. Private arrangements for the Games are on budget, organizers said, as they announced the latest firm hired to watch over venues across the Greater Toronto Area.

TO2015 is responsible for arranging private security to provide asset protection and access control at dozens of venues and construction sites, as well as procuring security equipment for police. With the final contracts signed and most procurement done, TO2015’s Executive Vice-President of operations, sports and venue management says its portion of security preparations is on track to come in within its roughly \$8-million budget, although total security costs are about \$240 million.

Allen Vansen says much of the money has gone toward screening equipment, such as x-ray machines for the Integrated Security Unit led by Ontario Provincial Police, though some has been obtained through sponsorship deals.

There is also a sponsorship component to the security contract announced Thursday with Sword Management, which will provide security at more than 20 venues during the Games, some for free.

Vansen says Sword, which currently provides security to Maple Leaf Sports and Entertainment and has worked at the 2012 London Olympics, is one of four firms hired in February.

Sponsors:

The TORONTO 2015 Pan Am / Parapan Am Games could not happen without the support of dedicated sponsors. In addition to the direct revenue generated by sponsors, each

of their products, technologies and areas of expertise is vital to the success of the games. Through their commitment and support, TORONTO 2015 sponsors provide the foundation for staging the games and by doing so contribute to every participating athlete.

Thanks to the support of its sponsors and their belief in the power of sport, the very proud TO2015 has been able to pursue its goal of hosting the best ever Pan Am / Parapan Am Games in 2015. Partners and Sponsors include:

- Lead Partner – CIBC
- Premier Partners
 - Atos
 - Chevrolet
 - Cisco
 - Live Nation
 - President’s Choice
 - Ontario Lottery and Gaming Corporation

In addition there is an official broadcaster and many official suppliers, opening ceremony creative sponsor Cirque de Soleil, and a list of Proud Supporters at <http://www.toronto2015.org/about-us/sponsors>.

PAN AM Flame and Torch Relay: May 30 - July 10, 2015

The Pan Am flame represents the history and spirit of the Games; it is a symbol that unites the 41 PASO member nations.

The Torch Relay will be a 41-day journey to share the Pan Am spirit in more than 130 communities. Deeply rooted in history and tradition, the Pan Am flame will be lit in May 2015 during a ceremony at the Pyramid of the Sun in Teotihuacan, Mexico, before it travels to Canada. The relay will start in Canada on May 30, 2015 and will make its final stop on July 10, 2015 at the opening ceremony.

- 41 days
- 3,000 torchbearers
- 5,000+ kilometres on the road
- 15,000+ kilometres in the air
- 130 communities
- 60+ alternative modes of transportation

Let the Games begin! ■



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Selections from the BCI News Desk, latest research, media and other sources



Cold weather is the most disruptive kind for business: recent research in the UK commissioned by 8x8 Solutions has shown a correlation between cold snaps and lower GDP and productivity, measurably more so than snow, heat or flooding. This is attributed to impacts on transportation and staff availability.



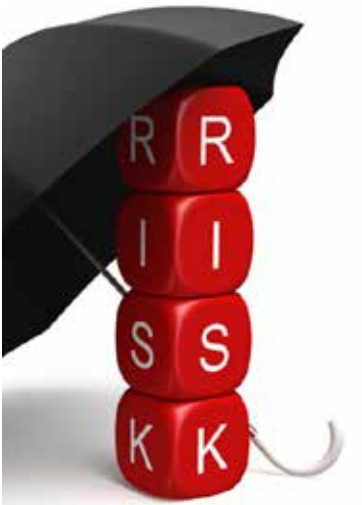
Russian hackers have breached White House systems: in early April an investigation revealed that intrusion originating in Russia had breached essentially unclassified systems, but did include access to real-time, non-public details of President Obama's schedule. One official was quoted as saying the Russians have "owned" the State Department system for months.



Communications crucial during an IT disruption: seems obvious enough, but a report produced for xMatters says 45% of organizations feel business impact of an outage within 15 minutes, with more than a third of those saying impact is immediate. However, 60% said it takes at least 15 minutes or longer just to identify who is needed to resolve the incident.



Drug-resistant superbug poses new threat: last month a CDC report disclosed there had been over 240 cases of an antibiotic-resistant strain of shigella within the past year, associated mostly with travel to India and the Dominican Republic. Although less well known than e-coli or salmonella, this bug has potential to become a major health issue in Canada.



Aon Global Risk Management Survey puts Reputation Risk at no. 1. Not so surprising, but perhaps more surprising is that Cyber Risk entered their top 10 list for the first time (at no. 9). Other surveys have placed cyber much higher. The complete Aon list is as follows:

1. *Damage to reputation/brand*
2. *Economic slowdown/slow recovery*
3. *Regulatory/legislative changes*
4. *Increasing competition*
5. *Failure to attract or retain top talent*
6. *Failure to innovate/meet customer needs*
7. *Business interruption*
8. *Third party liability*
9. *Cyber-risk (computer crime/hacking/ viruses/malicious codes)*
10. *Property damage*

It's not hard to imagine a strong connection between cyber and reputation.



4 strategic market countries are home to 56 of the top 100 cities most exposed to natural hazards. The latest Natural Hazards Risk Atlas looked at 1,300 cities around the globe and considered the risk of tropical storms and cyclones, floods, earthquakes, tsunamis, severe storms, extra-tropical cyclones, wildfires, storm surges, volcanoes and landslides. 21 of the 100 cities are in the Philippines, 16 in China, 11 in Japan and 8 in Bangladesh. Big worries for supply chain continuity.

DRIE Digest Professional Profile

FREDRICK Castleman (MBCI)



In this third of our series of profiles of leading professionals in the business continuity and disaster recovery fields, the Digest (Editor Des) recently met with Frederick Castleman, current DRIE Toronto President and well-known personality. After a number of years in senior roles with SunGard Availability Services, Frederick has joined Compugen. But as I learned over a tasty lunch, he was forging his own path with great success long before we came to know him through DRIE. With Frederick now in his third year of the DRIE Toronto Presidency, we felt it would be timely to hear some of his thoughts about the state of our profession and some of its future challenges.

Des: Thanks for agreeing to chat with the Digest. You have always said such complimentary things about this publication, so it's now your chance to make it even better through your inclusion. As we usually do with these profiles, I would love to start off with some insights about your earlier life and career? You have, to my ears, a bit of an accent, suggesting you haven't always lived in Oakville. What came before Canada, SunGard and DRIE for you?

Frederick: Well spotted Des. I was born in South Africa, grew up there and lived there right up until my emigration to Canada about 11 years ago. My business interest was always in sales and marketing, but not before conscription into the armed forces. I was an infantry soldier and physical training instructor. This was at the time of the Angolan war of independence, which had been going on for years, leading to independence from Portugal in 1975 followed by a civil war that went on for many more years. South Africa was not the only outside country in the conflict; the US, the USSR, Cuba and China were involved too.

Des: Obviously you survived that experience. What first prompted your interest and involvement in disaster recovery and business continuity as a career?

Frederick: By 1982 I was working in technology services. This of course was at a time when technology was becoming much more visible at the point of sale and this began to present new challenges for businesses as they evolved new ways of handling sales transactions. I think in the mid 1980's, just as in North America and Europe, these new technologies exposed risks and the need for contingency plans. Already a disaster recovery

services industry was growing as companies addressed the dependence on their computing resources, which typically were centralized or concentrated.

Des: So, was disaster recovery now your line of business?

Frederick: Pretty much. I worked for Wang, which was successful, but the company ended up closing down. I formed my own company and was an IBM re-seller (Signon Systems). At that time IBM was upgrading customers from System 36/38 to the new (and destined to be legendary) AS400.

Des: How did you first get involved in DRIE – and what motivated you subsequently to run for election as its Toronto Chapter President?

Frederick: In South Africa we had created the Disaster Recovery Association. I had been Chairman of that organization, so when I joined DRIE here, I had a lot of experience and vision to share. Initially I took on the role of Chapter Liaison, with the idea of trying to expand DRIE where feasible. Having previously built an association successfully from scratch, without the advantages of the Internet and other technology, I could see there was untapped potential for growth in the current environment.

Des: What are some of the challenges facing DRIE?

Frederick: I think with demographics the way they are, there is a danger of stagnation if we don't attract new, younger members. DRIE has had almost 30 great years and that is an amazing foundation to keep building on. But we have to find ways to evolve and add new value for members. There is no blueprint for this. We will need to be creative and forward thinking.

Des: How do you see DRIE adapting to the new age of virtual meetings, on-line education, social media, etc.?

Frederick: Personally I don't think we are moving in these directions fast enough. We are starting to



benefit from some new blood in our volunteer ranks who are more savvy in the ways we can potentially get our message out and keep the profession dynamic. You should see some steps forward in the latter half of this year,

Des: How do you view the future of our profession?

Frederick: Well, undoubtedly we are going to see changes. Nothing changes like change itself. In the age of the Internet and social media, the very nature of "belonging" to a profession is evolving. The perceived value of belonging to an association, being certified, contributing to the profession, not just performing the day job – all these are undergoing a shift in thinking. But the underlying need for the profession is not going away.

Des: Where will DRIE find new sources of membership as the current membership moves into retirement? What will be the best growth strategies?

Frederick: Delivering tangible educational benefit to our members should remain a core strategy. Promoting and working together with educational institutions is important – that is why we launched our annual Scholarship Awards a few years ago. I think we can do more through sponsors and partners to expose DRIE to a broader pool of potential new members. We need to maintain our visible leadership role in the industry.

Des: Do you foresee DRIE growing or expanding in terms of chapters or geographical reach? There have been attempts in the past to start a DRIE Vancouver (BC) – do you think that will ever happen? Are there other potential alliances with other organizations, or national consolidation?

Frederick: Never say never; we have had different experiences and degrees of success in expanding regionally. BC is unique because of the strong



presence of EPICC out there and anxiety for sharing membership space. But alliances can work and we are in discussion with other organizations for finding ways to collaborate for mutual advantage.

Des: What might be the one thing you would most like to achieve during the remainder of your tenure as President?

Frederick: it's not easy to single out one thing, but I would say building up our sponsorship / partnerships to expand both foundation for membership growth and the professional horizons for our members.

Des: Thanks for sharing your insights. ■



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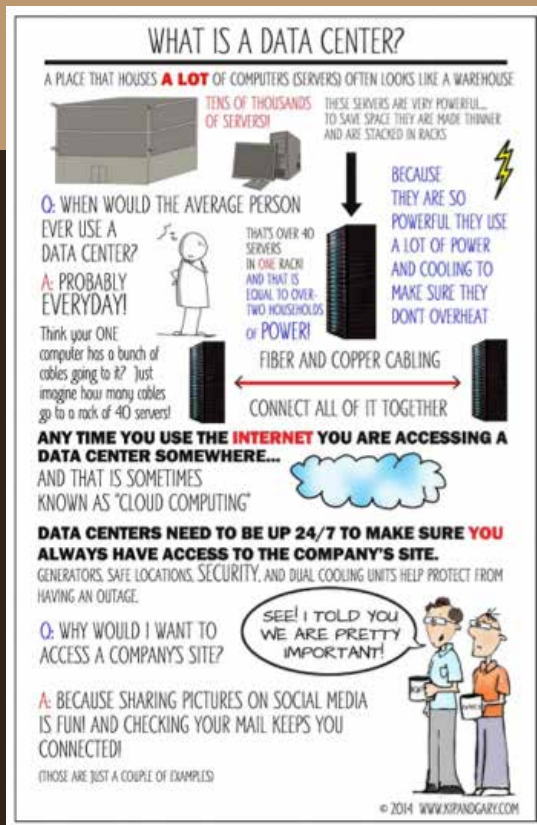
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Data Centres and Technology: A Marriage Made in Heaven



Vito Mangialardi, CBCP, PMP
Director - Business Continuity Management
MTS Allstream

Virtualization (network, storage or server virtualization) and even cloud computing all rely on computer services or resources typically located in a data centre owned by a business, or on services purchased and provided by a supplier. The data centre has once again become an integral element for businesses that rely on technology and automation to deliver products and services to customers.

A formal data centre is where a business houses essential IT infrastructure - computer systems, storage systems and telecommunications equipment - to establish digital redundancy, backup, security, and communication in a unified approach.

Your business data is growing exponentially and availability of current real time data is important for companies both for day-to-day use and in

recovery mode if your IT infrastructure does not have redundancy and diversity features. A data centre is equipped with the ability to scale volumes of data when needed, which can be done quickly. Your business and operational demands are constantly changing. (customer demand, daily operations, e-business, growing threats, limited resources, and reliance on automation and technology). Leveraging a data centre can eliminate technology operational risks as they provide secure and compliant environments. Focus on your business and migrate critical applications to the cloud. This makes data centre service providers / professionals responsible for investing capital to build staff and maintain the infrastructure to ensure consistent uptime as needed.

Five key benefits of a data centre service to deliver business efficiencies:

- 1.** Saving cost: Significantly reducing electricity and rent by housing all servers and systems under one roof. A data centre service can minimize investment in IT infrastructure (server and hard disk) to keep up with potential business expansion. At the same time, IT staff can be freed of maintenance activities to focus on strategic projects; leading to organizational success.

2. Preventing data loss: Avoiding business loss and damaged reputation caused by data loss, due to unforeseen events - power cut, fire, security breach, and natural disasters - by proactively backing up crucial documents, customer data, and financial information. A data centre plays an important role in enhancing organizational resiliency and agility. Mitigating risks of data loss shortens business downtime and increase customer satisfaction.
3. Around-the-clock customer service: 24/7 technical support and customer service to provide assistance when it matters the most is key. Experts in a data center can provide notification of an upcoming event or situation which could lead to operational interruption. This means a business can plan in advance for technical and logistical activities to ensure business continuity, which leads to improvement in brand image.
4. Assisting in compliance efforts: A data centre service can streamline procedures and functions which must be executed to align with relevant policies, regulations, standards, and quality service metrics. A data centre service also enhances implementation of comprehensive auditing capability to demonstrate operational compliance in both short-term and long-term activities.
5. Being eco-friendly: A business can play a decisive role in fighting global climate change by establishing a partnership with a data centre which has strong green initiatives. A sustainable business practice is expected to generate competitive edge by increasing productivity and improving financial and investment opportunity. However, an organization benefits from a high staff retention rate, as today's employees are keen to work for a company which has a corporate social responsibility movement. This means a business can provide both consistent and excellent service to customers.



The new MTS Data Centre in Winnipeg, opening early summer 2015

Do you ever wonder who actually uses data centres today? Businesses of all sizes seek data centre facilities and support to improve organizational resilience and business continuity capability, as well as cost-effectively to keep up with potential business expansion. Multinational organizations and government agencies widely use data centre services to enhance data security and increase resiliency. A growing number of small and medium-sized businesses decide to outsource data centre services to gain larger storage space, save cost and, ultimately, maximize return-on-investment.

MTS Allstream data centres have capabilities and solutions for customers to benefit from our new Tier III facility located in Winnipeg (defined by Data Centre Site Infrastructure Tier Standard: Topology, Copyright (C) 2013) It offers multiple power delivery paths to provide substantial redundancy and reliability. The site is capable of standalone operation without utility power. The risk of downtime approaches zero.

This MTS (Allstream/EPIC) Data Centre in Winnipeg is a next generation flagship model. It is constructed and features resilient infrastructure with multiple levels of redundancy (power delivery systems, environmental



controls, multiple network entrances and geolocation) and include physical security elements to protect all mission-critical data, applications and systems with our eco-friendly facilities.

With owned and operated electrical generating capacity, MTS data centres provide a secure and reliable environment for continuous uptime and availability. With multiple data centres in strategic Canadian locations, MTS Allstream offers a variety of colocation and dedicated data centre services to meet your business needs regardless of size.

Do you ever wonder how to value the real proposition for using data centres? Business Continuity Management (BCM) is a process that can help as it can identify potential impacts that can threaten the organization, the supporting infrastructure and it provides a framework for building resilience and withstanding impact.

Leveraging BCM, the Risk Value = Probability + Impact – Controls. Controls are operational elements that tend to mitigate, manage, or eliminate business risk concerns. Using a data centre to address technology operational risk is a strong strategy (and control) to make your organization resilient to those conditions and events that can bring down your computing environments.

With the ongoing surge and evolution of most IT technologies, the data centre can add value and be a key strategy for companies to become resilient while providing cost-effective operational solutions, which on turn benefits all stakeholders.

You cannot predict an emergency or disaster, but you can prepare for one. ■

DRIE DIGEST RETROSPECTIVE

As DRIE Toronto turns 30 this year, we at the Digest are reflecting on those 3 decades and inviting members and readers to contribute reminiscences, anecdotes, trivia – any relevant material. We will be pleased to feature these in issues throughout the year. If you have something to offer, please send it to digest@toronto.drie.org

5 Years ago in the Digest... **Volume 19, Issue 2, June 2010:**

- The front page had a note from President Todd Bardes with some of his reflections on DRIE
- The issue featured parts 3 and 4 of 5 of Dennis Hamilton's In-Crisis Decision Making series.
- There were articles by Joe Ozorio on Building an Exercise Program, by Vito Mangialardi on preparations for the G20 summit in Toronto and another on the pitfalls of Siloing by Mark Baker.
- There was a report from the DRIE Chapter (CABCP) in the Caribbean
- The Real Event Log included the February 27th earthquake (and tsunami) in Chile, at M8.8 the 5th strongest ever recorded, in which over 800 were killed and the March 21st eruption of a volcano in Iceland which several weeks later would massively disrupt air traffic due to ash clouds.

10 Years ago in the Digest... **Volume 14, Issue 2, May 2005:**

- The front page covered IBM's tsunami relief efforts in southern India and other parts of the region
- A Pat McGee article entitled: "Empathy Doesn't Help the Dead." – Communications lessons learned from the BP refinery explosion disaster in Texas on March 23rd
- An article on Windows recovery by Greg Latiak of Technology Strategists
- Entries in the Real Event Log included a Major earthquake in Indonesia on March 28th, the April 25th plastics factory fire in Cobourg, Ontario and numerous terrorist car bombings in Baghdad

15 Years ago in the Digest... **Volume 9, Issue 2, May 2000:**

- In post-Y2k calmness, the Digest covered 1999 insurance statistics relating to natural disasters
- A retrospective on Chernobyl 14 years on and an article on two major tornadoes in Fort Worth, TX
- Another article predicted increasingly frequent Internet hacks and failures and also noted that on March 7th a 1.6% drop in the TSE index was largely due to computer malfunctions.
- Announcement of the upcoming June 6th Mobile Recovery EXPO 2000, a DRIE first.
- Real Event Log highlights included flooding in Mozambique, youth riots in Quebec City, the arrest of Mafiaboy and the February 11th bomb explosion in front of Barclay's Wall Street in NYC.

20 Years ago in the Digest... **Volume 4, Issue 2, June 1995:**

- The Editor's note reflected on the rapid succession of major disasters in Kobe and Oklahoma City, the nerve gas attack on the Tokyo subway and a huge earthquake in Russia.
- Jayne Howe wrote on LAN Security and Audit. Wilf Camilleri launched a series on DR-related net surfing and an Allister Pedersen article on MSAT communications was featured.
- A lighter touch was provided by the story of how flatulent pigs grounded an aircraft. ■



HIGHLIGHTS OF DRIE'S HISTORY

(reprinted from the November Digest)

THE SECOND 10 YEARS.....HIGHLIGHTS OF DRIE'S HISTORY - CONTINUED

- 1995** Sept DRIE Toronto celebrates 10th anniversary with Ed Devlin reprising as guest speaker
- 1996** May Digest introduces its Real Event Log with Feb 29 TSX technical failure and Macro virus
- 1997** Feb Web page gets a new look and DRIE-L mailing list is launched
Oct DRIE offers highly successful full-day "BCP 101" workshop, attended by over 100
- 1998** March DRIE pioneer Dennis Hamilton HFBCI elected to CPM's Hall of Fame
June Long-time DRIE executive member Rex Pattison receives Award of Excellence at WCDM 8
- 1999** Feb Board expanded to 12, with Program, Communications, Marketing and R & D committees
Dec DRIE Toronto forgoes traditional seminar format to hold its millennium celebration
- 2000** June DRIE Toronto offers innovative day-long outdoor – indoor mobile EXPO
- 2001** June Elizabeth Beaver succeeds Graeme Jannaway as DRIE Toronto President
Nov The Digest publishes its first-ever (and to-date only) special edition, covering 9/11
- 2002** Feb DRIE Toronto launches a new corporate sponsorship initiative
June EXPO 2002 devotes a full day to Crisis Management
- 2003** Feb DRIE mourns the premature passing of its 2nd President and pioneer, Rod Cross
Nov Unprecedented 24-page Digest covers the August 14, 2003 power failure
- 2004** Sept New Digest launched – professional layout, full colour. Printed copy provided to attendees
- 2005** Sept DRIE celebrates its 20th Anniversary with an all-day program and outstanding speakers

At this time DRIE Toronto has grown to 340 active members!! ■

Hiring Co-op Students for your Business Continuity Program

By Teresa Teichman, P.Eng., CBCP

Senior Manager Business Continuity & Program, Ontario Power Generation

Have you thought of hiring a co-op student to help out with your Business Continuity program? As Business Continuity professionals, we often find ourselves as individual contributors or working in small departments, wishing for additional support. A student might be just the resource you need. Over the past few years, some of my former students have researched the impacts of hazards such as geomagnetic disturbances; reviewed continuity plans against checklists; developed computer-based training modules; and created presentations and web pages. If you've been thinking about hiring a co-op student, here are some suggestions to get you started!

Once you have approval to hire, the first step is to advertise the position. School recruitment offices and co-op program coordinators can help you advertise the posting and arrange interviews. Students looking for experience and an opportunity to learn are available for work year-round. Work terms can vary from 4 months to 16 months. In addition to summer jobs, many universities and colleges offer some form of Co-op programs or Professional Experience Years (PEY).

When preparing to interview, consider what projects or initiatives your student may work on. You might look for someone with specialized skills in IT Disaster Recovery, or facility operations. On the other hand, many programs prepare students with the skills needed for writing plans, researching hazards,

preparing briefing notes, developing and delivering presentations and helping you run exercises. Over the years, I have hired students from business, environmental studies, health services, engineering, MBAs, and teaching among others! What they've had in common are excellent written and verbal communication skills, research skills, and a good knowledge of Microsoft Office WORD, Excel, and Power Point.

Preparing a standard set of questions makes it easier to compare interview results. Consider what you expect to learn from each answer. For example, "What do you think Business Continuity is?" might indicate whether the applicant researched the position, or how creative they are in answering! Good writing skills are important. A well written cover letter and resume, as well as a writing sample can give you a sense of the applicant's writing style. "Can you describe how your researched your last essay"

gives an indication of how creative and complete their research abilities are.

A current interview practice is to ask "Behaviour Based" questions. The idea behind this is that past performance leads to future success. For example, consider questions such as "describe a major school project you worked on, and how it turned out", or "describe an accomplishment you are proud of from your volunteering, or past jobs". A good "behavioural" answer should describe specifically what the applicant contributed or completed, and what the results were. Look for explicit accomplishments. For example, you might get a sense of the applicant's project management, creativity and interpersonal skills if they



answer: “My team ran the fundraising campaign.” “I developed the schedule, designed the posters and kept us on track through mid-terms.” “The money we raised was delivered to the community centre.”

Once your student arrives, you may want to have a work plan prepared. I usually list training or orientation activities,



as well as a number of projects they can expect to work on. There are courses they must complete (such as Code of Conduct, and WHMIS), as well as topics I would like them to be familiar with. This includes on-line searches for the Ontario HIRA (Hazard Identification and Risk Assessment), the Ontario Pandemic Plan, and Business Continuity standards such as CSA z1600 and ISO 22301. Depending on the projects you are working on, you may consider materials posted on websites such as FEMA, Emergency Management Ontario, or the Center for Disease Control (CDC).

I’ve found that it’s a good practice to ask the student to write down their learning objectives at the start of the work term. We review the objectives together to ensure they are clear and discuss how we will meet them. We revisit them periodically through the work term and again at the end. Some Co-op programs require students do a project or report for school, which may be based on the projects they work on. Because new initiatives pop up frequently, I ask

the students to keep a list of tasks they’ve worked on. This becomes a valuable source for reviewing the themes of the work we undertake, for updating resumes and for providing future references.

You can expect to spend some time initially with your new student explaining how things work. Getting up-to-speed with Business Continuity, your program and your organization takes a little time. Depending on their experience, this may include learning how to write business e-mails, participating in meetings and preparing reports. I usually assign small tasks or projects that they can work on right away in parallel with the orientation. It’s a practical



way to connect the orientation to our deliverables. I always find that the questions they ask and their initial impressions are valuable too. The fresh perspective is a valuable source of ideas for program improvements.

At the end of their work term, hopefully, the student will have gained a good understanding of Business Continuity – and you will have achieved your program goals for that term. While they may or may not become Business Continuity professionals one day, no matter where their career takes them, they should have a better understanding of the importance of planning for emergencies! ■



The Business Continuity Co-op Experience

By Hayley Flomen

University Co-op Student, Business Continuity, Ontario Power Generation

Last year at this time I was a third year university student full of ambition and eager to take on challenging opportunities. I was looking to expand my network and gain relevant experience and employable skills. I enrolled in my university's Cooperative Education Program, landed a work term as a Business Continuity Student at Ontario Power Generation and haven't looked back since!

I quickly learned and adapted to my new position and the corporate environment. Throughout my University career I have attained many transferable skills that I have been able to use in this position. As a student, I think I bring a new and fresh perspective to my department that is complimentary to my co-workers and managers. I ask the obvious questions that might otherwise be overlooked and offer new ideas about modes of communication and information exchange.

Collaborating with my Manager is mutually beneficial. I am learning and gaining experience, while my Manager can focus on high level and more detailed projects. This synergetic teamwork increases productivity and encourages the flow of ideas.

A highlight of my Work Term was contributing to OPG's annual Business Continuity & Emergency Management Forum. Over fifty Senior Managers and Executives involved in Emergency Management and Business Continuity attended. The time management and organizational skills I learned

throughout my academic career were especially useful when planning this. **My role included:**

- Developing the agenda
- Preparing the presentation slides
- Organizing the invitations and venue
- Conducting an interactive survey session with the attendees
- Drafting the final Report, summarizing the findings, lessons learned, and information presented

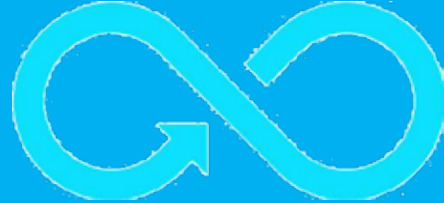
This event was very successful and received extremely positive feedback from attendees.

Another highlight of my work term was creating and delivering a presentation about 'How to Write Continuity Plans' to a group of Managers. This involved researching industry standards such as the ISO 22301 and creating a Power Point presentation outlining important information and instructions. I included creative features such as diagrams and unique layout designs to make the presentation both engaging and informative. With the help of this presentation, these Managers are currently in the process of writing their Continuity Plans.

My role as a Business Continuity Student at Ontario Power Generation has been an invaluable experience. I have had the opportunity to network, learn about a new field, contribute to exciting projects, build my resume and connect with business professionals. Enrolling in a Co-op program at my University has provided me with an enriching learning experience that extends far beyond the parameters of the classroom. ■

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Editor's Note

A year ago I wrote that “June might be my favourite month of the year.” I cited good weather, fresh, outside air, WCDM, Awards, DRIE networking, BCI’s Canadian AGM and.....even the Blue Jays are winning right next door! A few things have changed this year, but what really hits me is how quickly the last 12 months have flown by.

WCDM is extra special this year, reaching its 25th anniversary. I am proud to be part of the education committee that has put together another outstanding program. Attendance is already assured of being substantially ahead of last year (1,100 + and counting), thanks in part to the organizers’ generous anniversary pricing. The Gala Awards night has morphed into an anniversary party sponsored by BCI as part of their overall Platinum sponsorship of the conference. Association awards are still being presented this year, but interwoven with the plenary sessions over the two full days, providing the winners with a much larger audience for wider recognition.

I’m pleased to make note of the increasing involvement of Vickie Gougoulas as the new Digest Editor-in-waiting. I have assured her I will remain a contributor after I conclude my Editor duties with the September issue. I’m not sure I can kick the Real Event Log habit!

Speaking of September, as previously noted, this is DRIE’s 30th anniversary year and we will be putting together a very special program for **Thursday, September 17th**. Please mark your calendar now, as this date is a departure from the traditional Tuesday. The symposium will be hosted by BMO in their First Canadian Place Conference Centre at King and Bay.

Otherwise, have a great summer! We’ve earned it.


Des O'Callaghan

PHOTO GALLERY



Let it rain – extremely rare quadruple rainbow



Plane about to crash into river in Taipei clips car on highway



Sign of an extra cold winter: Niagara Falls frozen



Survivors amid the devastation of the Nepal earthquake, April 25



Some "old" folks socializing over lunch, April, 2015. All former DRIE Directors in multiple capacities.
L to R: Des O'Callaghan, Rex Pattison, Jayne Howe, Ken Macdonald, Todd Bardes

Real Event Log

February, March and April, 2015

Feb 1	Ontario	Major winter storm and brutally cold temperatures paralyze wide areas
Feb 2	Maritimes	NS and NB struggle to deal with their third major winter storm in a week
Feb 3	New Brunswick	Saint John declares state of emergency due to over 5 ft. of snow on the ground
Feb 4	Taiwan	TransAsia plane crashes after take-off in Taipei, clips highway, kills at least 37
Feb 8	Egypt	At least 19 fans killed in rioting before the start of a football match in Cairo
Feb 9	US Northeast	Large snowstorms bury several major cities for the third consecutive Monday
Feb 11	Mediterranean	300 or more migrants feared drowned as they attempt to get to Italy from Libya
Feb 12	Alberta	First case of BSE (mad cow disease) in 4 years is confirmed on an unidentified farm
Feb 16	Libya	Egypt bombs ISIS camps after release of a video showing Christians being beheaded
Feb 17	Haiti	At least 16 killed by electrocution when a carnival float hits a power line
Feb 17	Toronto	Several days of extreme cold triggers dozens of pipe bursts, closes City Hall
Feb 17	Iraq	ISIS militants burn 40 people alive, mostly policemen, in al-Baghdadi
Feb 23	France	5 mystery drones hover over landmarks, including: Eiffel Tower and US Embassy
Feb 28	Canada	February the coldest month on record for Quebec and large areas of Ontario
Mar 3	Toronto	Tens of thousands without power as snow, freezing rain and salt damage power lines
Mar 4	Ukraine	At least 17 are killed in a methane gas explosion in the Zasyadko coal mine in Donetsk
Mar 7	Ontario	30 freight train cars derail near Gogama, spilling burning oil into the Mattagami River
Mar 10	Argentina	10 French Olympians killed in a helicopter crash in mountains during a reality TV shoot
Mar 11	Toronto	Man arrested for planning to detonate remote-controlled bombs at the US Consulate
Mar 12	Bangladesh	At least 7 killed, dozens injured in the collapse of a 5-storey factory in Mongla
Mar 18	Nova Scotia	Many services in Halifax disrupted when 50cm of snow follow an earlier 40cm
Mar 19	Tunisia	ISIS-inspired gunmen attack the National Bardo Museum in Tunis, killing 21
Mar 24	France	Germanwings A320 deliberately crashed in the Alps by the co-pilot, killing 150
Mar 24	Antarctic	Daily high temperature of 63.5F believed to be the highest ever recorded there
Mar 26	New York City	Gas explosion and fire destroy an East Village apartment building, injuring 19
Mar 29	Nova Scotia	AC 624 crashes at Halifax airport, landing short of the runway, injuring 25
Mar 31	Turkey	Much of country affected by a massive power outage, possibly terrorist-caused
Apr 2	Kenya	Al-Shabab gunmen single out and kill 148 non-Muslims at Garissa University
Apr 3	Nigeria	Groups of militants separately kill at least 9 and blow up a gas pipeline in Delta
Apr 5	Brazil	Fuel storage facility fire in Santos nearly contained after 4 days of effort
Apr 9	Italy	Defendant starts shooting in a Milan courthouse, killing a judge and 2 others
Apr 10	Morocco	Bus collides with a gas tanker truck, killing at least 33, mostly children
Apr 13	Washington	Highway overpass concrete collapses, crushing a couple and their baby to death
Apr 16	BC	Huge fire at the Squamish deep water port takes more than 2 days to put out
Apr 19	France	Islamist extremist accidentally shoots himself, thwarting his attack on a Paris church
Apr 20	Toronto	Massive gas explosion destroys a house in Scarborough and damages 12 others
Apr 25	Nepal	Large earthquake M7.8 destroys entire villages and kills as many as 10,000
Apr 28	Toronto	Man struck and accidentally killed by a GO train in Union Station during rush hour
Apr 28	Maryland	Riots following a death at the hands of police triggers area closures in Baltimore
Apr 30	Iraq	5 separate but coordinated car bombs explode around Baghdad, killing at least 17