



## **Planning for Continuity of Operations (COOP) and Continuity of Government (COG)**

### **A Participant's Guide to Workshop III: Resource Requirements and Formulation of Recovery Strategies**

#### **1.0 RECAP OF WORKSHOP II**

At the conclusion of Workshop II, participants should have an understanding of how to identify essential functions, prioritize them based on RTO, and identify operations vulnerabilities for their organization. Prior to this workshop, participants should have acquired a detailed knowledge of their organization's essential functions and the resources required to perform those functions.

#### **2.0 PURPOSE**

This workshop targets the operational areas that create the greatest vulnerabilities and require formulation of provisions to expedite resumption should disruptions occur. In this workshop, a detailed knowledge of how an organization's essential functions are performed provides the basis for identifying emergency recovery strategies. Thus, this workshop requires drilling "down" into the organization's operations, but only for those (usually few) functions with high levels of vulnerability.

#### **3.0 AGENDA**

- Review Functionality, Normal Resource Requirements, and Vulnerabilities (Workshop II, Steps 1 -3)
- Identify Recovery Strategies
- Types of Strategies
- Requirements
- Strategy Development Planning
- Assembling the Components (Preview of Workshop IV)

#### **4.0 WHO SHOULD ATTEND**

Participants in this workshop should include POCs, specialists, and others who are intimately familiar with business activities and who may be helpful in discussing workarounds and alternative operations. This workshop will engage representatives for support functions heavily. Those who provide the computing systems, communications systems, networks, databases, facilities, and cash flows (payroll, accounts payable, accounts receivable) will



probably be needed. For some operations, representatives of vendors who provide critical support services may also participate.

## **5.0 WHAT TO BRING**

Participants should bring their completed list of essential functions, the resource requirements for those essential functions, and their preliminary vulnerability assessment.

## **6.0 EXPECTED RESULTS**

The tasks in this workshop emphasize analysis and understanding of the operational requirements for functions that are deemed to be essential. This workshop should stimulate creativity among participants to identify good recovery strategies.

The identification of acceptable recovery strategies for each essential function is one goal. Unfortunately, sometimes no acceptable strategies, or readily implemented strategies, may be identified for some functions: they continue to be vulnerable to disruptions at the conclusion of Workshop III. A second goal of the workshop, then, is identifying and recording vulnerabilities to operations that require more analysis at a later time.

The ultimate outcome of this workshop should be an overall concept for how the organization's divisions will respond, both individually and collectively, to recover from one of several types of disruptions.

## **7.0 ASSIGNMENTS FOR NEXT WORKSHOP**

Prior to Workshop IV, participants should:

- Identify or recognize recovery strategy needs
- Develop overall "concept of operations"
- Obtain consensus regarding recovery strategy formulations
- Develop recovery strategy capabilities, which may be in various stages of completion, depending on cost and complexity of the strategy