



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

A Participant's Guide to Workshop IV: Command & Control and Planning for Completion

1.0 RECAP OF WORKSHOP III

Having examined all the essential functions carefully and considered the sources of vulnerability to disruptions, the planning team should have come up with an overall “concept of operations” that identifies effective and practical recovery strategies for a variety of possible disruptions. Some of these strategies may not be implemented easily, and the associated functions will remain at risk. In some cases, less satisfactory solutions may be available in the interim.

2.0 PURPOSE

Workshop IV requires participation by senior management and executive levels of the organization to develop the command and control structure needed to direct a continuity plan when it is activated. This work requires an examination of current provisions for managing crises and responding to emergencies, and analysis of how to integrate command of a continuity plan. The focus of this workshop is command and control and continuity plan organization.

3.0 AGENDA

- Recap
- Concept of Operations
- Plan Activation
- COOP/COG Team Development
- COOP/COG Plan Construction: Putting it All Together
- Devolution and Reconstitution
- Promotion, Training, Testing
- Maintenance

4.0 WHO SHOULD ATTEND

Workshop IV tasks require the participation by senior executives in the organization. This participation extends beyond the executive who has “owned” the project and includes all executives who are likely to serve on a COOP/COG or crisis management team that would



implement the continuity plan if it is activated. This statement does not suggest that all senior executives must personally attend the workshop session. Rather, they must be briefed on the issues to be resolved, probably with proposed solutions in hand, so that their engagement and input is achieved in the Workshop IV phase of the project.

The POCs who have participated all along should be involved in the drafting of the plan activation procedures and in the development of the action sequences necessary to recover their own essential functions. At this stage, they may begin identifying the individuals in their divisions who will be expected to become members of the continuity plan team when the plan becomes operational, and these members may be briefed on the nature of the project and their expected roles.

5.0 WHAT TO BRING

Participants should bring all completed worksheets and other materials that they have collected throughout the planning process.

6.0 EXPECTED RESULTS

- Establish an “ownership” structure that assures effective execution of a continuity plan and integrates its activities with the senior executive level’s responsibility for emergency response activities and, more generally, managing a crisis;
- Develop very explicit procedural steps for assessing a given crisis situation, to determine if activation of a continuity plan is appropriate;
- Develop the steps necessary to activate a continuity plan and to transfer command and control authority, as appropriate;
- Within the concept of operations umbrella, develop the action steps necessary to recover key operations and resume their operations under emergency conditions;
- Prepare procedures for assuring that all key executives, as well as critical staff positions are filled if a plan is activated;
- Given all the analysis required to accomplish the preceding goals, decide who should be responsible for the day-to-day maintenance and operation of a continuity plan under normal circumstances; and
- Assemble plan documents, probably in several different “packages”, reflecting the different roles and contexts that plan documents play, and the different audiences they must address.