



Continuity of Operations (COOP) & Continuity of Government (COG) – Planning *A Participant's Guide to Workshop III: Resource Requirements and Formulation of Resumption 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 operational 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 resumption 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 Resumption 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 function heavily. Those who provide 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.



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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 effective resumption strategies.

The identification of acceptable resumption strategies for each essential function is one goal. Unfortunately, sometimes no acceptable strategies, or readily implementable strategies, may be identified for some functions: they continue to be vulnerable to disruptions at the conclusion of Workshop III. A second goal of this workshop, then, is to identify and record vulnerabilities to operations that require more analysis.

The ultimate desired outcome of this workshop is for its participants to obtain an understanding of the overall concept for how the organization's divisions will respond – both individually and collectively – to recover from a variety of disruptions.

7.0. ASSIGNMENTS FOR NEXT WORKSHOP

Prior to Workshop IV, participants should:

- Identify or recognize resumption strategy needs;
- Develop overall “concept of operations”;
- Obtain consensus regarding resumption strategy formulations; and
- Develop resumption strategy capabilities, which may be in various stages of completions, depending on cost and complexity of the strategy.