

**Nathaniel Small**  
**European Business Continuity & Disaster Recovery Manager**

**5-6 November 2009**

# **Business Continuity Management in a Global Service Company**

- ▶ **Framework / Executive Support**
- ▶ **Leverage organisation-wide excellence**
- ▶ **Creating procedures and plans matching needs and environment**
- ▶ **Theory in action**
- ▶ **Balance between responsive decision making and predetermined plans**

**Hewitt is one of the world's leading HR consulting and outsourcing companies. Our mission is both simple and ambitious—making the world a better place to work.**

**For nearly 70 years Hewitt have been providing innovative solutions that take into account the unique needs of each client.**

**Currently more than 23,000 employees are serving clients in more than 30 countries with a clear focus on delivering excellent customer service and measurable business results.**

## KEY FACTS

- ▣ Achieved global revenue of approximately \$3.2 billion in fiscal 2008.
- ▣ Clients include nearly two-thirds of the **FORTUNE** 500®.
- ▣ Became a member of the S&P MidCap 400 Index in 2009.
- ▣ Processes nearly 117 million HR transactions for clients yearly.
- ▣ Recognized as one of America's Most Admired Companies (**FORTUNE**, 2009, 2008, 2007, 2006, 2005, 2004).
- ▣ Ranked by *Business Insurance Magazine* as the world's fourth-largest employee benefits consulting firm in 2008.
- ▣ Named as the top end-to-end outsourcing provider (**Workforce Management**, 2007).

# Global location profile

## North America

Canada

United States of America

## Latin America

Argentina

Brazil

Mexico

Puerto Rico

## Africa

Mauritius

Morocco (Alliance Member)

South Africa (Alliance Member)

## Middle East

Israel (Alliance Member)

Turkey (Alliance Member)

United Arab Emirates

## Europe

Austria

Belgium

Bulgaria (Alliance Member)

Channel Islands

Cyprus

Czech Republic

France

Germany

Greece

Hungary

Ireland

Italy

Netherlands

Norway

Poland

Russia

Slovenia (Alliance Member)

Spain

Sweden

Switzerland

Ukraine (Alliance Member)

United Kingdom

## Asia-Pacific

Australia

China

India

Japan

Korea

Malaysia

New Zealand

Philippines

Singapore

South East Asia

Thailand

## 2—A Message From Russ Fradin, Chief Executive Officer

Hewitt has a commitment to high ethical standards—a commitment that has long been an important part of our history and culture. Preserving these standards has never been more important than in today's competitive and rapidly changing business climate.

*As we continue to grow our business, welcome new associates, and expand our services around the world,*

## 3—A Message From Brian Ivie, Chief Security Officer

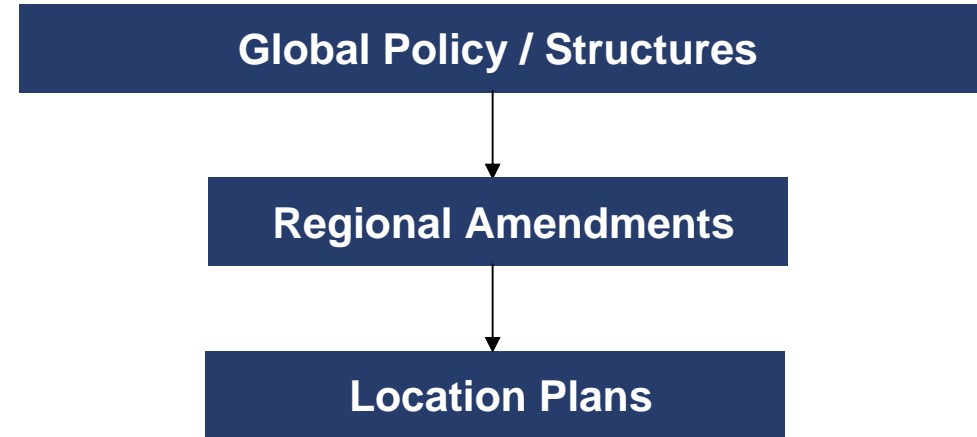
Hewitt's ability to deliver our services is dependent on our ability to secure and protect our clients' data, our physical assets, and our workforce. Hewitt has always viewed information security and privacy as fundamental to successfully operating our business and effectively delivering services to our clients. We are committed to fulfilling this responsibility every day by integrating comprehensive information security, privacy, corporate/physical security and safety, and business continuity processes, tools, and training into Hewitt's infrastructure.

*We have clear expectations for our associates who play a critical role in contributing to data and information*

# Hewitt – Regional Implementation

In Europe we have approximately 3200 associates operating in more than 15 countries.

The UK has approximately 2/3 of the Hewitt European associates.



**Global Emergency Operations Centre**

**Regional / Location Business Management Teams**

**Business Continuity / Disaster Recovery Plans**

▣ Leveraging organization-wide excellence

▣ Creating procedures and plans matching needs and environment

## The Explosion - 6am on Sunday 11<sup>th</sup> December 2005



600 metres from Hewitt Office



**500+ employees**

**100+ Clients**

**500,000 Client members**

**Services provided**

- ▶ 27 Client Benefits Centres and Pension Helplines
  - Flex
  - Pensions Administration
  - Multi Process HRO
  - Opening Hours 8:00am – 6:30pm
- ▶ Client Application Development
- ▶ IT Operations

## UK Wide Emergency Response Plan

- First 3-4 hours of an incident
- Emergency Response Team (ERT) – Senior Management
- Contact lists for key staff
- Global Support from Helpdesk, Senior Managers & extended Business Continuity Team

## Cascade calls/pages sent at 8:30am for initial call at 9am to assess disruption

- No access to building
- No ETA on when this might change
- Client SLAs to meet for Benefits Centres from 8am next day
- **IT systems available**

## **Disaster Declared** – Invoked Business Continuity Plan

**IT Disaster Recovery Plans invoked for critical systems**

**Relocate Benefits Centres to London**

- ▣ St Albans too close with traffic limitations – ‘Plan A’ not viable

**Relocate globally supported workload to North America**

- ▣ Balance between responsive decision making and predetermined plans

## Recovery of Benefits Centres

- Build workstations in London office
- Non-geographic Telephone numbers diverted to London
- Command Centre set up in London

## Communication

- Landlord & Emergency Services
- Cascade to ALL Hemel Hempstead based staff
- Senior Management briefings
- Service Delivery Managers contact Clients
- PR Officer

**Key staff identified and contacted to travel to London to support recovered Benefits Centres**

**All Helplines open at 8am**

**Approx 60 staff accommodated in London office**

**No impact to Client services, all SLAs met**

**Prioritise workload for the day**

- Key deliverables to meet SLAs
- Critical Project work

**Prioritise activities for remainder of week**

- Enhance the recovery position
- Continue to service Clients
- Work with Landlord to establish return to normal

## Monday 12<sup>th</sup> December

- Communication; staff, Business Managers, Clients
- Replacement IT hardware shipped to site
- IT system recovery commenced
- Recovered 60 Workstations in St Albans

## Tuesday 13<sup>th</sup> December

- Communication; staff, Business Managers, Clients
- IT system recovery continued
- Recovered 40 Workspaces in Epsom
- Implemented shift system in St Albans +100% capacity

70% Associates  
Working!

**In recovery mode for rest of week – no Client impact**

**Restricted access available on Monday 19<sup>th</sup> December**

**Independent Structural Survey completed**

**Health & Safety Audit conducted**

**Some repair work carried out over the weekend**

**Phased return to office**

- ▣ Monday 19<sup>th</sup>: 70 staff
  - Police escort through safety cordon
- ▣ Tuesday 20<sup>th</sup>: Full Capacity
  - Non-geographic numbers reinstated overnight
  - All Associates contacted to return to Hemel Hempstead office

**Normal operation resumed**

**No Client interruption**

## Responding to an Incident

- UK-wide Emergency Response Plan
- Location Business Continuity Plan
- Department Business Continuity Plans
- IT Disaster Recovery Plans

## Communicating with staff

- Freephone Hewitt Emergency Information Line
- Incident Website – external URL
- Cascade via telephone and email

## Communicating with Clients

- Coordinated by Service Delivery Managers



**Jacek Tyburek**  
**Security Risk Management Consultant**

**5-6 November 2009**

# **Business Continuity Management in a Global Service Company**

# Agenda

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- **BCM Ownership**
- **BCM Management over Hewitt Org**
- **Stakeholders in BCM**
- **Business Continuity Plan and BC CM Database**
- **Business Continuity Plan for site**
- **BCP Map: Europe (UK&Mainland locations)**
- **Applications hosted/delivering analysis**
- **BCP Map: Business processes flowing between Europe/US and India**
- **Business Continuity Tiers – Sites Standards and categorisation**
- **Security Risk Management and Incident reporting**
- **Incident Management matrix**
- **Business Security Champions Network**
- **Annual Training and Testing Plan**

**Business Continuity transferred  
from SRM responsibility**



*To the Business  
responsibility*

*SRM Representative as partner  
and BCM support to the Business*



Security Risk  
Auditor

Security Risk  
Consultant

Business  
Change  
Agent

## **Core Planning Team/Business Management Team (CPT/BMT)**

Should be comprised of senior leaders managers and practice-specific experts from key service areas and each LOB in a given location

## **Emergency Response and Operation (ERT)**

Should be comprised of representative from Operations, Information Systems, Real Estate, Voice Communication, Media Relations, Human Resources,

## **Damage Assessment Team (DAT)**

This team has a highly specialized role to play, particularly in the first few hours of an incident, and is typically made up of associates aligned with Real Estate/Security

## **Personnel/Communication Mgmt Team (PCMT)**

Should be comprised of senior level leaders and managers for decision support and authority



## Hewitt BCM stakeholders typically are;


- Clients
- Project managers
- Location Leaders
- Global Technology Management
- Site Services
- Employees
- Regional Managers
- Vendors
- etc

# Business Continuity Plan and BC CM Database

**Business Continuity Reference - Lotus Notes**

File Edit View Create Actions Help

Workspace Jacek Tyburek - Inbox Business Continuity Reference



**Home**

- About This Database
- Reference
  - By Section & Chapter
  - By Index
  - By Content Owner
  - Maintenance
  - Drafts
- Group Schedule
  - Calendar
  - By Begin Date & Time
- All By Date Modified
- Subscription
- Administration
  - Interface Options
  - Discussion
  - Reference
  - Section & Chapter
  - Group Schedule
  - Content Management
  - Special Formats
  - Access Management
  - Document Locking
  - Administration Log
  - Subscriptions By Name
  - Restricted Documents

Business Continuity Reference

**Are you looking for information? Try these links:**

**Communications**  
*May 2009*

- Source posting regarding H1N1 Influenza A:
- Hurricane Awareness Information:

**Information**

- Do you need information to provide to your client? Check out the **Knowledge Base**:
- Information about the **Global Emergency Operations Center** can be found through this doc link:
- Information about **Hewitt's Pandemic Management Strategy** can be found through this doc link:
- Link to **Hewitt Location Site Profiles**:

**Additional Questions?**  
If you have questions about the Business Continuity and Crisis Management Program at Hewitt, please send an email to the **Business Continuity Mailbox**.

If you have questions about the Global Emergency Operations Center, please send an email to the **GEOC Mailbox**.

**▼ Navigating this Database**

The Business Continuity Reference database is the central repository for Business Continuity (BC) subject matter, including general BC information and FAQ's, client ready presentations, as well as Hewitt business continuity plans by region, location, segment and/or practice.

The Business Continuity home page headlines current topics of interest and BC initiatives underway at Hewitt. To view the contents of this database, select **Reference | By Section & Chapter** in the navigation panel on the left side of your screen.

If you have a question, would like to make a suggestion or provide feedback, simply send an email addressed to the **Business Continuity Mailbox**.

**Business Continuity Statistics**

- Globally, 60% of 850 mid to large sized companies have experienced an unplanned interruption of operations lasting between 1 to 24 hours. (Source: Veritas, 2003)
- Two out of five companies that

# Business Continuity Plan for site

Krakow - Home Page - Lotus Notes











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Workspace Jacek Tyburek - Inbox Business Continuity Reference Krakow - Home Page

Close Save Assign Section & Chapter Import Special Format Help

The information on this database is intended to assist in response to an incident.

<i>Krakow Location Business Continuity Home Page</i>			
Business Continuity Planning		Business Resumption	
Section	Link	Section	Link
<b>Location Information</b> <i>Site Profile</i> <i>Functional Recovery</i>	 	<b>Domain Plans</b> <i>Business Continuity Requirements</i> <ul style="list-style-type: none"> <li>• BIA</li> <li>• Technology Profile</li> <li>• Vital Records</li> <li>• Recovery Strategies</li> </ul> <i>Resumption Plans</i> <ul style="list-style-type: none"> <li>• Activation Plan</li> <li>• Mobilization and Communication</li> <li>• Process/Function Action Plan</li> </ul>	
<b>Location Contact Information</b> <i>Business Continuity Team Contact Information</i> <ul style="list-style-type: none"> <li>• Core Planning Team (CPT)</li> <li>• Business Management Team (BMT)</li> <li>• Emergency Response Team (ERT)</li> <li>• Damage Assessment Team (DAT)</li> <li>• Personnel Communication Management Team (PCMT)</li> </ul> <i>Emergency External Contacts</i> <ul style="list-style-type: none"> <li>• Building Management/ Local Emergency Agencies</li> </ul> <i>Vendors</i> <ul style="list-style-type: none"> <li>• Critical vendors and services provided to the location</li> </ul>		<b>Business Resumption Technical Information</b> <i>Critical Applications by Functional Area</i> <ul style="list-style-type: none"> <li>• Applications needs for each functional area in location</li> <li>• Lan Drive Requirements</li> </ul> <i>Alternate Work Area Requirements</i> <ul style="list-style-type: none"> <li>• Associates needing laptops</li> <li>• Inventory of Laptops, Blackberries, and Cell Phones</li> </ul> <i>Work Area Recovery</i> <ul style="list-style-type: none"> <li>• Sungard location</li> </ul>	  
<b>Tracking</b> <i>Training and Awareness</i> <i>Exercises</i> <i>Maintenance</i>	  		

## Defining key factors:

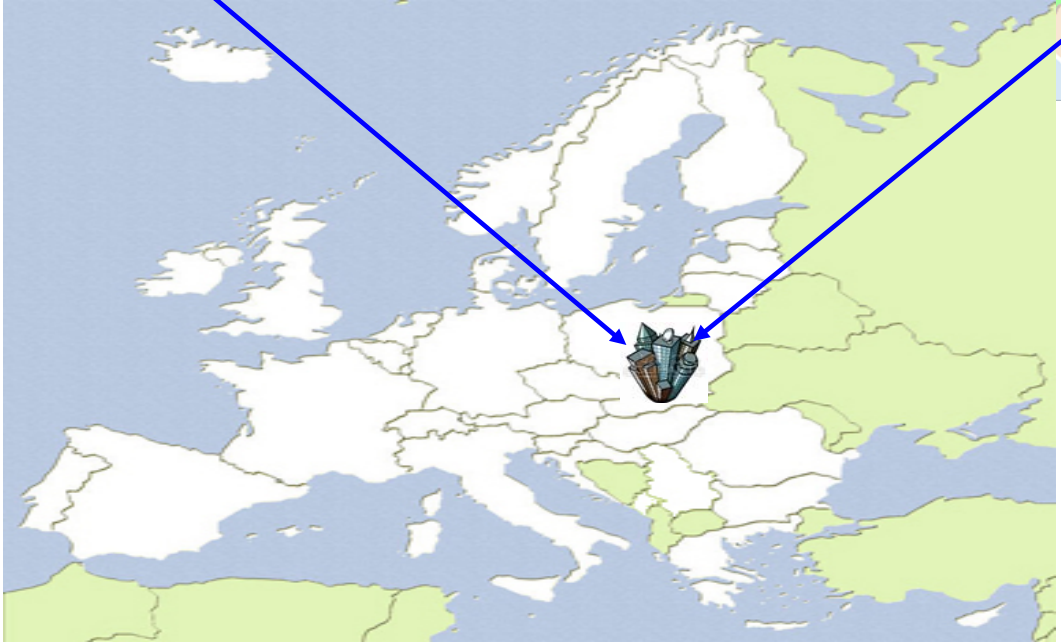
- Dependencies (apps, projects)
- Independencies (apps, projects)
- RTO
- RPO
- Key resources
- Critical processes



# Dependencies/independencies; Applications hosted/delivering analysis



# Project dependencies: processes flowing between Europe/US and India



# Business Continuity Tiers – Sites Standards and categorisation

BC Planning Level	Description	Test Exercises Planned
<p><b>Level 1:</b></p> <ul style="list-style-type: none"> <li>Required in all locations regardless of size.</li> </ul>	<p>To be considered complete to Level 1 standards, the following must be complete:</p> <ul style="list-style-type: none"> <li>- Initial Information Gathering Form</li> <li>- Contact Information complete/maintained and current</li> <li>- Some Training and Awareness must have been completed</li> <li>- Some level of exercising the plan must have been completed</li> </ul>	<ul style="list-style-type: none"> <li>•Call Tree Test</li> <li>• Hewitt Emergency Communication Tool / SMS Notification Software Testing (after implementation)</li> <li>•Table Top Exercise</li> <li>•Emergency Evacuation Exercise</li> </ul>
<p><b>Level 2:</b></p> <ul style="list-style-type: none"> <li>Required in all locations with between 11 and 40 associates and/or</li> </ul>	<p>To be considered complete to Level 2 standards, the following must be complete:</p> <ul style="list-style-type: none"> <li>- Everything noted in Level 1 and,</li> <li>- Project Charter and Scope complete</li> <li>- BIA Questionnaire complete</li> <li>- Emergency Preparedness Plan complete</li> <li>- Some level of exercising the plan must have been completed</li> </ul>	<ul style="list-style-type: none"> <li>•Call Tree Test</li> <li>• Hewitt Emergency Communication Tool / SMS Notification Software Testing (after implementation)</li> <li>•Table Top Exercise</li> <li>•Emergency Evacuation Exercise</li> </ul>

# Business Continuity Tiers - Sites Standards and categorisation

BC Planning Level	Description	Test Exercises Planned
<p><b>Level 3:</b></p> <ul style="list-style-type: none"> <li>• Required in all locations with between 40 and 250 associates and/or</li> <li>• Where critical services are being provided</li> </ul>	<p>To be considered complete to Level 3 standards, the following must be complete:</p> <ul style="list-style-type: none"> <li>- Everything noted in Level 1 and Level 2 and,</li> <li>- Recovery Strategies and Supporting Analysis Template complete</li> <li>- Recovery Strategy and Requirements Summary Template complete</li> <li>- Business Resumption Plan Template complete</li> <li>- Some level of exercising the plan must have been completed</li> </ul>	<ul style="list-style-type: none"> <li>•Call Tree Exercise</li> <li>•Hewitt Emergency Communication Tool / SMS Notification Software Testing (after implementation)</li> <li>•Table Top &amp; Structured Walkthrough Exercises</li> <li>•Emergency Evacuation / Mock Disaster Exercises</li> <li>•Simulation Exercises</li> </ul>
<p><b>Level 4:</b></p> <ul style="list-style-type: none"> <li>•Required in all locations with greater than 250 associates and/or</li> <li>•Where critical services/processes are being provided (call center, payroll, data center)</li> </ul>	<p>To be considered complete to Level 4 standards a Disaster Recovery Plan must be complete.</p> <p>In addition, the following must be complete:</p> <ul style="list-style-type: none"> <li>- Everything noted in Level 1, Level 2, Level 3 and,</li> <li>- Risk Assessment and Mitigation Summary Template complete</li> <li>- Technology SPoF Assessment Template complete</li> <li>- Technology Recovery Template complete</li> <li>- Some level of exercising the plan must have been completed</li> </ul>	<ul style="list-style-type: none"> <li>•Call Tree Exercise</li> <li>• Hewitt Emergency Communication Tool / SMS Notification Software Testing (after implementation)</li> <li>•Table Top &amp; Structured Walkthrough Exercises</li> <li>•Emergency Evacuation / Mock Disaster Exercises</li> <li>•Simulation / DR Exercises</li> </ul>

# Security Risk Management and Incident reporting


hewitt - SRM Form - Microsoft Internet Explorer

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Load & Initialization Time: ~110.8 Seconds



## Security and Risk Management Report Form

**Attention!**

- Do not click the back button on your browser or all data entered to that point will be lost. Clicking on the various tabs within the form will enable you to move backward and forward through the form itself without losing any previously entered data.
- This web page is hosted on EthicsPoint's secure servers and is not part of the Hewitt website or intranet.

View All **Issue Type** Reporter Participants Incident Details Onsite Contacts Outside Agencies Resolution / Outcome Entered By Acknowledgement & Submission

Items marked with a double orange arrow >> are required fields.

### I. Issue Type

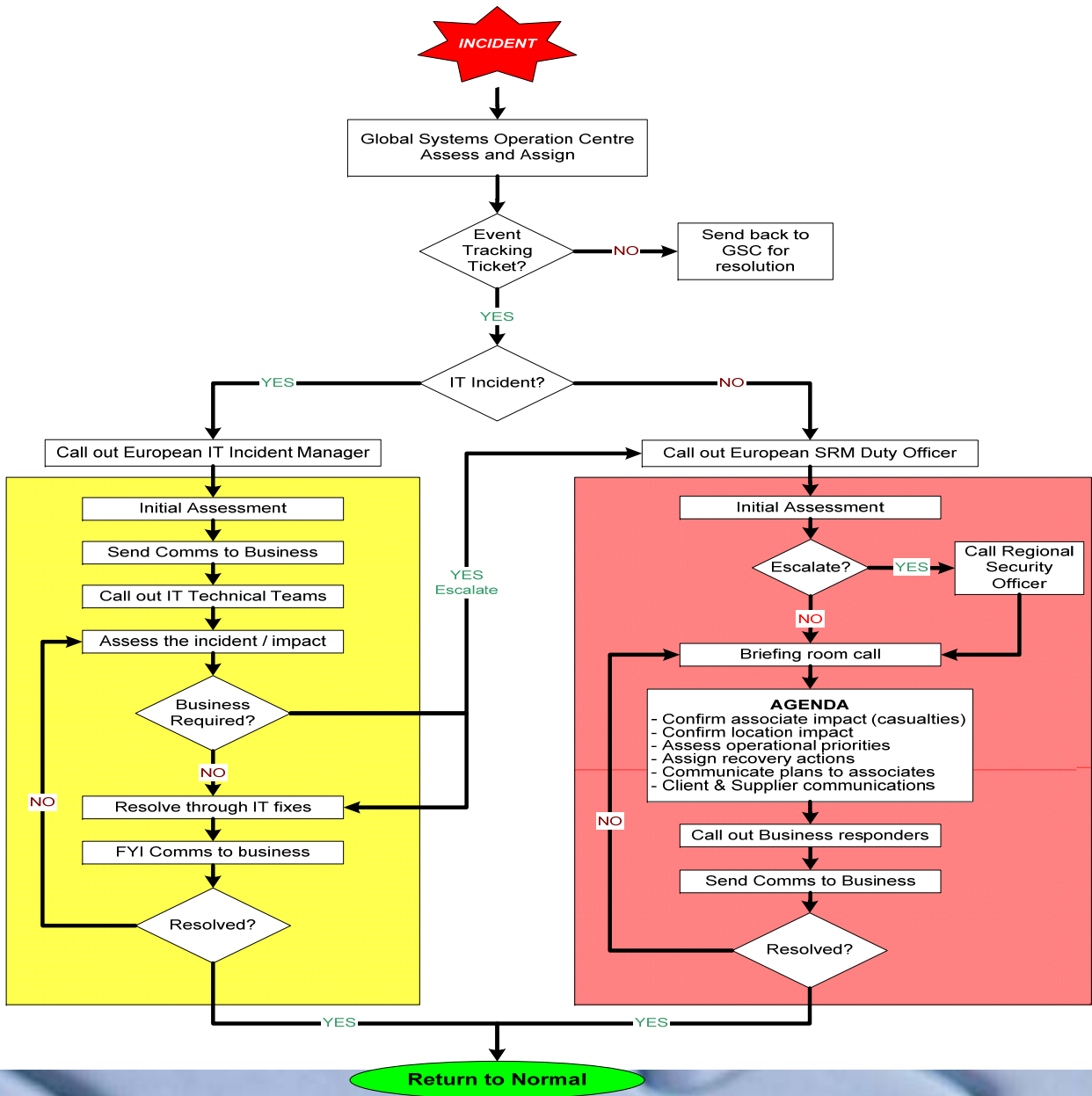
An *Issue Type* is the issue being reported. Please select the issue level that best describes the issue being reported. You may also be required to select additional information from the *Sub Layer I* and *Sub Layer II* drop down boxes. If a secondary issue also occurred, please click on the yes radio button and select the additional Issue Type and sub layers.

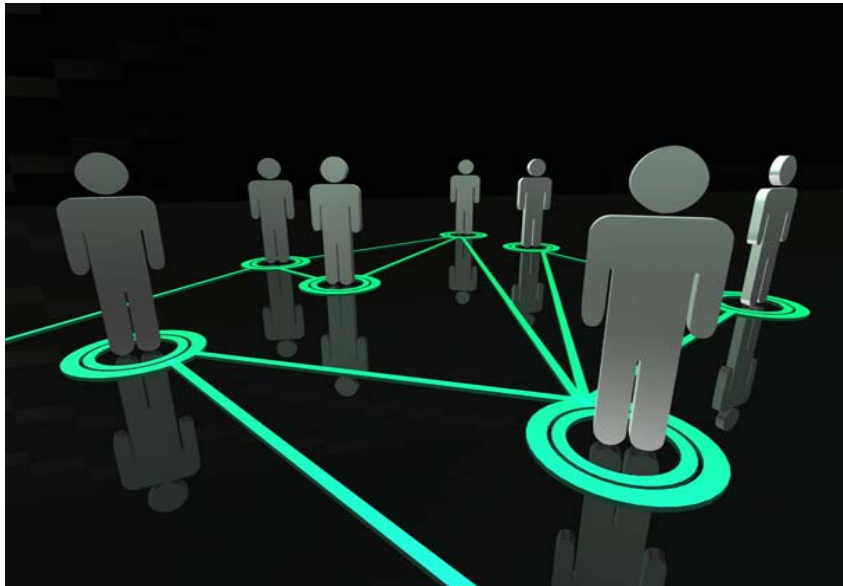
Region	>> Incident Region	
		(Select One)
Primary Issue	>> Issue Type	Description:
		(Select one)

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Ready Internet

# Incident Management matrix





The BC Champion is responsible for implementing European policies, driving initiatives and leading incident response as part of the BC programme within the office. They will ensure out of hours cover is available to respond to an incident and manage the escalation of issues on a local basis. The BC Champion will also manage the BC Core Planning Team to deliver BC Plans for the location, including development and maintenance of BC Teams, contact details lists, Business Impact Analysis (BIA's), testing and training. The BC Champion are required to report monthly on BC progress to the EMEA BC Manager and participate in regular EMEA BC Status Calls.

**Annual training plan includes various types of BC/DR trainings like;**

- **Hewitt Emergency Communication Tool – call three tests**
- **Scenario Based Training**
- **Decision Making exercise ( dedicated to Senior Management)**
- **DR tests**
- **BC trainings tailored to projects, business lines, locations**

## Europe

- Validated International Hewitt Emergency Communication Tool process
- Achieved a 50% call response from reachable numbers within 20 minutes of call notification

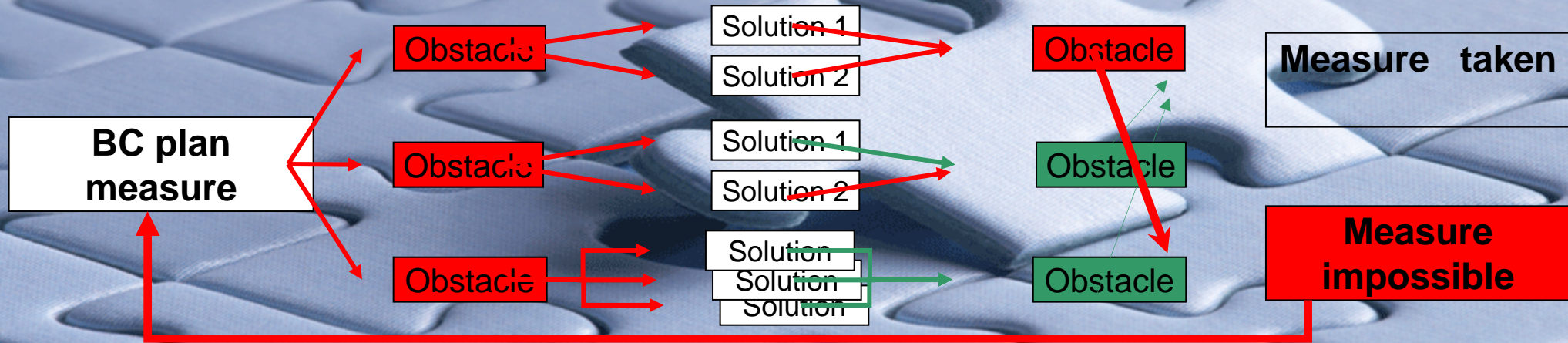
## Americas

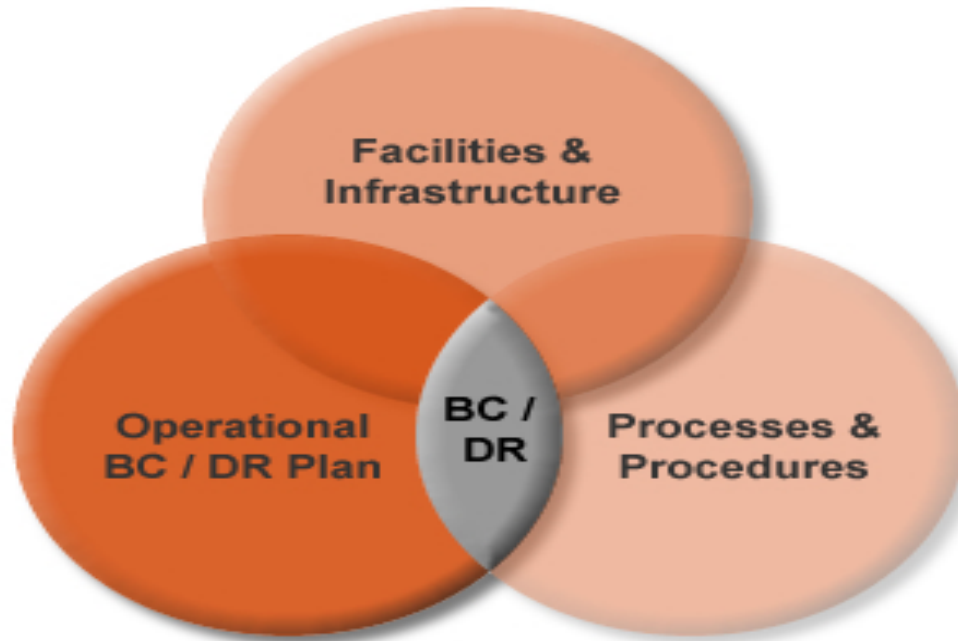
- Achieved a 75% call response from reachable numbers within 20 minutes of call notification

## Asia Pacific

- Validated International Hewitt Emergency Communication Tool process
- Achieved 40% call response from reachable numbers within 20 minutes of call notification

# Scenario Based Training





Hewitt as company depend on IT technology is require to organize DR sites to ensure continuing operation and service delivery to the clients.

Annual DR test for locations and key project

# Associates Education tool – BC College In HU Campus..... Under construction ....

Hewitt University - Microsoft Internet Explorer

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Welcome, Jacek Tyburek | [Logout](#) Search:

## Hewitt University

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Campus Map

Career Development Academy

**Career Development Academy News**  
[Where to Begin](#)

**Career Development Academy Topics**  
[Hewitt Expectations](#)  
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[Careers in Global Technology](#)

[Career Development Academy](#)

Trusted sites

- **Security Self Assessments – including BCM issues**
- **SRM consist SRM IT Audit department+ PQA Specialist**
- **BC Questionnaires addressed to BC Champions**
- **Clients Security (including BCM) audits**
- **DR tests**
- **BS 25999 gap assessment**



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