



IBM Pandemic Business Continuity Planning and Maintenance and Experience

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Aram Umrod
Country Manager, Maintenance & Technical Support
Pandemic Leader
IBM Thailand Co., Ltd.



AGENDA

- Introduction
- IBM – The Business Context
- Plan Development
 - Framework
 - Critical Choices
 - Reduced Resources
- Maintaining the Plans
- The Plans in Operation
 - Experiences and Observations
- Conclusion



Introduction: Phases of Managing for Pandemic

1. The IBM Pandemic **Planning Phase (2007 – 2008)** was completed end by the 2008
2. For a period in 2009 when the Pandemic virus was globally active we were in **Pandemic Operations**.
3. We have now reverted to Plan **Maintenance Phase**.

IBM Plan approach to BCP for Pandemic is based on:

- The nature of the expected threat
- A Pandemic Planning Framework
- Pandemic Plan Maintenance Process



IBM Pandemic planning

- **IBM's Pandemic Planning was based on identification and management of operating Critical Processes using Reduced Resources**

- **Pandemic Plans were developed by :**
 - **Country**to ensure coordinated geographic responses
 - **Business Unit** to ensure global customer service consistency



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IBM Corporation



Armonk, United States

400,000 employees

Clients in 176 countries

100,000+ Business Partners

Ranked 2nd Best Global Brands in 2009 (Brand Value 60,211 MUSD) by Business Week



IBM THAILAND



- Established since October 30, 1952
- Offices in Bangkok and Chiangmai
- Over 500 Business Partners
- Received Garuda Insignia to signify outstanding corporate citizenship in Thailand in 1986
- Affiliated Company:
IBM Solutions Delivery Company Limited



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Pandemic Planning Framework

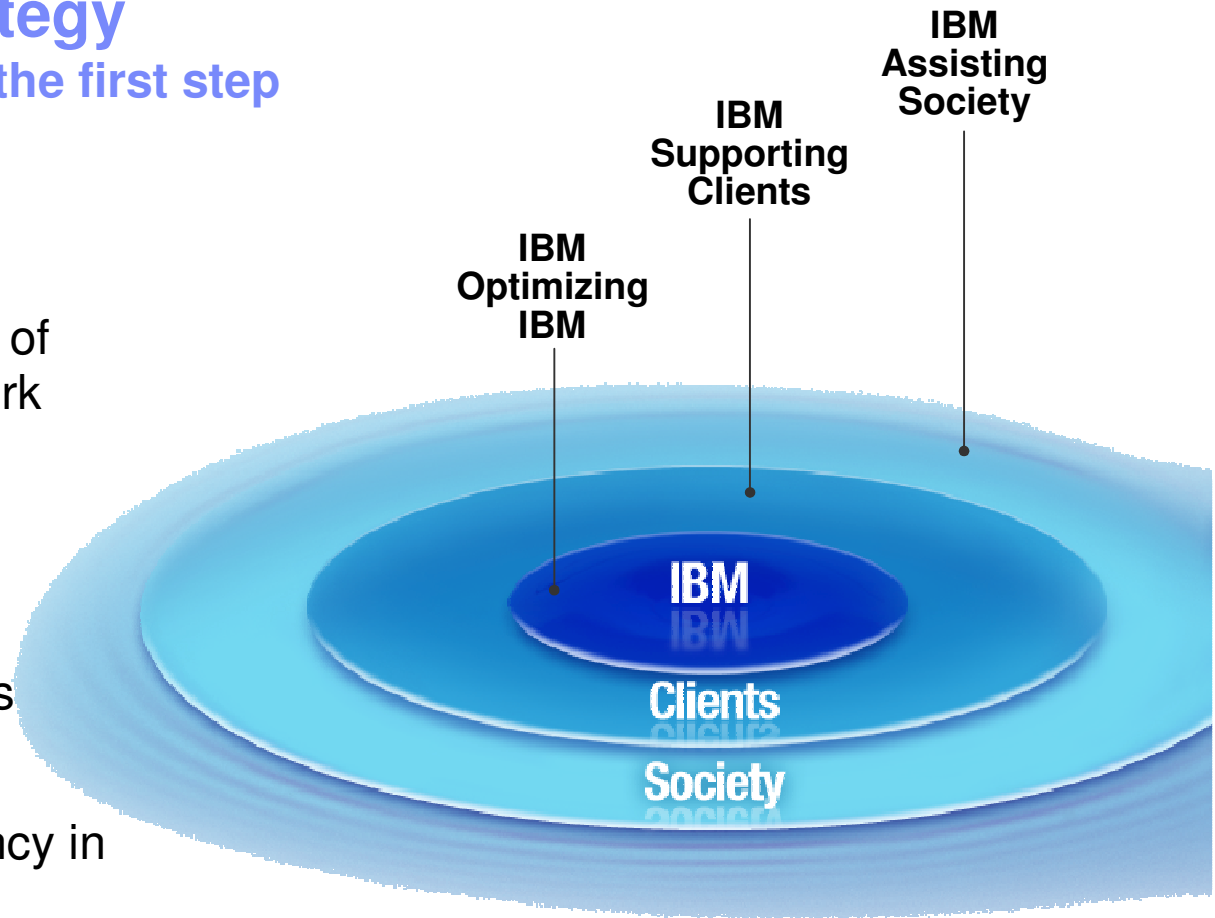
- Business Imperatives
- Critical Choices (Processes and Skills)
- Pandemic Plan Components
- Governance Structure



Global Pandemic Strategy

Key Considerations for IBM: the first step

- Provide for the well-being of our employees in their work environments
- Ensure continuity of operations
- Minimize impact on clients
- Serve as the model of preparedness and resiliency in society



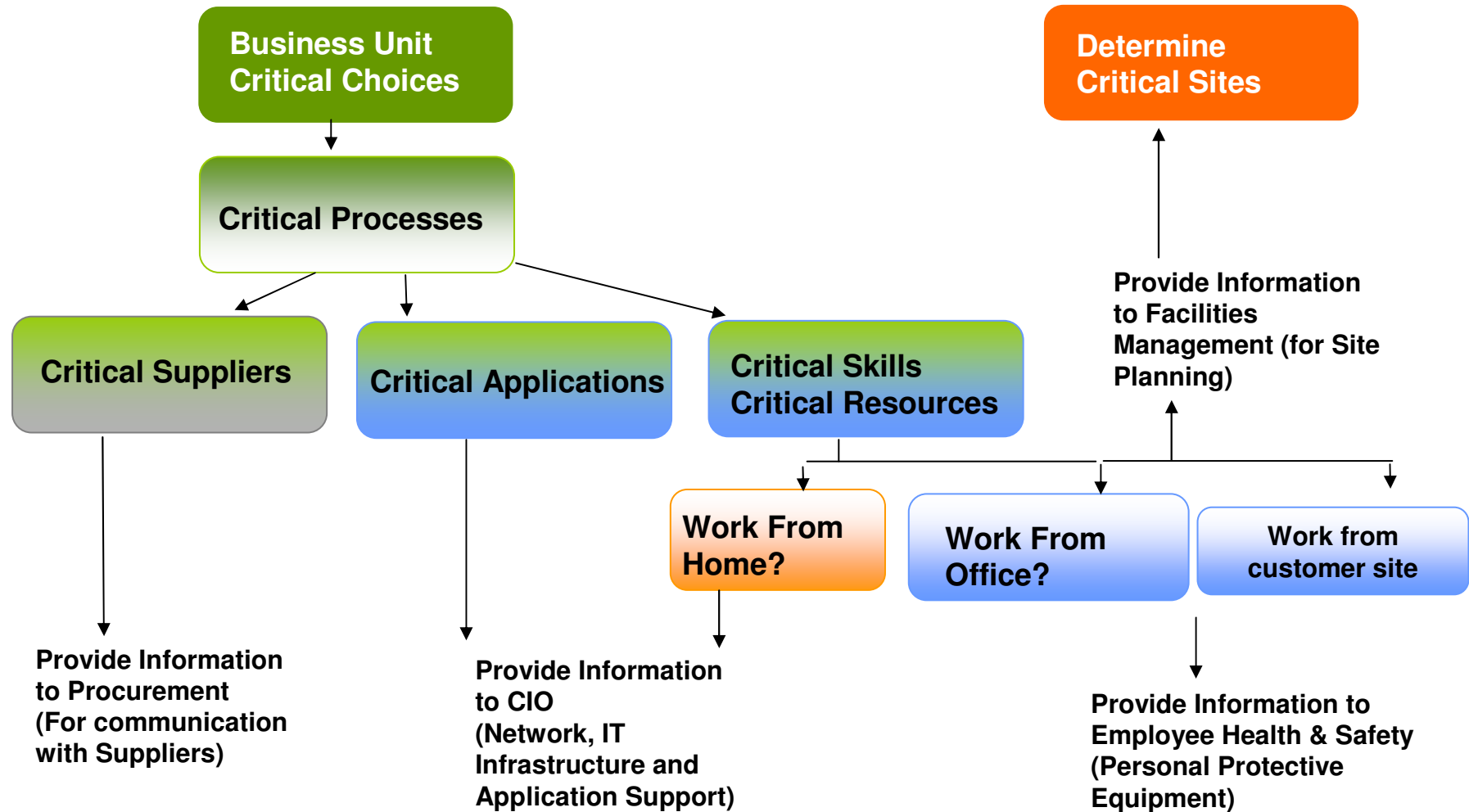
Remember: Business Aspects

- **Plan for the impact** of a pandemic on:
 - employees
 - customers
- **Establish policies** to be implemented during a pandemic
- **Allocate resources** to protect employees and customers
- **Communicate to and educate** employees
- **Communicate** with vendors, customers, stakeholders
- **Co-ordinate** with external organisations

Development of a model process to assist countries and businesses to make critical planning choices



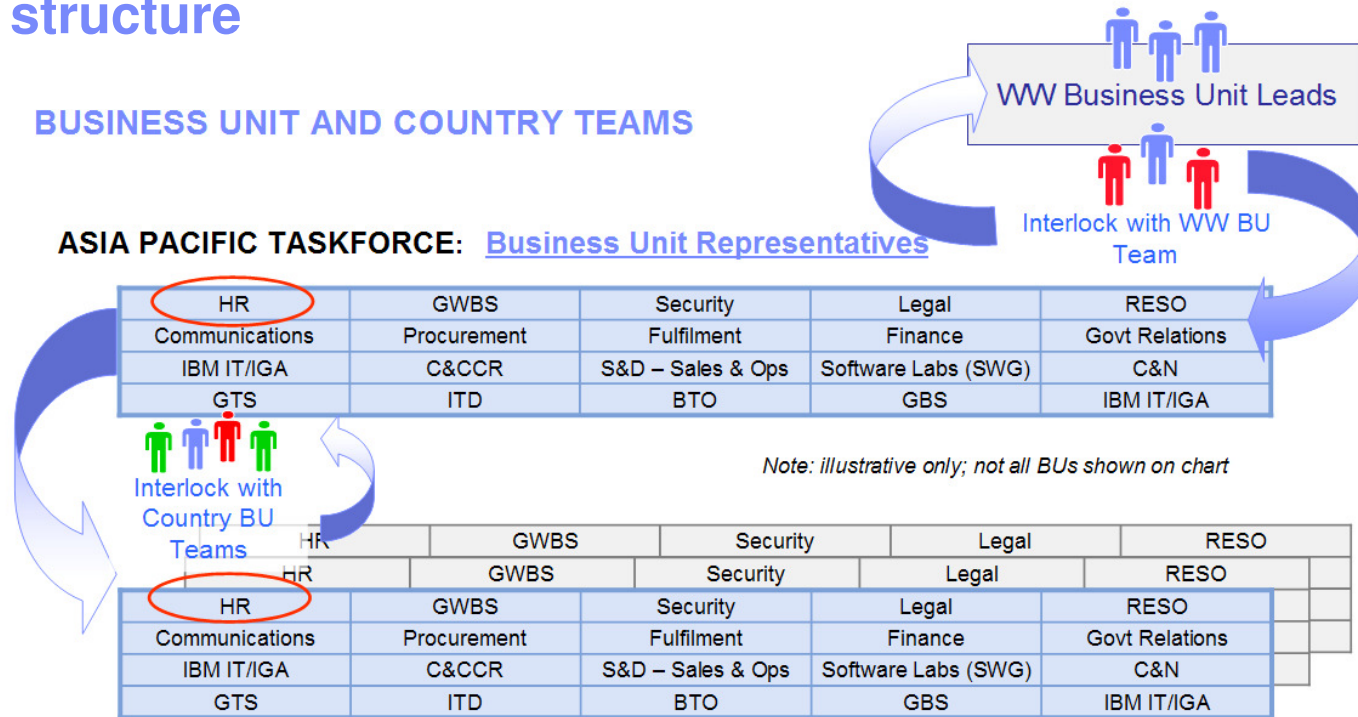
The Planning Process: Critical Choices



IBM's Pandemic Planning was based on operating Critical Processes using Reduced Resources Pandemic Plans were developed by Country and by Business Unit, utilising the Matrix Organisation structure

BUSINESS UNIT AND COUNTRY TEAMS

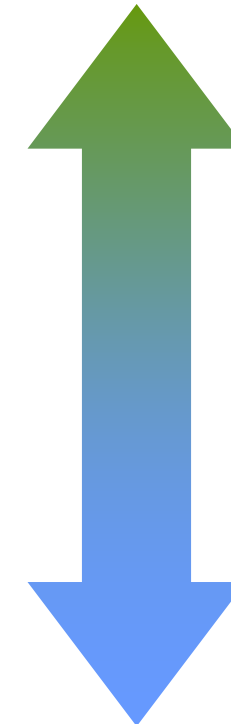
ASIA PACIFIC TASKFORCE: Business Unit Representatives



COUNTRY LEVEL PLANNING TEAMS: Country Focal Points

1. Integrate Local Business Unit Plans to form a country response
2. Work with CMT
3. Coordinate Site Plans

BUSINESS UNIT Planning Phase
 •Development and Strategy

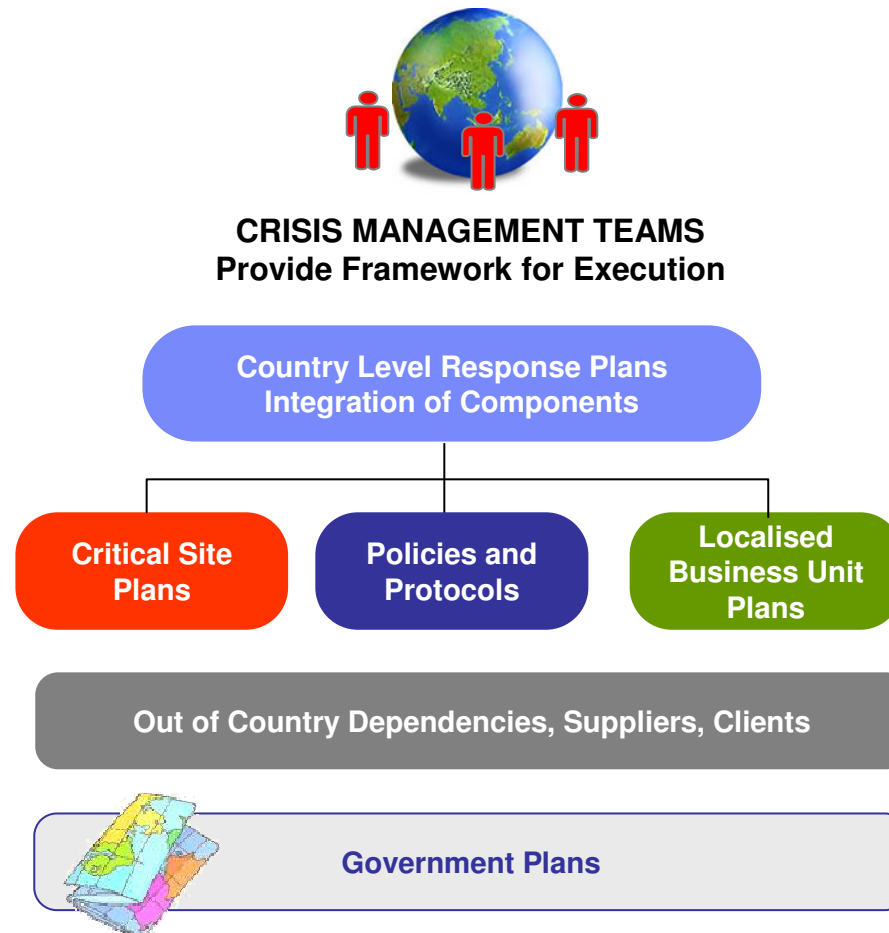


COUNTRY Maintenance Phase
 •Maintaining Currency
 •Managing Growth



The Pandemic Planning Components were integrated and localised to provide a Plan to be executed at a Country Level

- Three plan components: **Site, Business Unit and Country**
- Integration of the Plan** components is a Country/IMT responsibility
- Maintaining currency of the plans** is a **Country/Region** responsibility



- Operational Crisis Management **Teams have been extended** to include Business Units
- The CMT provides the execution framework**
- Business Units are also integrated via their vertical function**, who will continue to provide strategic direction



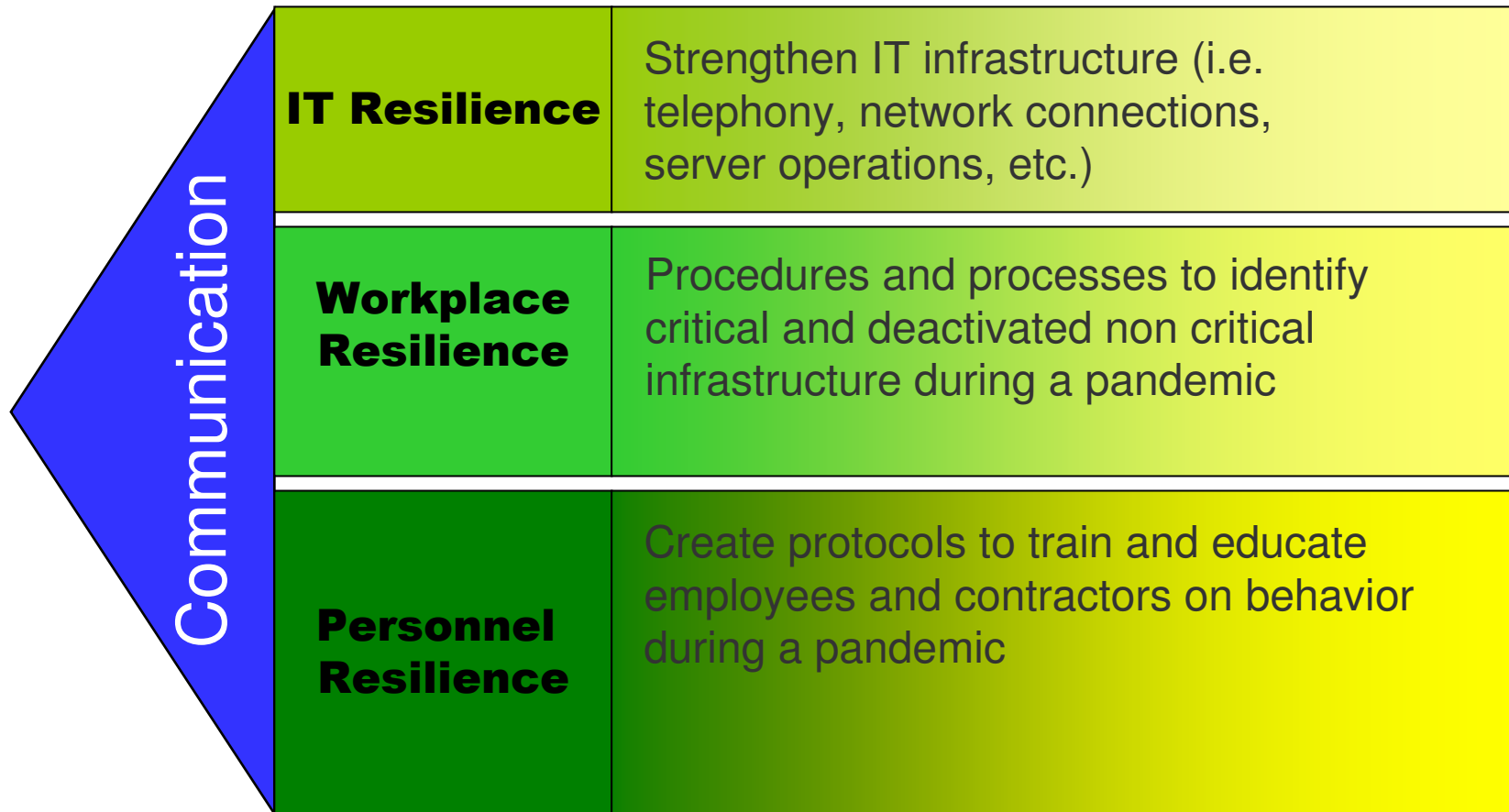
Asia Pacific Pandemic Program: Governance Structure

- **Development:**
 - For each Plan component the **Owner is defined** and the **processes for plan development, review and approval documented**
- **Maintenance:**
 - **Pandemic Plan maintenance and Continuity will be managed within existing Business Controls processes and systems.** To supplement these processes, the WW Emergency Planning Database will provide triggers to the Plan owners for six-monthly reviews.

Plan Component	Development	Review	Approval by Plan Owner	Management System
<i>Site Plans</i>	SLE appointed PM	Country PM AP RESO AP PM	SLE	Maintained in Emergency Planning Database Six-monthly review cycle
<i>Business Unit Plans</i>	Country Business Unit Focal Point	AP Business Unit Focal Point	Country or region Business Unit Executive	Maintained in Emergency Planning Database Six-monthly review cycle
<i>Country Plans</i>	Country GM appointed PM	Country CMT AP PM	Country GM	Maintained in Emergency Planning Database Reviewed in six-monthly review cycle



Pandemic Planning: Three Pillar Strategy for Mitigating Risk



Information Technology Resilience

In the IT services business, the backbone of the business is connectivity, whether it is last mile, intra, intercity, countrywide or transcontinental. It is important to build and test redundancy during non pandemic times.



- Strengthened the key communication services such as email infrastructure beyond business as usual requirements
- Build redundancy in
 - *Local Area Networks (LAN)*
 - *Metropolitan Area Networks (MAN)*
 - *Wide Area Networks (WAN)*
- Increased capacity for employees to work from home
- Consolidated key network infra into critical sites, allowing shut down of non critical sites



...Information Technology Resilience contd.



- Enhancement of Remote conferencing
- Rollout of on-line Business Continuity (Pandemic) repository of information
- IBM's distance / remote e-Learning platform for educating employees on behavior during pandemic

Dependence upon the Government to allow movement of bonded goods to employee residence and /or other IBM locations during a pandemic

Telecom regulation to permit termination of inbound international call center calls at employee homes



Workplace Resilience

Resources will be not enough during the pandemic, and to expend them on non critical sites



- Protocols on social distancing
 - *Protocols on seating inside the office to ensure a distance of minimum one meter from next employee*
 - *Closure of common areas, meeting rooms, cafeteria etc*
- Protocol on wash rooms such as sensor activated hand washes
- Protocols on “Deep” cleaning of workplace



...Workplace Resilience contd.



Our dependence is upon the government to support us by treating us as an essential service, due to the nature of our business in supporting key national and international infrastructure companies such as telecom, banks, hospitals etc.

- Supply of power, water, medicine, and diesel on priority to IBM to ensure that IBM can support key businesses
- Safe and secure transfer and treatment of infected employees on priority to medical facilities
- Permission to access quarantined critical locations on need basis by maintenance/essential personnel



Personnel Resilience

In the services business people are the most critical resource, during a pandemic the dependency on critical resources.



- Identification of critical skills and employees with those skills
- Procured supply of Personal Protective Equipment (PPE) for critical staff and contractors for Wave 1
- Protocols on Social distancing for cab / bus picks and drops for employees
- Protocols on Self evaluation mechanism for employees to determine infection risk, and additional screening at point of entry into office premises
- Methodology for identification of Backup resources and succession planning for critical resources with requisite training
- Work from home Strategy, therefore reduce the number of workforce at office premises by supporting remote working



....Personnel Resilience contd.



Our dependence upon the Government to support

- Unrestricted import / procurement of PPEs by IBM
- Unrestricted import / supply of medication such as Tamiflu etc.
- Telecom service providers of broadband services at employee homes by classifying them as essential services



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Pandemic Maintenance Process

- Governance and Approvals
- Roles and Responsibilities
- Revalidating Critical Choices
- Maintaining Currency
- Managing Growth and Change
- WW Emergency Planning Database (plan repository)
- Testing Plans and Response



Maintenance Model

1. **Governance:**

- Country level Executive Owner in place
- Country level Project Manager in place
- Country level Business Unit Owners identified
 - *Back-ups for all Parties are identified*
- Periodic reviews scheduled, by the Country Executive Owner, of Plan status and progress.

2. **Maintaining Currency:**

- Pandemic preparedness should be reviewed at least every six months.
 - The WW EP database tool will manage reminders and certification that plans are in place and current
 - It can be decided locally to perform these reviews more frequently where there is significant change in business (for example business growth, acquisitions, building changes)
 - It is recommended that testing of plans is performed **annually** and receive executive signoff annually

3. **Managing Growth and Change:**

- In addition, impacts to Pandemic plans need to be considered when there are business changes:
 - *Changes to Business Units*
 - *Changes to Sites*
 - *Changes to Plan Owners*



Pandemic Planning: Roles and Responsibilities

<p>Country Executive Owner:</p>	<ul style="list-style-type: none"> *Ensure all Plan owners are current *Ensure all Plans are current *Ensure all Sites within the Country/IMT are identified and classified correctly (critical, non-critical) *Ensure all Sites are covered by the appropriate plans *Ensure Plans (or link to plans) are in the WW Emergency Planning database, with two levels of plan owners identified. *Ensure current approvals of plans are in place *Ensure the overall planning is reviewed on a periodic basis *Appoint a Country Project Manager for the Pandemic Planning
<p>Country Project Manager:</p>	<ul style="list-style-type: none"> *Implement and coordinate all of the above responsibilities *Consolidate and integrate the component plans <ul style="list-style-type: none"> *Ensuring consistency of triggers, responses and communication across plans *Ensuring coverage of plan is complete *Ensuring all PPE requirements are consolidated
<p>Plan Owner (Business Unit, Site or Country):</p>	<ul style="list-style-type: none"> *Review and update plans when required. *Ensure critical processes, resources and sites are current <ul style="list-style-type: none"> *Integrate new guidance from Corporate or AP on planning *Confirm whether the same business processes are critical during a Pandemic *Review critical skills to support those critical processes *Provide data for PPE and Site planning *Obtain approval for plans *When ownership of plan changes <ul style="list-style-type: none"> *Provide education to the new focal point *Transfer ownership to new focal point in WW EP
<p>AP Business Unit Focal Point:</p>	<ul style="list-style-type: none"> *Ensure BCP is in place for business unit, with scope covering reduced workforce *Provide linkage between Worldwide business unit planning and in-country business unit planning on business unit strategies *Where the business unit has an AP wide plan, the AP Business Unit focal point performs the role of the Plan Owner, and takes on those responsibilities also.



Maintaining Currency: Plan Reviews

- Periodically, at least every six months, the plan should be reviewed for currency
 - This could be more frequently if there are major business changes, such as growth, acquisitions
- When reviewing currency, the plan should be checked to ensure that the critical choices identified in the plan when it was created (critical processes, critical skills, where people will work during a pandemic) are still appropriate.
- The number of people who will be required to work in an office during a pandemic should be identified and reported to Employee Health & Safety and Facilities Management to ensure that there are adequate PPE stocks and the correct plans for buildings to remove open.
- The number of people who will require network access from home should be reviewed to ensure there is adequate infrastructure capability



Managing Growth and Change

- Managing Growth and Change: *New Plan Owner*
 - The new owner needs to be given access to the plan in WWEP
 - The new owner should be briefed on the *content* of the plan by the current plan coordinator
 - Generic education on Pandemic (*Planning Process* and *Pandemic Threat*) may be provided by Country Project Manager or by AP on request
- Managing Growth and Change: *New Site*
 - When an emergency response plan is developed for a new building, the pandemic planning for the site should be considered.
 - The classification of the site as *Critical or Non-Critical* during a Pandemic should be determined and the appropriate plan developed within a defined timeframe, such as one month
 - This will ensure that the new site is included in the ongoing plan maintenance process
- Managing Growth and Change: *New Business Unit*
 - When a new business unit is established within a country, an assessment needs to be made if a pandemic plan is required.
 - Does the Business Unit perform any *critical processes*?
 - If *Yes*, a plan is required, and plan owners must be identified
 - Guidance on critical process can be obtained from the AP or WW Business Unit Pandemic focal point
 - Infrastructure, Communication, PPE requirements all need to be reviewed
 - Will those critical processes be performed in an IBM location?
 - If *Yes*, the plans for that site must be updated;
 - Will those critical processes be performed in Client Location?
 - If *Yes*, the plans for that location must be included in the Business Unit plan



Testing Plans and Response

It is recommended that testing is performed annually

- **DVD**
 - Description: Globally produced DVD containing scenarios with questions and likely responses
 - Purpose: High level check on plan design and execution capability
- **Global Pandemic Assessment Tool**
 - Description: Checklist of all elements required in a pandemic plan for all business units and facilities plans
 - Purpose: tests plan design
- **Pandemic Scenario**
 - Description: Facilitated scenario test including plan walkthrough
 - Purpose: independently tests plan integration and execution capability
- **Locally determined plans**
 - For example, testing access screening through at various locations to review throughput

Lessons Learned integrated into plan improvement process



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Our Experience during Pandemic Operations

- **The Employee Health and Safety plans for critical health processes (Integrated Health Business Unit) were widely utilised during the Pandemic**
 - Case Management and reporting
 - Monitoring
 - Surveillance
 - Communication
 - Access control

- **Globally, the Communications team ensured that changes and surveillance monitoring issues were shared globally and that all changes to practices synchronised to ensure a common approach and standard of care, of the employees and the business**

- **Local monitoring of surveillance requirements and country requirements were managed effectively using the plans. Accommodation was made at local level for local requirements and local expression of the disease: plans and processes were sufficiently flexible to accommodate change**

- **In general, the illness rates of employees did not reach levels that required triggering of the reduced resources plans**



Our Experience during Pandemic Operations contd.

- **Executive engagement is critical to execution**
- **Dissimilar capability and maturity across the business should be considered during plan development and deployment**
- **Global initiatives of this nature can have positive long term value, broader than initial scope**
 - *Improved understanding across business functions*
 - *Teaming, contacts and networks*
 - *Business unit planning processes*
- **Operating in a high growth environment with organisational change, it is necessary to ensure business units continue to retain focus on maintaining their plans**

- *Plans developed for Pandemic, have also been used for other emergencies where access to reduced were limited. This has been shown to be the case in the China Earthquakes, floods in the Philippines and in recent events in Thailand*



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Summary and Conclusions

- Plan development required a mammoth effort
 - The size of the task was not fully appreciated at the start of the program
- Universal view was that the outcomes were worth the investment made
 - IBM had increased capability to respond to broader types of crises, which was demonstrated during the Swine Flu Pandemic, and other local events
 - Increased knowledge and capability of BCP
- Organisationally, this provided an opportunity for increased cross functional teaming and understanding within our matrixed organisation
 - Experiences were gained within business functions at a corporate level (plan design) and within countries (execution level)



