



## Section 9 – Back-up Strategies

### Description of topic

When the limiting operational factor is manpower rather than facilities, equipment or data access, it is necessary to determine how the essential functions can be completed without the input and control of personnel who typically conduct essential functions, and who have the credentials and expertise to accurately manage these activities.

Substitute workers should be designated in the plan and include 3-5 people (where possible) for every Continuity Team member. These are typically people who do the same or similar tasks each day and would normally stand in for an absent colleague. However, it is possible (particularly considering that teams usually sit together) that everyone with day to day knowledge and expertise could become unavailable simultaneously. This might happen due to illness, injury, death, PTSD, etc.

Back-up strategies how your organization ensures the continuation of essential functions, even when it becomes impossible to assemble an adequate number of Continuity Team members and substitutes.

## **Component 1 - Devolution**

Devolution is one potential strategy. The purpose of devolution is to be able to transfer authority and responsibility to other personnel at alternate locations (within or outside of the organization) who are cross-trained and can step in and sustain essential functions.

A devolution plan should include who will assume the tasks, how the services will be transferred, what authorities can/cannot be undertaken, remuneration (if required). If the arrangement is made with another organization, an MOA/MOU/contract should be signed and included in the plan.