

S U C C E S S



September
Continuity
Council

9/21/2023

R E S I L I E N C E



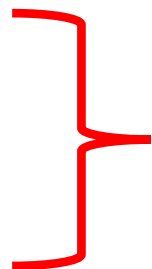
Spark of Resilience: Forecasting Threats to Shield Against Future Strikes

Chester L. Bojarski, MBCP, CBCP

Chester L. Bojarski, MBCP 2023 ©

Brief Introduction

- Chester (Chet) Bojarski, MBCP, CBCP
 - **M**aster **B**usiness **C**ontinuity **P**rofessional
 - Disaster Recovery Institute International (DRII.org)
- Association of Continuity Professionals (#NorthTXACP)
 - 2021 - Current President - North Texas Chapter
 - 2017 - 2020 Director of Programs - North Texas Chapter
- Corporate positions (IT, Program Management & Resiliency Executive Director)
 - Retail
 - Healthcare
 - Food & Beverages
 - Financial Sector



Resiliency Evangelist

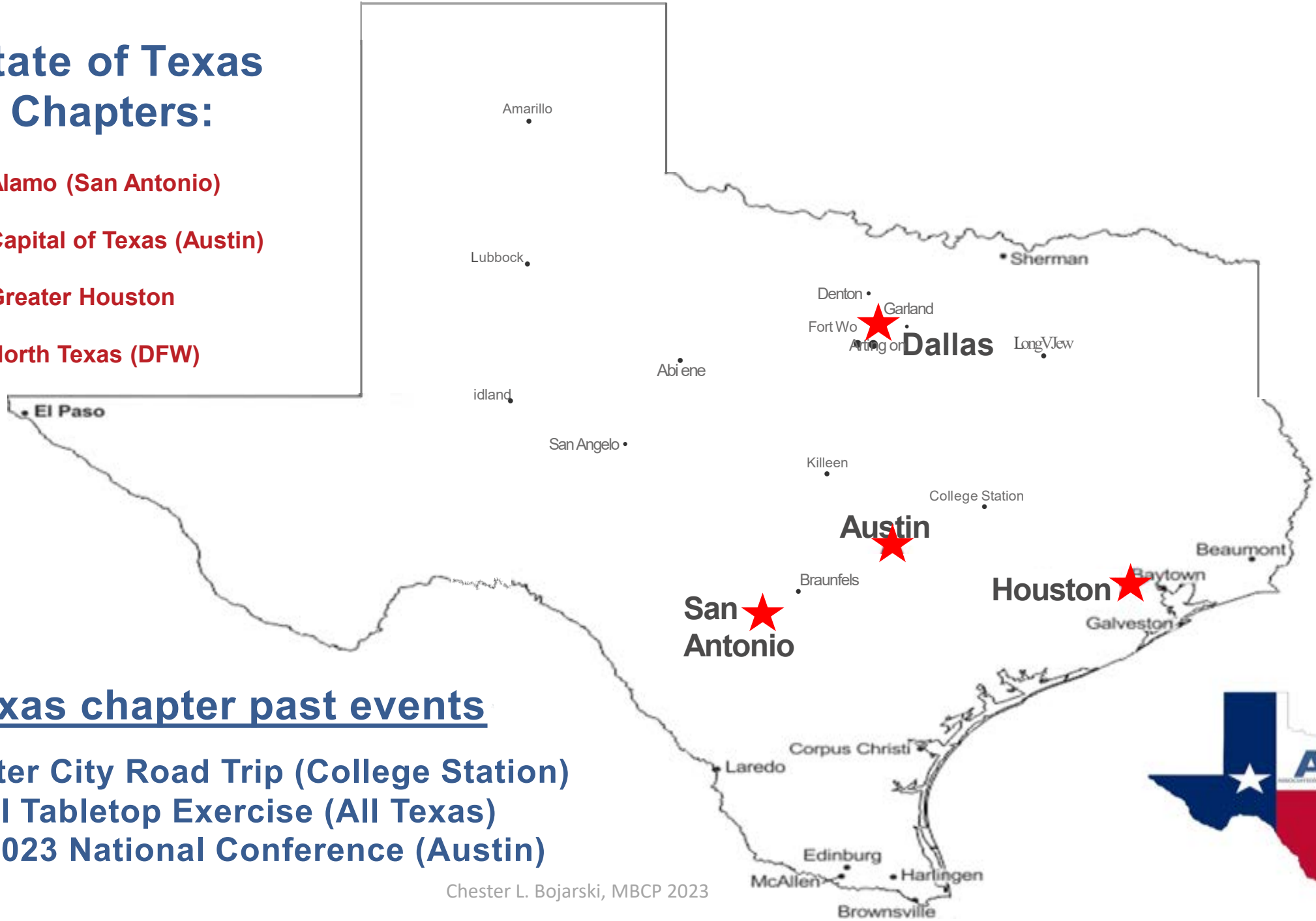
Who is the ACP?

- The ACP is a non-profit professional association dedicated to fostering continued proficient growth and development in effective resiliency and business resumption planning
- ACP's membership is open to anyone with an interest in, or responsibility for, the various disciplines around resiliency, planning, testing, response, crisis, and academia
- ACP History
 - National ACP is celebrating our 40th anniversary in 2023
- The ACP has 30+ chapters across the United States
 - Four chapters throughout Texas!
 - North Texas Founded 1986 – 37 years of continuous engagement
 - Largest ACP Chapter membership in the US



State of Texas Chapters:

- ★ Alamo (San Antonio)
- ★ Capital of Texas (Austin)
- ★ Greater Houston
- ★ North Texas (DFW)



All Texas chapter past events

- Disaster City Road Trip (College Station)
- Virtual Tabletop Exercise (All Texas)
- DRII 2023 National Conference (Austin)



ACP

2023 Chapters

AK: Greater Alaska (Anchorage)

FL: Mid Florida (Orlando)

PA: Mid Penn (Harrisburg)

AR: Arkansas (Little Rock)

FL: Northeast Florida (Jacksonville)

TN: Mid South (Memphis)

AZ: Central Arizona (Phoenix)

GA: Atlanta

TN: Middle Tennessee (Nashville)

CA: Los Angeles

MA: Greater Boston

TX: Alamo (San Antonio)

CA: Orange County

MD: Central Maryland

TX: Capital of Texas (Austin)

CA: San Francisco Bay Area

MI: Michigan

TX: Greater Houston

CO: Colorado Rocky Mountain (Denver)

NJ: Garden State

TX: North Texas (Dallas)

CT: Connecticut

NY: Eastern Great Lakes

VA: Hampton Roads

DC: Washington, D.C.

NY: New York City Metro

VA: Old Dominion (Richmond)

DE: Delaware

OH: ACP of Ohio

WA: Washington State

FL: Greater Tampa Bay

PA: Liberty Valley (Philadelphia)

Join. Learn. Share.

www.acp-international.com

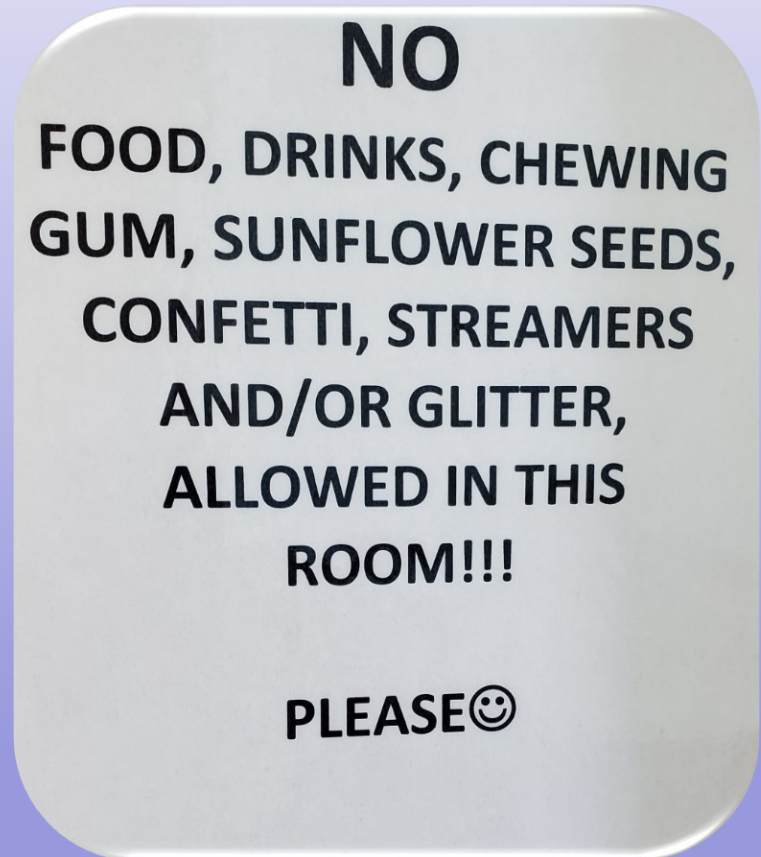
Make a Difference

ACP Opportunities

- Share knowledge with and gain insight from a network of industry practitioners
- Expand skill sets through an extensive knowledge base of resources
- Earn professional education credits for membership and meeting attendance
- Advance their careers through increased visibility and leadership opportunities
- Discounts on conferences, products, services and training
 - 2023 DRII National Conference (Austin)
 - \$500 Conference discount
- *ACP Annual membership from \$150 - \$175*
 - *A full year of benefits cost less than one hour of consulting*



What a sign tells us



**The first rule's assumptions required broader clarification,
grounded in real-world observations and practical experiences**

Organizational Resilience (my vision)

A cohesive and adaptable program delivering an aligned, sustainable, measurable, repeatable and scalable process(s) *enabling* the business to provide stakeholders the confidence and functionality they require to continue empowering business functions in the event of any disruptive incidents.

Some Barriers to Success



**Successful
Resiliency
programs
are**

**embedded
within the
organizations DNA**

The Language Challenge

 **Let's compare
Public & Private
Continuity terms**

Public Sector	Private Sector
 Continuity of Operations / COOP	 Business Continuity
 Business Process Analysis (BPA)	 Business Impact Analysis (BIA)
 Emergency Relocation Group (ERG)	 Crisis Management or Incident Management Team
 Federal Continuity Directive (FCD)	 Regulatory or Audit requirements
 Reconstitution	 Returning to your primary office after an incident
 Devolution	 Having the London office run the NYC office
 Essential Functions	 RTO/RPO

Pandemic Impacts

- Companies cut conference budgets
- Leadership felt they made it through a pandemic
 - So they must be set with their resiliency strategy
- Headcount reductions (both during and after)
 - Back office and corporate functions reduced
 - Employee institutional knowledge was lost with staff elimination
 - Key Point: The resiliency gap will remain unnoticed until an incident or audit brings it to light.

Additionally

- Supply Chain Issues
 - Both for Staff Technology & Products
- Security challenges supporting a remote workforce
 - WFH/Zoom
 - Personal PC's and printing
- Risk posture changed during and post pandemic
- Shift in both company and personal priorities

What To Expect

Employee “office”

- Successful reentry isn't a 'one size fits all'
 - Organizations are moving beyond trial and error
 - Post Pandemic full return to the office post-pandemic is on the horizon
 - Business models and leadership influence the path forward
- Balancing old-school nostalgia with a generational shift
 - There will be challenges to find the new norm
 - Consistent flexibility is key for workforce retention going forward
 - Exploring the 9-5, Monday to Friday vs. 40+ hour flexible workweek
- Power to hire & cut is back in the hands of the employer
 - Staff includes both legacy regional members and pandemic-era national/global hires
 - How is staff WFH different then hiring a consultant?
- Recreating a Collaborative Environment
 - Strategies for knowledge sharing, networking, and socializing
 - Fostering connections and peer engagement in the post-pandemic era

Employee “office”

- **Key Point:**
 - **Discovering the new norm will be accompanied by ongoing challenges, and the nature of risks will remain dynamic**

Lost Training

- As the transition back to the office unfolds, it's evident that some of the office "reflex" training may have been lost.
- Especially pertinent for those who have been working from home for extended periods, we need to assess the following:
 - Clean Desk Policy: Was this policy enforced at home?
 - Visible Company Badges: Were employees consistently wearing their company badges?
 - Identifying New Employees: Could staff identify new employees in the hallway (outside of Zoom)?
 - Dress Code for Zoom Meetings: Was there a dress code for virtual meetings?
 - Securing Home PCs: Did staff lock their home PCs when stepping away for a coffee break?
 - Emergency Evacuations: How many "Shelter in Place" or emergency evacuations were conducted for the remote workforce?
 - Flexibility for Personal Commitments: How did employees manage personal commitments like picking up their kids from school?
 - Security Awareness: Employees working from home were sensitive to unauthorized access and open to addressing such situations.

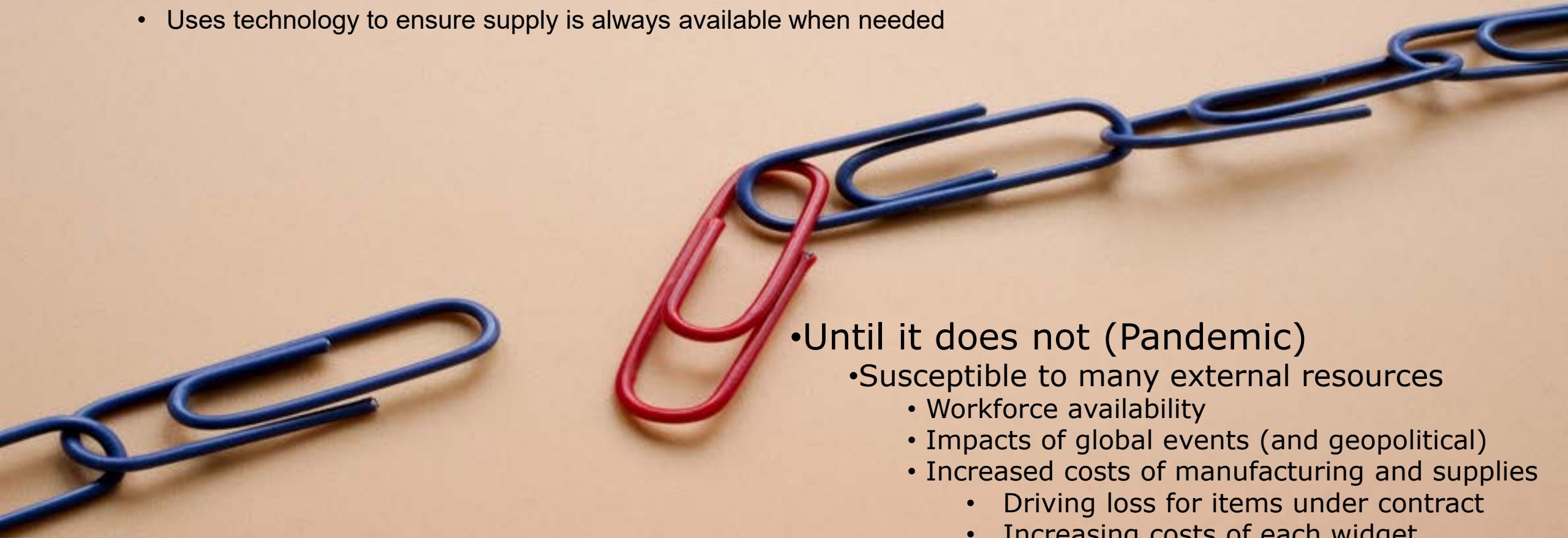
Lost Training

- Key Point:
 - Before the complete return to the office, consider implementing an enhanced re-training strategy to ensure a smooth transition and address any gaps in office protocols.



Supply Chain

- The just in time model works great (Pre-Pandemic)
 - Reduces need of inventory costs
 - Uses technology to ensure supply is always available when needed



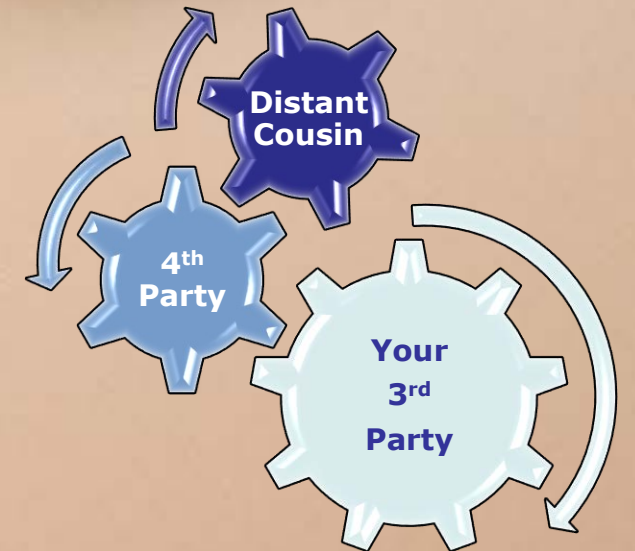
- Until it does not (Pandemic)
 - Susceptible to many external resources
 - Workforce availability
 - Impacts of global events (and geopolitical)
 - Increased costs of manufacturing and supplies
 - Driving loss for items under contract
 - Increasing costs of each widget

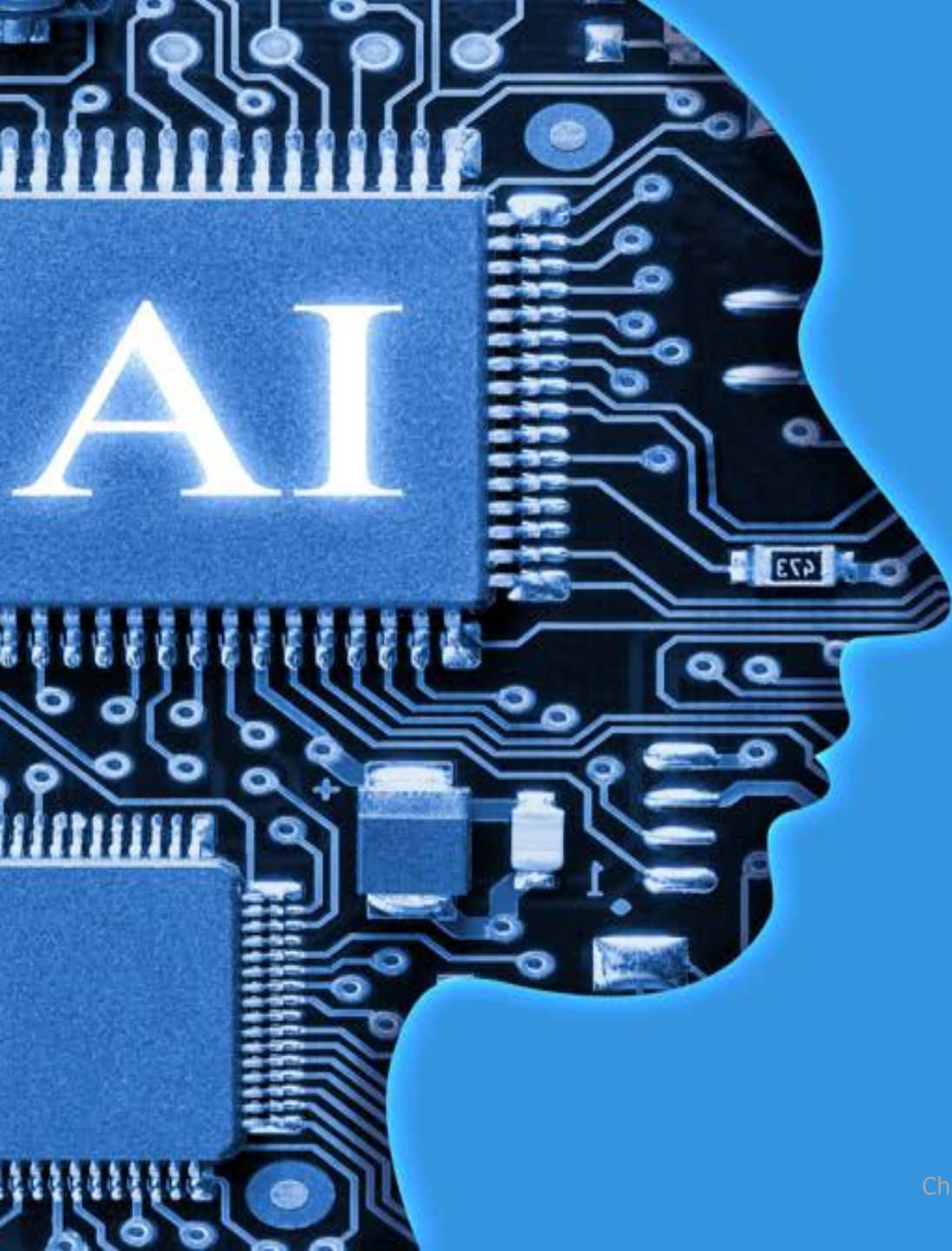
Supply Chain

Key Point: What has your business done?

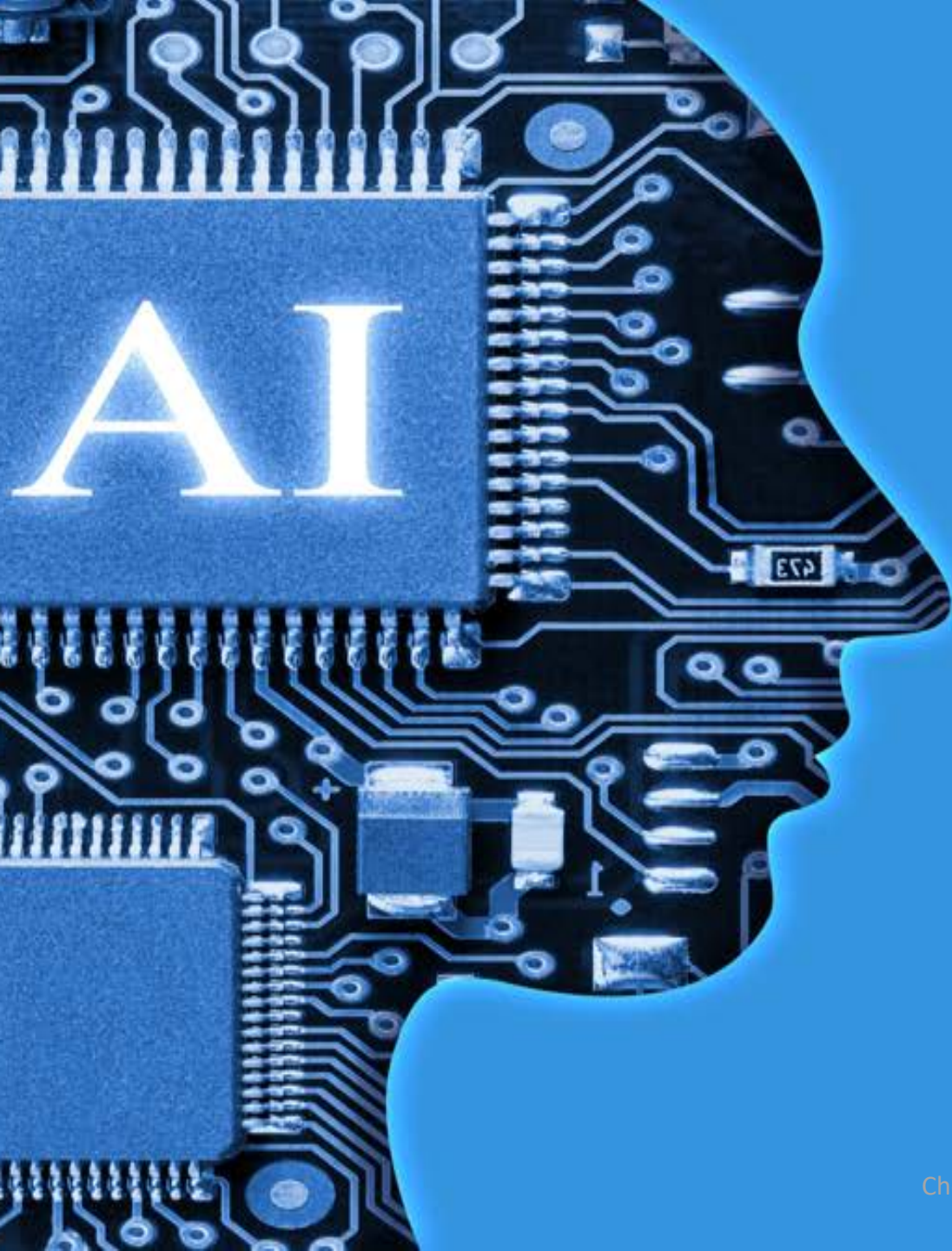
- Identified where every critical product for each widget originates from?
 - Solution: Just look at the outside of a shipping box...you will have your answer to country of origin
- What transportation challenges are there?
- How have you engaged other offices?

- Dependency on your third party suppliers; their third party suppliers; their third party suppliers





- Leadership Vision
 - Embracing Technology
 - Faster Product Implementation
 - Competitive Advantage
 - Challenge: *Avoiding Hasty AI Adoption*
- Employee Vision
 - Bring Unique Skills
 - Job Security Concerns
 - Challenge: *Empowering with Tech Understanding*
- Key Point: Reality Check
 - AI Adoption \neq Instant Competitive Edge
 - AI Supplements, Doesn't Replace (be unique)
 - The Importance of Strategic AI Utilization
 - Implement a clear AI usage policy to safeguard business



- Takeaway

- *You will not be replaced by AI*
- ***You will be replaced by someone who embraces AI to be more efficient, productive, and help the company be more competitive.***

- Economy and Social/Political statements can have impact (Corporate Vision or Leadership statement)
 - Bud Light (loss of \$5.25 Billion and \$6.33 billion in market cap) [nypost.com](#)
 - Target (loss of \$15.7 Billion) [foxbusiness.com](#)
 - Disney (stock price hits 9 year low August 2023) [forbes.com](#)
 - Key Point: Be a part of the planning, not just the response: Communications require a robust resiliency & crisis strategy concerning company & marketing decisions
- Social Media
 - Constant monitoring with an identified owner for positive and negative mentions
 - Swift identification & resolution of trending negative comments or videos
 - A strategic and rapid response is pivotal for your brand's success
 - Key Point: The pace of social media is unmatched; your goal is to stay in sync with it, not outrun it





FINAL THOUGHTS

1. Many organizations believe that successfully navigating a pandemic has made them fully prepared for any future challenges. However, this assumption does not hold true.
2. Workforce reductions will persist across all sectors primarily driven by financial considerations rather than solely by evaluating skillsets, resulting in the loss of valuable institutional knowledge.
3. Ongoing facility closures will alter the risk landscape and introduce new threats that companies must contend with.
4. There will be a concerted effort to encourage employees to return to the office, which will introduce an additional layer of complexity to our resilience planning efforts.
5. It is imperative for resilience teams to actively align themselves with the company's strategic direction to ensure that robust processes are in place from day one.
6. We need to harness the full potential of Chat GPT/AI and understand how to integrate it effectively, as AI can significantly complement human intuition and decision-making.
7. Our priority should be ensuring that our organizations comprehend and manage risks effectively, thereby maintaining a competitive edge within their respective industries.



Spark of Resilience: Forecasting Threats to Shield Against Future Strikes

**It's only by ACTING on the
knowledge and insights
we've gained that you can
truly avoid getting struck
twice!**



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**Join by
EOM
Save \$25**



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