



CPM Global Assurance

Integrating Business Continuity, Security, and Emergency Management

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"The empires of the future are the empires of the mind."

- Sir Winston Churchill

CPM Global Assurance is a monthly subscription-based newsletter. It addresses the strategic integration of business continuity, security, emergency management, risk management, compliance and auditing to ensure continuity of operations in business and government — all within the context of good corporate governance. To subscribe to this unique resource, please fill out and fax back the subscription coupon on the back page.

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Duke Energy Recognizes the Value of Convergence

■ By Tom Bowman and Michael Mobley

CPM is pleased to spotlight work performed by Duke Energy to integrate the disciplines of business continuity, security and crisis management. What better way to underscore the value of the synergies created by leveraging these disciplines than to present an example of "convergence in action"?

F Following the terrorist events of 9/11/01, Duke Energy, a multinational company based in Charlotte, North Carolina, recognized that as an owner/operator of critical infrastructure assets in gas pipelines and electricity generation sectors, they needed to validate their own capabilities. The company quickly established an internal team, called the Enterprise Safety and Security Network (ESSN), to evaluate existing emergency/crisis related processes and make appropriate recommendations. This cross-functional team, sponsored and endorsed by senior company management, included representatives from both operating business units as well as corporate support functions such as security, human resources, public affairs, information technology and safety/health. Following a six-month review, the ESSN team provided 42 broad-based improvement recommendations. A key message was *to focus on what needed to be done, not how to do it.*

Launched in October 2001, the ESSN team delivered its recommendations in March 2002. By the end of 2002 more than 35 of the recommendations had been implemented. Some key recommendations included:

- Establishing an integrated crisis management structure to support event escalation between the site, business unit and corporate levels
- Developing a crisis management focus (to supplement strong existing emergency response capabilities in the operating business units)
- Bringing corporate security, business continuity and crisis management functions into one organization to enhance synergies
- Creation of a corporate crisis management program office to provide overall accountability and direction.

Duke Energy launched its Business Continuity and Crisis Management Program Office in June 2002. The Program Office focused extensively on the integration of emergency response activities up the management chain, as well as across the company's many business units. It was essential to address needs identified within individual business units, as well as across the enter-

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prise. Standardized alert levels, response thresholds and notification criteria were established. Duke Energy adopted the federal Department of Homeland Security's five-level alert model and established a common language for crisis response. The corporate policy regarding crisis management and business continuity was updated to expand the scope of business continuity and to incorporate crisis management as a corporate accountability. Via the revised policy, the Program Office became responsible for establishing guidelines and program criteria; business units were accountable for implementing processes in accordance with these elements. Additionally, the Program Office developed a program document that further delineated the program's guidelines and accountabilities. Once again, the focus was on the "what" rather than the "how" to allow business units to implement elements applicable and appropriate for the nature of their operations.

Among the challenges for the Program Office was establishing procedural commonality across the enterprise. This challenge was addressed by establishing an integrated crisis management structure to support event escalation between the site, business unit and corporate levels. Emergency response efforts are handled at the lowest organizational level possible. Escalation of response actions is dependent upon the severity of the event and its impact to the company's operational capabilities, financial health or reputation.

A three-tiered approach is used to address incidents and crises:

- Site Emergency Response Teams – First-response focused, dealing with operational emergency responses at specific sites, with 10% of their efforts involving response planning. Teams are comprised of site supervision and local resources.
- Business Unit Crisis Management Teams – Manage the business unit's response actions and business continuity issues; facilitate oversight of operational responses and integration with corporate crisis management activities. Teams are led by senior business unit leaders and representatives from key functional support organizations (public affairs, human resources, environment/safety/health, etc.)
- Enterprise Crisis Operations Center (ECOC) Team – Provides overall coordination, strategic planning and mitigation recommendations, not operational oversight. A senior executive leads this team, which includes representatives from key corporate support organizations (public affairs, human resources, environment/safety/health, security, finance, legal, purchasing, and facilities). The Program Office develops and executes processes supporting the ECOC team.

This tiered structure works well, because it involves input and support from all levels of operations and helps ensure aligned objectives.

The Program Office identified and pre-selected business unit crisis response contacts. These individuals, generally vice president level, are contacted first during a crisis and are authorized to approve team activation or other designated actions. Backup team members are designated in the absence of primary contacts. Cross training among team members ensures the availability of trained backup staff.

Integrating the Disciplines

One of the most significant initial activities was the integration of separate functions into a more tightly structured organization. Specifically, the business continuity, crisis management and corporate security (e.g., physical security, background screening) functions were placed into a new organization called Continuity, Insurance and Security Services (CISS). Information security remained within the IT department. The following

are additional initiatives the company put into place.

- The CISS organization is aligned with the company's risk management department and reports to the Chief Risk Officer.
- Lessons learned from exercises and post-incident reviews are shared among crisis management teams.
- The Program Office held a summit conference in 2004 for business unit crisis management leaders to discuss crisis management topics.
- Numerous intelligence sources are regularly monitored for early indications of possible activity that could impact the company.
- The company identified key operating assets and processes within business units and across the enterprise that are either critical (absolutely necessary) or essential (very important); they are reviewed for business continuity and crisis management plans as well as for security and insurance purposes.
- The processing of requests for sensitive information has been standardized; these typically include inquiries from the Department of Homeland Security, FBI, or Transportation Security Administration (TSA).
- Training, especially in crisis management leadership skills, is an important initiative during 2005.
- The company uses the Incident Command System (ICS) as one of our crisis management models.
- Efforts are underway to use an Internet-based virtual emergency operations center application as part of the crisis response process.
- Business units are exploring new automated emergency notification systems.
- Crisis management processes are validated through exercises ranging from tabletop scenario discussions to full-scale activations involving multiple organizational levels.

The strength of Duke Energy's approach to crisis management was recently validated in an evaluation by KPMG of the company's business continuity (BC) and crisis management (CM) programs.

Summary

As Duke Energy's Crisis Management Program Office approaches its third year, significant progress has been made, including:

- A dedicated resource that focuses solely on crisis management planning, mitigation, strategy and best practices;
- A vastly improved notification response and integration process;
- An improved understanding of accountabilities and relationships relative to crisis management planning and response;
- A methodology to address monitoring of "creeping crisis" elements;
- Integration of strategy and mitigation planning into response efforts;
- Broad-based consistency in crisis management planning and response.

The convergence of business unit and corporate crisis management processes has evolved over the last three years. Initial issues of business unit autonomy, organizational "silo" mentality and integration of roles have been ironed out through valuable validation exercises. The focus remains on the "what", not the "how", of future needs and this strategy continues to be successful. Crisis management and business continuity are becoming more firmly embedded in the company's culture. Emergency notification and response processes have improved to the point where crisis management teams convene within 20 minutes of most incidents. Team members throughout the company have developed a strong understanding of their roles and responsibilities. The value of the company's integrated crisis management structure has been tested and proved through activation during several real events. As a result, synergies and consistency in approach have strengthened the corporation's emergency and crisis response capabilities. ■

About the Authors

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Strohl Systems Announces Joint Marketing Deal with GalaxyPlus

Strohl Systems (King of Prussia, PA) recently unveiled a joint marketing agreement with GalaxyPlus (Troy, MI), a provider of information technology services to credit unions. Under the agreement, GalaxyPlus will market and sell to its credit union customers Strohl's PLANet, an online business continuity planning tool designed specifically for credit unions. The Credit Union National Association (CUNA) and other financial organizations endorse PLANet. www.strohlsystems.com; www.galaxyplus.com

... And Announces Tom Ridge as 2006 UGC Keynote Speaker

Strohl Systems also announced that former Secretary of the Department of Homeland Security Tom Ridge will keynote Strohl's Annual International User Group Conference at the JW Marriott Grande Lakes in Orlando, Fla. on April 10, 2006. "Secretary Ridge has been the leading advocate of and expert on preparedness in the private and public sector," said Brian Turley, president of Strohl Systems. "His unique insights on business continuity and emergency response will prove to be invaluable to our users."

easyJet Selects MissionMode for Emergency Communications

easyJet, a low-cost airline company based in the U.K., recently selected MissionMode Solutions (Oakdale, MN) for rapid communications and incident management. With MissionMode, operations staff and senior management will be kept informed of the global status of easyJet via timely and secure communications between its Flight Network Operations Center and other opera-

tional units. Any situation requiring escalation can be quickly initiated using MissionMode's multi-channel collaboration features, which support wireline and wireless phones, short message service, fax, pager, and the Web. Senior management and emergency response personnel can then access relevant information such as business continuity plans, while monitoring incident management progress and collaborating in real-time with colleagues. www.missionmode.com; www.easyjet.com

WebSense® Security Labs™ Issues First Semi-Annual Web Security Trends Report

WebSense, Inc. (San Diego, CA), a provider of employee internet management solutions, recently announced that WebSense® Security Labs™ issued its first semi-annual 2004 Web Security Trends Report. WebSense Security Labs researches advanced internet threats, focusing on malicious websites, phishing, and other emerging threats associated with spyware, keylogging, and instant messaging (IM) and peer-to-peer (P2P) use. WebSense Security Labs delivers timely product and information updates to the security community and WebSense customers to support them in making their infrastructure more secure. Among the areas analyzed were malicious websites and phishing and fraud-based websites. www.websense.com To view the full report, visit: http://www.websense.com/securitylabs.com/resource/WebSenseSecurityLabs20042H_Report.pdf

Lakeview Technology And Stratum Global Join Forces

Lakeview Technology (Oakbrook Terrace, IL) Lakeview, a developer of information infrastructure software, recently announced a partnership with Stratum Global (Littleton, CO), a software solutions company and systems

integrator that develops and markets Radio Frequency Identification (RFID) solutions for various platforms and applications. The relationship links information availability solutions and RFID technologies to provide real-time, on demand access to critical applications and information. Industries such as manufacturing, distribution, retail, healthcare – even the government — are being asked by suppliers to adopt RFID at a record setting pace. The technology also is becoming a more popular alternative to the bar code system in the U.S. RFID allows businesses to process information faster, easier and at much less cost than traditional manual methods. www.lakeviewtech.com; www.stratumglobal.com

Study: Service Providers Banking on Integrated Security Services

According to a new study released by Infonetics Research (San Jose, CA), North American, European, and Asian service providers that sell managed VPNs and security services plan to invest heavily in integrated services in 2005, with most combining five or six different technologies into a single service, led by firewall, content filtering, and VPN. The study, *Service Provider Plans for VPNs and Security 2005*, found that North American and Asian Pacific providers get the bulk of their revenue from integrated services, while European providers get the bulk of revenue from standalone services. Integrated products that enable integrated services allow providers to easily add high-margin revenue, so it's not surprising that providers in all three regions plan to invest more in integrated services. The study is designed to help product manufacturers understand the state of managed security and VPN services and the opportunities to sell to providers serving these markets. For more details, go to www.info.infonetics.com

College Improves Security Using IP-Based Video Surveillance

Campus crime is a major detriment to the educational environment for students, teachers and administrators alike in terms of personal safety and the drained resources that ultimately detract from the educational budget. Southwest Tennessee Community College (Memphis, TN) had its share of such challenges, especially with its major metropolitan location, including destruction of property through vandalism and gang graffiti, false fire alarms, disorderly conduct, theft from the buildings and auto theft, stolen books and computers, and community vagrants. Dynamark Security Centers (Hagerstown, MD) designed and installed a video surveillance system utilizing Milestone XProtect IP video surveillance software that manages 105 cameras including Sony Pan/Tilt/Zoom and Panasonic models. Over 80 more cameras will be added at another location, and new campus sites are planned for further expansion. www.milestonesys.com; www.dynamarkusa.com

Belmont, MA Selects MessageOne Alertfind Service

The Local Emergency Planning Committee of Belmont, MA recently announced selection of MessageOne's (Austin, TX) AlertFind service to help town leaders rapidly broadcast notification of critical information to its select residents in the event of an emergency situation. AlertFind provides immediate communications to town personnel and its 24,000 residents about urgent issues, such as public health updates related to the chemical plating company located in a densely populated neighborhood. www.messageone.com

ACP Announces New Jersey Chapter

The Association of Contingency Planners (ACP), the nation's largest organization for business continuity professionals, recently announced its newest chapter in New Jersey. The Garden State Chapter provides networking, educational, and professional development services to the rapidly growing number of business continuity professionals in central and northern New Jersey. www.acp-international.com

DSPN Announces New Exercise Presentation Service

Disaster Survival Planning Network (Camarillo, CA) has announced a new exercise presentation service called Act 1. Designed as a cost-effective method for strengthening business continuity programs, this service delivers a half-day exercise presentation at the client's site, based on the client's plan, and tailored for a particular response team. Act 1 is available in two exercise formats, Tabletop, which is most appropriate for corporate leadership teams or for business units that have little or no exercise experience, and Functional, which is designed for organizations with mature plans and for response teams with prior exercise experience. Pricing for an Act 1 exercise starts at \$5500 plus consultant travel. www.dspnetwork.com

Environmental Tectonics Announces South Korean Contract

Environmental Tectonics Corporation (Southampton, PA) was recently selected by the South Korean National Fire Academy (NFSA) to provide a virtual reality-based Advanced Disaster Management Simulator (ADMS) system for training firefighters in South Korea. ADMS provides interactive, real-time

training to entire teams of students, all working within the same scenario, a proven method of promoting coordination among and between fire-rescue teams and other response agencies. The ADMS system will be installed at the NFSA in Cheonan, South Korea in December, 2005. It will consist of a 200 square mile geotypical visual environment, allowing training in structural firefighting (from small complex buildings to major high-rise and industrial fires), hazardous material incidents, and major road traffic accidents. ETC's advanced Scenario Generator will allow the NFSA to develop an unlimited number of training scenarios, from small, simple incidents to major mass-casualty disasters. ADMS is now in use at several major firefighting and emergency response training facilities worldwide, as well as in several major U.S. Airports. www.ADMSTraining.com

Vision Solutions To Acquire OS Solutions

Vision Solutions (Irvine, CA), which manufactures the eServer High Availability product line, recently announced that it will acquire Manchester U.K.-based OS Solutions, a provider of advanced systems management, disk and data optimization and SMB High Availability for the iSeries market. The acquisition adds complementary products based on leading edge technology as well as new distribution channels for Vision. The new solution line up will extend Vision's industry leading ORION™ solution offerings with a new, pure remote journaling based high availability offering as well as market-proven tools and solutions to better manage data and disk resources, optimize system performance and manage archiving and database reorganizations; functionality which is critical to any enterprise. No other vendor can deliver such a complete solution set offering autonomic functionality

integrated into high availability.
www.visionsolutions.com;
www.oss-worldwide.com

nFrame Receives 2004 Roche IT Supplier Award

nFrame, Inc. (Indianapolis, IN), a technology services company that helps organizations achieve business continuity through a combination of secure server hosting, business-class Internet connectivity, professional managed services and alternate worksite solutions, recently announced that it was named Roche Diagnostics' "Information Technology Supplier of the Year for 2004." The award recognizes companies that

demonstrate exemplary performance in the areas of customer focus, quality, teamwork, cost and innovation. Since 2002, nFrame has provided Roche Diagnostics Corporation (Indianapolis, IN) with a variety of professional technology services.
www.nframe.com

Hitachi Data Systems To Resell CNT UltraNet Multi-Service Director

CNT (Minneapolis, MN), a provider of storage networking solutions, has announced that Hitachi Data Systems (Santa Clara, CA) will resell its UltraNet Multi-Service Director (UMD), a storage networking infrastructure platform. The CNT agree-

ment ensures that Hitachi Data Systems enterprise customers can now implement scalable, high performance storage solutions that meet their dynamic business and IT requirements, including tiered storage and Data Lifecycle Management. HDS is already a worldwide reseller of CNT's extension products, the UltraNet Storage Director - eXtended and UltraNet Edge Storage Router. With the addition of the UMD to the existing reseller agreement, Hitachi Data Systems now supplies CNT's full portfolio of business continuity, disaster recovery and SAN switching and SAN consolidation products on a global basis.
www.cnt.com; www.hds.com ■

International News

■ www.continuitycentral.com

The BCI Announces Results of BC Awareness Survey

During the recent Business Continuity Awareness Week in London, and during the Business Continuity Expo held that same week, the Business Continuity Institute (BCI) and IMP Events, developers of the conference, announced results of the BCI's annual business continuity awareness survey. Carried out by Rosslyn Research Ltd, a market research company, the project examined attitudes towards business continuity management using a quantitative program backed up by in-depth interviews. 251 interviews were completed during January and February 2005.

Among the key findings were:

- Nearly 70% of the companies surveyed have business continuity plans in place; it grows to over 80% in the financial and retail sectors.
- Where an organization has business continuity management in place almost 60% of development and maintenance is carried out at Board level.
- 27% of organizations have dedicated business continuity personnel.
- Business continuity management has emerged with a clear identity as a wide-ranging management discipline and is no longer synonymous with disaster recovery.
- Telecommunications protection is almost always a blind spot in the planning efforts of many businesses. If asked to think of something adverse happening to their business, very few people spontaneously think of telecom failures. But when directly asked, nearly all

acknowledge that it's one of the most serious threats of all.

- Over two-thirds of the companies surveyed do not outsource any of their core business activities. 18% outsource at least some of their IT, which is by far the most common area for outsourcing. However, only 27% of firms actually involve themselves in helping their suppliers to develop a business continuity management plan and get involved in plan exercises. Too many companies are vulnerable to a failure in their supply chain.
- Only 16% of companies have a business continuity strategy designed to protect the company's reputation.

Business Continuity Awareness Raising: Taking It To The Next Level

According to David Honour, editor of Continuity Central, various statistical and anecdotal evidence points to an increase in the awareness of business continuity, especially among larger companies. Honour offered some supporting evidence for the above claim:

- A recent Chartered Management Institute survey, featured in Continuity Central, found that the number of firms with a business continuity plan covering their critical business activities stands at 51 percent, compared to 47 percent in 2004, 46 percent in 2003 and 45 percent in 2002.
- In the fifth annual survey of business continuity professionals conducted by Deloitte & Touche LLP and CPM Global Assurance, 50 percent of respondents were found to have implemented enterprise-wide business continuity and disaster recovery plans. This figure was up 20 percent from five years ago.
- A Millward Brown IntelliQuest study found that improving business continuity management is the third highest

priority for U.S. businesses.

- An IDC survey found that only 33 percent of Irish businesses did not have a business continuity program in place; 57 percent felt that this situation would change in the foreseeable future.
- An IDC survey of U.S. businesses found that increases in IT spending on security and business continuity were observed at 59 percent of organizations in the last 12 months.
- Increasing amount of BC regulatory activity observed globally in the past 12 months.
- Growth in standards and best practice guidance that has occurred recently.

Bahrain-Based Batelco Building Safe Data Center

In Bahrain, Batelco, a telecommunications service provider, is building a multi-million-dollar secure data center where customers can store vital information. The new data facility will be operational by year-end 2005, and will offer customers secure off-site data storage and recovery facilities, complete with national and international connectivity. Batelco's data center will have 2,000 square meters of floor space, and will let business customers host their own equipment and electronic records within a secure, environmentally controlled, fire-safe facility with 24x7 access. The facility is being targeted at financial, government, and international firms, ranging from small to large in size, and will incorporate network services provided by Cable & Wireless.

www.batelco.com.bh

IDC Advises Holistic Approach to Security and BC in Asia

Security and business continuity continue to be among the hottest issues facing enterprises worldwide, according to IDC. A well-thought-out business continuity strategy is measured by its technical response as well as the competency and capability of its management to deliver a sound business response, according to IDC. Building a secure, reliable and resilient IT infrastructure is only one facet of business continuity. In addition to disaster recovery, risk management, and security elements, a well-defined business continuity strategy should also include components from facilities management, supply chain management, crisis management and communications, health and safety, quality management and knowledge management. This holistic approach will ensure that the IT infrastructure can support a CIOs' timely response to a business incident. IDC's recent Continuum 2004 survey of Asian enterprises found that despite the increased awareness of business continuity as a concept for the CIOs, the actual implementation in the region remains at a nascent stage. For example, disaster recovery solutions, an important aspect of business continuity, are yet to be accepted by Asian enterprises. Most

enterprises in the region still take for granted the day-to-day running of communication networks and assume they are available 24 x 7, 365 days a year. www.idc.com

TeleCity and MSI Expand European Reach

TeleCity (London, UK), a European provider of managed data center services, recently announced a renewed and expanded agreement with ManagedStorage International, (Broomfield, CO), a provider of data protection solutions and a subsidiary of Incentra Solutions Inc. (Boulder, CO), to deliver a portfolio of data protection services to its customers across Europe. Under the agreement, MSI will continue to enable TeleCity to provide backup and restoration services from its London data center while expanding services to TeleCity facilities in Amsterdam, Paris and Frankfurt. MSI will install and manage the additional data protection infrastructure that help TeleCity provide a managed backup service to existing and new hosting customers. Through its relationship with MSI, TeleCity will market and sell MSI's enhanced backup and restore service through its existing sales channels as part of its managed services portfolio, offering customers a fully-managed back-up solution to their onsite and offsite data protection needs. TeleCity customers can choose a fully guaranteed service for a monthly service fee allowing them to have full control to protect and recover lost files within a simple pricing structure.

www.telecity.com; www.managedstorage.com

SunGard UK Launches New BC Software Tool

SunGard Availability Services (London, UK) recently unveiled Paragon, a business continuity management software tool which will provide firms with the functionality needed to handle multiple incidents and prioritize communication channels during a crisis. Called a "next generation software tool designed to help organizations maximize their information availability strategies," Paragon provides a complete solution encompassing ongoing business impact analysis, business continuity planning and recovery strategies based on different what if scenarios. It also incorporates a two-way communication tool, helping to ensure that all departments can keep in touch with each other at time of disaster.

www.sungard.co.uk

VERITAS Launches EMEA BC Consultancy

VERITAS Software (Mountain View, CA) launched its new EMEA business continuity consulting practice during London's Business Continuity Expo, held March 16-17. Chris Frampton, currently practice lead of VERITAS EMEA and previously EMEA Vice President of Business Development at Marsh, will lead the new consultancy.

Recent Business Continuity Acquisitions

Three significant acquisitions have been made recently in the European business continuity market. Hewlett-Packard has bought Schlumberger Business Continuity Services Ireland; UK-based Adam Continuity has been sold to Centerprise; and SunGard has acquired Vivista.

- **Schlumberger Business Continuity Services Ireland**
Hewlett-Packard has acquired Schlumberger Business Continuity Services Ireland for an undisclosed sum. The company offers disaster recovery services and work area recovery in Ireland, with seven recovery centers across the country. Earlier, IBM had been denied permission by the Irish competition authority to acquire the company when it acquired the rest of Schlumberger Business Continuity Services last year. www.hp.com
- **Adam Continuity**
Berkshire (UK) based Adam Continuity (registered as The Continuity Group Limited) has been bought by Centerprise International, one of the UK's largest independent computer manufacturers. Adam Continuity provides disaster recovery, high availability and business continuity solutions, specializing in ship-and-drop DR. The purchase price was not disclosed. www.centerprise.co.uk
- **SunGard Buys Vivista for £100m**
SunGard's Higher Education and Public Sector Systems division acquired Vivista Holdings Ltd. to gain a solid position in the UK public sector, as Vivista has strong links with the UK government and its police forces. The transaction was estimated at just over £100m. www.vivista.co.uk

Milestone Systems Unveils XProtect Enterprise 5.5

XProtect Enterprise (XPE) is the high-end offering from Milestone Systems (Copenhagen, Denmark), a provider of IP-based video surveillance software. Delivered with a 16-channel Remote Client that is useful in remote access, and an option to add a PDA Client for mobile viewing, XProtect Enterprise is targeted at the security market. XProtect Enterprise 5.5 supports both MJPEG and MPEG4 from leading IP camera manufacturers, Smart Search, creation of manual event buttons, on-the-fly configuration changes while recording, and audit trails of user actions by time, location and camera. XProtect Enterprise is sold by certified Milestone partners in 52 countries. The product runs on single or multiple CPU systems with Microsoft Windows 2000 Pro, 2000 Server, XP Pro, or 2003 Server. It can be sold with flexible multi-site licenses and any number of cameras, with support for the widest choice in IP hardware. www.milestonesys.com

Tachyon Expands Global Satellite Broadband Services

Tachyon Networks Inc. (Vienna, VA), which provides carrier-grade satellite broadband solutions to multinational enterprises and government agencies, recently announced that it is expanding the delivery of its IP-based satellite broadband access services to Asia, the Pacific Rim, Latin America and Africa during 2005. The company already provides access to telecommunications service providers and customers in North America, Europe, the Middle East, North Africa and Mexico. The company has already started the build-out of the necessary hubs and teleports to support its global coverage strategy and has begun acquiring additional satellite bandwidth to support the move. www.tachyon.net

GLOBAL ASSURANCE PRODUCTS

MIR3 Launches inTechCenter

MIR3 (San Diego, CA), a provider of emergency notification solutions, recently announced availability of inTechCenter, a service that automatically notifies managers and key IT personnel, in real-time, about critical application and system failures that could potentially threaten operational uptime and business continuity. Using inTechCenter is claimed to increase efficiency and decrease downtime of Network Operations Centers (NOCs), call centers and help desk operations. inTechCenter can be configured so that system and network errors automatically trigger alerts to IT staff about system outages. Notifications can be sent to designated IT personnel on any device including landline telephone,

cell phone, email, pager, Blackberry, SMS, fax and satellite phone. The service is now available in both installed and hosted versions; pricing starts at \$9,875.

<http://www.mir3.com>

New Ecora Audit Software Simplifies SOX Compliance

Ecora Software (Portsmouth, NH), a provider of configuration management software, has announced the latest version of its Enterprise Auditor software suite. The new product includes a Sarbanes-Oxley (SOX) Report Pack that helps IT staffs simplify the preparation of documents to prove compliance with SOX mandates in an ongoing and timely manner. The SOX Report Pack gives users a working template of IT internal controls and automates

data collection and reporting. The SOX Report Pack includes more than 25 reports that can be used to test IT controls and demonstrate compliance. The latest version of Enterprise Auditor also offers modules that collect hundreds of configuration settings specifically for each of the platforms it supports. It also has an updated Lotus Domino module that provides easy access to reports, as well as automatic alerting and archival capabilities. It also has a change tracking capability that reports on changes to all supported platforms. The Enterprise Auditor suite with SOX Report Pack is available now, and costs \$995 per server. www.ecora.com

Announcements from XRoads Networks

XRoads Networks, Inc. (Irvine, CA), a provider of network continuity solutions for the small/medium business and enterprise markets, recently unveiled its new bandwidth management product line. Designed on the firm's XOS (XRoads Operating System) that has bandwidth management capabilities similar to Packteer and Allot, the new bandwidth management solution supports the firm's EdgePRO and Edge2WAN series appliances. The new bandwidth management system is available through Xroads' OEM channels. Pricing for the Edge2WAN Bandwidth Manager starts at \$1995. The company also announced a major initiative to begin offering OEM versions of the EdgeApp XOS product line, including VPN/Firewall XOS, WAN Manager XOS, and Bandwidth Manager XOS, to international distributors. www.XRoadsNetworks.com

NextWeb Picks XRoads Products For Business Assurance Service

NextWeb (Fremont, CA), California's largest fixed wireless Internet service provider for business, recently unveiled NextWeb ConT1nuity Business Assurance Service, an Internet service that combines wireless and wireline connections using an edge device called the NextWeb ConT1nuity Router, which is provided by XRoads Networks. (Irvine, CA). XRoads also provides its Edge2WAN network redundancy and load balancing appliance for NextWeb's ConT1nuity service. www.XRoadsNetworks.com; www.nextweb.net

Amacom Launches High Security Portable Storage Device

Amacom Technologies U.S. Ltd. (Atherton, CA), a provider of mobile data storage devices, has launched its new range of high security portable hard drives. The new Encryp2disk comes with a choice of up to 192-bit hardware encryption plus two secure keys to eliminate the need to remember complicated passwords. The Encryp2disk will encrypt and decrypt an entire hard drive volume, including boot sector, temp files, swap files

and the operating system with real time performance and is totally transparent. As it encrypts everything with no speed degradation, data and/or credentials can be left unprotected on the hard drive and there is no need to establish an encrypted folder. Encryp2disks are available in two types: the 2.5" drive with a capacity of up to 100GB is light in weight and portable; the larger 3.5" drive offers a maximum capacity of up to 400GB and features a vertical stand to fit on desks. Encryp2disks are available with varying levels of encryption with 40-, 64-, 128- and 192-bit key lengths for increasing levels of protection. Prices start at \$189 for 40GB 2.5" USB2 with 40-bit H/W encryption. www.amacom-tech.com

VIT Unwraps New Under-Vehicle Surveillance System

Vehicle Inspection Technologies (Sterling, VA), a security products manufacturing firm, recently announced initial deliveries of their Und-Aware™ UVSS 400 Series product to the Kingdom of Saudi Arabia (KSA). The new product line will be shown at the Force Protection Equipment Demonstration (FPED), May 9-11 in Quantico, VA. One of the system's useful features for Saudi Arabia is AirWash™, a lens-cleaning system that removes the ever-present blowing dust and sand from cameras and lights, allowing clear vehicle inspection no matter what the weather. www.Und-Aware.com

New EH&S Reporting System From ESS

Tier II reporting and organizational compliance benchmarking have been enhanced with Essential Suite™ (Version 6.1) software, the latest release of ESS's (Tempe, AZ) enterprise-level Environmental, Health & Safety (EH&S) and crisis management software. Two modules, Essential Chemical Inventory™ and Essential Compliance Manager™, contain key enhancements that improve organizational workflow and chemical inventory management. Other enhancements include improved software and user security features and browser search capabilities. www.ess-home.com

Emerson Unveils Liebert GXT2-500 UPS

Emerson Network Power (Columbus, OH) recently introduced the Liebert GXT2-500 UPS, one of the smallest rated UPSs using true online technology. The Liebert GXT2-500 extends the GXT family of online UPS down to 500VA and is designed for applications with low power requirements but high criticality, such as gateway routers, firewall or VPN concentrators in IP telephony applications. Online UPSs, also known as double conversion systems, convert incoming AC power to DC and then back to AC within the UPS, creating a clean, consistent waveform while completely isolating sensitive electronics from incoming power source disturbances. With the introduction of the Liebert GXT2-500, the GXT family of

GLOBAL ASSURANCE PRODUCTS

online UPS now provides the widest range of power protection ranging from 500VA to 10,000VA. Pricing for the Liebert GXT2-500R120 UPS starts at \$460.

www.liebert.com; www.gotoemerson.com

Neverfail Announces Latest Application Module eXtension Product

The Neverfail Group (Austin, TX), a data protection software company that provides high application availability and disaster recovery solutions, recently announced the latest additions to its "out of the box" Application Module eXtension (AMX) product line. The latest AMX introductions include protection for GFI Software Ltd's MailEssentials, a spam-fighting auxiliary application for supporting Exchange 2000/2003 and Antigen, Sybari Software's auxiliary application to fight spam and viruses in Instant Messaging Version 7.5. www.neverfailgroup.com

Controlled Power Launches New Emergency Lighting Inverter

Controlled Power Company (Troy, MI), which manufactures electrical power conditioning products, recently introduced its Model ELN centralized emergency lighting inverter. Meeting the NFPA 101 and NFPA 111 standards, the ELN is considered Life Safety Equipment. The unit provides uninterrupted, regulated, continuous sinewave output for use with "normally on" lighting fixtures and exit lamps, as well as standby output for use with "normally off" emergency lighting fixtures. It is also generator-compatible. With a front-access design and a small footprint, the ELN is suited for wall- or floor-mounted installations, and is available in 550W to 1500W single phase sizes. www.controlledpwr.com

Luminex Announces Virtual | Blue™ 3490 Tape Library Product

Luminex Software, Inc. (Riverside, CA), a manufacturer of mainframe connectivity and storage products, recently unveiled its Virtual | BLUE 3490 mainframe tape library storage system. Virtual | BLUE 3490 lets mainframe customers directly use tape drives and libraries from major industry vendors and supports industry-standard products including the latest LTO and DLT technologies. Virtual | BLUE 3490 is based on Luminex's Extensible Architecture Platform (LEAP), a Service-Oriented-Architecture (SOA) based storage product. www.luminex.com

PPM 2000 Unveils IrimS® Version 7.0

PPM 2000 Inc. (Edmonton, AB, Canada), a provider of incident management software solutions, recently introduced its latest version of IRIMS® – Version 7.0 – which

combines new features with enhanced functionality. www.ppm2000.com.

New Distribution Deal for ARAID Systems

Newegg.com® (Des Moines, IA), and Accordance Systems (Des Moines, IA) recently announced a sales and marketing agreement to distribute Accordance ARAID™ RAID storage products solutions at Newegg.com. ARAID storage products include internal and external RAID devices that are easily installed in computers without requiring any additional software or hardware. ARAID products maintain redundant images on two hard drives at all times. In the event of a hard disk failure, ARAID automatically switches to the surviving drive without computer interruption. The user is notified of the failure so the bad drive can be replaced as soon as possible. Newegg.com will be selling ARAID 1000L, 1500, 2000 and M100 internal IDE and SATA models on its web site. ARAID pricing starts at \$360 for the ARAID 1000L IDE RAID controller. www.newegg.com; www.accordance.com

PowerSurge Announces

New Hosting and Support Network

PowerSurge Technologies (Independence, IA), a shared web hosting company, recently announced the addition of a new, state-of-the-art hosting and support network. The new server cluster network offers high levels of security and dependability. Servers are made from true server-class components and feature dual Intel Xeon or AMD Opteron processors, a minimum of 2GB of RAM in all servers with some of them offering as much as 4 or 8GB. The firm built a cluster solution that is load-balanced top to bottom. If any single server goes offline for maintenance, hardware failure or any other reason, client web sites and email continue to stay online and functional. <http://www.powersurge.net>

New Service Can Help Identity Theft Victims

Worldwide Assistance Services Inc. (Washington, DC) offers ID Theft Assist, a service that helps combat the growing problem of identity theft. ID Theft Assist gives customers the ability to make one call and receive information about whether an identity theft has occurred due to a security breach and if there has, they have access to an experienced advocate able to help the customer repair the damage. ID Theft Assist is a subscription service. Customers must be enrolled prior to an incident to receive service. The service has been in operation over a year, and has an emergency service center in the offices of Worldwide Assistance in Washington, DC. www.idtheftassist.com

Strategic Succession Planning: An Overlooked Competitive Advantage (Part 1)

■ By Sherri McArdle and Jim Ramerman

CPM strongly advocates the importance of succession planning as part of the business continuity process. Regrettably, it is too often overlooked – until it is too late. In this, the first of a two-part series, Sherri McArdle and Jim Ramerman acknowledge the fact that companies need to think about succession planning as a strategic activity, and to recognize the need to identify and groom candidates for future senior positions.

Ask most CEOs whether they think succession planning for their jobs is important and you will hear a resounding chorus of “yes.” This is true except, of course, for those who think:

- They are going to live forever;
- No one could possibly take their place; or
- If they procrastinate long enough, the problem will take care of itself.

Only that last item is universally true. Succession does take care of itself in an emergency. In three privately-held companies we know of, CEOs died suddenly and without succession plans. The months following each death were harrowing struggles for corporate survival. The newly-leaderless teams scrambled to keep things afloat while trying to select the next leaders. Time was lost, opportunities were missed and the value of each company was at serious risk.

In one case, the de facto succession “plan” was a succession war. And with the selection of a new CEO, several key executives departed and what had been tragic disarray became a bona fide disaster.

If CEO succession planning in an organization is not well in hand, it is

also unlikely to be happening at other organizational levels. The issue reaches down through the organization, each level dependent on those above and below.

Critical Strategic Planning

Unfortunately, succession planning currently exists in many CEOs’ minds as a standalone issue. It’s something that has to be done to mitigate risk, like buying insurance. What if, instead, we began to see succession planning as a critical part of the strategic planning process and as an overlooked potential competitive advantage for the organization?

Succession planning requires that a pipeline of high-potential talented leaders are identified and cultivated throughout the organization. That pipeline is critical to the ongoing success of any growing organization and should be a foundation of corporate strategy. Organizations that learn how to develop talent better and faster have a competitive advantage and a better chance by keeping the talent they develop, particularly if they provide a range of career opportunities.

Effective succession planning requires three key components:

- The commitment and visible involvement of the current CEO
- A targeted and high-impact leadership development program
- Leadership development and succession planning as top strategic priorities integral to the organization’s strategic plan.

Regular High-Gain Conversations About Candidates

Led by the CEO and senior Human Resources Executive, the organizational succession planning process requires a gathering of top executives on a regular basis. In an offsite retreat setting, they can have high-gain¹ conversations about candidates in order to evaluate, compare their merits, and create a roster. The CEO and top executives will deeply familiarize themselves with these important individuals. These same executives devise and

execute strategy as well as create leadership development opportunities for candidates. In turn, these discussions can inform corporate and divisional budgeting process.

It is easy for these conversations to devolve into whether candidates are “nice people”, how well a candidate is “liked” or who certain executives favor, without a clear focus and structure for the discussions. So we recommend that the following high-gain questions form the basis of the conversations:

- What are some of the candidates’ observed leadership behaviors and skills the company has identified as critical to the business?
- What are the results candidates are getting?
- Who have they developed?
- What kind of targeted development and career opportunities should the organization provide next, and why?

Specific positive and negative examples for each question must be provided for a fully accurate read on each candidate.

Leadership assessment for succession is a skill that develops over time, with practice. In fact, many of our CEO and key executive client teams struggle with their first high-gain succession conversations. Over time, executives generally become more comfortable putting forth their candidates and debating each choice with colleagues. It will take time for the group to warm up to the task and reach a high level of candor. ■

About the authors

Sherri McArdle and Jim Ramerman are co-founders of McArdle Ramerman Inc., a firm that provides leadership and executive development services for CEOs and senior executives at private, public and not-for-profit organizations. www.leadershiprising.com.

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¹ “High-gain conversations” and questions are an essential part of McArdle Ramerman’s Leadership Rising Practice and a key executive skill. These are conversations that drive clarity, timely decision-making and effective action.

Product Test Lab

VERITAS Cluster Server 4.0

Fire Drill

Overview

Like most businesses, you probably use servers in a variety of applications, e.g., general applications, electronic mail, or databases. Regardless of how many servers are in use, the loss of *any* server represents a potentially serious loss to your organization. One technique for protecting servers is called *clustering*, and involves a group of computers working together, running a set of applications, and *presenting the image of a single system to the user*. See Figures 1 and 2 below. The computers are physically connected and use special clustering software for communications. The value of clustering in an outage situation is that if one server or resources running on a server become unavailable – for whatever reason – clustering brings in another server to take over the disabled functions. This process is called *failover*. The effect on users is that they are unaware of any change in system operation; the failover is completely transparent.

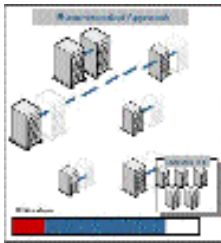


Figure 1

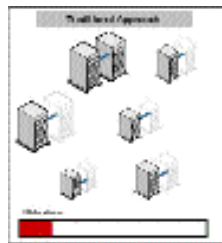


Figure 2

CPM examined VERITAS Cluster Server™, an example of a popular clustering product. While the system performed very well in an emergency situation – as we observed during the test – we were more interested in how clustering technology can be incorporated into ongoing business continuity planning and maintenance activities.

Therefore, we focused our efforts on a complementary feature available within VERITAS' Cluster Server (VCS), labeled Fire Drill. This application is designed to test the results of a system/data replication activity initiated by the VCS software. After all, if you want to ensure that you can recover applications, data, or entire servers, the ability to test and verify the recovery ought to be very beneficial. CPM learned that the Fire Drill process is easy to learn and initiate, and can be integrated into the recovery and restoration components of a business continuity or disaster recovery plan.

Operationally, VCS Fire Drill uses available storage primitives such as Fast Mirror Resync III (FMR-3) Space Optimized Snapshots or hardware-based snapshots to obtain a temporary point in time copy of data being repli-

cated from the main to the emergency recovery site. After the point in time copy has been created, Fire Drill facilitates automated testing of the quality and usability of the recovery site data with the actual applications needed post-disaster. Users can customize their Fire Drill using an automated setup wizard. The wizard creates a special purpose function that automates point-in-time copy creation plus startup/shutdown of the desired application(s).

Installation

CPM participated in a walk-through of the VCS Fire Drill activation process. The Fire Drill wizard prompted us via questions that are used to create the Fire Drill Service Group. Once the Service Group has been created, it can be brought online and offline, create and destroy snapshots, and start/stop applications. Fire Drill can also be added to a scheduling utility, which makes it easy to launch Fire Drill unattended, while the administrator performs other duties. Fire Drill logs can be easily reviewed post-test.

Operation

VCS Fire Drill is available around the clock. VCS as a system supports two methods of data replication: host-based replication and hardware-based replication. In the former, a FMR-3 Space Optimized Snapshot (SOS) is taken at the recovery site. FMR-3 obtains the point-in-time copy of data; the data is immediately available at the recovery

Product Name	VERITAS Cluster Server 4.0; VCS Fire Drill
Company Address	VERITAS Software 350 Ellis Street, Mountain View, CA 94043
Contact Phone	Customer Service 1-650-527-8000 (outside US)
Fax	1-650-527-2908
Toll-Free	1-800-327-2232 (US)
E-mail	Please call or visit Web site
Web Site	www.veritas.com
Price	Contact vendor
Distribution	Direct, several national and international distributors
Training	On-site, online and at numerous learning centers; consulting services also available
Warranty	Lifetime
Maintenance	E-mail, Web site, telephone, technical forums (www.van.veritas.com), con- sulting and technical support services
System Environment	Solaris, Windows, HP-UX, Linux (SuSE, Red Hat), VMware AIX support
Installation	CD and occasional Web site down- loads in certain cases
Competition	Vendor-specific solutions (i.e., Microsoft Cluster Services, Sun Cluster, Red Hat Cluster, HP Service Guard, AIX HACMP)

Ratings

* Poor, ** Fair, *** Average, **** Very Good, ***** Excellent

Installation (CD)	****
Operation	*****
Documentation	****
Usefulness	*****
Value for Money	*****
Overall Rating	*****

site. This method needs very little disk space at the recovery site, and after testing has finished, the space-optimized snapshot is destroyed so that the disk space can be available for future tests. In the latter, the FMR-3 SOS function cannot be used; rather, the VCS Fire Drill uses native hardware-based replication functions to create/delete a data snapshot.

Documentation

In addition to the VCS Fire Drill wizard, which simplifies the testing process, full documentation is available for both

VCS and the VCS Fire Drill feature.

Usefulness in a Disaster Situation

In a disaster, VCS is designed to seamlessly turn on applications and replicated data (or whatever the customer has designated) at an alternate recovery facility so that processing can be resumed quickly. As soon as the system detects an out-of-normal condition, the replication process launches, based on customer-supplied parameters. The VCS Fire Drill makes it easy to test various data replication configurations, and should be used *before* a disaster occurs. As a key part of the change management process, VCS Fire Drill makes it easy to test and validate new data/hardware/application configuration changes.

In CPM's opinion, the VCS Fire Drill provides an excellent tool for testing data recovery arrangements in advance of a disaster. The user interface is easy to learn, installation is straightforward, the system runs 24x7, and delivers as promised. As an ideal component of BC/DR plan testing and maintenance, CPM recommends you check out VERITAS Cluster Server and the VCS Fire Drill feature. ■

Product Test Lab Grapevine™ Software

Overview

As business continuity professionals we tend to spend a large part of our time conducting analyses and writing plans. Tests may be scheduled once or twice a year, unless we conduct system tests, business unit plan tests, or other focused exercises. However, it can be argued that maintenance is probably the most important part of the business continuity process. Why? Most companies rarely remain stagnant. Personnel changes, new job assignments, new products and services, and revisions to policies and procedures make for a dynamic environment. Ideally, BC plans should reflect those changes in real-time. After all, disasters can occur at any time, and an out-of-date plan – regardless of how well documented it may appear – could make an otherwise easily handled disaster even worse. Haven't we advocated BC plans as *living documents*? Doesn't it make sense, therefore, to have a way to keep plans current?

This brings us to Grapevine Software LLC, which recently launched Version 3.0 of its plan maintenance and management product, called Grapevine™. The company describes Grapevine as *full lifecycle management software, for emergency, contingency and disaster recovery plans of all types*. It is an IP-based, scenario-driven system that helps business continuity professionals create, test, maintain and share plans in a single, interconnected visualization of data, within a single web-accessible interface. Figure 1 depicts

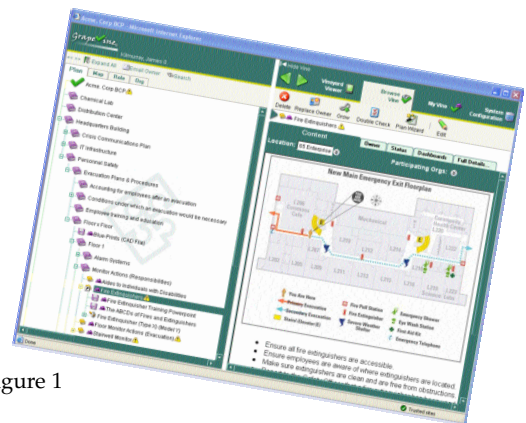


Figure 1

Grapevine's role.

While it is possible to develop BC plans with Grapevine, a normal situation envisions creating your own business continuity or emergency response plans, using whatever method is available. Once the plans are done, they can be imported into the Grapevine "engine" which expands your ability to handle change management, testing, and sharing with other team members. Once imported, future editing is done directly from within Grapevine's web-browser content editor, using familiar Microsoft Word™-like controls. Owing to its scalability and pricing structure, Grapevine is ideal for medium to large organizations, although small businesses can use it as well.

Grapevine is built on a Multi-Agent System (MAS) environment that establishes a workable structure despite the typical cross-enterprise hierarchies, accountabilities and dependencies. This encourages communication and inter-

operability between systems and people, and helps distribute planning process execution, freeing senior management to concentrate on broader strategic goals. For BC professionals and emergency managers, productivity can be enhanced for critical processes, both structured and ad hoc, across diverse networks of partners, government agencies, and the community.

When implementing Grapevine, professionals from



Figure 2

Grapevine Software are available to assist with importing plan files, develop the required databases, and provide training. The company also provides an ASP model designed for planning professionals, which helps them remotely audit and maintain their clients' plans. Although the company emphasizes the fact that most everything needed for implementation is available via the Web, hardcopy installation and administration guides will be available just in case. The system is easy to learn, and the company provides demos and other tools to facilitate the learning process.

Installation

The principal installation activities are: 1) server configuration; 2) software loading and testing; 3) database setup; and 4) user access via Internet browsers. Grapevine will also securely host a customer's vine for them. The following tables summarize the recommended hardware and software.

<p>Table 1 Recommended Hardware</p> <ul style="list-style-type: none"> • 2 X Pentium family multiprocessor @ 2.0 MHZ • 1024 KB L2 cache • 2 GB memory • 4 X 18.2 GB 10K rpm SCSI Drive (RAID 1) • Dual-ported 10/100 Mb NIC • NCR LifeKeeper & Recovery Kit 	<p>Table 2 Software Requirements</p> <ul style="list-style-type: none"> • OS: Microsoft Windows 2003 Advance • Web Server: IIS 5.0, IIS 6.0 • Database: SQL Server 2000, Oracle 9, DB2 • Browser: IE5.5, IE6.0
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Once these elements are in place, users begin by importing plans into Grapevine using specific conventions. Plans are separated into nodes called *grapes* that are given individual content editing fields, availability and status. They are next arranged on a graphical interface, called the *vine*,

and are assigned specific responsibilities to *members*. The vine is the principal navigation tool, and quickly provides access to all plan elements. Grapevine separates plan content into seven types of grapes: issues, actions, resources, team resources, documents, Grapevine members (users), and organizations. Grapes are then linked graphically onto the vine using standard conventions for ease of access, use, and interoperability. Multiple layers of security are built into Grapevine to ensure confidentiality and data protection. Once users learn the various icons and their functions, the product's capabilities will be readily apparent.

Operation

CPM participated in a Grapevine demonstration. Figure 2 provides a sample member screen. The system's capabilities are extensive, and, once learned, make it easy to maintain plans in whatever level of detail is needed. Collaboration with team members, especially those with responsibility for updating specific portions of the plan, is facilitated using e-mail. Once the plan has been converted into grapes linked to a vine, plan data is presented to members in a drill-down arrangement from the vine level (big picture) to the grape level (specific). Each member can develop a fully customized view relevant to his/her area of responsibility, without the need to leave the larger view context. With this process, members can perform numerous change management functions simply by working with and moving grapes around on the vine.

Additional Grapevine features include the following:

- Community Portal – Non-members, such as community officials, can view selected plan elements
- Document Attachments – Various types of files, such as Microsoft Office files, floor plans, organization charts, and maps can be attached to any part of the plan
- Map Navigation – Members can navigate using the standard grape/vine interface or with grapes superimposed on a map
- Cloning and Grafting – *Cloning* makes it possible to collaborate with other organizations by establishing links to them; *grafting* replicates grapes and/or other information elsewhere within the vine or a different vine
- Bottling and Labeling – *Bottling* provides security so that content can be shared across different vines; *labeling* establishes the author's rights to distribute content
- Dashboards – Custom versions of the plan (e.g., using color-coded symbols) can be produced and distributed to management or other designated individuals to ensure compliance and understanding

In a disaster or crisis situation, users must have access to the Internet to utilize the plan. CPM recommends printing out hard copies of the plan as a backup.

Product Name	Grapevine Software™	Warranty	Annual Maintenance and Support Plan per price list; 90-day warranty (maintenance and support)
Company	Grapevine Software LLC	Maintenance	Annual Maintenance and Support Plan per price list; e-mail, Web site and telephone support
Address	65 Enterprise Aliso Viejo, CA 92656	System Environment	Windows 2K Server(s); MS SQL Server; MS IIS Web Server; ASP.Net
Contact	Jim Kilmurray	Ex:	Pentium III/IV with 200MHz; min 128MB memory; 20GB disk storage
Phone	949-330-6592	Installation	Server installs over the Internet with valid destination IP; or by CD when local to target server
Fax	949-606-9578	Competition	Strohl LDRPS; Sungard ePlanner; others
Toll-Free	N/A		
E-mail	jkilmurray@grapevinesoftware.com		
Web Site	http://www.grapevinesoftware.com		
Price	From \$25K to \$100K, configuration dependent		
Distribution	BCP consultants and plan developers; direct via several national and international distributors		
Training	On-site training for large groups; Web conferencing via gotomy meeting; video; audio file and read-along script		

Documentation

Grapevine requires a Web browser for member operation. On-line assistance is available either via the system or via live technical support and audio/video files. Hardcopy installation and administration guides are also available.

Usefulness in a Disaster Situation

While Grapevine was designed primarily for plan maintenance, it can certainly be use during an incident. Assuming members have Internet access, they have full access to their plan(s) via Grapevine. Considering the product's powerful change management and collaboration functions, CPM believes these capabilities should help improve the plan, as it can be updated in real-time based on actual experience. Once members are comfortable with the system interface, Grapevine can be an important part of a crisis response.

In CPM's opinion, Grapevine Software is a worthwhile

tool for business continuity plan maintenance. In a disaster situation it can also provide added value via its collaboration capabilities and change management functions. The user interface is unique and intuitive; and installation will take some time (given the nuances of the vine/grape structure). If you are as concerned about plan maintenance as we are here at CPM, we encourage you to look into Grapevine Software.

Ratings

* Poor, ** Fair, *** Average, **** Very Good, ***** Excellent

Installation (Web; CD)	****
Operation	****
Documentation	****
Usefulness	****
Value for Money	****
Overall Rating	****

15 Handy Tips for BC Professionals

by CPM Staff

1. Work with a well-defined project plan, typically using Microsoft Project 2000/2003
2. Set up regular plan updates on a weekly or bi-weekly basis
3. Provide minutes of all meetings for future review/audit
4. Use PowerPoint presentations when discussing an activity with a business unit manager or other client representative
5. Use e-mail as part of awareness programs; send out regular blasts advertising the program, and its value to the company
6. Print up laminated wallet-sized cards with critical phone numbers, emergency response activities
7. Integrate business continuity activities with other corporate and operational change management functions
8. Check fire extinguishers for proper charging, location in clear view of an area, overhead signage pointing to the device's location
9. Clearly written emergency exit details on every floor, not only at elevators but also at stairwells, within work areas and in common areas
10. Quarterly review of power protection equipment to ensure that devices are correctly rated for the equipment they serve
11. Weekly review of fuel levels in emergency generators to ensure they are topped up
12. Include security and emergency management staff in your project team; encourage them to participate in meetings, training sessions, exercises
13. Arrange to meet with local police, fire, emergency rescue departments; have them review your plans, physical site, procedures
14. Following an incident, have processes and procedures to manage the disaster and to manage the business.
15. Keep things simple - plans that are too detailed may be less effective, as they may be too complex to use during the recovery process

April 2005

4-6: InfoSec World Conference & Expo 2005

Orlando, FL
 Web: <http://www.misti.com/infosecworld>

5: How to Create a Business Continuity Plan...That Works!

Boston, MA
 Web: www.dspnetwork.com

6-7: Workshop - Physical Security Inspections & Audits

Arlington, VA
 Email: ljohnson@marketaccess.org

7: Information Security Webinar

Email: christie.a.raukar@bakernet.com

7: How to Create Drills...That Work!

Chicago, IL
 Web: www.dspnetwork.com

11-12: National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)

Nashville, TN
 Web: <http://www.nfpa.org/catalog/product.asp?pid=DEM2>

12: The Disaster Simulation

New York, NY
 Web: www.ContingencyPlanning.com/Events/Symposia

14-15: Project Management for Business Continuity Management

Singapore
 Web: www.bcpasia.com/BCP A0405

17-20: ASIS International European Security Conference: Security Solutions for the Future

Copenhagen, Denmark
 Web: <http://www.asisonline.org/education/programs/noframe/copenhagen/default.html>

18-19: National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)

Atlantic City, NJ
 Web: <http://www.nfpa.org/catalog/product.asp?pid=DEM2>

20: Special Ops NYC — Spies Among Us

New York, NY
 Web: <http://www.isc2.org/events/ny.html>

20: Secure Detroit 2005

Detroit
 Web: <http://www.isc2.org/events>

20-22: Enterprise Wide Risk Management Australia 2005

Sydney, Australia.
 Web: http://www.terrapinn.com/2005/EWRM_AU/

24-28: ESS EXPO.05

Phoenix, AZ
 Web: www.ess-expo.com/

25: Hot Topics in Business Continuity

Hawthorne, NY
 Web: www.ContingencyPlanning.com/Events/Symposia/#Hottopics

25-27: CBRN Resilience 2005

London, UK
 Web: www.iqpc-defence.com/GB-2348/2020

26: IEEE Conference on Technologies for Homeland Security

Boston, MA
 Web: www.ieeeeboston.org/homeland2005

26-28: Infosecurity Europe

London, UK
 Web: www.infosec.co.uk/index.cfm

26-29: Aircraft Rescue Research Project (ARRP) - Forcible Entry & Victim Extrication

San Bernardino Airport, CA
 Web: www.edmus.info

May 2005

2-3: National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)

Farmington, CT
 Web: <http://www.nfpa.org/catalog/product.asp?pid=DEM2>

6: Hot Topics in Business Continuity

Cleveland, OH
www.ContingencyPlanning.com/Events/Symposia/#Hottopics

9-10: National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)

Ft. Lauderdale, FL
 Web: <http://www.nfpa.org/catalog/product.asp?pid=DEM2>

9-10: Infosecurity 2005 Leadership Conference

Washington, DC
 Web: www.securityleadershipseries.com



11-12: Security Mexico Conference & Expo Mexico City, MX

Web: www.ejkevents.com

12-13: Conducting an Effective Risk Assessment and Business Impact Analysis

Hong Kong
 Web: www.bcpasia.com/HK0505

15-18: Fifth Annual Disaster Resistant California Conference

Sacramento, CA
 Web: www.sjsu.edu/cdm/drc05

17: Homeland Security - Export Security Developments Webinar

Email: christie.a.raukar@bakernet.com

19: Supply Chain Issues in Business Continuity

London, UK
 Web: www.survive.com

23-24: National Standard on Disaster/ Emergency Management and Business Continuity (NFPA 1600)

Atlanta, GA
 Web: <http://www.nfpa.org/catalog/product.asp?pid=DEM2>

24-26: CPM 2005 West

Las Vegas, NV
 Web: www.contingencyplanningexpo.com

24-25: The 2005 Homeland Security Summit & Exhibition

Washington, DC
 Web: www.mcgraw-hill-homelandsecurity.com

