

2019 RESILIENCY SERVICES SHOWCASE

Resiliency Buy-In: Getting Front Line Staff Engaged



OUTLINE

- Getting the buy-in
 - The challenge of getting front-line staff to buy-in
 - Helping front-line staff see how they fit into the big picture of resiliency
 - The importance of front-line staff buy-in
- Putting words into actions
 - Plans must be exercised
 - After Action Reviews must take place
 - Learnings must be acted upon
 - Front-line staff must be included to continue buy-in
 - Plans must be updated

GETTING THE BUY-IN

- How often have we heard staff say “I don’t know”, “I was never trained on that” or the dreaded “Not my job” when asked about resiliency in relation to their role?
- Everyone has a stake in resiliency!



- Even those seemingly unaffected by an event can slow down recovery.

GETTING THE BUY-IN

- Front-line workers don't always see how they fit into the organizations resiliency goals.
 - Let's take the example of a Fortune 500 Global Security Operations Center (GSOC). Workers understand how to do their job but do they understand the implications of NOT doing their job?
 - Not properly controlling access to facilities
 - Unauthorized "contractor" gains access
 - Unauthorized person does not know site work procedures and causes a fire while doing work
 - Building is evacuated, lost productivity & unhappy customers
- It is imperative that everyone understands what they can do to ensure continuity of operations!

GETTING THE BUY-IN

- Drawing the line from front-line staff to the organizations resiliency goals.
 - Part of our organizations BC and recovery plan is to have recovery facilities that can be utilized in the event an office is inaccessible. Employees are notified via our Mass Communications System about what to do in the event of a disruption.
 - The GSOC staff is responsible for regularly checking on the recovery site to ensure it can be utilized immediately should the need arise.
 - The GSOC staff is also responsible for regular testing of the Mass Communications System to identify and address technical issues to be corrected.
 - If the GSOC staff did not play their part the organization could be affected during a recover effort by not being able to contact employees and/or make use of the recovery facilities.

PUTTING WORDS INTO ACTIONS

- Muscles that are not exercised will atrophy. Similarly, plans that are not exercised will become outdated and useless.
- Does what has been put on paper match reality?
 - This review must be more than a simple table top or a paper exercise
 - Actually exercising a plan exposes the real issues that may not have been thought about or were unknown.
 - Getting these issues addressed prior to a real recovery effort helps build confidence in the plan and gets staff responsible for implementing the plan practice with making it happen.
 - Exercising a plan does not yield a Pass or Fail grade. It is about finding gaps, solving them and making the organization more resilient.

PUTTING WORDS INTO ACTIONS

- Example: Emergency back-up GSOC.
 - By using this space and the systems on a regular basis several shortcomings have been uncovered.
 - By presenting these to leadership as actual issues funding is easier to obtain to correct.
 - By addressing the issues right away staff who found the shortcomings see that it really is something important to the organization. Staff feels ownership and pride in helping to make things better.
 - Staff feels less stress in a real recovery situation since they are familiar with what they need to interact with.
 - If the first time staff sees the back-up workspace is during a recovery effort they will be severely hampered and uncertain leading to increased stress and mistakes.

PUTTING WORDS INTO ACTIONS

- After Action Reviews must take place
 - What worked?
 - What did not work and why?
 - Who is responsible for correcting issues?
 - Who is responsible for tracking issues and oversight?
 - Who is responsible for updating the plan?
- Celebrate staff who help uncover issues and contribute to the improvements.
- An AAR is a learning experience NOT an opportunity to blame for failures. Make sure staff knows this and are involved in the AAR process!
- Drive engagement by showing staff that you take their inputs seriously and will act on improvement ideas when practical or support the overall resiliency goals.

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Q & A

