BUSINESS CONTINUITY PLAN

DRAFT

Prepared by
Sherryl Fraser MSBC, ABCP
Professor (Police and Public Safety Institute)

This page intentionally left blank.

DRAFT

EXECUTIVE SUMMARY

Overview:

As part of the mandate requested by the Audit Committee of the Board of Governors, an Enterprise Risk Management (ERM) Framework is currently under development. The ERM Framework and its tools are established to provide a coordinated and consistent means of managing College risks. ERM involves a pro-active holistic enterprise-wide view of all risks and the institution's risk appetite and tolerances.

As part of the Enterprise Risk Management initiatives, the President's Executive Committee sanctioned the development of a Business Continuity Plan for the College. Business Continuity Planning (BCP) includes the development and timely executions of plans, measures, procedures and arrangements to create resilience around critical services. BCP ensures that critical services are not interrupted beyond established maximum allowable downtimes which have been established within the context of College risk tolerance thresholds.

This BCP applies to all departments within Algonquin College. The purpose of the Plan is to outline the processes and procedures to be used to respond to any event, and to recover and restore Algonquin College's operations and services to minimum levels following a traumatic event, emergency or disruption. In addition, both Pembroke and Perth Campus are also undertaking to develop their own BCPs, in coordination with Algonquin College's BCP Program.

The following assumptions have been made in the development of the College's BCP:

- Emergencies or threatened emergencies can adversely impact the College's ability to continue essential functions and provide support to the day-to-day operations
- There will be sufficient number of surviving and available senior managers with adequate supporting personnel to continue the essential functions of the College
- Communication capabilities, transportation, and other infrastructures will be sufficiently intact to allow implementation of the BCP
- A disaster may require student, faculty, staff, and the public to function with limited support services and some degradation of service, until a full recovery is made.

The BCP can be described as progressing through four phases:

a. Phase 1 - Mitigation and Prevention. Mitigation plans and controls eliminate or reduce threats and hazards that can impact operations. Key aspects are ensuring personnel safety, physical security of facilities, systems integrity and records management;

b. Phase 2 – Response to a Disruption. The College's actions to be taken during a crisis, emergency or a disruption include assessing the situation,

DRAFT

reporting damage to the Director of Physical Resources, activating alternate facilities as necessary, populating details of the incident on Blackboard, notifying and briefing the President's Council and the College Leadership Council as required, activating BCP(s) as required and, throughout, communicating with employees, partners and the public;

c. Phase 3 – Recovery. Re-establishing critical operations and services as directed by President's Council; and activating the College's recovery plans (e.g. IT/IM continuity) to ensure minimum service levels are maintained and maximum allowable downtimes are respected; and

d. Phase 4 – Restoration. Re-establishing all College's operations and services to normal levels.

The *governance* area includes the development of a BCP policy instrument to document accountability for the program and to set out roles and responsibilities. The Governance structure is outlined and aligns with the Enterprise Risk Management Framework.

The *business impact analysis* (BIA) identifies what the critical services of Algonquin College are, the Maximum Allowable Downtime (MAD) of each critical operation within Algonquin College and how resilient they are to hazards as well as identifying operational risks to those services. The business impact analysis is necessary, along with some assessment of threats and risks, for defining mitigation, preparedness and recovery strategies that will form the basis for Algonquin College's risk management strategy.

Algonquin College's Critical Operations, at the highest level, can be grouped into three categories.

1. Safety and Security – Activities needed to sustain a safe and secure environment for students, faculty, staff, the public and surrounding community. While the Emergency Response Plan addresses restoring safety and security, the Business Continuity Plan may be concerned with sustaining those functions for an extended period.

2. Learning and Education – Activities that carry out or directly support the academic mission of the College. Examples include student support services, admissions and registration, and learning.

3. Business Support Services – Activities that allow the college to maintain necessary business operations, safeguard assets, and ensure financial viability of the College. These include payroll, revenue collection, accounts payable and financial reporting.

Algonquin College's abilities to deliver its critical operations are reliant upon the continued delivery of certain internal and external dependencies. Consideration must be taken in how these dependencies will be met/delivered or else provide mitigation

DRAFT

strategies to ensure continuity of critical operations. These dependencies can generally be categorized as:

a. Internal Dependencies:
   i. Facilities and network infrastructure;
   ii. Personnel;
   iii. Responsible Authority;
   iv. Decision Support; and
   v. Support/Sustainment.

b. External Dependencies:
   i. Safety – i.e. first responders;
   ii. Services – electricity, gas, oil, water;
   iii. Communications – network providers; and
   iv. External suppliers and shippers.

The intent for the BCP Program states: "Business Continuity Planning is the process whereby organizations ensure the maintenance of critical operations when confronted with adverse events such as natural disasters, technology failures, human errors, or terrorism. The objectives of a business continuity plan are to minimize loss to the organization; continue to serve students, staff, faculty, and visitors; and mitigate the effects disruptions can have on the College's strategic plans, reputation, operations, and ability to remain in compliance with applicable laws and regulations. Changing business processes and new threat scenarios require the college to maintain updated and viable BCP's at all times. "

In the event of a disruption, information will be provided to the President's Council as expeditiously as possible, using whatever means (e.g. briefings, telephone, e-mail) are appropriate. The initial information requirements of the President's Council during a disruption of service are:

a the nature and scale of the disruption;
b. the impact the disruption will have on the College operational capability and readiness; and
c. the effect on staff, faculty and students.

BCP readiness includes continuous maintenance, change management, training employees and other persons, exercising, preparing lessons learned reports and updating plans when there is a change in personnel, process, technology or departmental structure. The BCP will be updated on an iterative basis to enable the Department to anticipate new risks and develop measures to address these risks. BCP Program (BCPP) documentation should be revised every time there is a change to the organization that has an impact on the BCP Program

BCP Program Documentation will be held by the Vice-President Finance and Administration and updated versions will be required to be reviewed and re-submitted at

DRAFT

least annually or whenever a significant organizational change occurs that would prompt a review and revision of a BCP document.

Testing and validating the BCPs will be done on a regular basis, with a Senior Management level exercise conducted at a minimum every two years.

This document is intended to provide an overview of the structure and key elements of a Business Continuity Plan. The development of functional Departmental Business Continuity Plans will be the next step in this endeavour to ensure a robust program.

DRAFT

This page intentionally left blank.

DRAFT

Table of Contents

EXECUTIVE SUMMARY 3
PLAN MAINTENANCE 9
PART ONE - OVERVIEW 10
INTRODUCTION 10
PURPOSE 10
AUTHORITY 10
APPLICABILITY 11
KEY DEFINITIONS AND REFERENCES 11
POLICY OBJECTIVES 11
ALGONQUIN COLLEGE BCP POLICY 12
METHODOLOGY 13
BCP GOVERNANCE 14
THREAT AND RISK ASSESSMENT (TRA) 14
BUSINESS IMPACT ANALYSIS (BIA) 14
PART TWO – PLAN IMPLEMENTATION 17
ASSUMPTIONS 17
ALGONQUIN COLLEGE'S STRATEGIC OBJECTIVE 17
CONCEPT OF OPERATIONS 17
INITIAL INFORMATION REQUIREMENTS 20
BCP RESPONSIBILITIES 21
ALGONQUIN COLLEGE SUPPORTING PLANS AND PROGRAMS 24
ALGONQUIN COLLEGE BCP READINESS 26
ANNEXES 28
ANNEX A – Algonquin College Response Plan 28
ANNEX B - Information Technology Business Impact Analysis Report 28
ANNEX C - Business Impact Analysis Report 28
ANNEX D - Pandemic Plan 28
ANNEX E - Glossary 28

DRAFT

PLAN MAINTENANCE

Algonquin College's Business Continuity Plan (BCP) and accompanying annexes will be updated as required. Specifically, maintenance entries will record:

- The conduct of plan reviews and exercises; and
- Changes to organizational structures and/or functional responsibilities.

.

BUSINESS CONTINUITY PLAN AMENDMENT HISTORY			
Change #	Date	Brief Description and Page Reference	Authorized By

DRAFT

PART ONE - OVERVIEW

INTRODUCTION

Every organization is at risk from potential disruptions resulting from:

- Natural disasters such as tornadoes, floods, blizzards, earthquake and fire;
- Power and energy disruptions;
- Communications, transportation, safety and service sector failures;
- Environmental accidents causing facility contamination;
- Cyber attacks and hacker activity; and
- Physical attacks.

Notwithstanding objectives related to humanitarian, liability and financial (property) exposures, the College owes a duty of care that is reasonable in the circumstances to protect and provide for students, faculty, staff, and visitors in the event a major interruption of our mission or operation. This obligation, depending on the circumstances, represents a regulatory exposure stemming from provincial legislation such as the Occupier's Liability Act and the Occupational Health & Safety Act. These obligations extend to a responsibility to provide services for each Department to be able to meet its individual obligations. This includes the ability to provide the services expected of them to carry out functions critical to the mission of the College should an event occur that interrupts the normal course of operations. Failure to have an adequate continuity plan could lead to financial disasters, interruptions of academic classes, loss of reputation, and delays in completing other mission critical activities.

PURPOSE

The purpose of this plan is to outline the processes and procedures to be used to respond to any event, and to recover and restore the College's operations and services to minimum levels following a traumatic event, emergency or disruption.

AUTHORITY

Algonquin College's BCP has been prepared under the direction of the Vice-President Finance and Administration.

DRAFT

APPLICABILITY

This BCP applies to all Departments within Algonquin College.

KEY DEFINITIONS AND REFERENCES

A complete list of key references and glossary of BCP terms can be found at annexes E and F respectively. The following key definitions will be used throughout this plan:

a. **Business Continuity Planning (BCP)** Business Continuity Planning focuses on restoring critical services following any disruption that renders the normal workplace or systems unusable for longer than can be tolerated. The planning is aimed at identifying those critical and essential business activities that must be restored, establishing the order of priority for their restoration, and where possible making arrangements for the required staff, equipment, records and office facilities.

b. **Critical Operations and Services** are functions that when not delivered creates an impact on the health and safety of individuals and that may lead to the failure of an Academic or Administrative activity if not performed in a specified time period.

c. **Business Impact Analysis (BIA)** is the process of analyzing the degree to which a Department is exposed to risks, and impacts that could affect its ability to function, or its ability to provide the continuous delivery of critical services.

d. **Business Continuity Program** is characterized by the establishment of a governance structure, the conduct of a threat and risk assessment and a business impact analysis, the development of business continuity plans and arrangements and the maintenance of business continuity readiness.

POLICY OBJECTIVES

The objective of Algonquin College's BCP Program is:

> **"to provide for the continued availability of critical services and assets, and of other services and assets when warranted by a threat and risk assessment and/or Business Impact Analysis."**

DRAFT

The BCP Program complements emergency preparedness that is mandated by legislation (e.g. fire and building evacuation plans; civil emergency plans).

ALGONQUIN COLLEGE BCP POLICY

The Algonquin College BCP policy (yet to be approved) states that:

> "The objective of this policy is to ensure that business continuity planning is managed throughout Algonquin College to ensure the effective coordination and recovery of critical business functions and services in the event of a disruption resulting from any cause. It is also to insure the protection of critical infrastructure and essential assets."

The BCP policy outlines the following:

- Algonquin College must establish and maintain a business continuity planning (BCP) program to provide for the continued availability of critical services and assets, and of other services and assets when warranted by a threat and risk assessment and/or Business Impact Analysis;
- A governance structure establishing authorities and responsibilities for the program, and for the development and approval of business continuity plans must be established;
- Within the context of the identification of assets, an impact analysis must be conducted to identify and prioritize the department's critical services and assets;
- Must have identified, within the context of the BCP guidelines and plan, the maximum allowable downtime and minimum service level expected;
- Algonquin College and its rural campuses must identify critical/essential functions, develop and maintain business continuity plans and provide continued Program support;
- Must ensure that plans, measures and arrangements will provide for the continued availability of critical services and assets, and of any other service or asset when warranted by a threat and risk assessment;
- Must have in place contingency plans enabling the organization to provide for the continued availability of critical services and assets, and of any other service or assets;
- Must have in place activities to monitor the organization's level of overall readiness, and;

DRAFT

- Must have in place provision for the continuous review, testing and audit of business continuity plans.
- Provide a system of accountability to report deficiencies and vulnerabilities through the appropriate chain of command in order to initiate and adopt appropriate corrective measures.

The complete Algonquin College BCP Policy, once approved, will be found on the Sharepoint Drive.

METHODOLOGY

The diagram at Figure 1 illustrates the methodology used to implement the BCP Program within Algonquin College.

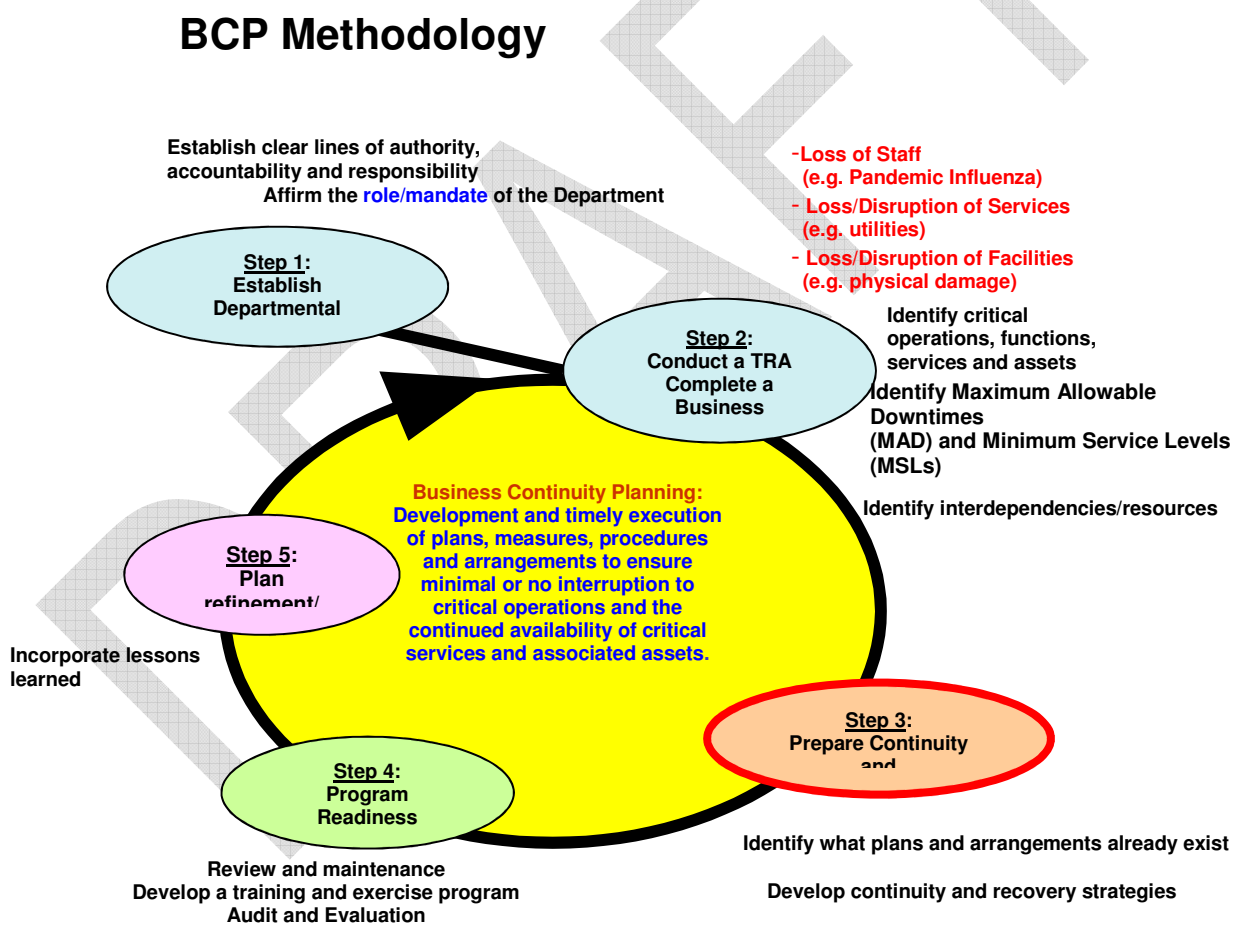

Figure 1 – Algonquin College BCP Methodology

BCP GOVERNANCE

Algonquin College's BCP governance structure establishes clear lines of authority, accountability and responsibility. This will ensure that the College is well prepared to respond to a disruption or emergency, thereby facilitating a rapid recovery and restoration of the College's operations and services. The Board of Governors directs the President to establish and maintain a BCP program. Decision making authority on the BCP program resides with the President supported by the President's Council

THREAT AND RISK ASSESSMENT (TRA)

In March 2008, Night Hawk Technology and Prolity were contracted to conduct a high level Threat and Risk Assessment. The scope of the assessment was to identify, at an over-arching strategic level, high risk assets including the human elements, those of students, faculty, staff, contractors and visitors of Algonquin College, the threats to those assets and the injury to those assets.
Algonquin College's Threat and Risk Assessment (TRA) identified a wide variety of events that could affect Algonquin College operations and services. These events can be categorized as resulting in:

1. Threat to Life/Act Threatening People/Shooter on Campus
2. Violence on Campus (Stabbing/Assault/Intimidation)
3. Unpredictable Infectious Agent/Infectious Disease
4. Major Property Damage/Fire/Flood/Explosion
5. Electrical Power Failure (especially in winter)/Critical Infrastructure Failure
6. Rape/Sexual Assault
7. No IT Redundancy - No Alternate or Hot Site/Catastrophic IT Failure (Hardware)
8. Information Security - Limited Backups - Unstructured
9. Serious Industrial Accident
10. Breach of Privacy

BUSINESS IMPACT ANALYSIS (BIA)

Algonquin College's Critical Operations and Services. The following operations performed by Algonquin College that have been identified as Critical processes generally fall into one of three general categories:

Safety and Security – Activities needed to sustain a safe and secure environment for students, faculty, staff, the public and surrounding community. While the Emergency Response Plan addresses restoring safety and security, the Business Continuity Plan may be concerned with sustaining those functions for an extended period.

Learning and Education – Activities that carry out or directly support the academic mission of the College. Examples include student support services, admissions and registration, and learning.

DRAFT

Business Support Services – Activities that allow the college to maintain necessary business operations, safeguard assets, and ensure financial viability of the College. These include payroll, revenue collection, accounts payable and financial reporting.

The complete BIA including Maximum Allowable Downtime (MAD) and Priority Level of each of the critical operations or services is confidential. It can be accessed on the Sharepoint Drive.

Internal Dependencies: The internal dependencies have been identified as:

a. Facilities and Network infrastructure;

b. Personnel;

c. Support /Sustainment;

d. Command and Control; and

e. Decision Support.

External Dependencies. The external dependencies of Algonquin College include, but are not limited to:

a. Safety – first responders, fire, police and ambulance;

b. Services – electricity, natural gas, oil, fuel, water;

c. Communications – network providers;

d. Facility management – service and maintenance; and

e. External suppliers and shippers.

DRAFT

DRAFT

PART TWO – PLAN IMPLEMENTATION

ASSUMPTIONS

The following assumptions have been made in the development of the College's BCP:

- Emergencies or threatened emergencies can adversely impact the College's ability to continue essential functions and provide support to the day-to-day operations
- There will be sufficient number of surviving and available senior managers with adequate supporting personnel to continue the essential functions of the College
- Communication capabilities, transportation, and other infrastructures will be sufficiently intact to allow implementation of the BCP
- A disaster may require student, faculty, staff, and the public to function with limited support services and some degradation of service, until a full recovery is made.

PRESIDENT'S COUNCIL INTENT

The capability of Algonquin College to support the vision and mission as outlined in the strategic plan 2012-2017 must continuously be maintained. This means we must be prepared, in any circumstance, to continue to conduct critical operations and deliver critical services whilst recovering quickly from the effects of natural or human-induced trauma. Redundancies, alternate arrangements and effective Departmental strategies must be in place and regularly exercised to ensure the continuity of critical operations and the uninterrupted delivery of critical services.

ALGONQUIN COLLEGE'S STRATEGIC OBJECTIVE

Algonquin College's strategic BCP objective is to maintain the college's operational effectiveness.

CONCEPT OF OPERATIONS

Algonquin College Recovery Strategy. The Algonquin College BCP recovery strategy addresses the key requirements of the College to conduct critical operations and services, namely:

a. **Facilities and Network Infrastructure.**

(1) Arrangements to ensure essential services (sources of electricity, etc.) are to be in place;

DRAFT

(2) All departments within the College will identify alternate work sites for key staff; and

(3) All departments will maintain arrangements to facilitate working from home combined with telecommuting where feasible.

b. **Personnel.**

(1) Notification and contact lists are to be maintained at all levels of the College;

(2) Personnel mobilization plans are to be maintained;

(3) Operationally critical personnel are to be identified;

(4) The roles and responsibilities of key individuals involved in BCP are to be defined;

(5) Arrangements to facilitate working from home during disruptions (e.g. Pandemic Influenza) are to be in place; and

c. **Concept of Operation.**

(1) Clear succession and lines of authority have been established;

(2) Standard Operating Procedures (SOPs) are in place to manage a crisis, emergency or disruption within the College;

(3) An incident management system is to be in place in Algonquin College;

(4) The ERG (Emergency Response Group) or proposed CRMC (College Risk Management Committee) ensures that comprehensive BCP plans and arrangements are maintained;

(5) Web site containing detailed information regarding Algonquin College's BCP Program and the actions to be taken during a disruption has been established.

d. **Systems.**

(1) Specific recovery and response plans are to be developed for:

(a) IT/IM continuity;

(b) Communications; and

DRAFT

(c) Space.

(2) Redundancies in communication systems are to be in place (non-reliance on single systems/service providers); and

(3) Manual procedures will be maintained;

e. **Decision-Support.**

Arrangements and procedures are to be in place to ensure decision support (advice) to the Board of Governors, the President and other executive authorities are maintained during a disruption.

f. **Sustainment.**

(1) Service-level agreements with vendors and suppliers during periods of disruption are to be maintained; and

(2) Alternate service delivery options during periods of disruption are to be maintained.

Cooperation with other Post Secondary Institutions and Partners. In addition, Algonquin College will examine mutual aid, reciprocal arrangements with other Post Secondary Academic Intuitions and partners.

Algonquin College BCP Plan.

a. **Phase 1. Mitigation and Prevention.** Mitigation plans and preventative controls eliminate or reduce threats and hazards that may impact the department. All departments within Algonquin College maintain plans, processes and procedures to ensure:

(1) Employee safety, e.g. emergency management plans for personnel evacuation during fires and other emergencies;

(2) Physical security of all facilities;

(3) Systems integrity; and

(4) Records management (if applicable).

b. **Phase 2: Response to a Disruption.** Algonquin College's actions to be taken during a crisis, emergency or a disruption include:

DRAFT

(1) Assessment of the situation and damages by College first responders

(1.5) Activation of the College Emergency Management Plan, as necessary

(2) Activate alternate facilities as necessary

(3) Details of incidents/events are populated in the Incident Command System established under the emergency management plan;(Emergency Operations Centre / President's Council);

(4) Notify the Vice-President of Finance and Administration;

(5) Executive briefing to Presidents Council and others as invited; and

(6) Communicate with employees, partners and the public;

c. **Phase 3: Recovery.**

(1) Re-establish critical operations and services as directed by President's Council; and

(2) Activate Algonquin College recovery plans (e.g. Information Technology/Information Management continuity) to ensure minimum service levels are maintained and maximum allowable downtimes are respected.

d. **Phase 4: Restoration.**

(1) Re-establish all Algonquin College operations and services to normal levels

INITIAL INFORMATION REQUIREMENTS

The initial information requirements of the President during a disruption of service are:

a the nature and scale of the disruption;

b. the impact the disruption will have on the College's operational capability and readiness; and

DRAFT

c. the effect on employees and students.

This information will be provided to the President as expeditiously as possible, using whatever means (e.g., telephone, e-mail) are appropriate.

BCP RESPONSIBILITIES

The following BCP responsibilities have been assigned as outlined in the proposed BCP Policy.

a. **President**

(1) Ensure that the Business Continuity Plan Program is adhered to and report findings to the Board of Governors; and

(2) Approve major decisions affecting the College's decision to invoke Business Continuity Plans.

b. **President's Council**

(1) Providing leadership at the corporate level in the BCP Program as required; and

(2) Setting priorities and resolving conflicts at the Dean and Director level in respect of the BCP Program.

c. **Vice-President Finance and Administration**.

(1) Developing implementing and maintaining the BCP Program to ensure the specified continuity of critical operations, services and associated assets, in the event of any disruption;

(2) Identifying critical operations, services and associated assets;

(3) Providing strategic direction and communication in respect of the BCP Program;

(4) Implementing a comprehensive program to regularly validate and update the BCP Program;

(5) Conducting strategic assessments to include:

DRAFT

(a) a review of the College's governance structures to ensure clear lines of authority, succession of corporate leadership and alternate offices;

(b) the completion of a strategic BIA to identify and prioritize critical operations, services and associated assets; and

(c) the identification and review of existing plans, measures, procedures and arrangements designed to ensure continuity of critical operations, services and associated assets.

d. **Vice-Presidents**

(1) Developing, implementing and maintaining identified critical services in their business lines to ensure continued delivery of service; and

(2) Conducting, as appropriate, Business Response Plans (BRPs) for departments, schools and other elements under their mandate.

e. **Information Institutional Research Technology Services (IIRTS)**

Developing, implementing and maintaining:

(1) Business continuity plans for the management of Algonquin College critical information technology services and information management processes to support managed readiness; and

(2) BCP readiness for critical and distributed information systems and supporting communications.

f. **Physical Resources**

Developing, implementing and maintaining a BCP to provide the necessary facilities, infrastructure and services supports for critical operations.

g. **Human Resources**

DRAFT

Developing and maintaining BCP for Algonquin College employees to ensure adequate resources to support critical operations and services and continuing and HR planning services.

h. **Deans and Directors.**

Developing, and maintaining business continuity plans for critical services under their management.

i. **Associate Director Safety, Security & Emergency Management**

(1) Developing, implementing and maintaining an emergency management framework that supports and integrates with the College BCP and providing general direction to the College Risk Management Committee (CRMC) on Algonquin College's Emergency Management Framework as it pertains to the BCP Program; and

(2) Providing strategic advice when the College Risk Management Committee (CRMC) approaches senior managers for direction.

j. **College Risk Management Committee (CRMC)**

(1) Making recommendations to Presidents Council as required in respect of:

(a) the BCP Program policy and governance;

(b) the BIA and other templates;

(c) the commitment of financial and other resources, and the endorsement of the budget for the BCP Program; and

(d) identified critical services and associated assets after completion of the BIA;

(2) Providing strategic direction and communication;

(3) Providing recommendations to set priorities and resolve conflicts;

(4) Directing training, review, testing and audit; and

(5) Directing activities to monitor overall readiness.

DRAFT

ALGONQUIN COLLEGE SUPPORTING PLANS AND PROGRAMS

Numerous plans and programs form an integral part of the Algonquin College BCP. They include:

a. **Departmental Business Continuity Plans.** The Departmental BCPs can be found on the SharePoint Drive. The Vice-President Finance and Administration will provide oversight to this repository.

b. **Algonquin College's Disaster and Recovery Plan.** The Algonquin College IT Department Business Impact Analysis Final Report can be found at Annex B:

c. **Vital Records Plan.** All organizations within Algonquin College need to maintain arrangements to ensure vital records protection.

d. **Algonquin College BCP Communication Plan.**

(1) **Internal Communications.** Keeping Algonquin College employees and stakeholders informed of Departmental BCP activities is essential to ensure employees are aware of Departmental strategies, plans and procedures to deal with a disruption.

(a) BCP information can be found on the Algonquin College's Risk Management site

www.algonquincollege.com/

(b) Classified information, such as the Algonquin College's Business Impact Analysis (BIA) and Threat-Risk Assessment (TRA) can be found on the SharePoint Drive

(2) **External Communications.** In the event of a significant disruption, the Executive Director of Advancement will be the official spokesperson. Details outlining the process can be found on Algonquin College's Crisis Communication Plan.

(3) **BCP Communications Strategy.** The detailed BCP Communications Strategy is available at Annex A.

DRAFT

e. **Algonquin College Physical Security Plans.**

Algonquin College maintains extensive physical security plans. Physical Resources is responsible for developing policies and plans to guide the management of safety and security of all its stakeholders within the college. Physical Resources is responsible for all aspects of security within Algonquin College. The Associate Director of Safety, Security & Emergency Management is responsible for the integration of all aspects of security. Information on Algonquin College's Physical Security Instructions can be found at:

http://algonquincollege.com/physical_resources/safety/

f. **Algonquin College Emergency Management Plans.**

Algonquin College maintains and regularly practice their emergency response plans. These plans have been prepared in accordance with best practices established by CSA standards for Emergency Management and Emergency Response and regulatory requirements such as the Occupational Health & Safety Act, Fire Code and Building Code.

g. **Algonquin College Safety Directives.**
The various safety directives can all be found at:

I. HS02: Emergency Response
II. HS03: Workplace Violence Prevention
III. HS05: Accident Reporting and Investigation
IV. HS06: Fire Safety and Emergency Evacuation
V. HS07: Emergency Campus Closing
VI. HS08: Fatal or Critical Injuries
VII. HS09: First Aid

h. **Algonquin College Pandemic Influenza (PI) Plan.**
The Algonquin College plan to assist in minimizing, mitigating or preventing the spread and impact of a PI in order to preserve operational capabilities and readiness, save lives, and reduce human suffering can be found in Annex D.

i. **Labour Disruption Plan.**
Contingency plans have been developed in the event of an academic or support function disruption. These plans are fluid due to the nature of the

DRAFT

event and are adjusted throughout the timeline of the disruption to ensure academic integrity. Due to the sensitivity and confidentiality of these plans, these plans are retained with Senior Leadership.

j. **Algonquin College Succession of Command and Alternate Location Plan.**

I. **Algonquin College Succession of Command.** In the temporary absence or incapacity of the President, the Board of Governor's would convene with President's Council to appointment a Successor to the President. The successor may exercise all of the President's powers, with the exception of matters that the President reserves for himself or herself.

II. **Alternate Location.** Procedural guidance on the designation of an alternate location during the inoperability of C Building will be outlined in the Accommodations Plan

ALGONQUIN COLLEGE BCP READINESS

BCP readiness includes continuous maintenance, change management, training employees and other persons, exercising, preparing lessons learned reports and updating plans when there is a change in personnel, process, technology or departmental structure. Algonquin College's BCP will be updated on an iterative basis to enable the College to anticipate new risks and develop measures to address these risks.

a. **BCP Document Revision Control.**

(1) BCPP documentation includes, but is no limited to:
- relevant Policies and Directives;
- Threat and Risk Assessments (TRA);
- Business Impact Analyses (BIA);
- Business Continuity Plans (BCP); and
- Pandemic Plans.

(2) BCPP documentation should be revised every time there is a change to the organization that has an impact on the BCPP. This includes, but is no limited to:
- organizational changes;
- changes to mandate or function;
- new accommodation;

DRAFT

- significant changes to existing accommodation;
- new IM/IT or communications equipment;
- significant changes to existing IM/IT or communication equipment; and
- personnel changes requiring amendments to contact lists.

(3) President's Council will refresh its BCP annually or as required.

(4) Deans and Directors will refresh their BCPs annually or as required.

(5) Current copies of all BCPP documentation shall be held in a Central BCPP Repository on a SharePoint Drive by the Vice President of Finance and Administration.

(6) Copies of all changes to any BCPP documentation shall be submitted to the Central BCPP Repository.

b. **Central BCPP Repository.** The Vice-President Finance and Administration.has established a Central BCPP Repository which holds copies of all current BCPs and BCPP documentation in a secure location in both hard and electronic formats.

c. **BCPP Documentation Updates.** Whenever BCP documentation is updated, either due to the annual refreshing or other changes necessitating amendments, the amended document with the annotated changes shall be submitted to the Vice-President of Finance and Administration within 30 days of publication.

d. **BCP Exercises.** Testing and validating the BCPs will be done on a regular basis, with an exercise conducted at a minimum every two years.

DRAFT

ANNEXES

ANNEX A – Algonquin College Response Plan

Appendix 1 – President's Council Contact List
Appendix 2 – Algonquin College's BCP Response Management Process
Appendix 3 – Algonquin College's BCP Communications Strategy
Appendix 4 – Algonquin College BCP Exercise Strategy
Sub-Appendix 4-1 –Exercise Scenarios

ANNEX B - INFORMATION TECHNOLOGY BUSINESS IMPACT ANALYSIS REPORT

ANNEX C - BUSINESS IMPACT ANALYSIS REPORT

ANNEX D - PANDEMIC PLAN

ANNEX E - Glossary

Annexes available for review upon request.

DRAFT