

Policy Name:	Business Continuity and Resilience Policy
Originating/Responsible Department:	Office of Risk Management
Approval Authority:	Senior Management Committee
Date of Original Policy:	February 2018
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Mandatory Revision Date:	March 2028
Contact:	Executive Director, Office of Risk Management

Policy Statement:

The Carleton University Business Continuity and Resilience Policy provides the structure and framework to ensure operational resiliency and the capacity for Carleton University to address business and service- related disruptions and impacts, in alignment with the International Organization for Standardizations (ISO) Standard 22301 and the National Fire Protection Association (NFPA) 1660 standard, as well as industry practices. These standards contribute to an effective program that utilizes proven processes, practices, and documentation to support the university.

Purpose:

The purpose of this policy is to maintain a Business Continuity and Resilience Program, consisting of various components to ensure the stability and recoverability of critical business functions during any incident that disrupts business operations. This policy guides the framework, roles and responsibilities, and requirements for business continuity activities and processes at Carleton University.

Scope:

This policy applies to all business functions and services of Carleton University and to all members involved in the delivery and maintenance of those functions and services.

Procedure:

Carleton University will ensure that the following requirements are met:

- Develop, implement, and maintain a comprehensive Business Continuity and Resilience Program aligned with ISO 22301 and NFPA 1660 standards.
- Establish, maintain, and communicate the Business Continuity and Resilience Framework and related program requirements to the Carleton community.
- Drive continuous improvement of the Business Continuity and Resilience Program to increase the capacity of the university to recover from business-related disruptions and to build upon organizational resilience.

- Establish a maintenance schedule, ensuring cyclical review and auditing of Departmental Business Continuity and Resilience Plans to ensure continuous improvement and compliance tracking.
- Conduct Business Impact Analyses and/or Capability Based Assessments on a routine basis with each department to ensure that financial, reputational, regulatory, and department mission impacts are considered and reflected within plans.
- Develop, implement, and maintain a training program that provides departmental EMCO teams with guidance on plan development and an opportunity to evaluate plans on a recurring basis.
- Promote an operationally resilient environment through regular communications with departmental EMCO teams, as well as through communications with the broader Carleton community.

Roles and Responsibilities:

Senior Leadership Team and Emergency Management Teams

Senior Leadership makes decisions that shape the priorities that support the Business Continuity and Resilience program. They also support the co-ordination of logistics and resources for the maintenance and recovery of critical functions.

Office of Risk Management, Emergency Management & Continuity of Operations (EMCO) Unit

EMCO is responsible for the overall program, including all aspects related to the development, implementation, and maintenance of all components of the program, including communicating with the departmental EMCO teams.

Departmental Units

Each departmental unit is responsible for identifying critical operations and critical facility requirements which must be protected in the case of an emergency or disruption. All departmental units shall develop and maintain a Business Continuity and Resilience Plan. Each plan is to be reviewed on an annual basis by departmental leadership. The plan is to be submitted to the Emergency Management and Continuity of Operations Office for recordkeeping and compliance tracking. Units may collaborate to develop one plan under a single department.

Departmental EMCO Teams

The Departmental EMCO Team Lead is responsible for:

- Attending the Carleton Emergency Operations Centre (CEOC) as required;
- Co-ordinating overall operational activities associated with the incident;
- Directing and participating in the creation of a response plan;
- Ensuring the safety of students, staff and responders;
- Initiating response and recovery activities as required;
- Maintaining a log of actions taken and decisions made; and
- Providing leadership and direction to the team.

The Departmental EMCO Coordinator is responsible for:

- Acting as the department/unit representative for all business continuity matters;
- Ensuring the Department/Unit BCRP invocation procedures are current;
- Ensuring ongoing maintenance of the BCRP in collaboration with EMCO;
- Facilitating exercises of the BCRP annually;
- Maintaining a departmental phone tree;
- Maintaining a log of actions taken and decisions made; and
- Liaising regularly with Carleton's EMCO Office.

The Departmental EMCO Team Administrator is responsible for:

- Acting as the team's financial representative;
- Ensuring all team members maintain a log of actions taken and decisions made;
- Ensuring logistics needs are met;
- Maintaining a log of actions taken and decisions made; and
- Performing clerical/record-keeping activities as required.

Community Members

All community members are expected to support business continuity and resilience efforts by providing support and information to business and operational units to ensure continued awareness of any potential disruption of services.

Contacts:

Executive Director, Office of Risk Management
Assistant Director, Emergency Management and Continuity of Operations

Related Policies:

Emergency Management Policy
Emergency Notification System Policy
Risk Management Policy
Approval and Delegation of Authority Policy
Signing Authorities Policy
Corporate Records and Archives Policy