Sample Business Continuity and Disaster Recovery Plan

*intended for Agency Executive Officers*

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**SAMPLE DISASTER RECOVERY AND BUSINESS CONTINUITY PLAN**

## Purpose

The purpose of the Business Continuity Plan (BCP) is to ensure the continuity of your agency’s essential activities in the event of an emergency. Though unforeseeable, an emergency situation is a potential risk. It is therefore essential that your agency take the necessary steps to prepare itself and to manage the consequences correctly.

The BCP is an action plan. It outlines the measures to take and the resources that are needed to maintain your organization’s essential activities, as well as minimize the risks of an emergency occurring. The BCP is also a reference tool. It contains the information that will be needed in the event of an emergency.

## Organizational Priorities

* Employee health and safety
* Coverage of our customer services
* Financial and liquidity management
* Data security and privacy of personal information

There are many possible scenarios where a BCP could apply. Situations in which operations might be partially compromised, or disrupted entirely, and staff access to the physical premises might not be possible for an estimated three (3) days or more.

The following elements are just a few examples of situations in which the BCP might apply:

* customer complaints;
* data theft, corrupted database, network failure, email server outage;
* broker fraud;
* absences : mass movement of agents to another agency, illness;
* request by the Public Health department or government authorities: pandemic, public health or hygiene situation, virus requiring quarantining;
* office access denied for any reason, for instance a major fire, building structural that compromises building integrity, damage resulting from a natural disaster, etc.;
* appeal by public/government: political situation, war, insurrection, storm, hurricane or any other disruption that restricts all movement.

An emergency committee (see appendix) is then activated. The head of the committee is appointed to give the final instructions. In an emergency, the emergency committee meets as necessary or at minimum once a day. To ensure real-time follow-up, or in a crisis, the preferred mode of communication is text messaging (texting). The second choice, for the transmission of information, would be electronic mail (email), videoconferencing and conference calls. For important decisions, a physical meeting is also preferred **as long as the situation allows without compromising safety**.

## Sample Action Plan

**Server data cannot be accessed**

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| --- | --- | --- | --- |
| **CATEGORIES** | **ACTIONS** | **POSITION RESPONSIBLE** | **COMMUNICATION/ACTIONS/**  **COMMENTS OR OTHER** |
| **PRELIMINARY ASSESSMENT AND DECISION TO ACTIVATE THE BCP** | Bring the BCP implementation team together to oversee the situation. | AEO |  |
| Determine what actions and tasks would normally be performed, and among these, identify those that are crucial and cannot be delayed, along with the material and human resources that are required to perform them (see *Elements of Business Continuity and Communications Management* document). | BCP  team leaders’ names |  |
| Find out from the head of IT or the service provider how long the data or servers are expected to be unavailable. | Team leaders’ names |  |
| **ACTIVATION OF BCP :** The BCP is activated when it is impossible to access the information systems due to a network failure, or the partial or total loss of the server content, for an extended period of hours, days, or even weeks before the data can be recovered. | Assign the actions and tasks that must be performed to different members of the team and, with them, set deadlines for their completion. | Team leaders’ names | Monitor progress. |

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| CATEGORIES | ACTIONS | TEAM LEADERS | COMMUNICATION/ACTIONS/ |
| **EMERGENCY COMMITTEE** | Track the evolution of the situation by monitoring the directives of the authorities.  Identify and perform the necessary actions for each stakeholder group:   * Employees * Brokers * Public | Team leaders’ names | * Identification, decision and daily performance of actions directed at **employees.** * Identification, decision and daily performance of actions directedat **brokers and the public**. |
| Create a table of strategic risks.  Oversee follow-up of the strategic risks table in connection with the situation. | Team leaders’ names | Update the strategic risks table regularly in accordance with the evolving situation. |
| Communicate daily or as necessary in order to maintain a common stance:   * APCIQ * OACIQ   Specific internal communications plan (key messages) to avoid contradictory messages. | Team leaders’ names | Reach final consensus and communicate to shareholders. |
| Supply a list of emergency contacts (management, suppliers, clients). | Team leaders’ names | * Production of list * Inform insurers, banks and maintain constant communication with service providers. |
| Transfer phone lines to cell phones or new extensions. | Service provider |  |
| Obtain authorization to retrieve documents, data and equipment. | IT or service provider personnel |  |
| Inventory damage and costs caused by the event | Finance |  |
| Follow up with insurance to report the event and the costs incurred. |  |  |

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| CATEGORIES | ACTIONS | TEAM LEADERS | COMMUNICATION/ACTIONS/ |
| **INFORMATION ASSETS** | Protection of personal information and data. | Team leaders’ names | Be sure to communicate regularly to all employees that it is important to be careful in a non-traditional working environment in order to protect any data or personal information that is accessible or visible. |
| **EMPLOYEES / PERSONNEL** | Communicate to keep employees informed on the situation. | Team leaders’ names | Issue daily/regular communications. |
| Train employees on the actions that must be taken. |  | Ensure that employees understand the situation so they are able to answer the stakeholders’ questions adequately. |
| **GRADUAL RETURN TO NORMAL** | When information systems are functional again, and the data have been recovered, the agency can:   * inform the brokers and employees of the return to normal; * inform the customers, as applicable, of the actions that were taken and the solutions and corrections that were applied; * terminate the BCP once everything is back to normal. | BCP committee |  |
| Convene a meeting of the BCP committee to debrief its response and determine whether modifications or corrections should be made. | BCP committee |  |
| **UPDATE THE BCP** | Update the BCP. | BCP committee |  |