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Business Continuity

User's Guide

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A Business Continuity Planning Guide

Providing a Framework for the Development and Maintenance
of a Business Continuity Plan for Your Business

Use in conjunction with
BellSouth Business Continuity Planner Application *

A Special Offering by BellSouth to our Business Customers

* BellSouth Business Continuity Planner application available through your BellSouth Account Executive

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INTRODUCTION

About This Guide

BellSouth created this guide to help you begin the process of developing a business continuity plan. The guide discusses how to identify the key business operations you'll need to protect, the possible threats to communications and where problems could occur. This guide focuses on developing an action-oriented plan and is not intended to encompass every aspect of protecting your corporate environment.

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This is a "one-size-fits-all" guide for businesses based upon the 4-step process found in the FEMA Emergency Management Guide for Business & Industry. More details on the process and the guide can be obtained from the FEMA Web site at www.fema.gov.

In conjunction with this guide, BellSouth has created a software tool to simplify documenting your plans. The software tool, equipped with security level access controls, allows you to organize and sort all data for your plan (multiple plans if needed), store critical personnel information and generate reports. It is recommended that you input the details of your plan into the software application after it has been approved by Senior Management to minimize rework.

Both this guide and the software tool are available through your BellSouth Account Team Representative.

What Is Business Continuity Planning?

Business continuity planning involves a step-by-step analysis of the impact that disasters and disruptions will have on your business operations through the identification of gaps in resources needed to respond, and obtaining the guidance to determine the best solution.

The corporate network has become a key competitive asset that allows companies to meet their business objectives, satisfy customers and pursue new business opportunities. Whether your company or organization is described as traditional brick and mortar, an e-business or a combination of both, the issues remain the same – operations and communications must be readily and continuously available to your customers, employees and vendors, and the impact can be devastating in terms of lost revenue, lost customers and lost business opportunities. That's why many companies are taking measures to protect their critical communications resources.

Business continuity is not a “product”. Each business continuity plan is unique because it is devised specifically for a business or organization, based on a long list of needs and desires in a time of disruption. It is a true, solutions-oriented approach to business protection. The end result is an executable plan that details how to fortify corporate networks and what to do in the event of a disruption.

What Is the Value of Business Continuity Planning?

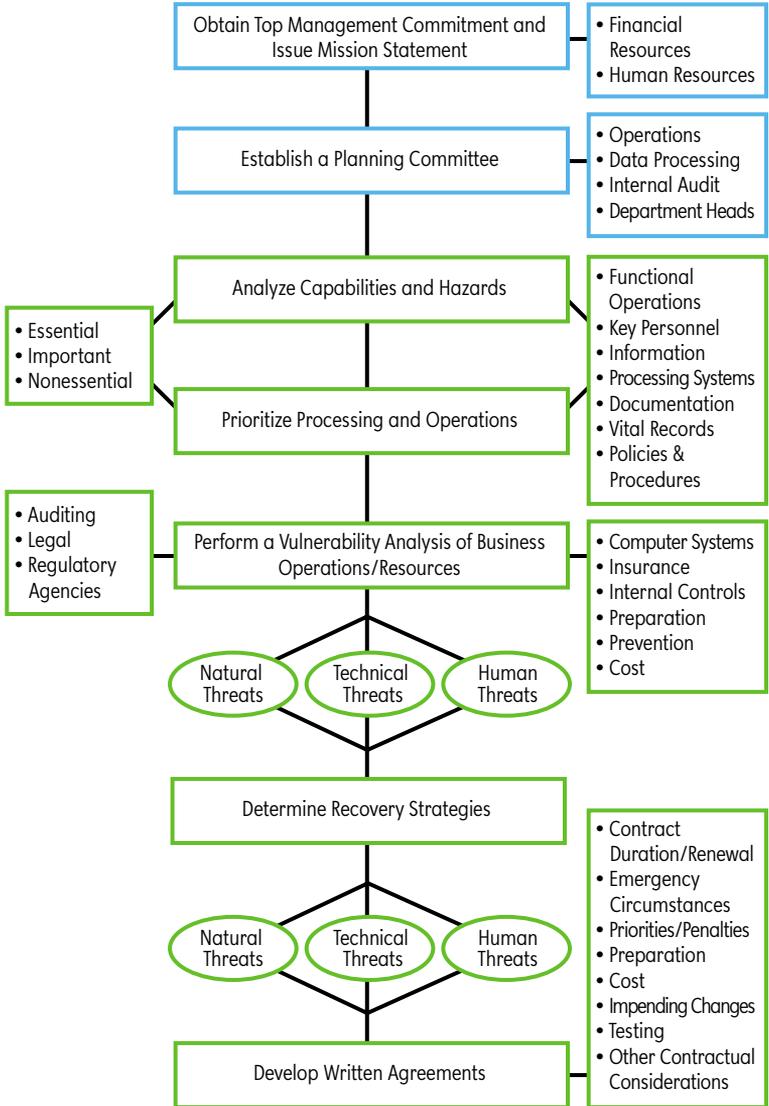
Investment in business continuity planning is not an option but a necessity. Disaster/disruption preparedness is more important than ever before to maintain critical operations that increasingly include secure operations in the e-business infrastructure. It is important to consider that proper planning, provisioning and prevention spending justifies the multiple dimensions of savings achieved during recovery and restoration efforts.

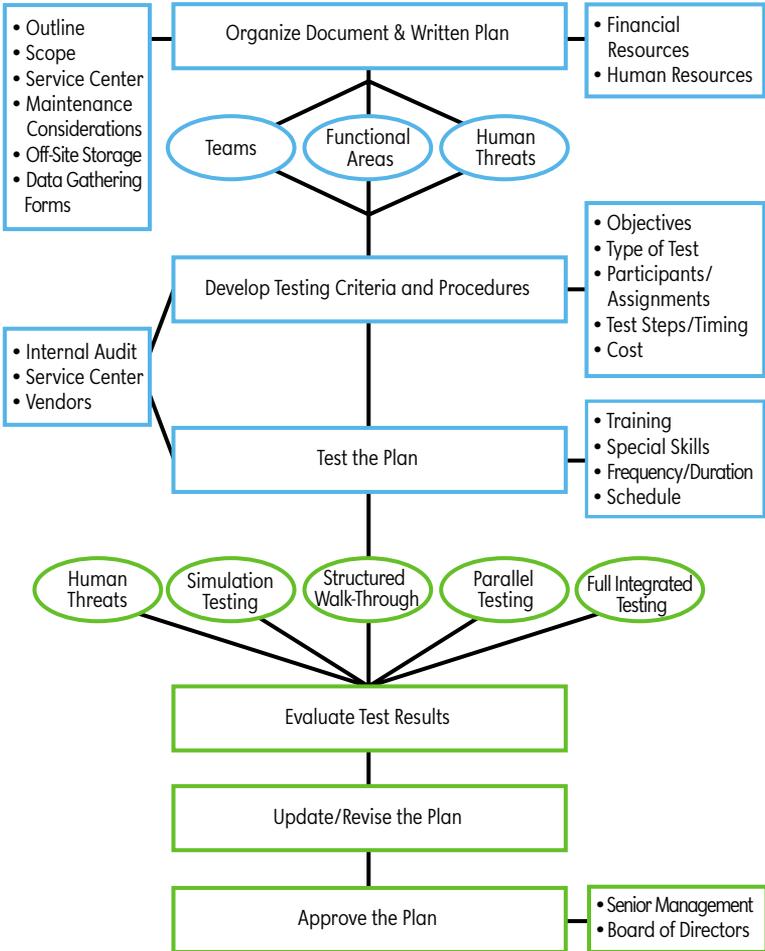
- It improves a company’s positioning in ensuring recovery from financial and operational losses, regulatory fines, and damage to assets and business reputation.
- It can eliminate or minimize losses such as expected sales revenues, customer base (market share) due to customer service/satisfaction and competitor PR, and new customer acquisition (and associated sales revenue) due to competitor PR.
- It can be used to protect critical elements of your network.
- It provides a competitive advantage that can be used as a marketing tool to secure customer confidence, leading to increased sales performance and revenue.
- It reduces exposure to liability and enables a company to achieve expense control. Businesses usually purchase business insurance to cover losses that might be attributable to many types of incidents, but those premiums can be costly. Business continuity planning is one variable that a business might use to control those costs. Proper business continuity planning can help limit an insurance company’s risk and therefore could be used to negotiate better rates on business insurance.
- It facilitates compliance with government regulations.

STEP 1

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STEP 2





THE 4-STEP PROCESS

Step 1: Establish a Planning Team

Identify the individual or group in charge of developing the emergency management plan. The size of the planning team will depend on your business's operations, requirements and resources. Determine who can be an active member and who can serve in an advisory capacity. These members must be appointed in writing by upper management, and their job descriptions should be modified to reflect this additional responsibility.

The Chief Executive Officer needs to issue a mission statement to the organization that:

- Defines the purpose of the plan and how it will involve the entire business
- Establishes a high priority for the project
- Details the authority and structure of the team
- Empowers the team to take the steps necessary to develop a plan

Establish a work schedule, planning deliverables/deadlines and budget parameters.

Step 2: Analyze Capabilities and Hazards

This step entails conducting a vulnerability analysis to determine your business's vulnerability to possible hazards/emergencies/disruptions. FEMA provides an excellent tool to rate the probability and potential impact of each. This Vulnerability Analysis Chart can be found in the appendix of this guide.

Review internal plans and policies that have been established by your business. Understand what the current policies and procedures are, and identify those that lack a process to handle business disruptions.

Look for documents related, but not limited, to:

- Evacuation plans
- Fire protection plans
- Safety and health programs
- Environmental policies
- Security procedures
- Insurance programs
- Plant closing policies
- Employee manuals
- Hazardous materials plans, etc.

Meet with government agencies, community organizations and your local utility commissions to determine their disaster recovery plans and resources available to respond.

Identify applicable federal, state and local codes and regulations, such as:

- Occupational safety and health regulations
- Fire codes
- Seismic safety codes
- Environmental regulations

Identify the critical products, services and operations within your business and network.

Areas to review:

- Company products/services and the facilities and equipment needed to produce them
- Products/services provided by suppliers, especially sole source vendors
- Lifeline services, such as electrical power, water, sewer, gas, telecommunications, data transmission facilities and transportation
- Vital operations, equipment and personnel for the continued functioning of the facility

Identify your business's internal resources and capabilities that may be needed in the event of an emergency or business disruption. These could include:

- Personnel assigned as a fire brigade, hazardous materials response team, security, evacuation team, and public information officer
- Equipment used in fire protection and suppression, communication devices, first aid supplies, warning systems, emergency power and decontamination supplies
- Facilities designated as emergency operating centers, media briefing areas, shelters and first-aid stations
- Back-up systems available to provide payroll, communications, production, customer services, shipping and receiving, information processing and recovery support

Identify challenges and prioritize activities, then determine how you will address the problem areas and resource shortfalls that were identified in the vulnerability analysis.

Identify external resources that may be needed, and determine if formal agreements may be required to define a relationship with these resources.

- Local emergency management office
- Fire department
- Hazardous materials response organization
- Hospitals
- Local and state police
- Utilities
- Contractors/suppliers
- Insurance carrier

Do an insurance review of all policies and identify cost/benefits of coverage.

Step 3: Develop the Plan

Your plan should include these basic components.

An Executive Summary that provides an overview to senior management and all employees.

- Purpose of the plan
- Emergency management policy of your business and each organization if different

- Roles, responsibilities and authorization for select group of employees
- Potential emergencies
- Location of Response and Recovery Site

Emergency Management elements

define how your company or organization will deal with operational issues. These elements serve as a foundation for the development of procedures necessary to protect personnel and equipment, and speed operational recovery.

- Leadership and administration of Emergency Management Team
- Communications
- Life safety
- Property protection
- Community outreach
- Recovery
- Administration

Emergency response procedures

address how your business will respond to emergencies and the responsibilities that need to be addressed immediately in the event of a disaster. Specific procedures can be developed for specific

potential emergencies. At a minimum, discuss in the procedures:

- Assessing the disruptive situation
- Preferred method of protecting employees, customers, vendors and business partners, equipment, information and records, etc.
- How to report emergencies
- How to warn employees
- The Evacuation plan
- Preferred method of shutting down operations
- How internal and external communications must be handled
- Specific actions of specialized groups of employees
 - Executive Committee
 - Business Continuity Coordinator and Emergency Management Team Leader(s)
 - Emergency Management Team Members, Alternate Team Members and Leaders

Support documents should be included for immediate reference as needed. Documents such as

- Emergency Contact Information Table
- Building/facility/site maps identifying floor plans, exits, stairways, designated escape routes, restricted areas, utility shutoffs, fire extinguishers and suppression systems, water hydrants, etc.
- Resource needed for emergencies
- Mutual aid/support agreements with other businesses and government organizations

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Write the plan. This activity should be shared among the cross-functional members of this team. Establish goals and a timeline/schedule preliminary drafts, review, final draft, printing and distribution.

Develop, schedule and conduct training on the business's new plan. This is critical to the success of all your planning efforts.

Gain final approval for the plan from senior management.

Distribute the plan in both electronic and printed form. The final distribution list should include the Chief Executive Officer, all other officers of the company, senior management, Emergency Management Team members, alternate members and emergency management supporting personnel.

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Step 4: Implement the Plan

This step is more than simply exercising the plan during an emergency or business disruption; it means acting on recommendations made during the vulnerability analysis, integrating the plan into company operations, training employees and evaluating the plan.

Conduct training for all employees at periodic intervals. The training should include review of the procedures for the business and the individual employee, technical training in equipment, evacuation drills and full scale exercises.

After implementation, test how well the plan has been integrated by asking questions of senior management and determining whether needed operational/physical changes have been performed.

DOCUMENTING YOUR PLAN

Congratulations!

All the data you have collected in this 4-step process can now be stored electronically using the BellSouth Business Continuity Planner software tool. Enter your details via templates specifically formatted in language and terms associated with business continuity planning. An application training section on the CD will guide you through the process. *It is recommended that you input the details of your plan into the software application only after it has been approved by Senior Management to minimize rework.*

To activate your copy of the BellSouth Business Continuity Planner software, you must register on our website www.bellsouth.com/business/continuity and complete the required information fields. A unique registration code will be automatically forwarded to you via e-mail. This registration number, along with your exact e-mail address, should be entered when prompted by the software. (Please Note: the software may reboot as many as three times before installation is complete)

Should you have questions or require assistance with this guide or the software tool, please do not hesitate to contact your BellSouth account representative.

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