

ISED 2021

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Best Practices applied for Continuity and Resilience *“What went smooth”*





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Working History in the domain of Business Continuity Management

- Arthur Andersen / Ernst & Young
- Landsbanki Luxembourg S.A.
- ebrc
- PayPal (Europe) S.à r.l.
- Proximus Luxembourg

My Clusil & Proximus Lux Activities

Clusil WG BCMS (www.clusil.lu)

- Leader since 2018
- Meeting normally once a month (before crisis)
- Discussion topics on the past
 - Discuss together our general understanding of BCM, mainly of the ISO norms 22301 and 22313
 - How to write Disaster Recovery Plans (DRP) and Business Continuity Plans (BCP)
 - How to organise DRP and BCP tests
 - How to carry out a Business Impact Analysis
 - Presentation of a BCM tool for efficient managing the BCMS
 - Exchange experiences and lessons learned
 - Etc.

Proximus Luxembourg (www.proximus.lu)

- Responsible for BCMS of Proximus Luxembourg



Agenda

- Requirements for a good BCMS
- Pandemia Period: What went smooth and Why
 - Before
 - During
 - The time After
- Conclusion



Abbreviations

List of Abbreviations

- BC – Business Continuity
- BCI – Business Continuity Institute
- BCMS – Business Continuity Management System
- BCP – Business Continuity Plan
- BSI – Bundesamt für Sicherheit in der Informationstechnik
- Clusil – Club de la Sécurité de l'Information Luxembourg
- CM – Crisis Management
- DR – Disaster Recovery
- DRP – Disaster Recovery Plan
- ISO – International Organization for Standardization



Requirements for a good BCMS

Implementing a BCMS by following the recommendations of e.g. ISO22301 standard, BSI Standard 100-4 or BCI lowers the potential negative impact of a the crisis event.

Some key elements of the structure of an effective BCMS:

- Management Commitment exists
- Roles, responsibilities and authorities within the company are defined
- Resources available to operate the BCMS
- Means are in place to (among others)
 - Realise a Risk Assessment
 - Realise a Business Impact Analysis
 - Define the BC strategy
 - Setup a resilient infrastructure
 - Create BCP, DRP and Pandemic plan
 - Carry out BC, DR tests and awareness trainings
- Evaluation and continual improvement is possible

Pandemia Period: What went smooth and Why

What helped companies to limit the impact of this pandemic crisis?

Before the confinement

- Existence of a Pandemic Plan and BCP
- Technical means for remote working already in place
- People are trained and followed regularly awareness trainings
- Early reaction on world wide spreading of Covid-19
 - Internal workshops discussing how to deal with it and what has to be put in place to follow the instructions of the government
 - Testing of the remote working infrastructure
 - Separation of critical teams/functions
 - Early crisis communications to all employees to inform about the latest developments



Pandemia Period: What went smooth and Why

What helped companies to limit the impact of this pandemic crisis?

Begin and during the confinement

- Separation of teams (group A and B)
- Putting in place all hygiene measures as instructed by the government
- Adapt and improve the measurements, which were put in place at the beginning
- Keep following the governmental instructions
- Keep informing employees
- Prepare the exit strategy
 - How to allow people to come back to the office
 - Decide which measures should stay/can be removed
 - Identify the possibilities for allowing more home office in future
 - etc.



Pandemia Period: What went smooth and Why

What should be done for smooth transition to Back-to-Normal?

The time after the confinement

- Realise the exist strategy, but stay flexible
- Continue to follow the governmental instructions
- Still keep informing the employees
- Lessons learned and improve what went wrong or good

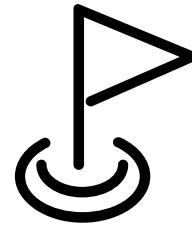


Conclusion

Good experiences because of

- Flexible and mature BCMS in place adapted to companies needs
- Good crisis management and crisis communication
- Employees are trained and aware about what has to be done in case of an event





/ THANK YOU! _