Business Continuity Management Program

Communications Plan

*Project ID: FSEP / E&Y BCM Audit Response*

Prepared by: Jill Frater, Steve Goldfarb

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<th>Project ID:</th>
<th>EY/BCP/DR Audit Response</th>
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<tr>
<td>Version:</td>
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# Document Revision History

This section describes the changes that have been made to this document following its initial development.

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<td>1/20/2016</td>
<td>1.00</td>
<td>Initial Draft</td>
<td>Jill Frater</td>
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<td>Steve Goldfarb</td>
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<td>Jill Frater</td>
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<td>Steve Goldfarb</td>
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# Project Change Summary

This section describes the changes that have been made to this project following its initial acceptance by the stakeholders and approval for implementation.

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1. INTRODUCTION

1.1 Purpose

The purpose of the Communication Plan is to document how planned and periodic communications will be managed between all of the Business Continuity Management Project stakeholders throughout its project life cycle. This plan outlines communication goals, the responsibilities of all stakeholders in maintaining good communication practices, the main communication mediums available, and frequency of communications.

This plan also covers scheduled communications, responses to unsolicited requests for information, the frequency of the scheduled communications, and the responsible person(s) for providing the information. The Communication Plan will be used to provide guidance to the Business Continuity Management Project.

1.2 Scope

The Communication Plan identifies the procedures used to manage communication for the Business Continuity Management Project. The plan focuses on formal communication elements. Other communication channels exist on informal levels and enhance those discussed within this plan. This plan is not intended to limit, but to enhance communication practices. Open, ongoing communication between stakeholders is critical to the success of the Business Continuity Management Project.

1.3 Goals

1.3.1 The goal of this Communications Plan is to ensure that all stakeholders maintain awareness of their responsibilities for maintaining timely and effective communications relative to the development, maintenance, training, and testing of BC/DR plans and other program deliverables, and to ensure BCP executives are kept informed of plan progress.

1.3.2 This plan strives to identify key communication activities including deadlines, communication mediums, content, frequency, target audiences, and responsible parties.

1.4 Document Maintenance

This document will be reviewed annually and updated as needed, as the project proceeds through each phase of the Business Continuity Management Project life cycle.

This document contains a revision history log. When changes occur, the document’s revision history log will reflect an updated version number as well as the date, the owner making the change, and change description will be recorded in the revision history log of the document.
2. **KEY STAKEHOLDERS**

This section describes the roles and responsibilities of the Business Continuity Management stakeholders with regard to the Communication Plan. Listed below are the key stakeholders:

- Crisis Management Team
- BCM Steering Committee
- Executive business sponsor (Dave Wright)
- Program Administrator (FSEP)
- School/Department Coordinator (Team Planner)
- Program owner (Team Leader)
- IT Disaster Recovery Program Coordinator (School/Dept. IT Admin)
- USC Medical Enterprise Program Coordinator (Robert Vance)
- USC Medical Enterprise Program Owner (Paul Craig)
- USC Central ITS CIO (Doug Shook)

2.1 **Roles and Communication Responsibilities**

**Crisis Management Team**
- The team will communicate and provide direction through the Executive Business Sponsor. At times the committee members will have direct communication with the key stakeholders for quick responses to inquiries and through meetings.

**BCM Steering Committee**
- The BCM Steering Committee is a working team of knowledgeable representatives from across the university focused on ensuring schools and departments have appropriate plans in place, and it will meet on a quarterly basis to review plans and testing.
- The BCP will provide recommendations about communications and serve as a liaison between the Program Administrators and Crisis Management Team.

**Executive Business Sponsor**
- Communicate BCM expectations and accountabilities relating to plan development, maintenance, training and testing of Business Continuity and Disaster Recovery plans.

**Program Administrator**
- Ensure the executive business sponsor is kept informed of the status of planning and other program components.
- Communicate the need to perform plan maintenance, training, and exercise to the recovery team planners and team leaders.
- Provide regular training to ensure that all stakeholders are aware of the BCM program and their responsibilities. See training policy document for details.
- Provide informational content for steering committee and crisis management team meetings.
- Stay apprised of and communicate BCM industry trends and best practices.

**IT Disaster Recovery Program Coordinator**
- Coordinate with the Program Administrator and central Information Technology Services to ensure compliance with plan updates and testing.
- Communicate any issues relating to the recoverability of IT systems that do not align with business needs.
School/Department Team Leader/Owner
- Communicate with the recovery team planner and recovery team members to ensure program compliance, expectations and accountabilities for business continuity and disaster recovery deliverables, including Business Impact Analyses, plan development and maintenance, testing and training.
- Ensure executive level support by communicating with key staff, faculty, staff and researchers to ensure cooperation and collaborations with all aspects of the business continuity management program.

School/Department Team Planner/Coordinator
- Communicate with recovery teams and the team leader to ensure key deadlines are met. Other communications will include the scheduling of meetings, training and exercises.
- Communicate plan development, maintenance and status to the recovery leader, program administrator, and other internal stakeholders.
- Ensure recovery team members are aware of their roles and responsibilities and that staff and faculty members are aware of the business continuity plan.

USC Medical Enterprise Team Planner/Coordinator
- Communicate with recovery teams and team leader to ensure key deadlines are met and scheduling of meetings, training and exercises.
- Communicate plan development, maintenance and status to the recovery leader, program administrator, and other key internal stakeholders.
- Ensure recovery team members and key staff are aware of the business continuity plan and their roles and responsibilities.

USC Medical Enterprise Team Leader/Owner
- Communicate with the recovery team planner and recovery team members to ensure program compliance, expectations and accountabilities for business continuity and disaster recovery deliverables, including Business Impact Analyses, plan development and maintenance, testing and training.
- Ensure executive level support by communicating with key staff, faculty, staff and researchers to ensure cooperation and collaborations with all aspects of the business continuity management program.

USC Central ITS CIO
- Communicate with recovery team planners, leaders, and recovery team members to ensure program compliance, expectations and accountabilities for business continuity/disaster recovery plans.
- Communicate with the decentralized school/department IT administrators relative to IT Disaster Recovery inquiries and guidelines.
- Serve as a subject matter expert to approve or recommend IT disaster recovery strategies that meet university standards.
- Ensure executive level support by communicating with key staff, faculty, staff and researchers to ensure cooperation and collaborations with all aspects of the business continuity management program.
- Communicate with schools and departments the information gathering and review protocols for reviewing third party vendors.
3. COMMUNICATION PROCESS

3.1 Informal
Informal communications consist of e-mail, conversations, or phone calls and serve to supplement and enhance formal communications. Due to the varied types and ad-hoc nature of informal communications, they are not discussed in this plan.

3.2 Formal
The Business Continuity Management Project will engage in various types of formal communication. The general types and their purposes are described below.

3.2.1 Status Meetings
There are five basic types of status meetings for the Business Continuity Management Project:
- Status meetings internal to the Business Continuity Management Project administrators to discuss assignments, activities, and to share information;
- Status meetings and reports between the BCM program administrators and the IT disaster recovery program coordinators;
- Steering Committee meetings and reports with the executive business sponsor and program administrators to review progress, risks, and issues;
- Crisis Management Team meetings and reports with the executive business sponsor and program administrators to review progress, risks, and issues;
- Status meetings and reports between the program administrators and program owners/coordinators.

3.2.2 Status Reports
A variety of status reports will be produced during the project. The status reports will be produced on regular intervals to stakeholders with information on the status and progress of the Business Continuity Management program deliverables. At a minimum the reports will contain:
- Project status on major activities
- Project schedule
- Status of issues and risks
- Status of action items, if applicable.
- Future or planned activities

The intent of the status reports is to inform stakeholders of the project’s progress and keep them actively involved in the project. The information provided will contain enough detail to allow stakeholders to make informed decisions and maintain oversight of the project.

3.2.3 Training and Awareness
A separate training and testing policy and plan document references how stakeholders will be made aware of BCP/DR plans including updates. Reference document for details.
4. COMMUNICATION MANAGEMENT

4.1 Communication Distribution Channels

Various methods will be used to distribute information and communicate with stakeholders. The primary method to distribute information will be through the university email system. Whenever possible, to expedite the dissemination of information, documents will be distributed via email.

Teleconferencing or Web Conferencing will be used to the maximum extent possible to communicate to stakeholders in remote locations. This will help to reduce the amount of travel required and provide for an effective method of communication.

Whatever method is used to distribute information or communicate, the proper precautions and procedures will be followed to ensure safe and protected delivery of information. Any confidential information must be sent through the proper procedures as established by the appropriate policies.

4.2 Communication Frequencies

- Weekly – One occurrence each week
- Bi-Weekly – One occurrence every other week
- Monthly – One occurrence each month
- Bi-Monthly – One occurrence every other month
- Quarterly – One occurrence every three months
- Semi-Annually – One occurrence every six months
- Annually – One occurrence each year

5. ANNUAL SEQUENCE OF EVENTS

5.1 Annual DR/BC Policy Memo – From the Senior Vice President of Administration and Provost (September after Drop-and-Add ends). This high-level announcement will kick off the annual plan update and testing process and mandate that all schools and departments participate and support the effort. Cc ASVPs, AVPs and Deans.

5.2 BCM Expectations & Accountabilities - From the Executive Business Sponsor to School/Department Coordinators, Program Owners, IT Disaster Recovery Program Coordinators, USC Medical Enterprise Program Coordinator, USC Medical Enterprise Program Owner, and Central ITS CIO.

5.3 The need to perform plan maintenance, training, and exercising - From the program administrator to the School/Department Coordinators, Program Owners, IT Disaster Recovery Program Coordinators, USC Medical Enterprise Program Coordinator, USC Medical Enterprise Program Owner, and Central ITS CIO.

5.4 Compliance Reinforcement - From the School/ Department Program Owner, IT DR Program Owner, Medical Enterprise Program Owner and Central ITS CIO.

5.5 Request for Updates, Deadline reminders, Meetings, Training and Exercises – From School/Department Program Owner, IT DR Program Owner, Medical Enterprise Program Owner, and Central ITS CIO to School/Department Coordinators, IT Disaster Recovery Program Coordinators, Medical Enterprise Program Coordinator.
5.6 **Plan Status** from School/Department Coordinators, IT Disaster Recovery Program Coordinators, USC Medical Enterprise Program Coordinator to Program Administrator, School/Department Program Owner, IT DR Program Owner, Medical Enterprise Program Owner, Central ITS CIO.

5.7 **Program and Communication Recommendations** as needed from the Steering Committee to Program Administrators and Crisis Management Team

5.8 **Progress Scorecard** quarterly from the Program Administrator to the Executive Business Sponsor and Steering Committee.

5.9 **Program Administrator Status Meeting** monthly to discuss status, resource assignments, and any issues.

5.10 **Crisis Management Team Meeting** semi-annually to provide progress status update on the BCM program, deliverables, compliance, and any issues/escalation needs.

5.11 **Steering Committee Meeting** to be held quarterly to discuss program status, accomplishments, issues, and concerns.

5.12 **Escalations** as needed will be promptly reported to the Steering Committee and SVP Administration, if necessary.

5.13 **Status Updates** will be reported to the Executive Business Sponsor by the Program Administrator on a monthly basis.

5.14 **Training Workshops** will be communicated on a quarterly basis to the School/Department Coordinators, IT Disaster Recovery Program Coordinators, and USC Medical Enterprise Program Coordinator.

5.15 **Compliance Reinforcement** will be communicated annually by the School/Department Program Owner, IT DR Program Owner, Medical Enterprise Program Owner, and Central ITS CIO to the school/department/IT coordinators to ensure compliance.
A. **Communication Schedule**

The following chart and timeline describes the planned communications that the Business Continuity Management program administrators is responsible for or participate in. Other impromptu meetings occur as needed to resolve issues or problems that arise within the department and with stakeholders.

<table>
<thead>
<tr>
<th>Type of Information</th>
<th>Prepared By/ Chaired By</th>
<th>Distribution List/ Participants</th>
<th>Purpose of Communication</th>
<th>Frequency</th>
<th>Transmittal Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC/DR Policy</td>
<td>SVP Administration and Provost</td>
<td>All staff and faculty</td>
<td>To advise of university policy and requirements of disaster recovery and business continuity planning</td>
<td>Annually</td>
<td>Electronic memo via email</td>
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<tr>
<td>Progress Scorecard</td>
<td>Program Administrator</td>
<td>Executive Business Sponsor, Steering Committee</td>
<td>Document and monitor key tasks, milestones and assigned resources</td>
<td>Quarterly</td>
<td>Email and face-to-face at the quarterly meeting.</td>
</tr>
<tr>
<td>Program Administrator Status Meeting</td>
<td>Program Administrator</td>
<td>Program Administrators</td>
<td>Clarify goals and objectives, individual roles and responsibilities, and project status.</td>
<td>Monthly</td>
<td>Face-to-face meeting</td>
</tr>
<tr>
<td>Crisis Management Team Meeting</td>
<td>SVP Administration</td>
<td>Crisis Management Team, program administrator</td>
<td>Provide informational content, including progress status, accomplishments, milestones, risks and issues.</td>
<td>Semi-annually</td>
<td>Face-to-face meeting</td>
</tr>
<tr>
<td>Steering Committee Meeting</td>
<td>Executive Business Sponsor</td>
<td>Steering Committee, Program Administrators</td>
<td>Discuss program status, accomplishments, issues, and concerns.</td>
<td>Quarterly</td>
<td>Face-to-face meeting</td>
</tr>
<tr>
<td>Type of Information</td>
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<tr>
<td>BCM expectations &amp; accountabilities relating to BC/DR plan development, maintenance, training and testing.</td>
<td>Executive Business Sponsor</td>
<td>-School/Department Coordinators -Program Owners -IT Disaster Recovery Program Coordinators -USC Medical Enterprise Program Coordinator -USC Medical Enterprise Program Owner -USC Central ITS CIO</td>
<td>Ensure compliance with BC/DR policy and cooperation with BCM program administrators.</td>
<td>Annually</td>
<td>Electronic memo via email</td>
</tr>
<tr>
<td>Escalations</td>
<td>Crisis Management Team, Steering Committee</td>
<td>As applicable, any of the following: -School/Department Coordinators -Program Owners -IT Disaster Recovery Program Coordinators -USC Medical Enterprise Program Coordinator -USC Medical Enterprise Program Owner -USC Central ITS CIO</td>
<td>Resolve conflicts or expedite a process that is not resolved at a lower level.</td>
<td>As Needed</td>
<td>Email</td>
</tr>
<tr>
<td>Program and Communication Recommendations</td>
<td>Steering Committee</td>
<td>-Program Administrators -Crisis Management Team</td>
<td>Provide recommendations about communications and serve as a liaison between the Program Administrators and Crisis Management Team.</td>
<td>As Needed</td>
<td>Email, Meetings</td>
</tr>
<tr>
<td>Status Updates</td>
<td>Program Administrators</td>
<td>Executive Business Sponsor</td>
<td>Keep informed of program status and any issues.</td>
<td>Monthly</td>
<td>Scorecard via email</td>
</tr>
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<td>Type of Information</td>
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<td>Frequency</td>
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<td>The need to perform plan maintenance, training, and exercising</td>
<td>Program Administrator</td>
<td>-School/Department Coordinators -Program Owners -IT Disaster Recovery Program Coordinators -USC Medical Enterprise Program Coordinator -USC Medical Enterprise Program Owner -USC Central ITS CIO</td>
<td>Reinforce compliance with university policy and offer assistance/support.</td>
<td>Annually</td>
<td>Email</td>
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<tr>
<td>Training Workshops</td>
<td>Program Administrator</td>
<td>-School/Department Coordinators -IT Disaster Recovery Program Coordinators -USC Medical Enterprise Program Coordinator</td>
<td>Ensure that all program coordinators understand the BCM program and their responsibilities. Transfer the knowledge about BC/DR and instruct on how to successfully update plans and BIA’s, conduct training sessions, and conduct exercises.</td>
<td>Quarterly</td>
<td>Face-to-face, via webinar, and job aids via email.</td>
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<td>Compliance reinforcement</td>
<td>-School/Department Program Owner -IT DR Program Owner -Medical Enterprise Program Owner -USC Central ITS CIO</td>
<td>-School/Department Coordinators -IT Disaster Recovery Program Coordinators -USC Medical Enterprise Program Coordinator</td>
<td>Ensure program compliance, expectations and accountabilities for business continuity and disaster recovery deliverables, including Business Impact Analyses, plan development and maintenance, testing and training.</td>
<td>Annually</td>
<td>Email</td>
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<td>Type of Information</td>
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</tr>
<tr>
<td>Request for Updates, Deadline reminders, Meetings, Training and Exercises</td>
<td>School/ Department Program Owner -IT DR Program Owner -Medical Enterprise Program Owner -USC Central ITS CIO</td>
<td>-School/Department Coordinators -IT Disaster Recovery Program Coordinators -USC Medical Enterprise Program Coordinator</td>
<td>Ensure that key deadlines and recovery team cooperation is met. Recovery team members are aware of their roles and responsibilities and that staff and faculty members are aware of the business continuity plan.</td>
<td>Annually and as needed</td>
<td>Email and via face-to-face meetings</td>
</tr>
<tr>
<td>Plan Status</td>
<td>-School/ Department Coordinators -IT Disaster Recovery Program Coordinators -USC Medical Enterprise Program Coordinator</td>
<td>-Program Administrator -School/ Department Program Owner -IT DR Program Owner -Medical Enterprise Program Owner -USC Central ITS CIO</td>
<td>Communicate plan development, maintenance and status.</td>
<td>Annually and as needed</td>
<td>Email</td>
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