TABLE TOP TESTING
– CASE STUDIES AND BEST PRACTICES –

January 19, 2011

For Audio, please dial (323) 417-4600, access code 311-979-060
or listen through your computer speakers
Table Top Testing
- Case Studies & Best Practices -

 Speakers:

• Adam Quilty
  – Testing Manager – Agility Recovery

• Ben Pritchard
  – Testing Consultant – Agility Recovery

• Rick Retzman, CISSP, CBRM
  – Information Security Officer / Business Continuity Manager – Oregon Secretary of State

This Webinar is being recorded.
A link to the recording and the presentation slides will be provided.
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Agenda

1. Testing Case Study #1: Oregon Secretary of State
2. Testing Case Study #2: Private Canadian Insurance Firm
3. Common Misconceptions
4. Why Table Tops Work
5. What to Test
6. Suggested Approaches
7. Learning from the Results
8. Best Practices Summary
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Introducing:

- Rick Retzman, CISSP, CBRM
  – Information Security Officer / Business Continuity Manager – Oregon Secretary of State
How do you approach your table-top test program?

• Conduct FOUR Annual Table-Top Tests

• Each test addresses a separate section of the plan, separate unit of the S.O.S. and their respective critical processes

• Comprehensive Review of Master Plan once per year
Who participates in your table top test program?

• Crisis Management Team always present

• Some other State Agency Partners can be involved

• Specific unit’s management team can be present, but not physically involved
Describe your Table-top process in general?

• Prepare specific scenarios and walk through the existing plan
  • Goals:
    1. Educate management team(s)
    2. Explore ways to “Enhance, Improve, Expand”
    3. Force teams to resolve issues before they occur

• Try to make it fun & realistic using historic events (Newscasts)

• Not a Pass/Fail scenario
## Sample Agenda:

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Time</th>
<th>Event/Activities</th>
</tr>
</thead>
</table>
| 10:00 – 10:05 |                                     | Welcome  
Exercise Agenda                                   |
| 10:05 – 10:55 |                                     | Orientation  
Exercise Overview & Training  
Plan Orientation                                     |
| 10:55 – 11:00 | 6:00 am November 1, 2010            | Scenario Severe Winter Storm                          |
| 11:00 – 11:20 | 11:00 am November 1, 2010           | Tabletop  
Problem 1 (15-20 Minutes)                            |
| 11:20 – 11:40 | 3:37 pm on November 1, 2010         | Problem 2 (15-20 Minutes)                             |
| 11:40 – Noon | 7:00 am on November 2, 2010         | Problem 3 (15-20 Minutes)                             |
| Noon – 12:20 | 10:00 am on November 2, 2010        | Tabletop  
Problem 4 (15-20 Minutes)                            |
| 12:40 – 1:00 | 10:30 am on November 2, 2010        | Problem 5 (15-20 Minutes)                             |
| 1:00 – 1:20  | 10:00 am on November 8, 2010        | Problem 6 (15-20 Minutes)                             |
| 1:20 – 1:30  |                                     | Debrief  
Debriefing  
Identification, clarification and assignment of action items, Lessons Learned  
Next Steps with Counties                               |
| 1:30 – 1:40  |                                     |                                                       |
| 1:40–1:45    |                                     |                                                       |
| 1:45         |                                     | Adjourn  
-Thank you                                           |
**What are your recommendations for a successful test?**

- Work to coax your team into meaningful discussions
- Push team towards generating SOLUTIONS, not fixing the problem
- Make it fun, realistic. Use Historic Events/Newscasts.
- Not a Pass/Fail scenario
- Schedule the exercise ahead of time, but do not release the scenario
- Use existing solutions in place to facilitate authenticity
  - Ex: Emergency Alert Notification System
- Keep it simple, keep it small. Grow your program methodically.
- Respect the time of those attending with realistic agenda
How do you conclude the test and report the results?

• Have one or more scribes attend to gather notes on changes/updates to plan, as well as “gotcha” scenarios

• Provide Summary following the exercise to those involved so they can “Educate Down” to their respective teams/departments
Lessons Learned from your program?

• Bottom line is “Does your plan work for YOU?”
• Test against the “worst-case” scenario
• Goal is to ensure that the team is confident with the tools/plans in place
• Commit to assessing your plan if there are any changes to your organization’s:
  • PEOPLE
  • PROCESSES
  • TECHNOLOGY
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Introducing:

- Ben Pritchard
  – Testing Consultant – Agility Recovery

Agility Recovery
Private Canadian Insurance Firm – Table-Top Exercise

Background:
• Small, 20-employee Privately held Insurance Firm
• Based in Ontario, Canada

What is their approach to Table-Top Exercises?

• First test in November 2009
• Started with a scenario of TOTAL loss due to FIRE
  • Elaborate simulation including smoke machines!
• Plan to conduct annual exercises in the future
• Planning a trip to Agility Operations Facility in Toronto for connectivity & hardware restoration test
Who was involved and how?

• Only 3 people had prior notice (CEO, CFO, IT Manager)

• Remaining employees arrived for work finding the scenario underway

• All employees were involved in the test from beginning to end
What were some goals of the test?

• Assess level of preparedness and establish BASE point for future tests

• Highlight awareness of roles & responsibilities amongst each member of the team
  • Familiar with the plan?
  • Know what specific role/responsibility is?
What was the outcome?

• A baseline of performance was established to benchmark future exercises

• A report was generated by the IT Manager and shared company-wide

• Action items were assigned to each employee for improvement
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Introducing:

• Adam Quilty
  – Testing Manager – Agility Recovery

Agility Recovery
Why perform tests/exercises?

• Regulatory requirements

• Stakeholder and community demand

• Confidence in plan, peace of mind

• Reduce recovery time - practice makes perfect

• Train employees on their recovery role

• Identify opportunities for plan improvement
Common Misconceptions

• High cost

• Technical

• Shut down production environment

• All or nothing scope

• Failure means writing a new plan

• Other projects take priority
Who Participates?

**Moderator** - prepare, schedule, conduct, challenge

**Scribe** - observe, record, timeline

**Crisis Management Team** - participate

**Other Employees** - receive communications

**Senior Management** - support, review

**Third Parties** - participate/receive communications
Tips for Effectiveness

• Remove controlling players

• If details missing, don’t just make them up

• Initial scenario can be compounded, think through repercussions internal & external

• Stick to timeline and subject matter

• Challenge assumptions

• Act where possible, talk where not

• Analyze results/lessons and the exercise itself
Choosing a Scenario

• Base upon reality and challenge, not plan

• Involve all participants where possible

• Define date/time, cause, discovery, large-scale implications, status of resources

• Plan complementary roadblock events

• Could affect facilities, hardware, software, employees, and/or supply chain (rotate)

• Ex. Pandemic, regional weather event, failed supply chain, crime scene
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>Exercise begins with introduction of rules by moderator</td>
</tr>
<tr>
<td>9:15</td>
<td>Scenario is introduced to group, activity begins</td>
</tr>
<tr>
<td>9:45</td>
<td>Group reconvenes, discuss initial activities and findings</td>
</tr>
<tr>
<td>10:15</td>
<td>Scenario continues, roadblock event may be added</td>
</tr>
<tr>
<td>10:45</td>
<td>Group reconvenes, discuss new activities and findings</td>
</tr>
<tr>
<td>11:15</td>
<td>Break, can adjust based on timeline so far</td>
</tr>
<tr>
<td>11:30</td>
<td>Scenario continues, roadblock event may be added</td>
</tr>
<tr>
<td>12:00</td>
<td>Group reconvenes, discuss new activities and findings</td>
</tr>
<tr>
<td>12:30</td>
<td>Break for lunch, can adjust based on timeline so far</td>
</tr>
<tr>
<td>1:30</td>
<td>Group reconvenes, review findings and complete survey</td>
</tr>
<tr>
<td>1 week</td>
<td>Conduct follow-up meeting to discuss survey results</td>
</tr>
</tbody>
</table>
QUESTIONS?

Upcoming Agility Webinars:

- **February 16** – Analyzing Critical Business Functions
- **March 16** – Disaster Recovery Best Practices & Lessons Learned
- **April 13** – Leading With Resiliency During a Disaster
- **May 18** – Assessing Risks & Threats

For More Information: [www.agilityrecovery.com](http://www.agilityrecovery.com)

A Recording of this Webinar will be available approximately 6 hours following the conclusion of today’s webinar. A link to the archived presentation will be emailed to both those who attended and those who registered, but unable to attend.
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