EDUCATION CONTINUITY PLAN
(ECP) TEMPLATE

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Education Continuity Plan (ECP) - Template

How to use this template:

This template is intended to be used in conjunction with the Education Continuity Planning Framework. The information you will need to complete each section is contained in the continuity options you developed and the decisions that you documented during Steps 1 through 6 of the initial continuity planning process, particularly during the impact analysis and continuity options analysis stages.

The major steps for development of your ECP are:

- identify your essential critical functions and activities,
- prioritize your essential critical activities,
- assess your current capability,
- develop your continuity response options,
- document your strategic, operational and supporting plans, and
- develop and document your continuity maintenance plan.

The section headings are suggestions, based on standard best practice plan components. The italicized details are provided as examples and samples.

Each school division should tailor this template to meet their specific organization, operating environment and governance structure.

How much detail required in this plan is dependent on the schools division's operating procedures. A best practice is for the plan to have sufficient detail for a team member with in-depth knowledge of the essential critical activities but a limited knowledge of the Continuity Plan, to be able to pick the plan up and protect or recover the activities they find themselves responsible for.

Division / Department / School Name: _____

Continuity Coordinator / Planner: _____

Date: _____

Classification: Confidential

Distribution:

Recipient/s	Date	Comments

ECP history and version control:

Document number	Date	Change outline	Instructions

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Introduction and Overview

1. Education Continuity Plan (ECP) Objectives

   Education continuity management includes the processes, procedures, decisions and activities to ensure that (<u>insert division / school</u>) can continue to function throughout disruptive events such as an emergency, a disaster or a crisis. The EC program includes an ongoing process of risk assessment and management. While the likelihood of a business disruption or disaster occurring is uncertain, we intend to have the capability to continue to provide essential critical education services.

   We are particularly committed to ensuring that we have the capabilities to ensure:

   - *staff and student safety well-being,*

   - *that we can continue our essential critical activities in the event of a disruption,*

   - *that we have sufficient capacity to sustain our essential critical activities, and*

   - *that we can demonstrate and constantly improve our education continuity capability.*

2. ECP Scope

   This education continuity plan (ECP) is based on recovery objectives that were developed through an impact assessment process. It is designed to provide a coordinated and practiced response to enhance our efforts in controlling the impacts of disruptions and continue to conduct our essential critical activities.

   The plan also details the processes and principles for dealing with a number of key issues, such as employee and student support, key supplier agreements, internal and external communications.

   The ECP is not a step-by-step set of actions that must be rigidly followed. It is intended as a coordinated and practiced guide, designed to assist management and leaders in the response to disruptive events and situations.

   While the plan assigns roles, it does not replace or suspend day-to-day responsibilities and authorities. During recovery and resumption operations, decisions must be made by executive management, based on the nature of the event and in the best interests of our staff, students and partners.

   Division Directors, Superintendents, Managers and Coordinators need to be conversant with the overall structure and design of the plan. They are responsible for assessing the impacts of the disruption and they must maintain an awareness of the situation so that they can take the actions necessary to control the situation and enhance the recovery efforts of their team.

   This ECP details:

   - *roles, responsibilities and authorities during disruptive events,*

   - *plans and procedures for responses to a disruption at the strategic executive management level, the operational department level and the tactical branch level,*

- *plans and procedures to ensure support and communication to staff, students and partners during the response and recovery process,*

- *responsibilities for the recovery of each essential critical activity, and*

- *key personnel, vital records and resources required to ensure the continuation of essential critical activities.*

There are management activities that, while they influence and support education continuity, are considered to be outside the scope of the responsibility assigned to the continuity planning and coordination team. These activities include:

Note: The scope of responsibilities should be determined during Step #6, paragraph 3.3 of the Framework.

- *crisis communications plans,*

- *emergency response plans,*

- *financial management policies,*

- *human resource policies,*

- *information and records management policy and procedures,*

- *occupational health and safety programs, and*

- *security procedures and plans.*

Strategic Procedures

3. Executive and Management level responsibilities include:

    a. *Designation of continuity plan ownership and delegation of authorities.*

    b. *Approval of disruptive event escalation procedures.*

    c. *Disaster declaration and plan activation.*

    d. *Approval of infrastructure and facility replacements required as a result of a disruption.*

    e. *Approval of contracts and agreements that are outside the continuity plan requirements.*

    f. *Risk control options that involve the changing, suspending or terminating an essential critical activity.*

4. Definition of disruptive events. *(examples based on the Government of Saskatchewan Emergency Planning Act)*

    a. *Emergency – a present or imminent occurrence which has resulted in or may result in serious harm to the safety, health or welfare of people or in significant damage to property.*

b. *Disaster – an emergency that has caused widespread and serious harm to the safety, health or welfare of people; or widespread damage to property or the environment.*

c. *Crisis - a situation or event that, in the extreme, appears to overwhelm or has the potential to overwhelm existing resources.*

5. Recovery Time Objectives (RTO) describes the established maximum allowable down time of each essential critical activity or function. The example below provides a common ranking system:

a. *High - Priority 1 Activities: Essential activities that must be available and functioning immediately or the impact will definitely result in the loss of life, infrastructure destruction, loss of confidence and / or significant loss of regulatory compliance capability. These activities normally require continuation within 24 hours of interruption.*

b. *Medium - Priority 2 Activities: Essential activities that must be available and functioning within 72 hours or the impact will likely result in loss of life, infrastructure destruction, loss of confidence and / or significant loss of loss of regulatory compliance capability.*

c. *Low - Priority 3 Activities: Essential activities that must be resumed within 2 weeks or the impact could result in considerable loss, further damage and / or loss of regulatory compliance capability.*

Note: Insert the recovery time objectives that were recommended and approved by executive during Step 3 of the Framework.

6. Emergency Management Plan.

a. *Insert the scope and objectives from your division / school emergency plan.*

b. *Insert who the designated emergency manager is and what the emergency reporting procedures are.*

c. *Describe the emergency management plan relationship with the continuity plan response and escalation procedures.*

Note: Refer to the information you reviewed during Step 1 of the Framework.

7. Accountability, Roles, Responsibilities and Authority. (Suggestions)

a. *Directors and Deputy Directors:*

- *approval of essential and critical activity designation,*

- *approval of essential and critical activity priority order of recovery,*

- *approval of strategic continuity responses,*

- *approval of risk management control activities,*

- *Crisis Team / Division internal and external communications,*

- *disaster declaration and plan invocation, and*

- *lead, direct and coordinate the response to an event.*

b. *Continuity Coordination Team / Planner - responsible to the Director / Deputy Director for:*

- *continuity plan development and implementation,*

- *continuity plan maintenance, and*

- *coordination of event responses.*

c. *Superintendent / Manager or Coordinator - responsible to the Director for:*

- *development and maintenance of department tactical continuity plans,*
- *activation of department response team, and*
- *direction and coordination of department response.*

d. *Department Continuity Teams – responsible to department Superintendent / Manager for:*

- *development and maintenance of business unit tactical continuity plans,*
- *protection of critical activity capabilities and resources,*
- *activation of continuity team, and*
- *recovery of assigned critical activities.*

8. Direction, Control and Coordination.

   a. Event management system and process including escalation:

   - *the terms Emergency, Disaster and Crisis, as described in the opening definition page should be used to describe an event that affects your capabilities,*
   - *describe your event information gathering and impact assessment process,*
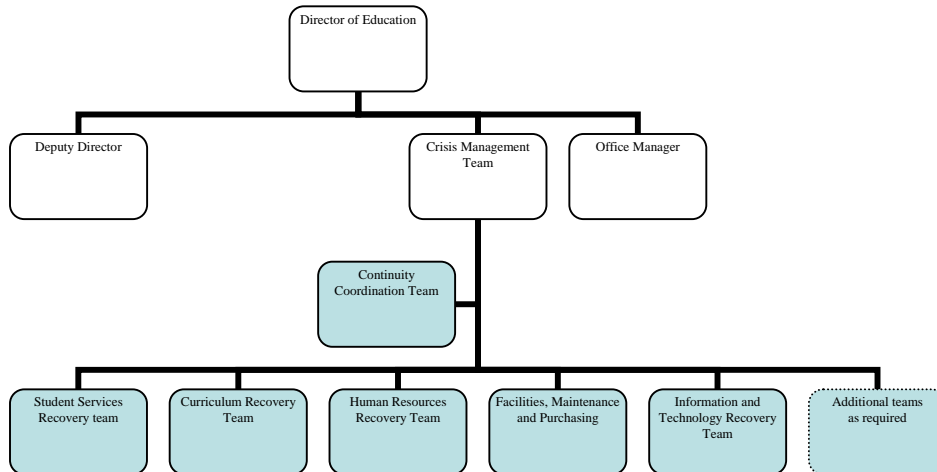   - *describe your escalation and communication process.*

   b. Disaster declaration processes:

   - *describe the authority and responsibility for declaring a disaster and ECP activation.*

Note: refer to the process developed at Step 8, paragraph 4.7, of the Framework.

c. Continuity management organization

- *describe the organization and reporting streams for the Division Continuity Coordination Team, the Crisis Management team and each department recovery team;*

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                          │   Director of   │
                          │    Education    │
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  │ Deputy Director│      │ Crisis Management │      │  Office Manager │
  │               │      │       Team        │      │                 │
  └───────────────┘      └─────────┬─────────┘      └─────────────────┘
                          ┌─────────┴─────────┐
                          │    Continuity     │
                          │ Coordination Team │
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| Student Services Recovery team | Curriculum Recovery Team | Human Resources Recovery Team | Facilities, Maintenance and Purchasing | Information and Technology Recovery Team | Additional teams as required |

Note: Refer to the process and organization developed at Step 8, paragraph 4.7 of the Framework

9. Succession plan.

   a. *Ensure the continuity of team leadership by establishing and communicating a clear primary and alternate team leader succession process.*

   b. *Identify the Crisis Team Leader and alternate leader by position; avoid personal names at this point in the plan. Names, phone numbers, and addresses will be set out in the Team contact lists.*

   c. *Identify each department / Function recovery team leader and their alternate. Again avoid the use of individual's names.*

Continuity Team	Team Leader	Alternate Team Leader
Crisis Management Team	*Director of Education*	*Deputy Director*
Continuity Coordination Team	*Superintendent, Business Administration*	*General Manager, Information Services*
Human Resources Continuity Team	*Superintendent, Human Resources*	*Manager, Pay and Benefits*
Facilities Continuity Team	*Manager, Facilities*	*Supervisor, North Facilities*
Include each division / department continuity team	*Identify a team leader for each team*	*Identify an alternate team leader for each team*

10. Communications and Warnings.

   a. The designated spokesperson is (insert position and name)

   b. The designated alternate spokespersons are (insert position and name/s)

   c. (Insert Title / Position / Department) is responsible for the development of internal and external core messages.

   d. Department Team leaders are authorized to communicate directly with (insert audience – employees, suppliers, service providers, media representatives)

   Note: Refer to the process developed at Step 8, paragraph 4.9, of the Framework.

Operational Procedures

11. Disruption assessment.

   a. Describe the responsibilities for the immediate and continuing assessment of the impacts on essential felt by the event impacts.

   Note: Tasks are based on the responsibilities identified during the options analysis conducted during the Framework Step 6 and ownership tasks developed in Appendix D, Column E.

   At a minimum the disruption assessment needs to consider the capability and status of:

   - *people – staff, managers, specialist skills,*

   - *equipment – workstations, telephones, photocopiers, fax machines, filing cabinets,*

   - *technology (hardware and software) – computers, laptops, printers, servers, routers, management systems, office suite, specialty software,*

   - *vital records (paper or electronic) – contracts, personnel records, health records, databases, management system files / applications, programs applications, and*

   - *workspace and facilities – offices, classrooms, environment controls, security.*

   b. Describe the process for the immediate and continuing assessment of the event impacts.

      Options include:

   - *Direct from the site of the disruption / point of impact to the Crisis Team*

   - *Direct from the site of the disruption / point of impact to the Continuity Team*

   - *From the site of the disruption / point of impact to the Team leader responsible for the critical activity affected.*

12. Continuity plan activation

   a. Determine if the disruption is consistent with the events and risks considered during the development of the ECP.

- *If YES – continue with the activation of the disruption assessment and recovery team activations.*

- *If NO – determine the nature of the disruption and tailor your continuity response based on approved contingency or extraordinary circumstance continuity response plan/s.*

b. Priority Order of Recovery.

Insert the table developed and documented at Step #9, paragraph 4.11, of the Framework.

Priority H, M, L	Essential Critical Activity	RTO (time)	Responsible Team
High	*Describe essential activity*	*0-2 hrs*	*Insert the applicable activity owner*
		2-8 hrs	
Medium			

c. Declaring a disaster

Insert the table developed and documented at Step #9, paragraph 4.12, of the Framework.

	Activity	Responsibility	Action
	Complete initial assessment of impact (High, Medium, Low)	*Employee at the point*	*Report assessment to Department / Team Leader*
	Complete detailed assessment of impact on department critical activities (H, M, L)	*Department / Team Leader*	*Report assessment to Crisis Team (emergency, disaster, crisis)*
	Complete detailed assessment of impact on Division critical activities	*Crisis Team*	*Declare – disaster / crisis Activate Continuity Plan Notify Continuity Teams*
	Recovery / Continuity Team activated	*Department / Team Leader*	*Notify Team members*
	Operations Center activation		
	Equipment contract invocation		
	Insert a row for each activation activity		

13. Continuity teams.

Describe the essential critical activities and priority order of recovery that each department / branch is responsible for.

Department and team structure should coincide with the chart at paragraph 8.c. Essential critical activities and recovery time objectives should coincide with the information presented at paragraph 12.a.

a. Continuity Coordination Team

Priority H, M, L	Essential Critical Activity	Essential Activity Enabling Process	RTO (time)
High	Describe essential activity. Refer to Appendix B, column A	Describe essential activity. Refer to Appendix B, column B	Appendix B, column I
			2-8 hrs
Medium			

b. Information Systems Team

Priority H, M, L	Essential Critical Activity	Essential Activity Enabling Process	RTO (time)
High	Describe essential activity. Refer to Appendix B, column A	Describe essential activity. Refer to Appendix B, column B	Appendix B, column I
			2-8 hrs
Medium			

c. create a table for each Team

Priority H, M, L	Essential Critical Activity	Essential Activity Enabling Process	RTO (time)
High	Describe essential activity. Refer to Appendix B, column A	Describe essential activity. Refer to Appendix B, column B	Appendix B, column I
			2-8 hrs
Medium			

Supporting Procedures

14. Facilities

a. In the event of a disruption and activation of the Continuity Plan there will be an urgent requirement for alternate work locations.

- (Insert department) is responsible for acquiring and coordinating the occupation of alternate work facilities.

- (Insert department) is responsibility for inspections and damage assessment.

- (Insert department) is responsibility for coordinating the cleanup and repairs to damaged facilities and work areas.

b. *Designated primary and secondary alternate work locations are:*

Continuity Team	Primary Alternate Work Location	Secondary Alternate Work Location	Facility Provider / Landlord
Crisis Management Team	*Inset address*	*Insert address*	*Insert details*
Continuity Coordination Team	*Inset address*	*Insert address*	*Insert details*
Finance Team	*Inset address*	*Insert address*	*Insert details*
Insert a row for each team identified in paragraph 4.4			

Insert the details developed and documented at Step #9, paragraph 4.14, of the Framework.

c. *The (insert appropriate department) Team is responsible for coordinating alternate site configuration and connectivity. Each Continuity Team is to ensure that their alternate site requirements are correctly detailed in Annex B.*

Complete the development of ECP Template Annex B started at Step #9, paragraph 4.14, of the Framework.

15. Financial Management

a. *In the event of a disruption and activation of the Continuity Plan there will be urgent purchases and expenses. The (insert appropriate department) Team is responsible for:*

- *advising the Continuity Team on legal and insurance issues related to the recovery process,*

- *activating alternate methods for processing staff pay,*

- *activating alternate accounts receivable processes - invoicing and collection,*

- *activating alternate accounts payable processes - service provider payment,*

- *communicating and coordinating with insurance company and adjustor/s,*

- *accessing and coordinating the transfer of emergency funds,*

- *documenting and reconciling continuity expenditures (example: purchases, hours worked, etc.)*

b. Project # *(insert financial management system identifier) is established as the cost centre for the assignment of commitments related to a* **"Declared Disaster".** *Allowable commitments and encumbrances include:*

- *information technology equipment lease and / or rental,*

- *recovery travel and meal expenses,*

- *alternate work space rental or lease,*

- *vehicle rentals,*

- *local purchase of office supplies and equipment.*

c. *Commitments that exceed existing signing and commitment authorities must be submitted to the Crisis Management Team and / or the Continuity Coordination team for consideration and approval.*

d. *The (insert branch / department) is responsible for establishing and maintaining disruption service contracts and service level agreements with vendors.*

Refer to the procedures developed and documented at Step #9, paragraph 4.15, of the Framework.

16. Human Resource Management

a. *In the event of a disruption and activation of the Continuity Plan there will be urgent human resource related activities. The (insert appropriate department) Team is responsible for monitoring risks related to employee well-being and position staffing.*

b. *The (insert department) Team is responsible for establishing the location and well-being of staff not accounted for immediately following a disaster and /or an evacuation.*

c. *The (insert department) team maintains a staff information database that contains vital personal contact information (home address, emergency contacts and telephone numbers)*

d. *The (insert department) Team will provide guidance and direction on all matters regarding labour standards, employee benefits and pay related issues such as over-time, call-ins. The recording and tracking of employee hours is a (insert department) Team essential task.*

e. *In the event of a "Declared Disaster" our policy with regards to time off is (insert reference or details).Communications with employees will be maintained through their respective team calling trees as well as an employee telephone hot-line and our website.*

f. *The (insert department) Team will coordinate initial and ongoing employee crisis and family support through group benefits and assistance program service providers.*

g. *The alternate procedures for employees to apply for this support are;*

- *contact (insert name) at (insert number)or*

- *access website form and submit to (insert name and address)*

17. Information and Technology Systems

   a. *In the event of a disruption and activation of the Continuity Plan there will be an urgent need to access information systems, programs, applications and vital records. The (insert appropriate department) is responsible for maintaining and recovering the computing and data systems.*

   b. *The Priority Order of Recovery for systems and applications is:*

Priority H, M, L	Critical System / Application	RTO (time)	Supported Team
High	*Describe essential activity*	*0-2 hrs*	*Insert the applicable activity owner*
		2-8 hrs	
Medium			

   c. *(Insert department) Team is responsibility for re-establishing the internal and external website within (insert RTO) and the internal website within (insert RTO).*

   d. *The (insert appropriate department) Team is responsible for the restoration and recovery of the server environments and information systems. Each Continuity Team is to ensure that their IT requirements are correctly detailed in Annex C.*

   e. *The detailed list of critical alternate computing requirements is contained in Annex C.*

   f. *The (insert department) Team is responsible for acquiring and restoring vital telephone equipment. A detailed list of team requirements is contained in Annex D.*

18. Vital Equipment

   a. *In the event of a disruption and activation of the Continuity Plan there will be an urgent requirement for vital equipment and supplies. The (insert appropriate department) is responsible for the procurement of these items of equipment and office supplies.*

   b. *The (insert) Team is responsible for:*

   - *establishing service level agreements and memorandums of understanding for the short notice delivery of equipment and supplies,*

   - *the invocation / activation of service agreements with vendors and suppliers, and*

   - *contacting suppliers and couriers to control (cancel/ redirect) shipping and receiving*

Best Practice

- Develop a consolidated Vital Equipment list and insert it as an annex to the ECP. An example is provided at Annex D.

Continuity Team	Desks / Chairs	Phone / s Fax	Locking Cabinet	Printer	Specialized Equipment	Specialized Supplies
HR Team	1 of each	1 of each	yes	1 - laser	1 Blackberry	Medical claims forms
					Digital camera with USB cable and batteries	Insurance claims forms
					AM / FM radio	
					digital projector	

Refer to the procedures developed and documented at Step #9, paragraph 4.18, of the Framework.

19. Vital Records

a. *In the event of a disruption and activation of the Continuity Plan there will be an urgent need to access and use electronic and paper based vital records. These records contain the information necessary to continue operations without delay under abnormal conditions, to recreate our legal and financial status and to preserve the rights and obligations of the Division, its employees and students.*

b. *(Insert department) Team is responsibility for identifying, classifying and recording the vital records that are fundamental to the functioning of the Division and its ability to govern in the event of a disruption.*

c. *(Insert department) Team is responsible for the protection, storage and recovery of electronic vital records.*

d. *(Insert department) Team is responsible for the protection, storage and recovery of paper vital records.*

Refer to the procedures developed and documented at Step #9, paragraph 4.19, of the Framework.

Maintenance and Testing Procedures

Our business environments are dynamic and constantly subject to changes in people, process, risk and goals.Maintenance of the ECP must involve the interaction of a wide range of managerial and operational roles from both a business and technical perspectives. The objective of the maintenance program is to ensure that the plan is current, fit-for purpose and known.

The continuity maintenance plan has three components:

- *Review the plan – audit and evaluation of procedures, capabilities and documentation.*

- *Exercise the plan – team and team member rehearsals, practises and testing of systems (technology) to demonstrate competence and capability.*

- *Resolve gaps and conflicts - corrective action to address identified deficiencies and initiate revisions to program plans.*

20. Maintenance Responsibilities

a. *The ECP will be maintained by (insert position). Revisions and amendments can be made to the plan at any time.*

b. *The (insert position) and department team leaders will continually monitor the existing continuity plan and response solutions to access suitability, paying particular attention to changes in administrative structures, changes within team structures, education delivery responsibilities and capabilities.*

c. *Changes to the continuity plan structure, organization objectives and team responsibilities will require the approval of the (insert position/s).*

21. Activity schedule and triggers

a. *The ECP and department team plans will be reviewed on annual basis, by team leaders.*

b. *An annual audit of the ECP and selected team plans will be conducted by (insert position). The schedule is attached at Annex E.*

c. *Documentation and plan reviews are mandatory when:*

- *there is significant change to the leadership or administration structure,*
- *there is significant change to education delivery commitments,*
- *there is a significant change in a risk exposure*
- *there is a significant change in process, location or technology*
- *there has been an emergency or disaster.*

22. Plan Exercise and Testing

a. *Scope:*

- *continuity leaders and team members will maintain levels of awareness and competency required to achieve recovery tasks and meet essential activity recovery objectives within designed timeframes,*
- *to attain this level of competency, team responsibilities, processes and continuity response options will need to be practiced and tested annually by all teams.*

b. *Exercises will be conducted as:*

- *tabletops*
- *walk-thoughts*
- *simulations*
- *technology tests*
- *full operational disruption exercises*

c. *Exercise objectives will include:*

- *to evaluate our current continuity capability,*
- *to identify areas for improvement,*
- *to provide information and instil confidence in exercise participants,*

- *to develop team work,*
- *to raise awareness of Education Continuity throughout the organization, and*
- *to validate the effectiveness and timeliness of planned continuity plans and procedures.*

d. Responsibilities

- *the (insert position) is responsible for designing, scheduling and facilitating exercises and tests.*

- *team leaders should conduct team practice sessions to maintain familiarity with the plan and facilitate regular reviews of procedures and documentation, with the results submitted to the (insert position) for executive review.*

23. Exercise activity schedule and triggers

a. Exercises, practice sessions and technology tests will be conducted during the (insert month) and / or (insert month) timeframes. The schedule is attached at Annex E.

b. An annual unannounced exercise of selected team plans will be conducted by (insert position).

c. Exercises and practice sessions are mandatory when:

- *there is significant change to the leadership,*
- *there is significant change to essential activity responsibilities,*
- *there is a significant change in a risk exposure,*
- *there is a significant change in process, location or technology*
- *there has been an emergency or disaster.*

24. Lessons learned

a. Lessons learned, observed plan discrepancies and identified gaps will be documented by (insert position) and distributed to teams for their information and appropriate resolution.

b. Records of results will retained to establish a history of these activities for long term reference and comparative analysis of results from session to session.

c. Team Leaders are responsible for resolving gaps identified within their sphere of responsibilities and influence. The (insert position) will monitor gap resolutions and recovery plan adjustments on an ongoing basis. The lessons learned and gap resolutions will be reviewed with team leaders prior to the next scheduled exercise.

d. Solutions or plan adjustments that may result in a change in responsibilities, a change in capabilities or that involve a significant financial commitment will be submitted to executive for review and approval.

ECP Annex

Annex A – Team Contact Information

Team	Team Member	Work #	Cel-phone #	Work email	Home #	Home email	Alternate #
Crisis management Leader Alternate Leader Member Member	*name*	*777-7777*	*222-2222*		*333-3333*		
Continuity Team Leader Alternate Leader							
Facilities Team Leader Alternate Leader							
HR Team Leader Alternate Leader							
insert details for each team							

Annex B – Alternate Work Locations

Continuity Team	Workstations	Offices	Meeting Rooms	IT and Telephone Connections	Special Requirements	Location
HR Team	2	1	1 small	yes - preinstalled	available in 2 hours	Primary - High School
						Secondary - High School
Finance Team	4	1	no	yes - preinstalled	available in 12 hours co-locate with Crisis Team	Primary - Crisis Team location
insert details for each team						

Annex C – Vital Information Technology and Records

Note:
Application
Name:

- Productivity apps (e.g., E-mail)
- Collaboration apps (e.g., file/document sharing/repositories, Intranet apps, messaging)
- Legacy/ERP apps (e.g., payroll, student admin, etc.)
- Network/System Admin apps (e.g., network backup, device monitoring)

Network
Protocol:

- Web (HTTP)
- IP,   Telnet

Continuity Team	Computer	Printer	Application Name	Network Protocol	Location of Application Host	Application Accessed From	Vital Records Description	Vital Records Location
HR Team	1	1 - laser	HR/Payroll	Web	Central Server Centre	HR alternate locations, Home offices	personal information, payroll information	electronic - host backup paper -
Finance Team								
insert details for each team								

Annex D – Vital Equipment

Continuity Team	Desks / Chairs	Phone / s Fax	Locking Cabinet	Printer	Specialized Equipment	Specialized Supplies
HR Team	1 of each	1 of each	yes	1 - laser	1 Blackberry	Medical claims forms
					Digital camera with USB cable and batteries	Insurance claims forms
					AM / FM radio	
					digital projector	
Finance Team	2 of each	1 - phone set	yes - shared	1 - shared		
insert details for each team						

Annex E – Maintenance and Exercise Plan

Activity	Objective	Participants	Leader	Date
1				
2				
3				
4				
5				
6				
7				
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10				
11				
12				
13				
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15				