

UNIVERSITY OF MICHIGAN-FLINT UNIT CONTINUITY OF OPERATIONS PLAN

PURPOSE

This University of Michigan-Flint (UM-Flint) Unit Continuity of Operations Planning template is meant to guide the development of contingency plans to support the continuation of mission critical operations during a major campus disruption or disaster. All units are expected to prepare and maintain an up-to-date continuity plan, covering the critical functions, staffing, supplies, contract services, communications, travel and contingency planning. Depending upon the degree of complexity and criticality, some units will be expected to develop additional unit specific written procedures to ensure continuity of those specific critical operations during a disruption.

WHAT IS CONTINUITY OF OPERATIONS PLANNING?

Continuity of operations planning is the process of identifying mission critical operations within an organization or individual units, understanding the interdependencies between departments, the vulnerabilities to those operations, prioritizing and ensuring the continuation of mission critical operations during or following a major disruption or disaster.

The outcome of the planning process is a continuity of operations plan (COOP) with varying level of detail, depending upon the complexity and criticality of the specific operation(s) for which the plan is being written. Units are responsible for developing their own continuity plans and ensuring supporting protocols/procedures are in place, where appropriate.

At UM-Flint, Executive Officers (EOs) require units directly reporting to them to complete unit specific continuity plans. Each EO will work with their units to prioritize specific critical operations and identify the few that “rise to the top” within their respective EO area(s). The EOs and the continuity planning team members will further review the list of high priority operations and identify the top 5-6 priorities for UM-Flint that will help guide our campus continuity planning and recovery actions during a time of major disruption and limited resources.

This continuity planning template will assist in the process to help a department, unit or institution to navigate through a major disruption in which they are unable to operate under normal conditions, i.e. limited/loss of space or venue, limited staffing, limited supplies, utility infrastructure, lack of IT and communication services/support.

WHAT ASSUMPTIONS SHOULD BE CONSIDERED WHEN COMPLETING MY UNIT’S COOP TEMPLATE?

1. Units must plan as if a natural or human-made disaster might occur affecting your unit’s ability to perform critical functions for an undefined time period. Develop your plan to address initial disruption that may last at least 72 hours, or longer. Examples of disruptive scenarios include:
 - significant building damage from fire, severe weather,/tornado/wind damage,
 - extended disruption to the campus IT network or department’s access to electronic data,
 - full or partial utility failure on an entire floor, building or campus wide,
 - deliberate act of terrorism including explosions, fire, compromised IT/confidential data, and violent acts or significant threats to the campus.
2. Continuity plans must be developed to support the campus critical operations and planning priorities. This includes supporting those individuals living on campus or relying upon campus support services for food/shelter; maintaining safe and secure campus;

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providing basic utilities to critical operations/buildings; ensuring IT and communications network/ systems functionality to support remote work and instruction related activities.

3. Units should consider that employee absenteeism during wide spread epidemic can reach an estimated 30-40% due to sick staff, staff caring for family members, unable to get to campus or fear of infection.

WHAT IS NEW TO THE PLANNING PROCESS THIS YEAR?

The template has been revised to assist units as well as the institutions leadership and AHPT to better plan and prepare for disruptions. Sections of the planning template have been expanded to promote a greater depth of planning, both at the unit level and at the organization level. Units are asked to identify IT needs, space needs, allowable downtime, seasonality and drill deeper into the staffing needs for critical operations.

Additionally, the template is being provided in an online format to make it more convenient for units to complete the document as well as EOs to review and plan accordingly within their respective areas. The online format also allows for key emergency planning units on campus in support roles (F&O, ITS, UCOM, EBS, EHS, DPS, VCBF, Provost, etc.) to use the submitted continuity plans to refine and improve their continuity planning strategies to support high priority needs with limited resources during an extended campus wide disruption.

UNIVERSITY EMERGENCY PREPAREDNESS PLANNING PRIORITIES

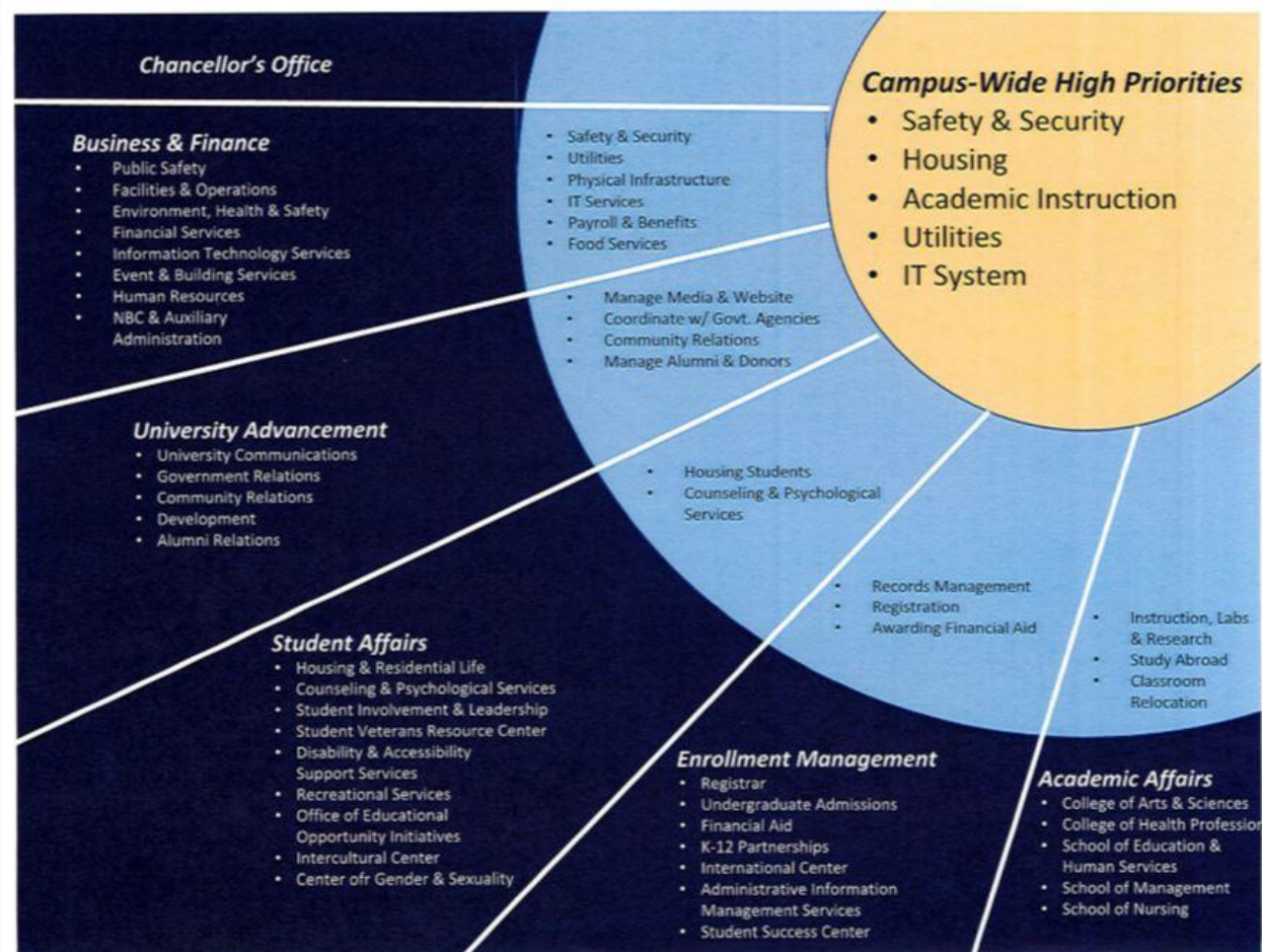
1. Safety and well-being of students, faculty and staff, as well as campus visitors.
2. Continuation of critical operations and infrastructure to support mission critical operations
3. Conservation and effective use of resources

INSTRUCTIONS

1. Complete all sections as accurately and completely as possible. Remember to focus on your unit's Critical operations only, particularly those that support your campus high priorities.
2. Where appropriate, units should attach (or reference) existing protocols/procedures that are used by units to work under limited resources such as limited classroom availability, limited staffing for security, limited IT and communication connectivity, etc.
3. Identify and work with other departments whom you may be able to share resources (staff, expertise, space, supplies, etc.). Share your department continuity plan with them.
4. Involve your staff and discuss the plan with them to assure they are aware of their roles.
5. Discuss your plan's critical operations priorities with your EO before finalizing.
6. Schedule time to meet with EHS to assist with planning g process. Direct questions and return completed plans to:
EHS@list.flint.umich.edu
7. Forward updated continuity plan to your EO and EHS.
8. Update your plan at least annually. Routinely test your plan, or at least portions of the plan each year.

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UM Flint Campus Continuity Planning Process Model



UM Website Resources

- UM Flint EHS Department: <http://www.umflint.edu/ehs/>
- UM Flint ITS Department: <http://www.umflint.edu/its>
- UM Ann Arbor EHS Department: <http://ehs.umich.edu>
- UM Emergency Preparedness website: <https://dpss.umich.edu/content/about/our-departments/emergency-management/>
- UM Audits- Continuity Planning: http://audits.umich.edu/wp-content/uploads/2013/12/130270_University-Audits-Brochure_Continuity-Planning.pdf

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SECTION 1: DEPARTMENT/UNIT INFORMATION

DEPARTMENT:		LOCATION:	
HOURS OF OPERATION:		MAIN PHONE:	
DEPT WIDE E-MAIL:		FAX:	
LEAD PLANNER & COORDINATOR COMPLETING PLAN	Provide Name & Title	PHONE:	Provide direct office phone#, additional contact Info in Section 9
		EMAIL:	

DEPARTMENT'S CORE MISSION	
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UNIT'S LEADERSHIP SUCCESSION List the Director/Dean or those who can make operational decisions if the head of unit is absent.

NAME AND TITLE	BUSINESS CONTACT INFORMATION	PERSONAL CONTACT INFORMATION
Director/Dean First & Last Name Title	Work Address Telephone cell e-mail	Home Address Home Telephone cell e-mail (optional)
First Successor First & Last Name Title		
Second Successor First & Last Name Title		
Third Successor First & Last Name Title		

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SECTION 2: CRITICAL OPERATIONS

Identify departmental critical operations. Develop contingency plans for continuity of operations and recovery. **Focus on the most CRITICAL Operations and list in priority order, the first being the highest priority.**

CRITICAL FUNCTION _____ *identify your unit's HIGHEST priority operation*

Critical Operation <i>(Describe the mission critical operation)</i>	Name of Person responsible and two alternates <i>(provide contact information in Section 9)</i>	Seasonality <i>(time period(s) for which operation is most critical or vulnerable)</i>	Maximum Allowable Downtime <i>before causing irreversible damage or disruption</i>	Plan to Continue Operation/Service <i>(identify work redesign and redeployment strategies to ensure that critical operation is able to continue)</i>	CRITICAL IT Needs
					CRITICAL Physical Space Needs
<i>List Critical Operations in priority order, the first being the highest priority.</i>	PRIMARY: <i>Alternate #1:</i> <i>Alternate #2:</i>	<i>Examples: 1-2 weeks before semesters,</i>	<i>Identify the max allowable downtime before irreversible damage... Perhaps loss of data, loss of research, equipment damage, injury/illness</i>	<i>Identify temporary "work-a-rounds" until disruption is fixed and operations are normalized.</i> <i>How can you redesign your work process to meet your standards with fewer staff? Where will you pool additional staff from? How can you modify your standard of service? How can you discontinue your services?</i> <i>Include one of the following statements:</i> <ul style="list-style-type: none"> ○ <i>The unit has developed detailed procedures that outline and support the continuation of this specific critical operation during a disruption.</i> ○ <i>The unit does not currently have detailed procedures specific to ensuring continuity but will develop within the next 6-12 months.</i> ○ <i>The unit has determined that no additional procedures are necessary to ensure continuity of operations</i> 	<i>Identify specific minimum ITS & Network needs to perform just the critical operation... i.e. 2 networked computers, access to e-mail, wolverine access, etc.</i> <i>Identify specific minimum space and utility needs to perform just the critical operations... i.e. 4 desks/chairs, 4-drawer file cabinet, access to loading dock, refrigeration, potable water, etc.</i>

[Add additional functions as needed by copying the table above.]

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SECTION 3: CRITICAL STAFFING FOR CRITICAL OPERATIONS

Identify staffing needs for each of your unit's **Critical Operations ONLY**.

1. Provide a description of the critical operation and brief overview of staffing required to maintain continuity of operations.
2. List specific technical skills, training, competencies, licenses required by individuals to successfully perform this operation(s).
3. List number of staff with these specific skills needed to perform these operations.
4. Identify specific staff by name in your UNIT that meet these requirements.
5. Identify individuals from other UM Flint UNITS that can also meet these requirements.
6. Identify external backup staffing resources, if this may be necessary . i.e. UM Ann Arbor, Dearborn or other staffing agencies.

Staffing Needs for Critical Operation #1: *Brief description of Critical Operation #1 from Section 2 above (maybe that could be prepopulated via ITS) and short overview of staffing required. Provide details below in this table.*

Identify technical skills, specialized training, license, general competencies required.	Identify number of staff needed with these specific skills and competencies to perform the critical function	Identify individuals (First and Last name) in the UNIT that meet these requirement	Identify individuals (First and Last name) from other UNITS that can also meet these requirements	Identify External University Staffing resources as a back-up, if appropriate.	Additional Comments
a)	a)	a)	a)		
b)	b)	b)	b)		
c)	c)	c)	c)		
d)	d)	d)	d)		
e)	e)	e)	e)		
f)	f)	f)	f)		

Individual responsible to coordinate, train and activate critical staffing needs for this specific Critical Operation:

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SECTION 4: SUPPLIES

1. List essential resources/supplies required for maintaining department's critical operations.
2. Identify plan for obtaining supplies or stockpiling if appropriate.
3. Identify current and alternate suppliers.

Essential Resources/Supplies Necessary for Critical Operations	Action Plan	Current Supplier Name, Address & Phone	Alternate Supplier Name, Address & Phone

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SECTION 5: CONTRACT SERVICES

1. List essential contract services required for maintaining department's critical operations.
2. Identify current and alternate contractor name.

ESSENTIAL CONTRACT SERVICES	CURRENT CONTRACTOR NAME, ADDRESS & PHONE	ALTERNATE CONTRACTOR NAME, ADDRESS & PHONE

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SECTION 6: COMMUNICATIONS

1. Identify departmental plan to communicate internally (within your own department) during an emergency requiring partial or full shut down of operations. Test the plan at least twice a year.
2. Identify departmental plan to communicate to other UM-Flint stakeholders outside your department during an emergency requiring partial or full shut down of operations. Test the plan at least twice a year.
3. Identify departmental plan to communicate to externally stakeholders outside the University during an emergency requiring partial or full shut down of operations. Be sure to involve UCOM in these plans. Test the plan at least twice a year.
4. **Attach updated departmental fan out list and or flow chart.**

Internal communication plan with department employees:

Sample Language - Internal communications between dept staff will take place using one or more of the following methods: (1) cell phones, (2) landline telephone, (3) internet/e-mail and/or (4) in person. If necessary, EHS staff can meet at a mutually agreeable location to discuss work activities and assignments.

External communication plan with other UM-Flint departments:

Sample Language - Internal communications between dept staff and other UMF staff (i.e. DPS, VCA, FM, UR, UHWC, Nursing, etc) will also occur using one or more of the following methods: (1) cell phones, (2) landline telephone, (3) internet/e-mail and/or (4) in person. If necessary, staff can meet at a mutually agreeable location either on or off campus to discuss work activities and assignments. to discuss University Operations, responses activities, staffing, closures, clearance of employees/buildings, etc.

The emergency Conference Call Line is also available to members of the CMT

If it becomes necessary to communications to all faculty, staff and students, these type of communications will be coordinated through University Relations (Jennifer Hogan, Melissa Brown, or Mel Serow).

External communication plan with non-University stakeholders, coordinate with UREL:

Sample Language - External communications between dept staff and service contractors, suppliers, regulatory agencies, state and local health departments, emergency response agencies, will occur using one of the following methods: (1) cell phones, (2) landline telephone, (3) internet/e-mail and/or (4) in person. Only if necessary, Department staff will meet in person with outside agencies, etc at a mutually agreeable location in order to better discuss current response activities, conditions, planning activities, etc.

In some situations, the 800 MHz system operated by DPS can be used to communicate without side agencies across the state.

If it becomes necessary to communications to the entire Flint campus community, these type of communications will be coordinated through University Relations (Jennifer Hogan or Mel Serow). This might include: (1) UM Emergency Alert System (3n System), (2) M Formation Line 810-767-1863, (3) University Website (4) use of television or radio media.

Date Tested: _____

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SECTION 7: ESSENTIAL TRAVEL

1. Identify essential travel required for maintaining department’s critical operations:

ESSENTIAL TRAVEL – DOMESTIC OR INTERNATIONAL	CURRENT MODE OF TRAVEL	ALTERNATE MODE OF TRAVEL OR ALTERNATIVE TO TRAVEL
EHS will require some limited travel that may be necessary to/from UMF, UMD and UMAA	ground	Whenever possible, meetings will be encouraged to allow for teleconferencing, Skype, FaceTime, etc..

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SECTION 8: DEPARTMENT READINESS PLANNING CHECKLIST

- After meeting with your department team, complete the Department Readiness Planning Checklist identifying “Priority” Action Items to work on to improve departments readiness and preparedness prepare for future implementation of University Continuity planning:
- Review/revise this list of action items quarterly.

Action Items	Responsible Person(s)	Due Date	How
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

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SECTION 10: CONTINUITY PLAN TESTING

- This continuity plan is a living document and requires maintenance and testing to ensure that departments have adequately developed means for sustaining critical operations during a disruption of business or major disaster.
- Departments are required to test, exercise or otherwise “practice” their continuity plans at least annually. This can be accomplished through tabletop exercises at departmental meetings, with functional exercises where “work-around” processes are actually employed & practiced for managing critical operations.
- It is encouraged to coordinate and conduct some tests/exercises of continuity plans with other units that have identified interdependencies with your departmental operations.
- Document the description and objective of test, what went well, what failed, lessons learned, future plans for BCP testing.

TEST SCHEDULE OF CONTINUITY PLAN FOR CURRENT YEAR

Proposed Date (mo/year)	Description of Test (include objective & participants)	Complete (Y/N)	Results, Lessons Learned changes to the BCP

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SECTION 10: PLAN APPROVAL

**Plan Approved by Department Director/Manager:
and Submitted to Executive Officer and EHS**

(sign)

(date)

Met w/ staff to discuss continuity plan

(sign)

(date)

Periodic Reviews/Updates:

(sign)

(date)

(sign)

(date)

(sign)

(date)

(sign)

(date)