

Instant Exercises for Business Continuity Plans¹

Conditions

	1	2	3	4	5	6
Day of Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
AM / PM	AM	AM	AM	PM	PM	PM
Hour of Day	2	4	6	8	10	12
Minutes of Day	Use the two digits from two six-sided dice (6 = 0)					
Temp (F)	10	30	50	60	80	100
Time of year	Beginning of Fall Semester	End of Spring Semester	Beginning of Spring Semester	End of Fall Semester	Beginning of Spring Semester	End of Winter Semester
Sky	Clear	Clear	Cloudy	Cloudy	Precipitation	Precipitation
Building*						
Area / Building / Floor Impact (if applicable)	25%	50%	50%	75%	75%	100%

*Populate as applicable

Scenario

	2	3	4	5	6	7	8	9	10	Jack	Queen	King	ACE
Threat (clubs) ♣	Off Campus Housing	Campus Student Housing	Explosion	Flood	Pipe Burst	Power	Tornado	Ice Storm	Civil Unrest	Gunman and/or Hostage	Student Protest	Disease	PETA
Technology Injection (spades) ♠	EOC	Supplies and/or Equipment	Phone (land lines)	Phone (cell)	Email	Virus (major systems)	Internet	HVAC	Data	Systems Upgrade	LAN	Theft and/or Vandalism	Research Equipment
Human Injection (hearts) ♥	No spokes-person	Leadership Staffing	Parking	Research Faculty	Teaching Faculty	Law Suit	Rumors and/or Morale	Incoming Calls	Bad Press	Audit in Progress	Active Shooter Campus Theatre	Food Poisoning	Research Student
BCP (diamonds) ♦	Social Distancing	Need to Move	Campus Closure	No Grades	Research Labs Destroyed	Freezers	Strike	Fire	Haz-Mat	No Technology	Water Line Break	Sabotage	Lottery Pool

~~~ Original concept based on "The Disaster Game" by [William.Ashland@tdbanknorth](mailto:William.Ashland@tdbanknorth). All actual content developed by the Enterprise Continuity Program at The Ohio State University. Small university-specific changes to content have been made by Ohio University ~ ~ ~

2 ♣



## Off Campus Housing

There is a fire in the largest of the off campus apartment complex which extensively damages the apartments of approximately 100 students, many of whom have children and spouses who live with them. All personal items including food, clothing, books, and electronic devices are lost. What options are available to them and how will your department assist in the relocation process?

3 ♣



# Campus Student Housing

Following a severe earthquake, all of your residential buildings (many of which contain a dining facility) show signs of structural damage of varying extent. The campus tells you that it will take a minimum of two days to even inspect the buildings to assess damages, following which some may be re-opened and others may repair closed for repairs. Aftershocks may lengthen the process. Half of the resident students leave campus immediately for home, but other, primarily international students, remain. How will you shelter and feed these students? How will you keep students from re-entering the closed (and presumably unsafe) residence halls?

4 ♣



# Explosion

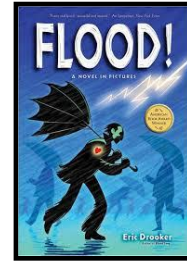
A resounding explosion is heard in your building. Alarms ring loudly. Sprinklers discharge and smoke is visible billowing out of the windows. Evacuation is chaotic. Those who remain near the building congregate as they try and tend to the shocked and wounded. Less than 25% of all staff can be accounted for.

Fire department, Campus Police, and EHS representatives soon show up on the scene. Medical personnel attend to the wounded. Police cordon off the immediate area (which is littered with debris) and set up their incident command center. The fire department shuts off all electricity to the building except for emergency lighting.

NO ONE will be allowed in or out of the building for at least 48 hours.

5 ♣

# Flood



There has been a record amount of precipitation in recent weeks. Floodwater has risen over the banks of most major waterways in your area.

Authorities have mandated the evacuation of all buildings in your area. You have 4 hours to close up shop. You will not be able to get back into your area for at least three days.

6 ♣

## Pipe Burst



A water pipe bursts on the top floor of your area. By the time the water is shut off, gallons and gallons of water have come through the tiles into the floors below.

<<Impact Score%>> of all workspace, PCs, supplies, documents, and equipment has been destroyed. As a precaution, electricity has been shut off to the building for the next four hours.

Authorities will only allow restoration workers in the building for the next 24 hours until EHS and OSHA representatives can perform their analysis.

7 ♣

## Power



All power to your building suddenly goes out. All students and employees are evacuated from the building. Public Safety arrives on the scene and secures the site.

Power cannot be restored to the building for at least 48 hours; a critical repair part has to be shipped from overseas.

The building may not be reoccupied without electricity being restored, though one or two staff members may reenter the building with flashlights.

8 ♣



# Tornado

A storm front characterized by strong winds and heavy rains makes its way across the Midwest. Tornado warning sirens sound and several funnel clouds are spotted.

A microburst touches down and severely damages your building. You estimate that <<Impact Score%>> of all workspace, PCs, supplies, documents, and equipment has been destroyed. Miraculously no one is killed, though several are wounded or in shock. There is debris everywhere and no electricity to the building.

The Fire Department has cordoned off the area. It will take the Fire Marshal and contract engineers at least 72 hours to determine whether anyone will be allowed back into the building.



9 ♣

## Ice Storm



Overnight a winter storm sweeps through the area bringing freezing rain and icy conditions. Driving is treacherous and power and telephone lines across the region are down. Many areas are without power.

Your area has power for the moment, but it is not likely to last. Cell phones are working, but off campus land-line telephones are not. Campus land-line telephone lines are working, but calls off campus cannot be placed at this time.

All employees are trapped wherever they are, and will be for the next three days.

10 ♣

## Civil Unrest



Two different factions have risen up on opposite sides of a national issue. Student protests continue to grow. Clashes are becoming larger and more frequent. Several arrests have been made, and a few students have ended up in the hospital.

Campus Police reports that the two groups have arranged for a massive protest today just outside of your building. They will evacuate and cordon off your building in one hour. They cannot speculate on when the building will be available again.

# Jack ♣

## Gunman / Hostage



An apparently unstable man enters your facility and begins accosting passers-by asking where his wife is. When he doesn't receive an answer he produces a gun and grabs one of your office staff, still demanding to speak to his wife.

Holding the employee at gunpoint, the man exits the building with his hostage and drives away. The police cordon off the entrance to your building and set up a command center in your building.



# Queen ♣

## Student Protest/Campus Unrest

There is a national movement that has created a lot of political debate. Students and faculty have decided to make a statement by protesting both on and off campus. At times, violence has erupted and looting of University offices/businesses close to the uptown area has taken place. Many of the protestors are not Ohio University students. How to you protect your office, staff, and resources during this time of unrest?

# King ♣

## Disease



Last week several people in your office called in sick with the flu. This week more people have called in sick, and several local schools have closed their doors.

Today 60% of your staff is out sick or attending to family members, and you expect the same for the rest of the week.

# ACE ♣

## PETA

PETA has taken an interest into a research project happening at Ohio University. The group has brought national attention to Ohio University in all the wrong ways. Not only are our students sympathetic to the PETA cause, National media outlets have parked all over campus.

Facility security has become a real issue. OUPD does not have enough officers to cover all of the Research Facilities 24/7. Students (some in animal research programs and some not) seem to have constant access and are providing footage and interviews to the national news media.

**2 ♠****EOC**

The primary and secondary location for your Emergency Operations Center (EOC) is unavailable. You will have to set up somewhere else.

**3 ♠**

# Supplies / Equipment



There is a shipping and trucking strike in your area.  
You will receive no additional supplies or equipment  
for the next five business days.



4 ♠

# Telephone

(land lines)



Due to a drunken backhoe operator and a resulting cable cut at a central location, your whole area is without (land line) telephone service. There will be no incoming or outgoing calls for the next four hours.

5 ♠

# Telephone

(cell phone)



The cell phone company is refitting all the towers in your area to make them look like trees. You are without cell phone service. There will be no incoming or outgoing calls for the next four hours.

6 ♠

## Email



The servers that support your email system are infected with a virus. You will be without email for the next four hours.

7 ♠



# Computer Virus

(major systems)

The major application / system upon which you most rely to conduct business has been infected with the new and cunning ECMCPO virus. It will be unavailable to you for the next four hours.

8 ♠

# Internet



There is a massive “denial-of-service” attack taking place against your internet servers. You will be without any internet access for the next four hours. Your customers will likewise not be able to get to any of your central websites for four hours.

9 ♠

## HVAC



The HVAC systems (heating / cooling) in your EOC have failed. The replacement part must be ordered from Taipei. HVAC will not be back on line for at least 24 hours.

**10 ♠**

# Data



The data from your most important database or system is corrupted. Technicians are working to fix the problem, but it will be unavailable to you for at least the next four hours.

# Jack ♠

## Systems Upgrade

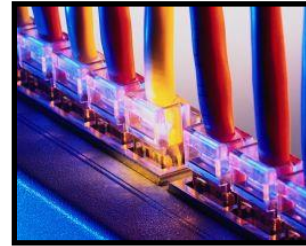


The major application / system upon which you most rely to conduct business is in the middle of a scheduled upgrade. It will be unavailable to you for the next two days.



# Queen ♠

## LAN



Your LAN is down. Tech support is not sure of the cause, but they are sure they can fix it! You will be unable to access any folders, files, or work from your LAN for the next four hours.



## King ♠

# Theft / Vandalism

During the night, someone broke into your area and stole ten PCs, all laptops, and many personal effects. They spray painted “El Barto” on three of your walls. The police say they will try to apprehend the criminal(s), but guess they will not be able to recover anything that was stolen.

# Ace ♠

## Research Equipment

A major piece of research equipment is down and cannot be repaired for two weeks. The researcher is not happy and is threatening to leave the University and take his research with him.

2 ♥



## Spokesperson

The top two spokespersons on your Crisis Communications team for your area are at a conference in the Barbados and cannot be reached.

Ironically, the top two media spokespersons for your institution are at the same conference.

**3** ♥

# Leadership

(staffing)



In an unbelievable turn of events, the top three leaders for your area are all on jury duty and will be unreachable for the next few days.

4 ♥



## Parking

As luck would have it, the incident which affected your building has also affected your parking area. No one will be able to get to or drive any cars in your parking area for the next four hours.

5 ♥

## Research Faculty



Two of the institution's top research faculty members have been using resources in your area. They demand access to your area immediately to continue their time-sensitive research. If they do not gain access soon, they will call the President.

6 ♥



## Teaching Faculty

Two of the institution's top teaching faculty members have been using resources in your area. They are leaving for the airport within a few hours to present at a prestigious international conference. Their conference presentation, handouts, materials, and all their data are in your area.



7 ♥



## Lawsuit

A previous employee of your institution has filed a lawsuit, and it names your department specifically. Attorneys from the central legal office inform you that you have the next 2 weeks to produce the following:

All documents, emails, and electronic records (both on the network drive and on work PCs and laptops) from your department going back 3 years.

8 ♥



## Morale / Rumors

In the wake of the crisis, employee morale is very low. The prospect of long hours, hard work, and too much takeout pizza is making things difficult. There is talk of your whole area being laid off and a vocal group talking of quitting. There are almost more rumors circulating than you can keep track of, and none of them positive.

9 ♥



## Incoming Calls

Your area is getting swamped with incoming calls. It seems that people have nothing better to do than to call your area and ask for information. Many of your staff have had to be redirected from recovery activities just to handle the phones. You are having trouble making outgoing phone calls due to the volume of incoming calls. Employees manning the phones are asking for a script or statement they can use.

10 ♥

## Bad Press



It must be a slow news day, because the press has picked up your story. In order to make it more interesting, they are reporting that the whole incident has been “grossly mishandled” and are putting every action underneath the journalistic microscope. Soon they will be calling for resignations.

# Jack ♥ Audit



What great timing – the external auditors are here!  
Despite the crisis, they (and institution executives)  
still expect that they will be able to complete their  
detailed audit within a week.



# Queen ♥

## Active Shooter in Campus Theatre

It is a University holiday and the campus life staff have promoted a large program for the student body inside of the student union. The theatre is showing a loud action movie and other students are milling around in the hallways, dancing to a reggae band that is playing in the atrium, and food tables are set up outside of the theatre door.

The electric blinks momentarily, and someone inside the theater who happens to be wearing a dark trench coat, stand up. Students panic thinking that this person may be going to shot them all and begin to rush out of the theatre. During which several students and staff are injured.

# King ♥ Food Poisoning



Who knew potato salad could go bad so fast? 40% of your staff will be unavailable for at least 24 hours.

# Ace ♥

## Research Student

A research student has been moonlighting in the lab. Animals have not been taken care of properly. The whole project is in jeopardy and no one wants to take responsibility.



## 2 Diamond

# Social Distancing

(Instructional Units Only)

During a severe flu pandemic, public health authorities forbid public gatherings greater than 10 people, until further notice. The President orders all classes not to meet for at least two weeks, possibly longer. The President asks Deans and Chairs to report how many of their courses could continue without in-person meetings. What would you report?

# 3 Diamond

## Loss of Facility/Need to Move

Your building is closed indefinitely following an earthquake because it is deemed unsafe. Your entire department is given other space to relocate into. You are not permitted to reenter the building to get anything. What issues would you face?

# 4 Diamond

## Campus Closure

Public health authorities have ordered campus to close for at least three weeks due to an epidemic. Are there activities in your department that could not be temporarily ceased? If so, what? In addition, there is a huge grant (enough to fund the entire department for one year) due the following business day and the completed documents are on the office computer but have not yet been submitted.

# 5 Diamond

## No Grades

(Instructional Units Only)

Twelve weeks into the semester, an instructor suddenly leaves campus and cannot be contacted. The grades he has given to his students thus far have not been recorded. What will you do?

# 6 Diamond

## Research Labs Destroyed

A fire destroys three adjacent laboratory suites (3 principal investigators). Envision the worst outcomes. Is there anything that the department or the PI's could have done to avoid these worst outcomes or at least reduce their impact?

# 7 Diamond

## Freezers

(Research Units Only)

An explosion in a campus high-voltage substation renders the campus without power for at least five days. Your building has an emergency generator, but it does not start due to an unknown problem. Your department's labs have a total of 31 refrigerators & freezers of various temperatures including ultra-cold. What will you do? Is there anything that your department or the PI's could have done ahead of time to make it easier to cope?

# 8 Diamond

## Strike

Years of tight budgets have taken their toll, and two campus unions begin an indefinite strike. At least one of these unions represents some staff in your office. What difficulty could this cause for your department? How would your department keep functioning during this strike if you were told to do so?

## 9 Diamond

### Fire

An electrical short in the middle of your building starts a fire. Fire spreads slowly until igniting a container of EXPO cleaner on floor; the far side of the room soon engulfed in flames.

There is heavy smoke and fire damage on the floors above, and heavy water damage on the floors below. <<Impact Score%>> of all workspace, PCs, supplies, documents, and equipment has been destroyed. There is no electricity to the building.

About half of your employees remain near the building, the other half are unaccounted for. The Fire Department has cordoned off the building and NO ONE will be allowed in or out for at least 48 hours.



# 10 Diamond

## Haz-Mat

A hazardous chemical has been released in the area. EHS personnel, wearing full protection suits, are dispatched to the scene. EHS immediately evacuates all buildings within a 1 block radius.

Your employees have all headed off in different directions. Unfortunately, none of them thought to take any work-related documents or equipment when they left the building(s).

Authorities report that absolutely NO ONE will be allowed within the 1 block quarantine zone for at least 48 hours and perhaps longer.

# Jack



## No Technology

Computer hackers have successfully managed to wipe out all data stored on the Ohio University network. The President has determined that classes should continue and that offices will be open. It is expected to be at least two weeks until the Information Technology Disaster Recovery Team will be able to restore lost data. How will you continue your essential functions?

# Queen



## Main Water Line Break

A main line has broken inside of the first floor of your building, flooding all offices on the first and lower level. Computers, printers, and all paper files are completely soaked. It is year-end close and also most of the team is at a national conference over 2,000 miles away. What do you do? How do you plan to cover essential functions?

# King Sabotage



Before leaving on his last day of work, a disgruntled employee deletes all accessible files from the LAN when no one is paying attention. He then introduces a virus into the LAN servers.

Your LAN administrators will have to wipe the servers clean and rebuild them from scratch. This will take at least 72 hours. The most recent backup of the data is from three days ago.

In addition, the disgruntled employee cannot be found by police. It is possible that he has copied all the files and is looking to profit from the data.

# Ace



## Lottery Pool

The staff finally hit that lottery pool they've been playing all these years. Too bad leadership was never involved.

30% of your staff will be unavailable indefinitely (though they promise to send you a postcard on their next vacation).