EGI Crisis Plan

V2.0 May 2012

# INTRODUCTION

This document outlines the Crisis Plan for EGI and EGI, based on perceived potential threats to a) the organisation and b) the infrastructure. The plan outlines the broad crisis categories, describes how EGI.eu should respond to each type of crisis, and how the level of severity of the crisis will be assessed. The main result of a crisis being identified will be the formation of a Crisis Team. The expected members of the Crisis Team and their Deputies are listed below. The main points of contact outside EGI.eu are also listed. This document should be reviewed on a regular basis to ensure that all contact details remain up to date and current. Training for EGI.eu regarding the contents of the Crisis Plan, particularly for the Crisis Team members, is also recommended.

# IDENTIFYING A CRISIS

During routine operation of the organisation and the infrastructure, incidents can occur that have a major short-term impact on service for users. Crisis management however is not needed in order to respond to short-term incidents that occur under normal operational conditions and that can be rectified by established recovery mechanisms. An example of this type of incident could be a loss of power in a machine room, or a temporary power cut to the building. Under these circumstances, the usual management structure and operational procedures can be relied upon to respond to the incident effectively.

It is only when this normal response is not appropriate, the issue goes beyond planned operational situations, or the timescales involved move beyond the short-term that a crisis response should be triggered. A crisis is therefore an incident that has a significant long term impact on:

* Safety
* Service provision
* Reputation
* Finance

Generally, a crisis can present itself in two ways:

* Occurring suddenly without warning
* Growing slowly from seemingly isolated minor incidents

The crisis plan therefore defines procedures for responding rapidly to the first type of crisis, and also includes a risk assessment process that can identify potential problems early on, and trigger a response before a crisis occurs.

# ESCALATION

The response to incidents is escalated in stages. The decision on whether to escalate the plan to the next severity level is taken by the EGI.eu Director, including when to initiate the crisis plan in the first place. If the Director is unavailable and a rapid decision is needed, this will be taken by the Director’s first deputy (the Deputy Director[[1]](#footnote-1)) or second deputy (COO), in collaboration with the senior managers (Deputy Director, COO, CCO, TM) if there is time. The severity of a crisis will be agreed to fit into one of the following categories:

|  |  |  |
| --- | --- | --- |
| **Severity Level** | **Effect** | **Response** |
| 1. LOW | Normal operations at a low likelihood of being affected, in whole or in part. | Manage using standard management and operational procedures. Do not interfere when not necessary. Crisis Controller continues to monitor. |
| 2. MEDIUM | Normal operations partially affected or highly likely to be partially affected. | Crisis possible. Formal assessment by Crisis Controller and Crisis Team. Allocation of EGI.eu resources if necessary. Notifications to stakeholders via normal communication channels. |
| 3. HIGH | Normal operations substantially affected or highly likely to be substantially affected. | Crisis likely. Crisis Controller and Crisis Team formulate a Crisis Plan. Deploy resources internally and from the NGIs/EIROs as needed. Formulate Communications Plan to notify relevant stakeholders. |
| 4. CRITICAL | Normal operations completely suspended or in imminent danger of being completely suspended. | Crisis occurring. Crisis Controller and Crisis Team oversee the implementation of the Crisis Plan. Reduce impact as far as possible. Implement Communications Plan to communicate with stakeholders and media. |

# CRISIS CATEGORIES

Below are some examples of the areas that should be monitored for the possible occurrence of a crisis. These areas should be monitored through the maintenance of a Risk Register, which is regularly reviewed by the Executive Board.

| **Type of crisis** | **Examples** | **Affected** |
| --- | --- | --- |
| 1. Technical | Major outage of a large number of grid sites, backbone Internet outage | Integrity of the infrastructure, service provision to users |
| 1. Office building | Fire, flood, outage of essential utilities | Ability of staff members to work as normal |
| 1. Financial | Failure of banking system, failure of BACOM system, cut in essential funding | Staff pay roll, payments to partners, payment of invoices, payment of staff |
| 1. Public relations | Prominent bad publicity, severe criticism in press or by partners | Damage to reputation and standing of EGI or EGI.eu |
| 1. Staff | Staff wrong doing, staff member seriously injured or killed | Staff morale, ability of EGI.eu to fulfil its role within EGI due to absence of key staff |
| 1. Partner | Partner, associated project or NGI accused of irregularities or affected by crisis | Damage to reputation and standing of EGI.eu or EGI by association |

# RESPONDING TO A CRISIS

Once identified, the speed of the first response to a crisis will depend on the severity of the crisis. The response to the crisis will proceed in four stages:

1. Appoint a Crisis Controller
2. Form a Crisis Team
3. Agree a Crisis Plan to mitigate the crisis
4. Decide on a Communication Plan to communicate the crisis to stakeholders and external media if necessary.

For each part of the response, the expected time frames for the different severity levels are as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Severity** | 1. **Appoint Crisis Controller and form a Crisis Team** | 1. **Crisis Plan** | 1. **Communication Plan** |
| CRITICAL | <1 hour | < half a day | < half a day |
| HIGH | < half a day | < 1 day | < 1 day |
| MEDIUM | < 2 days | < a week | < 2 days |
| LOW | < 1 week | < 2 weeks | < 1 week |

# FORMING A CRISIS TEAM

Depending on the type of crisis, Crisis Teams would be formed with members with the appropriate expertise. For each crisis, the following roles should be allocated, and a Deputy identified in each case (two if possible).

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | **Role** | **EGI.eu Personnel** | **Deputy** |
| Controller | * To lead the Crisis Team * To make final decisions on actions for the Crisis Plan * To brief the Spokesperson * To brief the Press Contact | Director | Deputy Director / Chair of EB |
| Deputy Controller | * To deputise for the Controller of the Crisis Team if the Head is unavailable | Chair of EB / Deputy Director | COO |
| Crisis Team Member | * To provide support and technical advice to the Controller as required by the crisis * To implement actions in the Crisis Plan as required | Deputy Director, COO, CCO, TM + EGI.eu staff members as expertise requires, including NGI/EIRO members external to EGI.eu | Other EGI.eu members as required |
| Spokesperson | * To make public statements on behalf of EGI.eu | Director / Chair of EB | Deputy Director / Chair of EB |
| Press Contact | * To be the first point of contact for the press and filter enquiries to the Spokesperson * To formulate the Communications Plan | Dissemination Manager | Director |

# FORMING A CRISIS PLAN

The main responsibilities of the Crisis Team will be:

* To meet, either face to face or by phone, within the time frame appropriate to the crisis.
* To reach decisions on an initial Crisis Plan within the time frame appropriate.
* To implement actions as delegated by the Controller.
* To respond to queries from the Press Contact as quickly as possible in response to media enquiries.
* To formulate and implement the Communications Plan.
* To decide on how to communicate the Crisis and Communications Plans to those involved.

An example Crisis Plan template is included in Appendix 1.

# FORMING A COMMUNICATIONS PLAN

Forming a Communications Plan is the responsibility of the Dissemination Manager, and in the absence of the Dissemination Manager, the Director with support from the Dissemination Team. The essential elements of the Communications Plan will outline how to communicate the crisis to the following audiences:

* Press (international and local)
* Staff at EGI.eu
* Staff at institutions co-located with EGI.eu
* Chair of the EGI.eu Executive Board
* EGI.eu Executive Board
* EGI Council
* PMB for EGI-InSPIRE
* EGI-InSPIRE project partners
* Projects in which EGI.eu is a partner
* EGI community
* EGI users

The Communications Plan should consider which communications channels to use to target these audiences, including:

* Press conference
* Press release
* Website announcement
* Email announcement
* Phone calls
* Social media e.g. Twitter, FaceBook
* Newsletter
* Article in other publication

An example Communications Plan is included in Appendix 2.

# CONTACT DETAILS

The following list of contacts and contact details for each type of crisis should be reviewed regularly.

**INTERNAL CONTACTS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Title** | **EGI.eu Personnel** | **Contact Details**  (in table below) | **Deputy** | **Contact Details**  (in table below) |
| **Controller** | Director | Steven Newhouse | Deputy Director / Chair of EB | Catherine Gater  Per Öster |
| **Deputy Controller** | Chair of EB / Deputy Director | Per Öster  Catherine Gater | COO | Tiziana Ferrari |
| **Support Team Member** | Deputy Director COO  CCO  TM  + EGI.eu as expertise requires | Catherine Gater  Tiziana Ferrari  Steve Brewer  Michel Drescher | Other EGI.eu members as required |  |
| **Spokesperson** | Director /  Chair of EB | Steven Newhouse  Per Öster | Deputy Director / Chair of EB | Catherine Gater  Per Öster |
| **Press Contact** | Dissemination Manager | Catherine Gater | Director | Steven Newhouse |

Staff in table above

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **name** | **role** | **email** | **telephone** | **telephone 2** |
| Per Öster | Chair of EB | Per.Oster@csc.fi | +35-8503819030 |  |
| Steven Newhouse | Director | steven.newhouse@egi.eu | +31-6-3037 2845 | +41-764 873 192 |
| Catherine Gater | Deputy Director,  Dissemination Manager | catherine.gater@egi.eu | +31-6-3037 2738 |  |
| Tiziana Ferrari | COO | tiziana.ferrari@egi.eu | +31-6-3037 2691 |  |
| Steve Brewer | CCO | steve.brewer@egi.eu | +31-6-3037 3070 |  |
| Michel Drescher | TM | michel.drescher@egi.eu | +31-6-3037 2655 |  |

**other staff**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **name** | **role** | **email** | **telephone** | **telephone 2** |
| Sergio Andreozzi | Policy | sergio.andreozzi@egi.eu | +31-6-3037 28 23 |  |
| Celine Bitoune | Financial Project Officer | celine.bitoune@egi.eu |  |  |
| Sara Coelho | Dissemination | sara.coelho@egi.eu | +31-6-5172 8734 |  |
| Karolis Eigelis | User Community Support | karolis.eigelis@egi.eu | +31-6-1786 4588 |  |
| Nuno Ferreira | User Community Support | nuno.ferreira@egi.eu |  |  |
| Sy Holsinger | Policy | sy.holsinger@egi.eu | +31-6-5199 9915 |  |
| Viviane Li | Dissemination | viviane.li@egi.eu |  |  |
| Damir Marinovic | Policy | damir.marinovic@egi.eu |  |  |
| Richard McLennan | User Community Support | richard.mclennan@egi.eu | +31-6-3404 7484 | +44-776 7 ouseove4a 4i.eurngromoted to the past year. described ince that there was a mistake insor opportunitiespreciatedavel boo0292677 |
| Rob van der Meer | Organisation Manager | Rob.v.d.Meer@egi.eu | +31-6-3037 2534 | +31-6-44985996 |
| Neasan O’Neill | Dissemination | neasan.oneill@egi.eu | +31-6-3037 2990 |  |
| Gergely Sipos | User Community Support | gergely.sipos@egi.eu | +31-6-3037 3096 |  |
| Peter Solagna | Operations | peter.solagna@egi.eu | +31-6-2374 1834 |  |
| Sjomara Specht | Financial assistant | sjomara.specht@egi.eu | +31-6-5396 9151 |  |
| Erika Swiderski | Admin/Secretary | erika.swiderski@egi.eu | +31-6-8129 0660 |  |
| Marie-Louise van derWeijde | Admin/Secretary | marie-louise.v.d.weijde@egi.eu | +31-6-4216 0812 |  |

**EXTERNAL CONTACTS**

| **Type of crisis** | **First External Contact** | **Name** | **Contact details (date updated)** |
| --- | --- | --- | --- |
| 1. Technical | NGI managers?  Council Chair? | do we have technical contacts?  Per Öster |  |
| 1. Office building | Matrix 1 building supervisor? | Sedat Capkin  Monica Kist  Pim Komen | sedat@sara.nl  +31-6-2219 7521  Monica.Kist@sara.nl  +31-20-592 8002  Pim.Komen@sara.nl  +31-20-560 6600 |
| 1. Financial | BACOM  (Bacom Consultancy Groep)  (FinActive) | Salaris  Koen de Bruin  Rob Beers | salaris@bacomgroep.nl  +31-20-630 1230  koen@bacomgroep.nl  +31-6-1294 7610  rob@finactive.nl  +31-6-5514 5120 |
| Blömer accountants | Frank Verleg | Verleg@Blomer.com  +31-30-605 8511 |
| Kröller-Boom insurances | Evert Morren | E.Morren@krollerboom.nl  +31-33-750 5000 |
| Rabobank | Priscilla van der Ploeg  Patrick van Oudenaren | p.v.ploeg@amsterdam.rabobank.nl  +31-20-777 8254  +31-6-5187 6907  P.Oudenaren@amsterdam.rabobank.nl  +31-20-777 8244  +31-6-1203 0781 |
| ING | Willem Mooijen  Fred van den Berg | willem.mooijen@ing.nl  +31-20-562 5736  +31-6-3014 7543  Fred.van.den.Berg@ing.nl  +31-20-562 57 35 |
| 1. Public relations | Science Park Press Officer | Maarten den Dulk  (Science Park)  Vanessa Mexner (Nikhef) | mdendulk@scienceparkamsterdam.nl  +31-20-820 8064  vanessam@nikhef.nl  +31-20-592 5075 |
| 1. Staff | BHV-SARA  BHV Science Park, arbo- en milieucoördinator | [TBC]  Marcel Vervoort | [TBC]  marcelv@nikhef.nl  +31-20-592 50 75  +31-6-1709 6389 |
| staff | list above |  |
| staff relatives | list with HR department |  |
| 1. Partners | PMB Chair | Ludek Matyska until May2012 | ludek@ics.muni.cz  +420-549 494 833 |
| council members | list in appendix/below |  |

Last updated 11/5/2012

# ACTION CHECKLIST

The steps to follow at the start of a crisis are:

|  |  |  |
| --- | --- | --- |
| **Action** | **Date** | **Completed by** |
| 1. Identify an incident as a crisis by emailing director@egi.eu |  |  |
| 1. Allocate the severity level of the crisis (LOW/MEDIUM/HIGH/CRITICAL) |  |  |
| 1. Appoint a Crisis Controller |  |  |
| 1. Form a Crisis Team |  |  |
| 1. Agree a Crisis Plan (see *Appendix 1*) |  |  |
| 1. Agree a Communications Plan (see *Appendix 2*) |  |  |
| 1. Reassess the crisis level and adjust the Crisis Plan and Communications Plan as needed |  |  |

# Appendix 1: Example Crisis Plan Template

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Title** | |  | | | | |
| **Description** | |  | | | | |
| **Date / Time** | |  | | **Severity Level** |  | |
| **Review Date / Version No.** | |  | | **Crisis Category** |  | |
| **Crisis Team** | | **Name** | | **Role** | | |
|  | |  | | Crisis Controller | | |
|  | |  | | Deputy Crisis Controller | | |
|  | |  | | Crisis Team Member | | |
|  | |  | | Spokesperson | | |
|  | |  | | Press Contact | | |
| **Summary of Crisis** | |  | | | | |
| **Risks** | |  | | | | |
| **Proposed additional team members** | |  | | | | |
|  | | | | |
|  | | | | |
| **PLANNED ACTIONS** | | | | | | |
| **ID** | **Owner** | **Date required** | **Action** | | | **Signed off** |
|  |  |  |  | | |  |
|  |  |  |  | | |  |
|  |  |  |  | | |  |

# Appendix 2: Example Communication Plan Template

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Title** | |  | | | | |
| **Description** | |  | | | | |
| **Date /Version** | |  | **Severity Level** | |  | |
| **Crisis Controller** | |  | Phone: Email: | | | |
| **Spokesperson** | |  | Phone: Email: | | | |
| **Press Contact** | |  | Phone: Email: | | | |
| **PLANNED COMMUNICATION ACTIONS** | | | | | | |
| **ID** | **Owner** | **Audience** | | **Action** | | **Signed off** |
|  |  | Press international | |  | |  |
|  |  | Press national/local | |  | |  |
|  |  | Organisational neighbours | |  | |  |
|  |  | Executive Board | |  | |  |
|  |  | Council | |  | |  |
|  |  | PMB | |  | |  |
|  |  | Project partners | |  | |  |
|  |  | EGI community | |  | |  |
|  |  | EGI users | |  | |  |

1. The Deputy Director was previously known as the CAO. [↑](#footnote-ref-1)