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Desktop Terminal Service (DTS)

FINtranet site

Ministry of Finance Recovery



The ministry has recently experienced an event that has resulted in a disruption to our business operations.

IMMEDIATE ACTIONS

- Continue to ensure the safety of you and your family
- Contact your supervisor to find out what is expected of you
- Wait for Instructions

This page will be updated with the latest information as we receive it. Please check back regularly to stay up-to-date on the recovery effort.

Thank you for your patience and your attention while we work to recover our business operations.

Recovery Updates

<input type="checkbox"/> Title	Modified
Keep checking back	3/5/2014 4:31 PM
Add new announcement	

Recycle Bin

2:49 PM 2016-01-12

2015 Finance Pre-Crisis Communication Plan

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Purpose

Prepare ministry leadership and employees so that they are knowledgeable about and can effectively implement the ministry's Crisis Communication Plan. This Plan identifies action items that are integrated into the ministry's BCP Program.

Overview

This Plan will prepare the DM, ADMs, Branch Heads, managers, supervisors and employees to successfully manage a wide area business outage - specifically the emergency and recovery phase of an outage.



Next Steps – Action Plan

No.	Action Item	Timeline	Method
1.	ADM CSD reviews and approves Plan	Complete	
2.	MFEX review and approval <ul style="list-style-type: none">Present Crisis Communication Plan to ExecutiveInform of roles and responsibilities before and during a crisisUpdate Plan, as required	October	<ul style="list-style-type: none">Executive meeting
3.	Test Crisis Communication Plan, identify gaps and update Crisis Communication Plan	November	<ul style="list-style-type: none">Annual Ministry Operations Centre Exercise
4.	Communication with all ministry employees <ul style="list-style-type: none">ADM CSD (responsible for BCP) communicates on crisis communication	January	<ul style="list-style-type: none">ADM CSD email to all employeesADM CSD email to ADMs and Branch Heads on expectations to support crisis communication
5.	ADM division communication <ul style="list-style-type: none">ADMs introduce Crisis Communication Plan to division employeesADMs confirm expectations of Branch Heads and Managers/Supervisors before and during a crisisSenior Advisor BCP and BCP Planners provide support to ADMs	January	<ul style="list-style-type: none">ADM communication with division employees -- email, division executive and division meetings

6.	Branch Head / Manager and Supervisor communication with branch / work unit employees <ul style="list-style-type: none"> • Branch Heads / Managers and Supervisors introduce Crisis Communication Plan to branch / work unit employees • Inform of roles and responsibilities before and during a crisis • Senior Advisor BCP and BCP Planners provide support to Branch Heads 	Spring 2016	<ul style="list-style-type: none"> • Branch Head / Managers and Supervisors communication -- emails and Managers, Branch / work unit meetings
7.	a) Test the Crisis Communication Plan b) PMCPB reviews Crisis Communications Plan c) Incorporate identified improvements into the Plan and communicates, as appropriate	Annually	<ul style="list-style-type: none"> • Incorporate Crisis Communication Plan into BCP and MOC exercises • Hold Executive/Policy Group exercise on Crisis Communication and interaction with MOC • ADM, CSD email re: any significant changes
8.	Regular communication on Crisis Communications Plan and Dark Site for current and new employees	Annually	<ul style="list-style-type: none"> • ADM CSD email • ADM / Branch Heads/Managers and Supervisors communication (as above) • BCP Planners • BCP Awareness Week • FIN 5 • Include introduction to dark site as item in new employee orientation

Ministry Roles and Responsibilities

Deputy Minister

- Confirm alternate DM contact and communicate to Executive team
- Provide employees with information to prepare them for a disaster twice annually in March and Sept (in conjunction with BCP Awareness Week)
- Ensure the health and safety of employees, their families and those at risk
- Identify what steps the ministry has taken to prepare for a disaster
- Identify and communicate government expectations re: deployment and what will be expected of employees during a disaster
- Advise employees when, where, what and how they can expect to receive information
- Remind employees where they can access assistance – [Homewood Health](#)

Assistant Deputy Ministers

- Ensure familiar with roles and responsibilities of Crisis Communication
- Reinforce DM messaging during communication with division employees
- Explain what disaster preparation has occurred at the division level
- Request BCP Plans to be current and exercised annually
- Ensure appropriate representation on the Finance BCP Planners Committee
- Urge employees to be personally prepared for a disaster at home, work and in their car
- Encourage participation in earthquake drills
- Support Emergency Preparedness and Business Continuity Awareness Weeks
- Identify and communicate alternate ADM to branch heads and division employees; advise Ministry Executive of alternate contact – a permanent alternate is recommended

Branch Heads

- Ensure familiar with roles and responsibilities of Crisis Communication
- Reinforce DM messaging during communication with branch employees
- Explain what disaster preparation has occurred at the branch level
- Ensure branch BCP Plans are current and exercised annually
- Urge employees to be personally prepared for a disaster at home, work and in their car
- Foster participation in earthquake drills
- Support Emergency Preparedness and Business Continuity Awareness Weeks
- Identify and communicate Branch Head alternate's to Division Executive Team and branch employees

Managers/Supervisors

- Ensure familiar with roles and responsibilities of Crisis Communication
- Reinforce DM messaging during communication with employees
- Explain what disaster preparation has occurred in the work unit
- Lead updating of BCP Plans and exercises annually
- Urge employees to be personally prepared for a disaster at home, work and in the car
- Lead participation in earthquake drills
- Support Emergency Preparedness and Business Continuity Awareness Weeks

- Communicate annually response/recovery plan for branch at team meetings and for new employees in a timely manner
- Identify and communicate alternate manager/supervisor contact to branch head and employees

Employees

- Get prepared at home, in car and at work
- Participate in earthquake drills
- Provide feedback when BCP Plans are updated and support annual BCP exercises
- Know the Plan
- Know who to call
- Wait for Instructions
- In a disaster know where to access FIN recovery information
- Participate in Emergency Preparedness and Business Continuity Awareness Week activities
- Bookmark link to [Ministry Dark site](#) and to [Homewood Health](#) site to home and work computer

Note: Homewood Health is required to provide services by phone (at a minimum) to BCP Government employees during a disaster.

Dark Site – Alternate Communications Tool

A dark site is an alternate communication vehicle available to ministry employees during a wide spread business outage. This site will contain critical information on the outage, provide links to resources and remind employees of their immediate responsibilities. The site may also be used to provide critical division / branch recovery information.

The ministry [dark site](#) will provide ongoing timely and frequent updates on the emergency and the status of the recovery effort to date. The site has been established as a best practice. It is important for employees to receive frequent updates on the ministry's situation and the recovery priorities for the ministry so that employees do not seek this information elsewhere, which may not be accurate.

A key advantage to having a dark site is that the site is not located on the ministry network but on a separate SharePoint server. This permits employees to sign directly into the site using their IDIR and password without going through the typical government sign on process. Most importantly it offers an option to communicate to ministry employees if government email and Intranet site are not operational.

Prior to the site's use in an emergency, it can provide a reminder of what employees should do in a crisis situation, as well as provide important links to both resources to personally prepare and to the ministry's [BCP information](#).

[Ministry of Finance Recovery SharePoint Site](#)



PRIOR TO A DISRUPTION

- Prepare for the **safety** of you and your family
- Know the Plan
- Know who to Contact
- Wait for instructions

This site will provide updates on the business recovery if regular email and the Finance Intranet site is not available. Please continue to [the Ministry of Finance Recovery page](#) for further information and instructions.

Link to ministry dark site: <https://fin.gov.bc.ca/Emergency/default.aspx>.

Ministry of Finance

Business Continuity Program

Crisis Communication Plan



2016

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Crisis Communications Plan

Purpose

This crisis communication plan is intended to act as employee communication guidance to executive and senior leaders during an emergency to enable them to engage with employees and manage the recovery of the ministry's business operations.

In Scope

This plan involves communications roles and responsibilities for the DM, ADMs, Branch heads, Managers, Supervisors and employees during the emergency and recovery phase of a crisis.



A crisis is defined as a serious event involving significant damage to

Finance buildings on Vancouver Island and/or the Lower Mainland including the displacement of personnel.

Three Phases to Business Recovery

Out of Scope

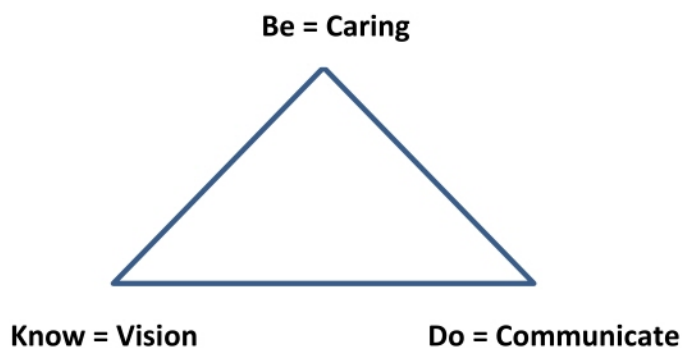
- Small emergency events, such as the business outage of a ministry branch operation.
- External communications. All communications to the public or using public communications channels must be approved in advance by Government Communications and Public Engagement (GCPE).
- External communications from branches or divisions to stakeholders. This messaging is included in branch/division business continuity plans and has been approved by GCPE.

Communication Goal

Successful and timely business recovery after a disaster

Objectives

- Communicate frequent, timely, accurate and concise messaging to employees as a crisis develops and until a return to normal business operations
- Listen to and reassure employees
- Clarify or correct information, rumours or misinformation circulating via word of mouth, social media or through the news media
- Be sensitive and supportive of the emotional, psychological and physical needs of employees during a time of confusion, stress and possible trauma
- If unsure of answers to questions, commit to finding out and follow up in a timely manner



*Wording and diagram taken from Blind Sided: A Manager's Guide to Crisis Leadership.

Crisis Communication Tips*

- Health and safety of employees is a priority
- Take responsibility for managing the crisis
- Ensure available, visible and open communication
- Decisions and actions are ethical, legal and honest
- Ensure the continued reputation of the organization
- Managers and supervisors are the eyes and ears of the organization
- Stay balanced and calm

Audiences & Key Messages

Who We Are Talking To and What We Need to Say

Key messages will need to change as a disaster progresses, but universal key messages are included here.

Crisis communication planning messaging

Type	Audience	Description	Key Messages
Primary	Affected Employees	These employees have been affected by the disaster.	Focus on personal health and safety <ul style="list-style-type: none"> • Stay safe • Look after yourself and your family • Contact your supervisor/manager • Wait for instructions (<i>the exception are mission critical employees who will implement BCP Plans as per previous instruction and exercises</i>)
Primary	Affected Managers and Supervisors	Managers and Supervisors affected by the disaster.	Focus on personal health and safety <ul style="list-style-type: none"> • Stay safe • Look after yourself and your family • Contact your Branch Head and your employees • Wait for instructions
Primary	Indirectly affected Employees & Managers	These employees are not directly affected by the disaster but will be aware of the impact on affected employees and may be affected by business disruptions and increased stress.	<ul style="list-style-type: none"> • Support your colleagues • Immediately following a crisis, do not attempt to contact colleagues - leave communication lines open for emergency use • Help your colleagues by providing support to continue ministry operations where possible
Secondary	Premier's Office, GCPE, PSA, EMBC, Other Agencies (<i>see below</i>)	These bodies will provide support and lead external and internal cross government communications. They should be kept informed as requested, but specific communications to them are out of scope for this plan.	<ul style="list-style-type: none"> • Ensure ministry messages are consistent with information received from the other government leads • Provide links to other government information sources in ministry communications

Interdependencies

The following is a list of stakeholders whom the ministry may have contact with during a crisis event:

- Premier's/Minister's Office
 - a. Provide updates received from emergency responders including the Canadian Red Cross, military, municipalities and federal/other provincial governments
 - b. Current government priorities including mission critical business operations
- Public Service Agency (PSA)
 - a. Human resource information, including pay, benefits and employee health and safety
- Government Communications and Public Engagement (GCPE)
 - a. Overall government direction, messaging and information to citizens related to available services and taxpayer responsibilities (i.e., those not impacted by the disaster)
- Emergency Management BC (EMBC)
 - a. Receive ministry situation reports and critical updates from high level authorities and send out government status reports to ministries
 - b. Government building safety status

The ministry will ensure internal communications are consistent with and reference relevant information from these sources.

Strategy

Six-Step Structured Communication Guide

While the communications channel may vary according to what technology is available during a disaster, all communications should include the following information, in order of priority:

Priority	Topic	Description
1	Current Situation	An overview of the current situation and any updates since the previous communication.
2	What You Can Do	This information tells employees what they need to do in the short and longer term.
3	Employee Support Information	This section acknowledges the employee's experience in the event and offers options to access support such as counselling or emergency assistance. This will also include ongoing Q & As, responding to anticipated and known employee questions/concerns.
4	Mission Critical Information	Information needed by employees to help participate in the response to the disaster and recovery efforts.
5	Information for Unaffected Personnel	Information on the status of work for those not directly affected by the crisis. This could include assisting with the recovery effort and/or reassignment within the ministry or government.
6	When The Next Update Will Occur	Information on when, how and from whom the next communication will come.

Employee Communication

Who, What, When and How

The best practice is to communicate with employees often by whatever means are available. The following table provides roles and responsibilities at various levels of the organization. It is anticipated that at each lower level of the organization, more personnel and work specific information will be provided.

If within a division one of those responsible is not able to fulfil their responsibilities, the position above it (up to the ADM) would assume responsibility; if the ADM is not available then the Branch Head designated (or if they are not available their alternate) would step in and carry out the ADM responsibilities.

Roles and Responsibilities¹

	Deputy Minister	MOC Leads	ADMs	Branch Heads	Managers/Supervisors	Employees
Audience <i>Who are we communicating with?</i>	All employees	• PMCPB responsible for DM communication to employees	Division employees	Branch employees	Work unit employees	Not applicable
Frequency <i>When are we communicating?</i>	As soon as possible after a crisis event and as frequently as new information is available or direction needs to be provided; also depends on length		As per DM	As per DM	As per DM	Not applicable

¹ During a crisis, BCP Planners, if available, will provide BCP advice and guidance, as requested.

	Deputy Minister	MOC Leads	ADMs	Branch Heads	Managers/Supervisors	Employees
	of time anticipated to resumption of normal operations					
Communications vehicle <i>How are we communicating?</i>	<ul style="list-style-type: none"> Dark site, text message, email, intranet 	<ul style="list-style-type: none"> Facebook, text message, email 	<ul style="list-style-type: none"> As per DM 	<ul style="list-style-type: none"> As per DM 	<ul style="list-style-type: none"> As per DM 	<ul style="list-style-type: none"> Not applicable
Expectations and Messaging <i>Who will be communicating and what will they say?</i>	<ul style="list-style-type: none"> Follow 6-step structure and consistent messaging format provided in this plan Provide frequent, accurate, timely and concise information First priority is your personal health and safety and that of families and friends Seek out Homewood Health services for personal support Once known, direct employees to monitor official, government-wide sources of information, e.g. 	<ul style="list-style-type: none"> Request situation reports from ADMs, prepare ministry report and action plan Feed / receive information to / from government entities, including EMBC, GCPE, e.g. resource needs or resources available Provide status reports and speaking points to DM / ADMs Monitor regular and social media sources for employee posts and to identify issues to address 	<ul style="list-style-type: none"> Reinforce DM messages Add personal message of reassurance, etc. Communicate divisional priorities, status of divisional recovery and recognize employee efforts, let their manager / supervisor know of any issues, concerns or questions and that common questions and answers posted wherever possible (e.g. dark site, intranet site) 	<ul style="list-style-type: none"> Reinforce DM and ADM messages Add personal message of reassurance, etc. Communicate branch priorities and status of branch recovery; recognize employee efforts Advise employees to stay in touch with their manager / supervisor regarding their status and availability for work Tell employees to let their manager / supervisor know of issues, concerns or questions and that common questions and answers posted 	<ul style="list-style-type: none"> Reinforce DM, ADM and Branch Head messages Add personal message of reassurance, etc. Communicate work unit priorities and status of work unit recovery; recognize employee efforts Advise employees to stay in touch with their manager / supervisor regarding their status and availability for work Remind employees to let manager / supervisor know of any issues, concerns or questions and that common questions and answers posted wherever possible (e.g. dark site, 	Impacted Employees <ul style="list-style-type: none"> Once employees have addressed their immediate health and safety issues, they should contact their supervisor (or alternate) to let them know of their status and when they may be available for work or follow the contact plan arranged with their supervisor prior to the event Follow management directions Advise manager/supervisor of any work issues or concerns Unimpacted
Expectations and						

	Deputy Minister	MOC Leads	ADMs	Branch Heads	Managers/Supervisors	Employees
Messaging <i>Who will be communicating and what will they say?</i>	radio broadcasts, television, message boards in Recovery Centres, government social media sites <ul style="list-style-type: none"> • Contact your manager / supervisor re: status and availability for work • Wait for instructions • Confirm ministry business recovery priorities • Provide updates on response / recovery efforts • Tell employees to let their manager / supervisor know of issues, concerns or questions and that common questions and answers posted wherever possible (e.g. dark site, intranet site) • Provide timing of next update 			wherever possible (e.g. dark site, intranet site)	intranet site) <ul style="list-style-type: none"> • Act as the eyes and ears of the ministry and escalate any issues, concerns or questions not able to answer to MOC Communications Lead 	employees <ul style="list-style-type: none"> • Continue as usual unless until new direction provided • Initially, do not contact employees in impacted area so that emergency responders can have full access to cell, telephone capacity

Managing and Communicating the Crisis

Contact Information

In the event of a disaster, overarching ministry communications activities will be directed and delivered by the following persons until the crisis has passed or the deputy minister or delegate directs otherwise.

Priority	Responsible	Delivered by	Contact Information (09/2015)
1	Deputy Minister	Deputy Minister's Office Staff	Kim Henderson Work: 250-387-3184 Cell: s.17 Email: Kim.Henderson@gov.bc.ca
2	Associate DM (DM alternate)	Deputy Minister's Office Staff	Cheryl Wenezenki-Yolland Work: 250-387-2072 Cell: s.17 Email: Cheryl.WenezenkiYolland@gov.bc.ca
3	Ministry Operations Centre Lead	ADM, Corporate Services Division	Tara Richards Work: 250-387-8139 Cell: s.17 Sat: Email: Tara.Richards@gov.bc.ca
4	Alternate Ministry Operations Centre Lead	Comptroller General	Stuart Newton Work: 250-387-6692 Cell: s.17 Sat: Email: Stuart.Newton@gov.bc.ca
5	Executive Director, PMCPB	Executive Director, PMCPB	Kashi Tanaka Work: 250-387-4733 Cell: s.17 Email: Kashi.Tanaka@gov.bc.ca
6	Ministry Operations Centre, Internal Communications Lead	Manager, Marketing and Communications, PMCPB	Nancy Curtis Work: 250-896-5229 Email: Nancy.Curtis@gov.bc.ca

Monitoring and Evaluation

How We Know the Plan is Effective

The evaluation of the effectiveness of this plan will be done pre, during and post crisis.

Pre-Crisis

The ministry will conduct regular communication exercises to test the content and effectiveness of this Plan.

During

The ministry leadership team will track the following during a crisis:

- Volume of employee submitted questions and concerns that are not being addressed through existing communications
- Employee comments and other relevant information gleaned from social media channels
- Volume of complaints regarding communications from ministry employees
- Informal feedback from across and all levels of the ministry

Post Event

- Develop evaluation tools, such as a survey for feedback from members of each audience to determine the effectiveness of this Plan.

Appendix A: Crisis Communications Scripts

Depending on the state of infrastructure and technology, communications scripts may not be useful in all circumstances.

The following templates may be adapted for the specific emergency you face. Please adjust them as required, depending on your needs.

All Events Announcement (earthquake example)

To: All Employees
From: Deputy Minister OR Ministry Operations Centre Lead or Alternate
Subject: For Your Immediate Attention – Earthquake Event (#1)²

Current Situation	As you know, a major earthquake has occurred on Vancouver Island in the Victoria region (or be specific -- struck the <city/cities> of <list >). While the extent of the impact to Ministry of Finance employees and facilities is not yet known, we are working to assess the situation. <i>Choose one if known -- At this time, there is no access to ministry buildings in < list of cities> or <provide list of addresses>. <OR> Please do not access ministry buildings in the impacted area(s) until you have been told it is safe to do so.</i>
What you can do	Safety is our top priority -- if you are within the affected area, please look after your immediate health and safety, as well as that of your family. Once you are able, please contact your supervisor and advise them of your personal / family status, availability and confirm your contact information. Your supervisor will provide any work-related information and instructions. If you receive press enquiries, please redirect them to Government Communications and Public Engagement at 250 356 2821.
Employee Support Info	We understand that this is a difficult time for everyone. Please take care of yourself, and if possible offer your support to others in need. If you have access to telephone or internet, personal counselling services from Homewood Health services are available by calling 1-800-655-5004 or via their website at: http://www.homewoodhealth.com/corporate/contact .
Mission Critical Information	The Ministry Operations Centre (MOC) , headed by <insert MOC Lead Name> or alternate, has been activated and will lead our ministry's recovery efforts, working with Emergency Management BC and other government resources. Division / Branch Business Continuity Plans have been activated, and ADMs will regularly communicate with the MOC to coordinate their divisions' recovery efforts and provide progress updates.
Information for	If you are outside the affected region, work will continue as usual. Please do not attempt to contact your colleagues at this time. You can help emergency

² All DM communications related to a specific event will be numbered as they are distributed. This will allow employees to determine if they might have missed a communication and for easy reference to previous communications.

unaffected personnel	responders in their efforts by limiting your use of cellphone and telephone calls to this area.
When the next update will occur	You will receive a further update within <12 hours / 24 hours / 48 hrs / 72 hrs> via <meeting / telephone / text message / email / dark site / social media>. Please ensure your health and safety. Deputy Minister Ministry of Finance

Ongoing Recovery Update (earthquake example)

To: All Employees
From: Deputy Minister OR Ministry Operations Centre Lead
Subject: For Your Immediate Attention – Ongoing Recovery Update (#2)

Current Situation	As a result of the earthquake that struck the <city/cities> of <list cities> on <date>, we have determined that the ministry has been impacted in the following ways: <ul style="list-style-type: none"> • <list impacts>
Mission Critical Information	<p>The Ministry Operations Centre is implementing a plan to recover ministry business operations. The first priorities for business recovery are the following lines of business: <update as business recovery progresses></p> <ol style="list-style-type: none"> 1. Provincial Treasury, Banking Cash Management and Debt Management branches; payments on behalf of government and borrowing funds. 2. Provincial Treasury, Risk Management Branch; Risk Management expertise and management of emergency claims. 3. Office of the Controller General, Legal Encumbrance Branch and Corporate Accounting Services; stop future payments to debtor (suppliers and/or employees) doing business with government, or process payments diverted from suppliers and/or employees on stop pay, and accounts payable and general ledger for BCP government. 4. Government House, Lieutenant Governor; provide necessary support for the continuance of the Lieutenant Governor's Office. 5. Revenue Programs Division, Income Taxation and Revenue Solutions Branches, Student Loans and Family Bonus interface; collection of revenue and loan payments, and support payment of Family Bonus. 6. VIP IT support to the Premier's Office, MLA's and Cabinet Operations: support all IT functions and equipment. <p>Employees assigned to recover mission critical business should be prepared to action their roles immediately and as soon as possible advise their Executive Director of their availability.</p> <p>Some employees in less critical business areas may be assigned temporary</p>

	<p>duties to assist in the recovery of critical business areas or in the broader government recovery. This will be discussed with your supervisor. Other lines of business will be recovered in the order of priority as determined prior to the business outage.</p>
What you can do	<p>If you haven't yet, but is possible to do so, please contact your supervisor regarding your personal / family status, availability and confirm your contact information. Your health and safety is important to us.</p> <p>If you and your family are safe and you are now in a position to help, your supervisor may relay instructions on how you can support the recovery effort. Please contact your supervisor for further information.</p> <p>If you have been unable to make contact with your supervisor, please contact their alternate, your branch head or ADM.</p> <p>Should you receive press enquiries, please redirect them to Government Communications and Public Engagement at 250 356 2821.</p>
Employee Support Info	<p>We understand that this is a difficult time for everyone. Please take care of yourself, and if possible offer your support to others in need. If you have access to telephone or internet, personal counselling services from Homewood Health services are available by calling 1-800-655-5004 or via their website at: http://www.homewoodhealth.com/corporate/contact.</p> <p><u>We have established an employee Q&A site that includes answers to employees questions that we felt may be of interest to others in the ministry. You can access the site here (insert hyperlink).</u></p>
Information for unaffected personnel	<p>Choose one:</p> <p><If you are outside the affected region, please do not attempt to contact your colleagues at this time. You can help emergency responders in their efforts by limiting your use of cellphone and telephone calls to this area.></p> <p><OR></p> <p><If you are outside the affected region, it is now safe to contact your colleagues impacted by the earthquake. However, you may experience delays or difficulties contacting your colleagues due to widespread impacts to telecommunications infrastructure.></p> <p>Your supervisor will discuss with you how you can help the recovery effort.</p>
When the next update will occur	<p>You will receive another update within <1-3 days / 7 days / 14 days> via <meeting / telephone / text message / email / social media>.</p> <p>Please continue to ensure your health and safety.</p> <p>Deputy Minister Ministry of Finance</p>

Response to Employees: Concerns of Slow Recovery After an Earthquake

To: All Employees
From: Deputy Minister OR Ministry Operations Centre Lead
Subject: Status Update -- Recovery of Ministry Operations

Current Situation	Since the earthquake on <insert date>, all mission critical business areas have been recovered. <Include examples of what has been done to date> We would not have been able to do this work without your support and dedication. There is a still a lot more work to do and you will be needed to ensure our success.
What you can do	As we continue to recover all business areas, ADMs and Branch Heads will continue to provide direction and support. Please ensure you are in contact with your supervisor to discuss immediate business requirements. If you receive press enquiries, please redirect them to Government Communications and Public Engagement at 250 356 2821.
Employee Support Info	<p>We understand that <the period of time> has been a stressful and difficult time for all employees both inside and outside the impacted region. You may feel that the recovery is taking longer than expected. Please know that large events such as the one we have experienced will take a significant amount of time before we feel we have returned to "normal".</p> <p><Relay a personal story, if possible></p> <p>It is important for you to take care of yourself and stay healthy. Personal counselling services from Homewood Health services continue to be available by calling 1-800-655-5004 or via their website at: http://www.homewoodhealth.com/corporate/contact.</p> <p>We encourage you to contact these services if you find you are experiencing stress or difficulties moving forward. The trained professionals at Homewood Health services can help and are waiting to hear from any employees that would benefit from their assistance.</p> <p><u>Please continue refer to the employee Q&A site that includes answers to employee questions. You can access the site here (insert hyperlink).</u></p>
Mission Critical Information	Mission critical business processes have been recovered. The next objective for the ministry is to recover business areas that have been identified as a business priority. Your supervisor will have further details.
When the next update will occur/	<p>We are committed to providing regular updates on the ministry's recovery effort so you are kept informed on the recovery efforts that are taking place across the ministry.</p> <p>Thank you for your contributions as we recover from this crisis.</p> <p>Deputy Minister Ministry of Finance</p>

Business Recovery Close out (earthquake example)

To: All Employees
From: Deputy Minister OR Ministry Operations Centre Lead
Subject: For Your Immediate Attention – Business Recovery Complete

Current Situation	<p>Since the earthquake on <insert date>, employees have worked diligently to recover business areas across the ministry. Through the efforts and commitment of our people, we have restored all of our lines of business <OR> the following lines of business :</p> <ul style="list-style-type: none">• <list items>
What you can do	<p>As we return to routine business, your ADM and Branch Head will provide direction and priorities for your business area. Please ensure you are in contact with your supervisor to discuss your immediate tasks and deliverables.</p>
Employee Support Info	<p>We understand that, <the period of time> has been a stressful and difficult time for many employees both inside and outside the impacted region.</p> <p>Even though the crisis has passed, it is important you continue to take care of yourself and stay healthy. Personal counselling services from Homewood Health services continue to be available by calling 1-800-655-5004 or via their website at: http://www.homewoodhealth.com/corporate/contact.</p>
Mission Critical Information	<p>I and the Ministry Operations Centre leads have agreed that it is time to return to routine ministry operation.</p> <p>To that end, the Ministry Operations Centre will no longer be coordinating the ministry business recovery, and divisions will resume delivering their core business. The Ministry Operations Centre will conduct lessons learned exercises over the next month in order to record what we have learned during this business recovery. If you have feedback that would support this work, please talk with your supervisor.</p> <p>Thank you to those manning the Ministry Operations Centre, and to all employees for your hard work, focus and fortitude that has allowed us to deal effectively with this crisis. It was a difficult task that each of us has faced on both a personal and work level, requiring us to draw on our knowledge, skills and talents in the face of a significant challenge. Thank you.</p>
When the next update will occur/	<p>As we move to business as normal, this concludes our series of recovery updates. For ongoing ministry information, please visit our ministry Intranet, FIN5, or check in with your supervisor.</p> <p>On behalf of the Executive Team, thank you again for your efforts to support our ministry during this extremely challenging time.</p> <p>Deputy Minister Ministry of Finance</p>

Appendix B: Frequently Asked Questions - Draft

1. I can't find my supervisor's phone number. How do I contact them?

Employer contact information can be found in the [BC Government Directory](#). If you are not able to reach your supervisor then please try their alternate contact, your Branch Head or ADM. Also, if you provided your contact information as part of your branch/division BCP plan, your supervisor/manager will be trying to contact you to find out your personal /family status and availability.

2. I am feeling stressed. What can I do?

It is important to seek out assistance if you are feeling overwhelmed. Contact Homewood Health services, who offer free, personalized counselling services to all government employees. You can reach them via phone at 1-800-655-5004 or via their website at: <http://www.homewoodhealth.com/corporate/contact>.

3. Where can I go to get the most up to date information about the business recovery?

Your first source for information is your supervisor/manager or branch head. Additionally, the Ministry Operations Centre has established an information centre, located on [<Physical Address / the Intranet / SharePoint / Facebook / Internet/>](#). Also, be on the lookout for updates directly from the Deputy Minister or designate via e-mail or the [ministry SharePoint site](#).

4. My family member is sick or injured and I need to care for them.

It is important to look after family members who may be sick or injured as a result of the disaster. When you are able please connect with your supervisor/manager to let them know you are safe.

5. Will this disruption impact employee payroll?

Contingency plans are in place and we are working with our service delivery partners and financial institutions to ensure payroll continues as normal. If you do not receive your regular pay, please speak to [your supervisor/manager](#) and then contact MYHR at 250-952-6000 (toll free 1-877-277-0772) and select option 1. **(To be confirmed with the PSA.)**

6. I am a mission critical employee. When do I report to work?

Please convene your critical business activities as soon as possible according to your branch/division BCP plan and the training you received. If this is not possible, then contact your supervisor/manager or Branch Head for direction. If they are not available, please contact the Ministry Operations Centre at [<insert number or alternate way to contact>](#) and provide them with information on your current situation.

7. **How will I know when and where I can report to work?**
Please contact your supervisor/manager to discuss. If you can't reach your supervisor/manager, please contact your Branch Head for a status update.
8. **The building I work at was damaged. Where should I report to work?**
Contact your supervisor/manager for instructions. Your supervisor /manager will work with your Branch Head and ADM to identify alternate arrangements and work will resume as per your division/branch BCP plan.
9. **I have special skills needed by the community. Who should I let know if my skills are needed?**
Employees who play unique roles in our community during emergencies (e.g. volunteer firefighters or trained search, EMBC TEAM member or rescue personnel) may be in need at any time during a disaster. Please let your supervisor/manager know and if they are not reachable then contact your Branch Head.
10. **I can't get into work because of the emergency, how will this be recorded on TOL?**
TOL issues will be addressed at the time of event. The ministry will follow and communicate the instructions provided by the Public Service Agency.
11. **Will this disaster affect my annual leave?**
Annual leave requests will be managed by each ministry unless direction is provided by the PSA.
12. **My work laptop or cellphone was damaged. How do I get a new one?**
Requests for new equipment should go through your supervisor/manager.
13. **When will work return to "normal"?**
Recovering from wide area interruptions can often take weeks or months. The Deputy Minister will make an announcement on when the ministry recovery has reached the stage when it is possible declare business as usual. Thank you for your continued efforts in supporting the ministry's business recovery.

Appendix C: Dark Site – Alternate Communications Tool

A dark site is an alternate communication vehicle available to ministry employees during a wide spread business outage. This site will contain critical information on the outage, provide links to resources and remind employees of their immediate responsibilities. The site may also be used to provide critical division / branch recovery information.

The ministry [dark site](#) will provide ongoing timely and frequent updates on the emergency and the status of the recovery effort to date. The site has been established as a best practice. It is important for employees to receive frequent updates on the ministry's situation and the recovery priorities for the ministry so that employees do not seek this information elsewhere, which may not be accurate.

A key advantage to having a dark site is that the site is not located on the ministry network but on a separate SharePoint server. This permits employees to sign directly into the site using their IDIR and password without going through the typical government sign on process. Most importantly it offers an option to communicate to ministry employees if government email and Intranet site are not operational.

Prior to the site's use in an emergency, it can provide a reminder of what employees should do in a crisis situation, as well as provide important links to both resources to personally prepare and to the ministry's [BCP information](#).

Ministry of Finance Recovery SharePoint Site



PRIOR TO A DISRUPTION

- Prepare for the [safety](#) of you and your family
- Know the Plan
- Know who to Contact
- Wait for instructions

This site will provide updates on the business recovery if regular email and the Finance Intranet site is not available. Please continue to [the Ministry of Finance Recovery page](#) for further information and instructions.

Link to ministry dark site: <https://fin.gov.bc.ca/Emergency/default.aspx>

Related Emails for Dark Site

From: Cormack, Michael FIN:EX
Sent: Monday, December 14, 2015 11:15 AM
To: Fillion, Katie FIN:EX
Subject: Follow up: SP Access KFIILLION - FIN Dark Site

Hi Katie,

I have provided you access to the Dark site again. Thanks for assisting in the test.

Thank you, Michael.

From: Barlow, Richard O FIN:EX
Sent: Monday, December 14, 2015 9:23 AM
To: Cormack, Michael FIN:EX
Subject: RE: Favour please: FIN Dark Site access

Hi Michael. It is part of the onboarding that a site contact or branch admin would coordinate with Share Services. This onboarding process is not fool proof. For example when Kim requests access for a new employee, she is often asked to copy another employee's access. If the copied employee is not in all the right groups then the new employee won't be either. Somehow Emma was missed. In the case of Katie, her access was probably copied from Nancy. Nancy is not in FIN ALL Users either.

From: Cormack, Michael FIN:EX
Sent: Thursday, December 10, 2015 3:35 PM
To: Barlow, Richard O FIN:EX
Subject: Favour please: FIN Dark Site access

Hi Richard,

Do you know how employees are provided ALL FIN Users access? To access the Dark Site this is a requirement.

Thank you, Michael.

From: Pye, Janet A FIN:EX
Sent: Thursday, December 10, 2015 9:55 AM
To: Restall, Emma FIN:EX
Cc: Cormack, Michael FIN:EX
Subject: RE: Follow up: SP Access KFIILLION - FIN Dark Site

Hello Emma.

Your IDIR account is showing that you and not a member of the required All FIN Users group that the SharePoint site relies on.

I suggest you have your IDIR account updated to include the group for the duration of your TA. Michael has added you directly to the SharePoint site for now, but this should not be necessary.

Restall, Emma FIN:EX a/Manager TB Operations	Cormack, Michael FIN: Senior Advisor, BCP
General Organization Phone/Notes Member Of E-m	General Organization Phone/Notes Member Of
Group membership: s.15	Group membership:

Thank you,

Janet Pye

250 356-9735

From: Cormack, Michael FIN:EX
Sent: Thursday, December 10, 2015 9:05 AM
To: Pye, Janet A FIN:EX
Subject: Follow up: SP Access KFILLION - FIN Dark Site

Hi Janet,

Unfortunately the fix did not do the trick. Any thoughts?

Thank you, Michael.

From: Pye, Janet A FIN:EX
Sent: Wednesday, December 9, 2015 3:41 PM
To: Cormack, Michael FIN:EX
Subject: SP Access KFILLION - FIN Dark Site

Hi Michael.

I've added the other all Finance group your visitors group: IDIR\fin_a_staff_all

Hopefully that will fix the issue.

Thank you,

Janet Pye

250 356-9735

From: Cormack, Michael FIN:EX
Sent: Wednesday, December 9, 2015 12:00 PM
To: Pye, Janet A FIN:EX
Subject: Favour please - FIN Dark Site

Hi Janet,

The [Finance Dark site](#) gives Finance employees (i.e., All FIN Users) access any time. When testing a few employees could not access the site. I checked and the employees were on the distribution list.

Do you have any ideas of why they could not access the site when they are showing on the distribution list?

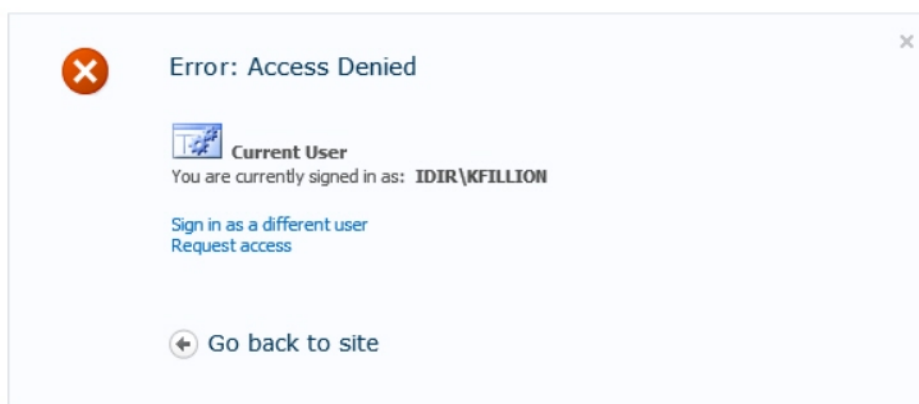
Thank you, Michael.

Michael Cormack
Senior Advisor, Business Continuity Planning

Ministry of Finance

Corporate Services Division
Serving the Ministry of Finance and the PSA
Cell s.17 Email: Michael.Cormack@gov.bc.ca

"The only thing harder than planning for a disaster is explaining why you didn't" (Unknown)



From: Pye, Janet A FIN:EX
Sent: Thursday, December 10, 2015 9:45 AM
To: Fillion, Katie FIN:EX; Curtis, Nancy FIN:EX
Cc: Cormack, Michael FIN:EX
Subject: RE: Follow up: SP Access KFILLION - FIN Dark Site

Hello Katie.

Your IDIR account is showing that you are not a member of the required All FIN Users group that the SharePoint site relies on.

It will need a service request to be updated and possible review of your other accesses.

The screenshot displays three user profile cards side-by-side. Each card has a header with the user's name and title, followed by a tabbed interface with 'General', 'Organization', 'Phone/Notes', and 'Member Of' tabs. The 'General' tab is selected for all three. Under the 'Group membership:' section, the first card for Katie Fillion shows 's.15' in red text. The other two cards, for Nancy Curtis and Michael Cormack, are empty in this section. Each card also features a horizontal scrollbar at the bottom.

Fillion, Katie FIN:EX	Curtis, Nancy FIN:EX	Cormack, Michael FI
Marketing Communications Specialist	Manager, Marketing Communications	Senior Advisor, BCP
General Organization Phone/Notes Member Of	General Organization Phone/Notes Member Of	General Organization Phone/Notes Member
Group membership: s.15	Group membership:	Group membership:

Confirmed this theory with a test access attempt to: <https://fin.gov.bc.ca/bcp/default.aspx>

Thank you,

Janet Pye

250 356-9735

From: Cormack, Michael FIN:EX
Sent: Thursday, December 10, 2015 9:05 AM
To: Pye, Janet A FIN:EX
Subject: Follow up: SP Access KFILLION - FIN Dark Site

Hi Janet,

Unfortunately the fix did not do the trick. Any thoughts?

Thank you, Michael.

From: Pye, Janet A FIN:EX
Sent: Wednesday, December 9, 2015 3:41 PM
To: Cormack, Michael FIN:EX
Subject: SP Access KFILLION - FIN Dark Site

Hi Michael.

I've added the other all Finance group your visitors group: IDIR\fin_a_staff_all

Hopefully that will fix the issue.

Thank you,

Janet Pye

250 356-9735

From: Cormack, Michael FIN:EX

Sent: Wednesday, December 9, 2015 12:00 PM

To: Pye, Janet A FIN:EX

Subject: Favour please - FIN Dark Site

Hi Janet,

The [Finance Dark site](#) gives Finance employees (i.e., All FIN Users) access any time. When testing a few employees could not access the site. I checked and the employees were on the distribution list.

Do you have any ideas of why they could not access the site when they are showing on the distribution list?

Thank you, Michael.

Michael Cormack
Senior Advisor, Business Continuity Planning

Ministry of Finance

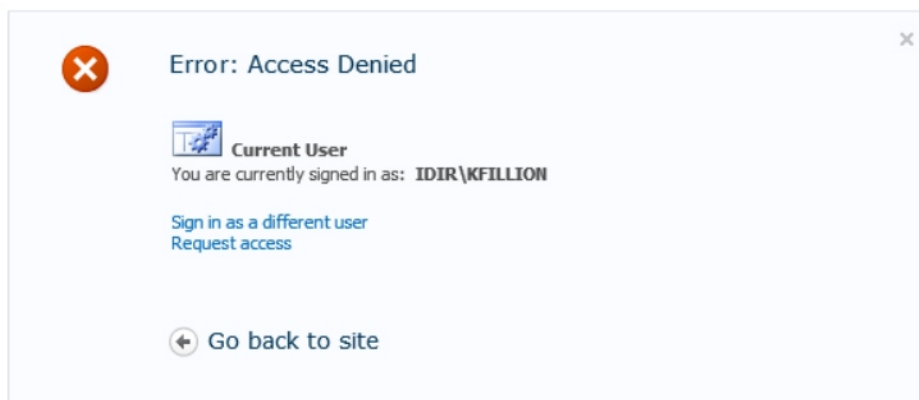
Corporate Services Division

Serving the Ministry of Finance and the PSA

Cell: s.17

Email: Michael.Cormack@gov.bc.ca

"The only thing harder than planning for a disaster is explaining why you didn't" (Unknown)



From: Fillion, Katie FIN:EX
Sent: Wednesday, November 25, 2015 9:00 AM
To: Cormack, Michael FIN:EX
Subject: RE: Link to Dark Site

Awesome, it works, thank you

From: Cormack, Michael FIN:EX
Sent: Wednesday, November 25, 2015 8:59 AM
To: Fillion, Katie FIN:EX
Subject: Link to Dark Site

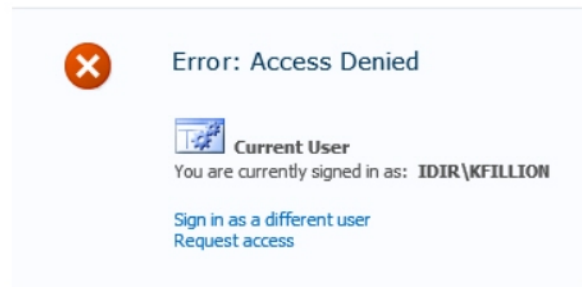
Hi Katie,

You should have it now.

Thanks, Michael.

From: Fillion, Katie FIN:EX
Sent: Wednesday, November 25, 2015 8:49 AM
To: Cormack, Michael FIN:EX
Subject: RE: Link to Dark Site

I don't have access ☹



From: Curtis, Nancy FIN:EX
Sent: Tuesday, November 24, 2015 3:55 PM
To: Cormack, Michael FIN:EX; Fillion, Katie FIN:EX; Miller, Stephanie FIN:EX
Subject: RE: Link to Dark Site

Confirmed.

Yup, I tried it after the meeting and I can.

Stephanie Miller

Marketing and Communication Specialist

Performance Management and Corporate Priorities

Corporate Services Division

Ministry of Finance

phone 250 896-5104 | email Stephanie.Miller@gov.bc.ca

MINISTRY OF FINANCE: *Trusted financial and economic leadership for a prosperous province*

From: Cormack, Michael FIN:EX

Sent: Tuesday, November 24, 2015 3:52 PM

To: Curtis, Nancy FIN:EX; Fillion, Katie FIN:EX; Miller, Stephanie FIN:EX

Subject: Link to Dark Site

Hi all,

Can you please confirm you have access the Finance [dark site](#)?

Thank you, Michael.

Michael Cormack

Senior Advisor, Business Continuity Planning

Ministry of Finance

Corporate Services Division

Serving the Ministry of Finance and the PSA

Cell: s.17 Email: Michael.Cormack@gov.bc.ca

"The only thing harder than planning for a disaster is explaining why you didn't" (Unknown)

From: Barlow, Richard O FIN:EX

Sent: Thursday, November 19, 2015 10:18 AM

To: Cormack, Michael FIN:EX

Subject: RE: Link to Dark site

The dark site is a great idea Michael. It will be a great cross-ministry resource – lean thinking.

From: Cormack, Michael FIN:EX

Sent: Wednesday, November 18, 2015 10:22 AM

To: FIN BCP Committee

Subject: Link to Dark site

Good morning,

Here is the link to the [Dark Site](#) for the BCP Committee meeting today.

Thank you, Michael.

Michael Cormack

Senior Advisor, Business Continuity Planning

Ministry of Finance

Corporate Services Division
Serving the Ministry of Finance and the PSA
Cell: s.17 Email: Michael.Cormack@gov.bc.ca

"The only thing harder than planning for a disaster is explaining why you didn't" (Unknown)

From: Cormack, Michael FIN:EX
Sent: Wednesday, November 18, 2015 2:49 PM
To: Restall, Emma FIN:EX
Subject: Follow up - Dark site access

Hi Emma,

Can you please check to see if you are able to access the Dark site?

Thank you, Michael.

From: Restall, Emma FIN:EX
Sent: Wednesday, November 18, 2015 12:37 PM
To: Cormack, Michael FIN:EX
Subject: RE: Follow up - Dark site access

Thanks Michael!

Emma Restall

a/ Manager, Treasury Board Operations
Treasury Board Staff
Ministry of Finance
Phone: 250-387-9070
Email: Emma.Restall@gov.bc.ca

From: Cormack, Michael FIN:EX
Sent: Wednesday, November 18, 2015 12:17 PM
To: Restall, Emma FIN:EX
Subject: Follow up - Dark site access

Hi Emma,

Sorry I am not sure why you cannot access the Dark site. Please leave it with me and I will let you know what I find out. Can you advise if Keely can access the site?

Thank you, Michael.

From: DoNotReply@SP2010.gov.bc.ca [<mailto:DoNotReply@SP2010.gov.bc.ca>]
Sent: Wednesday, November 18, 2015 10:33 AM
To: Jones, Steven PSA:EX
Subject: Access request for a site

IDIR\ERESTALL (Restall, Emma FIN:EX) is requesting access to: <https://fin.gov.bc.ca/Emergency>

Click one of the following links:

- [Grant IDIR\ERESTALL \(Restall, Emma FIN:EX\) access to the site](#)

- [Manage request access setting for the site](#)

Note: Do not reply to this message. It is sent from an unmonitored account.

What is a SharePoint site?

A SharePoint site is a Web site that provides a central storage and collaboration space for documents, information, and ideas. A SharePoint site is a tool for collaboration, just like a telephone is a tool for communication, or a meeting is a tool for decision making. A SharePoint site helps groups of people (whether work teams or social groups) share information and work together. For example, a SharePoint site can help you:

- * Coordinate projects, calendars, and schedules.
- * Discuss ideas and review documents or proposals.
- * Share information and keep in touch with other people.

SharePoint sites are dynamic and interactive -- members of the site can con

From: Cormack, Michael FIN:EX

Sent: Tuesday, June 30, 2015 3:39 PM

To: Tanaka, Kashi FIN:EX

Subject: Review and Approval - FIN Pre-Crisis Communication Plan

Hi Kashi,

For information. This is the last thing Donna and I did together. I have not received information/approval from Tara.

Thank you, Michael.

From: Cormack, Michael FIN:EX

Sent: Monday, June 29, 2015 2:17 PM

To: Richards, Tara R FIN:EX

Subject: Review and Approval - FIN Pre-Crisis Communication Plan

Good afternoon Tara,

Attached is the Pre-Crisis Communication Plan for your review and approval. This Plan will be used to support the roll out of the Crisis Communications Plan.

Happy to discuss if you have questions or concerns.

Thank you, Michael.

Michael Cormack
Senior Advisor, Business Continuity

Ministry of Finance

Corporate Services Division

Serving the Ministries of Finance and the PSA

Cel's.17



Please consider the environment before printing this email.

From: Cormack, Michael FIN:EX
Sent: Friday, March 21, 2014 11:16 AM
To: Jones, Steven FIN:EX
Subject: Follow up: BCP Dark Site for comment

Hey Steven,

Some minor edits to the wording below. Maybe we can put it in bit bigger font as well and add the link to the BCP site and pamphlet. Potentially some FAQ's as well.

Thank you, Michael.

As a result of the recent business disruption, the Ministry of Finance is currently experiencing a reduction in service delivery, which is impacting our ability to respond to our clients. Our Business Continuity Plan is now in place which allows for the continuation of critical business functions. We are working to recover and resume our operations to normal response times.

Now is the time to contact your supervisor to learn of the recovery plan for your business unit. Please continue to ensure the safety of you and your family until you receive information about your role in the recovery process. This page will be updated with the latest information as we receive it. Please check back regularly to learn more about recovery progress.

For general information and service delivery updates about the Ministry of Finance, please go to our public internet site <http://www.gov.bc.ca/fin/index.html>

Thank you for your patience and your attention while we work to resume our business operations.

From: Curtis, Nancy FIN:EX
Sent: Monday, March 10, 2014 10:46 AM
To: Cormack, Michael FIN:EX
Subject: FW: BCP Dark Site for comment

From: Jones, Steven FIN:EX
Sent: March-06-14 8:55 AM

To: Curtis, Nancy FIN:EX
Subject: BCP Dark Site

So I've updated the dark site. I've actually split the page into two sections: the "Emergency" landing page, and then a "recovery" page that we could make the home page once we're sure the emergency has passed and recovery has begun. Most of the boilerplate is on page #2.

I went through the links on the BCP site and I didn't find a whole lot of them that would be super useful in an actual recovery situation (they were more planning-related), so I went through and populated the left link column with links I think people would actually want if they were trying to recover.

<https://fin.gov.bc.ca/Emergency/default.aspx>

Steven Jones

Marketing and Communication Specialist

Performance Management and Corporate Priorities Branch,

Corporate and Ministry Support Services,

Ministry of Finance

Tel: (250) 812-5343

Email: steven.jones@gov.bc.ca



Please consider the environment before printing this email.

From: Cormack, Michael FIN:EX
Sent: Friday, January 3, 2014 12:51 PM
To: Curtis, Nancy FIN:EX
Subject: Dark site feedback

Hi Nancy,

Sorry for the delay. There is not much content but I think you are on the right track. My suggestion is to keep it simple and easy to read. I don't think I need to tell you this though....

Also, there are many links available on the OSH and BCP website so you may want to copy them onto the dark site.

Thank you, Michael.

From: Cormack, Michael FIN:EX
Sent: Tuesday, October 29, 2013 10:01 AM
To: Curtis, Nancy FIN:EX
Subject: RE: Dark site

Thanks Nancy. I'll take a look this week.

Cheers, Michael.

From: Curtis, Nancy FIN:EX
Sent: Tuesday, October 29, 2013 7:52 AM
To: Cormack, Michael FIN:EX
Subject: FW: Dark site

For comment.

Nancy Curtis
A/Manager, Marketing Communications Unit

Performance Management and Corporate Priorities Branch

Ministry of Finance
250-953-4589

From: Jones, Steven FIN:EX
Sent: Monday, October 28, 2013 4:25 PM
To: Curtis, Nancy FIN:EX
Subject: Dark site

This gives us a starting place for discussion with Michael as to what ought to be there.

<https://fin.gov.bc.ca/Emergency/default.aspx>

Best regards,

Steven Jones

Marketing and Communication Specialist

Performance Management and Corporate Priorities Branch,

Corporate and Ministry Support Services,

Ministry of Finance

Tel: (250) 387-8593

Email: steven.jones@gov.bc.ca



Please consider the environment before printing this email.

From: Curtis, Nancy FIN:EX
Sent: Tuesday, July 30, 2013 11:07 AM
To: Cormack, Michael FIN:EX
Subject: RE: Follow up - Dark site

We think the best solution, which eliminates the need for specialized software, is to create the dark site in SharePoint. With the right permissions all of us can update from anywhere in the world. It is on Steven's project list to develop a mock up for your review.

Cheers,

Nancy Curtis

A/Manager, Marketing Communications Unit

Performance Management and Corporate Priorities Branch

Ministry of Finance

250-953-4589

From: Cormack, Michael FIN:EX

Sent: Tuesday, July 30, 2013 9:48 AM

To: Curtis, Nancy FIN:EX

Subject: Follow up - Dark site

Hi Nancy,

You mentioned at the Mgr's meeting that you have some ideas on messaging for the BCP dark site. Will you be sending to me by email or did you want to meet to discuss?

Was there further discussion on MCU software being posted at an alternate site?

Thanks, Michael.

Michael Cormack

Senior Advisor, Business Continuity Planning

Corporate Services Division

Serving the Ministry of Finance and the Public Service Agency

Ph. 387-3688 Fax 356-7326 BE^{s.17}

"The only thing harder than planning for an emergency is explaining why you didn't."