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Ethics and Public Health in an Age of Terrorism

Resource Allocation in the Context of Business Disruptive Events

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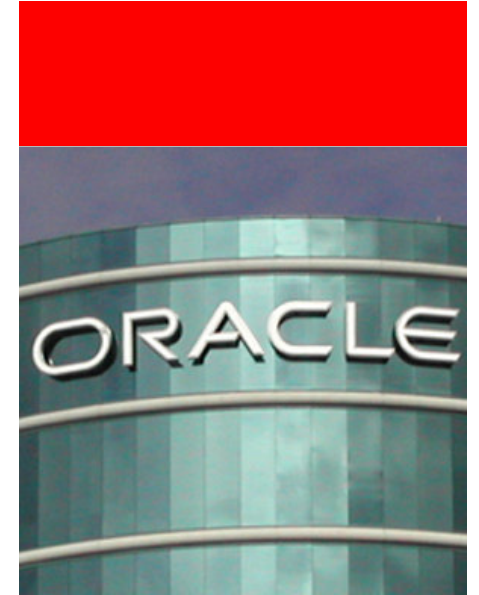


Objective and Agenda

- Objective: To analyze resource allocation and ethical considerations therein in the context of recent crises and to elicit parallels & differences with Public Health
- Agenda:
 - Oracle Business Continuity Management Program (BCMP) Overview
 - Scenario-specific resource allocation issues
 - Ethical dichotomy between public and private sectors
 - Conclusions



Oracle BCMP: Program Overview





BCMP: Oracle's ISO 17799/27002 Policy-Based Approach

Area/Precept	Collateral and Ownership
Emergency Response: "Get out or stay in" (as situation warrants)	Evacuation and shelter-in-place plans maintained by Real Estate and Facilities globally
Business Process Continuity: "Staff, technology, facilities, and/or suppliers are gone; what's your backup?"	Business Impact Analyses (BIAs) and Business Contingency Plans (BCPs)/tabletop testing deployed globally via by Global BC Coordinators per LOB
Crisis Management: "Get people talking"	Emergency notification system deployment, wallet cards, local cross-LOB meetings as part of a global hub-spoke model as deployed via by Real Estate and Facilities and country management globally for local crisis management team LCMT, and by Physical Security for Oracle events (Event CMT), health crises (Health CMT), and travel incidents (Travel CMT)
Disaster Recovery: "Bring back systems and in a certain order."	System inventories and prioritization, architectural analyses, and recovery procedures/testing deployed globally via by Global DR Coordinators per LOB
Biological/Chemical/ Radiological Threat Preparedness: "Contain and avoid"	Pandemic plan, infectious and communicable disease protocols developed via consortium and deployed globally via Health CMT
Community Partnership: "Coming Together"	Oracle membership in Business Executives for National Security (BENS), a private-public sector partnership to share resources during a regional/theatre-wide crisis. As well, Oracle partnership with Red Cross toward staff and family awareness and volunteerism.

Emergency Response

- Globalized emergency response plans
- E-training and drills

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Overview | **Self-Paced** | Scheduled

Offering Details

 eSeminar Emergency Preparedness Briefing Course

Fee: Employee | Language: English | Duration: 15 Minutes | Version: 1.0

Description

The purpose of this course is to introduce to Oracle staff globally to the Business Continuity to the Emergency Response and Action Program (ERAP) (one of several subprograms of it compliance with emergency response procedures so as to minimize immediate danger to li given emergency situation.

Outline

- Emergency Preparedness Briefing Course [Status: Completed | Time: 28:11:03]
- How to Use this Course [Status: Completed | Time: 00:00:20]
- Course [Status: Completed | Time: 28:10:15]**
- Emergency Preparedness Briefing Course Course Evaluation [Status: Incomp]

Oracle Security
Global Information Security

ERAP



HURRICANES, TYPHOONS AND TROP

DESCRIPTION

Hurricanes, typhoons, and tropical storms can bring heavy wind, torrential rain, ocean water that crashes into land as they approach. While they dissipate once spawn tornadoes as they do so.

WHAT EVERYBODY SHOULD DO DURING CRISIS

Planning

- Ask <ERT/Floor Wardens or Security or Facilities> for/be familiar with evacuation plans.
- Participate in all evacuation drills.

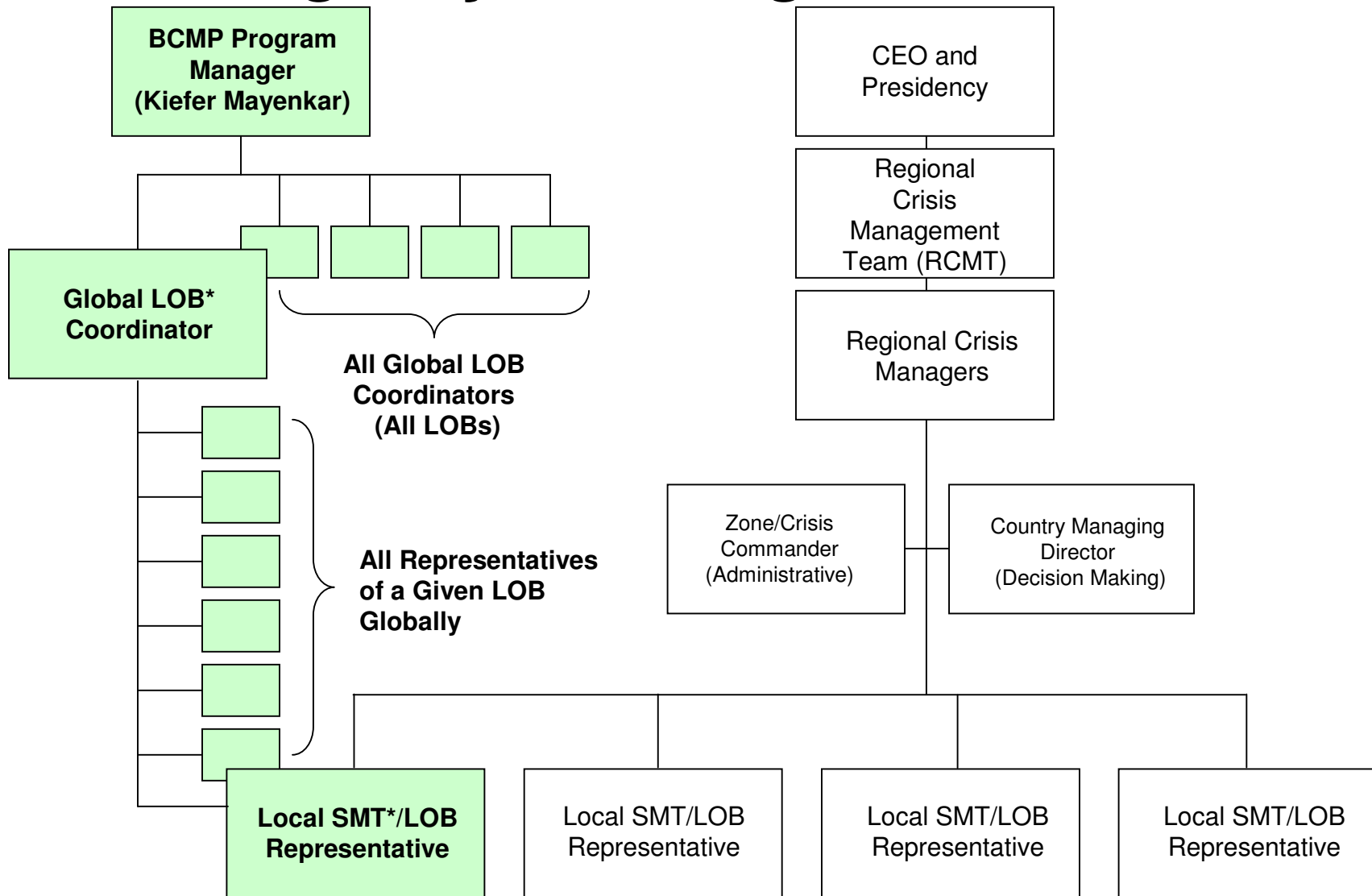
Crisis



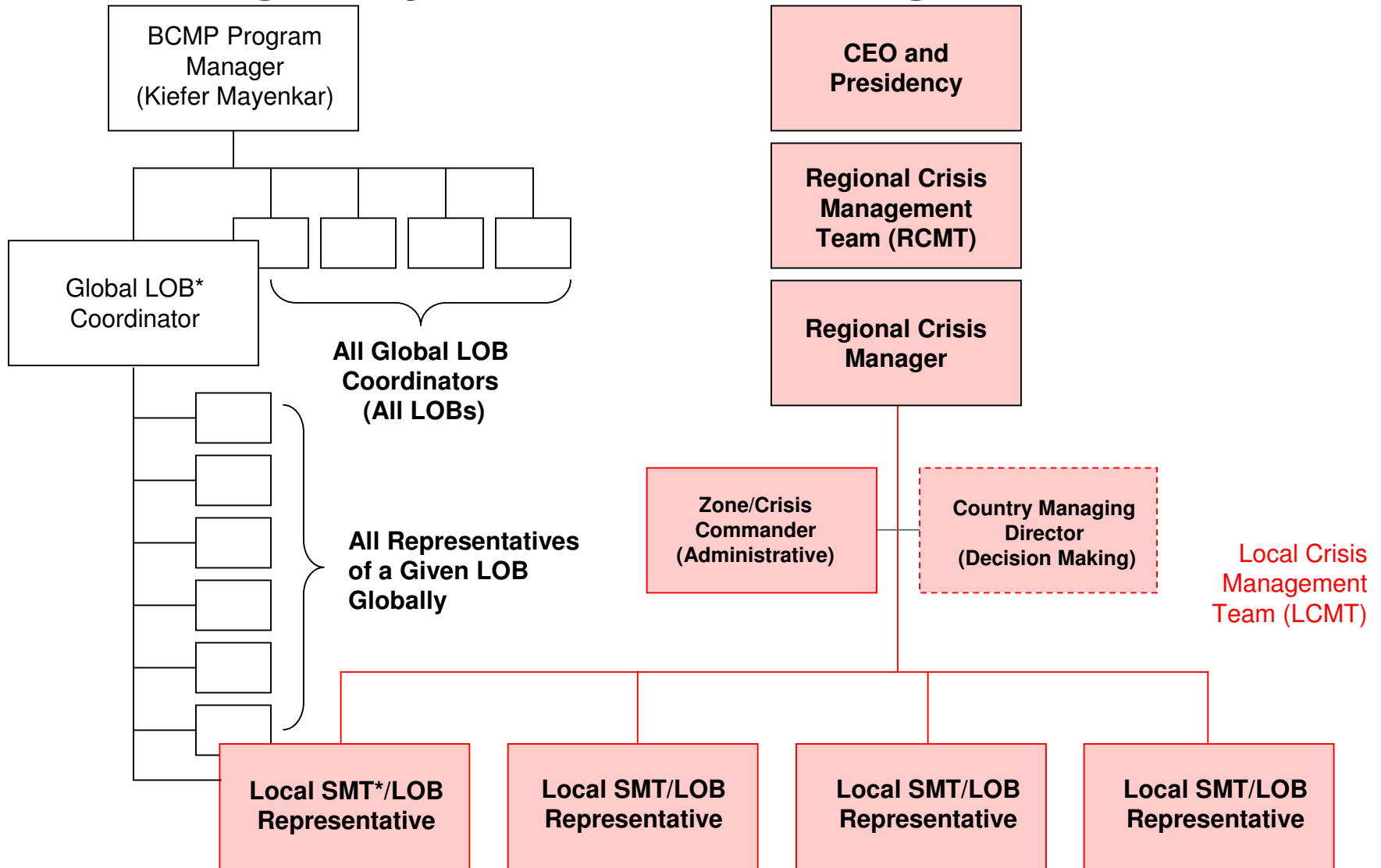
Contingency Planning Precepts

- Unavailability of people, technology, facility, or supplier versus specific types of countermeasures for specific crises
- Continuity in a workaround manner for 30 or more days
- Global workload distribution among over 350 offices globally and work-at-home as fundamental strategies
- A consistent, global and virtual crisis management structure toward activating contingency plans

Contingency Planning



Emergency & Crisis Management



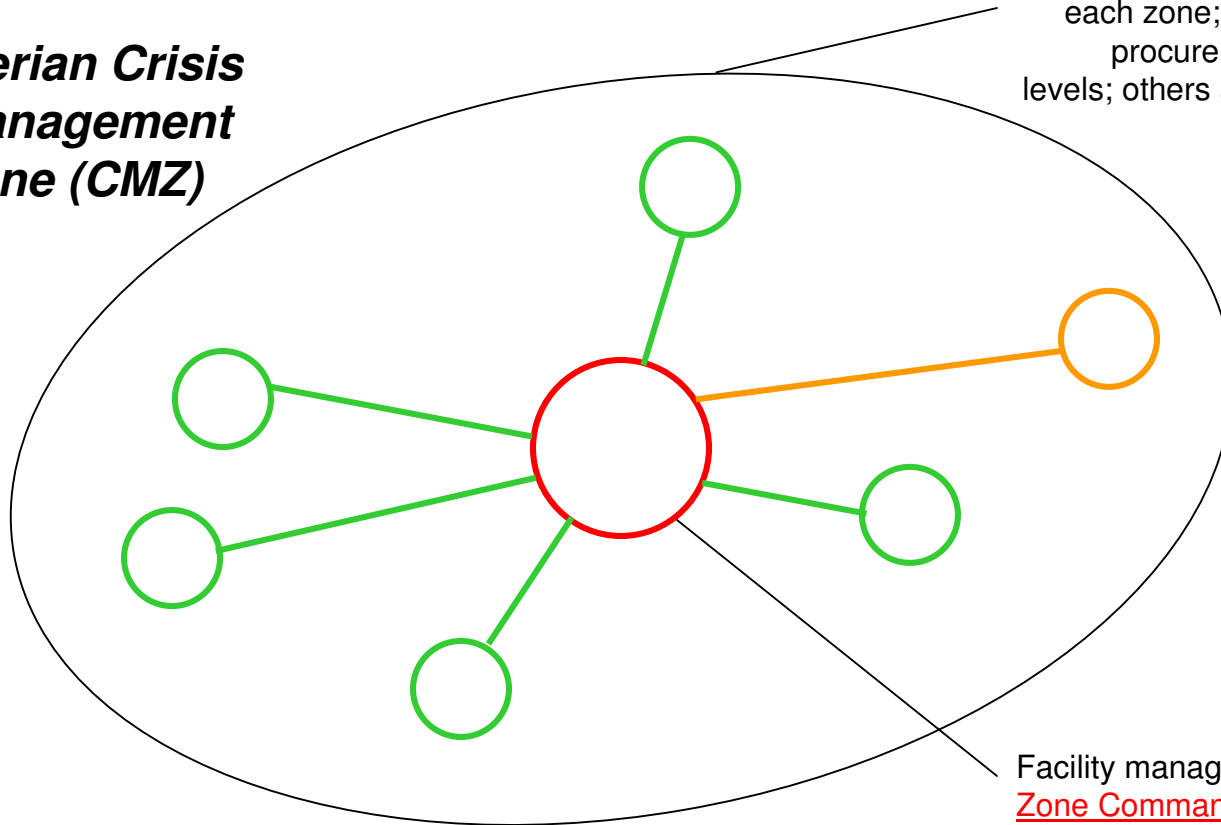
* LOB = Line of Business; * SMT = Senior Management Team

Crisis Management Zone: Iberia Example



Crisis Management Zone: Iberia Example

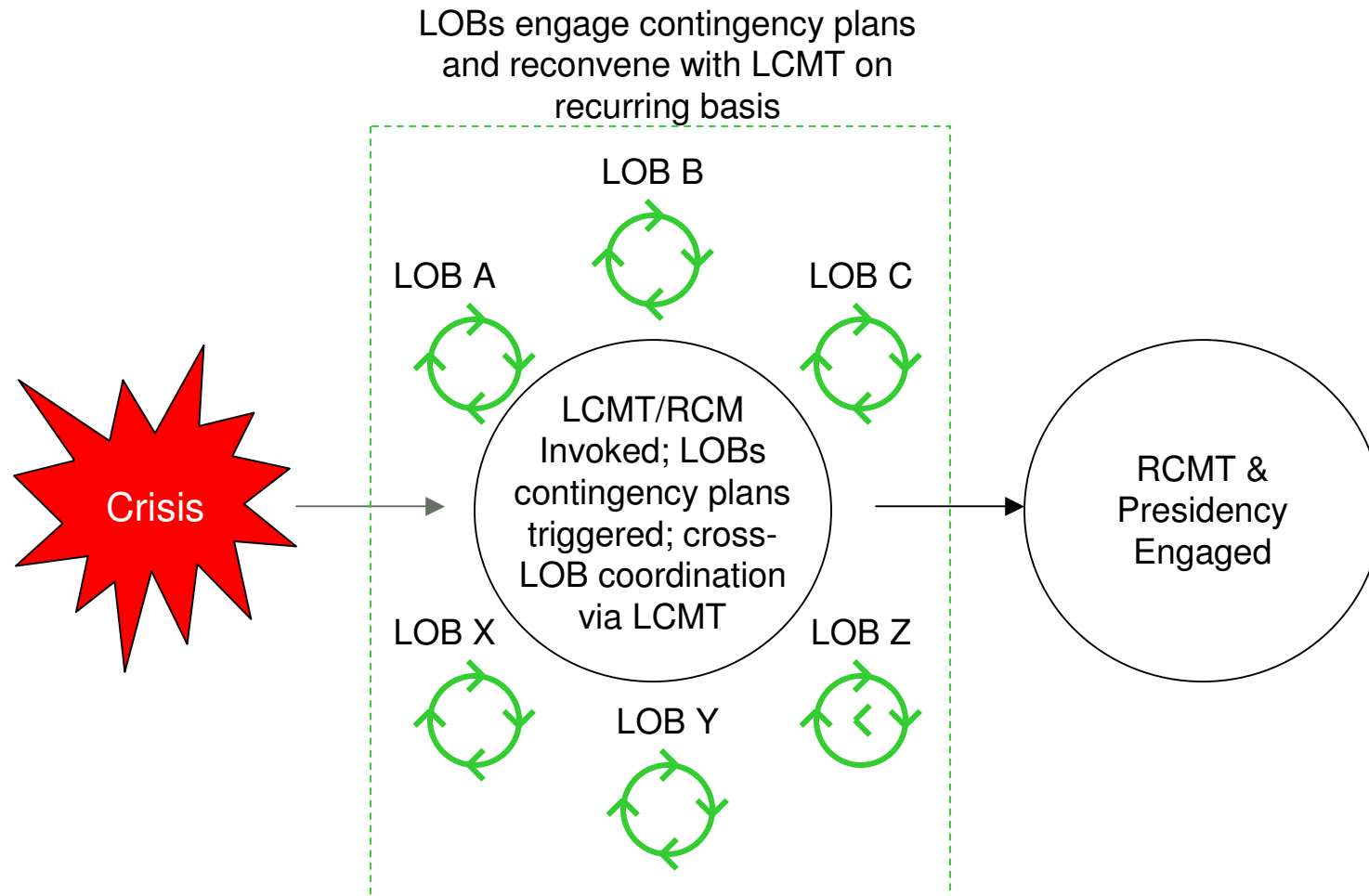
Iberian Crisis Management Zone (CMZ)



HR, PR, Legal, GIT assigned to each zone; some LOBs such as procurement only at regional levels; others as physically present

Facility manager as Zone Commander of primary office or hub

Local Trigger; Global Response



Disaster (Technology) Recovery

- A technology-specific crisis management team
- Alternate/ backups processes and procedures for data/application recovery:
 - Source code
 - Account provisioning
 - Authentication
 - DNS
 - Firewall
 - Network infrastructure
 - Provider/supplier continuity
 - Proxies
 - Other applications/ scripts
 - Security infrastructure

DBA

Note: For the purpose of this document, 'primary' will refer to the currently active primary, which is the DR instance, and 'standby' will refer to the target primary system.

Confirm that all available logs are copied and rolled forward on standby

Only one primary and one standby can perform switchover, shutdown all other instances.

The primary instance must be open and the standby instance must be mounted

Both primary and standby must be under archivelog mode.

The primary needs to be switched over to standby first

On the primary, verify if it's possible to perform switchover

```
SQL> select switchover_status from v$database
```

preceding step returns 'NOT ALLOWED', goto task #34. Otherwise, goto task #7.

Switch to standby with this command:

```
SQL> alter database commit to switchover to physical standby with session shutdown;
```

Shutdown the instance

relink init.ora, dbr, dbdown to standby scripts.

```
.$DBA/bin/dbdown
```

```
.$cd $DBA/pfile
```

```
.$rm initgsil ap.ora
```

```
13. $ln -s initgsil ap.ora.stby initgsil ap.ora
```

Other Crisis Management Teams and Contingency Plans

- Event Crisis Management Team (for terrorist threat at an Oracle OpenWorld)
- Health Crisis Management Team (for infectious disease outbreak)
- Travel Crisis Management Team (for airplane crash – on which Oracle staff were on board)
- Corporate Pandemic Workgroup (a policy setting body versus the tactical HCMT)

Oracle Security

P³ for <Your Location>

Alert Level 3 (Strategic planning and preparation for subsequent alert levels & protocols)

Responsible Party (Please insert names as applies to your office)	Action Assigned
Corporate Communications (with Legal)	<ul style="list-style-type: none"> Finalize overall PR/Media plan. Release sendmail reminding employees of corporate policy on communicating with media. Develop and maintain status website, other training and collateral to provide staff with details of pandemic, infection control guidelines, information hotlines, etc.
Global Information Security	<ul style="list-style-type: none"> Develop crisis management and communications framework and deploy globally. Coordinate identification of LCMT locations and participants therein in priority of hub-spoke-rim offices. Apprise customers regarding planning as appropriate.
Human Resources	<ul style="list-style-type: none"> Ensure executive sponsor for pandemic preparedness issues. Notify management of potential risk. Apprise staff regarding planning as appropriate. Finalize overall HR policies and plan. Develop pandemic-specific internal/staff communication templates per alert level. Identify contacts and protocols for insurance and health agency interaction.
LCMT/Members	<ul style="list-style-type: none"> Form LCMTs. Designate staff to complete Business Impact Analyses (BIAs)/Business Contingency Plans (BCPs) or Business Analysis and Contingency Plans (BACPs/BACPs) and submit to Global LOB Coordinator(s); identify overseas suppliers and plan for their loss. Meet on recurring basis. Apprise RCM of any pertinent news/updates
Management (In-Country)	<ul style="list-style-type: none"> Designate local LOB representatives. Obtain and review country-specific plans and updates; forward to RCM; apprise RCM of developments, directives, and recommend actions. Identify contacts and protocols for government. Support LCMTs.



Community Partnerships

- Oracle's commitment:
 - Volunteerism: Close to 4,000 volunteers from 37 countries; more than 23,000 hours and 133 projects
 - Think.com: More than 682,000 students with access to Oracle technology
 - Web training for more than 7,200 schools across 83 countries
 - Contributions to more than 1,670 non-profits
- Agency partnerships (e.g., Red Cross, LEAP, Department of Homeland Security)
- **Business Executives for National Security (BENS): an entity unifying Public-Private Sector**
- *Personal resource allocation as an issue*



Resource Allocation: Scenario-specific Issues





Module Introduction Paraphrased

- A grab bag of choices ... then we have to figure out priority: \sum allocations = budget; distribution implements allocations ... choices embody *in part* our ethical bases
- But, moral as well as scientific, socio-political, historical, religious, and emotional parameters lead to “right and wrong” choices
 - Voluntary or involuntary deference of choice
- Allocation of resources is based on these choices – “the budget is an instrument and a message showing what we care about/not”
- “Moral rhetoric is easy; moral choice is demanding”

*: Paraphrased/quoted from “Module 10-A: Allocation of Resources”



Scenarios (Tactical)

- Flooding of Jakarta office
 - We have a smaller but full-service office in Jakarta, Indonesia. In March of this year, city-wide floods not only forced office closure but also put employees and their families in potential harm's way; this business continuity scenario includes choices about **resource allocations** with respect to evacuations and medical assistance
- Minneapolis bridge collapse
 - We have well over 1,000 staff in the Minneapolis area that could have been impacted by the collapse of the I-35W bridge in August; whilst operations were not disrupted in the end; this scenario includes choices about **resource allocations** with respect to staff viability confirmations and next-of-kin assistance
- Others: 2004/5 tsunamis; Hurricanes Katrina/Rita; technology events
- Bio/Chem-terrorism and even pandemic as protracted scenarios where tactical allocation paradigm changes ...



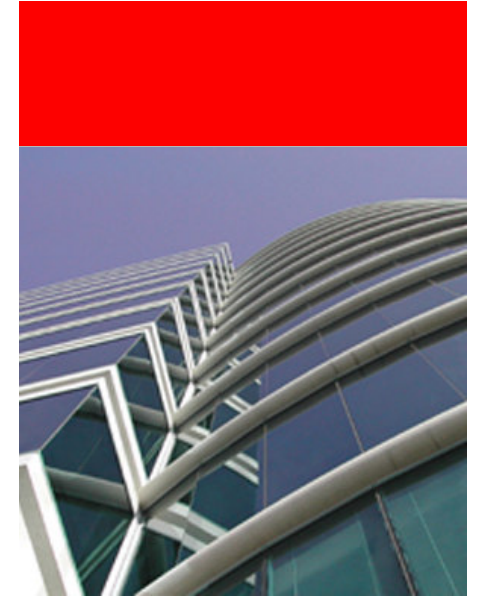
Scenario Allocation Issues*

- Parallels with Public Health:
 - Protracted/omnipresent threat: Do we take it as seriously?
 - Are some staff, some offices ...some countries, some regions, some business operations ... more valuable than others?
 - Paternalism as victimization: infantilization or military (ICS) model towards decisive action?
 - Emergency budget in proportion to the whole: is it enough?
- Private Sector-centric:
 - Are human resources a commodity?
 - Are some functions expendable?
 - Authority to manage: how far can we go?
 - Balance of over- vs. under-communicating: information versus panic, confidentiality issues, etc.
 - Amplification of issues with globalization/travel/multiple jurisdictions and requirements

*: Parallels derived from "Module 10-A: Allocation of Resources"



Public and Private Sectors: An Inherent Dichotomy?



Twelve Principles in Comparison*

Public Health	Private Sector
Maximize health outcomes for the greatest number	Maximize health (moreover business) outcomes by criticality
Respect rights of individuals and communities	Comply with regulatory requirements
Ensure input when developing policy from those affected by decision (to an extent)	Ensure input when developing policy from those affected by decision (to an extent)
All people have a right to resources and conditions necessary for health	Comply with regulatory (H&S) requirements
Base decisions on trustworthy information	Base decisions on trustworthy information
Give and get community input and consent	Oligarchical approach
Public health institutions get their resources and mandates from the governed	
Respect diverse values, beliefs, and cultures	Monoculture encouraged and necessary
Maximize physical and social environment	Physical and social resources as a luxury
Right to confidentiality, unless common good determines otherwise	Comply with regulatory requirements
Ensure professional competence of employees	Ensure professional competence of employees
Build public trust	Build shareholder trust

*: Twelve Principles of Ethical Practice of Public Health obtained from Course Overview



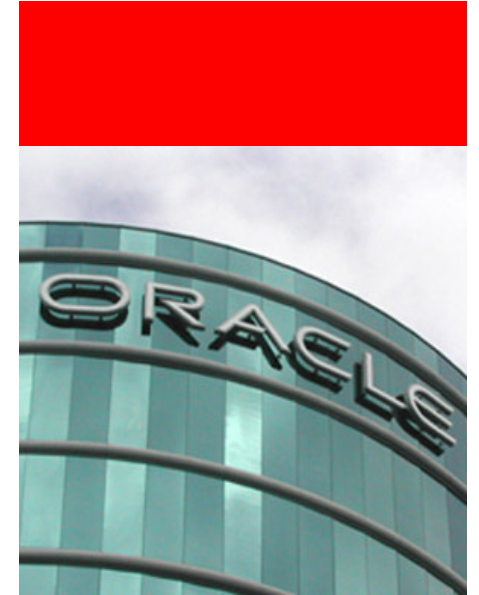
Emergency/Crisis as Media for Allocation Comparisons*

- Parallels:
 - Common issues of fair resource (&burden) distribution and perceived injustices thereof, loyalties versus responsibilities toward personal time allocation, need for action despite incomplete information
 - “Ordinary people, especially those who have been disenfranchised ..., should be included in the decision-making process for resource allocation, prior to and during emergencies which are likely to involve very scarce and shrinking resources, because inclusion in the decision process works.”
 - Right to privacy
- Differences:
 - Transparency, accountability, and coercive tact need not be (immediately) justified
 - Allocation may not necessarily “fair”, democratic, nor support-catalyzing; the continuation of the business, in all its senses (share price, brand, revenue, etc.) is the primary consideration
 - Decisions may be made from an oligarchical perspective; reflection is toward process improvement

**: Parallels and differences derived from “Ethics and Emergency Preparedness”, a presentation by Dr. Harvey Kayman, at the 2007 CIDR meeting*



Conclusions: Solutions?





Conclusions

- Strength (and wisdom) of numbers
- Expanding concentric realms of resource and time allocation: Self > Family > Neighborhood or Company? > etc. *and necessarily in this order*
- There is no right and wrong – it all depends on one's perspective
- At the end of the day, it is whether an entity (individual/group//organization/society) can live with itself – lest it will disintegrate in time



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