

Developing Business Continuity Management in Kobe City Waterworks Bureau

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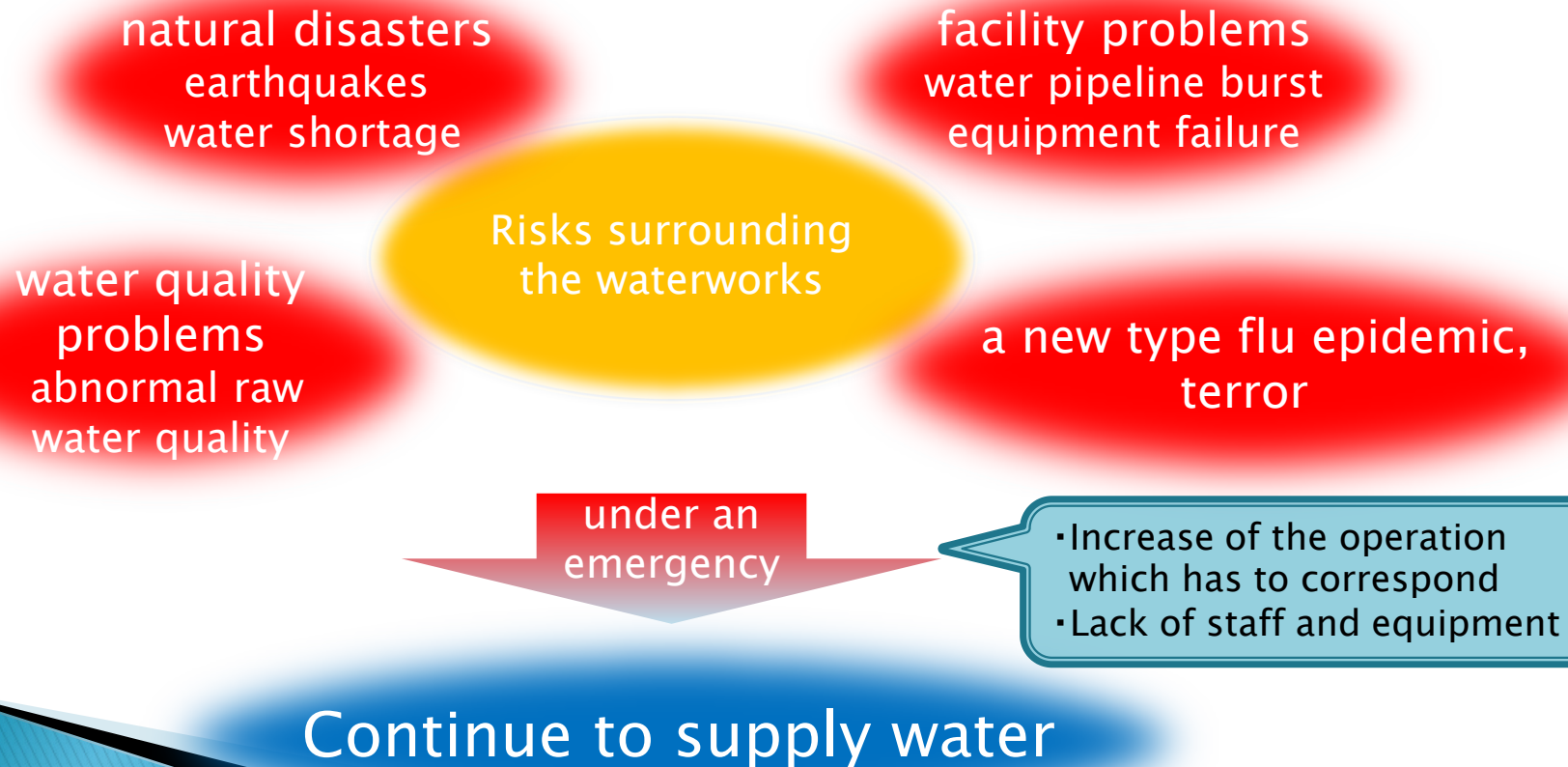
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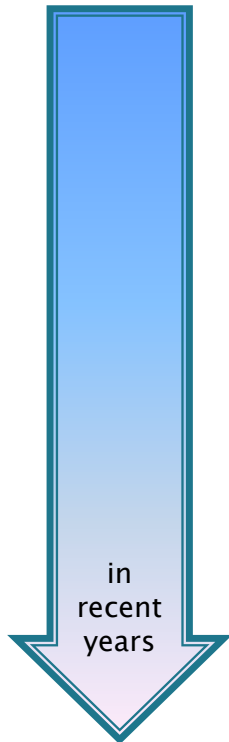
Background of Establishing the BCP

~Risks Surrounding the Waterworks~

- Waterworks must be robust enough to supply water even under an emergency to support the citizen life.
- There are many kinds of risk which may adversely affect the safe and secure water supply



Necessity of Risk Management



After the Great Earthquake in 1995,
We established various disaster measures.

Many staffs who experienced earthquake retired

Staffs will be required to act by their own judgment.
~What to do now, what should be priority~

It is important to decide “who will do what, when,
how, and for what reason” in advance.

Point for Establishing the BCP ~Assumed Emergency~

1. Easy to use manual for staff

General BCP

Focusing on the “Root Causes of an Emergency”,
in other words, “Cause Events”.

⇒ Make it difficult to apply the solution to complex cases
Cannot react to an unexpected case

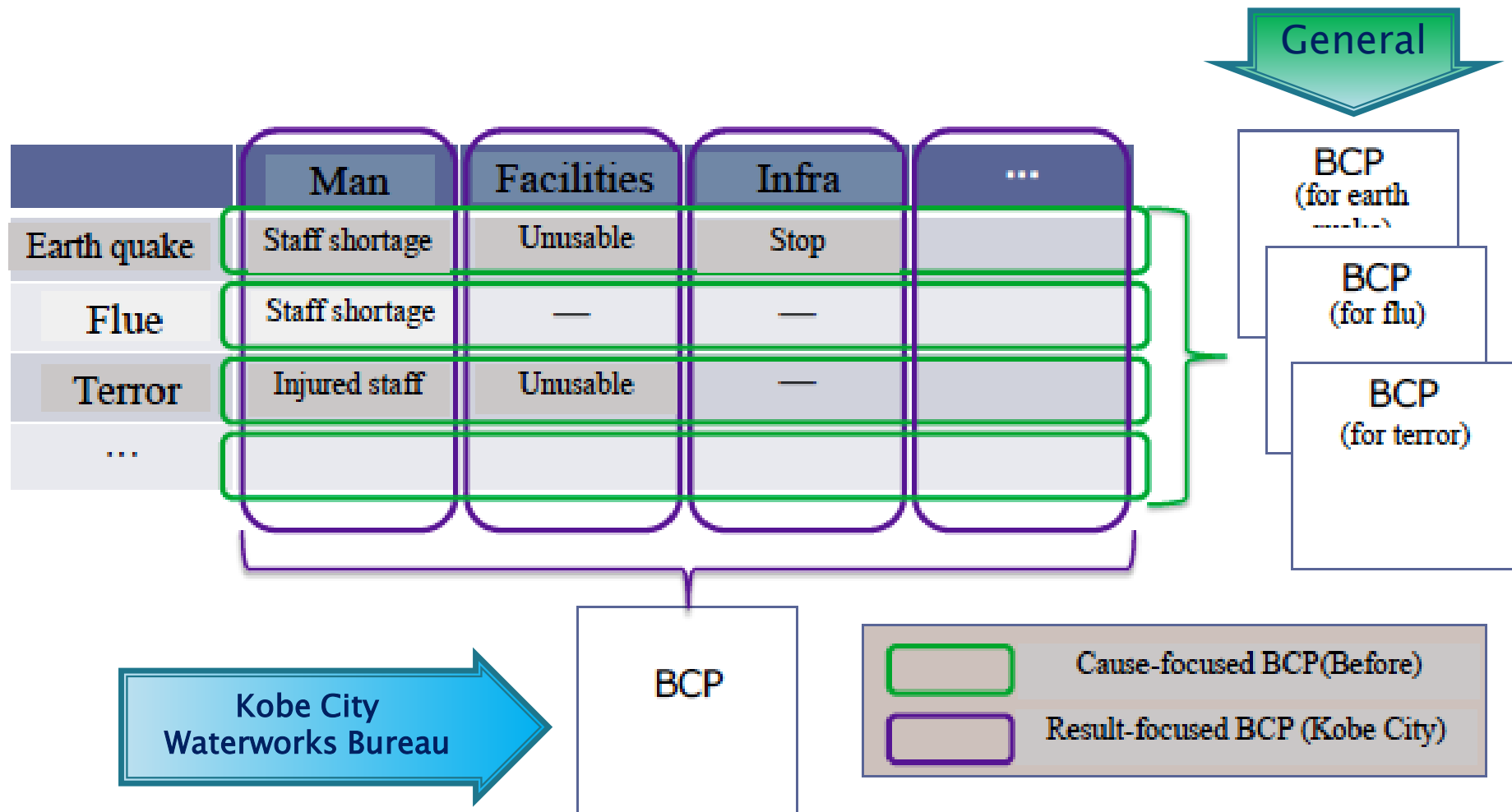
Cause events example:

Earthquakes, Water Shortage, Water Quality Problems,
Water Pipeline Burst, New Type Flu Epidemic, and Terror...

BCP of Kobe City

Focusing on the “Results from an Emergency”,
in other words, “Result Events”

Assumed Emergency



Point for Establishing the BCP

~Procedure for Establishing the BCP~

2. It must be effective even after it has been Established.

Target

- Sharing common understandings about an emergency among staff
- Enhancing the ownership feeling among staff
- Penetrating the BCM more effectively in the organization

Procedure

- Adopted Workshop style of the staff participative plan
- 5% of all staff participated
 - Two workshops were held in 2014

Procedure for Establishing the BCP

2014

- ▶ Two workshops were held
- ▶ Focused on a water leakage case and analyzed what needed to be done and so on

2015

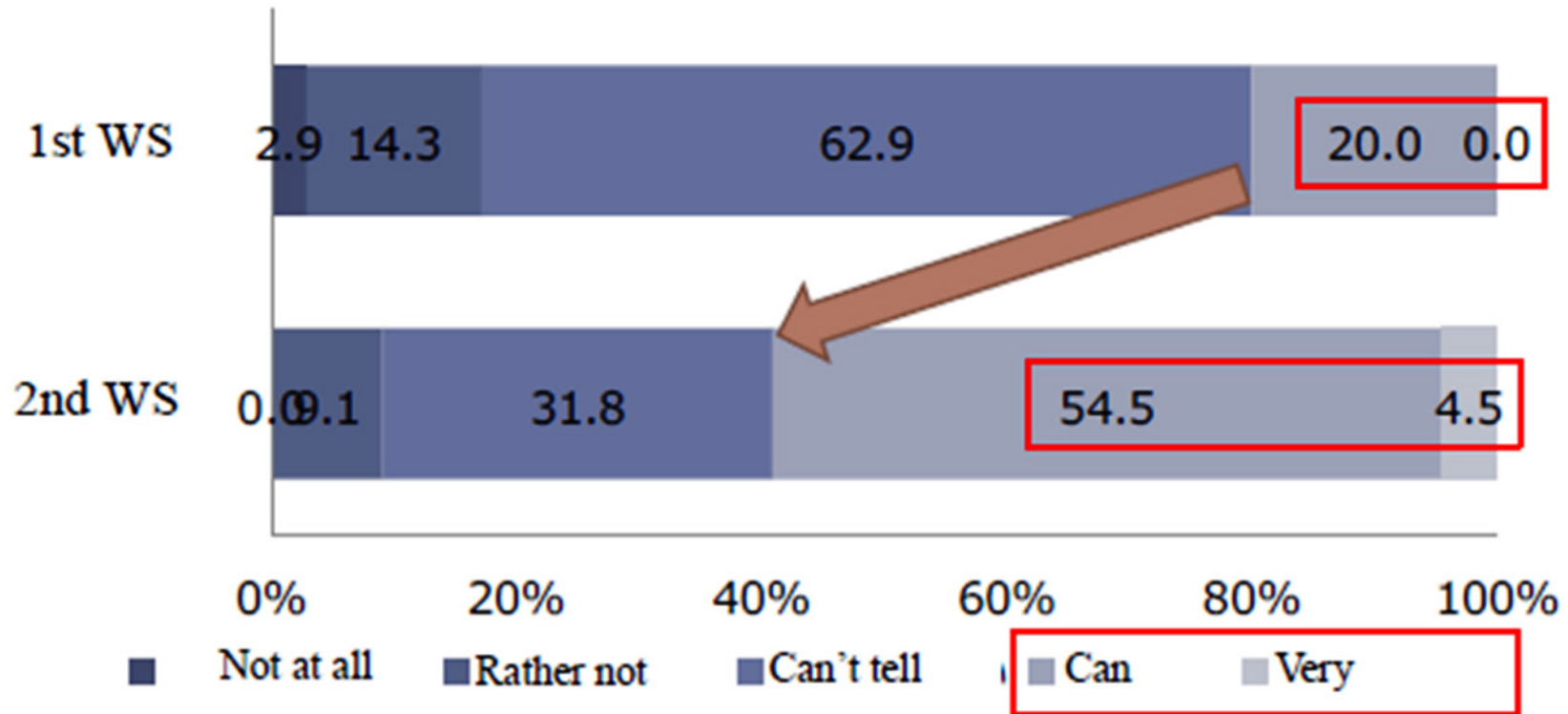
- ▶ Based on the outcome from the workshop, operation flow was clarified.
- ▶ Survey on priority of operations was carried out to each department
- ▶ Proposal of the BCP was prepared.

2016

- ▶ Desktop exercise was performed to confirm that the proposed BCP is sufficient
- ▶ BCP prepared incorporating the feedbacks from the desktop exercise.

Survey Result Comparison

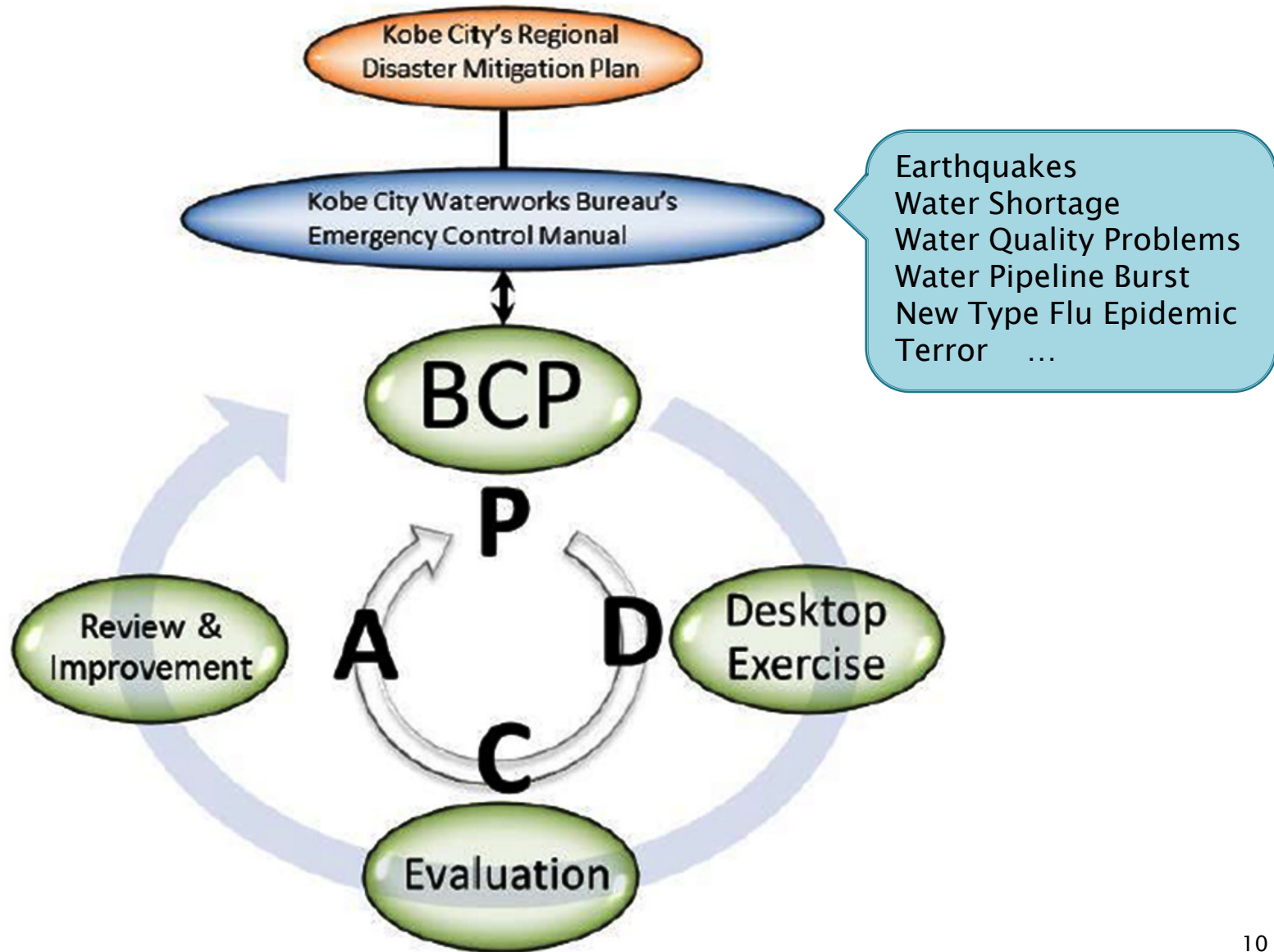
Between the First and the Second Workshops



[Summary of Answer]

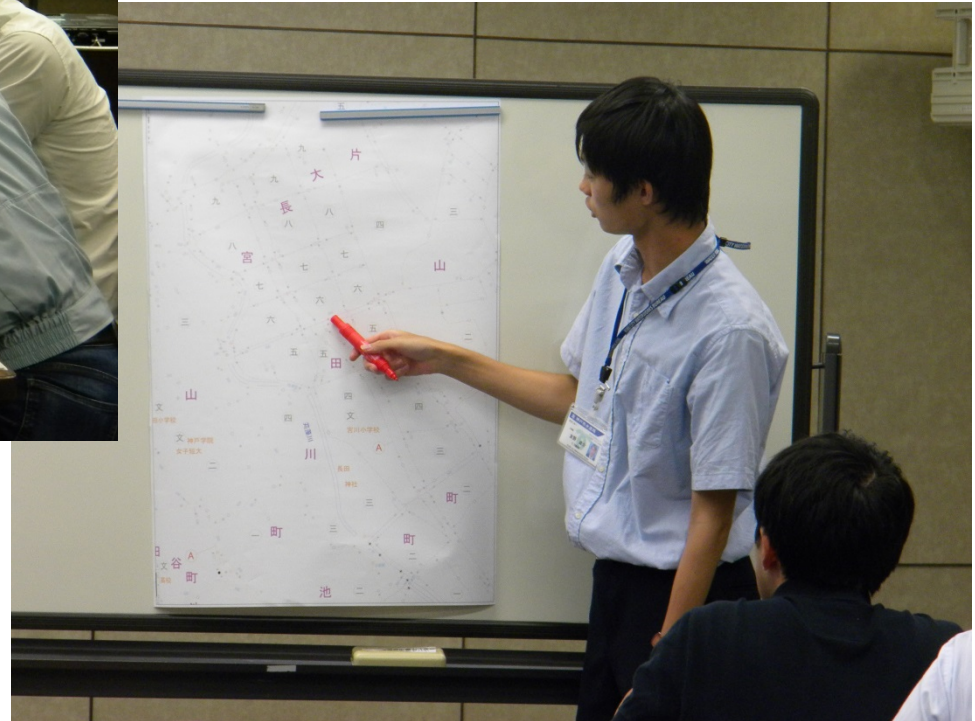
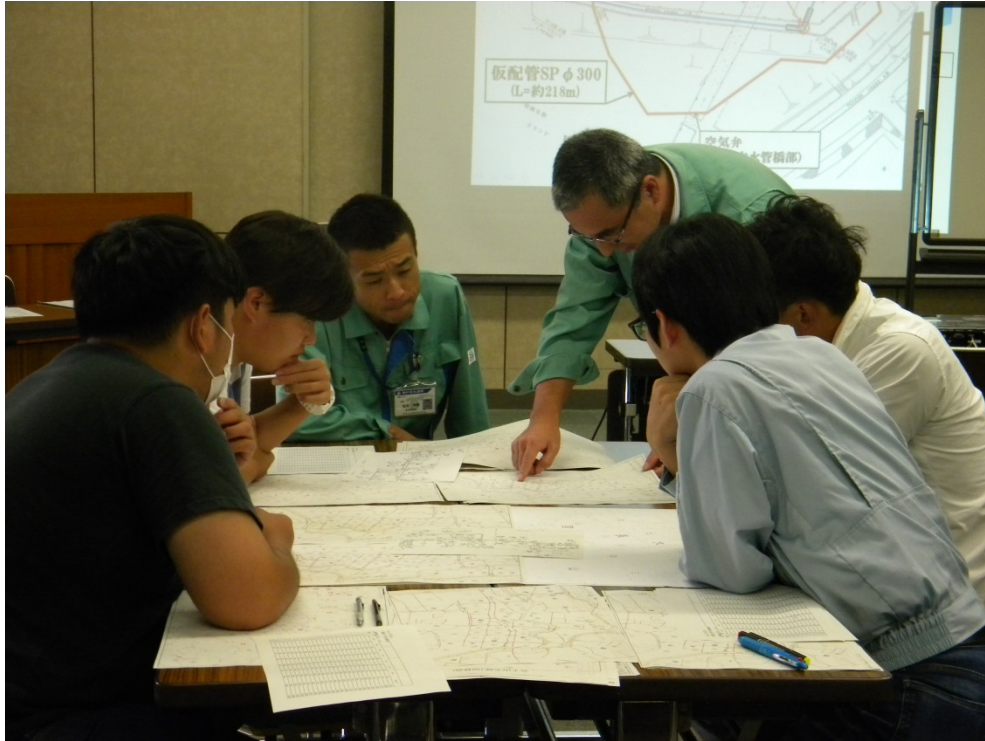
Q. How much can you image an emergency concretely which applies to Kobe City Waterworks Bureau?

Business Continuity Management(BCM)



Desktop Exercise

~Water Quality Problems~



STRUCTURE OF THE BCP

Although the content and information volume of existing manuals are large, searchability and listability are low

⇒ We aim for easy-to-use manuals that associate with existing manuals even under emergency

	Operation list	Operation flow	Operation card	Existing manual
Overview	List of operations of Waterworks Bureau under a disaster	Operation flow on the time series basis	Outlines operation procedures and related information	Details operation procedures and related information
Traits	High Searchability / Perspicuity			Low
	Low			High Content / Information
How to use	Select priority operations under a disaster	Check operation flows and overview of the operation	Check list	Reference / Work instruction

Kobe City Waterworks Bureau's BCP

Operation List

This will help to understand the overview of Waterworks Bureau's operations.

Category 1=Temporal 2=Normal	Dept.	Operation	Input	Output	Priority			Assumptions			
					Within a few hours	Within a few days	Within a few weeks	Staff shortage	Fund and material shortage	Facility and equipment shortage	Water pollution, etc
1	All	Safety Check		Form A	High	Low	Low			○	
1	General affair Section	Collect safety information	Form A		High	Middle	Low			○	
...				

【Legend】

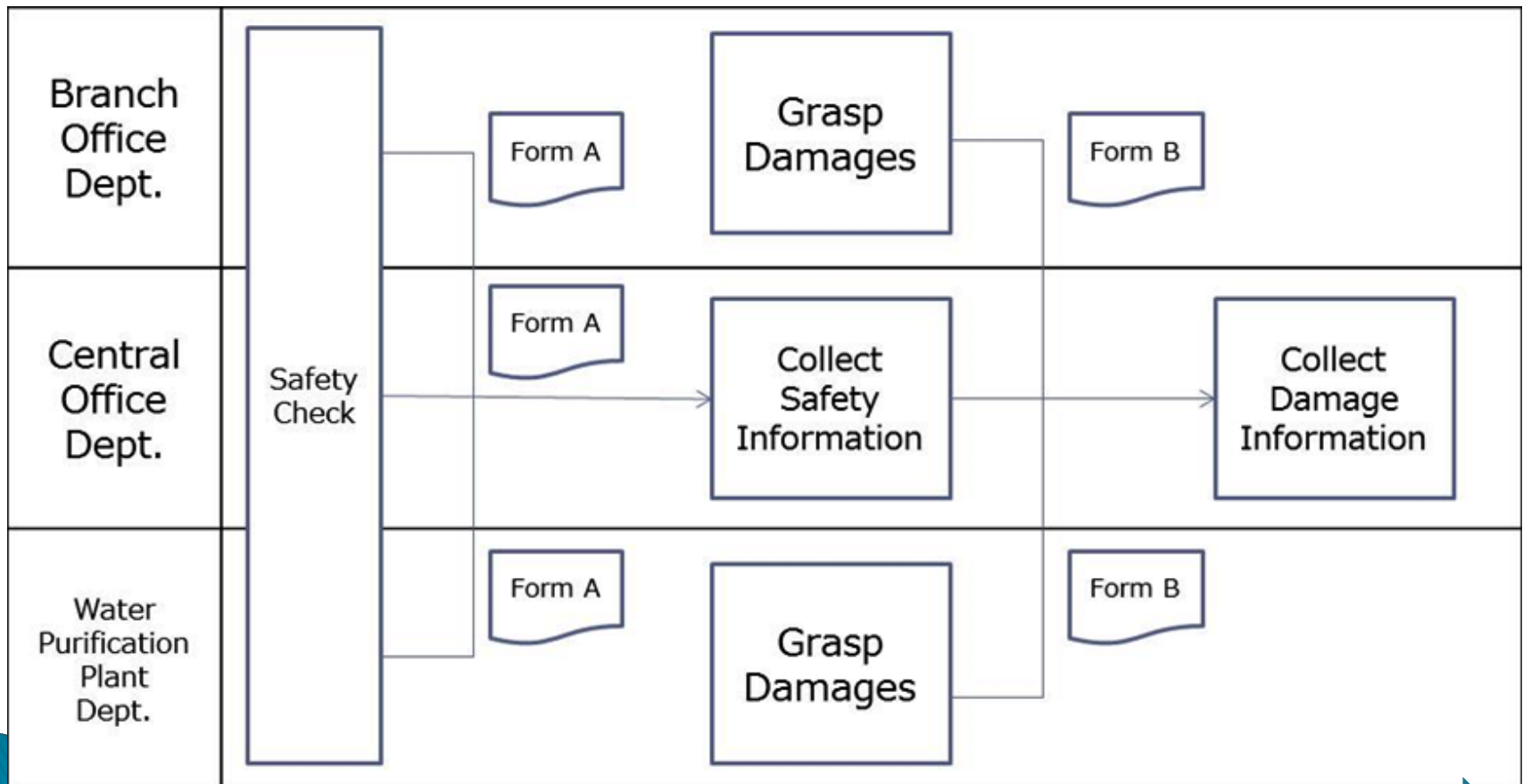
High: Operations to place personnel in priority and implement

Medium: Operations to be performed with surplus personnel other than being placed in high priority work

Low: Operations not to be carried out

Operation Flow

Understand the position and flow of each operation



chronological order

Operation Card

◆Operation Card (Check Sheet)

	<input checked="" type="checkbox"/> Emergency Operation <input type="checkbox"/> Normal Operation	ID No.	0-1
Operation	Check a source of ignition or gas leakage / Initial fire fighting / Restore the office		
Input	—		
Output	—		

Basic Information

- Operation name
- Input / Output, etc

1. Basic Information

Department	
Position / Name	
Operation period	yyyy/mm/dd hh:mm - yyyy/mm/dd hh:mm

Input Information

- Name of the staff
- Operation period

2. Operation Procedure

Operations detail	
<input type="checkbox"/>	(When the magnitude of the quake is large) Hide and set the body as low as possible and wait the shaking subsides.
<input type="checkbox"/>	The fire-warden to take preventive actions.(Cut the gas and the electricity)
<input type="checkbox"/>	(When fire occurred) Perform the initial fire fighting using a close-hand fire extinguisher, etc.
<input type="checkbox"/>	(When fire expanded despite the initial fire fighting) Ask the fire fighters for supprt.
<input type="checkbox"/>	Conduct emergency measures, prevent a source of ignition from catching fire, and stop gas leakages.
<input type="checkbox"/>	Conduct life saving activities such as rescue of people and first-aid treatments.
<input type="checkbox"/>	
<input type="checkbox"/>	

OperationProcedure (Check list)

3. Related Information

Category	Yes / No	Detail
Manual	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Kobe City Waterworks Bureau's Crisis Management Manual ((I ~15,Ⅲ-1~2)
Map / Documents	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Contact	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Related regulation	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Other materials/equipment	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

Related Information

- A page number of the manual to refer to
- Form, ect.

Conclusion

REVIEW

Kobe City Waterworks Bureau decided to focus on the “result events” when it sets up the BCP manual, rather than the “cause events”.

Adopting workshop style improved the awareness against emergency among staffs when establishing the BCP.

FUTURE ACTIVITIES

We will continue to hold training and review by staffs participative style, and we would like to build a mechanism of BCM so that we can continue our operation even under an emergency.

Thank you for your kind attention!

**Kobe City Waterworks Bureau
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