

# Incident Management Overview

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## About Us

- ▶ **Who We Are**
  - Deep global experience in Incident Management and Critical Infrastructure
  - Fire, Special Operations & Law Enforcement
    - Haz Mat (CBRNE), Technical Rescue, Anti-Terrorism, Counter Proliferation
  - Critical Infrastructure
    - Fiber Networks, Data Centers, Oil & Gas, Power, Capital Markets
  - Market Leader in IMS for IT
- ▶ **What We Do**
  - Maximize Uptime During High Severity IT Incidents
    - Assess, Train, Evaluate & Exercise Incident Response Teams
  - Engage with Teams Across the Customer's Organization
    - NOC, Site Reliability, Cybersecurity, Mission Critical Support, Executives
  - Customers: Global Cloud Providers, Fortune 500 Enterprises & Developers
    - Incorporate IMS into ITIL, DevOps, Agile, Lean Practices
    - Publicly traded and privately held companies

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## The Main Points

- ▶ The Incident Management System (IMS) is the best framework for organizing emergency responders. This framework outlines command & control and communication; upwards and downwards.
- ▶ The Incident Commander (IC) must understand team dynamics, and communication styles, be an active listener and get the best problem solving from their technology experts (SMEs).
- ▶ Under the framework of IMS responders can cooperatively and quickly resolve incidents. IMS sets the rules of engagement and methods of effective communication.

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## It's All About Time!

- ▶ Customers pay for **Uptime**
  - Uptime is Mission Critical
- ▶ Organizations pay for **Downtime**
  - Damage to Reputation
  - Erosion of Trust with Customers
  - Financial Impacts to the Business
- ▶ When Technology Fails, The Team Responds
  - The Stack Shifts from **Uptime** to **Downtime**
  - The People Shift from **Peacetime** to **Wartime**
- ▶ To Restore **Uptime** ASAP to protect the business!
- ▶ **What's a minute worth for your customer?**



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## How Do You Respond?

**Predictable**  
**Repeatable**  
**Optimized**  
**Clear**  
**Evaluated**  
**Scalable**  
**Sustainable**



Problem solving by function

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## Wow, Gotta Have Some IMS?



### Incident Management System (IMS)

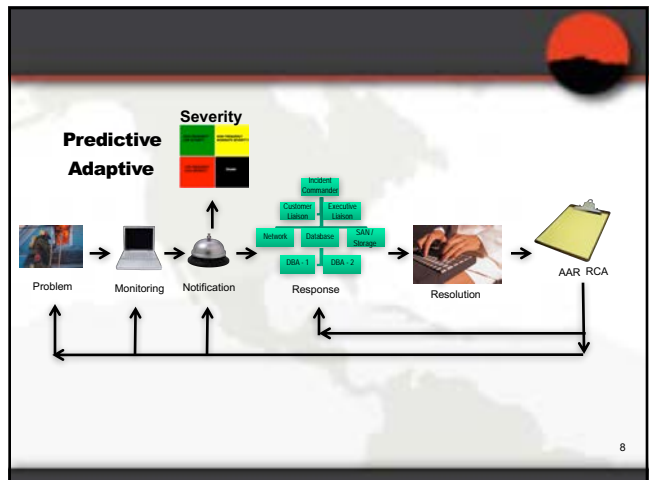
- National standard for managing all-hazard/all-risk incidents for the last 40 years
- Public Safety across U.S. uses IMS to manage over 1 Million incidents/year
- Defines an organizational framework for leading people during emergencies
- **Blackrock 3 Partners** (BR3) pioneered use of IMS in IT environments

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## IMS is just that – A System

- ▶ Specialized methodology of leading people and managing resources during incidents.
- ▶ It's an approach - not a recipe.
- ▶ IMS establishes the norms of behavior when the responders are under critical time pressure to solve problems for the business that have high consequence and uncertain outcomes.
- ▶ It provides the rules of engagement when trust, adverse financial impacts and reputational risk are at stake.
  - Technology problems ARE business problems!

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## CAN Report

### Conditions

*What's going on?*

### Actions

*What's being done?*

### Needs

*What do I need to solve this?*

Provides structure to briefings and reports

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## Improvements IMS Brings

- ▶ **Command – Incident Commander (IC)**
  - *Command is a function*
- ▶ **Management by Objectives**
  - *Incident Action Plan (IAP)*
- ▶ **Communications**
  - *Common terminology and standardized Briefing/Reporting formats*
- ▶ **Accountability**
  - *Modular organization and manageable span of control*
- ▶ **IMS manages the people responding to Incidents**
  - *Built for Emergency Ops*
    - Conditions where the stakes are high, the outcome is unclear and the decision making environment is poor

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## IC Responsibilities

### ▶ The IC is responsible for:

- Focusing the incident resolution efforts
- Specificity and accuracy in the discussion
- Clarity
- Direction
- Leadership



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## Role of SME's in Response

- ▶ **Arrive as an expert**
- ▶ **Arrive in a timely fashion**
- ▶ **Be identified when entering the bridge**
- ▶ **Ensure the work environment is quiet**
- ▶ **Speak up and speak clearly**
- ▶ **Be direct and factual**
- ▶ **Respect IC timeline**
- ▶ **Need more (or different) help – ask for it**
- ▶ **Are the SME's on-call or on-duty?**

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## Making the Call ...

It's **not** about making quick decisions...



...it's about making the right decision in the shortest amount of time!

Problem → Solution → Certainty of success

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## Benefits of IMS

### ▶ When seconds matter...

- Fire Departments are the best incident responders
- IMS was built by Fire Departments for Emergency Operations
- Framework for organizing and leading people responding to incidents
- Translates directly to IT environments (ITIL, DevOps, Other)

### ▶ Incident Commander (IC) leads the response

- Leads all SMEs required for problem solving

### ▶ Key elements of IMS

- Signals switch from "Peacetime" to "Wartime"
- Management by Objectives
- Accountability of Responders
- Common Terminology & Communications
- Appropriate Notifications & Standardized Briefing/Reporting Formats
- Manageable Span of Control
- Modular & Expands to Size/SEV of Incident

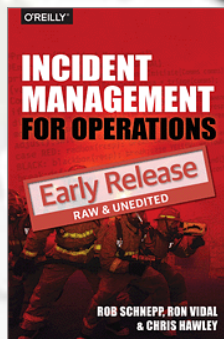
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