



***Labour Disruption Contingency Planning***

***2009 Canadian Gaming Summit***

***Presented by Jim Rovers***

# *Business Continuity Planning*

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**“Failing to plan is  
planning to fail”**

# *Business Continuity Planning*

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Preparing for the worst,  
hoping for the best.

# ***Business Continuity Planning***

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Disaster:

A disaster is any event which prevents your company from carrying on it's usual operations at the normal place of work for more then a predefined time period.

- Hostile Acts (Terror, sabotage, vandalism, work stoppage, lockout, wildcat)
- Wilful/malicious damage (breach of security)
- Loss of key resources, support and or personnel

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Purpose of Contingency Planning:

Contingency Planning ensures the availability of resources, people and support required in order for management to protect all property and personnel impacted as well as ensure critical objectives are achieved.

## Chronological Perspective on Work Stoppages in Canada

Involving 500 or More Workers

1990 - 2009

\* 2009 data reflects January - June

Stoppages in existence during month, quarter, or year

Period	Number beginning during period	Total Number	Workers Involved	Person-days no worked	% of estimated working time
<b>Entertainment and hospitality</b>					
<i>Canada Total</i>					
2009*	0	0	0	0	*
2008	2	2	1,233	59,820	*
2007	1	1	737	4,160	*
2006	1	2	1,771	8,770	*
2005	3	3	22,611	359,540	*
2004	2	2	4,150	100,750	*
2003	1	1	1,125	3,380	*
2002	1	1	603	430	*
2001	1	1	1,750	1,250	*
2000	2	2	3,740	34,240	*
1999	4	4	3,214	13,440	*
1998	1	1	1,188	35,640	*
1997	0	0	0	0	*
1996	3	3	1,920	102,150	*
1995	2	2	2,919	70,090	*
1994	1	1	600	2,100	*
1993	0	0	0	0	*
1992	0	0	0	0	*
1991	0	0	0	0	*
1990	0	0	0	0	*

\* Person-days no worked as percentage of estimated working time is only available for all industries and Canada Total.

Sources: Strategic Policy, Analysis, and Workplace Information

## Chronological Perspective on Work Stoppages in Canada

Involving 1 or More Workers

1990 - 2009

\* 2009 data reflects January - June

Stoppages in existence during month, quarter, or year

Period	Number beginning during period	Total Number	Workers Involved	Person-days not worked	% of estimated working time <sup>1)</sup>
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### Entertainment and hospitality

Canada Total

2009*	0	6	347	10,270	*
2008	29	30	3,211	133,350	*
2007	25	28	3,124	88,380	*
2006	13	18	3,024	77,490	*
2005	36	42	26,062	441,080	*
2004	39	46	7,402	218,780	*
2003	27	28	2,927	53,010	*
2002	37	43	4,217	33,890	*
2001	31	38	3,815	79,770	*
2000	30	33	5,839	127,120	*
1999	29	35	5,333	101,860	*
1998	29	33	4,043	102,470	*
1997	19	24	1,066	36,810	*
1996	35	36	5,499	187,850	*
1995	17	20	3,347	78,960	*
1994	29	31	1,843	37,160	*
1993	27	31	1,924	86,540	*
1992	22	24	1,350	40,030	*
1991	22	29	1,067	32,470	*
1990	37	44	2,561	42,180	*

## Chronological Perspective on Work Stoppages in Canada

Involving 1 or More Workers

1990 - 2009

\* 2009 data reflects January - June

Stoppages in existence during month, quarter, or year

Period	Number beginning during period	Total Number	Workers Involved	Person-days not worked	% of estimated working time <sup>1</sup>
<b>All industries</b>					
<b>Canada Total</b>					
2009*	2	31	7,236	156,120	*
2008	164	187	41,270	872,472	0.02
2007	181	206	65,531	1,770,707	0.05
2006	126	151	42,314	792,783	0.02
2005	228	260	199,007	4,147,580	0.11
2004	260	297	259,229	3,184,948	0.09
2003	221	266	78,765	1,730,342	0.05
2002	251	294	165,590	2,985,940	0.09
2001	324	381	221,145	2,202,500	0.07
2000	320	378	142,375	1,644,100	0.05
1999	358	413	159,626	2,440,630	0.08
1998	341	381	244,404	2,443,870	0.08
1997	229	284	257,761	3,607,710	0.12
1996	297	330	275,805	3,269,060	0.11
1995	282	328	149,221	1,583,070	0.05
1994	312	374	80,956	1,606,580	0.06
1993	323	381	102,043	1,516,640	0.05
1992	353	404	152,474	2,110,180	0.07
1991	399	463	253,581	2,516,090	0.09
1990	519	579	271,106	5,079,190	0.17

<sup>1</sup>Person-days not worked as a percentage of estimated working time is only available for All Industries and Canada Total.

# ***Business Continuity Planning***

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Key components to a contingency plan:

- Select a team
- Determine objectives
- Assess risk and vulnerabilities
- Develop strategies to minimize risk
- Determine roles and responsibilities
- Activate the plan
- Debrief

	Likelihood					Consequences				
	<b>Insignificant</b> (Minor problem easily handled by normal day to day processes)	<b>Minor</b> (Some disruption possible e.g.: damage equal to \$500k)	<b>Moderate</b> (Significant time/resources required, e.g.: damage equal to \$1 million)	<b>Major</b> (Operations severely damaged, e.g.: damage equal to \$10 million)	<b>Catastrophic</b> (Business survival is at risk damage equal to \$25 Million)					
<b>Almost Certain</b> (e.g.: >90% chance)	High	High	Extreme	Extreme	Extreme					
<b>Likely</b> (e.g.: between 50 % & 90% chance)	Moderate	High	High	Extreme	Extreme					
<b>Moderate</b> (e.g.: between 10% & 50% chance)	Low	Moderate	High	Extreme	Extreme					
<b>Unlikely</b> (e.g.: between 3% & 10% chance)	Low	Low	Moderate	High	Extreme					
<b>Rare</b> (e.g.: <3% chance)	Moderate	Moderate	Moderate	High	High					

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## **BCP Planning Team**

- Assembly BCP Planning Team
- Determine your objectives
- Assign overall BCP coordinator
- Have each team member outline vulnerabilities
- Have each team member develop action items for their area
- Group Presentation on plans for various areas
- Determine level of external resources required
- Interview potential external vendors
- Select vendors to support
- Establish recommendation
- Establish costs
- Establish timelines
- Present total package to senior management for approval
- Senior management approval to proceed

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## **Risk Assessment**

- Will the facility continue to operate?
- What is the likelihood of a work stoppage?
- Impact on customers
- Impact on revenue
- How soon will impact be felt
- Past work stoppage history

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## **Product and Material Requirements**

- Can you stockpile materials
- How large of stockpile can be secured
- Cost to stockpile items
- Can we build a bank of product
- Where will bank be stored
- Will existing carriers support if a strike occurs
- Written commitment from suppliers
- Volume of shipments during a stoppage
- Marshalling areas

Cont'd....

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## **Product and Material Requirements**

Cont'd...

- Does this impact outside third parties
- Safety briefing for those crossing picket lines
- Maintenance items
- Safety Items
- Determine equipment and drivers required
- Obtain pricing, budgets etc.
- Select Vendor to support
- Enter into service agreement with vendor
- Basic daily operational items

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## **Staffing Requirements**

- Review staffing needs
- Will management and salaried personnel support
- Shifts you will be operating
- Hours of operation
- Will external resources be required
- Have suppliers been identified
- Job descriptions for all positions

Cont'd...

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## **Staffing Requirements Cont'd...**

- Wage rates, retention bonus etc
- Additional training required
- Licensing and or certificates required
- First aid, medicals
- Select Vendor to support
- Obtain pricing, budgets etc.
- Enter into service agreement with vendor

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## **Transportation Personnel**

- How will personnel cross picket lines
- Alternatives to driving personnel cars
- Select alternative (van, bus)
- Select a vendor to support
- Number of personnel requiring transportation
- Shifts you will be operating
- Hours of operation
- Marshalling areas
- Security for marshalling areas
- Select Vendor to support
- Obtain pricing, budgets etc.
- Enter into service agreement with vendor
- Safety briefing for those crossing picket lines

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## **On-Site Preparations**

- Foods, beverage
- Ability to prepare food on site (cooks, kitchen help)
- Laundry
- Menu
- Sleep quarters
- Personnel comfort items
- Kitchen, laundry and shower equipment required
- Who will need to stay on site
- How long will personnel remain on site

Cont'd....

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## **On-Site Preparations** Cont'd...

- Clothing Required
- Special Menu items (food allergies)
- Medication personnel may need
- Audit kitchen and cafeteria areas
- Audit laundry facilities
- Audit shower and washroom facilities
- Select vendors to support

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## **First Aid and Safety**

- Who has first aid training
- Additional training required
- First Aid supplies
- Will you need to contract nurses or other medical experts
- Do you have adequate H&S representation
- Contact Ministry of Labour

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## **Security Provider Selection**

- Will you require additional resources
- Licensing
- Proofing of Insurance
- References
- Training Standards
- Experience and background profiles of operational staff
- Experience and background profiles of project coordinators
- Approach to work stoppages
- Corporate structure

Cont'd...

# ***Business Continuity Planning***

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## **Security Provider Selection** Cont'd...

- Financial resources, billing procedures
- Uniforms
- Select Vendor to support
- Obtain pricing, budgets etc.
- On site security requirements
- Secondary site security requirements
- Executive/Family Protection Requirements
- Enter into service agreement with vendor

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## **Police**

- Which force looks after the site(s) involved
- Level of response expected
- Police meeting
- Obtain procedures of how police will deal with pickets
- Do you wish to establish protocol
- Meeting with union and management
- Establish incident reporting chain of command
- Establish incident reporting/incident management procedures

Cont'd...

# ***Business Continuity Planning***

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## **Police** Cont'd...

- If police fail to assist considerations for a court injunction
- Review criteria for obtaining and injunction
- Evidence required to support and injunction
- Legal representative who will support injunction process
- Union leadership contact information
- Criminal behavior (what will management if acceptable)
- Criminal charges are pressed

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## **Questions**