

Free Academy of Tbilisi



Business Continuity Management Mechanisms and Action Plan

Preamble

Ensuring business continuity processes means avoiding possible risks at the local level and accordingly developing governance mechanisms. The goal of the business continuity plan of the Free Academy of Tbilisi (hereinafter referred to as "Academy") is to implement effective response management mechanisms in crisis situations, which in turn is a guarantee of the continuity of the educational process. The development of effective business continuity management mechanisms accumulates with the assessment of various types of risks that may affect the operation of the institution. The Academy will develop appropriate measures to minimize the above-mentioned risks and losses.

Strategic tasks of business continuity management:

- Identifying predictable difficulties in business processes;
- Checking, determining, evaluating and minimizing business continuity risk;
- Establishing a business continuity team with the participation of the management team;
- Assessment of available resources and threat verification/neutralization.

Key components of a business continuity plan:

- Analysis of the business control mechanisms effectiveness;
- Business continuity planning;
- Approval, implementation and implementation of the plan.

Analysis of business control mechanisms effectiveness: includes assessment of high and low risks, their analysis and detailed analysis of specific cases. As a result of the analysis, bringing the listed circumstances into compliance with the financial resources and implementing the resolution mechanisms. Risk management involves the management of risks caused by both micro and macro environmental actors.

Business Continuity Planning: refers to ensuring the continuous operation of the institution in the event of unexpected or urgent circumstances and maintaining the operational continuity of the organization in the same mode using reduced or limited infrastructural capabilities.

Approval, implementation and implementation of the plan: is done by the relevant structural unit of the Academy, and all structural units of the Academy are involved in the implementation. The purpose of the plan is to ensure proper readiness of the institution during emergency situations, actions focused on restoring normal and permanent operation.

Analysis of business control mechanisms effectiveness

Natural cataclysms	Technological	Operational	Financial and legal	Strategic
<ul style="list-style-type: none"> ▪ Earthquake, flood, storm ▪ Landslide ▪ Fire 	<ul style="list-style-type: none"> ▪ Cyber-attack (hacking or virus attacks on information infrastructure) ▪ Termination of Internet Service ▪ Termination of Telephone Service 	<ul style="list-style-type: none"> ▪ Insufficient amount of technical support and inventory required for effective operation of the academy ▪ Insufficient amount of software and inventory needed for effective operation of the academy ▪ Quarantine caused by viral/epidemic ▪ High percentage of employee turnover (due to layoffs, suspension of labor relations, unforeseen events) ▪ Interruption of utility services (electricity, natural gas, water) 	<ul style="list-style-type: none"> ▪ Decrease in income ▪ Fines and penalties 	<ul style="list-style-type: none"> ▪ Loss of authorization/accreditation ▪ Change of state policy in the field of education

Business continuity planning

In order to effectively implement business continuity management, implement civil defense measures on time and at a high level, a permanent working group working on business continuity was created by the Rector's legal act and their rights - duties, instructions and action plans in different situations are defined.

The group working on business continuity is composed of:

- Head of the group - rector;
- Deputy head of the group in evacuation issues - head of the safety and health provision service;
- Deputy head of the group in the field of material and technical supply - head of the financial and material resources service;
- Assistant to the head of the group in communication and notification issues - head of the register production and information technology service;
- The person responsible for fire-rescue works - the head of the safety and health assurance service;
- Head of the Legal Assurance Service of the person responsible for the legal assurance of the group;
- Support person/personnel of the group - school dean/deputy dean, head of human resources management service.

The Business Continuity Management Team meets at least once a year to review the Business Continuity Plan and make appropriate changes.

Approval, and implementation of the plan

The developed business continuity plan is reviewed and approved by the decision of the Senate of the Academy. To ensure the continuity of the main processes, a business continuity group has been created, which annually analyzes business incidents, develops recommendations for improving procedures and presents them to the Senate of the Academy.

Risk category: natural disasters

Risk	Likelihood (high, medium, low, unlikely)	Impact (small, medium, high, large)	Preventive action	Responsible unit/ person	Action	Evaluation
earthquake, flood,storm	medium	large scale	<ul style="list-style-type: none"> ▪ Proper arrangement of infrastructure; ▪ Proper arrangement of the evacuation system; ▪ Trainings on behavior during natural disasters; ▪ Raising awareness of the Academy community; ▪ 8-point seismic resistance of the building is ensured. 	<p>Head of Financial and Material Resources Service;</p> <p>Head of Safety and Health Assurance Service;</p>	<ul style="list-style-type: none"> ▪ Immediate withdrawal of students and staff to safe places in accordance with the evacuation plan; ▪ Applying to relevant structures of local and central government for help in organizing works; ▪ If necessary, first aid is given to victims; ▪ Termination of learning and work process; ▪ Assessment of material damage caused; ▪ Allocation of appropriate funds taking into account financial 	Rector

					<p>stability;</p> <ul style="list-style-type: none"> ▪ Inventory; ▪ Making changes in the schedule of the educational process; 	
landslide	medium	large scale	<ul style="list-style-type: none"> ▪ Proper arrangement of infrastructure; ▪ Proper arrangement of the evacuation system; ▪ Trainings on how to deal with natural disasters; ▪ Raising awareness of the Academy community. 	<p>Head of Financial and Material Resources Service;</p> <p>Head of Safety and Health Assurance Service;</p>	<ul style="list-style-type: none"> ▪ Immediate withdrawal of students and staff to safe places in accordance with the evacuation plan; ▪ Applying to relevant structures of local and central government for help in organizing works; ▪ If necessary, first aid is given to victims; ▪ Termination of learning and work process; ▪ Assessment of material damage caused; ▪ Allocation of appropriate funds taking into account financial stability; ▪ Inventory; ▪ Making changes in the schedule of the educational process; 	Rector
Fire	unlikely	large scale	<ul style="list-style-type: none"> ▪ Proper arrangement of 	Head of Financial and	<ul style="list-style-type: none"> ▪ Immediate withdrawal of students 	Rector

			<p>infrastructure;</p> <ul style="list-style-type: none"> ▪ Proper arrangement of the evacuation system; ▪ Trainings on how to deal with natural disasters; ▪ Raising awareness of the Academy community. 	<p>Material Resources Service;</p> <p>Head of Safety and Health Assurance Service;</p>	<p>and staff to safe places in accordance with the evacuation plan;</p> <ul style="list-style-type: none"> ▪ Applying to relevant structures of local and central government for help in organizing works; ▪ If necessary, first aid is given to victims; ▪ Termination of learning and work process; ▪ Assessment of material damage caused; ▪ Allocation of appropriate funds taking into account financial stability; ▪ Inventory; ▪ Making changes in the schedule of the educational process; 	
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Risk category: technological

Risk	likelihood (high, medium, low, unlikely)	Impact (small, medium, high, large)	Preventive action	Responsible unit/ person	Action	Evaluation
Cyber attack (hacking or virus attacks against information infrastructure)	medium	large scale	<ul style="list-style-type: none"> ▪ Monthly check of antivirus; ▪ Systematic control of internal and incoming networks. 	Register production and information technology service	Launch an alternate server.	Rector
Termination of Internet Service	unlikely	medium	Use of wireless Internet or purchase of services.	Register production and information technology service; Head of Financial and Material Resources Service;	<ul style="list-style-type: none"> ▪ Determining the cause of the Internet connection interruption and independently eliminating it in case of damage inside the building; ▪ Reporting an accident to the Internet connection provider; ▪ Implementation of an 	Rector

					alternative system for providing Internet connection.	
Termination of Telephone Service	unlikely	medium	Availability of alternative telephone service.	Register production and information technology service; Head of Financial and Material Resources Service;	Implementation of an alternative telephone service.	Rector

Risk category: operational

Risk	Likelihood (high, edium, low, unlikely)	Impact (small, medium, high, large)	Preventive action	Responsible unit/ person	Responsible unit/ person	Action
Insufficient amount of technical support and inventory required for effective operation of the academy	unlikely	medium	<ul style="list-style-type: none"> ▪ Annual inventory and stock monitoring; ▪ Make the necessary purchase application when planning the annual budget. 		Safety and Health Assurance Service; Head of Financial and Material Resources Service;	Assessment of financial sustainability and allocation of necessary funds.
Insufficient amount of software and inventory needed for effective operation of the academy	unlikely	medium	<ul style="list-style-type: none"> ▪ Annual inventory and stock monitoring; ▪ Make the necessary purchase application when planning the annual budget. 		Safety and Health Assurance Service; Head of Financial and Material Resources Service;	Assessment of financial sustainability and allocation of necessary funds.
Quarantine caused by viral/epidemic disease	high	high	<ul style="list-style-type: none"> ▪ Ministry of Health recommendations monitoring; 		Safety and Health Assurance Service.	<ul style="list-style-type: none"> ▪ Informing students and staff; ▪ Switching learning process to remote mode;

			<ul style="list-style-type: none"> ▪ Planning a hybrid learning process. 			<ul style="list-style-type: none"> ▪ Making changes in the schedule of the learning process; ▪ Implementation of hybrid learning process.
High percentage of employee turnover (due to layoffs, suspension of labor relations, unforeseen events)						
Academic personnel	low	medium	<ul style="list-style-type: none"> ▪ Using the methods provided by the human resources management system (affiliation, incentives, flexible salary system, etc.); ▪ Involvement in professional development scheme. 		Rector	<ul style="list-style-type: none"> ▪ Redistribution of work among existing employees; ▪ Temporary replacement by academic personnel with relevant qualifications; ▪ Announcement of a competition for the position.
Invited personnel	low	medium	<ul style="list-style-type: none"> ▪ Using the methods provided by the human resources management system (affiliation, incentives, flexible salary system, etc.); ▪ Involvement in professional development scheme. 		Rector	<ul style="list-style-type: none"> ▪ Redistribution of work among existing employees; ▪ Temporary replacement by academic personnel with relevant qualifications; ▪ Announcement of a competition for the position.
Administrative personnel	low	medium	<ul style="list-style-type: none"> ▪ Using the methods provided by the human resources management system (affiliation, incentives, 		Rector	<ul style="list-style-type: none"> ▪ Redistribution of work among existing employees; ▪ Temporary replacement by

			flexible salary system, etc.); <ul style="list-style-type: none"> ▪ Involvement in professional development scheme. 			academic personnel with relevant qualifications; <ul style="list-style-type: none"> ▪ Announcement of a competition for the position.
Supportive personnel	low	medium	<ul style="list-style-type: none"> ▪ Using the methods provided by the human resources management system (affiliation, incentives, flexible salary system, etc.); ▪ Involvement in professional development scheme. 		Rector	<ul style="list-style-type: none"> ▪ Redistribution of work among existing employees; ▪ Temporary replacement by academic personnel with relevant qualifications; ▪ Announcement of a competition for the position.
Interruption of utility services (electricity, natural gas, water)						
Electricity	unlikely	low	<ul style="list-style-type: none"> ▪ Systematic control of electrical wiring; ▪ Alternative power supply with electric generator. 		Safety and Health Assurance Service; Head of Financial and Material Resources Service.	<ul style="list-style-type: none"> ▪ Determining the cause of interruption of electricity supply and independently eliminating it in case of damage inside the building; ▪ Sending a notification about an accident to the electricity supply company; ▪ Implementation of an alternative system of electricity supply;

Natural gas	low	medium	Systematic control of the natural gas supply system.		Safety and Health Assurance Service; Head of Financial and Material Resources Service	Implementation of alternative sources of heating
Water	low	medium	<ul style="list-style-type: none"> ▪ Systematic control of the water supply system; ▪ Continuous replenishment of water supplies. 		Safety and Health Assurance Service; Head of Financial and Material Resources Service	<ul style="list-style-type: none"> ▪ Determining the cause of the water supply interruption and independently eliminating it in case of damage inside the building; ▪ Sending a notification about an accident to the water supply company; ▪ Implementation of an alternative water supply system; ▪ Drinking water supply.

Risk category: financial and legal

Risk	Likelihood high, edium, low, unlikely)	Impact (small,medium, high, large)	Preventive action	Responsible unit/ person	Responsible unit/ person	Action
Decrease in income						
Delay in payment of student tuition fees	medium	high	Constant monitoring of the payment procedure.	Head of Financial and Material Resources Service; School dean.	<ul style="list-style-type: none"> ▪ Student satisfaction survey to investigate identifying causes; ▪ Implementation of student support regulations. 	Rector
Lack of grants/funding	medium	medium	Constant monitoring of income.	Head of Financial and Material Resources Service; School dean/deputy dean.	Finding additional resources.	Rector
Reduction of income from external grants/cofunding/ projects in research	high	medium	Constant monitoring of income.	Head of Financial and Material Resources Service; School	Finding additional resources.	Rector

				dean/deputy dean.		
Fines and penalties						
Administrative	unlikely	high	Constant control of payments.	Legal service; Head of Financial and Material Resources Service;	<ul style="list-style-type: none"> ▪ Assessment of the need for changes and their implementation in the annual budget; ▪ Determination of financial sustainability and implementation of actions aimed at finding additional funds; ▪ Assessment of the need to make changes in documentation and regulations and their implementation. 	Rector
Tax penalties	unlikely	high	<ul style="list-style-type: none"> ▪ Constant control of payments; ▪ Consulting with auditors. 	Legal service; Head of Financial and Material Resources Service	<ul style="list-style-type: none"> ▪ Assessment of the need for changes and their implementation in the annual budget; ▪ Determination of financial sustainability and implementation of actions aimed at finding additional funds; 	Rector

					<ul style="list-style-type: none"> ▪ Assessment of the need to make changes in documentation and regulations and their implementation. 	
other	unlikely	high	Constant control of payments.	Legal service; Head of Financial and Material Resources Service	<ul style="list-style-type: none"> ▪ Assessment of the need for changes and their implementation in the annual budget; ▪ Determination of financial sustainability and implementation of actions aimed at finding additional funds; ▪ Assessment of the need to make changes in documentation and regulations and their implementation. 	Rector
Legal disputes	unlikely	high	Fulfillment of obligations in a timely and orderly manner.	Legal service; Head of Financial and Material Resources Service	<ul style="list-style-type: none"> ▪ Assessment of the need for changes and their implementation in the annual budget; ▪ Determination of financial sustainability and implementation of actions 	Rector

					aimed at finding additional funds;	
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Risk category: strategic

Risk	Likelihood (high, medium, low, unlikely)	Impact (small, medium, high, large)	Preventive action	Responsible unit/ person	Action	Evaluation
Loss of authorization/accreditation						
Authorization	medium	high	<ul style="list-style-type: none"> ▪ Constant monitoring of compliance with standards; ▪ Monitoring of legislative news; ▪ Active involvement in working groups of the Ministry of Education. 	Quality management service; Head of the program; School Dean/Deputy Dean; Legal service;	<ul style="list-style-type: none"> ▪ Determining the need to change the strategic and action plan; ▪ Determining and improving financial sustainability; ▪ Making changes in relevant documents and regulations; ▪ Compliance with authorization standards. 	Rector
Accreditation	medium	high	<ul style="list-style-type: none"> ▪ Constant monitoring of compliance with standards; ▪ Monitoring of legislative news; ▪ Active involvement in working groups of the Ministry of Education. 	Quality management service; Head of the program; School Dean/Deputy Dean; Legal service;	<ul style="list-style-type: none"> ▪ Determining the need to change the strategic and action plan; ▪ Determining and improving financial sustainability; ▪ Making changes in relevant documents and regulations; ▪ Compliance with authorization 	Rector

					standards; <ul style="list-style-type: none"> ▪ Bringing the educational program into compliance with current standards. 	
Reduced enrollments	medium	high	<ul style="list-style-type: none"> ▪ Labor market research; ▪ Public relations service activities; ▪ Updating programs; ▪ Renewal of qualified human resources; ▪ Semester monitoring. 	Quality management service; Head of the program; School Dean/Deputy Dean; Legal service; Human Resources Management Service; Public relations service;	<ul style="list-style-type: none"> ▪ PR activities ▪ Evaluation of programs; ▪ Analysis of the situation; ▪ Implementation of social projects; ▪ Qualified academic staff. 	Rector
Change of state policy in education	medium	high	<ul style="list-style-type: none"> ▪ Monitoring of legislative news; ▪ Active involvement in working groups of the Ministry of Education and Science. 	Rector; Quality management service; Public relations service;	<ul style="list-style-type: none"> ▪ Making changes in relevant documents and regulations; 	Rector