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AEGON

**Crisis Management Exercise
May 8th, 2008**



Overview AEGON Group

AEON at a glance



- Life insurance, pensions and investment products
- More than 40 million customers worldwide
- Presence in over twenty markets throughout the Americas, Europe and Asia
- More than 31,500 employees worldwide, over 14,000 in the US
- More than EUR 344 billion in revenue generating investments *(as at June 30, 2008)*



International Presence



AEGON Financial Partners (AFP)



- **AFP is largest US division - home to multiple operating companies and co-located with several divisions.**

- **Major Companies/Divisions:**
 - **InterSecurities Broker Dealers**
 - **Transamerica Worksite Marketing**
 - **AEGON Information Technology**
 - **Transamerica Asset Management Group**
 - **Transamerica Retirement Services**
 - **Transamerica Life Insurance Company**
 - **AEGON Corporate**

- **3,300 employees within the AFP Division and located in Atlanta, Cedar Rapids, Little Rock, Louisville, Los Angeles and St. Petersburg.**

- **1,200 employees in St. Petersburg.**

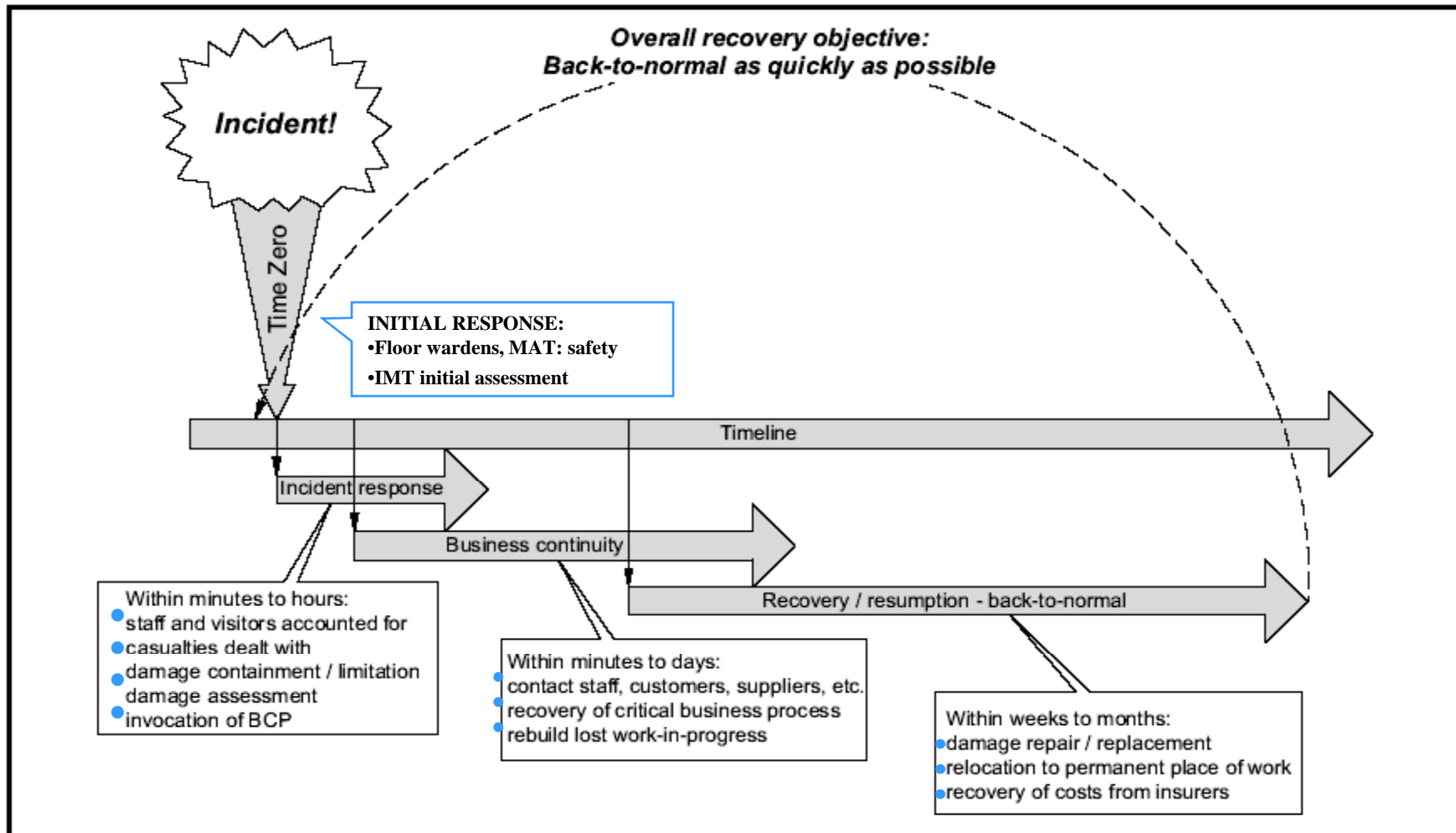


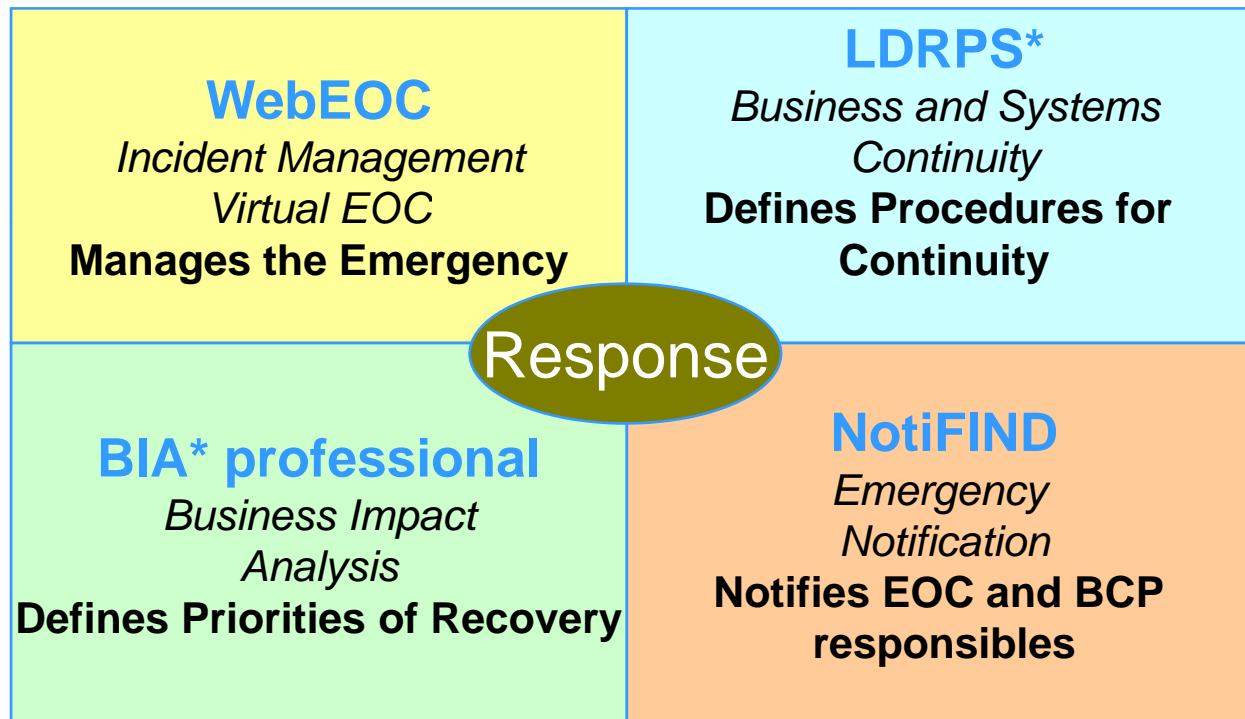


Overview of AEGON's Incident Response Structure

- o AEGON follows best practices such as the DRII domains and the BS-25999 standard for business continuity to respond to the different phases of an event. To summarize, the main components include the documentation and testing of the following elements:
 - o Business Impact Analysis and Risk assessment
 - o Incident and crisis management and EOC's
 - o Business Continuity Planning and Disaster Recovery
 - o Employee Safety

INCIDENT MANAGEMENT STAGES





** in process of implementation*

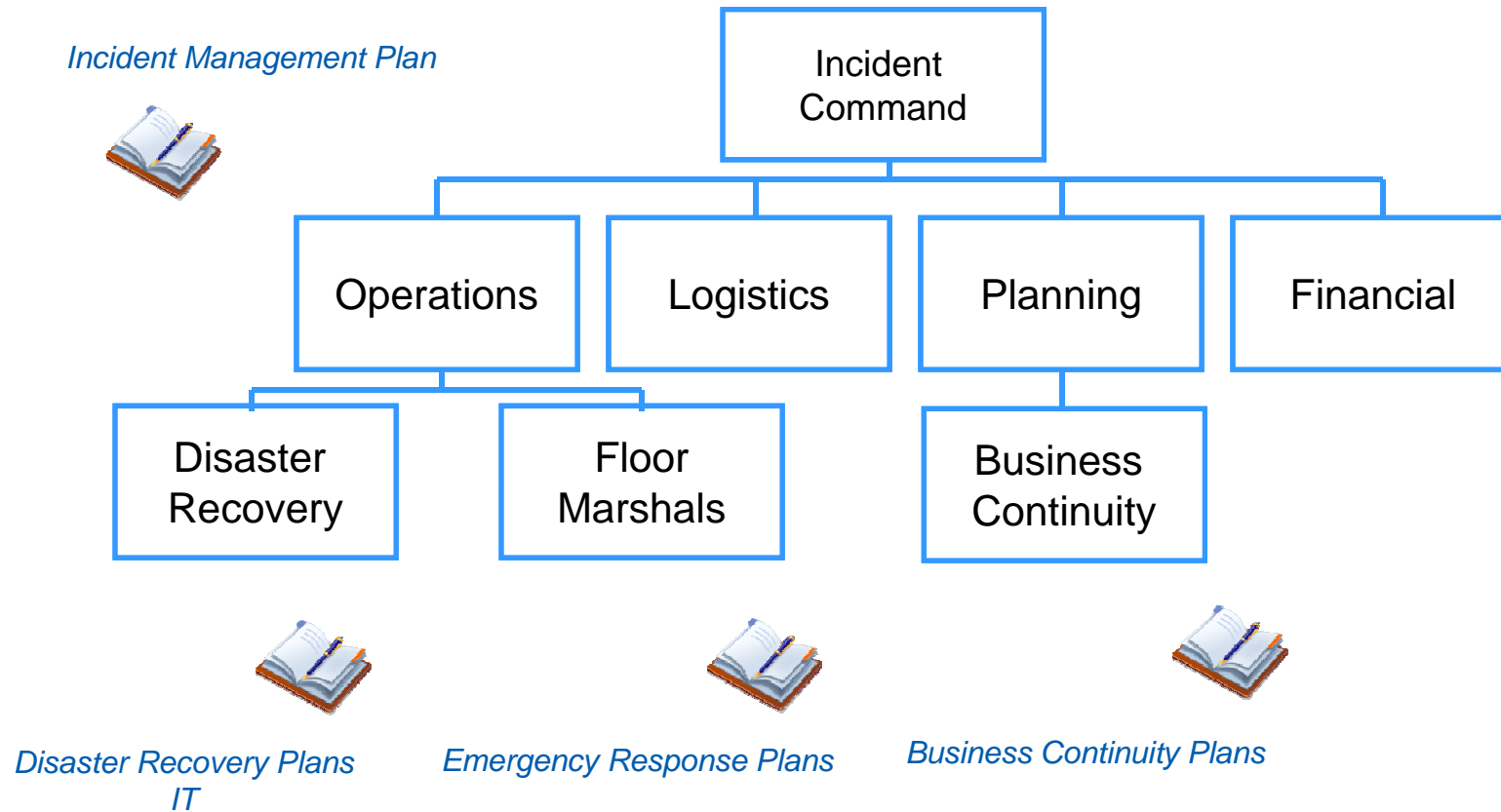
Testing: PRACTICE, PRACTICE, PRACTICE



- o Testing is a critical component of the program. Testing includes simulations and actual exercises to test components and the overall recovery including but not limited to: IMT, EOC, BCP, DR, Safety.



Putting all together....



Incident Command System Overview



- o Command – Overall responsibility and management of the incident management team and incident response activities.
- o Operations – Performs the initial response to the emergency, reduces the immediate hazard, cares for those in the immediate vicinity of the event, and restores the infrastructure (facilities, safety, security, telephony and information technologies).
- o Planning – Business operations focused team that develops recovery strategies based on priority of business processes. Coordinates the restoration of business processes through interaction with department BCP coordinators.
- o Logistics – Provides service, support, supplies, equipment, personnel, and other resources to effectively deal with the situation. This group also provides for the "care and feeding" of the Incident Management Team, mission critical business units, and others who need assistance.
- o Finance – Liaison with the Cedar Rapids Finance team to handle time tracking / payroll, expense management and insurance claim handling.

Initial focus – Hurricane preparedness.

- Developed departmental plans.
- Developed a “campus plan”.
- Developed a disaster recovery plan.
- Created the Incident Management Team to work within the Incident Command System
- Leased office space for our Emergency Operations Center and have supplies, communications, etc..
- Recruited EOC administrative staff.



Annual testing of the Incident Management Team at the EOC.

- o Scenarios tested
 - Several exercises focused on hurricanes
 - Tornado exercise
 - Pandemic exercise

- o For each exercise, assumed emergency response took care of itself.



- oand then I went to Los Angeles.
- o Focus is not recovery but emergency response.
 - Employee safety
 - CERT
 - First Aid/CPR
 - Supply kits



- o New focus for St. Pete

EMERGENCY RESPONSE!

Steps Taken to Prepare for Emergency Response

- o Trained floor marshals on CERT
- o Contacted St. Petersburg Fire Department
- o Create exercise
- o Got buy in from IMT for exercise in crisis management

Exercise - The Objectives



- Practice all employee safety procedures.
- Test all of the facility's life safety equipment.
- Practice floor marshal CERT procedures.
- Evaluate IMT activation process and decision making during the initial containment phase of a disaster.
- Evaluate BCP assumptions and initial steps during an emergency.
- Identify gaps in response procedures and mitigation strategies.

Exercise - The Scenario

- o A no name storm produced a tornado that hit the East side of the building
- o At the same time it sparked an electrical fire
- o Employees were forced to evacuate
- o Significant damage to the building
- o At least 20 injured.



Exercise – Building Damage



- **IMT**
 - The IMT met at designated location.
 - Facilities in the building working with the fire department.
 - Liaison with the fire department's Incident Command.

- **EOC Support Staff**
 - EOC support staff assigned to each pole, providing instructions and crowd control.

- **Floor Marshals**
 - Floor Marshals responsible for search and rescue, triage, and first aid.

- Business Recovery Team
 - Responsible for activating the campus plan

- Employees
 - Employees evacuate the building and relocate to assigned poles depending on where they were in the building at the time of the exercise.
 - Managers to begin working their BCPs.

The Fire Department - Organization



- **St. Petersburg Fire Department**
- **Largo Fire Department**
- **Lealman Fire Department**
 - **Oversee the floor marshals**
- **Pinellas Park Fire Department**
- **SunStar Paramedics**



The Results–Employee Safety Procedures



- Most employees evacuated according to the plan.
- Some employees reported difficulty walking down the stairs. This was not only a problem for those employees, but also reduced the speed with which other employees could exit the building.
- Since the East side of the building was damaged and the West side in flames, what would be the “real” evacuation plan?
- Not all employees were aware of who the floor marshal was for their area.
- There are employees with special needs that cannot be in the sun or stand for long periods of time.

The Results–Life Safety Procedures



- o It was difficult to ensure that all employees were accounted for since not everyone went to their assigned poles. Pole assignments are based on where you are in the building at the time of the incident...not where you sit.
- o We didn't know who was in the office, on vacation, traveling, etc.
- o In a real event, many employees will leave.
- o Traffic in and around the parking lot will be problematic with onlookers and employees trying to leave.

- o The lobby doors of the building remained locked when they should have automatically unlocked.

- o In general, the floor marshals found the injured employees and were able to perform the new CERT duties. A few floor marshals forgot to sweep the floors and left the “injured” behind.
- o Coordination and communications between the floor marshals were difficult.
- o Need to review the process of the floor marshal duties from clearing the floor to performing CERT duties.

- o Need to work on how/what communications are between the IMT and Incident Command.
- o Need to understand the role of the liaison between the IMT and Incident Command. We need to identify their back-up.

The Results—Evaluate IMT Activation



- **The IMT met at the designated area and started working through the issues.**
- **Communications became an issue.**
 - Cell phones and Blackberries did not work well in the parking lot.
 - Communication with the managers across the park was difficult.
- **Made decision to declare based on information received from Incident Command.**



- o We need a better understanding of the process to declare with Rentsys and Duluth (i.e., how many “seats” we can get, timeframe trailers should be on site, how soon can WFG be ready?).
- o Look at how to assign 1st and 2nd responders for Duluth & Trailers.

Questions?



Thank you!