



NATIONAL EDUCATIONAL UNIVERSITY

Business Continuity Management

Mechanisms and Action Plan



Preamble

Ensuring business continuity processes involves preventing possible risks at the local level and, accordingly, developing management mechanisms. The goal of the “NEU - National Educational University” (hereinafter referred to as the “University”) Business Continuity Plan is to implement effective response management mechanisms throughout the university in crisis situations, which in turn guarantees the continuity of the educational process. The development of effective business continuity management mechanisms is combined with the assessment of various types of risks that may affect the functioning of the institution. The university will develop appropriate measures to minimize the above-mentioned risks and losses.

Strategic objectives of business continuity management:

- Identification of predictable difficulties in business processes;
- Verification, determination, assessment and minimization of business continuity risks;
- Establishing a business continuity team with the participation of management;
- Assessing existing resources and verifying/neutralizing threats.

Key components of a business continuity plan:

- Analyzing the effectiveness of business control mechanisms;
- Business continuity planning;
- Approving, implementing and putting the plan into action.

Analyzing the effectiveness of business control mechanisms: includes assessing high and low risks, analyzing them and conducting a detailed analysis of specific cases. As a result of the analysis, aligning the listed circumstances with financial resources and implementing resolution mechanisms. Risk management involves managing risks caused by both micro and macro environmental actors.

Business continuity planning: involves 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 infrastructure capabilities.

Approval, implementation and implementation of the plan: is carried out by the relevant structural unit of the university, and all structural units of the university are involved in its implementation. The goal of the plan is to ensure the institution's proper preparedness in emergency situations, and actions aimed at restoring normal and permanent work.

Analysis of the effectiveness of business control mechanisms

Natural disasters	Technological	Operational	Financial and legal	Strategic
▪ Earthquake, flood, mudslide, storm ▪ Landslide ▪ Fire	▪ Cyber-attack (hacking or virus attacks on information infrastructure) ▪ Internet service interruption ▪ Telephone service interruption	▪ Insufficient amount of hardware and inventory required for the effective operation of the university ▪ Insufficient amount of software and inventory required for the effective operation of the university ▪ Quarantine due to viral/epidemic ▪ High percentage of employee turnover (due to dismissal, termination of labor relations, unforeseen events) ▪ Disruption of utility services (electricity, natural gas, water)	▪ Revenue reduction ▪ Fines and penalties	▪ Loss of authorization/accreditation ▪ Change in state policy in the field of education

Business continuity planning

In order to effectively implement business continuity management and implement civil defense measures in a timely and high-level manner, a permanent group working on business continuity has been created by the legal act of the university rector and their rights and obligations, instructions and action plans in various situations are defined.

The group working on business continuity is staffed with:

- Group Head - Rector;
- Deputy Group Head in Evacuation Issues - Head of the Safety and Health Service;
- Deputy Group Head in the Field of Material and Technical Supply - Head of the Financial and Material Resources Service;
- Assistant Group Head in Communications and Notification Issues - Head of the Registry and Information Technology Service;
- Person responsible for fire and rescue operations - Head of the Safety and Health Service;
- The person responsible for the legal support of the group - the head of the legal support service;
- The group's support person/staff - the dean/deputy dean of the school, the head of the human resources management service.

The business continuity management team meets at least once a year to discuss the business continuity plan and make appropriate changes.

Plan approval, implementation and operation

The developed business continuity plan is reviewed and approved by the decision of the University Senate. To ensure the continuity of key processes, a business continuity group has been created, which analyzes business incidents every year, develops

Risk category: Natural disasters

Risks	Probability (high, medium, low, unlikely)	Impact (small, medium, high, large)	Preventive action	Responsible unit/person	Action	Evaluation
Earthquake, flood, mudslide, storm	Medium	Large	▪ Proper arrangement of infrastructure; ▪ Proper arrangement of the evacuation system; ▪ Training on behavior during natural disasters; ▪ Raising awareness of the university community; ▪ The building has been provided with an 8-point seismic resistance.	Head of the Financial and Material Resources Service; Head of the Safety and Health Service;	▪ Immediately evacuate students and staff to safe areas in accordance with the evacuation plan; ▪ Contact relevant local and central government structures for assistance in organizing work; ▪ Provide first aid to victims if necessary; ▪ Suspend educational and work processes; ▪ Assess material damage;	Rector

					▪ Allocate appropriate funds, taking into account financial sustainability; ▪ Inventory; ▪ Make changes to the educational process schedule;	
Landslide	Medium	Large	▪ Proper arrangement of infrastructure; ▪ Proper arrangement of evacuation system; ▪ Training on behavior during natural disasters; ▪ Raising awareness among the university community.	Head of the Financial and Material Resources Service; Head of the Safety and Health Service;	▪ Immediately evacuate students and staff to safe areas in accordance with the evacuation plan; ▪ Contact relevant local and central government structures for assistance in organizing work; ▪ Provide first aid to victims if necessary; ▪ Suspend the educational and work process; ▪ Assess the material damage caused;	Rector

					▪ Allocate appropriate funds, taking into account financial sustainability; ▪ Inventory; ▪ Make changes to the educational process schedule.	
Fire	Unlikely to	Large	▪ Proper arrangement of infrastructure; ▪ Proper arrangement of the evacuation system; ▪ Training on behavior during natural disasters; ▪ Raising awareness among the university community; ▪ Compliance with fire safety standards.	Head of the Financial and Material Resources Service; Head of the Safety and Health Service;	▪ Immediately evacuate students and staff to safe areas in accordance with the evacuation plan; ▪ Contact relevant local and central government structures for assistance in organizing work; ▪ Provide first aid to victims if necessary; ▪ Suspend the educational and work process; ▪ Assess the material damage caused;	Rector

					▪ Allocate appropriate funds, taking into account financial sustainability; ▪ Inventory; ▪ Make changes to the educational process schedule	
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Risk category: Teghnology

Risks	Probability (high, medium, low, unlikely)	Impact (small, medium, high, large)	Preventive actions	Responsible unit/persons	Actions	Evaluation
Cyber-attack (hacking or virus attacks on information infrastructure)	Medium	Large	- Monthly antivirus checks; - Systematic monitoring of internal and incoming networks.	Registry Production and Information Technology Service	Launching an alternative server.	Rector
Internet service interruption	Unlikely	Medium	Using wireless internet or purchasing services.	Registry Production and Information Technology Service Head of the Financial and Material Resources Service;	- Determining the cause of the Internet connection interruption and independently eliminating it in case of damage inside the building; - Sending a notification about the accident to the Internet connection provider;	Rector

					▪ Launching an alternative system for providing Internet connection.	
Telephone service interruption	Unlikely	Medium	▪ Availability of alternative telephone service.	Registry Production and Information Technology Service Head of the Financial and Material Resources Service;	▪ Launch of alternative telephone service.	Rector

Risk Category: Operational

Risks	Probability (high, medium, low, unlikely)	Impact (small, medium, high, large)	Preventive actions	Responsible unit/persons	Actions	Evaluation
Insufficient technical support and inventory required for the effective operation of the university	Unlikely to	Medium	- Annual inventory and inventory monitoring; - Making purchase requisitions required for annual budget planning.	Safety and Health Service; Financial and Material Resources Management Service;	Assessing financial sustainability and allocating necessary funds.	Rector
Insufficient software and inventory required for the effective operation of the	Unlikely to	Medium	- Annual inventory and inventory monitoring; - Making purchase requisitions required for annual budget planning.	Safety and Health Service; Financial and Material Resources Management	Assessing financial sustainability and allocating necessary funds.	Rector

university				Service;		
Quarantine due to viral/epidemic disease	High	High	▪ Monitoring of the Ministry of Health's recommendations; ▪ Planning of the hybrid learning process.	Safety and Health Service	▪ Informing students and staff; ▪ Transitioning the educational process to a distance learning mode; ▪ Making changes to the educational process schedule; ▪ Implementing a hybrid educational process.	Rector
High percentage of employee turnover (due to dismissal, termination of employment, unforeseen circumstances)						
Academic Personal	Low	Medium	▪ Use of methods provided for by the human resources management system (affiliation, incentives, flexible salary system, etc.); ▪ Involvement in a professional development scheme.	Rector	▪ Distribution of work among existing employees; ▪ Temporary replacement with academic personnel with appropriate qualifications; ▪ Announcement of a	Rector

					competition to fill the position.	
Invited staff	Low	Medium	▪ Use of methods provided for by the human resources management system (affiliation, incentives, flexible salary system, etc.); ▪ Involvement in the professional development scheme.	Rector	▪ Distribution of work among existing employees ▪ Temporary replacement with invited personnel with appropriate qualifications ▪ Announcement of a competition for filling the position	Rector
Administrative staff	Low	Medium	▪ Use of methods provided for by the human resources management system (affiliation, incentives, flexible salary system, etc.); ▪ Involvement in a professional development scheme.	Rector	▪ Distribution of work among existing employees; ▪ Temporary replacement with administrative personnel with appropriate qualifications; ▪ Announcement of a competition to fill the position.	Rector

Support staff	Low	Medium	▪ Use of methods provided for by the human resources management system (affiliation, incentives, flexible salary system, etc.); ▪ Involvement in the professional development scheme.	Rector	▪ Distribution of work among existing employees; ▪ Temporary replacement with appropriately qualified support personnel; ▪ Announcement of a competition to fill the position.	Rector
Disruption of utility services (electricity, natural gas, water)						
Electricity	Unlikely to	Low	▪ Systematic control of electrical wiring; ▪ Alternative electricity supply with an electric generator.	Safety and Health Service; Financial and Material Resources Management Service.	▪ Determining the cause of the interruption in the supply of electricity and independently eliminating it in case of damage inside the building; ▪ Sending a notification about the accident to the electricity supply company; ▪ Launching an alternative electricity supply system;	Rector

Natural gas	Low	Medium	▪ Systematic control of the natural gas supply system.	Safety and Health Service; Financial and Material Resources Management Service.	▪ Implementation of alternative heating sources	Rector
Water	Low	Medium	▪ Systematic control of the water supply system; ▪ Continuous replenishment of water supplies.	Safety and Health Service; Financial and Material Resources Management Service.	▪ Determining the cause of the water supply disruption and independently eliminating it in case of damage inside the building; ▪ Sending a notification about the accident to the water supply company; ▪ Launching an alternative water supply system; ▪ Supplying drinking water.	Rector

Risk Category: Financial and Legal

Risks	Probability (high, medium, low, unlikely)	Impact (small, medium, high, large)	Preventive actions	Responsible unit/persons	Actions	Evaluation
Decrease in income						
Delay in payment of tuition fees by a student	Medium	High	Constant monitoring of the payment process.	Financial and Material Resources Management Service; Dean of the School.	- Student satisfaction survey to identify causes; - Enactment of student support regulations.	Rector
Lack of grants/funding	Medium	Medium	Continuous monitoring of revenues.	Financial and Material Resources Management Service; Dean/Deputy Dean of the School.	Finding additional resources.	Rector
Reduction in income from	Medium	Medium	Continuous monitoring of	Financial and Material Resources Management	Finding additional resources.	Rector

external grants/co-funding/projects in the field of research			revenues.	Service; Dean/Deputy Dean of the School.		
Fines and penalties						
Administrative	Unlikely to	High	Constant control of payments	Legal Support Service; Financial and Material Resources Management Service;	- Assess and implement the need for changes to the annual budget; - Determine financial sustainability and take actions to seek additional funding; - Assess and implement the need for changes to documentation and regulations.	Rector
Tax penalties	Unlikely to	High	- Constant control of payments - Consulting with auditors.	Legal Support Service; Financial and Material Resources Management	Assess and implement the need for changes to the annual budget;	Rector

				Service;	▪ Determine financial sustainability and take actions to seek additional funding; • Assess and implement the need for changes to documentation and regulations.	
Others	Unlikely to	High	▪ Constant control of payments	Legal Support Service; Financial and Material Resources Management Service;	▪ Assess and implement the need for changes to the annual budget; ▪ Determine financial sustainability and take actions to seek additional funding; ▪ Assess and implement the need for changes to documentation and regulations.	Rector
Legal disputes	Unlikely to	High	▪ Fulfilling obligations on time and	Legal Support Service;	▪ Assess and implement the need for changes to	Rector

			properly.	Financial and Material Resources Management Service;	documentation and regulations; ▪ Determine financial sustainability and take actions to seek additional funding.	
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Risk Category: Strategic

Risks	Probability (High, Medium, Low, Unlikely)	Impact (Small, Medium, High, Large)	Preventive Actions	Responsible Unit\Person	Actions	შეფასება
Loss of authorization/accreditation						
Autorization	Medium	High	- Continuous monitoring of compliance with standards; - Monitoring of legislative developments; - Active involvement in the working groups of the Ministry of Education.	Quality Management Office; Program Director; School Dean/Deputy Dean; Legal Office.	- Determining the need for changes to the institution's strategy and action plan; - Determining and improving financial sustainability; - Making changes to relevant documentation and regulations; - Bringing it into line with authorization standards.	Rector
Accreditation	Medium	High	Continuous monitoring of	Quality Management	Identifying the need for changes to the institution's	Rector

			compliance with standards; ▪ Monitoring of legislative developments; ▪ Active involvement in the working groups of the Ministry of Education.	Office; Program Director; School Dean/Deputy Dean; Legal Office.	strategy and action plan; ▪ Determining and improving financial sustainability; ▪ Making changes to relevant documentation and regulations; ▪ Bringing the educational program into line with current standards.	
Reduced enrollments	Medium	High	▪ Labor market research; ▪ Public relations activities; ▪ Program/program updates; ▪ Qualified human resources ▪ updates; ▪ Semester-wise monitoring.	Quality Management Office; Dean/Deputy Dean of the School; Legal Office;	▪ PR activities; ▪ Program evaluation; ▪ Situation analysis; ▪ Implementation of social projects; ▪ Availability of qualified academic staff.	Rector

				Human Resources Management Office; Public Relations Office;		
Changes in state policy in the field of education	Medium	High	▪ Monitoring of legislative developments; ▪ Active involvement in the working groups of the Ministry of Education, Science, Culture and Sports.	Rector; Quality Management Service; Public Relations Service.	▪ Making changes to relevant documentation and regulations.	Rector