

Standard Operation Procedures	SOP 064
Effective Date: 08/04/2026	Public

Emergency/Incident and Crisis Management

Special Requirements	This procedure is a controlled document maintained by Quality Management. It may not be deleted without comparable controls. Please note that this document becomes uncontrolled once printed. Make sure by always referring only to the Repository that you have the right version in use. The procedure should be updated when there are changes in EFSA with respect to what is stated in the document (e.g., Relevant Standards, legislation, and documents, change in procedure, etc.). The person responsible for maintaining this procedure up to date is the Lead author with the support of the QM.
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Process Responsibility	Process owners are accountable of this procedure being adhered to their processes or respective unit. All relevant staff is responsible for the correct implementation of the procedure. Responsibilities for performing specific steps are outlined in the document.
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SCOPE AND OBJECTIVES

The purpose of this procedure is to define responsibilities and operating procedures to ensure the detection, diagnosis, escalation, response / recovery and back to business as usual in case of events impacting EFSA's continuity, information security as well as physical security.

The procedure applies to events of different severity (e.g. minor incidents, major incidents, emergencies, and crises as per below definitions). **It excludes any safety / environment-related event.** If the BCO/ISO/PSO is informed for example of a safety-relevant scenarios, s/he shall communicate it to the relevant Group / Team to invoke the Ann19_01 – Safety Emergency Plan (SEP) to engage the necessary teams and flows to respond to the event.

RELEVANT STANDARDS, LEGISLATION AND DOCUMENTS

- ISO 22301:2012 Requirements for Business Continuity Management System;
- ISO 27001: 2013 Requirements for Information Security Management System;
- Health, Safety, Environmental and Security (HSES) Policy;
- SOP065 Business Continuity Plan;
- WIN SOP065 Business Continuity Procedure.
- Ann 19 - 01 – Safety Emergency Plan
- Ann 19 – 02 - Security Emergency Plan
- F19_01_Emergency Management reports
- F19_04_Emergency simulations plan
- F19_05_List of Emergency Response Team (ERT) members
- F19_13_(Business Continuity) Contact List

ABBREVIATIONS AND DEFINITION

Crisis	Any event ongoing / expected triggering an unstable and dangerous situation affecting an individual, a group, community, or society as a whole and that cannot be handled by ordinary procedures (e.g. significant site unavailability, IT disruption, etc.).
Emergency / Major Incident	An ongoing / expected event with no urgency component but relevant consequences (major incident) as well as a sudden, present and urgent event (emergency), that threat persons or properties and that require fast actions in order to avoid harmful results. EFSA manages emergencies with different plans depending on the nature of the emergency itself – more in details: • Security emergencies (e.g., terrorist, protesters, etc.) are managed in line with the Ann19_02 - Security Emergency Plan; • IT emergencies (e.g., Denial of Service, Unauthorised access, etc.) are managed in line with the working instruction Management of Information Security Incidents.



	In addition, as described in 27000:2016, EFSA also considers information security incidents to be emergencies: a single or a series of unwanted or unexpected information security events that have a significant probability of compromising business operations and that threaten information security.
Minor Incident	An ongoing / expected event with no urgency component and limited consequences, which can be managed using standard operating procedures and does not pose a threat to the continuity, information security or physical security of EFSA (e.g. brief system slowness, minor facility issue, etc.).
Business Continuity Plan (BCP)	The BCP is an ad-hoc response plan aimed to define the provisions to implement that are essential to ensure the continuity of EFSA's operations. In particular, the purpose of the BCP and related documents is to ensure the resumption of EFSA's critical processes / products within the Recovery Time Objective (RTO).

PROCEDURE

ROLES AND RESPONSIBILITIES

Organizational Structure for the Management of Security Emergencies / Incidents and Crises that Activate Business Continuity Plans

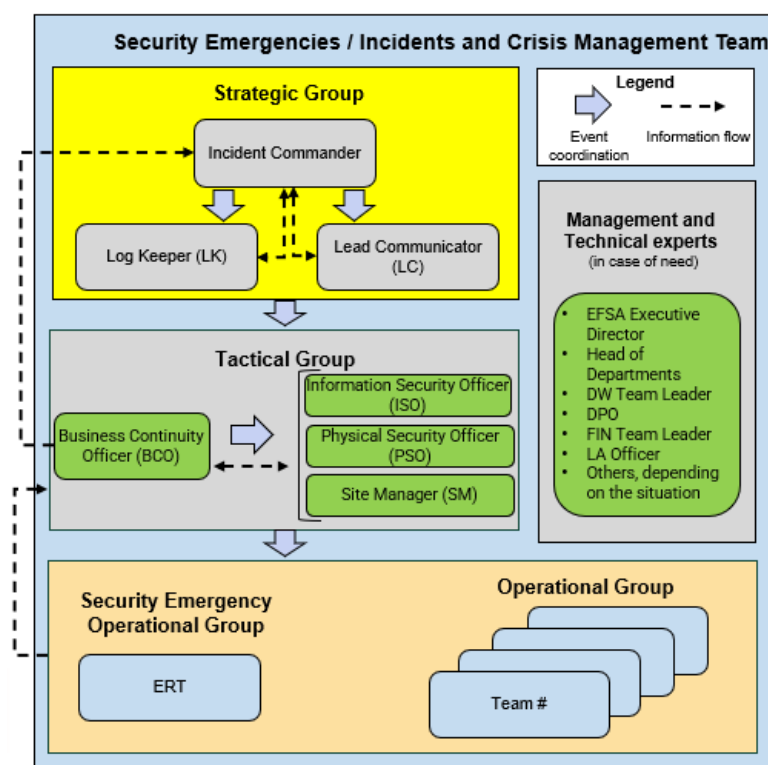


Figure 1. Organizational Structure

The management model includes various roles structured across three layers — Strategic, Tactical, and Operational — which interact with one another to ensure effective event management.



Strategic group

The Strategic Group provides strategic direction for the management of events through the Incident Commander and coordinates the Tactical Group.

Tactical Group

The Tactical Group is responsible for taking tactical decisions and coordinating the implementation of strategic decisions. Moreover, the Tactical Group coordinates the Operational Group.

Operational Group

The Operational Group is responsible for executing emergency response tasks, acting under the guidance of the Tactical Group.

The Emergency Response Team (ERT)

The Emergency Response Team is composed of staff members who voluntarily choose to join it. It does not replace official rescue teams (e.g. The Fire Brigade) but it is tasked with promptly intervening during emergencies to contain and mitigate damage to people or property.

Incident Commander

- Leads the Strategic Group and takes strategic decisions regarding the management of the security event, potentially with the support of management and technical experts.
- Analyses and approves activities not covered by the procedures.

Lead Communicator

Is identified in RF19_13 "Contact list" and is responsible for preparing and disseminating emergency/incident or crisis-related communications to institutional actors, the public, EFSA's staff or any appropriate interest parties.

Log Keeper

Is identified in RF19-13 "Contact List" ad-hoc by the Incident Commander among the people s/he considers most suitable for recording the activities carried out and the critical choices made.

Business Continuity Officer (BCO)

- Identifies possible security events that require the activation of business continuity plans;
- Coordinates the tactical management of security emergencies/incidents and crises.

Information Security Officer (ISO)

- Identifies possible security events in the area of information security;
- Collaborates with the BCO, the PSO and any other actor that may be involved in the tactical management of security emergencies/incidents and crises.

Physical Security Officer (PSO)

- Collaborates with the HSER¹, the EGC² and the HSA³ in the identification of emergency situations in the area of physical security;
- Collaborates with the HSER, the EGC and the HSA in the organisation of evacuation tests when they include "security" scenarios;
- Collaborates with the HSER in the training of the Emergency Response Team;
- Supervises the work of the Security Guards and their suitability for work and technique.

¹ Health, Safety and Environmental Responsible.

² Emergency General Coordinator.

³ Health and Safety Adviser.

For further information on these roles, consult the [Ann19_01 - Safety Emergency Plan.pdf](#)



Duty Officer

- Ensure management of the security emergency / incident and crisis along its lifecycle
- The role can be covered by the BCO, ISO or PSO, according to the event type.

Site Manager

Responsible for the EFSA site management.

Management

EFSA Executive Director, Head of Department or Head of Unit that can collaborate with the tactical and strategic team to identify, adopt and implement effective measures for the emergency/incident and crisis management.

Technical Experts

These are those actors with high technical specialization who can be called upon to collaborate with the tactical and strategic team to identify, adopt and implement effective measures for the emergency/incident and crisis management.

OPERATING MODES

1. Introduction

The present procedure should be activated any time a security event is detected.

The Emergency/Incident and Crisis Management procedure is structured in 4 phases, which foresee the involvement of the Strategic Group, Tactical Group and Security Emergency Operational Group teams that execute specific activities aiming to respond to the event and reduce impacts for EFSA.



Figure 2. Phases of the Emergency/Incident and Crisis Management Procedure

PHASE	DEFINITION
Detection and Activation	Initial response phase where a security event is detected. It is aimed at understanding whether the event can be handled with standard operating procedures, thus there is no or negligible impact on the normal activities or decide to activate the procedure.
Diagnosis and Evaluation	Following phase where a security event is classified depending on its severity and the adequate escalation to the relevant Group is performed, to ensure proper management and involvement of the necessary resources.
Recovery / Response	Phase aimed at implementing response procedures for all impacted resources in case critical processes are affected. Further Management and Technical experts can be



	leveraged by the relevant Groups, depending on the needs.
Return to business as usual	Final phase aimed at restoring normal operations. If all response / recovery actions are completed, residual risks can be addressed, a post-event review is conducted, the security event is ceased and EFSA and the affected resources / processes can return to business as usual.

Table 2. Phases of the Procedure and definitions

• **Phase 1 – DETECTION AND ACTIVATION**

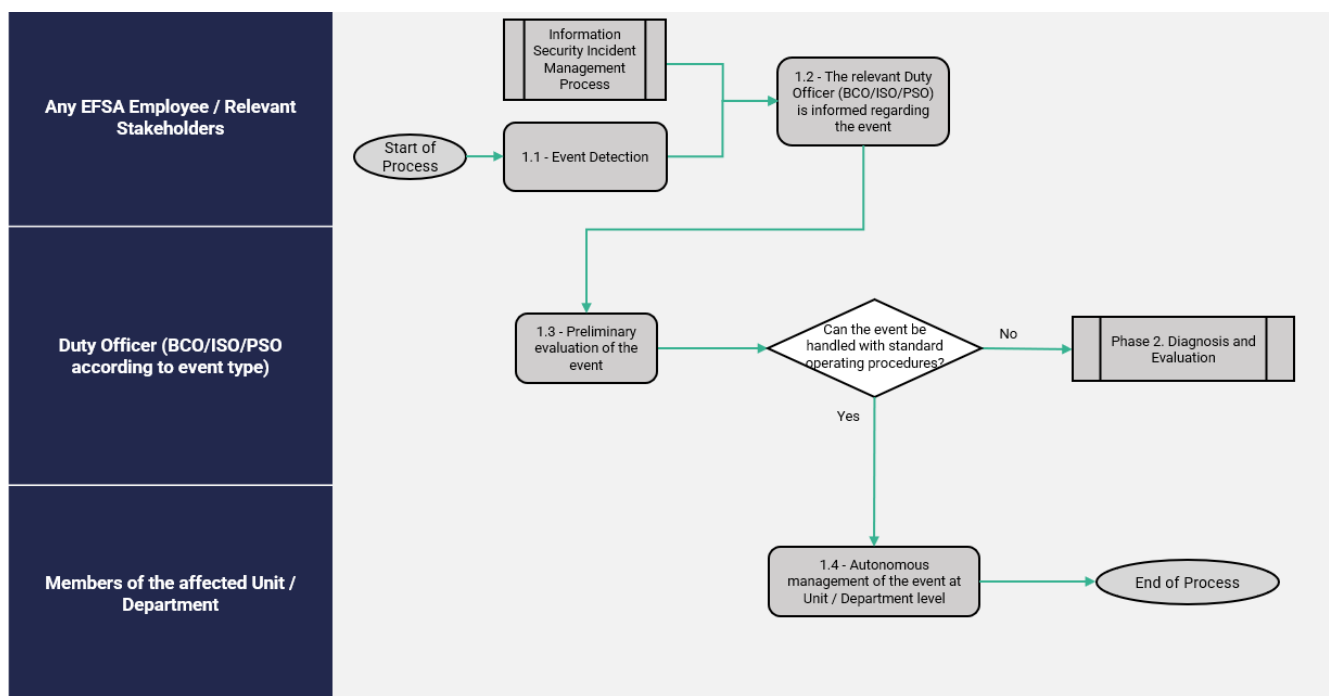


Figure 3. Flow of Phase 1

Phase 1	Any EFSA Employee / Relevant Stakeholders	Members of the affected Unit / Department	Duty Officer	BCO	Log Keeper	Lead Communicator	Incident Commander	Security Emergency Response team	Operational Group	Tactical Group	Mgmt and technical experts
1.1 Event detection	A/R										
1.2 The relevant Duty Officer (BCO / ISO / PSO) is informed regarding the event	A/R		I							I	
1.3 Preliminary evaluation of the event	C	C	A/R	C						C	C
1.4 Autonomous management of the event at	C	A/R	C/I	C/I							



process / Unit level											
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Figure 4. RACI of Phase 1

Each activity of Figure 3 is described in the following table.

INPUT TASK	TASK NAME AND ID	DESCRIPTION OF ACTIVITIES	PERSON(S) IN CHARGE (A/R)	OUTPUT TASK
Information Security Incident Management Procedure Event	1.1 Event Detection	Any EFSA Employee or Relevant Stakeholder, including suppliers, external consultants and contractors, detects a security event or any event that can have impacts on EFSA's normal operations or continuity of services. The Event Detection can be performed by EFSA Information Security Incident Management Team as part of the Escalation procedure within the SOP049 Information Security Incident Management Process.	Any EFSA Employee/ Relevant Stakeholders (A/R)	1.2
1.1	1.2 The relevant Duty Officer (BCO / ISO / PSO) is informed regarding the event	After the detection, the involved EFSA Employee / Relevant Stakeholder informs the relevant Duty Officer, which can be the BCO, the ISO or the PSO, depending on the type of event. The Tactical Group is informed of the situation and of the relevant Duty Officer involved.	Any EFSA Employee/ Relevant Stakeholders (A/R)	1.3
1.2	1.3 Preliminary evaluation of the event	The Duty Officer conducts a preliminary evaluation of the event and of its immediate consequences and damages, in order to define the necessary next steps, in consultation with the BCO. The objective is to evaluate whether the event can be handled through standard operating procedures and if further escalation within the organization is necessary. • If yes, proceed to Task 1.4; • If no, proceed to Phase 2. Diagnosis and Evaluation. For this phase, the Duty Officer can also consult the Employee / Relevant Stakeholder that detected the event and with the Members of the affected Unit or Department, to outline the framework of the event. The Duty Officer can consult with EFSA's Management and relevant technical experts, for further support on the evaluation.	Duty Officer (BCO/ISO/PSO according to event type) (A/R)	1.4 Phase 2



		If the event involves a possible personal data concern/breach, the incident is managed by the DPO, according to the SOP038 – Data Protection Compliance Support.		
1.3	1.4 Autonomous management of the event at process / Unit level	The Members of the affected Unit / Department can consult with the employee that detected the event, the Duty Officer and the BCO. If consultation is not needed by them, the BCO and the Duty Officer are always informed. The event is not critical and can be handled with standard operating procedures. Hence, the Members of the affected Unit / Department manage the event autonomously within their Unit. In this case, the event is closed.	Members of the affected Unit / Department (A/R)	End of process

• Phase 2 – DIAGNOSIS AND EVALUATION

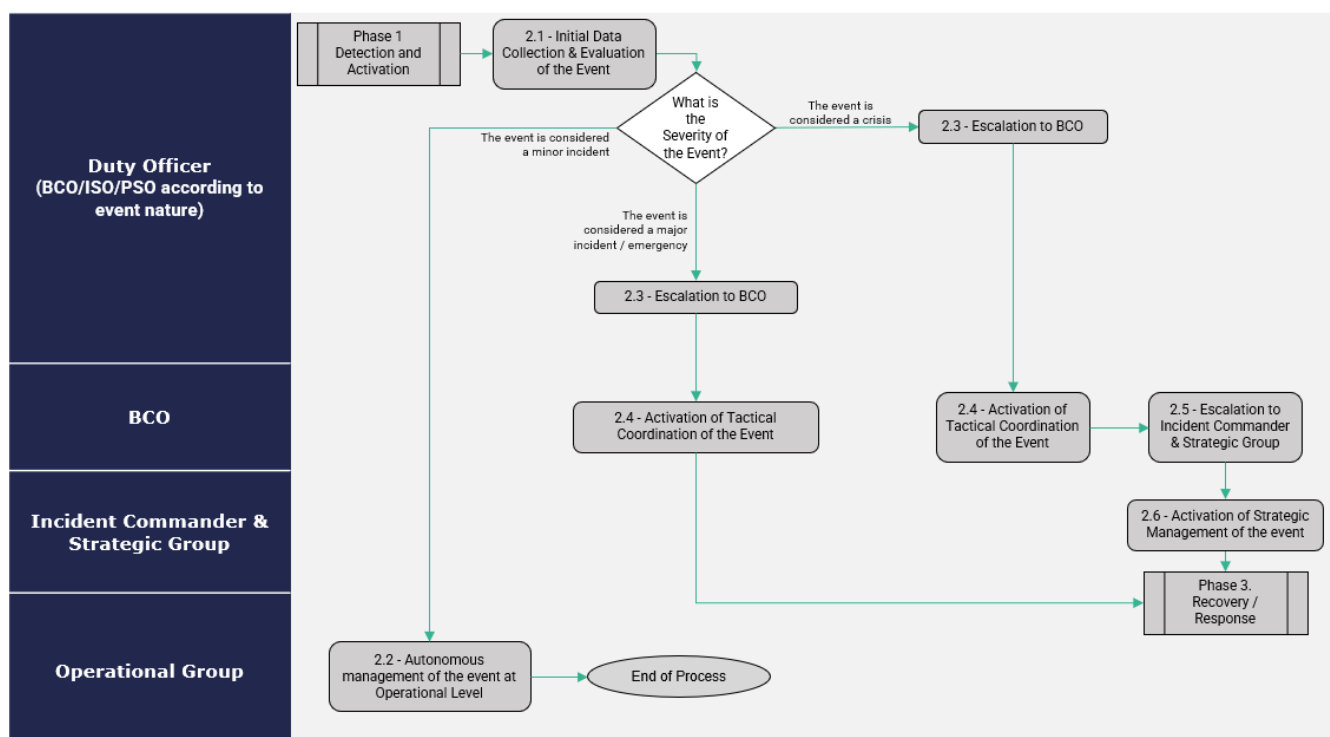


Figure 5. Flow of Phase 2

Phase 2	Any EFSA Employee/ Relevant Stakeholders	Members of the affected Unit / Department	Duty Officer	BCO	Log Keeper	Lead Communicator	Incident Commander	Security Emergency Response team	Operational Group	Tactical Group	Mgmt and technical experts
2.1 Initial Data Collection & Evaluation		C	A/R	C						C	C



of the Event											
In case of minor incident											
2.2 Autonomous management of the event at Operational Level		C	C/I	C/I					A/R		
In case of major incident/emergency											
2.3 Escalation to BCO			A/R	C/I				I	I	I	
2.4 Activation of Tactical Coordination of the Event			C/I	A/R				C/I	C/I	C/I	C
In case of crisis											
2.3 Escalation to BCO			A/R	C/I				I	I	I	
2.4 Activation of Tactical Coordination of the Event			C/I	A/R				C/I	C/I	C/I	C
2.5 Escalation to Incident Commander & Strategic Group			I	A/R	I	I	I		I	I	
2.6 Activation of Strategic Management of the event			C/I	C/I	C/I	C/I	A/R			C/I	C/I

Figure 6. RACI of Phase 2

Each activity of Figure 5 is described in the following table.

INPUT TASK	TASK NAME AND ID	DESCRIPTION OF ACTIVITIES	PERSON(S) IN CHARGE	OUTPUT TASK
Phase 1	2.1 Initial Data Collection & Evaluation of the Event	The Duty Officer collects needed available data regarding the event, in order to define its severity. The classification is performed according to the Event Severity Evaluation Criteria (as shown in Table 3 below). The classification corresponds to the highest level resulting from the individual assessments of the impact dimensions.	Duty Officer (BCO/ISO/PSO according to event type) (A/R)	2.2



		To do so, the Duty Officer consults with the BCO and the Tactical Group. Moreover, the data collection & evaluation can be conducted in consultation with the Members of the affected Unit / Department and any relevant technical experts or EFSA's Management.		
2.1	2.2 Autonomous management of the event at Operational Level	If the event is classified as a minor incident, the Operational Group manages the event at Operational level, in consultation with the Members of the affected Unit/Department. The BCO and the Duty Officer are informed and, if necessary, consulted. In this case, the event is closed.	Operational Group (A/R)	Phase 3
2.2	2.3 Escalation to BCO (in case of major incident / emergency and in case of crisis)	If the event is classified as major incident / emergency or as a crisis, the Duty Officer escalates to the BCO, who is preventively consulted and informed. The Tactical Group is informed of the escalation and of the classification of the event. Moreover, the Security Emergency Response Team and the Operational Group are informed of the classification as major incident/emergency which will involve their operational engagement during next phase.	Duty Officer (BCO/ISO/PSO according to event type) (A/R)	2.4
2.3	2.4 Activation of Tactical Coordination of the Event (in case of major incident / emergency and in case of crisis)	Upon confirmation that the event meets the criteria of major incident / emergency or of crisis, the BCO triggers the activation of the Tactical Coordination, in consultation with the Management and technical experts. The Tactical Group and the Duty Officer are consulted, if needed, and nonetheless informed. The Security Emergency Response Team and the Operational Group are informed and, if necessary, consulted, to assign necessary operational roles.	BCO (A/R)	Phase 3 (in case of major incident / emergency) 2.5 (in case of crisis)
2.5	2.5 Escalation to Incident Commander & Strategic Group (in case of crisis)	If the event is classified as a crisis, the BCO escalates the management of the event to the Strategic Group, for all strategic decision making. The Incident Commander is preliminary informed as well as the Tactical Group. The Lead Communicator is informed as well as the Log Keeper. The Tactical Group and the Operational Group are informed of the escalation to Strategic level.	BCO (A/R)	2.6
2.5	2.6 Activation of Strategic	The Incident Commander activates the strategic oversight and decision-making structure necessary to align the crisis	Incident Commander & Strategic Group (A/R)	Phase 3



	Management of the event (in case of crisis)	response with organizational priorities, ensure governance, and allocate resources appropriately. The Duty Officer, the BCO and the Tactical Group are consulted, if necessary, and always informed, to provide tactical advice. The Lead Communicator is informed and consulted regarding the communication strategy. The Log Keeper is informed and consulted regarding the appropriate recording of activities. According to the event type, EFSA's management and technical experts can be consulted as well as informed if relevant. After this task, the process moves to Phase 3. Recovery / Response.		
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Event Severity (Definition) Evaluation Criteria	Minor Incident (an ongoing / expected event with no urgency component and limited consequences)	Major Incident (an ongoing / expected event with no urgency component but relevant consequences)	Emergency (sudden, present and urgent event)	Crisis (abnormal and unstable situation that threatens the organization's strategic objectives, reputation or viability)
Need to act within very limited timeframes	No	No	Yes	No/yes
Ongoing / Expected Impacts on Health & Safety	Minor Injury(ies)	More than minor injury(ies)		Life of individual(s) threatened From death of one individual to widespread loss of life
Ongoing / Expected Impacts on Reputation / Image	Extent of negative publicity: Negligible or Local	Extent of negative publicity: Few countries involved		Extent of negative publicity: Several countries involved
Ongoing / Expected Impacts on Legality and Regularity	Limited impediment on law / rules enforcement	Significant impediment on law / rules enforcement		Severe impediment on law / rules enforcement



Ongoing / Expected Impacts on Personal Data / Confidential information	Limited set of personal / confidential data involved	Significant set of personal / confidential data involved	Extensive set of personal / confidential data involved
Ongoing / Expected Loss of Assets / Additional costs	Financial impact: less than 0,1% of EFSA Budget	Financial impact: between 0,1% - 2% of EFSA Budget	Financial impact: more than 2% of EFSA Budget
Ongoing / Expected Disruption on Continuity of Critical Processes	One / few critical processes impacted and ordinary effort are sufficient to support recovery	One / many critical processes impacted and an extraordinary effort could be required to support recovery	One / many critical processes impacted and strategic decisions are required to support recovery

Table 3. Event Severity Evaluation Criteria

• Phase 3 – RECOVERY / RESPONSE

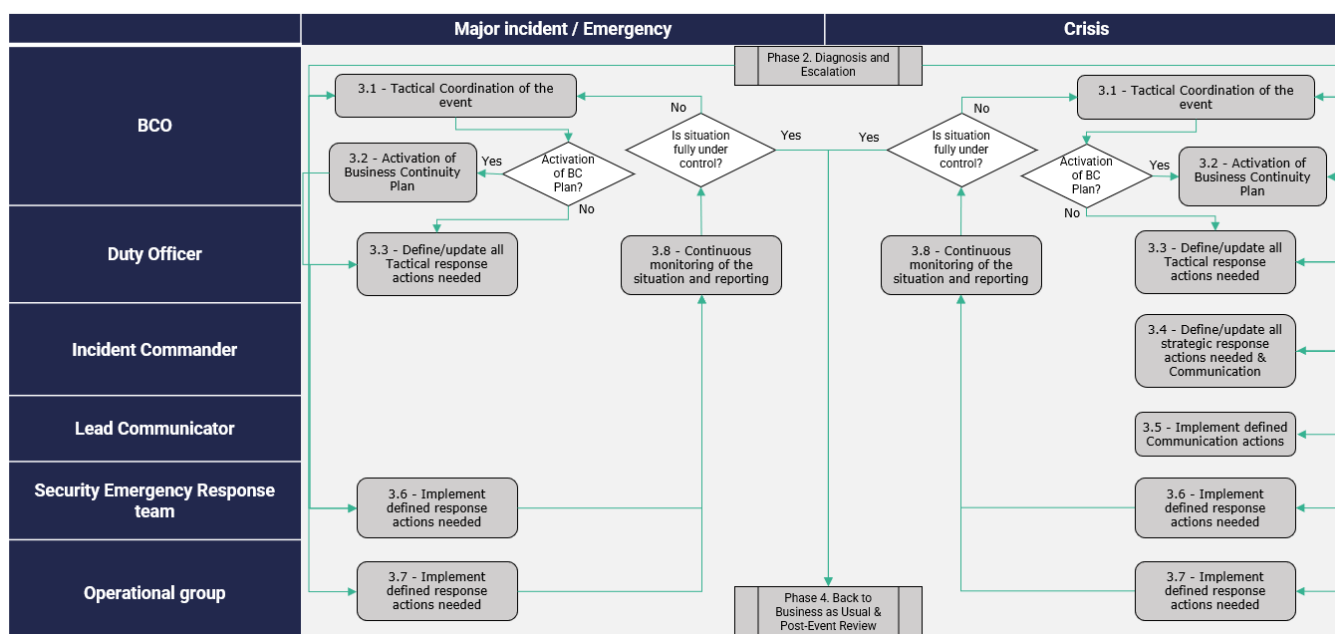


Figure 7. Flow of Phase 3

Phase 3	Any EFSA Employee/ Relevant Stakeholders	Members of the affected Unit / Department	Duty Officer	BCO	Log Keeper	Lead Communicator	Incident Commander	Security Emergency Response team	Operational Group	Tactical Group	Mgmt and technical experts
In case of major incident/emergency											
3.1 Tactical Coordination of the event			C/I	A/R				C/I	C/I	C/I	C
3.2 Activation of Business Continuity Plan			C/I	A/R			C/I	C/I	C/I	C/I	C



3.3 Define/update all Tactical response actions needed (including activation of BCP)			A/R	C/I				C/I	C/I	C/I	C
3.6 / 3.7 Implement defined response actions needed (each group for the actions under its responsibility) in case of major incident / Emergency)			C/I	C/I				A/R	A/R		C
3.8 Continuous monitoring of the situation and reporting			A/R	C/I			I	C/I	C/I		C

Figure 8. RACI of Phase 3 in case of a Major incident/Emergency

Phase 1	Any EFSA Employee/ Relevant Stakeholders	Members of the affected Unit / Department	Duty Officer	BCO	Log Keeper	Lead Communicator	Incident Commander	Security Emergency Response team	Operational Group	Tactical Group	Management and technical experts
In case of crisis											
3.1 Tactical Coordination of the event			C/I	A/R	I	I	C/I	C/I	C/I	C/I	C
3.2 Activation of Business Continuity Plan			C/I	A/R	I	I	C/I	C/I	C/I	C/I	C
3.3 Define / update all Tactical response actions needed (including activation of BCP)			A/R	C/I			C/I	C/I	C/I	C/I	C
3.4 Define / update all strategic response actions needed & Communications			C/I	C/I	C/I	C/I	A/R	C/I	C/I	C/I	C
3.5 Implement defined Communication actions			C/I	C/I	I	A/R	C/I				C
3.6 / 3.7 Implement defined response actions needed (each for its responsibility)			C/I	C/I				A/R	A/R		C
3.8 Continuous monitoring of the situation and reporting			A/R	C/I	C/I	C/I	C/I	C/I	C/I		C

Figure 9. RACI of Phase 3 in case of a crisis



Each activity of Figure 7 is described in the following table.

INPUT TASK	TASK NAME AND ID	DESCRIPTION OF ACTIVITIES	PERSON(S) IN CHARGE	OUTPUT TASK
Phase 2	3.1 Tactical Coordination of the Event (in case of major incident / emergency and in case of crisis)	If the situation is not yet fully under control and upon confirmation that the event is either a major incident/emergency or a crisis, the BCO guides its Tactical Coordination, in consultation with the Tactical Group and, if needed, the Management and technical experts. The Security Emergency Response Team and the Operational Group may be consulted but nonetheless informed, for operational input. Likewise, the Duty officer is consulted where necessary and, in any case, informed. If the event is classified as crisis, the Strategic Group is also involved. The Incident Commander is consulted and always informed. The Lead Communicator and the Log Keeper are informed as well, to ensure proper communication and record of activities. Irrespective of the classification of the event, the BCO analyses the event from a Continuity point of view, in order to assess whether a specific set of characteristics are in place, namely whether the event could lead to loss or expected loss of critical resources or to uncertainty on RTO timelines as defined in section 1, below. • If yes, proceed to 3.2 Activation of Business Continuity Plan; • If no, proceed to 3.3 Define/update all tactical response actions needed”.	BCO (A/R)	3.3 3.5
3.1	3.2 Activation of Business Continuity Plan (in case of major incident / emergency and in case of crisis)	Upon consultation with and approval by the Incident Commander, the BCO follows the procedure defined in the Business Continuity Plan to activate proper Business Continuity Procedure and relevant Operational Group(s). During the procedure, the Incident Commander is further consulted where necessary, but nonetheless informed regarding the activation of BC Plan. The consultation with the Incident Commander is done both in case of major incident/emergency and in case of crisis. The BCO consults the Tactical Group and the Duty Officer, which have been	BCO (A/R)	3.3



		preliminary informed, with regards of BC Plan execution. The BCO can also consults EFSA's management and technical experts, if relevant. Finally, the BCO consults, if relevant, the Security Emergency Response Team and the Operational Group regarding the activation of BC Plan, they are in any case informed regarding activation. In case of crisis, the BCO also informs the Lead Communicator and the Log Keeper.		
3.1 3.2	3.3 Define / update all Tactical response actions needed (in case of major incident / emergency and in case of crisis)	The Duty Officer defines the necessary response actions to be put in place at tactical level. If needed, the Duty Officer updates any response actions, as tailored to the current situation. The Duty Officer consults the Tactical Group and the BCO, which have been preliminary informed, to further coordinate Tactical definition of response actions. The Duty Officer can consult EFSA's management and technical experts if relevant. Finally, the Duty Officer can consult the Security Emergency Response Team and the Operational Group, to anticipate operational response requirements as well as inform them regarding decisions. In case of crisis, the Incident Commander is informed and, if necessary, consulted, to support the tactical definition of the response actions.	Duty Officer (BCO/ISO/PSO according to event type) (A/R)	3.4 (in case of crisis) 3.6 (in case of emergency or crisis) 3.7 (in case of major incident or crisis)
3.3	3.4 Define / update all strategic response actions needed & Communication (in case of crisis)	In case of crisis, the Incident Commander defines the necessary response actions to be put in place at strategic level as well as the crisis communication strategy for internal and external stakeholders. If needed, the Incident Commander updates said actions, as tailored to the current situation. The Duty Officer and the BCO are kept informed and eventually consulted. The Lead Communicator is informed and potentially consulted, along with the Log Keeper. The Lead Communicator oversees all the internal and external communication flows; the Log Keeper ensure accurate and traceable recording of all the actions and decisions taken. The Security Emergency Response Team is informed and, if necessary, consulted, to support the definition of strategic response actions.	Incident Commander (A/R)	3.5



		The Operational group is informed and potentially consulted, along with the Tactical Group. EFSA's management and technical experts are consulted to provide targeted information and advices to ensure the effectiveness and sustainability of the response actions.		
3.4	3.5 Implement defined Communication actions (in case of crisis)	The Lead Communicator leads the implementation of the crisis communication strategy by spreading to all appropriate interested parties all the information deemed appropriate. The Duty Officer and the BCO are informed and, if necessary, consulted. The Duty Officer helps to ensure that communications actions are accurate and aligned with the current situation; the BCO guarantees that the communication reflect BC priorities and help manage stakeholders' expectations. The Incident Commander is informed, along with the Log Keeper, but is also consulted, if necessary. EFSA's management and technical experts are consulted when needed to provide targeted information and advices to guarantee a clear and effective communication.	Lead Communicator (A/R)	3.6 (in case of emergency or crisis) 3.7 (in case of major incident or crisis)
3.3 3.5	3.6 Implement defined response actions needed (in case of emergency or crisis)	If the event is classified as an Emergency or a crisis with an urgency component, the Security Emergency Response Team manages the event from an operational point of view, to implement all necessary urgent response actions. EFSA's management and technical experts are consulted for further input if necessary. The Duty Officer and the BCO are consulted as the implementation progresses and always informed.	Security Emergency Response team (A/R)	3.8
3.3 3.5	3.7 Implement defined response actions needed (in case of major incident or crisis)	If the event is classified as a major incident or as a crisis with no urgency component, the Operational Group manages the operational implementation of response actions. EFSA's management and technical experts are consulted for further input if necessary. The Duty Officer and the BCO are consulted as the implementation progresses and always informed.	Operational Group (A/R)	3.8
3.6 3.7	3.8 Continuous monitoring of the situation and reporting	During and after the implementation of the defined response actions, the Duty Officer is responsible to conduct a continuous monitoring of the situation as well as reporting.	Duty Officer (BCO/ISO/PSO according to event type) (A/R)	3.1 Phase 4



	(in case of major incident / emergency and in case of crisis)	The Incident Commander is informed of the evolving situations as they receive regular updates from the Duty Officer. The BCO is regularly informed as well and, if necessary, consulted. The Security Emergency Response Team and the Operational Group are informed throughout the monitoring and consulted, if necessary. EFSA's management and technical experts can be consulted for further monitoring of the situation. In case of crisis, the Incident Commander is consulted, as well as informed. Likewise, the Log Keeper and the Lead Communicator are consulted, where needed and nonetheless informed. After this task, the Duty Officer consults the BCO to define whether the situation is fully under control. • If yes, proceed to Phase 4. Back to Business as Usual & Post-Event Review; • If no, go back to 3.1 Tactical Coordination of the event		
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SECTION 1. Triggers for activation of the Business Continuity Plan

The BC Plan represents a **key instrument to respond to events impacting continuity of critical EFSA processes**. During an ongoing or expected Major Incident / Emergency as well as during a Crisis the Business Continuity Plan can be activated whenever both the following characteristics are in place:

- **Loss or expected loss of critical resources:** the event caused / is expected to cause loss of critical buildings, suppliers, personnel, or IT systems, resulting in disruption of one or more critical business processes and it is likely to escalate affecting additional processes and/or departments and
- **Uncertainty on recovery timelines or expected recovery is longer than RTO:** the expected recovery timelines of critical resources involved in the event is either unknown or exceeds the Recovery Time Objectives (RTOs) defined for the affected process / resource.



• Phase 4 - BACK TO BUSINESS AS USUAL & POST-EVENT REVIEW

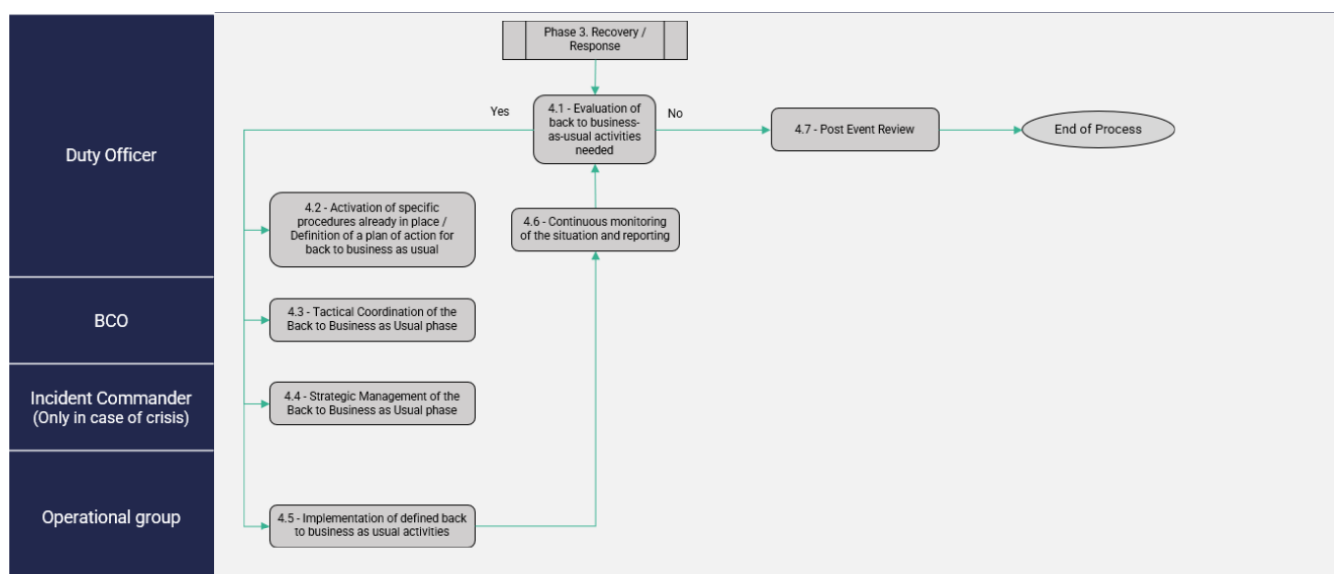


Figure 10. Flow of Phase 4

Phase 4	Any EFSA Employee/ Relevant Stakeholders	Members of the affected Unit / Department	Duty Officer	BCO	Log Keeper	Lead Communicator	Incident Commander	Security Emergency Response team	Operational Group	Tactical Group	Mgmt and technical experts
4.1 Evaluation of back to business-as-usual activities needed			A/R	C/I			C (in case of Crisis)		C	C	C
4.2 Activation of specific procedures already in place / Definition of a plan of action for back to business as usual			A/R	C/I	I (in case of Crisis)	I (in case of Crisis)	I (in case of Crisis)		C/I		C/I
4.3 Tactical Coordination of the Back to Business-as-Usual phase			C/I	A/R	I (in case of Crisis)	I (in case of Crisis)	C/I (in case of Crisis)		C/I	C/I	C
4.4 Strategic Management of the Back to Business-as-Usual phase (only in case of Crisis)			C/I	C/I	C/I (in case of Crisis)	C/I (in case of Crisis)	A/R (in case of Crisis)		C/I	C/I	C



4.5 Implementati on of defined back to business-as- usual activities			C/I	C/I					A/R		C
4.6 Continuous monitoring of the situation and reporting			A/R	C/I	C/I (in case of Crisis)	C/I (in case of Crisis)	C/I (in case of Crisis)		C/I		C
4.7 Post Event Review	C/I	C/I	R	A	C/I (in case of Crisis)	C/I (in case of Crisis)	C/I (in case of Crisis)		C/I	C/I	C/I

Figure 11. RACI of Phase 4

Each activity of Figure 10 is described in the following table.

INPUT TASK	TASK NAME	DESCRIPTION OF ACTIVITIES	PERSON(S) IN CHARGE	OUTPUT TASK
Phase 3	4.1 Evaluation of back to business-as- usual activities needed	The Duty Officer leads an evaluation aimed at determining actions needed from the organization to return to normal operations after an emergency/major incident or crisis, specifically: - If specific actions are required, proceed to 4.2 Activation of specific procedures already in place /Definition of a plan of action for back to business as usual; - If no specific action is required, proceed to 4.7 Post-event review. The BCO is informed and, if necessary, consulted, to provide further support during the evaluation. In case of a crisis, the Incident commander is also consulted, to ensure that strategic crisis-related considerations are integrated into the evaluation. Likewise the Operational group and the Tactical group are consulted if necessary. EFSA's management and technical experts are consulted, if relevant, to provide targeted information and advices during the evaluation.	Duty Officer (BCO / ISO / PSO according to event type) (A/R)	4.2 4.7
4.1	4.2 Activation of specific procedures already in place / Definition of a plan of action for back to business as usual	If the evaluation is positive, the Duty Officer formalize a plan of action focused on restoring EFSA's standard business activities. This plan can involve the activation of some pre-existing "back to business-as-usual" procedures, or the implementation of new actions. The Operational Group is informed and potentially consulted, to provide further support.	Duty Officer (BCO/ISO/PSO according to event type) (A/R)	4.3



		EFSA's management and technical experts are informed and, when required, consulted to provide targeted information. The BCO is informed as well and, if necessary, consulted. In case of a crisis, the Incident Commander is informed, along with the Lead Communicator and the Log keeper.		
4.2	4.3 Tactical Coordination of the Back to Business as Usual phase	Once the plan is formally defined, the BCO leads the tactical coordination it. The Duty Officer is informed and, if necessary, consulted to provide further support in the tactical coordination process. The Tactical Group is informed and potentially consulted, along with the Operational Group. EFSA's management and technical experts are consulted to provide specific inputs and advices if relevant. In case of a crisis, the Incident commander is consulted to ensure alignment also from a strategic point of view. They're nonetheless informed, along with the Lead Communicator and the Log Keeper.	BCO (A/R)	4.4
4.3	4.4 Strategic Management of the Back to Business as Usual phase (in case of a crisis)	This activity is initiated only when a crisis has been formally declared. In such cases, the Incident Commander ensures secure and effective return to normality, aligned with all strategic priorities and needs. The Lead Communicator is consulted to coordinate all the communication flows also during this phase. The Log keeper is consulted and oversees the recording of all the actions. The BCO and the Duty Officer are kept informed throughout the process and consulted when necessary. The Tactical Group is informed and eventually consulted, along with the Operational Group, to provide further support in strategic decisions. EFSA's management and technical experts are consulted as well, to provide specific inputs and advices, if relevant.	Incident Commander (A/R)	4.5
4.4	4.5 Implementation of defined back to business as usual activities	With overseen tasks in place, the defined measures are deployed. The operational group is responsible to carrying out the implementation, ensuring that systems, processes and staff efficiently return to their normal functions. They also have to verify that any remaining issue or operational gaps are identified.	Operational group (A/R)	4.6



		The Duty Officer is informed and eventually consulted, along with the BCO. They ensure that the implementation unfolds and remains aligned with the defined plan. EFSA's management and technical experts are consulted as well, to provide specific inputs and advices, if relevant.		
4.5	4.6 Continuous monitoring of the situation and reporting	During all the tasks of phase 4, the Duty Officer is responsible for continuous monitoring of the situation and timely reporting. This is essential to confirm the stability and effectiveness of the processes. The BCO is continuously kept informed and consulted when necessary. In case of a crisis, the Incident commander is consulted, along with the Lead Communicator and the Log keeper. They're nonetheless informed. The Incident Commander can be consulted to assess the outcomes of the implemented measures and confirm that no residual threats remain. The Lead Communicator can provide further support by spreading to all appropriate interested parties the information deemed appropriate. The Log Keeper records the activities carried out and the critical choices made. EFSA's management and technical experts are consulted to provide targeted information and ensure a correct and sustainable return to normal operations if relevant. After this task, the Duty Officer analyses the situation to verify whether it is under control or if further "back-to-business-as-usual" measures are needed.	Duty Officer (BCO/ISO/PSO according to event type) (A/R)	4.1
4.1	4.7 Post Event Review	To conclude the cycle, a post-event review must be conducted. This aims to evaluate the effectiveness of the response and analyse every issue encountered to promote a lesson-learned process that can lead to tangible improvements. The review is performed by the Duty Officer and approved by the BCO. Any EFSA Employee/ Relevant Stakeholders are informed and eventually consulted to provide bottom-up feedback. Their perspective offer valuable insights into how the event was experienced and perceived at different levels, helping to identify further procedural or communication issues. Members of the affected Unit/Department are also informed and eventually	Duty Officer (BCO/ISO/PSO according to event type) (R) BCO (A)	End of process



		consulted, to provide another valuable point of view. In case of a crisis the Incident Commander is consulted, as well as the lead communicator and the log keeper. They are nonetheless informed. Tactical group is informed and if necessary consulted, along with Operational Group, to support the evaluation of tactical implementations. EFSA's management and technical experts are consulted as well, to provide technical support and advice, if relevant. Once the review is completed, The Emergency/Incident and Crisis Management procedure is formally concluded.		
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Records

Reference	Title	Source or Link/Location
Step 4.7	Post event review	DMS