# SUBJECT AREA OVERVIEW

**Subject Area**          **Title and Description**

1. **Project Initiation and Management**
   Establish the need for a Business Continuity Management (BCM) Process, including obtaining management support, and organizing and managing the project to completion within agreed upon time and budget limits.

2. **Risk Evaluation and Control**
   Determine the events and environmental surroundings that can adversely affect the organization and its facilities with disruption as well as disaster, the damage such events can cause, and the controls needed to prevent or minimize the effects of potential loss. Provide cost-benefit analysis to justify investment in controls to mitigate risks.

3. **Business Impact Analysis**
   Identify the impacts resulting from disruptions and disaster scenarios that can affect the organization and techniques that can be used to quantify and qualify such impacts. Establish critical functions, their recovery priorities, and interdependencies so that recovery time objective can be set.

4. **Developing Business Continuity Management Strategies**
   Determine and guide the selection of alternative business recovery operating strategies for recovery of business and information technologies within the recovery time objective, while maintaining the organization's critical functions.

5. **Emergency Response and Operations**
   Develop and implement procedures for response and stabilizing the situation following an incident or event, including establishing and managing an Emergency Operations Center to be used as a command center during the emergency.

6. **Developing and Implementing Business Continuity Plans**
   Design, develop, and implement the Business Continuity Plan that provides recovery within the recovery time objective.

7. **Awareness and Training Programs**
   Prepare a program to create corporate awareness and enhance the skills required to develop, implement, maintain, and execute the Business Continuity Plan.

8. **Maintaining and Exercising Business Continuity Plans**
   Pre-plan and coordinate plan exercises, and evaluate and document plan exercise results. Develop processes to maintain the currency of continuity capabilities and the BCP document in accordance with the organization's strategic direction. Verify that the BCP will prove effective by comparison with a suitable standard, and report results in a clear and concise manner.

9. **Crisis Communications**
   Develop, coordinate, evaluate, and exercise plans to handle media during crisis situations. Develop, coordinate, evaluate, and exercise plans to communicate with and, as appropriate, provide trauma counseling for employees and their families, key customers, critical suppliers, owners/stockholders, and corporate management during crisis. Ensure all stakeholders are kept informed on an as-needed basis.

10. **Coordination with External Agencies**

Establish applicable procedures and policies for coordinating response, continuity, and restoration activities with local authorities while ensuring compliance with applicable statutes or regulations.

## SUBJECT AREA 1: PROJECT INITIATION AND MANAGEMENT

Establish the need for a Business Continuity Planning (BCP) Process, including obtaining management support, and organizing and managing the project to initiate the process to completion within agreed upon time and budget limits.

A.  The Professional's Role is to:

1.  **Lead Sponsors in Defining Objectives, Policies, and Critical Success Factors**

    a.  Scope and objectives

    b.  Legal and requirements reasons

    c.  Case histories and industry best practices

2.  **Coordinate and Organize/Manage the BCP Project and Overall BCP Process** using a steering committee and project task force

3.  **Oversee the BCP Process Through Effective Control Methods and Change Management**

4.  **Present (Sell) the Process to Management and Staff**

5.  **Develop Project Plan and Budget** to initiate the process

6.  **Define and Recommend Process Structure and Management**

7.  **Manage the Project to Develop and Implement the BCP Process**

B.  The Professional Should Demonstrate a Working Knowledge in the Following Areas:

1.  **Establish the Need for Business Continuity**

    a.  Reference relevant legal/regulatory/statutory/contractual requirements and restrictions

    b.  Reference relevant regulations of industry trade bodies or associations, where appropriate

    c.  Reference current recommendations of relevant authorities

    d.  Relate legislation, regulations, and recommendations to organizational policy

    e.  Identify any conflicts between organizational policies and relevant external requirements

    f.  Identify any audit records

    g.  Propose methods, which may include a BCP or crisis management plan to resolve any conflicts between organizational policies and relevant external requirements

    h.   Identify business practices (e.g., just-in-time inventory) that may adversely impact the organization's ability to recover following a disaster event

**2. Communicate the Need for a Business Continuity Plan**

    a.   Develop awareness by means of formal reports and presentations

    b.   State the benefits of the BCP and relate the benefits to organizational mission, objectives, and operations

    c.   Gain organizational commitment to the BCP process

    d.   Develop a mission statement/charter for the BCP process

**3. Involve Executive Management in the BCP Process**

    a.   Explain executive management's role in the BCP process

    b.   Explain and communicate management's accountability and liability for the BCP Process

**4. Establish a Planning/Steering Committee: Roles and Responsibilities, Types of Organization, Control and Development, and Membership**

    a.   Select appropriate personnel

    b.   Define their roles and responsibilities

    c.   Develop a suitable set of objectives for the BCP process

**5. Develop Budget Requirements**

    a.   Clearly define resource requirements

    b.   Obtain estimates of financial requirement

    c.   Verify the validity of resources requirements

    d.   Validate the estimates of financial requirements

    e.   Negotiate resource and financial requirements with management

    f.   Obtain executive commitment for financial requirements

**6. Identify Planning Team(s) and Responsibilities**

    a.   Emergency management/incident response/crisis management team

    b.   Business continuity planning teams (multi-location, multi-divisions, etc.)

    c.   Recovery/response and restoration teams

**7. Develop and Coordinate Project Action Plans to Develop and Implement the BCP Process**

      a.    Develop an overall project plan with realistic time estimates and schedule

**8. Develop the Ongoing Management and Documentation Requirements for the BCP Process**

**9. Report to Senior Management and Obtain Senior Management Approval/ Commitment**

      a.    Set up a schedule to report the progress of the BCP process to senior managers

      b.    Develop regular status reports for senior management that contain concise, pertinent, accurate, and timely information on key parameters of interest or information of which senior management should be made aware

## SUBJECT AREA 2: RISK EVALUATION AND CONTROL

Determine the events and environmental surroundings that can adversely affect the organization and its facilities with disruption as well as disaster, the damage such events can cause, and the controls needed to prevent or minimize the effects of potential loss. Provide cost-benefit analysis to justify investment in controls to mitigate risks.

A.  The Professional's Role is to:

   **1.  Identify Potential Risks to the Organization**

      a.  Probability

      b.  Consequences/Impact

   **2.  Understand the Function of Risk Reduction/Mitigation Within the Organization**

   **3.  Identify Outside Expertise Required**

   **4.  Identify Exposures**

   **5.  Identify Risk Reduction/Mitigation Alternatives**

   **6.  Confirm with Management to Determine Acceptable Risk Levels**

   **7.  Document and Present Findings**

B.  **The Professional Should Demonstrate a Working Knowledge in the Following Areas:**

   **1.  Understand Loss Potentials**

      a.  **Identify exposures from both internal and external sources. These should include, but not be limited to, the following:**
         (1) Natural, man-made, technological, or political disasters
         (2) Accidental versus intentional
         (3) Internal versus external
         (4) Controllable risks versus those beyond the organization's control
         (5) Events with prior warnings versus those with no prior warnings

      b.  Determine the probability of events
         (1) Information sources
         (2) Credibility

      c.  Create methods of information gathering

      d.  Develop a suitable method to evaluate probability versus severity

      e.  Establish ongoing support of evaluation process

      f.  Identify relevant regulatory and/or legislative issues

      g.  Establish cost benefit analysis to be associated with the identified loss potential

**2. Determine the Organization's Exposures to Loss Potentials**

a. Identify primary exposures the organization may face, and secondary/collateral events that could materialize because of such exposures (e.g., hurricane threat could result in several events including high winds, flood, fire, building and roof collapse, etc.)

b. Select exposures most likely to occur and with greatest impact

3. Identify Controls and Safeguards to Prevent and/or Mitigate the Effect of the Loss Potential

*Considerations: The actions taken to reduce the probability of occurrence of incidents that would impair the ability to conduct business.*

a. Physical protection
   (1) Understand the need to restrict access to buildings, rooms, and other enclosures where circumstances demand a "3-dimensional" consideration
   (2) Understand the need for barriers and strengthened structures to determine willful and accidental and/or unauthorized entry
   (3) Location: physical construction, geographic location, corporate neighbors, facilities infrastructure, community infrastructure

b. Physical presence
   (1) Understand the need for the use of specialist personnel to conduct checks at key entry points
   (2) Understand the need for manned and/or recorded surveillance equipment to control access points and areas of exclusion; including detection, notification, suppression
   (3) Understand security and access controls, tenant insurance, leasehold agreements

c. Logical protection
   (1) Understand the need for system-provided protection of data stored, in process, or in translation; information backup and protection
   (2) Understand detection, notification, suppression
   (3) Understand information security: hardware, software, data, network

d. Location of assets
   (1) Understand the inherent protection afforded key assets by virtue of their location relative to sources of risk
   (2) Personnel procedures
   (3) Preventive maintenance and service as required
   (4) Utilities: duplication of utilities, built-in redundancies (telco, power, water, etc.)
   (5) Interface with outside agencies (vendors, suppliers, outsourcers, etc.)

**4. Evaluate, Select, and Use Appropriate Risk Analysis Methodologies and Tools**

a. Identify alternative risk analysis methodologies and tools
   (1) Qualitative and quantitative methodologies
   (2) Advantages and disadvantages
   (3) Reliability/confidence factor
   (4) Basis of mathematical formulas used

  b. Select appropriate methodology and tool(s) for company-wide implementation

**5. Identify and Implement Information-Gathering Activities**

  a. Develop a strategy consistent with business issues and organizational policy

  b. Develop a strategy that can be managed across business divisions and organizational locations

  c. Create organization-wide methods of information collection and distribution
    (1) Forms and questionnaires
    (2) Interviews
    (3) Meetings
    (4) Documentation review
    (5) Analysis

**6. Evaluate the Effectiveness of Controls and Safeguards**

  a. Develop communications flow with other internal departments/divisions and external service providers

  b. Establish business continuity service level agreements for both supplier and customer organizations and groups within and external to the organization

  c. Develop preventive and pre-planning options
    (1) Cost/benefit
    (2) Implementation priorities, procedures, and control
    (3) Testing
    (4) Audit functions and responsibilities

  d. Understand options for risk management and selection of appropriate or cost-effective response, i.e., risk avoidance, transfer, or acceptance of risk

**7. Risk Evaluation and Control**

  a. Establish disaster scenarios based on risks to which the organization is exposed. The disaster scenarios should be based on these type of criteria: severe in magnitude, occurring at the worst possible time, resulting in severe impairment to the organization's ability to conduct business.

  b. Evaluate risks and classify them according to relevant criteria, including: risks under the organization's control, risks beyond the organization's control, exposures with prior warnings (such as tornadoes and hurricanes), and exposures with no prior warnings (such as earthquakes).

  c. Evaluate impact of risks and exposures on those factors essential for conducting business operations: availability of personnel, availability of information technology, availability of communications technology, status of infrastructure (including transportation), etc.

  d. Evaluate controls and recommend changes, if necessary, to reduce impact due to risks and exposures
    (1) Controls to inhibit impact exposures: preventive controls (such as passwords, smoke detectors, and firewalls)

(2) Controls to compensate for impact of exposures:  reactive controls (such as hot sites)

8. **Security**

   a. Identify the organization's possible security exposures, including the following specific categories of security risks
      (1) Physical security of all premises
      (2) Information security—computer room and media storage area security
      (3) Communications security—voice and data communications security
      (4) Network security—intranet security, Internet security
      (5) Personnel security

   b. Advise on feasible, cost-effective security measures required to prevent/reduce security-related risks and exposures

9. **Vital Records Management**

   a. Identify vital record needs in the organization, including paper and electronic records

   b. Evaluate existing backup and restoration procedures for vital records

   c. Advise on and implement feasible, cost-effective backup and restoration procedures for all forms of the organization's vital records

## SUBJECT AREA 3: BUSINESS IMPACT ANALYSIS (BIA)

Identify the impacts resulting from disruptions and disaster scenarios that can affect the organization and techniques that can be used to quantify and qualify such impacts. Establish critical functions, their recovery priorities, and interdependencies so that recovery time objective(s) can be set.

**A. The Professional's Role is to:**

1. **Identify Knowledgeable Functional Area Representatives** for the BIA process

2. **Identify Organization Functions** including information and resource (people, technology, facilities, etc.)

3. **Identify and Define Criticality Criteria**

4. **Obtain Management Approval for Criteria Defined**

5. **Coordinate Analysis**

6. **Identify Interdependencies** (internal and external to the organization)

7. **Define Recovery Objectives and Timeframes**

8. **Define Report Format**

9. **Prepare and Present Final BIA to Management**

B. The Professional Should Demonstrate a Working Knowledge in the Following Areas:

1. **Establish the Project**

   a. Identify and obtain a project sponsor for the BIA activity

   b. Define objectives and scope for the BIA project

   c. Choose an appropriate BIA project planning methodology/tool

   d. Identify and inform participants of the BIA project and its purpose

   e. Identify training requirements and establish a training schedule and undertake training as appropriate

   f. Obtain agreement on final project time schedule and initiate the BIA project

2. **Assess Effects of Disruptions, Loss Exposure, and Business Impact**

   a. Effects of disruptions
      (1) Loss of assets: key personnel, physical assets, information assets, intangible assets
      (2) Disruption to the continuity of service and operations
      (3) Violation of law/regulation

(4) Public perception

b. Impact of disruptions on business
(1) Financial
(2) Customers and suppliers
(3) Public relations/credibility
(4) Legal
(5) Regulatory requirements/considerations
(6) Environmental
(7) Operational
(8) Personnel
(9) Other resources

c. Determine Loss Exposure
(1) Quantitative
(a) Property loss
(b) Revenue loss
(c) Fines
(d) Cash flow
(e) Accounts receivable
(f) Accounts payable
(g) Legal liability
(h) Human resources
(i) Additional expenses/increased cost of working

(2) Qualitative
(a) Human resources
(b) Morale
(c) Confidence
(d) Legal
(e) Social and corporate image
(f) Financial community credibility

**3. Business Impact Analysis (BIA)—A Suggested Methodology
Understand Assessment Techniques: Quantitative and Qualitative Methods**

a. BIA data collection methodologies
(1) Finalize an appropriate data collection method (e.g., questionnaires, interviews, workshop, or an agreed combination)
(a) Data collection via questionnaires
(i) Understand the need for appropriate design and distribution of questionnaires, including explanation of purpose, to participating departmental managers and staff
(ii) Understand the role of and manage project kick-off meetings to distribute and explain the questionnaire
(iii) Understand the role of and support respondents during completion of questionnaires
(iv) Review completed questionnaires and identify those requiring follow-up interviews
(v) Conduct follow-up discussions when clarification and/or additional data is required

(b) Data collection via interviews only
(i) Understand the need for consistency, with the structure of each interview predefined and following a common format

              (ii)   Ensure the base data to be collected at each interview is predefined

              (iii)  Understand the need for initial interview to be reviewed and verified by the interviewee

              (iv)  Schedule follow-up interviews, if initial analysis shows a need to clarify and/or add to the data already provided

     (c)  Data collection via a workshop

          (i)   Understand the need for and establish a clear agenda and set of objectives

          (ii)  Identify the appropriate level of participating management and obtain agreement

          (iii)  Choose appropriate venue, evaluating location, facilities, and staff availability

          (iv)  Act as facilitator and leader during discussions

          (v)   Ensure workshop objectives are met

          (vi)  Ensure all issues outstanding at the end of the workshop are identified and responsibility for their resolution agreed upon

(2)  Recommend and obtain agreement as to how potential financial and non-financial impact can be quantified and evaluated

(3)  Identify and obtain agreement on requirements for non-quantifiable impact information and gain agreement

(4)  Develop questionnaire (if used) and completion instructions

(5)  Determine data analysis methods (manual or computer)

b.   Business Impact Analysis (BIA) report

(1)  Prepare draft BIA report containing initial impact findings and issues

(2)  Issue draft report to participating managers and request feedback

(3)  Review manager feedback and, where appropriate, revise findings accordingly or add to outstanding issues

(4)  Schedule a workshop or meeting with participating manager(s) to discuss initial findings, when necessary

(5)  Ensure original findings are updated to reflect changes arising from these meetings

(6)  Prepare final BIA report according to organization

(7)  Prepare and undertake formal presentation of BIA findings to peers and executive bodies

*Note: No standards exist for the format or distribution of BIA reports, so these reports will vary between organizations.*

**4.  Define Criticality of Business Functions and Records, and Prioritize**

    **a.   Establish definition of criticality, and negotiate with management either single or multiple levels of criticality**

    b.   Identify and prioritize critical functions

      (1)  Business functions

      (2)  Support functions

    c.   Identify and prioritize vital records to support business continuity and business restoration

**5.  Determine Recovery Timeframes and Minimum Resource Requirements**

    a.  Determine recovery windows for critical business functions based on level of criticality

    b.  Determine the order of recovery for critical business functions, and support functions and systems based on parallel and interdependent activities

    c.  Determine minimum resource requirements for recovery and resumption of critical functions and support systems
       (1)  Internal and external resources
       (2)  Owned versus non-owned resources
       (3)  Existing resources and additional resources required

**6.  Identify and Prioritize Business Processes**

    a.  Interdependencies between the business processes

    b.  Process and technology dependencies
       (1)  Intradepartment
       (2)  Interdepartment
       (3)  External relationships

**7.  Determine Replacement Times**

    a.  Equipment

    b.  Key personnel

## SUBJECT AREA 4: DEVELOPING BUSINESS CONTINUITY STRATEGIES

Determine and guide the selection of alternative business recovery operating strategies for recovery of business and information technologies within the recovery time objective, while maintaining the organization's critical functions.

A. The Professional's Role is to:

1. **Understand Available Alternatives and Their Advantages, Disadvantages, and Cost Ranges**, including mitigation as a recovery strategy

2. **Identify Viable Recovery Strategies within Business Functional Areas**

3. **Consolidate Strategies**

4. **Identify Off-Site Requirements and Alternative Facilities**

5. **Develop Business Unit Strategies**

6. **Obtain Commitment from Management for Developed Strategies**

B. The Professional Should Demonstrate a Working Knowledge in the Following Areas:

1. **Identify Enterprise-wide and Business Unit Continuity Strategies' Requirements**

   a. Review business continuity issues
      (1) Timeframes
      (2) Options
      (3) Location
      (4) Personnel
      (5) Communications (crisis/media and voice/data)

   b. Review technology continuity issues for each support service

   c. **Review non-technology continuity issues for each support service, including those support services not dependent upon technology**

   d. Compare internal/external solutions

   e. Identify alternative continuity strategies
      (1) Do nothing
      (2) Defer action
      (3) Manual procedures
      (4) Reciprocal agreements
      (5) Alternative site or business facility
      (6) Alternate source of product
      (7) Third-party service providers/outsourcers
      (8) Distributed processing
      (9) Alternative communications
      (10) Mitigation
      (11) Preplanning

  f. Compare internal and external solutions

  g. Assess risk associated with each optional continuity strategy

2. **Assess Suitability of Alternative Strategies Against the Results of a Business Impact Analysis**

  a. Effectively analyze business needs criteria

  b. Clearly define continuity planning objectives

  c. Develop a consistent method for evaluation

  d. Set baseline criteria for continuity strategy options

3. Prepare Cost/Benefit Analysis of Continuity Strategies and Present Findings to Senior Management

  a. Employ a practical, understandable methodology

  b. Set realistic time schedules for evaluation and report writing

  c. Deliver concise specific recommendations to senior management

4. **Select Alternate Site(s) and Off-Site Storage**

  a. Criteria

  b. Communications

  c. Agreement considerations

  d. Comparison techniques

  e. Acquisition

  f. Contractual consideration

5. **Understand Contractual Agreements for Business Continuity Services**

  a. **Understand and prepare requirements statements for use in formal agreements for the provision of continuity services including jurisdictional/regulatory requirements as appropriate**

  b. Formulate any necessary technical specifications for use in "invitation-to-tender" format

  c. Interpret external agreements proposed by suppliers in relation to the original requirements specified

  d. Identify specific requirements excluded from any standard agreements proposed

  e. Understand and advise on the inclusion of optional elements and those that are essential

## SUBJECT AREA 5: EMERGENCY RESPONSE AND OPERATIONS

Develop and implement procedures for response and stabilizing the situation following an incident or event, including establishing and managing an Emergency Operations Center to be used as a command center during the emergency.

A.  The Professional's Role is to:

1.  **Identify Potential Types of Emergencies and the Responses Needed** (e.g., fire, hazardous materials leak, medical)

2.  **Identify the Existence of Appropriate Emergency Response Procedures**

3.  Recommend the Development of Emergency Procedures Where None Exist

4.  **Integrate Disaster Recovery/Business Continuity Procedures with Emergency Response Procedures and Escalation Procedures**

5.  **Identify the Command and Control Requirements of Managing an Emergency**

6.  **Recommend the Development of Command and Control Procedures to Define Roles, Authority, and Communications Processes for Managing an Emergency**

7.  **Ensure Emergency Response Procedures are Integrated with Requirements of Public Authorities** (Refer also to Subject Area 10, Coordination With Public Authorities)

B.  The Professional Should Demonstrate a Working Knowledge in the Following Areas:

1.  **Identify Components of Emergency Response Procedure**

    a.  Reporting procedures
        (1) Internal (escalation procedures)
            (a) Local
            (b) Organization (decision-making process)
        (2) External (response procedures)
            (a) Public agencies and media
            (b) Suppliers of products and services

    b.  Pre-incident preparation
        (1) By types of disaster
            (a) Acts of nature
            (b) Accidental
            (c) Intentional
        (2) Management continuity and authority
        (3) Roles of designated personnel

    c.  Emergency actions
        (1) Evacuation
        (2) Medical care and personnel counseling
        (3) Hazardous material response
        (4) Firefighting
        (5) Notification
        (6) Other

   d.   Facility stabilization

   e.   Damage mitigation

   f.   Testing procedures and responsibilities

**2.   Develop Detailed Emergency Response Procedures**

   a.   Protection of personnel
      (1)   Personnel assembly locations and process for ensuring identification and safety of all employees, including appropriate escalation procedures as required
      (2)   Recognize and understand the value of supplementing any relevant statutory precautions
      (3)   Identify options for immediate deployment and subsequent contract
      (4)   Provide for communication with staff, next-of-kin, and dependents
      (5)   Understand implications of statutory regulations

   b.   Containment of incident
      (1)   Understand the principles of salvage and loss containment
      **(2)   Understand options available to supplement the efforts of the emergency services in limiting business impact**
      (3)   Understand possibilities within business functions to limit the impact of a disaster

   c.   Assessment of effect
      (1)   Analyze the situation and provide effective assessment report
      (2)   Estimate the event's direct impact on the organization
      **(3)   Communicate situation to employees at involved facility and any other organization locations**
      (4)   Demonstrate awareness of the likely media interest and formulate a response in conjunction with any existing public relations and/or existing marketing unit

   d.   Decide optimum actions
      (1)   Understand the issues to be considered when recommending or making decisions on continuity options
      (2)   Understand the roles of the emergency services
      **(3)   Maintain principles of security (personnel, physical, and information)**

**3.   Identify Command and Control Requirements**

   a.   Designing and equipping the Emergency Operations Center

   b.   Command and decision authority roles during the incident

   c.   Communication vehicles (e.g., e-mail, radio, messengers, and cellular telephones, etc.)

   d.   Logging and documentation methods

**4.   Command and Control Procedures**

   a.   Opening the Emergency Operations Center

   b.   Security for the Emergency Operations Center

   c.   Scheduling the Emergency Operations Center teams

      d.   Management and operations of the Emergency Operations Center

      e.   Closing the Emergency Operations Center

**5**.  **Emergency Response and Triage**

      a.   Develop, implement, and exercise emergency response and triage procedures, including determination of priorities for actions in an emergency

      b.   Develop, implement, and exercise triage procedures such as first aid and medical treatment; identify location and develop procedures for transportation to nearby hospitals

**6**.  **Salvage and Restoration**

      a.   Assemble appropriate team(s)
          (1)  Understand the need for effective diagnosis of incident by telephone
          (2)  Understand the need for effective assembly of relevant resources at the affected site
          (3)  Develop internal escalation procedures to provide required level of resources on-site as incident/response develops

      b.   Define strategy for initial on-site activity
          (1)  Understand the need to identify immediate loss mitigation and salvage requirements
          (2)  Understand the need for and, if necessary, prepare an action plan for site safety, security, and stabilization
          (3)  Identify appropriate methods for protection of assets on-site, including equipment, premises, and documentation
          (4)  Recognize potential need to establish liaison with external agencies (e.g., statutory agencies, emergency services such as fire departments and police, insurers, loss adjusters, etc.), and specify type of information these agencies may require
          (5)  Understand business requirements and interpret them to aid physical asset recovery
          (6)  Establish procedures with public authorities for facility access
          (7)  Establish procedures with third-party service providers, including appropriate contractual agreements

**SUBJECT AREA 6: DEVELOPING AND IMPLEMENTING BUSINESS CONTINUITY PLANS**

Design, develop, and implement Business Continuity and Crisis Management plans that provides continuity within the recovery time objective and recovery point objective.

A. The Professional's Role is to:

1. Identify the Components of the Planning Process

   a. Planning methodology
   b. Plan organization
   c. Direction of efforts
   d. Staffing requirements

2. Control the Planning Process and Produce the Plan
3. Implement the Plan
4. Test the Plan
5. Maintain the Plan

B. The Professional Should Demonstrate a Working Knowledge in the Following Areas:

1. Determine Plan Development Requirements

   a. Roles and responsibilities
   b. Develop action plans/checklists
   c. Review and evaluate tools, e.g., business continuity planning software
   d. Acquire business processes and technology matrices and flowcharts
   e. Develop forms to acquire information
   f. Determine requirements for information database
   g. Identify other supporting documentation

2. Define Continuity Management and Control Requirements

   a. Define scope

      (1) Identify incidents/events process may be utilized for
      (2) Suggest severity criteria that may be used to create a definition
      (3) Design escalation criteria

   b. Identify and agree on approach to key phases for continuity; document-agreed approach

   c. Establish procedure to transition from emergency response plan to crisis management and/or business continuity plans.

3. Identify and Define the Format and Structure of Major Plan Components

   a. Plan designs and structures

      (1) Define how plan structures are tied to the organization
      (2) Document structure and design of plans
      (3) Ensure built-in mechanisms to ease maintenance
      (4) Define the process for gathering data required for plan completion

   b. Allocate tasks and responsibilities

      (1) Identify tasks to be undertaken
      (2) Identify necessary teams to perform required tasks
      (3) Assign responsibilities to teams
      (4) Identify and list key contacts, suppliers, and resources

4. Draft the Plans

   a. Select appropriate tools for plan development and maintenance

b. Draft the Plans, ensuring adequate and appropriate involvement of personnel required to implement the plan

c. Continue gathering data as needed to ensure BCP is complete and accurate

5. Define Business Continuity and Crisis Management Procedures

    a. Locate and catalogue organization information

      (1) Identify and confirm processing and documentation critical to the organization's key business
      (2) Identify and determine which information/processes should be replicated
      (3) Identify storage requirements
      (4) Identify key suppliers
      (5) Select or recommend appropriate methods of business backup including understanding of retention periods and duplication/replication schedules, etc.

    b. Information continuity

      (1) Recommend and develop appropriate procedures taking into account:

        a) Business requirements
        b) Technology requirements
        c) Legislative requirements

    c. Process continuity

      1) Recommend alternative ways to conduct when normal resources are unavailable following a disaster or other disruptive event that will be effective until continuity procedures are successfully implemented.

      2) Recommend method/procedures to easily transfer business functions from any alternative, temporary, or emergency operation into the new replaced or re-installed service.

      3) Identify critical equipment; acquisition and/or reconditioning mainframes.

6. Damage Assessment/Restoration Strategy

      (1) Create an action plan for assessing damage including:
      (2) Understand economics of repair versus replacement
      (3) Understand the capabilities of salvage specialists in selecting and applying relevant methods of contamination analysis

      (4) Understand the criteria for selecting appropriate subcontractors for salvage operations
      (5) Clearly relate damage assessment to business continuity of organization

    b. Define restoration strategy

      (1) Employ a logical, but relevant, and practical approach to business recovery requirements
      (2) Demonstrate ability to reduce consequential losses
      (3) Agree upon restoration methods for business assets (e.g., equipment, electronics, documents, data, furnishings, premises, plant, computers, etc.)
      (4) Understand the approval process for restoration, and especially, the implications of warranties
      (5) Define a strategy for restoration

7. Develop General Introduction or Overview

    a. General information

      (1) Introduction
      (2) Scope
      (3) Objectives
      (4) Assumptions
      (5) Responsibility overview
      (6) Testing
      (7) Maintenance

    b.  Plan activation

       (1)  Notification

          (a)  Primary
          (b)  Secondary

       (2)  Disaster declaration procedures
       (3)  Mobilization procedures
       (4)  Damage assessment concepts

          (a)  Initial
          (b)  Detailed
          (c)  Team members

    c.   Team organization

       (1)  Team description
       (2)  Team organization
       (3)  Team leader responsibilities

    d.  Policy statement
    e.  Emergency Operations Center

8.  Develop Administration Team Documentation

    a.  Identify continuity functions for the following, including qualifications, responsibilities and resources required

       (1)  Communications (public relations/media, client and employee)
       (2)  Personnel/human resources
       (3)  Security
       (4)  Insurance/risk management
       (5)  Equipment/supplies purchasing
       (6)  Transportation
       (7)  Legal

    b.  Other specialist coordinator/team responsibilities

       (1)  Relations/liaison with regulatory bodies
       (2)  Investor relations
       (3)  Relations with other involved groups (e.g., customers and suppliers)
       (4)  Labor relations

    c.   Develop specific procedures for each function or building identified above:

       (1)   Department/individual/building plans
       (2)  Checklists

(2) Technical procedures

9.  Develop Business Operations Team Documentation

    a.  Operating department plans

       (1)  Essential business functions
       (2)  Information protection and recovery
       (3)  Activation actions
       (4)  Disaster site recovery/restoration actions
       (5)  End-user computing needs

    b.  Action sections

        (1)  Recovery team

            (a)  Personnel
            (b)  Responsibilities
            (c)  Resources

   c.   Action plans

        (1)  Specific department/individual plans
        (2)  Checklists
        (3)  Technical procedures

10. Develop Information Technology Recovery Team Documentation

   a.  Recovery site activation

        (1)  Management
        (2)  Administration/logistics
        (3)  New equipment
        (4)  Technical services
        (5)  Application support
        (6)  Network communications
        (7)  Network engineering
        (8)  Operations
        (9)  Inter-site logistics and communications
        (10)  Data preparation
        (11)  Production control
        (12)  End-user liaison

   b.  End-user requirements
   c.   Identify components of vital records program
   d.  Action sections

        (1)  Recovery team

            (a)  Personnel
            (b)  Responsibilities
            (c)  Resources

   e.  Action plans

        (1)  Specific department/individual plans
        (2)  Checklists
        (3)  Technical procedures

11. Develop Communication Systems

   a.  Voice communications recovery plans

        (1)  Phone lines, including in-bound, toll-free (1-800) lines, and fax lines
        (2)  Voice mail, voice response units, and other voice-based services
        (3)  Alternate arrangement for automated voice response during a disaster

   b.  Data communications recovery plans

        (1)  Data communications with mainframe-based information systems
        (2)  Local area network (LAN) recovery for work area recovery
        (3)  Wide area network (WAN) recovery for restoring global connectivity
        (4)  E-mail, groupware, and other data communications-based work support

   c.   Emphasize and ensure detailed and up-to-date documentation of voice and
       data communications networks throughout the enterprise

12. Develop End-User Applications Plans

    a.  Plan design and structure

        (1)  Identify examples of alternative plans and structures
        (2)  Define how plan structure is tied to the organization
        (3)  Document structure and design of departmental continuity plans
        (4)  Ensure built-in mechanisms to ease maintenance
        (5)  Plan and implement the gathering of data required for plan completion

    b.  Identify and agree on approach to key phases of recovery; document-agreed approach

    c.  Allocate tasks and responsibilities

        (1)  Differentiate between recovery teams and departmental teams
        (2)  Identify tasks to be undertaken
        (3)  Identify necessary teams to perform required tasks
        (4)  Assign responsibilities to teams
        (5)  Identify and list key contacts, suppliers, and resources

13. Implement the Plans

    a.  Ensure that required tasks are completed for plan implementation

        (1)  Acquiring additional equipment
        (2)  Contractual arrangements
        (3)  Preparing backup and offsite storage
        (4)  Appropriate documentation for plans in place

    b.  Develop test plans, schedules, and test reporting procedures

        (1)  Acquiring additional equipment
        (2)  Contractual arrangements
        (3)  Preparing backup and off-site storage

    c.  Develop maintenance, updating, and reporting procedures

14. Establish Plan Distribution and Control Procedures

    a.  Establish procedures for distribution and control of business continuity plans
    b.  Establish procedures for distribution and control of results of plan exercises
    c.  Establish procedures for distribution and control of plan changes and updates

## SUBJECT AREA 7: AWARENESS AND TRAINING PROGRAMS

Prepare a program to create and maintain corporate awareness and enhance the skills required to develop, implement, maintain, and execute all Business Continuity initiatives.

**A. The Professional's Role is to:**

1. **Establish Objectives and Components of Corporate BCM Awareness and Training Program**

2. **Identify Functional Awareness and Training Requirements**

3. **Develop Awareness and Training Methodology**

4. **Acquire or Develop Awareness and Training Tools**

5. **Identify External Awareness and Training Opportunities**

6. **Identify Alternative Options for Corporate Awareness and Training**

B. The Professional Should Demonstrate a Working Knowledge in the Following Areas:

1. **Define Awareness and Training Objectives**

2. **Develop and Deliver Various Types of Training Programs** as appropriate

   a. Computer-based

   b. Classroom

   c. Test-based

   d. Instructional guides and templates

3. **Develop Awareness Programs**

   a. Management

   b. Team members

   c. New employee orientation and current employee refresher program

4. **Identify Other Opportunities for Education**

   a. Professional business continuity planning conferences and seminars

   b. User groups and associations

   c. Publications and related Internet sites

## SUBJECT AREA 8: MAINTAINING AND EXERCISING BUSINESS CONTINUITY PLANS (BCP)

Pre-plan and coordinate plan exercises, and evaluate and document plan exercise results. Develop processes to maintain the currency of continuity capabilities and the BCP document in accordance with the organization's strategic direction. Verify that the BCP will prove effective by comparison with a suitable standard, and report results in a clear and concise manner.

**A. The Professional's Role is to:**

1. **Pre-plan and Coordinate the Exercises**

2. **Facilitate the Exercises**

3. **Evaluate and Document the Exercise Results**

4. **Update the Plan**

5. **Report Results/Evaluation to Management**

6. **Coordinate Ongoing Plan Maintenance**

7. **Assist in Establishing Audit Program for the Business Continuity Plan**

**B. The Professional Should Demonstrate a Working Knowledge in the Following Areas:**

1. **Establish an Exercise Program**

    a. **Develop an exercise strategy that does not put the organization at risk, is practical, cost-effective, and appropriate to the organization, which ensures a high level of confidence in recovery capability**

    b. Employ a logical, structured approach (effectively analyze complex issues)

    c. Create a suitable set of exercise guidelines

2. **Determine Exercise Requirements**

    a. Define exercise objectives and establish acceptable levels of success

    b. Identify types of exercises, and their advantages and disadvantages
       (1) Walk-throughs/tabletop
       (2) Simulations
       (3) Modular/component (call trees, applications, etc.)
       (4) Functional (specific lines of business)
       (5) Announced/planned
       (6) Unannounced/surprised

    c. Establish and document scope of the exercise (participants, timing, etc.)

3. **Develop Realistic Scenarios**

    a. Create exercise scenarios to approximate the types of incidents the organization is likely to experience and the problems associated with these incidents

    b.   Map scenarios identified to different test types

**4. Establish Exercise Evaluation Criteria and Document Findings**

    a.   Develop criteria aligned with exercise objectives and scope
       (1)  Measurable and quantitative
       (2)  Qualitative

    b.   Document results as per criteria identified
       (1)  Expected versus actual results
       (2)  Unexpected results

**5. Create an Exercise Schedule**

    a.   Develop a progressive, incremental schedule

    b.   Set realistic time scales

**6. Prepare Exercise Control Plan and Reports**

    a.   Define exercise objectives and select an appropriate scenario

    b.   Define assumptions and describe limitations

    c.   Identify resources required to conduct the exercise, identify participants; ensure all understand the objectives and their roles

    d.   Identity exercise adjudicators (umpires), and clearly identify all roles and responsibilities

    e.   Provide an inventory of items required for the exercise and specifications for the exercise environment

    f.   Provide a timetable of events and circulate to all participants, facilitators, and adjudicators

    g.   In the event of a real situation occurring during an exercise, you may want to have a predetermined mechanism for cancelling the exercise and invoking your real business continuity process

**7. Facilitate Exercises**

    a.   Execute the exercise(s) as planned above

    b.   Audit exercise actions

**8. Post-Exercise Reporting**

    **a.   Provide a cogent, comprehensive summary with recommendations, commensurate with levels of confidentiality requested by exercise umpire/adjudicator or as specified by the subject organization**

**9. Feedback and Monitor Actions Resulting from Exercise**

     a.   Conduct debriefing sessions to review exercise results and identify action items for improvement.

     b.   Identify actions and owners for recommendations; confirm owner acceptance

     c.   Confirm time schedules for completing or reviewing agreed actions

     d.   Monitor (and escalate where necessary) progress to completion of agreed actions

**10. Define Plan Maintenance Scheme and Schedule**

     a.   Define ownership of plan data

     b.   Prepare maintenance schedules and review procedures
         (1)  Select tools
         (2)  Monitor activities
         (3)  Establish update process
         (4)  Audit and control

     **c.   Ensure that scheduled plan maintenance addresses all documented recommendations**

**11. Formulate Change Control Procedures**

     a.   Analyze business changes with business continuity planning implications

     b.   Set guidelines for feedback of changes to planning function

     c.   Develop change control procedures to monitor changes

     d.   Create proper version control—develop plan reissue, distribution, and circulation procedures

     e.   Identify plan distribution list for circulation

**12. Establish Status Reporting Procedures**

     a.   Establish reporting procedures
         (1)  Content
         (2)  Frequency
         (3)  Recipients

**13. Audit Objectives**

     a.   Recommend and agree upon objectives for BCM-related audits.

     b.   Audit the BCP's Structure, Contents, and Action Sections
         (1)  Determine if a section in the BCP addresses recovery considerations
         (2)  Evaluate the adequacy of emergency provisions and procedures
         (3)  Recommend improved positions if weaknesses exist

     c.   Audit the BCP's Documentation Control Procedures
         (1)  Determine whether the BCP is available to key personnel
         (2)  Review update procedures
         (3)  Demonstrate that update procedures are effective
         (4)  Examine the provision of secure backup copies of the BCP for emergency use

(5)  List those individuals with copies of the BCP
(6)  Ensure that BCP copies are current

## SUBJECT AREA 9: CRISIS COMMUNICATIONS

Develop, coordinate, evaluate, and exercise plans to handle media during crisis situations. Develop, coordinate, evaluate, and exercise plans to communicate with, and as appropriate, provide trauma counseling for employees and their families, key customers, critical suppliers, owners/stockholders, and corporate management during crisis. Ensure all stakeholders are kept informed on an as-needed basis.

A. The Professional's Role is to:

   **1. Establish Programs for Proactive Crisis Communications**

   2. Establish Necessary Crisis Communication Coordination with External Agencies **(local, state, national government, emergency responders, regulators, etc.)**

   **3. Establish Essential Crisis Communications with Relevant Stakeholder Groups**

   4. Establish and Exercise Media Handling Plans for the Organization and its Business Units

B. The Professional Should Demonstrate a Working Knowledge in the Following Areas:

   **1. Identify and Develop a Proactive Crisis Communications Program**

      a. Internal (corporate and business unit level) groups

      b. External groups (customers, vendors, suppliers, public)

      c. External agencies (local, state, national governments, emergency responders, regulators, etc.)

      d. Media (print, radio, television, Internet)

   2. Establish Essential Crisis Communication Plans with External Agencies as appropriate.

      a. Develop ongoing procedures/tools to manage relationships with multiple agencies as appropriate
         (1) Local/state/national emergency services
         (2) Local/state/national civilian defense authorities
         (3) Local/state/national weather bureaus
         (4) Other governmental agencies as appropriate

   3. Establish Essential Communications Plans with Internal and External Stakeholders **to ensure they are kept informed as appropriate**

      a. Develop ongoing procedures/tools to manage relationships with multiple stakeholders as appropriate
         (1) Owners/stockholders
         (2) Employees and their families
         (3) Key customers

(4) Key suppliers
(5) Corporate/headquarters management
(6) Other stakeholders

4. Establish Essential Crisis Communications Plans with the Media outlets

    a. Develop ongoing procedures/tools to manage relationships with the media
       (1) Print (newspapers, journals, etc.)
       (2) Radio
       (3) Television
       (4) Internet

**5. Develop and Facilitate Exercises for Crisis Communication Plans**

    a. Establish exercise objectives annually

    b. Coordinate and execute exercises

    c. Debrief and report on exercise results, including action plans for revisions

## SUBJECT AREA 10: COORDINATION WITH EXTERNAL AGENCIES

Establish applicable procedures and policies for coordinating response, continuity, and restoration activities with local authorities while ensuring compliance with applicable statutes or regulations.

A.  The Professional's Role is to:

1.  **Identify and Establish Liaison Procedures for Emergency Management**

2.  Coordinate Business Emergency Management with External Agencies

3.  Maintain Current Knowledge of Laws and Regulations Concerning Emergency Management as it pertains to your own organization

B.  The Professional Should Demonstrate a Working Knowledge in the Following Areas:

1.  Identify Applicable Laws and Regulations Governing Emergency Management

    a.  Gather/identify sources of information on applicable laws and regulations (disaster recovery, environmental cleanup, business resumption, etc.) and determine their impact to own organization and/or industry

    b.  Identify statutory requirements for the industry in which the organization participates

2.  Identify and Coordinate with Agencies Supporting Business Continuity aims

    a.  Identify and develop procedures with external agencies providing disaster assistance (financial and resources) to manage the ongoing relationships as appropriate

    b.  **Work with statutory agencies to conform to legal and regulatory requirements as appropriate**

3.  **Develop and Facilitate Exercises with External Agencies**

    a.  Establish exercise objectives annually

    b.  Coordinate and execute exercises

    c.  Debrief and report on exercise results, including action plans for revisions