

# Institute for Business Continuity Training

1623 Military Road, # 377 Niagara Falls, NY 14304-1745

## **ECP - 601: Effective Business Continuity Management: ISO 22301**

This 3-day course provides an intensive, hands-on workshop covering all major aspects for the design of an effective Business Continuity Management System for business, government and not-for-profit organizations. This workshop provides practical tools and techniques for creating and maintaining a Business Continuity Plan, and a comprehensive overview and understanding of BCM, its principles, and methodologies, and best practices with a special focus on ISO 22301, the new International Standard for BCM, and related standards including ISO 31000 for Risk Management and ISO 22398 for Exercising and Testing your BCMS.

### **Audience**

This course is designed for new and/or experienced BCM practitioners, executives, managers, business continuity planners and business unit staff who are involved in or manage business continuity planning functions. It is also highly useful for internal and external auditors, records managers, information technology managers, administrative heads, and others responsible for the effective administration of any size of organization.

### **Duration**

3 days

### **Objectives**

#### **At the conclusion of this course, participants should:**

- have a solid understanding of the overall Continuity Management lifecycle
- have the tools and knowledge required to conduct Risk Assessments and Impact Analyses for their organization
- know how to identify and select cost-effective Continuity strategies for key business activities and supply chain management
- be able to guide their IT and business unit personnel through the development of practical and effective computer recovery and business resumption plans
- understand the advantages and disadvantages of plan development software packages and commercial recovery services
- know how to establish the organizational framework required to enable their Business Continuity program
- be able to implement an effective Crisis Management structure within their organization
- know how to keep their plans current and viable
- have the tools and knowledge required to plan and coordinate effective tests and exercises
- know how to maintain support and commitment for the Business Continuity program
- be successful when taking the CCM exam

### **Topics covered include:**

#### **1. Business Continuity Lifecycle Management:**

- The new realities of Business Continuity Planning
- Management's roles and responsibilities with respect to Business Continuity
- Establishing and managing a Business Continuity program
- How to evaluate, and maximize, the program's cost-effectiveness
- The difference between Business Continuity and System Availability
- Generally Accepted Business Continuity 'Best Practices'
- Future trends in Business Continuity Management

*"Practical, hands-on, results-oriented training"*

[www.IBCT.com](http://www.IBCT.com)

# Institute for Business Continuity Training

1623 Military Road, # 377 Niagara Falls, NY 14304-1745

## 2. Business Impact Analysis:

- Identifying key business activities
- Determining impacts of business interruption
- Assessing the time-sensitivity of impacts
- Developing impact mitigation strategies
- Establishing the 'maximum tolerable period of downtime' of key activities
- Determining minimum resource requirements for business resumption
- Preparing and presenting a Business Impact Assessment report
- Interview techniques

## 3. Risk Assessment:

- Identifying potential technological, environmental, and human threats
- Determining the business activities affected by these threats and assessing the severity of risk to each business process
- Identifying single-points-of-failure and other serious exposures
- Developing strategies for deterring threats and/or reducing risks and determining costs, and cost-justification, for these strategies
- Preparing and presenting a Risk Assessment report
- Implementing and maintaining threat deterrence and risk reduction measures

## 4. Strategy Development:

- Establishing the 'worst case' scenario, and all 'less than worst case' scenarios, for which strategies need to be developed
- Identifying potential short term contingency strategies, and longer term recovery strategies, for key business activities
- Determining order-of-magnitude costs and evaluating the relative merits for each strategy
- Selecting the preferred strategies and preparing cost justifications
- Implementing the approved strategies
- Supply Chain Management issues

## 5. Business Resumption Planning:

- Establishing Business Unit Recovery teams
- Identifying planning assumptions
- Documenting recovery strategies and resource requirements
- Developing activity and task lists for each phase of the recovery
- Documenting tasks and compiling supporting information
- Validating and maintaining the plans
- Training and exercising Business Unit team members

## 6. Plan Templates and Software Tools:

- Developing plan templates or selecting planning software
- Off-the-shelf vs specialized software
- Advantages and disadvantages of packaged software programs
- Evaluating business continuity software

## 7. Evaluating Commercial Recovery Services:

- Reviewing commercially available recovery services
- Planning the evaluation project
- Reviewing vendor capabilities
- Establishing evaluation criteria
- Requesting and evaluating vendor proposals
- Negotiating vendor contract and establishing a vendor relationship

*"Practical, hands-on, results-oriented training"*

[www.IBCT.com](http://www.IBCT.com)

# Institute for Business Continuity Training

1623 Military Road, # 377 Niagara Falls, NY 14304-1745

## 8. Setting the Framework

- Setting corporate policies, objectives and budgets
- Assigning accountability for the Business Continuity program
- Establishing the Business Continuity teams
- Implementing a Crisis Management framework

## 9. Validating and Maintaining Business Continuity Programs

- Testing and exercising Business Continuity plans
- Maintaining and administering Business Continuity plans
- Training and awareness programs
- Auditing and evaluating Business Continuity plans

## 10. Exercise your People and Test, Test, Test Your Plan

- Review of a typical Business Continuity plan
- Conducting a disaster simulation exercise
- Maintaining management support and commitment

## Course Outline

### 1. Identifying and selecting Business Continuity strategies for:

- Mitigating risk
- Reducing impact
- Recovering computer systems
- Resuming business operations

### 2. Risk Assessment and Business Impact Analysis - What threatens your organization?

- Understanding the need for a Business Continuity program
- Defining your organization's Business Continuity requirements
  - Conducting a Business Impact Analysis
  - Conducting a Business Continuity Risk Assessment

### 3. Developing plans for Supply Chain Continuity

- Identifying and prioritizing critical elements of the supply chain
- Identifying and developing supply chain options

### 4. Developing plans for business resumption

- Initial response and assessment
- Interim contingencies
- Resource provisioning
- Business resumption
- Return to normal

### 5. Developing a Crisis Management Plan:

- Creating a Crisis Management Team
- Establishing on-site and off-site Command Centers
- Escalating emergencies and activating Business Continuity teams and plans
- Crisis management checklists to help the CMT with 'crisis project management'

### 6. Key Components in a Crisis Management Plan:

- Decision-making authority
- Coordination with public authorities
- Human resources issues
- Financial control issues
- Legal, contractual and regulatory issues

*"Practical, hands-on, results-oriented training"*

[www.IBCT.com](http://www.IBCT.com)

# Institute for Business Continuity Training

1623 Military Road, # 377 Niagara Falls, NY 14304-1745

## 7. Crisis Communications:

- Dealing with the media and managing corporate image
- Communicating proactively with customers, suppliers, and other stakeholders
- Addressing the needs and concerns of employees and their families
- Communications between the Crisis Management team and Business Continuity teams
- Guidelines for Effective Media Relations—broadcast interviews, print media, news conferences

## 8. Awareness and Training

- Defining your Awareness and Training Requirements
- Designing your A&T Program
- Implementing the Program
- Measuring Program Effectiveness
- Managing the Ongoing Program

## 9. What should you test, when should you test, how should you test? Review of Techniques for Validating and Maintaining Business Continuity Plans:

- Desk Checks; Peer Reviews
- Structured Walkthroughs
- Standalone Tests; Integrated Tests
- Operational Tests
- Call Tree Tests

## 10. Test your plan, exercise your people - Review of Techniques for Training and Exercising Business Continuity Teams:

- Table Top Exercises
- Simulation Exercises
- Drills
- Operational Exercises
- Mock Disasters

## 11. Setting Test and Exercise Objectives:

- Planning and Preparation
- Measuring Success and Performance
- Critical Success Factors

## 12. Plan Maintenance:

- Establishing a repository for all plan documentation and procedures
- Implementing a Change Control system
- Administering the maintenance process
- Developing and ensuring compliance with corporate policies and standards

## 13. Plan Evaluation:

- Reviewing periodic Risk Assessment and Business Impact Analysis
- Identifying significant changes to business units and key business activities
- Reviewing current strategies for reducing risk, reducing impact, recovering computer systems, resuming business operations

## 14. Plan Administration:

- Administering the plan maintenance process
- Centralized versus decentralized administration
- Managing access and dissemination of plan contents
- Reviewing and updating Business Continuity requirements
- Auditing the Business Continuity program

*"Practical, hands-on, results-oriented training"*

# Institute for Business Continuity Training

1623 Military Road, # 377 Niagara Falls, NY 14304-1745

## Typical Agenda

### Day 1

Introduction to Business Continuity Planning

- Evolution of BC Planning
- Aspects of the BC Profession
- Evolution of BC Standards
- Overview of ISO 22301: Plan-Do-Check-Act cycle

**PLAN** - Establish business continuity policy, objectives, targets, controls, processes and procedures

- Context of the Organization
  - Leadership - Establishing the BCMS Teams
  - Planning - Designing a Crisis Communications Plan
  - Support - Developing an Awareness and Training Program

### Day 2

**DO** - Implement and operate the business continuity policy, controls, processes and procedures

- Business Impact Analysis
  - Collecting and Compiling the BIA Data
  - Analyzing the Data and Determining BC Options
- Risk Assessment
- Identifying Strategies to Reduce Risk and Impact
  - Computer Recovery Strategies
  - Supply Chain Continuity
- Crisis management Planning
- Business Resumption Procedures
- Exercising the BCMS Teams
- Testing and Validating BC plans

### Day 3

**CHECK** - Monitor and review performance against business continuity policy and objectives, report the results to management for review, and determine and authorize actions for remediation and improvement

- Auditing and Evaluating BCP plans
- Management Review

**ACT** - Maintain and improve the BCMS by taking corrective action, based on the results of management review and reappraising the scope of the BCMS and business continuity policy and objectives

- Maintaining and Administering BCP plans
- Continual Improvement

*"Practical, hands-on, results-oriented training"*

[www.IBCT.com](http://www.IBCT.com)