The Business
Continuity Institute

THE TEN CERTIFICATION STANDARDS
FOR BUSINESS CONTINUITY PRACTITIONERS

INTRODUCTION

Business Continuity Management is defined as an holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation and value creating activities.

Its primary objective is to allow the Executive to continue to manage their business under adverse conditions, by the introduction of appropriate resilience strategies, recovery objectives, business continuity and crisis management plans in collaboration with, or as a key component of, an integrated risk management initiative.

The ten subject areas listed below cover the competencies required by a professional practitioner in order to deliver effective Business Continuity Management. They are not presented in any particular order of importance or sequence.

SUBJECT AREA OVERVIEW

1. Initiation and Management

Establish the need for a Business Continuity Management (BCM) Process or Function, including resilience strategies, recovery objectives, business continuity and crisis management plans and including obtaining management support and organising and managing the formulation of the function or process either in collaboration with, or as a key component of, an integrated risk management initiative.

2. Business Impact Analysis

Identify the impacts resulting from disruptions and disaster scenarios that can affect the organisation and techniques that can be used to quantify and qualify such impacts. Identify time-critical functions, their recovery priorities, and inter-dependencies so that recovery time objectives can be set.

3. Risk Evaluation and Control

Determine the events and external surroundings that can adversely affect the organisation and its resources (facilities, technologies, etc.) with disruption as well as disaster, the damage such events can cause, and the controls needed to prevent or minimise the effects of potential loss. Provide cost-benefit analysis to justify investment in controls to mitigate risks.

4. Developing Business Continuity Management Strategies

Determine and guide the selection of possible business operating strategies for continuation of business within the recovery point objective and recovery time objective, while maintaining the organisation's critical functions.

5. Emergency Response and Operations

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

6. Developing and Implementing Business Continuity and Crisis Management Plans

Design, develop, and implement Business Continuity and Crisis Management Plans that provide continuity within the recovery time and recovery point objectives.

7. Awareness and Training Programmes

Prepare a programme to create and maintain corporate awareness and enhance the skills required to develop and implement the Business Continuity Management Programme or process and its supporting activities.

8. Maintaining and Exercising Business Continuity and Crisis Management Plans

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

9. Crisis Communications

Develop, co-ordinate, evaluate, and exercise plans to communicate with internal stakeholders (employees, corporate management, etc.), external stakeholders (customers, shareholders, vendors, suppliers, etc.) and the media (print, radio, television, Internet, etc.).

10. Coordination with External Agencies

Establish applicable procedures and policies for co-ordinating continuity and restoration activities with external agencies (local, state, national, emergency responders, defence, etc.) while ensuring compliance with applicable statutes or regulations.

These standards have been produced in co-operation with the Disaster Recovery Institute International of the USA and are used by both bodies in their certification programmes.

SUBJECT AREA 1 - INITIATION and MANAGEMENT

Establish the need for a Business Continuity Management (BCM) Process, including resilience strategies, recovery objectives, business continuity and crisis management plans and including obtaining management support and organising and managing the formulation of the function or process either in collaboration with, or as a key component of, an integrated risk management initiative.

A.   THE PROFESSIONAL'S ROLE IS TO:

A.1   Lead Sponsors in Defining Objectives, Policies, and Critical Success Factors
- Scope and objectives
- Legal and requirements reasons
- Case histories and industry best practices

A.2.   Co-ordinate and Organise/Manage the initiation of the overall BCM Process
- Using a steering committee and project task force.

A.3   Oversee the BCM Process Through Effective Control Methods and Change Management

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

A.5   Develop Budget to initiate the process.

A.6   Define and Recommend BCM Structure and Management

A.7   Develop and implement the BCM Process

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B.1   Establish the Need for Business Continuity

B.1.a. Reference relevant legal/regulatory/statutory/contractual requirements and restrictions

B.1.b. Reference relevant regulations of industry trade bodies or associations, where appropriate

B.1.c. Reference current recommendations of relevant authorities (define these)

B.1.d. Relate legislation, regulations, and recommendations to organisational policy

B.1.e. Identify any conflicts between organisational policies and relevant external requirements

B.1.f. Identify any audit records

B.1.g. Propose methods, which may include a Business Continuity Plan (BCP) or Crisis Management Plan (CMP), to resolve any conflicts between organisational policies and relevant external requirements

B.1.h. Identify business practices (e.g., just-in-time inventory) that may adversely impact the organisation's ability to recover following a disaster event

B.2   Communicate the Need for Plans

B.2.a. Develop awareness by means of formal reports and presentations

B.2.b. State the benefits of BCM and relate the benefits to organisational mission, objectives, and operations

B.2.c. Gain organisational commitment to the BCM process

B.2.d. Develop a mission statement/charter for the BCM process

B.3   Involve Executive Management in the BCM Process

B.3.a. Explain executive management's role in the BCM process

B.3.b. Explain and communicate management's accountability and liability for the BCM Process

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

B.4.a. Select appropriate personnel

B.4.b. Define their roles and responsibilities

B.4.c. Develop a suitable set of objectives for the BCM process

B.5   Develop Budget Requirements

B.5.a. Clearly define resource requirements

B.5.b. Obtain estimates of financial requirement

B.5.c. Verify the validity of resources requirements

B.5.d. Validate the estimates of financial requirements

B.5.e. Negotiate resource and financial requirements with management

B.5.f. Obtain executive commitment for financial requirements

B.6   Identify Team(s) and Responsibilities

   B.6.a. Emergency management /incident response/crisis management team

   B.6.b. Business continuity teams (multi-location, multi-divisions, etc.)

   B.6.c. Recovery/response and restoration teams

B.7.   Develop and Co-ordinate Action Plans to develop and implement the BCM Process.

   B.7.a. Develop an overall implementation plan with realistic time estimates and schedule

B.8   Develop the on-going management and documentation requirements for the BCM Process.

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

   B.9.a. Set up a schedule to report the progress of the BCM process to senior managers

   B.9.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 - BUSINESS IMPACT ANALYSIS

A.   THE PROFESSIONAL'S ROLE IS TO:

A. 1   Identify Knowledgeable Functional Area Representatives for the Business Impact Analysis (BIA) process.

A. 2   Identify Organisation Functions including information and resource (people, technology, facilities, etc.)

A. 3   Identify and Define Criticality Criteria

A. 4   Obtain management approval for criteria defined

A. 5   Co-ordinate Analysis

A. 6   Identify Interdependencies (internal and external to the organisation)

A.7   Define Recovery Objectives and Timeframes

A. 8   Define Report Format

A. 9   Prepare and Present Agreed BIA to Management

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B. 1   Establish the Process

B.1.a. Identify and obtain a sponsor for the Business Impact Analysis (BIA) activity

B.1 b. Define objectives and scope for the BIA process

B.1.c. Choose an appropriate BIA planning methodology/tool

B.1 d. Identify and inform participants of the BIA process and its purpose

B.1.e. Identify training requirements and establish a training schedule and undertake training as appropriate

B.1.f. Obtain agreement on final time schedule and initiate the BIA process

B 2   Assess Effects of Disruptions, Loss Exposure, and Business Impact

B.2.a. Effects of disruptions

B.2.a. (i). Loss of assets: key personnel, physical assets, information assets, and intangible assets

B.2.a. (ii) Disruption to the continuity of service and operations

B.2.a. (iii) Violation of law/regulation

B.2.a. (vi) Public perception

B.2.b. Impact of disruptions on business

B.2.b. (i) Financial

B.2.b. (ii) Customers and suppliers

B.2.b. (iii) Public relations/credibility/reputation

B.2.b. (iv) Legal

B.2.b. (vi) Regulatory requirements/considerations

B.2.b. (vi) Environmental

B.2.b. (vii) Operational

B.2.b. (viii) Personnel

B.2.b. (ix) Other resources

B.2.c. Determine Loss Exposure

B.2.c. (i) Quantitative

B.2.c. (i). (a) Property loss

B.2.c. (i). (b) Revenue loss

B.2.c. (i). (c) Fines

B.2.c. (i). (d) Cash flow

B.2.c. (i). (e) Accounts receivable

B.2.c. (i). (f) Accounts payable

B.2.c. (i). (g) Legal liability

B.2.c. (i). (h) Human resources

B.2.c. (i). (i) Additional expenses/increased cost of working

B.2.c. (ii) Qualitative

B.2.c. (ii). (a) Human resources

B.2.c. (ii) (b) Morale

B.2.c. (ii). (c) Confidence

B.2.c. (ii) (d) Legal

B.2.c. (ii). (e) Social and corporate image

B.2.c. (ii) (f) Financial community credibility

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

B.3.a. BIA data collection methodologies

B.3.a. (i) Finalise an appropriate data collection method (e.g., questionnaires, interviews, workshop, or in agreed combination)

B.3.a. (i). (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.3.a. (i). (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

B.3.a. (i). (c). Data collection via a workshop

(i) Understand the need for, and set 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

B.3.a. (ii) Recommend and obtain agreement as to how potential financial and non-financial impact can be quantified and evaluated

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

B.3.a. (iv) Develop questionnaire (if used) and completion instructions

B.3.a. (v) Determine data analysis methods (manual or computer)

B.3.b Business Impact Analysis report

B.3.b (i) Prepare draft BIA report containing initial impact findings and issues

B.3.b. (ii) Issue draft report to participating managers and request feedback

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

B.3.b. (iv) Schedule a workshop or meeting with participating manager(s) to discuss initial findings, when necessary

B.3.b. (v) Ensure original findings are updated to reflect changes arising from these meetings

B.3.b. (vi) Prepare final Business Impact Analysis report according to organisation.

B.3.b. (vii) Prepare and undertake formal presentation of Business Impact Analysis findings to peers and executive bodies

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

B. 4   Define Criticality of Business Functions and Records, and Prioritise

B.4.a. Establish definition of criticality, and negotiate with management single or multiple levels of criticality

B.4.b Identify & prioritise critical functions

B.4.b. (i) Business functions

B.4.b. (ii) Support functions

B.4.c. Identify & prioritise vital records to support business continuity and business restoration

B 5   Determine Recovery Timeframes and Minimum Resource Requirements

B.5.a. Determine recovery windows for critical business functions based on level of criticality

B.5.b. Determine the order of recovery for critical business functions, and support functions and systems based on parallel and interdependent activities

B.5.c. Determine minimum resource requirements for recovery and resumption of critical functions and support systems

B.5.c. (i) Internal and external resources

B.5.c. (ii) Owned versus non-owned resources

B.5.c. (iii) Existing resources and additional resources required

B.6   Identify and Prioritise Business Processes

B.6.a. Interdependencies between the business processes

B.6.b. Process and technology dependencies

    B.6.b. (i) Intradepartmental

    B.6.b. (ii) Interdepartmental

    B.6.b. (iii) External relationships

B.7   Determine Replacement Times

B.7.a. Equipment

B.7.b. Key personnel

B.7.c. Raw materials/sub-assemblies

B.7.d. Other

B.8   Vital Records Management

B.8.a. Identify vital record needs in the organisation, including paper and electronic records

B.8.b. Evaluate existing backup and restoration procedures for vital records

B.8.c. Advise on and implement feasible, cost-effective backup and restoration procedures for all forms of the organisation's vital records

B.8.d. Establish guidelines and procedures to ensure the current version of the vital record are available and outdated backups are deleted/destroyed in an appropriate manner.

SUBJECT AREA 3 - RISK EVALUATION and CONTROL

Determine the events and external surroundings that can adversely affect the organisation and its resources (facilities, technologies, etc.) with disruption as well as disaster, the damage such events can cause, and the controls needed to prevent or minimise the effects of potential loss. Provide cost-benefit analysis to justify investment in controls to mitigate risks.

A.   THE PROFESSIONAL'S ROLE IS TO:

A. 1   Identify Potential Risks to the Organisation
A.1.a Probability
A.1.b Consequences/Impact/severity

A. 2   Understand the Function of Risk Reduction/Mitigation Within the Organisation

A. 3   Identify Outside Expertise Required

A.4   Identify Exposures

A. 5   Identify Risk Reduction/Mitigation Alternatives

A. 6   Confirm with Management to Determine Acceptable Risk Levels

A. 7   Document and Present Findings

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B. 1   Understand Loss Potentials

B.1.a. Identify exposures from both internal and external sources. These should include, but not be limited to, the following:

B.1.a. (i) Natural, man-made, technological, or political disasters

B.1a. (ii) Accidental versus intentional

B.1.a. (iii) Internal versus external

B.1.a. (iv) Controllable risks versus those beyond the organisation's control

B.1.a. (v) Events with prior warnings versus those with no prior warnings

B.1.b. Determine the probability of events

B.1.b. (i).Information sources

B.1.b. (ii) Credibility

B.1.c. Create methods of information gathering

B.1.d. Develop a suitable method to evaluate probability versus severity

B.1.e. Establish ongoing support of evaluation process

B.1.f. Identify relevant regulatory and/or legislative issues

B.1.g. Establish cost benefit analysis to be associated with the identified loss potential

B. 2   Determine the Organisation's Exposures to Loss Potentials

B.2.a. Identify primary exposures the organisation may face, and secondary/collateral events that could materialise because of such exposures (e.g., hurricane could result in several events including high winds, flood, fire, building and roof collapse, etc.)

B.2.b. Select exposures most likely to occur and with greatest impact

B.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.

B.3.a. Physical protection

B.3.a. (i) Understand the need to restrict access to buildings, rooms, and other enclosures where circumstances demand a "3-dimensional" consideration

B.3.a (ii) Understand the need for barriers and strengthened structures to determine wilful and accidental and/or unauthorised entry

B.3.a (iii) Location: physical construction, geographic location, corporate neighbours, facilities infrastructure, community infrastructure

B.3.b. Physical presence

B.3.b. (i) Understand the need for the use of specialist personnel to conduct checks at key entry points

B.3.b. (ii) Understand the need for manned and/or recorded surveillance equipment to control access points and areas of exclusion; including detection, notification, suppression

B.3.b. (iii) Understand security and access controls, tenant insurance, leasehold agreements

B.3.c. Logical protection

(i) Understand the need for system-provided protection of data stored, in process, or in translation; information backup and protection

(ii) Understand detection, notification, and suppression

(iii) Understand information security: hardware, software, data, and network

B.3.d. Location of assets

(i) Understand the inherent protection afforded key assets by virtue of their location relative to sources of risk.

(ii) Personnel procedures

(iii) Preventive maintenance and service as required
(iv) Utilities: duplication of utilities, built in redundancies (telecoms, power, water, etc.)
(v) Interface with outside agencies (vendors, suppliers, outsourcers, etc.)

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

B.4.a. Identify alternative risk analysis methodologies and tools

B.4.a. (i) Qualitative and quantitative methodologies

B.4.a. (ii) Advantages and disadvantages

B.4.a (iii) Reliability/confidence factor

B.4.a. (iv) Basis of mathematical formulas used

B.4.b. Select appropriate methodology and tool(s) for company-wide implementation

B. 5   Identify and Implement Information Gathering Activities

B.5 a. Develop a strategy consistent with business issues and organisational policy

B.5.b. Develop a strategy that can be managed across business divisions and organisational locations

B.5.c. Create organisation-wide methods of information collection and distribution

B.5.c. (i) Forms and questionnaires

B.5.c.(ii) Interviews

B.5.c.(iii) Meetings

B.5.c. (iv) Documentation review

B.5.c.(v) Analysis

B 6   Evaluate the Effectiveness of Controls and Safeguards

B.6.a. Develop communications flow with other internal departments/divisions and external service providers.

B.6.b. Establish business continuity service level agreements for both supplier and customer organizations and groups within and external to the organisation.

B.6.c. Develop preventive and pre-planning options
B.6.c. (i) Cost/benefit

B.6.c. (ii) Implementation priorities, procedures, and control

B.6.c. (iii) Testing

B.6.c. (iv) Audit functions and responsibilities

B.6.d. Understand options for risk management and selection of appropriate or cost-effective response, i.e.   risk avoidance, transfer, or acceptance of risk

B 7   Risk Evaluation and Control

B.7.a. Establish disaster scenarios based on risks to which the organisation is exposed. The disaster scenarios should be based on these types of criteria: severe in magnitude, occurring at the worst possible time, resulting in severe impairment to the organisation's ability to conduct business.

B.7.b. Evaluate risks and classify them according to relevant criteria, including: risks under the organisation's control, risks beyond the organisation's control, exposures with prior warnings (such as tornadoes and hurricanes), and exposures with no prior warnings (such as earthquakes).

B.7.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.

B.7.d. Evaluate controls and recommends changes, if necessary, to reduce impact due to risks and exposures

B.7.d. (i) Controls to inhibit impact exposures: preventive controls (such as passwords, smoke detectors, and firewalls)

B.7.d. (ii) Controls to compensate for impact of exposures: reactive controls (such as hot sites)

B 8   Security

B.8.a. Identify the organisation's possible security exposures, including the following specific categories of security risks

B.8.a. (I) Physical security of all assets (premises, equipment, etc.)

B.8.a. (Ii) Information security - computer room and media storage area security

B.8.a. (iii) Communications security - voice and data communications security

B.8.a. (iv) Network security - intranet security, Internet security

B.8.a. (v) Personnel security

B.8.b. Advise on feasible, cost-effective security measures required to prevent/reduce security-related risks and exposures

SUBJECT AREA 4 - DEVELOPING BUSINESS CONTINUITY MANAGEMENT STRATEGIES

Determine and guide the selection of possible business operating strategies for continuation of business within the recovery time and recovery point objectives, while maintaining the organisation's critical functions.

A.   THE PROFESSIONAL'S ROLE IS TO:

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

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

A.3   . Consolidate Strategies

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

A.5   . Develop Business Unit Strategies

A.6   Obtain Commitment from Management for developed Strategies

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B.1   Identify Enterprise-wide and Business Unit Continuity Strategic Requirements

B.1.a. Review business continuity issues

B.1.a.(i) Timeframes

B.1.a.(ii) Options

B.1.a.(iii) Location

B.1.a.(iv) Personnel

B.1.a.(v) Communications (crisis/media and voice/data)

B.1.b. Review technology continuity issues for each support service

B.1.c. Review non-technology continuity issues for each support service, including those support services not dependent upon technology

B.1.d. Compare internal/external solutions
B.1.e.Identify alternative continuity strategies

B.1.e.(i) Do nothing

B.1.e.(ii) Defer action

B.1.e.(iii) Manual procedures

B.1.e.(iv) Reciprocal agreements

B.1.e.(v) Alternative site or business facility

B.1.e.(vi) Alternate source of product

B.1.e.(vii) 3rd party service providers / outsourcers

B.1.e.(viii) Distributed processing

B.1.e (ix) Alternative communications

B.1.e.(x) Mitigation

B.1.f. Compare internal and external solutions

B.1.g. Assess risk associated with each possible continuity strategy

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

B.2.a. Effectively analyse business needs criteria

B.2.b. Clearly define continuity and crisis planning objectives

B.2.c. Develop a consistent method for evaluation

B.2.d. Set baseline criteria for continuity strategy options

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

B.3. a. Employ a practical, understandable methodology

B.3.b. Set realistic time schedules for evaluation and report writing

B.3.c. Deliver concise specific recommendations to senior management

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

B.4.a. Criteria

B.4.b. Communications

B.4.c. Agreement considerations

B.4.d. Comparison techniques

b.4.e. Acquisition

B.4.f. Contractual consideration

B.5   Understand Contractual Agreements for Business Continuity Services

B.5.a. Understand and prepare requirements statements for use in formal agreements for the provision of continuity services including jurisdictional/regulatory requirements as appropriate.

B.5.b. Formulate any necessary technical specifications for use in "invitation-to-tender" format

B.5.c. Interpret external agreements proposed by suppliers in relation to the original requirements specified

B.5.d. Identify specific requirements excluded from any standard agreements proposed

B.5.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 stabilising the situation following an incident or event, including establishing and managing an Emergency Operations Centre to be used as a command centre during the emergency.

A.   THE PROFESSIONAL'S ROLE IS TO:

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

A.2   Identify the Existence of Appropriate Emergency Response Procedures

A.3   Recommend the Development of Emergency Procedures Where None Exist

A.4   Integrate Disaster Recovery/Business Continuity/Crisis Management Procedures with Emergency Response and Escalation Procedures

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

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

A.7   Ensure Emergency Response Procedures are Integrated with Requirements of Public Authorities (Refer also to Subject Area 10, Co-ordination With External Agencies)

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B. 1   Identify Components of Emergency Response Procedure

B.1.a. Reporting procedures

B.1.a. (i) Internal (escalation procedures)

B.1.a. (i). (a) Local

B.1.a. (i) (b) Organisation (decision-making process)

B.1.a. (ii) External (response procedures)

B.1.a. (ii) (a) Public agencies and media

B.1.a. (ii) (b) Suppliers of products and services

B.1.b. Pre-incident preparation

 B.1.b. (i) By types of disaster

  B.1.b. (i) (a) Acts of nature

  B.1.b. (i). (b) Accidental

  B.1.b. (i) (c) Intentional

 B.1.b. (ii) Management continuity and authority

 B.1.b. (iii) Roles of designated personnel

B.1.c. Emergency actions

 B.1.c. (i). Evacuation

 B.1.c. (ii). Medical care and personnel counselling

 B.1.c. (iii). Hazardous material response

 B.1.c. (iv). Fire fighting

 B.1.c. (v). Notification

 B.1.c. (vi). Other

B.1.d. Facility stabilisation

B.1.e. Damage mitigation

B.1.f. Testing procedures and responsibilities

B.2 Develop Detailed Emergency Response Procedures

B.2.a. Protection of personnel

 B.2.a. (i). Personnel assembly locations and process for ensuring identification, safety and overall welfare of all employees including appropriate escalation procedures as required.

 B.2.a. (ii). Recognise and understand the value of supplementing any relevant statutory precautions

 B.2.a. (iii). Identify options for immediate deployment and subsequent contract

 B.2.a. (iv). Provide for communication with staff, next-of-kin, and dependants

B.2.a. (v) Understand implications of statutory regulations

B.2.b. Containment of incident

B.2.b. (i). Understand the principles of salvage and loss containment

B2.b. (ii). Understand options available to supplement the efforts of the   emergency services in limiting business impact

B.2.b. (iii). Understand possibilities within business functions to limit the impact of a disaster.

B.2.c. Assessment of effect

B.2.c. (i). Analyse the situation and provide effective assessment report

B.2.c. (ii). Estimate the direct impact of the event on the organisation

B.2.c. (iii). Communicate situation to employees at involved facility and any other organisation locations

B.2.c. (iv). Demonstrate awareness of the likely media interest and formulate a response in conjunction with any existing public relations and/or existing marketing unit

B.2.d. Decide optimum actions

B.2.d. (i). Understand the issues to be considered when recommending or making decisions on continuity options

B.2.d. (ii). Understand the roles of the emergency services

B.2.d. (iii). Maintain principles of security (personnel, physical and information)

B.2.d. (iv) Understand the need for escalation and engagement of additional internal and external services.

B.3   Identify Command and Control Requirements

B.3.a. Designing and equipping the Emergency Operations Centre

B.3.b. Command and decision authority roles during the incident

B.3.c. Communication vehicles (e.g., e-mail, radio, messengers, and cellular telephones, etc.)

B.3.d. Logging and documentation methods

B.4   Command and Control Procedures

   B.4.a. Opening the Emergency Operations Centre

   B.4.b. Security for the Emergency Operations Centre

   B.4.c. Scheduling the Emergency Operations Centre teams

   B.4 d. Management and operations of the Emergency Operations Centre

   B.4.e. Closing the Emergency Operations Centre

B.5   Emergency Response and Triage

   B.5.a. Develop, implement, and exercise emergency response and triage procedures, including determination of priorities for actions in an emergency

   B.5.b. Develop, implement, and exercise triage procedures such as first aid and medical treatment; identify location and develop procedures to liase with emergency services for transportation to nearby hospitals.

B.6   Salvage and Restoration

   B.6.a. Assemble appropriate team(s)

      B.6.a. (i). Understand the need for effective diagnosis of incident by telephone

      B.6.a. (ii). Understand the need for effective assembly of relevant resources at the affected site

      B.6.a. (iii). Develop internal escalation procedures to provide required level of resources on-site as incident/response develops

   B.6.b. Define strategy for initial on-site activity

      B.6.b. (i). Understand the need to identify immediate loss mitigation and salvage requirements

      B.6.b. (ii). Understand the need for and, if necessary, prepare an action plan for site safety, security, and stabilisation

      B.6.b. (iii) Identify appropriate methods for protection of assets on-site, including equipment, premises, and documentation

      B.6.b. (iv). Recognise 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

B.6.b. (v). Understand business requirements and interpret them to aid physical asset recovery

B.6.b. (vi). Establish procedures with public authorities for facility access

B.6.b. (vii). Establish procedures with 3rd party service providers including appropriate contractual agreements.

SUBJECT AREA 6 - DEVELOPING and IMPLEMENTING BUSINESS CONTINUITY AND CRISIS MANAGEMENT PLANS

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

A. THE PROFESSIONAL'S ROLE IS TO:

A.1 Identify the Components of the Planning Process

    A.1.a Planning methodology
    A.1.b.Plan organisation
    A.1.c. Direction of efforts
    A.1.d.Staffing requirements

A.2 Control the Planning Process and Produce the Plans

A.3 Implement the Plans

A.4 Test the Plans

A.5 Maintain the Plans

B. THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B.1 Determine Plan Development Requirements

    B.1.a. Roles and Responsibilities

    B.1.b. Develop action plans / checklists

    B.1.c. Review and evaluate tools e.g. planning software

    B.1.d. Acquire business processes and technology matrices and flowcharts

    B.1.e. Develop forms to acquire information

    B.1.f. Determine requirements for information database

    B.1.g. Identify other supporting documentation

B.2 Define Continuity Management and Control Requirements

    B.2.a. Define scope

        B.2.a. (i). Identify incidents/events that the process may be utilised for

B.2.a. (ii). Suggest severity criteria that may be used to create a definition

B.2.a. (iii). Design escalation criteria

B.2.b. Identify and agree on approach to key phases for continuity; document agreed approach

B.2.c. Establish procedure to transition from emergency response plan to crisis management and/or business continuity plan.

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

B.3. a. Plan designs and structures

B.3.a. (i). Define how plan structures are tied to the organisation

B.3.a. (ii). Document structure and design of plans

B.3.a. (iii). Ensure built-in mechanisms to ease maintenance

B.3.a. (iv). Define the process for gathering data required for completion of the plans

B.3 b. Allocate tasks and responsibilities

B.3.b. (i). Identify tasks to be undertaken

B.3.b. (ii). Identify necessary teams to perform required tasks

B.3.b. (iii). Assign responsibilities to teams

B.3.b. (iv). Identify and list key contacts, suppliers, and resources

B.4   Draft the Plans

B.4.a. Select appropriate tools for development and maintenance of the plans

B.4.b. Draft the Plans, ensuring adequate and appropriate involvement of personnel required to implement them.

B.4.c. Continue gathering data as needed to ensure all Plans are complete and accurate

B.5   Define Business Continuity and Crisis Management Procedures

B.5.a. Locate and catalogue organisation information

B.5.a. (i). Identify and confirm processing and documentation critical to the organisation's key business

B.5.a. (ii). Identify and determine which information/processes should be replicated

B.5.a. (iii). Identify storage requirements

B.5.a. (iii). (a). Identify key suppliers

B.5.a. (iii). (b). Select or recommend appropriate methods/strategies of business backup including understanding of retention periods and duplication/replication schedules, etc.

B.5.b. Information continuity

B.5.b. (i). Recommend and develop appropriate procedures taking into account:

B.5.b. (i). (a.). business requirements

B.5.b. (i). (b). technology requirements

B.5.b. (i). (c). Legislative requirements

B.5.c. Process continuity

B.5.c. (i). Recommend alternative ways to conduct business when normal resources are unavailable following a disaster or other disruptive event that will be effective until continuity procedures are successfully implemented.

B.5.c. (ii). Recommend method/procedures to easily transfer business functions from any alternative, temporary, or emergency operation into the new/replaced/re-installed service.

B.5.c. (iii). Identify critical equipment; acquisition and/or reconditioning timeframes

B.6   Damage Assessment / Restoration Strategy

B.6.a. Create an action plan for assessing damage including:

B.6.a. (i). Understand economics of repair versus replacement

B.6.a. (ii). Understand the capabilities of salvage specialists in selecting and applying relevant methods of contamination analysis

B.6.a. (iii). Understand the criteria for selecting appropriate sub-contractors for salvage operations

B.6 b. Define restoration strategy

B.6.b. (i). Demonstrate ability to reduce consequential losses

B.6.b. (ii). Agree upon restoration methods for business assets (e.g., equipment, electronics, documents, data, furnishings, premises, plant, computers, etc.)

B.6.b. (iii). Understand the approval process for restoration and especially the implications of warranties

B.7   Develop General Introduction or Overview

B.7.a. General information

B.7.a. (i). Introduction

B.7.a. (ii). Policy Statement

B.7.a. (iii). Scope

B.7.a. (iv). Objectives

B.7.a. (v). Assumptions

B.7.a. (vi). Responsibility Overview

B.7.a. (vii). Testing

B.7.a. (vii). Maintenance

B.7.b. Activation of plans

B.7.b. (i). Notification

B.7.b. (i). (a). Primary

B.7.b. (i) (b). Secondary

B.7.b. (ii). Disaster declaration procedures

B.7.b. (iii). Mobilisation procedures

B.7.b. (iv). Damage assessment concepts

B.7.b. (iv). (a). Initial

B.7.b. (iv). (b). Detailed

B.7.b. (v). (c). Team members

B.7.c. Team organisation

B.7.c. (i). Team description

B.7.c. (ii). Team organisation

B.7.c. (iii). Team leader responsibilities

B.8 Develop Administration Team Documentation

B.8.a. Identify continuity functions for the following including qualifications, responsibilities and resources required:

B.8.a. (i). Communications (public relations/media, client and employee)

B.8.a. (ii). Personnel/human resources

B.8.a. (iii). Security (physical)

B.8.a. (iv). Security

B.8.a. (v). Insurance/risk management

B.8.a. (vi). Equipment/supplies purchasing

B.8.a. (vii). Transportation

B.8.a. (viii). Legal

B.8.b. Other specialist co-ordinator/team responsibilities

B.8.b. (i). Relations/liaison with regulatory bodies

B.8.b. (ii). Investor relations

B.8.b. (iii). Relations with other involved groups (e.g. customers and suppliers)

B.8.b. (iv). Labour relations

B.8.c. Develop specific procedures for each function or building identified above:

B.8.c. (i). Department/individual/building plans

B.8.c. (ii). Checklists

B.8.c. (iii). Technical procedures

B9. Develop Business Operations Team Documentation

B.9.a. Operating department plans

B.9.a. (i). Essential business functions

B.9.a. (ii). Information protection and recovery

B.9.a. (iii) Activation actions

B.9.a. (vi). Disaster site recovery/restoration actions

B.9.a. (v). End-user computing needs

B.9.b. Action sections

B.9.b. (i). Recovery team
B.9.b. (i). (a) Personnel
B.9.b. (i). (b) Responsibilities
B.9.b. (i). (c) Resources

B.9.c. Action plans

B.9.c. (i). Specific department/individual plans

B.9.c. (ii). Checklists

B.9.c. (iii). Technical procedures

B10. Develop Information Technology Recovery Team Documentation

B.10 a. Recovery site activation

B.10.a. (i). Management
B.10.a (ii). Administration/logistics
B.10.a. (iii). New equipment
B.10.a. (vi). Technical services
B.10.a. (v). Application support
B.10.a. (vi). Network communications
B.10.a. (vii). Network engineering
B.10.a. (Viii)). Operations
B.10.a. (ix). Inter-site logistics and communications

B.10.a. (x). Data preparation
B.10.a. (xi). Production control
B.10.a. (xii). End-user liaison

B.10.b. End-user requirements

B.10.c. Identify components of vital records program

B.10 d. Action sections

B.10.d. (i) Recovery team

B.10.d. (i). (a) Personnel
B.10.d. (i). (b) Responsibilities
B.10.d. (i). (c) Resources

B.10.e. Action plans

B.10.e. (i). Specific department/individual plans
B.10.e. (ii). Checklists
B.10.e. (iii). Technical procedures

B11.   **Develop Communication Systems**

B.11.a. Identify requirements for voice communications recovery plans

B.11.a. (i). Phone lines and fax lines (including in-bound toll-free/ freephone (1-800 / 0800) lines as appropriate).
B.11.a. (ii). Voice mail, voice response units, and other voice-based services
B.11.a. (iii). Alternate arrangement for automated voice response during a disaster

B.11.b. Identify requirements and appropriate action plans and procedures for Data communications recovery

B.11.b. (i). Data communications with mainframe-based information systems
B.11.b. (ii). Local area network (LAN) recovery for work area recovery
B.11.b. (iii). Wide area network (WAN) recovery for restoring global connectivity
B.11.b. (iv). E-mail, groupware, and other data communications-based work support

B12.   **Develop Applications Plans**

B.12.a. Plan design and structure

B.12.a. (i). Identify examples of alternative plans and structures
B.12.a. (ii). Define how plan structure is tied to the organisation
B.12.a. (iii). Document structure and design of departmental continuity plans
B.12.a. (vi). Ensure built-in mechanisms to ease maintenance

B.12.a. (v). Plan and implement the gathering of data required for plan completion

B.12.b. Identify and agree on approach to key phases of recovery; document agreed approach

B.12.c. Allocate tasks and responsibilities

B.12.c. (i). Differentiate between recovery teams and departmental teams
B.12.c. (ii). Identify tasks to be undertaken
B.12.c. (iii). Identify necessary teams to perform required tasks
B.12.c. (iv). Assign responsibilities to teams
B.12.c. (v). Identify and list key contacts, suppliers, and resources

B13. **Implement the Plans**

B.13.a. Ensure required tasks are completed for plan implementation

B.13.a. (i). Acquiring additional equipment
B.13.a. (ii). Contractual arrangements
B.13.a. (iii). Preparing backup and off-site storage
B.13.a. (vi). Appropriate documentation for plans in place

B.13.b. Develop test plans, schedules, and test reporting procedures

B.13.c. Develop maintenance, updating, and reporting procedures

B14. **Establish Plan Distribution and Control Procedures**

B.14.a. Establish procedures for distribution and control of plans

B.14 b. Establish procedures for distribution and control of results of plan exercises

B.14 c. Establish procedures for distribution and control of plan changes and updates

SUBJECT AREA 7 - AWARENESS and TRAINING PROGRAMMES

Prepare a programme to create and maintain corporate awareness and enhance the skills required to develop and implement the Business Continuity Management Programme or Process and its supporting activities.

A.   THE PROFESSIONAL'S ROLE IS TO:

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

A.2   Identify Functional Awareness & Training Requirements

A. 3   Develop Awareness & Training Methodology

A. 4   Acquire or Develop Awareness & Training Tools

A.5   Identify External Awareness & Training Opportunities

A.6   Identify Alternative Options for Corporate Awareness & Training

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B.1   Define Awareness & Training Objectives

B.2   Develop & Deliver Various Types of Training Programs as appropriate

   B.2.a. Computer based

   B.2.b Classroom

   B.2.c. Scenario based

   B.2.d.Instructional Guides & Templates

B. 3   Develop Awareness Programs

   B.3.a. Management

   B.3.b. Team members

   B.3.c. New employee orientation and current employee refresher program

B 4   Identify Other Opportunities for Education

   B.4.a. Professional Business Continuity Management conferences and seminars

   B.4.b. User groups and associations

   B.4.c. Publications and related internet sites

SUBJECT AREA 8 - MAINTAINING and EXERCISING PLANS

Pre-plan and co-ordinate plan exercises, and evaluate and document plan exercise results. Develop processes to maintain the currency of continuity capabilities and the Plan documents in accordance with the organisation's strategic direction. Verify that the Plans 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:

A.1   Pre-plan and co-ordinate the Exercises

A.2   Facilitate the Exercises

A.3   Evaluate and Document the Exercise Results

A.4   Update the Plans

A.5   Report Results/Evaluation to Management

A.6   Co-ordinate on-going Maintenance of plans

A.7   Assist in Establishing Audit Program for the Plans

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B.1   Establish an Exercise Program

B.1.a. Develop an exercise strategy that does not put the organisation at risk, is practical, cost-effective, and appropriate to the organisation ensures a high level of confidence in recovery capability

B.1.b. Employ a logical, structured approach (effectively analyse complex issues)

B.1.c. Create a suitable set of exercise guidelines.

B.2   Determine Exercise Requirements

B.2.a. Define exercise objectives and establish acceptable levels of success

B.2.b. Identify types of exercises, and their advantages and disadvantages

   B.2.b. (i). Walk-throughs / table-top

   B.2.b. (ii). Simulations

   B.2.b. (iii). Modular / Component (call trees, applications, etc.)

B.2.b. (iv). Functional (specific lines of business)

B.2.b. (v). Announced / Planned

B.2.b. (vi). Unannounced / Surprised

B.2.c. Establish and document scope of the exercise (participants, timing, etc.)

B.3   Develop Realistic Scenarios

B.3.a. Create exercise scenarios to approximate the types of incidents the organisation is likely to experience and the problems associated with these incidents.

B.3.b. Map scenarios identified to different test types.

B.4   Establish Exercise Evaluation Criteria and Document Findings

B.4.a. Develop criteria aligned with exercise objectives and scope

B.4.a. (i). Measurable and quantitative

B.4.a. (ii). Qualitative

B.4.b. Document results as per criteria identified

B.4.a. (i). Expected versus actual results

B.4.a. (ii). Unexpected results

B.5   Create an Exercise Schedule

B.5.a. Develop a progressive, incremental schedule

B.5.b. Set realistic time scales

B.6   Prepare Exercise Control Plan and Reports

B.6.a. Define exercise objectives and select an appropriate scenario

B.6.b. Define assumptions and describe limitations

B.6.c. Identify resources required to conduct the exercise, identify participants; ensure all understand the objectives and their roles

B.6.d. Identify exercise adjudicators (umpires) and clearly identifies all roles and responsibilities

B.6.e. Provide an inventory of items required for the exercise and specifications for the exercise environment

B.6.f. Provide a timetable of events and circulate to all participants, facilitators and adjudicators

B.6.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.

B.7   Facilitate Exercises

B.7.a. Execute the exercise(s) as planned above

B.7.b. Audit exercise actions

B.8   Post-Exercise Reporting

B.8.a. Provide a cogent, comprehensive summary with recommendations, commensurate with levels of confidentiality requested by exercise umpire/adjudicator or as specified by the subject organisation

B.9   Feedback and Monitor Actions Resulting from Exercise

B.9.a Conduct debriefing sessions to review exercise results and identify action items for improvement.

B.9.b. Identify actions and owners for recommendations; confirm owner acceptance

b.9.c. Confirm time schedules for completing or reviewing agreed actions

B.9.d. Monitor (and escalate where necessary) progress to completion of agreed actions

B.10   Define Plan Maintenance Scheme and Schedule

B.10.a. Define ownership of plan data

B.10.b. Prepare maintenance schedules and review procedures

B.10.b. (i). Select tools
B.10.b. (ii). Monitor activities
B.10.b. (iii). Establish update process
B.10.b. (iv). Audit and control

B.10.c. Ensure that scheduled plan maintenance addresses all documented recommendations

B.11   Formulate Change Control Procedures

B.11.a. Analyse business changes with planning implications

B.11.b. Set guidelines for feedback of changes to planning function

B.11.c. Develop change control procedures to monitor changes

B.11.d. Create proper version control; develop plan re-issue, distribution, and circulation procedures

B.11.e. Identify plan distribution lists for circulation

B.12   Establish Status Reporting Procedures

B.12.a. Establish reporting procedures

   B.12.a. (i). Content
   B.12.a. (ii). Frequency
   B.12.a. (iii). Recipients

B.13   Audit Objectives

B.13.a. Recommend and agree upon objectives for BCM related audits.

B.13.b. Audit the Plan Structures, Contents, and Action Sections

   B.13.b (i). Determine if a section in any of the Plans address recovery considerations

   B.13 b. (ii). Evaluate the adequacy of emergency provisions and procedures

   B.13.b (iii). Recommend improved positions if weaknesses exist

B.13.c. Audit the Plan Documentation Control Procedures

   B.13.c. (i). Determine whether the Plans are available to key personnel

   B.13.c. (ii). Review update procedures

   B.13.c. (iii). Demonstrate that update procedures are effective

   B.13.c. (vi). Examine the provision of secure backup copies of the Plans for emergency use

   B.13.c. (v). List those individuals with copies of the Plans

   B.13.c. (vi). Ensure that plan copies are current

SUBJECT AREA 9 – CRISIS COMMUNICATIONS

Develop, co-ordinate, evaluate, and exercise plans to communicate with internal stakeholders, (employees, corporate management, etc) external stakeholders (customers, shareholders, vendors, suppliers, etc.) and the media (print, radio, television, Internet, etc.).

A.T   THE PROFESSIONAL'S ROLE IS TO:

A.1   Establish Programs for Proactive Crisis Communications

A.2   Establish Necessary Crisis Communication Co-ordination with External Agencies (local, state, national government, emergency responders, etc.)

A.3   Establish Essential Crisis Communications with Relevant Stakeholder Groups

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

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B.1   Identify and Develop a Proactive Crisis Communications Program

B.1.a. Internal (corporate and business unit level) groups

B.1.b. External groups (customers, shareholders, vendors, suppliers, public)

B.1.c. External agencies (local, state, national governments, emergency responders, regulators, etc.)

B.1.d. Media (print, radio, television, Internet)

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

B.2.a. Develop ongoing procedures/tools to manage relationships with multiple agencies as appropriate.

    B.2.a. (i) Local/state/national emergency services
    B.2.a. (ii) Local/state/national civilian defence authorities
    B.2.a. (iii) Local/state/national weather bureaux
    B.2.a. (iv) Other governmental agencies as appropriate

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

B.3.a. Develop ongoing procedures/tools to manage relationships with multiple stakeholders as appropriate.

B.3.a. (i) Owners/shareholders
B.3.a. (ii) Employees and their families
B.3.a. (iii) Key customers
B.3.a. (iv) Key suppliers
B.3.a. (v) Corporate/headquarters management
B.3.a. (vi) Other stakeholders

B.4 Establish Essential Crisis Communications Plans with the Media outlets:

B.4.a. Develop ongoing procedures/tools to manage relationships with the media:

B.4.a. (i) Print (newspapers, journals, etc.)
B.4.a. (ii). Radio
B.4.a. (iii) Television
B.4.a. (iv) Internet

B.5 Develop and Facilitate Exercises for Crisis Communication Plans

B.5.a. Establish exercise objectives annually

B.5.b. Co-ordinate and execute exercises

B.5.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 co-ordinating crisis, continuity and restoration activities with external agencies (local, state, national, emergency responders, defence, etc.) while ensuring compliance with applicable statutes or regulations.

A. T   HE PROFESSIONAL'S ROLE IS TO:

A.1   Identify and establish liaison procedures for Emergency Management

A.2   Co-ordinate Emergency Management with External Agencies

A.3   Maintain current knowledge of laws and regulations concerning Emergency Management as it pertains to the own organisation

B.   THE PROFESSIONAL SHOULD DEMONSTRATE A WORKING KNOWLEDGE IN THE FOLLOWING AREAS:

B.1   Identify Applicable Laws and Regulations Governing Emergency Management

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

   B.1.b. Identify statutory requirements for the industry in which the organisation participates

B.2   Identify and Co-ordinate with Agencies Supporting Business Continuity needs and aims.

   B.2.a. Identify and develop procedures with external agencies providing disaster assistance (financial and resources) to manage the ongoing relationships as appropriate.

   B.2.b. Work with statutory agencies to conform to legal and regulatory requirements as appropriate.

B.3   Develop and Facilitate Exercises with External Agencies

   B.3.a. Establish exercise objectives annually

   B.3.b. Co-ordinate and execute exercises

   B.3.c. Debrief and Report on Exercise Results, including action plans for revisions.

These standards have been produced in co-operation with the Disaster Recovery Institute International of the USA and are used by both bodies in their certification programmes.