

SUBJECT AREA 4 - BUSINESS CONTINUITY STRATEGIES

Leverage the outcome of the BIA and Risk Evaluation to develop and recommend business continuity strategies. The basis for these strategies includes consideration of both the recovery time objectives and recovery point objectives to assess and plan for support of the organization's critical functions.

A. THE PROFESSIONAL'S ROLE IS TO:

- A.1 Identify and Review Enterprise Business Continuity Strategy Requirements**
- A.2 Identify and Develop Unit Strategies**
- A.3 Consolidate Unit and Enterprise Strategies**

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

B.1 Identify and Review Enterprise Business Continuity Strategy Requirements

B.1.a. Identify business continuity strategic requirements

B.1.b. Identify and review business continuity alternatives using the following criteria

- (i) Advantages
- (ii) Disadvantages
- (iii) Cost
- (iv) Mitigation and control options

B.1.c Identify Alternative Facility and Offsite Requirements using the following criteria

- (i) Facilities
- (ii) Communications
- (iii) Utilities

B.2 Identify and Develop Unit Strategies

B.2.a. Consider:

- (i) Timeframes
- (ii) Options
- (iii) Location
- (iv) Required Personnel
- (v) Communications (crisis/media and voice/data)
- (vi) Equipment
- (vii) Raw Materials

B.2.b. Review technology continuity issues for each support service

B.2.c. Review continuity issues for support services not dependant on technology

B.2.d. Compare internal/external solutions

B.2.e. Develop preliminary cost/benefit analysis

B.2.f. Identify alternative business continuity strategies considering the following options

- (i) Do nothing
- (ii) Defer action
- (iii) Revert to manual procedures
- (iv) Develop reciprocal agreements
- (v) Utilize alternative site or business facility
- (vi) Utilize alternate source of product
- (vii) Contract third party service providers / outsourcers
- (viii) Utilize distributed processing
- (ix) Utilize alternative communications capabilities
- (x) Mitigate risk / potential impact

B.2.g Assess Viability of Alternative Strategies Against the Results of Business Impact Analysis

- (i) Clearly define business continuity and crisis planning objectives
- (ii) Develop a consistent method for evaluation.
- (iii) Establish baseline criteria for business continuity strategy options
- (iv) Analyze business needs criteria.

B.3 Consolidate Unit and Enterprise Strategies

- (i) Prioritize units/sites
- (ii) Assess physical resource requirements and allocation
- (iii) Assess personnel requirements and allocation
- (iv) Develop finalized cost/benefit analysis of strategies