

## **SUBJECT AREA 6 – BUSINESS CONTINUITY PLANS**

Design, develop, and implement Business Continuity Plans that provide continuity and/or recovery as identified by the organization's requirements.

### **A. THE PROFESSIONAL'S ROLE IS TO:**

**A.1 Identify Requirements for Plan Development.**

**A.2 Design framework for Plan Development.**

**A.3 Identify the Process to support the plan.**

**A.4 Publish completed plan.**

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

#### **B.1 Identify Requirements for Plan Development.**

B.1.a. Determine scope for BC plan

(i) Plan Types:

- Strategic
- Tactical
- Operational

(ii) Event Phase

- Prior Warning, e.g. hurricane
- Immediate Aftermath
- Damage Contained
- Resumption
- Return-to-Normal

(iii) Planning Scenarios

- Short-term (less than 1 month outage)
- Long-term (more than 3 month outage)
- Local (Site or campus specific)
- Regional (e.g., Katrina)
- Pandemic

B.1.b. Define Roles and Responsibilities for Plan Development

- Identify necessary teams to perform required tasks

B.1.c. Create action plans / checklists for Plan Development

- Identify tasks to be undertaken

B.1.d. Review, evaluate and recommend tools e.g. planning software, database(s)

B.1.e. Develop templates to acquire information on processes, technology matrices and flowcharts

- (i) Locate and catalogue organization information
- (ii) Identify other supporting documentation

B.1.f. Recommend and Develop Plan Development procedures, which includes:

- (i) Business and organizational processes
- (ii) Technology
- (iii) Legislative
- (iv) Vendors and contractors

B.1.g. Identify, document and agree upon key phases/timetable for plan development.

B.1.h. Identify high probability incidents/events as per organization.

B.1.i. Define severity criteria.

B.1.j. Define escalation criteria / decision matrix

**B.2 Design Framework for Plan Development.**

B.2. a. Plan designs and structures

- (i) Define how plan structures are tied to the organization
- (ii) Document structure and design of plans
- (iii) Ensure built-in mechanisms to facilitate maintenance
- (iv) Define required plan methodology for data gathering

B.2.b Select and implement agreed upon planning tools based on evaluation process.

B.2 c. Allocate tasks and responsibilities to plan development teams

B.2.d. Define Table of Contents which may include but not limited to the following:

- (i) Introduction
- (ii) Policy Statements
  - Business Continuity
  - Confidentiality Statement
  - Risk Management
  - Security
- (iii) Scope / Objectives
  - Tie to organizational strategy and business continuity policies
- (iv) Assumptions
- (v) Essential business functions
- (vi) Business Continuity Processes, procedures and Communication
- (vii) Incident Command
  - Activation of plans
  - Declaration
  - Succession planning
  - Damage assessment
- (viii) Business Continuity Plans
  - Mobilizing alternate resources
  - Managing alternate resources
- (ix) Operational Plans
  - Recovery Teams
  - Team description, organization, and responsibilities
  - Personnel – primary and alternates
  - Required Resources that may include:
    - End-user requirements
    - Vital records
    - Voice and data communications
    - Key contacts / suppliers
    - Storage requirements
    - Equipment requirements

- (x) Communication
  - Notification
  - Statuses
  - Media Releases
- (xi) Testing / Maintenance

### **B.3 Identify the Process to support the plan.**

B.3.a. Establish procedures to transition from emergency response to business continuity plan.

B.3.b. Create an action plan for assessing damage that may include:

- (i) Economics of repair versus replacement
- (ii) Capabilities of salvage specialists in selecting and applying relevant methods of contamination analysis
- (iii) Criteria for selecting appropriate sub-contractors for salvage operations

B.3.c. Recovery site activation

B.3.d. Process continuity

- (i) Recommend alternative ways to conduct business when normal resources are unavailable
- (ii) Provide recovery infrastructure that may include:
  - Administration/logistics
  - New equipment
  - Technical services
  - Application support
  - Network communications
  - Network engineering
  - Operations
  - Inter-site logistics and communications
  - Data preparation
  - Production control
  - End user liaison

B.3.e. Define restoration strategy

- (i) Demonstrate ability to reduce consequential losses.

- (ii) Agree upon restoration methods for business assets (e.g., equipment, electronics, documents, data, furnishings, premises, plant, computers, etc.).
- (iii) Understand the approval process for restoration and especially the implications of warranties.

B.3.f. Identify continuity functions for the following including qualifications, responsibilities and resources required:

- (i) Communications (public relations/media, client and employee)
- (ii) Personnel/human resources.
- (iii) Security (physical, data, etc...)
- (iv) Insurance/risk management
- (v) Method/procedures to easily transfer business functions.
- (vi) Critical equipment; acquisition and/or reconditioning timeframes
- (vii) Transportation
- (viii) Legal
- (ix) Relations/liaison with regulatory bodies
- (x) Investor relations
- (xi) Labor relations
- (xii) Relations with other involved groups (example(s) include customers, vendors, suppliers, etc...).

B.3.g. Develop specific procedures for each continuity function which may include:

- (i) Department, individual and or site plan level.
- (ii) Checklists
- (iii) Technical procedures
- (iv) Status reporting

B.3.h. Develop specific procedures to support operational plans which may include:

- (i) Support of essential business functions.

- (ii) Coordination of disaster site recovery and restoration progress.
- (iii) Coordination of migration back to permanent site.
  - Staggering migration based on business priority.
  - Coordinate vendor and mail delivery.
  - Shut down of recovery site.

B.3.i. Document processes and procedures for voice communications recovery plans

B.3.j. Document processes and procedures for data communications recovery

B.3.k. Draft the Plans

- (i) Prepare initial draft
- (ii) Forward plan draft to plan development team / business process owners
- (iii) Review the plan
- (iv) Revise plan content
- (v) Provide final draft to plan development teams / business process owners
- (vi) Obtain Sign-off

#### **B.4 Publish completed plan.**

B.4.a. Ensure required tasks are completed for plan implementation that may include the following:

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

B.4.b. Publish and distribute plan

- (i) Establish procedures for distribution and control of plans
- (ii) Establish procedures for distribution and control of plan changes and updates