

Project Initiation & Management

Risk Evaluation & Control

Business Impact Analysis

Developing Business Continuity Strategies

Emergency Response & Operations

Developing & Implementing Business Continuity Plans

Awareness & Training Programs

Maintaining & Exercising Business Continuity Plans

Crisis Communications

Coordination With External Agencies

Professional Practices for Business Continuity Practitioners



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INTRODUCTION

Business Continuity Management is defined as a 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.

The primary objective of Business Continuity Management is to allow the Executive to continue to manage business operations under adverse conditions, by the introduction of appropriate resilience strategies, recovery objectives, business continuity, operational risk management considerations and crisis management plans.

The sections within these standards are not presented in any particular order of importance or sequence, as it may be necessary to undertake or implement sections in parallel during the development of the BCM Program.

SUBJECT AREA OVERVIEW

1. Program Initiation and Management

Establish the need for a Business Continuity Management (BCM) Program, including resilience strategies, recovery objectives, business continuity, operational risk management considerations and crisis management plans. The prerequisites within this effort include obtaining management support and organizing and managing the formulation of the functions or processes required to construct the BCM framework.

2. Risk Evaluation and Control

Determine the risks (events or surroundings) that can adversely affect the organization and its resources (example(s) include: people, facilities, technologies) due to business interruption; the potential loss of such events can cause and the controls needed to avoid or mitigate the effects of those risks. As an outcome of the above, a cost benefit analysis will be required to justify the investment in controls.

3. Business Impact Analysis

Identify the impacts resulting from business interruptions that can affect the organization 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 established and approved.

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 is both the recovery time and point objectives in support of the organization's critical functions.

5. Emergency Response and Operations

Identify an organizations' readiness to respond to an emergency in a coordinated, timely and effective manner. Develop and implement procedures for initial response and stabilization of situations until the arrival of authorities having jurisdiction (if/when).

6. Business Continuity Plans

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

7. Awareness and Training Programs

Prepare a Program to create and maintain corporate awareness and enhance the skills required to develop and implement Business Continuity Management.

8. Business Continuity Plan Exercise, Audit and Maintenance

Establish an exercise/testing program which documents plan exercise requirements including the planning, scheduling, facilitation, communications, auditing and post review documentation. Establish maintenance program to keep plans current and relevant. Establish an audit process which will validate compliance with standards, review solutions, verify appropriate levels of maintenance and exercise activities and validate the plans are current, accurate and complete.

9. Crisis Communications

Develop and document the action plans to facilitate communication of critical continuity information. Coordinate and exercise with stakeholders and the media to ensure clarity during crisis communications.

10. Coordination with External Agencies

Establish applicable procedures and policies for coordinating continuity and restoration activities with external agencies (local, regional, national, emergency responders, defense, etc.) while ensuring compliance with applicable statutes and regulations.

SUBJECT AREA 1 – PROGRAM INITIATION and MANAGEMENT

Establish the need for a Business Continuity Management (BCM) Program, including resilience strategies, recovery objectives, business continuity, operational risk management considerations and crisis management plans. The prerequisites within this effort include obtaining management support and organizing and managing the formulation of the functions or processes required to construct the BCM framework.

A. THE PROFESSIONAL’S ROLE IS TO:

- A.1 Establish the need for the Business Continuity Program**
- A.2 Present and Obtain Management Program support and approval of BCM Program**
- A.3 Lead designated Sponsors in Defining Objectives, Program Structure, Policies and Management of Critical Success Factors**
- A.4 Develop Budget requirements.**
- A.5 Coordinate and Manage the implementation of the overall Program**
- A.6 Oversee the ongoing effectiveness of the Program**
- A.7 Report to Senior Management on Program status on regular basis.**

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

B.1 Establish the Need for the Business Continuity Program

B.1.a. Research and reference relevant legal/regulatory/statutory/contractual needs and restrictions both from an internal and external perspective, providing recommendations on conformance and compliance requirements for the organization.

B.1.b. Reference relevant standards developed by industry trade or National Standards bodies and/or associations where appropriate

B.1.c. Develop relevant organizational policies

B.1.d. Identify and resolve any conflicts between organizational policies and relevant external requirements

B.1.e. Adequately addresses and record any gaps or opportunities identified in an organizational audit report (either internal or external sources)

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

B.2 Present and obtain Management support and approval of BCM Program

B.2.a. Develop formal reports and presentations focused on increasing the awareness of risks to the organization from a Business Continuity Management (BCM) perspective

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

B.2.c. Explain executive management's role including their accountability and liability within the BCM Process

B.2.d. Gain organizational commitment to the BCM process

B.2.e Obtain executive sponsorship for BCM Program development

B.3 Lead designated Sponsors in Defining Objectives, Program Structure, Policies and Management of Critical Success Factors

B.3.a. Establish Planning/Steering Committee with roles/responsibilities, scope and membership

B.3.b. Develop a suitable set of objectives for the BCM process

B.3.c. Develop a mission statement/charter for the BCM process

B.3.d Define BCM Program structure, its policies and critical success factors

B.3.e Identify teams for BCM implementation and execution including the following:

- Emergency management
- Incident response
- Crisis management
- Business continuity (multi-location, multi-divisions, etc.)
- Recovery/response and restoration

B.4 Develop Budget Requirements

B.4.a. Clearly define and obtain resource requirements for BCM Program

B.4.b. Obtain estimates of financial requirements

B.4.c. Review and confirm validity of financial estimates against resource requirements

B.4.d. Negotiate resource and financial requirements with management

B.4.e. Obtain executive approval for budget requirements

B.5. Coordinate and Manage the implementation of the overall Program

B.5.a. Identify tasks required to support the agreed upon critical success factors

B.5.b Develop the required action plans to support the above including necessary items such as:

- Schedule
- Time estimates
- Milestones
- Personnel requirements

B.6. Oversee the ongoing effectiveness of the Program

B.6.a Develop the on-going management and documentation requirements for the BCM Program

B.6.b Monitor, track and report to established BCM compliance standards

B.7. Report to Senior Management on Program status on a regular basis

B.7.a. Develop a schedule to report the progress of the BCM Program to senior managers

B.7.b. Develop regular status reports for senior management that contain concise, pertinent, accurate, and timely information on key elements of the BCM Program.

B.7.c. Provide updates on the State of the BCM Program and make recommendations for Program enhancements on an on-going basis.

SUBJECT AREA 2 - RISK EVALUATION and CONTROL

Determine the risks (events or surroundings) that can adversely affect the organization and its resources (example(s) include: people, facilities, technologies) due to business interruption; the potential loss of such events can cause and the controls needed to avoid or mitigate the effects of those risks. As an outcome of the above, a cost benefit analysis will be required to justify the investment in controls.

A. THE PROFESSIONAL'S ROLE IS TO:

- A. 1 Obtain Information about the Organization's Risk Tolerance from Management**
- A. 2 Identify and Implement Information Gathering Activities**
- A. 3 Identify Potential Exposures/Risks to the Organization based on Risk Category**
- A. 4 Qualify and Prioritise the Exposures Identified**
- A. 5 Identify Controls and Safeguards to Avoid and Mitigate the Effect of the Loss Potential**
- A. 6 Evaluate the Effectiveness of Controls and Safeguards**
- A. 7 Document and Present Risk Assessment to Senior Management for Approval**

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

B. 1 Obtain Information about the Organization's Risk Tolerance from Management

B.1.a. Interview the Organization's Legal Counsel and other pertinent areas (such as Financial Officer, Operations Officer, Risk Officer, etc...) to identify the relevant risk related issues

B.1.b. Work with management to select an appropriate cost benefit analysis model

B.1.c. Establish the measurement criteria necessary to quantify risk tolerance

B. 2 Identify and Implement Information Gathering Activities

B.2.a. Determine methods of information gathering

- (i) Determine information sources
- (ii) Determine the credibility of the information sources

B.2.b. Develop a strategy to gather information consistent with business issues and organizational policies.

B.2.c. Develop a strategy to gather information that can be managed across business divisions and organizational locations

B.2.d. Create organization-wide methods of information collection and distribution

- (i) Forms and questionnaires
- (ii) Interviews
- (iii) Meetings
- (iv) Documentation review
- (v) Analysis

B. 3 Identify Potential Exposures/Risks to the Organization Based on Risk Categories

B.3.a. Identify the categories of risk associated with a risk analysis process. Risk categories include, but are not limited to:

- (i) Facility Risk
- (ii) Security Risks (both physical and data integrity)
- (iii) Reputation
- (iv) Procedural
- (v) Information Technology (including operational infrastructure)
- (vi) People
- (vii) Supply Chain (including outsourcing)
- (viii) Compliance

B.3.b. Identify exposures from both internal and external sources. Internal and External sources include, but are not limited to:

- (i) Natural, man-made, or technological

- (ii) Accidental versus intentional
- (iii) Internal versus external
- (iv) Controllable exposures/risks versus those beyond the organization's control
- (v) Events with prior warnings versus those with no prior warnings

B.4 Qualify and Prioritize the Exposures Identified

B.4.a. Develop a quantifiable method to evaluate exposures/risks in terms of probability and severity

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

- (i) Qualitative and quantitative methodologies
- (ii) Advantages and disadvantages
- (iii) Reliability/confidence factors
- (iv) Basis of mathematical formulas used

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

B.4.d. Evaluate risks and classifies them according to relevant criteria including, but not limited to:

- (i) Risks under the organization's control
- (ii) Risks beyond the organization's control
- (iii) Exposures with prior warnings (such as tornadoes and hurricanes)
- (iv) Exposures with no prior warnings (such as earthquakes)

B.4.e. Evaluate impact of risks and exposures on those factors essential for conducting business operations:

- (i) Availability of personnel
- (ii) Availability of information technology
- (iii) Availability of communications technology
- (iv) Status of infrastructure (including transportation), etc...

B. 5 Identify Controls and Safeguards to Avoid and Mitigate the Effect of the Loss Potential

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

B.5.a. Physical protection

- (i) Identify requirements necessary to restrict access at all pertinent levels (e.g., building, room, etc.)
- (ii) Investigate the need for barriers and strengthened structures to determine wilful and accidental and/or unauthorized entry
- (iii) Location: physical construction, geographic location, corporate neighbors', facilities infrastructure, community infrastructure
- (iv) Identify the need for the use of specialist personnel to conduct checks at key entry points
- (v) Evaluate the need for manned and/or recorded surveillance equipment to control access points and areas of exclusion; including detection, notification, suppression (e.g., sensors, alarms, sprinklers)
- (vi) Review security and access controls, tenant insurance, leasehold agreements

B.5.b. Logical protection

- (i) Assess the need for system-provided protection of data stored, in process, or in translation; information backup and protection
- (ii) Evaluate information security: hardware, software, data, and network monitoring (e.g., detection, notification, etc.)

B.5.c. Location of assets

- (i) Evaluate 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 (telco, power, water, etc.)
- (v) Interface with outside agencies (vendors, suppliers, outsourcers, etc.)

B.5.d. Identify the organization's possible security exposures and risks, including but not limited to:

- (i) Physical security of all assets (premises, equipment, etc.)
- (ii) Information security - computer room and media storage area security
- (iii) Communications security - voice and data communications security
- (iv) Network security - intranet security, Internet security
- (v) Personnel security

B.5.e. Develop preventive and pre-planning options

- (i) Cost/benefit
- (ii) Implementation priorities, procedures, and control
- (iii) Testing
- (iv) Audit functions and responsibilities
- (v) Understand options for risk management and selection of appropriate or cost-effective responses (examples include: risk avoidance, transfer, or acceptance of risk).

B. 6 Evaluate the Effectiveness of Controls and Safeguards

B.6.a. Evaluate security-related communications flow with other internal areas and external service providers.

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

B.6.c. Evaluate controls and recommends changes, if necessary, to reduce impact due to risks and exposures

- (i) Controls to inhibit impact exposures: preventive controls (such as passwords, smoke detectors, and firewalls)
- (ii) Controls to compensate for impact of exposures: reactive controls (such as hot sites)

B.6.d. Establish disaster scenarios based on risks to which the organization is exposed. The disaster scenarios should be based on situations severe in magnitude, occurring at the worst possible time, resulting in severe impairment to the organization's ability to conduct business.

B.6.e. Advise on feasible, cost-effective security measures required to prevent/reduce security-related risks and exposures

B.6.f. Establish ongoing support of evaluation process

B. 7 Document and Present Risk Assessment to Senior Management for Approval

B.7.a. Prepare risk assessment report

B.7.b. Present findings of risk assessment

- (i) Controls satisfactory
- (ii) Recommend new controls
- (iii) Recommend control improvements
- (iv) Consider appropriate areas to transfer risk
- (v) Document areas that management accepts risk

B.7.c. Determine next steps to begin the development of Business Continuity strategies

- (i) Consider impacts from BIA
- (ii) Consider risks and exposures from risk analysis

SUBJECT AREA 3 - BUSINESS IMPACT ANALYSIS

Identify the impacts resulting from business interruptions that can affect the organization 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 established and approved.

A. THE PROFESSIONAL'S ROLE IS TO:

A. 1 Establish the Business Impact Analysis (BIA) Process and Methodology

A. 2 Plan and Coordinate Data Gathering and Analysis

A. 3 Prepare and Present the BIA Report to Management

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

B. 1 Establish the Business Impact Analysis Process and Methodology

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. Identify, define and obtain management approval for criticality criteria

- (i) Recommend and obtain agreement as to how potential financial and non-financial impact can be quantified and evaluated
- (ii) Identify and obtain agreement on requirements for non-quantifiable impact information
- (iii) Establish definition and criticality scale (e.g., high, medium, low)
- (iv) Negotiate with management for acceptance of criticality scale

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

- (i) Develop questionnaire and instructions as required
- (ii) Determine data analysis methods (manual or computer)

- (iii) Data collection via questionnaires
 - a. Understand the need for appropriate design and distribution of questionnaires, including explanation of purpose, to participating departmental managers and staff
 - b. Manage project kick-off meetings to distribute and explain the questionnaire
 - c. Support respondents during completion of questionnaires
 - d. Review completed questionnaires and identify those requiring follow-up interviews
 - e. Conduct follow-up discussions when clarification and/or additional data is required
- (iv) Data collection via interviews only

Provide consistency with the structure of each interview being predefined and following a common format

- Ensure the base information to be collected at each interview is predefined
- Enable each interviewee to review and verify all data gathered.
- Schedule follow-up interviews, if initial analysis shows a need to clarify and/or add to the data already provided

- (v) Data collection via workshop
 - a. Set a clear agenda and set of objectives
 - b. Identify the appropriate level of workshop participants and obtain agreement from management
 - c. Choose appropriate venue, evaluating location, facilities, and participant availability
 - d. Facilitate and lead the workshop
 - e. Ensure workshop objectives are met
 - f. Ensure all outstanding issues at the end of the workshop are identified and appropriate follow up conducted

B.1.e. Determine report format, content and obtain management approval for next steps.

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

B. 2 Plan and Coordinate Data Gathering and Analysis

B.2.a. Identify all Organization Functions

- (i) Collect and review existing organizational charts
- (ii) Working with the BIA sponsor to identify the major areas of the organisation

B.2.b. Identify and Train Knowledgeable Functional Management Representatives

- (i) Working with the BIA sponsor to identify specific individuals to represent the major areas of the organisation
- (ii) Identify functional management team members to participate in the collection process
- (iii) Inform the selected individuals of the BIA process and its purpose
- (iv) Identify training requirements and establish a training schedule and undertake training as appropriate

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

- (i) Effects of disruptions
 - a. Loss of key personnel and assets (physical, informational, financial and intangible)
 - b. Disruption to the continuity of service and operations
 - c. Violation of law/regulation
 - d. Public perception
- (ii) Business Impact
 - a. Financial
 - b. Customers and suppliers
 - c. Public relations/credibility/reputation
 - d. Legal

e. Regulatory requirements/considerations

f. Environmental

g. Operational

h. Personnel

i. Other resources

(iii) Loss Exposure

a. Quantitative

- Property loss
- Revenue loss
- Fines
- Cash flow
- Accounts receivable
- Accounts payable
- Legal liability
- Human resources
- Additional expenses/increased cost of working

b. Qualitative

- Human resources
- Morale
- Stakeholder confidence
- Legal
- Social and corporate image
- Financial community credibility

B.2.d. Determine Recovery Objectives and Minimum Resource Requirements

(i) Determine recovery objectives for core and support business functions based on level of criticality.

(ii) Determine the prioritization of Business Processes

a. Determine the order of recovery for core and support business functions and systems based on parallel and interdependent activities.

b. Interdependencies between the business and technology processes and technology.

- Intradepartmental
- Interdepartmental

- External relationships

- (iii) Determine minimum resource requirements for resumption and recovery of core and support business functions.
 - a. Internal and external resources
 - b. Owned versus non-owned resources
 - c. Existing resources and additional resources required

B.2.e. Evaluate Replacement Times and Costs

- (i) Key personnel
- (ii) Equipment
- (iii) Data
- (iv) Raw materials
- (vi) Other

B.2.f. Vital Records Management

- (i) Identify vital records in the organization, including paper and electronic, and establish when records will be needed during recovery.
- (ii) Evaluate existing backup and restoration procedures to ensure they are adequate to protect vital records.
- (iii) Advise on and implement feasible, cost-effective backup and restoration procedures for vital records.
- (iv) Establish guidelines and procedures to ensure the current version of the vital records is available and outdated backups are deleted/destroyed in an appropriate manner.

B. 3 Prepare and Present the BIA Report to Management

B.3.a. Prepare Business Impact Analysis report

- (i) Prepare draft BIA report using initial impact findings and issues, as outlined in Sections B.1.d. and B.1.e.
- (ii) Provide a statement of organizational goals and objectives

- (iii) Summarize impacts of those goals and objectives as a result of a disruption
- (iv) Provide a summary of resource requirements over time to recover and resume operations
- (v) Issue draft report to participating functional management representatives and request feedback
- (vi) Review functional management representative feedback and, where appropriate, revise findings accordingly, or add to outstanding issues
- (vii) Schedule a workshop or meeting with participating functional management representatives to discuss initial findings, when necessary
- (viii) Ensure that initial findings are updated, as necessary, to reflect changes arising from these meetings
- (ix) Prepare final Business Impact Analysis report

B.3.b. Present Business Impact Analysis report

- (i) Prepare and submit formal presentation of Business Impact Analysis findings to senior management.
- (ii) Obtain support from the Business Continuity Management sponsor for the Business Impact Analysis report and approval to move on to the Risk Evaluation phase of the Business Continuity Management process.

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

SUBJECT AREA 5 - EMERGENCY PREPAREDNESS and RESPONSE

Identify an organizations' readiness to respond to an emergency in a coordinated, timely and effective manner. Develop and implement procedures for initial response and stabilization of situations until the arrival of authorities having jurisdiction (if/when).

A. THE PROFESSIONAL'S ROLE IS TO:

- A.1 Identify Potential Types of Emergencies and the Responses Needed.**
- A.2 Identify and Review Existing Emergency Response Procedures.**
- A.3 Recommend the Development/Improvement of Emergency Procedures.**
- A.4 Recommend the Development of Command and Control Procedures.**

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

B. 1 Identify Potential Types of Emergencies and the Responses Needed.

B.1.a Identify Potential Types of Emergencies

- (i) Natural, Manmade and Technological
- (ii) Accidental vs. Intentional
- (iii) Internal vs. External
- (iv) Controllable Exposures/Risks vs. those beyond organizations control
- (v) Events with prior warnings vs. those with no prior warnings

B.1.b Identify Potential Responses by emergency type

- (i) Strategic Phase
 - a. Pre incident Preparation
 - Establish Relationships with internal and external authorities (i.e., Internal Security groups, Public agencies, etc...)

- Development of Monitoring and Reporting process (i.e., escalation procedures).
- Identify necessary first response teams including roles and responsibilities.

b. Review and receive signoff from Management on Strategic Phase.

(ii) Tactical Phase

a. First Responders

- Evacuation
- Medical care and personnel counselling
- Hazardous material response
- Fire fighting
- Internal and external Communication

b. Emergency Stabilization

- Execution of emergency response and triage procedures, which includes:
 - Priorities for actions
 - Implementation of first aid and medical treatment
 - Identify location and implement procedures to liaise with emergency services for transportation to nearby hospitals.

c. Facility stabilization

- Damage Assessment
- Establishment of command center

B.2 Identify and review existing Emergency Response Procedures.

B.2.a. Protection of personnel

- (i) Personnel assembly locations and process for ensuring identification, safety and overall welfare of all employees including appropriate escalation procedures as required.
- (ii) Provide for communication with staff, next-of-kin, and dependents.
- (iii) Understand implications of statutory regulations.

B.2.b Incident Assessment

- (i) Analyse the situation and provide effective assessment report
- (ii) Estimate the direct impact of the event on the organisation

- (iii) Communicate situation to employees at involved facility and any other organization locations
- (iv) Demonstrate awareness of the likely media interest and formulate a response in conjunction with any existing public relations and/or existing marketing unit.
- (v) Understand the issues to be considered when recommending or making decisions on continuity options

B.2.c. Response process.

B.2.d. Incident Containment

- (i) Understand the principles of salvage and loss mitigation.
- (ii) Understand available options to support facility and or business impacts.
- (iii) Maintain principles of security (personnel, physical and information)
- (iv) Maintain access restriction to impacted area

B.3 Recommend the Development/Improvement of Emergency Procedures.

B.3.a. Life Safety

- (i) Establish assembly points
- (ii) Establish communication process to be followed during an emergency.
- (ii) Develop procedures to manage employee tracking in the event of an emergency.
- (iv) Identify “shelter in place” process and related communication.

B.3.b. Strategy for initial on-site activity

- (i) Understand the need for and, if necessary, prepare an action plan for site safety, security, salvage and restoration as well as stabilization efforts.
- (ii) Identify appropriate methods for protection of assets on-site, including equipment, premises, and documentation.
- (iii) 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.),

- a. Specify type of information these agencies may require.
- b. Establish procedures with public authorities for facility access.
- (v) Establish procedures with 3rd party service providers including appropriate contractual agreements.
- (vi) Establish command center to coordinate and communicate with employees, emergency services, police, etc

B.3.c. Salvage and Restoration

- (i) Assemble appropriate teams.
- (ii) Understand the need for effective incident diagnosis.
- (iii) Understand the need for resource coordination at the affected site.
- (iv) Develop internal escalation procedures to support resource requirements during an incident.

B.4 Recommend the Development of Command and Control Procedures

B.4.a. Identify Command and Control Requirements

- (i) Designing and equipping the Emergency Operations Centre
- (ii) Command and decision authority roles during the incident.
- (iii) Communication vehicles (e.g., e-mail, radio, messengers, and cellular telephones, etc.).
- (iv) Logging and documentation methods.
- (v) Understand the need for escalation and engagement of additional internal and external services.
- (vi) Develop Continuity of Leadership process for Emergency Operations.

B.4.b Command and Control Procedures

- (i) Develop procedures to support the above requirements.
- (ii) Define Immediate Roles and Responsibilities.
- (iii) Define communication process.

B.4.c. Establish Physical or Virtual Emergency Operations Center (EOC)

- (i) Opening the Emergency Operations Center.
- (ii) Security for the Emergency Operations Center.
- (iii) Scheduling the Emergency Operations Center teams.
- (iv) Management and operations of the Emergency Operations Center.
- (v) Closing the Emergency Operations Center.

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

SUBJECT AREA 7 - AWARENESS and TRAINING PROGRAMMES

Prepare a program to establish and maintain corporate awareness that Business Continuity Management (BCM) is a part of normal business management and to develop and enhance the skills required to create and implement BCM.

A. THE PROFESSIONAL'S ROLE IS TO:

- A.1 Establish Objectives and Components of Corporate BCM Awareness and 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 structure and delivery mechanisms for training**

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

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

B.1.a. Obtain support of Senior Management.

- (i) Secure adequate budget.
- (ii) Define program management approach and implementation timeframes.

B.1.b. Obtain Commitment from Managers and Operational Staff who will implement BCM.

B.1.c. Align BCM to business priorities.

B.1.d. Define the desired level of awareness based on responsibilities.

B.2 Identify Functional Awareness & Training Requirements

B.2.a. Awareness assessment necessary to assess current levels of awareness against desired levels.

- (i) Assess awareness gaps.
- (ii) Identify and document the BCM roles and responsibilities.
- (iii) Define measures for desired levels of awareness.
- (iv) Re-assess periodically

B.2.b. Identify and prioritize internal target groups.

- (i) Management
- (ii) Team members
- (iii) Key stakeholders
- (iv) New employee orientation
- (v) Employee refresher program.

B.2.c. Identify and prioritize external target groups

- (i) Key stakeholders
- (ii) Third parties

B.2.d. General Staff requirements may include:

- (i) Initial notification
- (ii) Responding to specific threats or events.
- (iii) What to do when evacuated from the work site.
- (iv) Knowledge of recovery plans.

B.2.e. Identify Training Structure

- (i) Define Training roles and responsibilities.
- (ii) Prioritize teaching points defining the BCM message to be assimilated.
- (iii) Select order and delivery methods.
- (iv) Re-Assess awareness levels.

B. 3 Develop Awareness & Training Methodology

B.3.a. Conduct Awareness assessment

- (i) Identify documentation to be used
 - Corporate policy statements
 - Incident Management Response Reports
 - Previous tests and exercise results
 - Business metrics
- (ii) Distribute awareness surveys.

B.3.b. Gain feedback through focus groups

B.3.c. Initiate plan to address awareness gaps

B.3.d. Identify trends and new developments

B.3.e. Develop program to target audience based on recommendations received.

- (i) Design and Plan training process
- (ii) Identify metrics required.
- (iii) Identify Skill set necessary.
- (iv) Conduct Pilot program

B.3.f. Identify Delivery Methods

- (i) Computer based
- (ii) Web Based
- (iii) Instructor Lead
- (iv) Scenario based
- (v) Instructional Guides & Templates
- (vi) Briefing Papers
- (vii) Newsletters, Bulletins, Articles
- (viii) Train the Trainer

B. 4 Identify and Acquire Awareness & Training Tools

- B.4.a. Internal (In-house)
- B.4.b. External (Outsourced)
- B.4.c. Software Packages
- B.4.d. Intranet BCM Sites
- B.4.e. Business Continuity and Incident Management exercises
- B.4.f. Awareness special events
- B.4. g. Brochures of Frequently Asked Questions
- B. 4. h. Distance Learning (CBT, Video, books, periodicals)

B.5 Identify External Awareness & Training Opportunities

- B.5.a. Conferences
- B.5.b. Seminars
- B.5.c. Symposia
- B.5.d. User Groups and Associations
- B.5.e. White Papers/Publications
- B.5. f.. Regional Networks and Working Groups
- B.5. g. Industry sector working groups
- B.5. h. Certification bodies
- B. 5. i. Formal academic education programs

B.6 Identify structure and delivery mechanisms for training

- B.6.a. Identify business and audience requirements.
- B.6.b. Complete comparative analysis of tools and opportunities.
- B.6.c. Document program components.
- B.6.d. Identify level of expertise.
- B.6.e. Deliver training

SUBJECT AREA 8 – BUSINESS CONTINUITY PLAN EXERCISE, AUDIT, and MAINTENANCE

Establish an exercise/testing program which documents plan exercise requirements including the planning, scheduling, facilitation, communications, auditing and post review documentation. Establish maintenance program to keep plans current and relevant. Establish an audit process which will validate compliance with standards, review solutions, verify appropriate levels of maintenance and exercise activities and validate the plans are current, accurate and complete.

A. THE PROFESSIONAL’S ROLE IS TO:

- A.1** Establish an Exercise/Testing Program
- A.2** Establish Plan Maintenance Program
- A.3** Establish a Business Continuity Audit Process
- A.4** Communicate Exercise/Test Results and Recommendations

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

B.1 Establish an Exercise/Testing Program

B.1.a Develop an exercise program which meets organizational continuity objectives.

- (i) Obtain executive sponsorship for exercise/testing program development
- (ii) Align with the organizations business strategy and tactical requirements.
- (iii) Provide a high level of confidence for the continuity of operations.
- (iv) Develop a realistic, progressive and cost effective program.

B.1.b Document exercise/testing standards and guidelines.

- (i) Document Exercise Requirements
 - a. Identify test types which may include, business, facility and technical testing
 - Walk-through / tabletop reviews

- Integrated (transmission of data to/from multiple applications/systems)
- Backup and connective validation to another application(s)/system(s)
- Standalone
- Call trees
- Line of business (LOB) functional processes
- Facilities, e.g. buildings and work areas

b. Define testing program objectives and select appropriate scenarios

c. Define assumptions and limitations

d. Identify Participants and their Roles and

- Responsibilities
- Recovery Team(s)
- Observers/reporters
- Time keepers
- Auditor/reviewers
- Facilitator
- Suppliers
- Out-sourced Services and Providers

(ii) Scheduling Exercises

a. Develop a multi-year progressive schedule

b. Develop specific testing schedule on an annual basis.

B.1.c Determine Exercise Requirements

(i) Define and document exercise objectives

a. Define and document in-scope/out-of-scope requirements

b. Approximate the types of incidents the organization is likely to experience. Include suitable activities to exercise various facets of the BC Strategies, example(s):

- Technical - does the equipment work?
- Procedural - are the procedures correct?
- Logistical - can people access the recovery facility and execute their recovery procedures?
- Timelines - can the required RTOs be achieved?

(ii) Define exercise notification process

- Announced/planned
- Unannounced/surprised
- (iii) Define and document criteria aligned with exercise objectives and scope:
 - Quantitative
 - Qualitative

B.1.d. Identify Pre Exercise activities

- (i) Identify resources required to conduct the exercise. Identify participants (example(s): business unit contacts, IT representatives, umpires, adjudicators, etc). Ensure all understand the objectives and their roles. Provide an inventory of hardware, software and physical assets required for the exercise (examples: PC/laptop, Security access, telephone, applications, printers, etc).
- (ii) Document and communicate specifications for the exercise environment.
 - Production vs. Test
 - Business Day vs. Weekend
- (iii) Provide a timetable of events and circulate to all participants, facilitators and adjudicators

B.1.e. Identify Exercise Activities

- (i) Conduct Exercise.
 - Should an incident occur during an exercise you should have a predetermined mechanism for cancelling the exercise and invoking the actual business continuity process.
- (ii) Record Exercise process.
 - Document exercise results via the activation and maintenance of the issues log.
- (iii) Declare end of exercise.
 - a. Shut down procedures.
 - b. Perform clean-up activities.

B.1.f. Identify Post Exercise activities

- (i) Conduct debriefing sessions to review exercise results and identify actions for improvements.
- (ii) Post-Exercise Reporting
 - a. Provide a comprehensive summary with recommendations,
 - b. Document Action Plan report
 - Identify Open Issues
 - Identify actionable items with responsibilities and timeframes for resolution.
 - Monitor (and escalate where necessary) progress to completion of agreed actions
 - c. Communicate Exercise Results
 - Document Lessons Learned
 - Document expected versus actual results
 - Document unexpected results

B.2 Establish Plan Maintenance Program

B.2.a. Define Plan Maintenance Method and Schedule

- (i) Define ownership of plan data
- (ii) Prepare maintenance schedules and review procedures
- (iii) Select maintenance tools
- (iv) Monitor maintenance activities
- (v) Establish plan update process
- (vi) Ensure that scheduled plan maintenance addresses all documented recommendations.

B.2.b Define Change Control Process

- (i) Analyse business changes with planning implications
- (ii) Develop change control procedures to monitor changes
 - Create proper version control; develop plan re-issue, distribution, and circulation procedures

- Identify plan distribution lists for circulation
- Process to update plans based on response to Audit findings

- (iii) Set guidelines for feedback of changes to planning function
- (iv) Implement change control process

B.3 Establish a Business Continuity Audit Process

B.3.a. Define Audit Method and schedule.

- (i) Select appropriate audit types.
 - Internal Audit
 - External Audit
 - Self Assessment

B.3.b. Document Audit Standards and Guidelines

- Select/Develop any needed audit tools

B.3.c Establish Audit Schedule

B.3.d. Conduct/Monitor Audit Activities

- (i) Audit the Plan Structures, Contents, and Action Sections
 - Audit BC Program requirements, documents and standards
 - Audit BC templates and plan
 - Audit test requirements and results
 - Audit repository for plan and test results
- (ii) Audit the Plan Documentation Control Procedures
 - Audit version control process and documentation
 - Audit distribution lists and associated processes
 - Audit change control process

B.3.e. Review Management response to Audit findings

- (i) Confirm responses have been submitted and action plans documented.
- (ii) Verify completed actions have been captured in the plan.

SUBJECT AREA 9 – CRISIS COMMUNICATIONS

Develop and document the action plans to facilitate communication of critical continuity information. Coordinate and exercise with stakeholders and the media to ensure clarity during crisis communications.

A. THE PROFESSIONAL’S ROLE IS TO:

- A.1** Establish Crisis Communications Program
- A.2** Develop Processes and Procedures to establish Programs for Proactive Crisis Communications
- A.3** Exercise Crisis Communications for the Program
- A.4** Implement Crisis Communication Plan at time of disaster event

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

B.1 Establish Crisis Communications Program

B.1.a Define Objectives, Scope and Program Structure

- (i) Develop guidelines for communications with Emergency Response Operations
- (ii) Define escalation procedures
- (iii) Establish Communications standards and guidelines

B.1.b Document Roles and Responsibilities

- Identify necessary teams to perform required tasks

B.1.c Define Crisis Communications Method and Schedule

- Identify notification process and or tools.

Call Tree
Automated Notification System
Email

B.1.d Establish Crisis Communications Policies

B.2 Develop Processes and Procedures to establish Programs for Proactive Crisis Communications

B.2.a. Identify groups to receive communications

- (i) Internal groups (examples include: corporate, lines of business, stakeholders)
- (ii) External groups (examples include: media, customers, vendors, suppliers, public, local, state and government agencies)
- (iii) Media (examples include: print, radio, television, and internet)
- (iv) Stakeholders

B.2.b. Develop communication processes and procedures for each identified group.

- (i) Internal Groups
 - Identify designated communications spokesperson (HR, Corporate Communications, etc...).
 - Identify most effective methods for communications (email and group distribution lists, conference calls, intranet sites, etc...).
 - Establish engagement criteria
 - Ensure communications align with organizational requirements.
 - Agree upon frequency of communications (pre, post and interim).
- (ii) External Groups
 - Identify designated communications spokesperson (Security, Corporate Services, Public Relations, etc...).
 - Identify most effective methods for communications (800 or Customer Service numbers, websites, mailing lists, Bridge or Notification lines, etc...).
 - Establish engagement criteria
 - Ensure communications target specific external audiences.
 - Agree upon frequency of communications (pre, post and interim).
- (iii) Media
 - Identify designated communications spokesperson (Corporate Communications, Public Relations, etc...).
 - Identify most effective methods for communications (Press release, Press Conference, Notification via radio, TV and other, etc...).
 - Establish engagement criteria
 - Ensure consistency in messaging throughout the organization.
 - Agree upon frequency of communications (pre, post and interim).
 - Develop ongoing methodologies to manage media relationships.

(iv) Stakeholders

- Define stakeholders as any persons or groups that have a vested interest in the organization and or can be affected by a crisis situation.
- Identify designated communications spokesperson (Corporate Communications, Public Relations, etc...).
- Identify most effective methods for communications (Direct communications via mail (either internet or post office), voicemail, etc...).
- Establish engagement criteria
- Ensure consistency in messaging throughout the organization.
- Agree upon frequency of communications (pre, post and interim).

B.3 Exercise Communications Plans for the Program.

B.3.a. Document Crisis Communications Exercise Standards and Guidelines

- (i) Scope and Objectives
- (ii) Establish Exercise Schedule
- (iii) Identify Crisis Management Declaration Team

B.3.b. Document Crisis Communications Exercise Requirements

- (i) Scope and Objectives
- (ii) Scenarios
- (iii) Identify Test Type

B.3.c. Conduct Crisis Communications Exercise

B.3.d. Document Crisis Communications Exercise Results

- (i) Open Issues
- (ii) Lessons Learned
- (iii) Update Communications Plans based on findings

B.4 Implement Crisis Communication Plan at time of disaster event

B.4.a. Crisis Management Declaration Team authorizes implementation

B.4.b. Implementation begins as per processes/procedures

SUBJECT AREA 10 - COORDINATION WITH EXTERNAL AGENCIES

Establish applicable procedures and policies for coordinating continuity and restoration activities with external agencies (local, regional, national, emergency responders, defense, etc.) while ensuring compliance with applicable statutes and regulations.

A. THE PROFESSIONAL'S ROLE IS TO:

A.1 Identify and establish organizational Emergency Management procedures.

A.2 Coordinate Emergency Management with External Agencies.

A.3 Maintain knowledge of current laws and regulations to support Emergency Management.

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

B.1 Identify and establish organizational Emergency Management procedures.

B.1.a. Identify relevant external agencies including their roles and responsibilities.

B.1.b. Develop and document response roles and escalation procedures (internally and externally) to support Emergency Management process.

B.1.c. Include legal and regulatory requirements as appropriate.

B.2 Coordinate Emergency Management with External Agencies.

B.2.a. Identify representatives and establish open dialogue with external agencies.

B.2.b. Identify objectives for Emergency Management program and align with specific external agencies process.

B.2.c. Assist in the development of the external agencies exercises requirements as appropriate.

B.2.d. Coordinate and execute exercises

- Participate in external exercises were appropriate.

- Extend invitation to external agencies to participate in organizational exercises as appropriate.

B.2.e. Debrief and Report on Exercise Results

- Identify and document internal action plans.
- Update internal recovery plans as appropriate.
- Share draft and final results with internal management.

B.3 Maintain knowledge of current laws and regulations to support Emergency Management.

B.3.a. Gather/identify sources of information on applicable laws and regulations (disaster recovery, environmental cleanup, business resumption, etc.) and determine their impact to the organization and/or industry.

B.3.b. Identify statutory requirements for the industry in which the organization participates.

B.3.c. Update internal plans as required.

B.3.d. Disseminate information to appropriate management and team members.