

Hiring a Continuity Management Professional

A Guide for Human Resources Managers



This guide is produced by:



Train.
Prepare.
Recover.

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Acronyms Used In This Document

ABCP	Associate Business Continuity Professional
AHCCP	Associate Health Care Continuity Professional
CBCA	Certified Business Continuity Auditor
CBCLA	Certified Business Continuity Lead Auditor
CBCP	Certified Business Continuity Professional.
CFCP	Certified Functional Continuity Professional
CGEIT	Certified in the Governance of Enterprise IT
CHCCP	Certified Health Care Continuity Professional
CISA	Certified Information Systems Auditor
CISM	Certified Information Security Manager
CISSP	Certified Information Systems Security Professional
MBCP	Master Business Continuity Professional

Introduction

No matter what your business, we operate in an increasingly complex world. As much as our work is enabled and enhanced through technology, relationships, and a global marketplace, these same factors present risks and vulnerabilities.

An investment in Continuity Management is your best bet to meet the obligations to your customers, shareholders, partners, and employees. Continuity Management will reduce risks, minimize losses, and help you meet your contractual obligations. Hiring the right Continuity Management professional will position your organization to not only get through a crisis, but be poised to come through stronger.

What is Continuity Management?

Continuity Management is a discipline within Emergency Management that develops your ability to withstand internal and external disruptions. It provides a flexible management framework to help your organization meet critical business targets through a broad program that looks at the following areas:

Mitigation:

Managing or reducing the risks that make your organization vulnerable.

Preparedness:

Writing plans, training, exercises, and making sure your people are as ready as possible.

Response:

Activating your plan and taking operational steps to continue delivering on essential business functions.

Recovery:

Evaluating damage, making repairs, and taking steps to learn from your experiences and grow a stronger organization.

Continuity Management requires a balanced, comprehensive program that looks at each of these areas. It involves a well-defined body of professional practices with program and management tools that have been tested and proven to work. When it comes together, it leads to an organization and employees who collectively have a strong foundation when faced with a crisis.

Making the Right Staffing Decision

Sound like a lot of responsibility? It is. If hiring the right Continuity Management professional seems like an important decision now, wait until you're faced with a crisis.

What you will need depends on the nature of your business, the existing state of your Continuity Management program, and the type of leadership you need in your organization. The good news is that your decision will be made easier and more confidently by examining the certification of Continuity Management professionals.

Suggested Salary Ranges For Continuity Professionals

Hiring a Continuity Management professional will provide the skills and knowledge to establish your organization's Business Continuity Management program. Like any other organization-wide program, it's not enough to just hire the right leadership. A strong, sustained program will require a careful assessment of your organization's risk, a commitment to engage all parts of your organization on a sustained basis, and the right level of training for those who will take on functional roles.

Choosing the right Continuity Management professional will depend on the scope and complexity of your organization's continuity program, and the responsibilities of the position you are staffing. Once you determine the certification level required for your Continuity Management professional, you should budget the following salary as a starting point:

- Most **ABCPs** would expect a salary in the range of **\$45,000 - \$60,000**.
- Most **CFCPs** would expect a salary range of **\$60,000 - \$85,000**.
- Most **CBCPs** would expect a salary range of **\$60,000 - \$85,000**.
- Most **MBCPs** would expect a salary range beginning at **\$85,000**.
- Most **CBCAs** would expect a salary range of **\$65,000 - \$90,000**.
- Most **CBCLAs** would expect a salary range beginning at **\$85,000**.
- Most **AHCCPs** would expect a salary range of **\$45,000 - \$60,000**.
- Most **CHCCPs** would expect a salary range of **\$60,000 - \$85,000**.

These suggested salaries are only a starting point. To attract the right candidate, you should be prepared to adjust your salary range to reflect the level of experience and leadership responsibilities of the position you are hiring, as well as regional market conditions.

What's Behind Certification?

Certification is more than letters after a candidate's name.

DRI Canada is a not-for-profit organization and the Canadian affiliate of DRI International – the world's leading institution for training and certification of Continuity Management professionals. DRI Canada has a panel of experienced professionals who have been elected to our Certification Commission by our members, and then review and evaluate applications for certification.

To be certified by DRI Canada, a candidate must show they meet certain requirements in training and professional experience. It isn't enough to say that they've done something; they have to actually demonstrate that they've done it, and to back it up through work samples and references. DRI Canada is responsible for evaluating the certification applications made by Canadian-based Continuity Management professionals, and on the same standards that DRI International uses to certify applications from around the globe.

When you meet a job applicant with DRI Canada certification, you'll know that they've demonstrated training, experience, and a commitment to their ongoing professional development – and through that, a commitment to the Continuity Management profession. Through certification, DRI Canada does not offer any guarantee or assurance about what they will bring to your organization. Of course, you need to conduct your own research about what they've done and whether they're right for what you need. But you can feel confident that a certified professional is someone who has not only said they've done something, but actually done it ... and, for that reason, is someone who deserves a closer look.



Understanding Certification Levels

DRI Canada certification covers a broad range of Continuity Management professionals, from novice to seasoned professional, from generalist to specialist.

Whether you're writing a job posting or selecting candidates, looking at your applicant's certification level will give you a starting point to understand their training and experience, and what kind of leadership they can provide to your Continuity Management program.



Associate Business Continuity Professional

A new professional who has shown the training and knowledge to work at a functional specialist level.

What does this certification mean?

An ABCP is generally a new professional. They have passed DRI Canada's qualifying exam, which requires knowledge of the widely-accepted professional practices for Continuity Management. While proof of training is not required for an ABCP, most people with this certification will have completed some level of formal instruction in order to have passed the qualifying exam. An ABCP does not need to demonstrate professional experience.

What kind of position should I consider for a ABCP?

Looking at an ABCP would be recommended for most entry and junior level Continuity Management positions. **These positions might include:**

- Business Continuity Officer
- Disaster Recovery Specialist
- Continuity Management Technician
- Emergency Preparedness Coordinator

What salary range would be suitable for most ABCPs?

Most **ABCPs** would expect a salary in the range of **\$45,000 - \$60,000.**

Certified Functional Continuity Professional

A more experienced professional with work experience in a focused field of Continuity Management practice.

What does this certification mean?

A CFCP has demonstrated specialized knowledge around a number of the professional practices for Continuity Management. They have passed DRI Canada's qualifying exam, which requires knowledge of the widely-accepted professional practices for Continuity Management. While proof of training is not required for a CFCP, most people with this certification will have completed some level of formal instruction in order to have passed the qualifying exam.

A CFCP must provide evidence of more than two years working in Continuity Management. In that role, they must demonstrate professional experience in a limited range of the professional practices recommended for Continuity Management. Generally, a CFCP is more of a specialist than a generalist when compared to a Certified Business Continuity Professional (CBCP).

To maintain their certification, a CFCP must provide DRI Canada with evidence of continuing education. This is based on a points system that includes activities such as formal training, attendance at conferences, and volunteer activities within the profession. To maintain their certification, a CFCP must submit their continuing education activities to DRI Canada every two years.

What kind of position should I consider for a CFCP?

Looking at a Certified Health Care Continuity Professional (CHCCP) would be recommended for most mid-level Continuity Management positions with a narrower field of practice. **These positions might include:**

- Business Impact Analysis Manager
- Disaster Response Coordinator
- Risk Evaluation Program Lead
- Continuity Training Supervisor

What salary range would be suitable for most CFCPs?

Most **CFCPs** would expect a salary range of **\$60,000 - \$85,000**.

Certified Business Continuity Professional

A more experienced professional who has demonstrated training, knowledge, and a broad range of Continuity Management work experience.

What does this certification mean?

A CBCP has demonstrated specialized knowledge around a number of the professional practices for Continuity Management. They have passed DRI Canada's qualifying exam, which requires knowledge of the widely-accepted professional practices for Continuity Management. While proof of training is not required for CBCP, most people with this certification will have completed some level of formal instruction in order to have passed the qualifying exam.

A CBCP must provide evidence of more than two years working in Continuity Management. In that role, they must demonstrate professional experience in a broad range of the professional practices recommended for Continuity Management. Additionally, they must provide references that are available to validate the work that the candidate claims they have done. Generally, a CBCP is more of a generalist than a specialist when compared to a CFCP.

To maintain their certification, a CBCP must provide DRI Canada with evidence of continuing education. This is based on a points system that includes activities such as formal training, attendance at conferences, and volunteer activities within the profession. To maintain their certification, a CBCP must submit their continuing education activities to DRI Canada every two years.

What kind of position should I consider for a CBCP?

Looking at a CBCP would be recommended for most mid-level Continuity Management positions with a narrower field of practice. **These positions might include:**

- Business Continuity Manager
- Disaster Response Program Lead
- Continuity Training Manager

What salary range would be suitable for most CBCPs?

Most **CBCPs** would expect a salary range of **\$60,000 - \$85,000**.

Master Business Continuity Professional

A very experienced, highly-trained professional with extensive knowledge and experience in leading Continuity Management.

What does this certification mean?

An MBCP has demonstrated extensive knowledge and training in Continuity Management practice and leadership. Achieving this training requires a considerable body of professional practice, training, and achievement. They have passed DRI Canada's qualifying exam, which requires knowledge of the widely-accepted professional practices for Continuity Management. They must also have passed DRI Canada's Master's Case Study Preparation course.

An MBCP must provide evidence of more than five years working in Continuity Management. In that role, they must demonstrate professional experience in a broad range of the professional practices recommended for Continuity Management. Additionally, they must provide references that are available to validate the work that the candidate claims they have done. Generally, an MBCP is positioned to be an expert resource on Continuity Management and a leader within your organization. Their contribution will be informed by both a depth and breadth of knowledge and professional practice.

An MBCP must provide evidence of more than five years working in Continuity Management. In that role, they must demonstrate professional experience in a very broad range of the professional practices recommended for Continuity Management. Additionally, they must provide references that are available to validate the work that the candidate claims they have done.

To maintain their certification, an MBCP must provide DRI Canada with evidence of continuing education. This is based on a points system that includes activities such as formal training, attendance at conferences, and volunteer activities within the profession. To maintain their certification, an MBCP must submit their continuing education activities to DRI Canada every two years.

What kind of position should I consider for a MBCP?

Looking at an MBCP would be recommended for most senior-level Continuity Management positions with a focus on building an organization's Continuity Management program, providing guidance to more junior positions, and leading your organization during a crisis. **You might consider an MBCP for hiring positions that might include:**

- Director, Business Continuity Planning
- Vice President, Disaster Response
- Senior Lead, Continuity Management

What salary range would be suitable for most MBCPs?

Most MBCPs would expect a salary range beginning at **\$85,000**.

Certified Business Continuity Auditor

An experienced and seasoned professional with extensive practical experience in evaluating and verifying an organization's Continuity Management program against established best practices.

What does this certification mean?

A CBCA has demonstrated specialized knowledge around auditing and evaluating an organization's Continuity Management. Achieving this training requires a unique and distinct set of training and experience. They have passed DRI Canada's qualifying exam for Continuity Auditors, which requires knowledge of the widely-accepted professional practices for Continuity Management in auditing. They must also have completed DRI Canada's 40-hour training course on Business Continuity Auditing.

A CBCA must provide evidence of more than two years working in Continuity Management. In that role, they must demonstrate professional experience in a broad range of the professional practices recommended for Continuity Management. Additionally, they must provide references that are available to validate the work that the candidate claims they have done, unless they hold certification as a Certified Functional Continuity Professional (CFCP), Certified Business Continuity Professional (CBCP), Master Business Continuity Professional (MBCP), Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP), Certified Information Security Manager (CISM) or Certified in the Governance of Enterprise IT (CGEIT).

To maintain their certification, a CBCA must provide DRI Canada with evidence of continuing education. This is based on a points system that includes activities such as formal training, attendance at conferences, and volunteer activities within the profession. To maintain their certification, a CBCA must submit their continuing education activities to DRI Canada every two years.

What kind of position should I consider for a CBCA?

Looking at a CBCP would be recommended for most mid-level Continuity Management positions with a focus on evaluating an organization's Continuity Management program. Completing CBCA certification does not require professional experience working in Continuity Management, but most of these professionals will also have professional experience that has resulted in them holding additional certifications. **You might consider a CBCA for hiring positions that might include:**

- Business Continuity Evaluator
- Disaster Response Program Audit Specialist
- Continuity Program Auditor

What salary range would be suitable for most CBCAs?

Most CBCAs would expect a salary range of **\$65,000 - \$90,000**.

Certified Business Continuity Lead Auditor

A well-experienced professional who has demonstrated training, knowledge, and practical experience in evaluating and verifying an organization's Continuity Management program against established best practices.

What does this certification mean?

A CBCLA has demonstrated extensive knowledge around auditing and evaluating an organization's Continuity Management. Achieving this training requires a unique and distinct set of training and considerable experience. They have passed DRI Canada's qualifying exam for Continuity Auditors, which requires knowledge of the widely-accepted professional practices for Continuity Management in auditing. They must also have completed DRI Canada's 40-hour training course on Business Continuity Auditing.

A CBCLA must provide evidence of more than five years working in Continuity Management. In that role, they must demonstrate professional experience in a broad range of the professional practices recommended for Continuity Management. Additionally, they must provide references that are available to validate the work that the candidate claims they have done, unless they hold certification as Certified Functional Continuity Professional (CFCP), Certified Business Continuity Professional (CBCP), Master Business Continuity Professional (MBCP), Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP), Certified Information Security Manager (CISM) or Certified in the Governance of Enterprise IT (CGEIT).

To maintain their certification, a CBCLA must provide DRI Canada with evidence of continuing education. This is based on a points system that includes activities such as formal training, attendance at conferences, and volunteer activities within the profession. To maintain their certification, a CBCLA must submit their continuing education activities to DRI Canada every two years.

What kind of position should I consider for a CBCLA?

Looking at a CBCLA would be recommended for most senior-level Continuity Management positions with a focus on leading the evaluation of an organization's Continuity Management program and making recommendations to senior management. Completing CBCLA certification does not require professional experience working in Continuity Management, but most of these professionals will also have professional experience that has resulted in them holding additional certifications. **These positions might include:**

- Business Continuity Evaluation Director
- Disaster Response Program Audit Manager
- Continuity Program Audit Team Lead

What salary range would be suitable for most CBCLAs?

Most **CBCLAs** would expect a salary range beginning at **\$85,000**.

Associate Health Care Continuity Professional

A new professional who has shown the training and knowledge to practise Continuity Management in a health care-focused organization.

What does this certification mean?

An AHCCP is generally a new professional. They have passed DRI Canada's qualifying exam for health care Continuity Management. Passing this exam requires knowledge of the widely-accepted professional practices for Continuity Management as they apply in health care organizations. While proof of training is not required for ABCP, most people with this certification will have completed some level of formal instruction in order to have passed the qualifying exam. An AHCCP does not need to demonstrate professional experience.

What kind of position should I consider for a AHCCP?

Looking at an AHCCP would be recommended for most entry and junior level Continuity Management positions working in a health care setting.

These positions might include:

- Emergency Preparedness Officer
- Disaster Response and Recovery Officer
- Emergency Management Technician
- Emergency Preparedness Coordinator

What salary range would be suitable for most AHCCPs?

Most **AHCCPs** would expect a salary range of **\$45,000 - \$60,000**.

Certified Health Care Continuity Professional

A more experienced professional who has shown the training, knowledge and professional experience while practising Continuity Management in a health care-focused organization.

What does this certification mean?

A CHCCP has demonstrated knowledge and working experience in health care business continuity planning. They have passed DRI Canada's qualifying exam, which requires knowledge of the widely-accepted professional practices for Continuity Management. While proof of training is not required for CHCCP, most people with this certification will have completed some level of formal instruction in order to have passed the qualifying exam.

A CHCCP must provide evidence of more than two years working in Continuity Management in a health care setting. In that role, they must demonstrate professional experience that has applied a broad range of the professional practices recommended for Continuity Management.

To maintain their certification, a CHCCP must provide DRI Canada with evidence of continuing education. This is based on a points system that includes activities such as formal training, attendance at conferences, and volunteer activities within the profession. To maintain their certification, a CHCCP must submit their continuing education activities to DRI Canada every two years.

What kind of position should I consider for a CHCCP?

Looking at a CHCCP would be recommended for most mid-level Continuity Management positions. **These positions might include:**

- Business Continuity Manager
- Disaster Recovery Coordinator
- Continuity Management Program Lead
- Emergency Preparedness Manager

What salary range would be suitable for most CHCCPs?

Most CHCCPs would expect a salary range of **\$60,000 - \$85,000.**

About DRI Canada

DRI Canada is a non-profit organization that provides internationally recognized education and certification to business continuity, disaster recovery and emergency management professionals in Canada. These professionals empower Canadian organizations, communities and businesses to be resilient and better prepared for any emergency or disaster.

For many years, DRI CANADA (DRIC) and DRI International (DRII) have trained and certified professionals in Continuity Management. Our members have helped hundreds of Canadian organizations to recover effectively from disruptive events. This training and certification has also launched and sustained thousands of successful and rewarding careers. While DRIC training and certification involves an investment of time, effort and money, organizations and individuals stand to profit in both the short- and long-term by capitalizing on its value. Today, thousands of Canadian organizations insist that their resources rely on DRIC high-caliber training.

By developing a base of common knowledge for the continuity management profession and certifying qualified individuals, DRI encourages credibility and professionalism in the field. Strengthening our professionals and our discipline allows Continuity Management to play an important role in the broader framework that contributes to the public safety of our economy, our communities, and our nation.

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