

Introduction to Business Continuity for Middle Management

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Introduction

- Business Continuity Defined
- Mission & Priorities of Business Continuity
- The “Need” for Business Continuity
- Business Continuity Planning
- The Business Continuity Management Components
- Middle Management’s Role in Business Continuity
- Summary

Business Continuity Defined

- Business Continuity Management (BCM)
 - BCM is the act of anticipating incidents which will affect mission/business-critical functions and processes for the organization, and ensuring that it responds to any incident in a planned and rehearsed manner.
 - The objective of BCM is to ensure the uninterrupted availability of all key business functions, processes, and resources required to support essential business activities.

Mission & Priorities of Business Continuity

- Business Continuity Management is meant to minimize the impact on the business and prioritize the organization's objectives.
- The priorities taken into account are:
 - to protect the health and welfare of individuals and their families
 - to protect our image, reputation, brands and assets
 - to ensure continuity of critical business functions and processes
 - to ensure legal and regulatory requirements are met
 - to protect existing data and information
 - to return to normal operation as soon as possible

The Need for Business Continuity – Processes Focused

- Key business processes can be vulnerable to interruptions, depending on a number of critical elements:
 - People
 - Infrastructure
 - Logistics
 - Utilities
 - Manufacturing
 - IT
 - Financial resources
- Vulnerability and interruption depends on how critical these and other elements are to business operations

The Need for Business Continuity – Impacts Focused

- Business interruptions can have consequences that lead to direct, indirect or long term business impacts.
 - Direct impact
 - Unavailability of infrastructure or resources
 - Loss of information
 - Indirect impact (Rippling Effects)
 - Interruption of one business critical process can extend to other processes
 - Long term impact
 - Loss of customers
 - Weakened financial position
 - Loss of market share
 - Loss of investor confidence
 - Liabilities
 - Eroded public image

Business Continuity Planning

- Business Continuity Planning should be implemented within all levels of the organization (e.g. Functions, Departments, Business Units etc.) where the disruption of their business critical processes could directly or indirectly meet or exceed the risk tolerance defined by the organization.
- All organizations are equally at risk from the effects of an event, disaster or business disruption that can interrupt mission/business critical operations.
- A successfully implemented and maintained Business Continuity Program can minimize interruptions and facilitate a successful resumption of the business.

BCM is a Management System

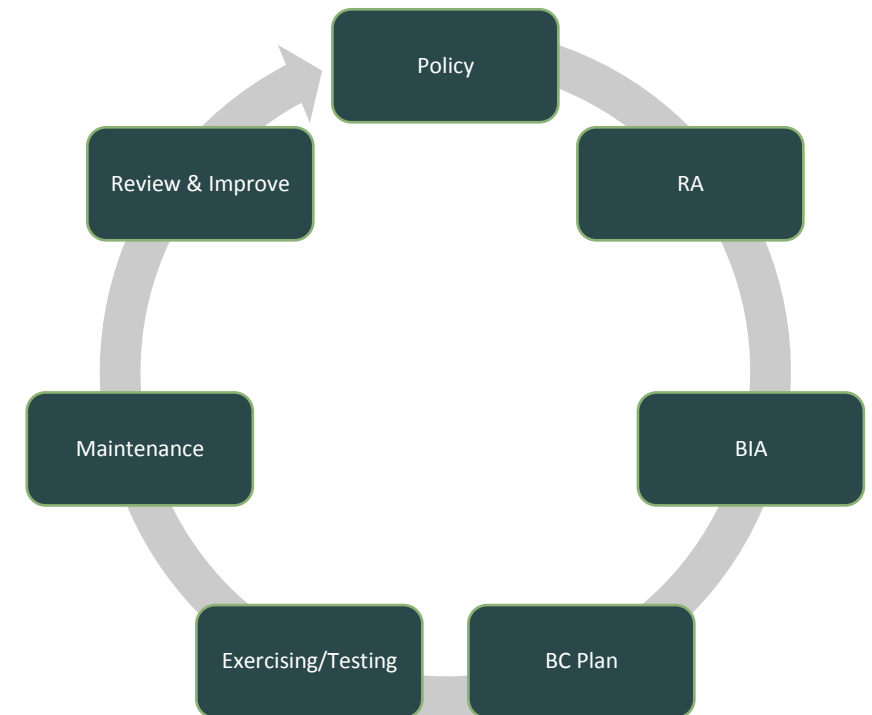
- BCM is a management system and requires the following key components to be effective:
 - Policy/Guidelines/Standard Operating Procedures
 - Resources with defined Roles & Responsibilities
 - Planning
 - Implementation and Operation
 - Performance Assessment
 - Management Review
 - Continuous Improvement



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BCM Program Components

- BCM must continuously adapt and change as organizations and their operating environments change.
- BCM Program Key Components:
 - Policy/Guidelines/SOPs
 - Risk Assessment (RA)
 - Business Impact Analysis (BIA)
 - Business Continuity Plans
 - Exercising/Testing
 - Program Review
 - Maintenance & Improvement
- The BCM only works if these components are updated on a continuous basis.



Middle Management's Role in Business Continuity

- Middle Management's Role in Business Continuity
 - Support and promote Business Continuity
 - Ensure the proper Business Continuity planning is in place for their organization
 - Be prepared to enact their Business Continuity plans in the event of an emergency or disaster
 - Allocate the required resources to:
 - Participate in and execute the Business Continuity Program Components

Summary

- Business Continuity Management is integral to maintaining business operations
- Business Continuity Management is focused on mission/business critical processes
 - Advanced planning and preparations are necessary to:
 - Identify the impact of potential losses
 - Formulate and implement recovery strategies
 - Develop continuity and recovery plans
 - Administer a comprehensive training, testing and maintenance program
- BCM is not just a one-time event, it requires:
 - Permanent management commitment
 - The assignment of accountability
 - The provision of adequate resources

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