

Institute for Business Continuity Training

1623 Military Road, # 377 Niagara Falls, NY 14304-1745

ECP - 601: Effective Business Continuity Management

This course provides an intensive, hands-on workshop covering all major aspects for the design of an effective Business Continuity and Resiliency Program for business, government and not-for-profit organizations. This workshop provides practical tools and techniques for creating and maintaining a Business Continuity Plan, and a comprehensive overview and understanding of BCP, its principles, methodologies, and best practices.

Audience

This course is designed for new and experienced BCM practitioners, executives, managers, business continuity planners and business unit staff who are involved in or manage business continuity planning functions. It is also highly useful for internal and external auditors, security managers, records managers, information technology managers, crisis managers, senior IT staff, administrative heads, and others responsible for the administration of any size of organization.

Objectives

At the conclusion of this course, participants should:

- have a solid understanding of the overall Business Continuity Management lifecycle
- have the tools and knowledge required to conduct a Business Impact Analysis and Risk Assessment for their organization
- know how to identify and select cost-effective Business Continuity strategies for key business activities and ITDR
- know how to identify and select cost-effective strategies for key business activities and IT systems
- be able to guide their IT and business unit personnel through the development of practical and effective IT recovery and business recovery plans
- be able to implement an effective Incident Management structure within their organization, including Emergency Response and Crisis Management
- know how to keep their plans current and viable
- have the tools and knowledge required to plan and coordinate effective tests and exercises
- successfully sit the exam for the Certified Continuity Manager professional designation

Topics covered include:

1. Business Continuity Lifecycle Management:

- Evolution of BC Planning and Standards

2. Establish business continuity policy, objectives, targets, controls, and procedures

- Setting corporate policies, objectives and budgets
- Assigning accountability for the Business Continuity program
- Establishing the Business Continuity teams

3. Crisis Communications

- Communicating proactively with customers, suppliers, and other stakeholders
- Addressing the needs and concerns of employees and their families
- Guidelines for Effective Media Relations—broadcast interviews, print media, news conferences, social media

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- 4. Awareness and Training**
 - Defining your Awareness and Training Requirements
 - Implementing the Program
 - Managing the Ongoing Program
- 5. Business Impact Analysis and Risk Assessment - What threatens your organization?**
 - Understanding the need for a Business Continuity program
 - Defining your organization's Business Continuity requirements
 - Conducting a Business Impact Analysis
 - Conducting a Business Unit Risk Assessment
- 6. Identifying and selecting Business Continuity strategies for:**
 - Mitigating risk
 - Reducing impact
 - Recovering technologies
 - Resuming business operations
- 7. Developing plans for IT Disaster Recovery**
 - Design an effective information technology (IT) Disaster Recovery Plan to recover critical IT systems, applications, and data
 - Determine risks and impacts of disruption to IT infrastructure and Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO)
 - Establish effective Service Level Agreements (SLAs) and contracts with vendors, suppliers, and service providers for facilities, data, and resources
- 8. Developing plans for Business Resiliency**
 - Initial response and assessment
 - Interim contingencies
 - Resource provisioning
 - Business recovery
 - Return to normal
- 9. Developing a Crisis Management Plan:**
 - Creating a Crisis Management Team
 - Establishing on-site and off-site Command Centers
 - Escalating emergencies and activating Business Continuity teams and plans
 - Crisis management checklists to help the CMT with 'crisis project management'
- 10. Key Components in a Crisis Management Plan:**
 - Decision-making authority
 - Coordination with public authorities
 - Human resources issues
 - Financial control issues
 - Legal, contractual and regulatory issues
- 11. Review of Techniques for Training and Exercising Business Continuity Teams:**
 - Table Top Exercises
 - Simulation Exercises
 - Drills
 - Operational Exercises
 - Mock Disasters

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12. Setting Test and Exercise Objectives:

- Planning and Preparation
- Measuring Success and Performance
- Critical Success Factors

13. Review of Techniques for Validating and Maintaining Business Continuity Plans:

- Desk Checks; Peer Reviews
- Structured Walkthroughs
- Standalone Tests; Integrated Tests
- Operational Tests
- Call Tree Tests

14. Plan Maintenance:

- Establishing a repository for all plan documentation and procedures
- Implementing a Change Control system
- Administering the maintenance process
- Developing and ensuring compliance with corporate policies and standards

15. Plan Evaluation:

- Identifying significant changes to business units and critical operating processes
- Reviewing current strategies for reducing risk, reducing impact, recovering computer systems, resuming business operations
- Reviewing and updating Business Continuity requirements
- Auditing the Business Continuity program

14. Plan Administration:

- Administering the plan maintenance process
- Centralized versus decentralized administration
- Managing access and dissemination of plan contents
- Generally Accepted Business Continuity 'Best Practices'

Typical Agenda for a 3-day Course:

Day 1

Introduction to Business Continuity Planning

- Evolution of BC Planning

PLAN - Establish business continuity policy, objectives, processes and procedures

- Context of the Organization
 - Defining Scope of the Business Continuity Management System (BCMS)
- Leadership
 - Gaining Management Commitment
 - Defining the Corporate BC Policy
- Planning
 - Organizational Risk
 - BCMS Goals and Objectives
- Support
 - Establishing the Business Continuity team structure
 - Developing an Awareness and Training Program
 - Communicating in a Crisis

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Day 2

DO - Implement and operate the business continuity policy, controls, processes and procedures

- Business Impact Analysis
 - Conducting a Business Impact Analysis
 - Review of Impact Analysis tools
- Risk Assessment
 - Conducting a Risk Assessment
 - Review of Risk Assessment tools
- Analyzing the BIA and RA Data
 - Collecting and Compiling the Data
 - Analyzing the Data and Determining Options
- Identifying Strategies to Reduce Risk and Impact
 - Identifying Strategies to Reduce Risk and Impact
 - Selecting Business Continuity Strategies
- Disaster Recovery Planning
 - Identifying critical IT systems, applications, and data
 - Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO)
 - Test and manage changes to the Disaster Recovery Plan
 - Strategies to ensure IT resiliency

Day 3

DO (cont'd)

- Crisis Management Planning
 - Developing an Incident Response plan
- Business Resumption Procedures
- Testing and Validating BC plans
- Exercising the BCMS Teams

CHECK

- Monitor and review performance against business continuity policy and objectives
- Auditing and Evaluating BC plans
- Management Review
- Performing a GAP Analysis

ACT

- Maintain and improve the BCMS by taking corrective action
- Maintaining and Administering BCP plans
- Continual Improvement

Course Handouts:

- Print and Electronic Versions of all Presentation Materials
- Excel Spreadsheet tools for Risk Assessments, Business Impact Analysis, and Strategy Evaluations, BC/ITDR Plan Word document templates plus electronic version of a comprehensive Business Recovery Plan from an actual organization
- Over 4,000 additional software tools covering all aspects of Business Continuity Planning and IT Disaster Recovery

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