

# Institute for Business Continuity Training

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

## **ECP - 701: Effective Business Continuity Management – ISO 22301**

This 3-day course provides an intensive, hands-on workshop covering all major aspects for the design and management of an effective Business Continuity Plan 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, and methodologies, and best practices with a special focus on ISO 22301, the new International Standard for BCM and the Plan-Do-Check-Act management cycle.

### **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, records managers, information technology managers, administrative heads, and others responsible for the effective administration of any size of organization.

### **Duration**

3 days

### **Objectives**

#### **At the conclusion of this course, participants should:**

- have a solid understanding of the overall Business Continuity Management lifecycle as it applies to the new International BCM Standard ISO 22301
- have the tools and knowledge required to conduct Risk Assessments and Business Impact Analyses for their organization
- know how to identify and select cost-effective Business Continuity strategies for key business activities and supply chain management
- be able to guide their IT and business unit personnel through the development of practical and effective computer recovery and business resumption plans
- understand the advantages and disadvantages of plan development software packages and commercial recovery services
- know how to establish the organizational framework required to enable their Business Continuity program
- be able to implement an effective Crisis Management structure within their organization
- know how to keep their plans current and viable
- have the tools and knowledge required to plan and coordinate effective tests and exercises
- know how to maintain support and commitment for the Business Continuity program

#### **Topics covered include:**

##### **1. Business Continuity Lifecycle Management:**

- The new realities of Business Continuity Planning
- Management's roles and responsibilities with respect to Business Continuity
- Establishing and managing a Business Continuity program
- The difference between Business Continuity and System Availability
- Generally Accepted Business Continuity 'Best Practices'
- Future trends in Business Continuity Management
- Evolution of BC Planning and Standards
- Overview of ISO 22301: Plan-Do-Check-Act cycle

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2. **Establish business continuity policy, objectives, targets, controls, and procedures**
  - **Setting the Framework**
  - Setting corporate policies, objectives and budgets
  - Assigning accountability for the Business Continuity program
  - Establishing the Business Continuity teams
  - Case Study – Creating a Team Structure
3. **Crisis Communications**
  - Dealing with the media and managing corporate image
  - Communicating proactively with customers, suppliers, and other stakeholders
  - Addressing the needs and concerns of employees and their families
  - Communications between the Crisis Management team and Business Continuity teams
  - Guidelines for Effective Media Relations—broadcast interviews, print media, news conferences, social media
4. **Awareness and Training**
  - Defining your Awareness and Training Requirements
  - Designing your A&T Program
  - Implementing the Program
  - Measuring Program Effectiveness
  - Managing the Ongoing Program
  - Case Study – Designing a BCM Awareness and Training 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 Continuity Risk Assessment
    - Conducting a Business Impact Analysis
6. **Identifying and selecting Business Continuity strategies for:**
  - Mitigating risk
  - Reducing impact
  - Recovering technologies
  - Resuming business operations
7. **Developing plans for Supply Chain Continuity**
  - Identifying and prioritizing critical elements of the supply chain
  - Identifying and developing supply chain options
8. **Developing plans for business resumption**
  - Initial response and assessment
  - Interim contingencies
  - Resource provisioning
  - Business resumption
  - 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'

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## 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. Test your plan, exercise your people - Review of Techniques for Training and Exercising Business Continuity Teams:

- Table Top Exercises
- Simulation Exercises
- Drills
- Operational Exercises
- Mock Disasters

## 12. Setting Test and Exercise Objectives:

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

## 13. What should you test, when should you test, how should you test? 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:

- Reviewing periodic Risk Assessment and Business Impact Analysis
- Identifying significant changes to business units and critical operating processes
- Reviewing current strategies for reducing risk, reducing impact, recovering computer systems, resuming business operations

## 14. Plan Administration:

- Administering the plan maintenance process
- Centralized versus decentralized administration
- Managing access and dissemination of plan contents
- Reviewing and updating Business Continuity requirements
- Auditing the Business Continuity program

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## 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

### 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

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## 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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