

PROFESSIONAL PRACTICES FOR BUSINESS CONTINUITY PLANNERS: PROJECT INITIATION AND MANAGEMENT

SUBJECT AREA 1: PROJECT INITIATION AND MANAGEMENT

Establish the need for Business Continuity Planning (BCP) within a Business Continuity Management (BCM) Process, including resilience strategies, recovery objectives, business continuity and crisis management plans, and including obtaining management support, and organizing and managing the project to initiate the process to completion within agreed upon time and budget limits.

A. The Professional's Role is to:

- 1. Lead Sponsors in Defining Objectives, Policies, and Critical Success Factors**
 - a. Scope and objectives
 - b. Legal and requirements reasons
 - c. Case histories and industry best practices
- 2. Coordinate and Organize/Manage the BCP Project and Overall BCP Process** using a steering committee and project task force
- 3. Oversee the BCP Process Through Effective Control Methods and Change Management**
- 4. Present (Sell) the Process to Management and Staff**
- 5. Develop Project Plan and Budget** to initiate the process
- 6. Define and Recommend Process Structure and Management**
- 7. Manage the Project to Develop and Implement the BCP Process**

B. The Professional Should Demonstrate a Working Knowledge in the Following Areas:

- 1. Establish the Need for Business Continuity**
 - a. Reference relevant legal/regulatory/statutory/contractual requirements and restrictions
 - b. Reference relevant regulations of industry trade bodies or associations, where appropriate
 - c. Reference current recommendations of relevant authorities
 - d. Relate legislation, regulations, and recommendations to organizational policy
 - e. Identify any conflicts between organizational policies and relevant external requirements
 - f. Identify any audit records
 - g. Propose methods, which may include a BCP or crisis management plan, to resolve any conflicts between organizational policies and relevant external requirements

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- h. Identify business practices (e.g., just-in-time inventory) that may adversely impact the organization's ability to recover following a disaster event
- 2. Communicate the Need for a Business Continuity Plan**
- a. Develop awareness by means of formal reports and presentations
 - b. State the benefits of the BCP and relate the benefits to organizational mission, objectives, and operations
 - c. Gain organizational commitment to the BCP process
 - d. Develop a mission statement/charter for the BCP process
- 3. Involve Executive Management in the BCP Process**
- a. Explain executive management's role in the BCP process
 - b. Explain and communicate management's accountability and liability for the BCP Process
- 4. Establish a Planning/Steering Committee: Roles and Responsibilities, Types of Organization, Control and Development, and Membership**
- a. Select appropriate personnel
 - b. Define their roles and responsibilities
 - c. Develop a suitable set of objectives for the BCP process
- 5. Develop Budget Requirements**
- a. Clearly define resource requirements
 - b. Obtain estimates of financial requirement
 - c. Verify the validity of resources requirements
 - d. Validate the estimates of financial requirements
 - e. Negotiate resource and financial requirements with management
 - f. Obtain executive commitment for financial requirements
- 6. Identify Planning Team(s) and Responsibilities**
- a. Emergency management/incident response/crisis management team
 - b. Business continuity planning teams (multi-location, multi-divisions, etc.)
 - c. Recovery/response and restoration teams
- 7. Develop and Coordinate Project Action Plans to Develop and Implement the BCP Process**
- a. Develop an overall project plan with realistic time estimates and schedule

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- 8. Develop the Ongoing Management and Documentation Requirements for the BCP Process**
- 9. Report to Senior Management and Obtain Senior Management Approval/ Commitment**
 - a. Set up a schedule to report the progress of the BCP process to senior managers
 - b. Develop regular status reports for senior management that contain concise, pertinent, accurate, and timely information on key parameters of interest or information of which senior management should be made aware