

PROFESSIONAL PRACTICES FOR BUSINESS CONTINUITY PLANNERS: DEVELOPING BUSINESS CONTINUITY STRATEGIES

SUBJECT AREA 4: DEVELOPING BUSINESS CONTINUITY STRATEGIES

Determine and guide the selection of alternative business recovery operating strategies for recovery of business and information technologies within the recovery time objective, while maintaining the organization's critical functions.

A. The Professional's Role is to:

- 1. Understand Available Alternatives and Their Advantages, Disadvantages, and Cost Ranges**, including mitigation as a recovery strategy
- 2. Identify Viable Recovery Strategies within Business Functional Areas**
- 3. Consolidate Strategies**
- 4. Identify Off-Site Requirements and Alternative Facilities**
- 5. Develop Business Unit Strategies**
- 6. Obtain Commitment from Management for Developed Strategies**

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

- 1. Identify Enterprise-wide and Business Unit Continuity Strategic Requirements**
 - a. Review business continuity issues
 - (1) Timeframes
 - (2) Options
 - (3) Location
 - (4) Personnel
 - (5) Communications (crisis/media and voice/data)
 - b. Review technology continuity issues for each support service
 - c. Review non-technology continuity issues for each support service, including those support services not dependent upon technology
 - d. Compare internal/external solutions
 - e. Identify alternative continuity strategies
 - (1) Do nothing
 - (2) Defer action
 - (3) Manual procedures
 - (4) Reciprocal agreements
 - (5) Alternative site or business facility
 - (6) Alternate source of product
 - (7) Third-party service providers/outsourcers
 - (8) Distributed processing
 - (9) Alternative communications
 - (10) Mitigation
 - (11) Preplanning
 - f. Compare internal and external solutions

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- g. Assess risk associated with each optional continuity strategy
- 2. Assess Suitability of Alternative Strategies Against the Results of a Business Impact Analysis**
 - a. Effectively analyze business needs criteria
 - b. Clearly define continuity planning objectives
 - c. Develop a consistent method for evaluation
 - d. Set baseline criteria for continuity strategy options
 - 3. Prepare Cost/Benefit Analysis of Continuity Strategies and Present Findings to Senior Management**
 - a. Employ a practical, understandable methodology
 - b. Set realistic time schedules for evaluation and report writing
 - c. Deliver concise specific recommendations to senior management
 - 4. Select Alternate Site(s) and Off-Site Storage**
 - a. Criteria
 - b. Communications
 - c. Agreement considerations
 - d. Comparison techniques
 - e. Acquisition
 - f. Contractual consideration
 - 5. Understand Contractual Agreements for Business Continuity Services**
 - a. Understand and prepare requirements statements for use in formal agreements for the provision of continuity services including jurisdictional/regulatory requirements as appropriate
 - b. Formulate any necessary technical specifications for use in "invitation-to-tender" format
 - c. Interpret external agreements proposed by suppliers in relation to the original requirements specified
 - d. Identify specific requirements excluded from any standard agreements proposed
 - e. Understand and advise on the inclusion of optional elements and those that are essential