



Benchmarking the BC Profession

*Evaluating the Budgets, Reporting Structure,
Personnel & Compensation*

Presented by: Cheyene Haase of BC Management, Inc.

Introduction to BC Management, Inc.

- Founded in March 2000.
- Headquartered in Irvine, CA.
- An executive search firm exclusively placing business continuity, disaster recovery, information security and emergency management professionals internationally.
- Confidential assistance in personnel placing.
- Free e-Newsletter detailing Top Talent & Current Job Openings.
- Annual BC/DR salary and BC program review.
- Benchmarking individual companies on salary and BC program review.



Topics of Presentation

- Evolution of the Business Continuity Field.
- Progression to Today's BC Professional.
- Profiling Today's Business Continuity Professional.
- Progression BC Program Planning.
- Budgetary Issues.
- Evaluating Personnel.
- Where Should the BC Program Report?
- Evaluating Compensation – National and Local.

The Evolving Business Continuity Field

- Contingency planning has become an enterprise focus integrating business and technology under one umbrella.
- Evaluating where BCP reports to within an organization.
- Blending and integrating business continuity with information security, risk management or emergency management.
- Changing regulations to abide by.
- Global awareness is becoming a top focus.



Progression of BC Careers over Time

■ Technology Driven

1970's – 1998

- “Disaster Recovery”
- Data Processing/ Data Center focus
- Majority of careers not exclusively focused on DR
- Technology leads to a DR career

■ Business Driven

1998 – Present

- “Contingency Planning”
- Risk Management focus
- Exclusively focused on BC (BC Analyst – BC Global Manager)
- Many paths lead to a BC career

Profiling Current BC Professionals

- 66% of BCP Personnel are Planners, Coordinators, Administrators, Managers, AVPs and Project Managers.
- 42% BCP and 30% DR Focus.
- 33% in Financial industry, 11% Insurance, 10% Consulting.
- 41% - 21-30 yrs Working Experience.
- 51% - 4-10 yrs Field Experience.
- 77% - IT Expertise of 4-8 (scale of 1-10 with 10 being the highest)



Progression in BC Program Planning

■ 2003 BC Program

- 3% - No BCP Plan
- 15% - Currently Developing BC Plans
- 15% - IT (DR) Plans Only
- 33% - Select Departments Only
- 34% Full Corporate-wide BCP Program
- 27% - Do not cover International locations

■ 2004 BC Program

- 1% - No BCP Plan
- 9% - Currently Developing BC Plans
- 10% - IT (DR) Plans Only
- 38% - Select Departments Only
- 40% Full Corporate-wide BCP Program
- 25% - do not cover International locations

Evaluating the BCP Budget

■ 2003 BCP Budget

- 27% - Under \$250K
- 12% - \$250-\$500K
- 12% - \$500K - \$1M
- 19% - \$1 – \$5M
- 6% - \$5 – \$10M
- 3% - \$10 – \$50M
- <1% - Over \$50M
- 20% - Not Separately Budgeted

■ 2004 BCP Budget

- 20% - Under \$250K
- 15% - \$250-\$500K
- 16% - \$500K - \$1M
- 20% - \$1 – \$5M
- 6% - \$5 – \$10M
- 4% - \$10 – \$50M
- 2% - Over \$50M
- 17% - Not Separately Budgeted

Change in BCP Budget?

■ 2003 Budget Change

- 55% - No Change in BCP Budget
- 37% - Increase in BCP Budget
- 8% - Decrease in BCP Budget

■ 2004 Budget Change

- 47% - No Change in BCP Budget
- 43% - Increase in BCP Budget
- 10% - Decrease in BCP Budget

Where Should the BC Program Report?

- Culture Assessment.
- What does your company value?
- What may be beneficial to one company may not be beneficial for your company?
- Breakdown – Where does BC report according to BC Management's Annual Survey Review?



2003 BCP Reporting

- 27% - Corporate
- 11% - Risk Management
- 11% - Information Security
- 32% - Information Technology
- 3% - Strategic Planning
- 5% - Facilities Management
- 11% - Other

2004 BCP Reporting

- 26.1% - Corporate
- 16% - Risk Management
- 9.6% - Information Security
- 30.5% - Information Technology
- 2.5% - Strategic Planning
- 5.3% - Facilities Management
- 0.8% - Physical Security
- 1.2% - Audit/Compliance
- 1.2% - Finance
- 2.2% - Operations
- 1.1% - Individual Departments
- 0.5% - Legal
- 0.5% - HR
- 2.5% - Other

Increasing BCP Personnel

- Those who indicated Zero Full-time BCP Staff dropped from 8% to 5% from 2003 to 2004.
- Those who indicated One Full-time BCP Staff dropped from 26% to 18% from 2003 to 2004.
- Every staffing category increased or stayed the same as compared to 2003 with the exception of 1% decrease in the category 10 Full-time BCP Staff.

2004 BCP Staffing

- 5% - 0 BCP
- 18% - 1 BCP
- 15% - 2 BCP
- 10% - 3 BCP
- 7% - 4 BCP
- 5% - 5 BCP
- 3% - 6 BCP
- 3% - 7 BCP
- 3% - 8 BCP
- 1% - 9 BCP
- 4% - 10 BCP
- 5% - 11 – 15 BCP
- 6% - 16 – 25 BCP
- 7% - 26 – 50 BCP
- 4% - 51 – 100 BCP
- 4% - 100+ BCP

Local BCP Salary Benchmarking

- 52 Local Respondents to Los Angeles and Orange County.
- 5.3% of Permanently Full-time Employed Respondents from the United States.
- 44% of Respondents were from the Financial/Banking Industry.
- Other Industries included Insurance, Utilities, Healthcare, Manufacturing, Consulting, Telecommunications, Information Services and Other.

Profiling of Local Respondents

- 51% Business Continuity
- 25% Disaster Recovery
- 2% Information Security
- 11% Emergency Management
- 3% Risk Management
- 1% Audit
- 3% Health & Safety
- 1% Facilities Management
- 3% Other

Profiling of Local Respondents

- Average of 6 years Field (BC/DR) Experience.
- Average of 25 years Work Experience.
- 28% Average Travel.
- Majority Possess a Bachelor Degree.
- Average IT Expertise Rating of 6 (scale of 1-10 with 10 being the highest).
- 23% Changed Jobs in 2004.

BCP Salaries Increased Locally

	Average Base	Average Bonus	Average Total
2003	\$80,303.98	\$9,004.52	\$89,308.50
2004	\$85,322.29	\$9,241.60	\$94,563.88

	Minimum Base	Average Base	Maximum Base
2003	\$42,000.00	\$80,303.98	\$160,000.00
2004	\$44,000.00	\$85,322.29	\$175,000.00

Bonus Payout Locally in 2004

- 71% Received a bonus locally in 2003 compared to 69% in 2004

	Minimum Bonus	Average Bonus	Maximum Bonus
2003	\$500.00	\$9,004.52	\$100,000.00
2004	\$350.00	\$9,241.60	\$100,000.00

Profiling for Local BCP Planners, Coordinators & Administrators

- 21 Local Respondents
 - 49% Business Continuity
 - 36% Disaster Recovery
 - <1% Information Security
 - 10% Emergency Management
 - 2% Risk Management
 - <1% Audit
 - 2% Health & Safety
 - <1% Facilities Management

Profiling for Local BCP Planners, Coordinators & Administrators

- Average of 8 years Field (BC/DR) Experience.
- Average of 23 years Work Experience.
- 25% Average Travel.
- Majority Possess Associate or Bachelor Degree.
- Average IT Expertise Rating of 6 (scale of 1-10 with 10 being the highest).
- 43% Changed Jobs in 2004.

BCP Salaries Increased for Planners

	Average Base	Average Bonus	Average Total
2003	\$72,337.14	\$4,395.24	\$76,732.38
2004	\$77,587.43	\$3,621.43	\$81,208.86

	Minimum Base	Average Base	Maximum Base
2003	\$42,000	\$72,337.14	\$107,000
2004	\$44,000	\$77,587.43	\$112,736

Bonus Payout for Planners

- 62% Received a bonus locally in 2003 compared to 48% in 2004.

	Minimum Bonus	Average Bonus	Maximum Bonus
2003	\$800	\$4,395.24	\$25,000
2004	\$350	\$3,621.43	\$25,000

Profiling for Local BCP Managers, AVPs & Project Managers

- 18 Local Respondents
 - 52% Business Continuity
 - 17% Disaster Recovery
 - 3% Information Security
 - 11% Emergency Management
 - 3% Risk Management
 - 2% Audit
 - 2% Health & Safety
 - <1% Facilities Management
 - 9% Other

Profiling for Local BCP Managers, AVPs & Project Managers

- Average of 5 years Field (BC/DR) Experience.
- Average of 26 years Work Experience.
- 25% Average Travel.
- Majority Possess Bachelor Degree.
- Average IT Expertise Rating of 6 (scale of 1-10 with 10 being the highest).
- 11% Changed Jobs in 2004.

BCP Salaries Increased for Managers

	Average Base	Average Bonus	Average Total
2003	\$78,576.50	\$9,668.61	\$88,245.11
2004	\$84,195.72	\$9,817.39	\$94,013.11

	Minimum Base	Average Base	Maximum Base
2003	\$49,400	\$78,576.50	\$109,500
2004	\$51,376	\$84,195.72	\$110,900

Bonus Payout for Managers

- 94% Received bonus in both 2003 and 2004.

	Minimum Bonus	Average Bonus	Maximum Bonus
2003	\$500	\$9,668.61	\$28,000
2004	\$1,500	\$9,817.39	\$29,000

Profiling for Local BCP Vice Presidents/ Directors

- 5 Local Respondents (4 of 5 respondents from Financial industry)
 - 55% Business Continuity
 - 25% Disaster Recovery
 - 2% Information Security
 - 4% Emergency Management
 - 7% Risk Management
 - 0% Audit
 - 7% Health & Safety
 - 0% Facilities Management
 - 0% Other

Profiling for Local BCP Vice Presidents/ Directors

- Average of 6 years Field (BC/DR) Experience.
- Average of 22 years Work Experience.
- 30% Average Travel.
- Majority Possess Associate or Bachelor Degree.
- Average IT Expertise Rating of 6 (scale of 1-10 with 10 being the highest).
- 0% Changed Jobs in 2004.

BCP Salaries Increased for Vice Presidents/ Directors

	Average Base	Average Bonus	Average Total
2003	\$109,070	\$34,380	\$143,450
2004	\$118,380	\$35,500	\$153,880

	Minimum Base	Average Base	Maximum Base
2003	\$64,350	\$109,070	\$160,000
2004	\$66,900	\$118,380	\$175,000

Bonus Payout for Vice Presidents/ Directors

- 100% Received bonus in both 2003 and 2004.

	Minimum Bonus	Average Bonus	Maximum Bonus
2003	\$6,900	\$34,380	\$100,000
2004	\$7,500	\$35,500	\$100,000

Forecasting the Future of BCP

- Continue to Incorporate the BC program into the company culture.
- The global awareness will continue to increase. Our survey review indicates that 25% of the respondents claim their BC program does not cover International locations.
- BC efforts will demand more attention and thus be placed with executive involvement.

Questions

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BC Management, Inc.

Phone: (888) 250-7001

Website: www.bcmanagement.com