

Developing & Implementing Business Continuity Standards in your Organization



Jackie Woods
Southern California Edison
July 2009

Policy vs. Standard vs. Procedures



	Policy	Standard	Procedure
Purpose	Communicate Senior Mgmt objectives & commitment	Define the rules that support the policy statements	Describe how to perform an action or task
Level of Detail	High-level	Somewhat detailed	Very specific
Content Format	Paragraph/Outline	Shall/must statements	TOC/User Guide Step-by-step
Change Frequency	Very rarely	Annual review at minimum	Often
Approval level	Senior Management	Standards/Oversight Committee	Department Manager
Example	BC Plans will be developed and maintained to ensure the continuity of business processes...	<ul style="list-style-type: none"> BC Plans shall be reviewed and updated quarterly. 	<ol style="list-style-type: none"> Open plan. Edit plan. Save plan.

BUSINESS CONTINUITY STANDARDS



WHY DO YOU NEED STANDARDS?

- A policy is too high-level
- Easier to change than a policy
- Incorporates the regulatory requirements into your program
- Empowers you to execute your program
- Provides consistency for your program
- Defines clear expectations

- 3 -

Edison People

BUSINESS CONTINUITY STANDARDS



Before you start writing standards, you must have

- an approved BC policy
- BC Governance Structure

- 4 -

Edison People

Sample Business Continuity Policies

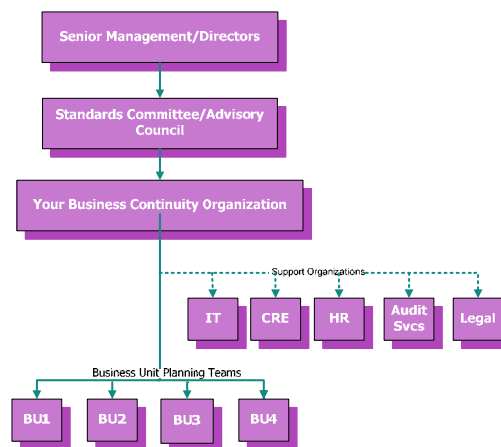


- <http://www.keep-it-secure.com/docs/Meritec-business-continuity-management.pdf>
- <http://www.businesscontingency.com/policy.php>
- <http://www.knowledgeleader.com/KnowledgeLeader/Content.nsf/Web+Content/PPBusinessContinuityManagementPolicy!OpenDocument>

- 5 -

Edison People

Sample BC Governance Structure



- 6 -

Edison People

BUSINESS CONTINUITY STANDARDS



✓ Step 1:
Develop the
Project Plan



- 7 -

EdisonPeople

BUSINESS CONTINUITY STANDARDS



- Develop a project plan
- Identify the project team
- Establish a review and approval process
- Establish regular meeting schedules

- 8 -

EdisonPeople



✓ Step 2:
Do the
Research



- 9 -

Edison People



Resources

- Your Business Continuity Policy
- Other internal policies

External Resources

- www.bsigroup.com BSI BS 25999
- www.drj.com DRJ GAP document
- www.asisonline.org/guidelines

- 10 -

Edison People

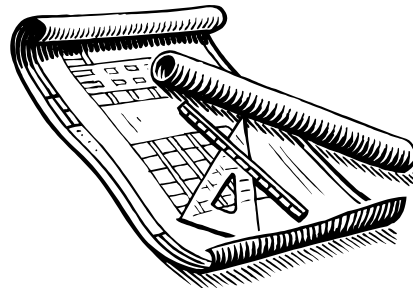


Industry Specific Resources

- www.drj.com select: Tools/DR Rules and Regulations
- www.avalution.com/perspectives/standards
- www.bsigroup.com select: Standards & Conferences/Standards & Publications for your Sector



✓ Step 3:
Build the
Template



BUSINESS CONTINUITY STANDARDS



- Authority/Governance
- Responsibility
- Scope
- Purpose
- Standard statements
- Enforcement
- References
- Revision history
- Definitions and acronyms

- 13 -

Edison People

BUSINESS CONTINUITY STANDARDS



✓ Step 4:
Identify the
Topics



- 14 -

Edison People

BUSINESS CONTINUITY STANDARDS



1. Risk Assessments
2. Business Impact Analysis
3. BC Roles and Responsibilities
4. BC Continuity Plans
5. Crisis Communications
6. Emergency Facilities (EOCs, AWL)
7. BC Exercises
8. BC Contracts/Service Level Agreements

- 15 -

Edison People

BUSINESS CONTINUITY STANDARDS



✓ Step 5:
Write the
Standards



- 16 -

Edison People

BUSINESS CONTINUITY STANDARDS



STANDARD: Risk Assessments

- Frequency
- Who performs and who participates in the interviews
- Standard data collection forms
- Hazard Categories
- Risk Calculations
- Risk Mitigation Strategies
- Standard Risk Assessment report form
- Collaborate with your Corporate Risk Department

- 17 -

Edison People

BUSINESS CONTINUITY STANDARDS



STANDARD: BIA

- Frequency
- Who performs/participates in interview
- Standard BIA Questionnaire
- Criticality Levels
- Workaround
- Standard BIA Report form
- Collaborate with Finance/Accounting Department

- 18 -

Edison People

BUSINESS CONTINUITY STANDARDS



STANDARD: BC Roles and Responsibilities

- Roles
- Qualifications
- Responsibilities
- Reporting Activity
- Performance Reviews
- Collaborate with HR department

- 19 -

Edison People

BUSINESS CONTINUITY STANDARDS



STANDARD: Business Continuity Plans

- BC Planning tool
- Plan structure and content requirements
- Plan Maintenance
- Plan security (read, update, print)
- Plan distribution
- Collaborate with ER, IT, etc

- 20 -

Edison People

BUSINESS CONTINUITY STANDARDS



STANDARD: Crisis Communications

- Is there a corporate ENS tool?
- What department in your organization is responsible for communicating with the media, regulators, etc?
- Internal /external communications
- Content guidelines
- Call activity logs
- Collaborate with Corporate Communications

- 21 -

Edison People

BUSINESS CONTINUITY STANDARDS



STANDARD: Emergency Facilities

- Emergency Operations Centers (EOC)
- Alternate Work Locations (AWL)
- Logistical requirements
- Resource requirements
- Emergency facility contracts
- Collaborate with Facilities/Corporate Real Estate

- 22 -

Edison People

BUSINESS CONTINUITY STANDARDS



STANDARD: BC Exercises, Drills, Tests

- Types (Emergency Response, Tabletop, Crisis Mgmt, DR Tests, Notification, etc)
- Frequency
- Standard test control plan form
- Standard report form
- Participants
- Collaborate with emergency response teams, crisis management teams, other depts.

- 23 -

Edison People

BUSINESS CONTINUITY STANDARDS



STANDARD: BC Contracts/Service Level Agreements (SLA)

- Standard language for vendor contracts
- Vendor's BC plan/strategy
- Emergency orders for equipment and services
- SLA's must align with RTOs (BIA)
- Collaborate with Legal, Purchasing

- 24 -

Edison People



GLOSSARY

- Use industry standards
 - www.DRJ.com (select: tools/glossary)
 - www.asisonline.org/guidelines
- Modify terminology to suit your organization/industry



✓ Step 6:
Get Approvals



BUSINESS CONTINUITY STANDARDS



- Create a project notebook
- Meet with your standards committee

- 27 -

Edison People

BUSINESS CONTINUITY STANDARDS



✓ Step 7:
Publish the
Standards



- 28 -

Edison People

BUSINESS CONTINUITY STANDARDS



- Company Intranet
- Internal Business Continuity Website
- Standards Manual

- 29 -

Edison People

BUSINESS CONTINUITY STANDARDS



Also, reference the standards in your...

- Business Continuity (BC) Plans
- BC procedures

- 30 -

Edison People



✓ Step 8:
Maintain the
Standards



- 31 -

Edison People



Review/update your standards when...

- regulatory requirements change
- there are organization changes that impact roles and responsibilities
- the BC policy changes
- after an audit
- annual review

- 32 -

Edison People



QUESTIONS?



Jackie Woods
SCE IT BC Project Manager
(626)543-6075
jacqueline.woods@sce.com