

Consulting: Business Continuity

The Business Continuity System

The Iso 22301 standard for Business Continuity calls for a top down approach for the implementation of a system that will ensure that an organisation will survive a disaster by at least delivering on its founding mandate and strategic objectives. This system takes about three years to mature but should not be implemented to work at middle management, it is bound to fail. A BCM system is owned by the board, accounting officer, chief executive officer (CEO) or the managing director(MD). The system serves the entire organisation and calls for a holistic approach when designed and implemented.

Training of BCM Practitioners and Executives

Any consultation process for business continuity will kick off with training and certification of Identified owners of the BCM system, including but not limited to at least one executive, primarily the owner of the BCM system, delegated by the CEO or MD.

ISO 22301 Lead Implementer certification training is a four day PECB facilitated course with an exam on day five. Short introduction courses for executives and non-practitioners are two days with and examination on the third day. To ensure successful implementation of BCM the Academy of Resilience and Continuity requires the organisation to consider training before the BCM consulting process begins.

Click on consultant names for their bios:

Dr Cliff Ferguson

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Business Continuity Planning & Implementation

When the BCM consultant arrives on site the scoping of the BCM programme will commence while a suitable policy is designed. The consultant will also meet with executive stakeholders for a short interview and to introduces the fundamentals of a good BCM policy to them. This will assist with the final review and policy consultation process.

The BCM programme should at least include the following:

- a. BCM Policy
- b. BCM Awareness
- c. BCM programme plan updates
- d. Business Impact Analysis
- e. BCM Strategy Development
- f. BCM Scorecard
- g. Business Continuity Plan
- h. BCM Monitoring Plan



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- i. BCM Audit Plan
- j. Top management Feedback and Action meetings

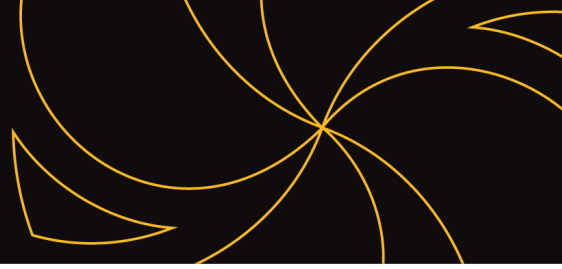
Business Continuity Scenario Testing

Our consultants are well versed in scenario practicing including but not limited to:

1. **BCP Audit** – The BCP audit is a procedural test by auditors to ensure that all the components of the BCP are included and that the plan is executable. This test provides assurance to executive management that a plan is in place and that it is executable.
2. **Desktop review** – Is usually conducted by the BCP owner a checklist kind of exercise where one should be assured of all the components being up-to-date and correct. This method should ensure that the requirements for the plan are met. This test is good to do when preparing for an audit.
3. **Walkthrough** – This is a step by step test of the plan understanding and checking that each process in the plan actually works according to a set out scenario. This would lead to a gap analysis, creating a pathway to fix errors or processes that do not actually work or that contradict one another. This test is very helpful in preparing for an audit.
4. **Simulation** – this test is focussed on simulations through developed scenarios that will test the vigilance and resilience an organisation may have to a number of different settings namely: Floods, datacentre failure, water and electricity failure, supply chain failure for raw materials, civil unrest, cyber-attack, fire or flood damage and the like.
5. **Live test** – this test is based on a scenario that has a scope to test certain areas of business according to a planned scenario that would affect specific business areas. In this case failover mechanisms such as UPS, standby servers, DR sites and work areas will be recovered. This will ensure that people, process and technology failover plans are literally tested and that role players actually do what is expected in the time of such a real scenario playing out in future.

Business Continuity Lifecycle

Our consultants will work through a three year plan with the organisation it consults with to ensure a full cycle of maturity. Business Continuity, as any other system, needs to be implemented in a phased approach to ensure its sustainability. Successful implementation is succinct with the lifecycle repeating itself to ensure resilience. The proposed lifecycle is integrated into a three year BCM programme.



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Customer Experience, Operational & Digital Business Transformation

Together with the BCM consultation our consultants have much experience in change management, digital transformation, self-service, call centre operations and the like. To be of assistance prerequisite meetings are required to understand the business.

