

## **BUSINESS CONTINUITY: BEST PRACTICE, 2ND EDITION**

### **EXCERPT FROM THE FOREWORD TO THE 2ND EDITION**

The events of 9/11 have cast a long shadow over the world and led to a vital reappraisal of Enterprise Risk Management and Business Continuity Management.

The Federal Reserve Bank of New York, Federal Reserve System, the Office of the Comptroller of the Currency, the New York State Banking Department, and the Securities and Exchange Commission sponsored the Financial Industry Summit, held on February 26, 2002. I can do no better than to repeat Roger Ferguson's summary of the key vulnerabilities that regulators and institutions have to face in the aftermath:

- First, contingency planning generally did not account for region-wide events. Some firms found they lost both primary and back-up sites. There were significant concerns about the loss of or inaccessibility of staff.
- Second, concentrations, both market-based and geographic, were really evident and became a source of vulnerability.
- Third, the critical interdependencies across the industry, although understood in the context of planning Year 2000, were never so readily apparent. This was evident in the impact of the problems at key infrastructure providers on wide range of financial institutions. Even institutions far removed from New York City were significantly affected by interdependencies.

These factors apply not only to financial institutions that were particularly hit by the tragedy, but also to many other industries that could be impacted by disasters having a similar impact.

Key lessons have been painfully learned:

- People issues are paramount: staff availability, risk awareness and training are critical.
- Operations distributed over a wide geographic area have a better chance of recovering and may recover quicker. Reliance on single points of failure should be avoided.
- Focus on the outcomes of disaster rather than the causes and on the deliverables rather than on the processes of delivery.
- It is not enough to pay lip service to business continuity: planning must be whole hearted, thorough and tested. Testing may need to extend across the industry, across industries and into the supply chain, including infrastructure providers.

It is our hope that effective risk management, emergency and continuity planning may help to prevent deliberate disasters and to mitigate the consequences of those that do occur.

Andrew Hiles

## **EXCERPT FROM THE PREFACE**

**Melvyn Musson, FBCI, CBCP, CISSP**

I was very pleased to be asked to write a preface to this much-needed book. There are many books that have been written covering various aspects of hazard control, emergency response, disaster recovery and business continuity, but not one that pulls all areas together under the auspices of the individual sections of the BCI and DRII Professional Practices.

Why my interest? To quote from a letter I wrote to the National Fire Protection Association (NFPA) in 1991 when they were considering the establishment of a Technical Committee to develop a Standard on Disaster Management:

Disaster Management, or Business Continuation Planning as we prefer to call it, is a natural progression from Hazard/Loss Control through Emergency Response to the recovery process.

The best hazard/loss control programs cannot prevent emergency or catastrophic situations occurring. The emergency response procedures that most companies have developed or which may be required by law, deal with such aspects as initial fire fighting, evacuation, life safety, etc. - what one might term the stabilization of the situation. They cover the first hours of the emergency. They do not deal with the long-term recovery, which could take several months.

Disaster Management, or some other similarly named program, is needed to enable the company to institute procedures to return to normal operations as soon as possible.

That standard is now available as NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs. Within that standard are details of the BCI/DRII Professional Practices, albeit as part of the various sections of the standard and not as an individual, specific section.

In addition to NFPA 1600, other standards and guides such as BS7779 in Great Britain and the recent Australian Risk Management Standard are incorporating the Professional Practices either by specific reference or wording relating to the practices.

The advent of the Turnbull Report introduces a new consideration and need, which the Professional Practices can support.

This makes it all the more important to have a reference material that can clearly detail what should be considered in each of the ten subject areas, together with appropriate examples and details of not only the benefits but also the problems that can be expected with each of those subject areas. Andrew Hiles has been able to do so in the development of this book. In addition, since Andrew intends to issue periodic updates, this book becomes a living document, which will address both changes in the Professional Practices and developments within the industry.

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**BUY ONLINE FROM:** <http://www.itgovernance.co.uk/products/683>

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BIBLIOGRAPHY



business continuity best practices. pma111 used Ask the Experts on 2015-10-27. Cloud Computing. Disaster Recovery. Network Management. albeit from an IT angle, what are the main sub categories of business continuity? And are there any best practice reference guides for business continuity when the majority of your servers are now hosted in the cloud? Comment. Premium Content. You need an Expert Office subscription to comment. Start Free Trial. Watch Question. Premium Content. You need an Expert Office subscription to watch. Start Free Trial. The Business Continuity Institute's "Good Practice Guidelines (2005)" present a partial, but useful, comparison of the two disciplines; a portion of this comparison follows (see Exhibit 2). Drivers of business continuity management. The importance of cost-effective business continuity planning. The costs associated with implementing the sound practices can vary substantially depending on the extent to which incremental improvements may be needed to address the risks of a wide-scale disruption. The cost of ensuring the resiliency of processes, technology and facilities can quickly spiral out of control if those investments are not made in a disciplined manner that aligns with business needs. Business continuity is a process, not a "tick them off and you're done" checklist. There's no quick and easy way to properly assess risk and impacts, develop mitigation strategies, implement your program and test it to make sure it works. Risk analysis, in particular, needs to be thorough. Don't skimp on data-gathering and analysis, and try to consider as many potential risks and scenarios as you can. Want more best practices? Our next post will continue on the subject, and you can learn more with The Definitive Guide to Business Continuity Planning. Interested in finding the best emergency notification system? Download the Automated Notification System RFP Template. Recommended Posts. Business Continuity. Best Practices for Managing Response to an Outbreak.