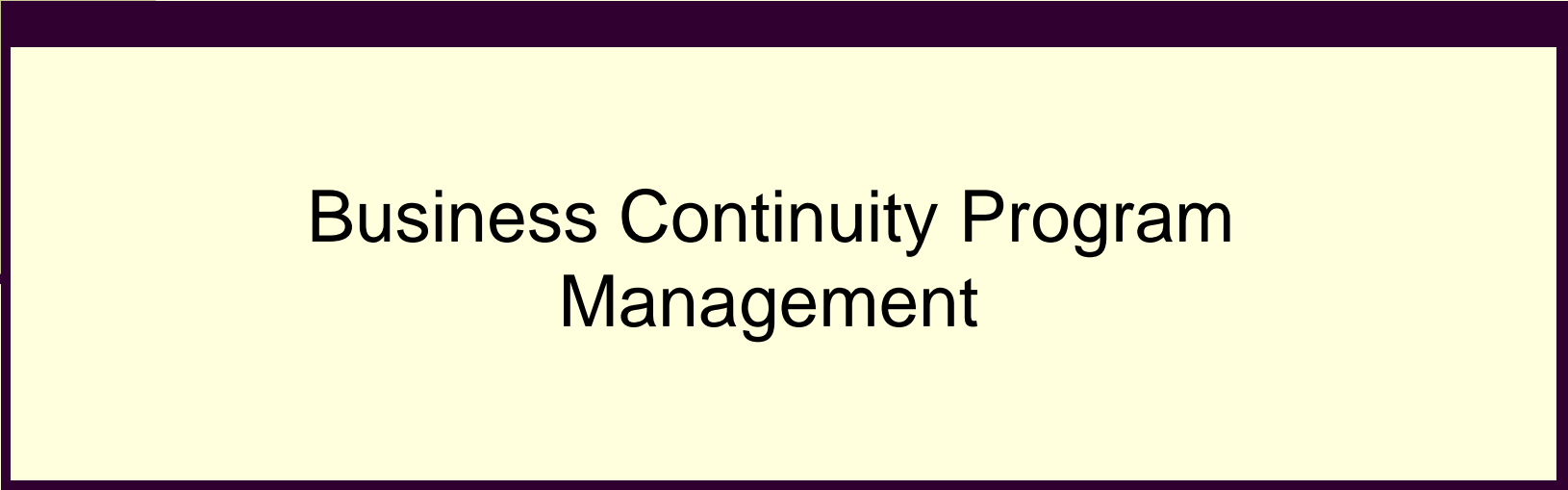




Evolving from a Project to a Program



Business Continuity Program
Management

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Agenda

- Terminology
- Project Approach
- What's the difference?
- Strategic Advantage
- Evolving from a Project to Program
- Executive Support and Participation
- Additional Success Factors
- Make it Sustainable!

What is Business Continuity Management?

Business Continuity Management (BCM) is a holistic management process that identifies potential impacts that threaten an organization and provides framework for building resilience and the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.

Business Continuity Management: Good Practice Guidelines,
The Business Continuity Institute (BCI), version 2005

What are elements of a BCP Program ?

- Board Commitment, proactive participation
- Organizational BCP Strategy
- BCP Policy
- BCP Framework
- Roles, Accountability, Responsibility and Authority
- Resources
- Audit
- Compliance
- Change Management

Project Approach to BCP

- BCP efforts are often considered projects
 - Need plans, start a project
- Lack of in house expertise...results in bringing in outside expertise
- No full time staff or SPA
 - Resources and funding are project based
- No sustainability, used to meet specific need
- Numerous planning efforts, multiple vendors

What's the difference?

- ...building resilience and the capability for an effective response that safeguards the interests...
- Will plans be up to date?
- Have we checked a box or provided a real service?
- What level of participation and ownership will we have within the organization?
- The organization expends unnecessary time and resources to constantly restart and redo, leading to a real lack of “continuity”.

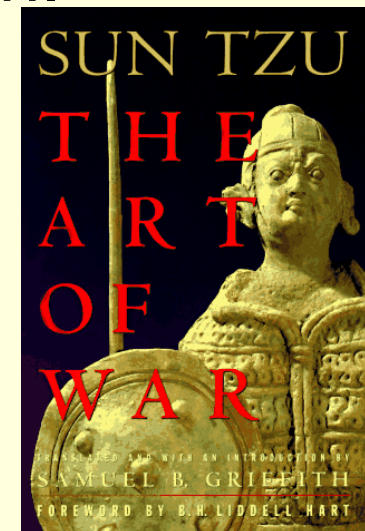
BCP as a Strategic Advantage

- An executive gains a critical strategic advantage by placing his organization in a position where it cannot be beat and waiting for the competition to give him an opportunity to win.
- He does this by managing information.
- Trivia: Source of information

BCP as a Strategic Advantage

- A general gains a critical strategic advantage by placing his organization in a position where it cannot be defeated and waiting for the enemy to give him an opportunity to win.
- He does this by managing information.

Sun Tzu



Evolving from a Project to Program

- Beyond just planning
- Build a culture of awareness and participation
- Begin with the Foundational Elements
 - Organizational BCP Strategy
 - Select a Methodology upon which to build
 - Create a timeline for Program development
 - What's important now?

Immediate Need: 6 Months

ID	Task Name	Start	Finish	Duration	Dec 2004				Jan 2005				Feb 2005				Mar 2005				Apr 2005				May 2005					
					5/12	12/12	19/12	26/12	2/1	9/1	16/1	23/1	30/1	6/2	13/2	20/2	27/2	6/3	13/3	20/3	27/3	3/4	10/4	17/4	24/4	1/5	8/5			
1	Recovery Objective Analysis	11/30/2004	1/3/2005	25d	█																									
2	Develop Strategy Alternatives	1/3/2005	1/28/2005	20d					█																					
3	Roll Forward with Strategy	1/17/2005	3/30/2005	53d									█																	
4	Work on Plans	1/3/2005	5/30/2005	106d									█																	
5	Develop BCM Program Framework	12/6/2004	5/30/2005	126d	█																									

- Assess where the program is today
- Develop most immediate needs
- Gap Remediation
- Largest birds, with the smallest stones
- Single Point of Accountability

Build a BCP Program

- Board Commitment, proactive participation
- Organizational BCP Strategy
- BCP Policy
- BCP Framework
- Roles, Accountability, Responsibility and Authority
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Business Continuity Program Status

FUNCTIONS	Management					
	Rec. Objective Analysis	Strategy Alternatives	Solution Implementation	Plan Development	Testing	Maintenance
Crisis Management	N/A	W	W	●	●	●
Emergency Management	N/A	I	I	I	●	●
Disaster Recovery:						
Client Server Apps	●	W	W	W	W	●
Infrastructure	●	W	W	W	W	●
Supplier Networks	●	W	W	W	W	●
Business Continuity:						
Business Operations Plans	W	W	●	W	●	●

In Place  Work-in-Progress  Not Started 

Executive Support and Participation

- Crucial element to success
- More than just approving funding ...
- Get them involved
 - Intro to meetings
 - Statement for email/memo/presentation
 - Video clip
- Find someone to clean up the glass!

Additional Success Factors

- Single Point of Accountability
- Define Roles, Responsibility, and Authority
- Compliance / Participation
 - Understand importance and their role
- Embed BCP into Change Management
 - Program Office, update triggers
- Unify activities under umbrella of BCP Program
- Common hierarchy/structure
- Regular Assessment of the program
 - Internal audit, external source, FFIEC BC Workbook

Make it Sustainable!

- Instill BCP activities into SOP's
 - Data Retention stickers
- Educate business teams as to their ownership of the plans
 - Have BCP added to Team Leader PC's
- Support corporate governance responsibilities of the executive officers
- Iterative and Incremental
- Mature the Program



QUESTIONS & ANSWERS
