BCM Maturity Assessment Report and Improvement Recommendations

BCMS Maturity Assessment Report – Establishing a BCMS

| **Focus Area** | **Maturity Level** | **Observations** | **Strengths** | **Weaknesses** | **Gaps** | **Recommendations** |
| --- | --- | --- | --- | --- | --- | --- |
| Management Commitment | 0 | No BCM Steering Committee established; no meeting records exist. | None identified. | No leadership or governance in BCM. | Absence of BCM structure and leadership. | Formally establish a BCM Steering Committee and schedule regular documented meetings. |
| BCM Policy | 0 | No approved BCM Policy available. | None identified. | Lack of formal direction and objectives for BCM. | No policy to guide BCM implementation. | Develop and approve a formal BCM Policy aligned with organizational goals. |
| Governance Structure | 0 | No roles defined, no formal appointments or meeting documentation. | None identified. | No clarity on BCM roles and responsibilities. | Lack of governance accountability. | Define roles in Terms of Reference; formally appoint members; maintain meeting records. |
| BCM Charter | 0 | No BCM Charter documented or approved. | None identified. | No guiding document outlining BCM purpose and scope. | No foundational governance framework. | Develop and approve a BCM Charter defining objectives, scope, and authority. |
| BCM Manager/Coordinator | 0 | No formal BCM Coordinator appointed; roles not defined. | None identified. | No central accountability or leadership in BCM. | Absence of dedicated BCM leadership. | Appoint a BCM Coordinator and clearly define responsibilities. |
| BCM Teams | 0 | No BCM, ERT, CMT, or IT Disaster Recovery Teams established. | None identified. | No team structure for response or recovery. | No team readiness for disruptions. | Formally appoint all BCM-related teams with clearly defined roles and responsibilities. |
| BCM Champions | 0 | No BCM Champions appointed across business units. | None identified. | No ownership at the business unit level. | Gaps in BCM awareness and ownership. | Identify and appoint BCM Champions in each business unit. |
| Business Continuity Plan | 0 | No BCP in place. | None identified. | Organization lacks documented response strategy. | Complete absence of BCP documentation. | Develop, approve, and test a Business Continuity Plan covering critical functions and processes. |
| BCM Budget | 0 | No BCM-specific budget allocated. | None identified. | BCM efforts are not financially supported. | No financial planning for BCM activities. | Allocate a specific BCM budget to support planning, training, and implementation. |
| BCM Programme Work Plan | 0 | No BCM Programme Work Plan documented. | None identified. | No structured roadmap for BCM implementation. | No guidance or tracking of BCM activities. | Develop a BCM Programme Work Plan with timelines, responsibilities, and milestones. |

**Overall Summary**

* **Overall Maturity Level:** 0 (Non-Existent)
* **General Observation:** The organization currently has no formal BCM structure, processes, or documentation in place.
* **Immediate Priority Actions:**
  1. Establish foundational governance (Steering Committee, Coordinator, BCM Policy).
  2. Develop core documentation (Charter, BCP, Roles & Responsibilities).
  3. Appoint responsible teams and champions.
  4. Allocate budget and define a BCM Programme Work Plan.

BCMS Maturity Assessment Report – Embracing Business Continuity

| **Focus Area** | **Maturity Level** | **Observations** | **Strengths** | **Weaknesses** | **Gaps** | **Recommendations** |
| --- | --- | --- | --- | --- | --- | --- |
| Management Commitment | 0 | No governance established through a BCM Steering Committee. No meeting records. | None identified. | Lack of top-level oversight and involvement in BCM. | Absence of formal leadership structures. | Establish a BCM Steering Committee and schedule recurring documented meetings. |
| BCM Awareness & Induction | 0 | No BCM awareness campaigns conducted. Not included in employee induction. | None identified. | Staff unaware of BCM principles; new employees not oriented. | No structured awareness or onboarding BCM content. | Design and launch a BCM awareness campaign; include BCM in induction programs. |
| Competence and Skills | 0 | No training records or evidence of training effectiveness. | None identified. | Key personnel are not trained; no performance evaluations. | No training or post-training measurement. | Conduct BCM training for all key stakeholders and assess effectiveness with evaluations/surveys. |
| Training & Awareness Budget | 0 | No budget allocated for BCM training or awareness. | None identified. | No funding support for training or campaigns. | Financial constraints hindering BCM capability building. | Allocate a dedicated budget for BCM awareness and training initiatives. |

**Overall Summary**

* **Overall Maturity Level:** 0 (Non-Existent)
* **General Observations:**
  + There is no BCM training, awareness, or formal leadership supporting BCM initiatives.
  + Employee awareness and competency on BCM are lacking.
* **Key Gaps:**
  + No foundational structure to embed BCM into the organization’s culture and operations.
* **Recommended Next Steps:**
  + **Governance:** Immediately form a BCM Steering Committee to lead and oversee BCM activities.
  + **Awareness:** Launch organization-wide BCM awareness campaigns and embed BCM in staff inductions.
  + **Training:** Roll out training to key personnel, followed by assessments and evaluations.
  + **Budgeting:** Secure and allocate budget to support sustained BCM capacity-building.

BCMS Maturity Assessment Report – Analysis

| **Focus Area** | **Maturity Level** | **Observations** | **Strengths** | **Weaknesses** | **Gaps** | **Recommendations** |
| --- | --- | --- | --- | --- | --- | --- |
| Business Impact Analysis (BIA) | 0 | No BIA has been conducted; no list of critical activities or impact analysis. | None identified. | No understanding of the impact of disruptions on critical functions. | Absence of critical activity list and impact data. | Conduct a comprehensive BIA to identify critical business activities and analyze their impact. |
|  |  | No Recovery Time Objectives (RTOs) or Recovery Point Objectives (RPOs) defined. |  | No recovery targets for continuity or recovery of services. | No RTO/RPO targets set for prioritizing recovery. | Establish RTOs and RPOs for all critical activities based on BIA outcomes. |
| Risk Assessment | 0 | No risk assessment addressing BCM-related risks has been done. | None identified. | Organization is not aware of specific threats to continuity. | Lack of BCM-specific risk profile and mitigation measures. | Conduct a formal BCM risk assessment and integrate results into the continuity planning process. |

**Overall Summary**

* **Overall Maturity Level:** 0 (Non-Existent)
* **General Observations:**
  + The organization lacks foundational analytical processes critical to BCM.
  + Without BIA or risk assessments, the organization cannot prioritize recovery or manage threats effectively.
* **Key Gaps:**
  + No identification of critical business processes or their recovery needs.
  + No formal risk assessment to inform continuity planning.
* **Recommended Next Steps:**
  + **Initiate a formal Business Impact Analysis (BIA)** covering all departments/functions.
  + **Establish RTOs and RPOs** for each critical function to guide recovery planning.
  + **Perform a BCM Risk Assessment** that identifies, analyzes, and evaluates threats to continuity.

BCMS Maturity Assessment Report – Solutions Design

| **Focus Area** | **Maturity Level** | **Observations** | **Strengths** | **Weaknesses** | **Gaps** | **Recommendations** |
| --- | --- | --- | --- | --- | --- | --- |
| Business Continuity Strategy Development | 0 | No business continuity strategies documented or identified. | None identified. | No strategic planning to sustain critical operations during disruptions. | Lack of documented BC strategies for maintaining essential services. | Develop formal BC strategies based on BIA and risk results to ensure continuity of critical activities. |
|  |  | BIA and risk assessment results not used in strategy selection. |  | Decisions not grounded in impact or risk data. | No integration of analysis findings into strategy design. | Ensure strategies are derived from BIA and risk assessment insights for relevance and effectiveness. |
|  |  | No evaluation of tactics against service/resource needs. |  | No alignment between strategies and operational requirements. | Inadequate strategy validation processes. | Assess each tactic to verify it addresses actual resource and service-level needs. |
| Solution Implementation Planning | 0 | No projects or funding identified for solution implementation. | None identified. | No commitment or investment towards implementing continuity strategies. | Absence of execution planning. | Initiate and fund implementation projects for selected BCM solutions with defined deliverables. |

**Overall Summary**

* **Overall Maturity Level:** 0 (Non-Existent)
* **General Observations:**
  + There is no evidence of strategic continuity planning or tactical execution.
  + The lack of linkage between analysis (BIA/risk) and strategy suggests a significant planning gap.
* **Key Gaps:**
  + No documented strategies.
  + No evaluation of their adequacy.
  + No implementation planning or budgeting.
* **Recommended Next Steps:**
  + **Develop formal business continuity strategies** based on BIA and risk assessment outputs.
  + **Evaluate these strategies** to ensure they meet critical service-level and resource needs.
  + **Initiate funded implementation plans** to realize the strategies with accountable ownership and tracking.

BCMS Maturity Assessment Report – Enabling Solutions

| **Focus Area** | **Maturity Level** | **Observations** | **Strengths** | **Weaknesses** | **Gaps** | **Recommendations** |
| --- | --- | --- | --- | --- | --- | --- |
| Incident Response | 0 | No documented incident response structure in place. | None identified. | No formal process to detect, respond to, and recover from incidents. | Inability to respond effectively to operational disruptions. | Develop and document an Incident Response structure defining roles, escalation paths, and processes. |
| Business Continuity Plan (BCP) | 0 | No approved or up-to-date BCP exists. | None identified. | Organization is not prepared to maintain critical functions during disruptions. | Absence of BCP leaves the organization vulnerable. | Develop and approve a current, organization-wide BCP aligned with BIA findings. |
| Emergency Response Plan (ERP) | 0 | No ERP available to manage immediate emergencies. | None identified. | No procedures for managing physical threats, evacuations, etc. | No emergency readiness framework. | Create a comprehensive ERP with response protocols for various scenarios. |
| Disaster Recovery Plan (DRP) | 0 | No DRP in place for IT and digital service recovery. | None identified. | Critical IT functions have no recovery path. | IT infrastructure is unprotected in disaster scenarios. | Develop an IT-focused DRP to restore critical systems in acceptable timeframes. |
| Crisis Management Plan (CMP) | 0 | No formal CMP has been documented. | None identified. | Leadership lacks coordinated crisis decision-making protocols. | Disorganized responses to complex crises. | Develop a CMP that outlines roles, communication, and decision-making for crisis scenarios. |
| Pandemic Response Plan | 0 | No COVID-19 or similar pandemic response plan exists. | None identified. | Organization is not prepared for health-related disruptions. | Absence of continuity measures for public health emergencies. | Develop a pandemic response framework including remote work, health protocols, and business continuity. |

**Overall Summary**

* **Overall Maturity Level:** 0 (Non-Existent)
* **General Observations:**
  + The organization lacks all core continuity and emergency response plans.
  + There are no formal documented processes to guide incident handling, IT recovery, or health crises.
* **Key Gaps:**
  + No planning for operational, IT, or public health-related disruptions.
  + Inability to recover or respond to incidents efficiently.
* **Recommended Next Steps:**
  + **Develop and document all core response and recovery plans** (BCP, DRP, ERP, CMP, etc.).
  + **Ensure plans are informed by BIA and Risk Assessments**.
  + **Test and review these plans regularly** to validate their effectiveness.

BCMS Maturity Assessment Report – Validation

| **Focus Area** | **Maturity Level** | **Observations** | **Strengths** | **Weaknesses** | **Gaps** | **Recommendations** |
| --- | --- | --- | --- | --- | --- | --- |
| Exercising and Testing | 0 | No evidence of an established exercising and testing programme. | None identified. | Plans and procedures have not been tested; response capabilities are unknown. | Inability to validate BCM effectiveness or readiness. | Develop a structured BCM testing programme including simulations, drills, and tabletop exercises. |
| Review and Assurance | 0 | No recent internal, self, or external reviews conducted on BCM arrangements. | None identified. | No assurance that BCM processes are effective, compliant, or up-to-date. | Lack of continuous improvement or quality assurance in BCM. | Schedule periodic BCM reviews through audits, self-assessments, or external evaluations. |

**Overall Summary**

* **Overall Maturity Level:** 0 (Non-Existent)
* **General Observations:**
  + There are no formal validation activities for BCM readiness or governance.
  + This limits the ability to detect weaknesses and improve continuity capabilities.
* **Key Gaps:**
  + No testing of plans, roles, or systems.
  + No assurance mechanisms to evaluate BCM maturity or compliance.
* **Recommended Next Steps:**
  + **Establish a documented testing and exercising programme** that includes all critical BCM components (e.g., BCP, DRP, CMP).
  + **Implement an annual review and assurance process** involving internal audit, self-assessments, or third-party reviews.
  + **Use validation results** to inform updates and continuous improvement in BCM practices.