Training and Awareness Procedure
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1. Introduction

The bank is committed to ensuring the continuity of its critical operations in the face of disruptions. A robust Business Continuity Management System (BCMS) as per ISO 22301:2019 is implemented to achieve this goal. Training and awareness are foundational pillars that ensure all employees and stakeholders are adequately prepared to respond to and recover from disruptive incidents. This document outlines the procedures for implementing a structured training and awareness program that equips employees with the necessary knowledge and skills to fulfill their roles effectively within the BCMS framework.

2. Scope

This procedure applies to all critical business units, processes, systems, and supporting functions that fall within the scope of the Bank's Business Continuity Management System (BCMS). It covers training on end-to-end processes. It includes:

- All employees at head office, zonal, regional, and branch levels.
- Departmental and functional BCP Coordinators.
- CHC (Crisis Handling Counsel), BCP Coordinator and Application Owners.
- Vendors and third-party service providers (as applicable) involved in critical operations.

3. Objective

Provide technical training on Operational Resilience covering different aspects such as Crisis Management, BCP/DR etc., including examples and case studies from leading practices which will be reviewed and approved by the team. The primary objectives of this procedure are:

- To ensure that all personnel are aware of the Bank's BCMS policies, procedures, and their role within the system.
- To provide technical training on operational resilience, including crisis management, business continuity planning (BCP), and disaster recovery (DR).
- To establish a mechanism for periodic review, delivery, and improvement of BCMS training.

4. Methodology

It is the responsibility of the HR Head in coordination with RMD (O&FRM) to design the BCMS training programs which shall include the following parameters:

- Mode of Delivery (Internal/ External)
- Identification of Instructor/ vendor
- Program content
- Training material
- Mode of delivery
- Cost of the program

After finalizing the training program, analysis shall be conducted by Head-L&D for the trainer identification in discussion with Head-O&FRM.

It is the responsibility of Head-L&D to choose internal or external trainer for any of the BCMS Program role-based training programs, in discussion with the Head-O&FRM. In case of choosing an external vendor as BCMS Program trainer, feedback shall be sought from a minimum of 2 clients of the vendor.

Meeting Calendar:

The Training Calendar shall be drafted by HR SPOCs in discussion with H.O. BCM Team. Head-O&FRM shall sign off the BCMS program training calendar. The unit level BCMS program training calendar shall be shared on mail for reference of all employees of the unit.

Changes proposed by the H.O. BCM in the BCMS program training calendar should be discussed with the Head-O&FRM and the same shall be incorporated in the BCM training calendar. Implementation status of the training calendar shall be apprised to ORMC on a quarterly basis.

5. **Process flow**

The training and awareness regarding the business continuity management system is one of the critical success factors that must be addressed. The bank strives to impart BCMS knowledge through following process flow:

Fig 1: Training process cycle

6. Types Of Training

6.1 BCMS Training for all employees

All employees to receive BCMS training including basic understanding of the BCMS concepts and the high-level Bank's BCMS framework. Inclusion of BCMS awareness may be done in the induction program through slide/video for new joiners and e- learning module for existing employees. Training may be categorized into Role based and Scenario based trainings as below-

6.1.1 Role-Based Training

Targeted programs are delivered based on employee roles and responsibilities within the BCMS.

Role-based training ensures that individuals are trained specifically for the tasks they are expected to perform during a disruption. For instance, IT personnel are trained in system recovery, while Corporate Communications teams learn about stakeholder messaging during crises.

Role	Training Focus
Senior Management	Strategic decision-making, regulatory oversight, stakeholder communication
Department Heads	BCMS policy application, departmental recovery strategies
BCP Coordinators (Zones/Branches)	Plan maintenance, risk and impact assessments, BCP walkthroughs
IT Teams	ITDR, backup and restoration, cyber resilience
Facility/ Corporate Services (Security) Teams	Physical access control, evacuation, site recovery
HR and Corporate Communications Team	Internal and external communication protocols during crises

Providing role-based BCMS training

a. Certification Training (as in section 6.3 according to organizational roles)
b. E-Learning / Online web-based training on BCMS policy, BCMS concepts, BCMS plans to all relevant stakeholders like department, Zonal, Regional and Branch level BCP Coordinators.
c. BCP Coordinator Training

    i   Documentation Update- Practical sessions to review and refine continuity plans.
    ii   Plan Activation Walkthroughs- Step-by-step simulations of BCP activation protocols.
    iii BCP Drills and Post-Incident Review Training- How to plan, execute, and assess effectiveness of drills.

6.1.2 Scenario-Based Training

Scenario-based testing replicates real-world situations to assess readiness. For example, a simulated data center outage will test the effectiveness of failover systems and coordination across teams. These tests Validate response plans Identify weaknesses Reinforce teamwork Drive improvement

Realistic, case-driven learning modules designed to test and refine response capability in various disruption scenarios.

Scenario	Training Activity
Cyberattack on core systems	Cyber drill, mock recovery, ITDR validation
Pandemic or health emergency	Remote work simulation, HR response walkthrough
Natural disaster affecting branches	Regional BCP activation, alternate site readiness drill
Data center failure	Failover simulation, critical application recovery sequence
Reputational or regulatory crisis	Crisis communication and stakeholder response workshop

Each scenario includes:

- Briefing on potential impacts
- Roles and team assignments
- Tabletop or live simulation
- Post-event review and corrective action planning

Providing scenario based BCMS training

a. Crisis Simulation Exercises (Tabletop & Live Drills)- Realistic scenarios testing decision-making, coordination, and communication.
b. Crisis Communication Workshops - Training on internal and external communication protocols.

6.2 General Awareness Program

End-user awareness on BCMS Program shall have to be undertaken by all employees of <<Client Name>> across all locations. End-user training shall be conducted in batches at all units. This shall be mandatory training, and local HR shall strive for 100% participation in this training. Conducted to sustain organizational engagement in continuity practices and developing BCMS General Awareness through:

a. BCMS awareness slides/video to be included in new joiner's orientation program
b. Special awareness drive with the bank departments
c. Webinars and educational videos on LMS
d. Mass mailer and posters at workplace
e. BCMS Quiz competition
f. BCMS awareness campaign – Half - yearly

6.3 Certification for BCMS Team

a. **ISO 22301:2012 / ISO 27001:2013 Implementer / Auditor Certification:** Identified Head Office BCMS Team members shall undergo formal certification in the relevant ISO standard(s). Upon successful certification, these trained BCMS personnel will conduct structured training sessions for the nominated BCP Coordinators (maximum of 3, distributed across key business functions). These Coordinators shall be nominated in consultation with the H.O. BCM Team. Subsequently, the trained BCP Coordinators will further disseminate knowledge and train other Department Heads, for covering all processes across business units through a Train-the-Trainer (TTT) approach, ensuring broader awareness and compliance with the requirements of the standards.

7. Training Delivery Channels

- **LMS (Learning Management System):** For e-learning modules, self-paced content, quizzes
- **Workshops & Webinars:** Interactive sessions for functional groups or departments
- **Classroom Training:** Hands-on, instructor-led sessions for technical or specialized roles
- **Drills and Simulations:** Tabletop and live exercises
- **Induction Programs:** Orientation sessions with BCMS overview

8. Roles and Responsibilities

Clear ownership of training and awareness activities is essential to ensure consistent execution, accountability, and alignment with the Bank's BCMS objectives. The table below outlines the roles and responsibilities assigned to various stakeholders involved in the development, delivery, monitoring, and review of the BCMS training and awareness program.

Step #	Activity	Activity Owner
1	Develop/update the BCMS training and awareness program plan	H.O. BCM Team
2	Review the BCMS training and awareness program plan	ORM Team

Step #	Activity	Activity Owner
3	Deliver BCMS awareness sessions/ campaigns based on BCMS Training and awareness program plan	BCP Coordinator
4	Measure the effectiveness of training module and ensure necessary follow ups are done to ensure 100% compliance	ORM Team
5	Nomination for BCP Coordinators	H.O. BCM Team
6	Design the BCMS training programs	HR Head in coordination with Head-O&FRM
7	Choose internal or external trainer for any of the BCMS Program role-based training programs	H.O. BCM Team
8	Training Calendar to be drafted	HR Team in discussion with the Head-O&FRM
9	Changes proposed in the BCMS program training and its incorporation in the BCMS training calendar.	BCP Coordinator in discussion with the H.O. BCM Team
10	Review of the implementation of the training calendar.	H.O. BCM Team at all locations at <<Client Name>>

9. Frequency

Training programs are scheduled based on the criticality of roles, nature of content, and regulatory expectations. The frequency of each training type is defined to ensure ongoing awareness, capability maintenance, and timely skill upgrades, as shown in the table below:

Training Name	Training Type	Role	Frequency
Training Calendar	For all/different training types	--	Quarterly
BCMS Training	Introductory	All employees	Annually
Certification for BCMS Team	Advance	HO BCM Team Members	As per training and awareness program plan