

III. LESSON PROPER

What is a management system?

A management system is an integrated set of processes and tools that an organization uses to develop its strategy, transform it into actions, and monitor and improve the effectiveness of management capability

Business continuity (BC)

Business continuity is a corporate capability. This capability exists whenever organizations can continue to deliver their products and services at acceptable predefined levels after disruptive incidents have occurred.

Business continuity management (BCM)

Business continuity management is a holistic management process that is used to ensure that operations continue and that products and services are delivered at predefined levels, that brands and value-creating activities are protected, and that the reputations and interests of key stakeholders are safeguarded whenever disruptive incidents occur. This is achieved by identifying potential threats, by analyzing possible impacts, and by taking steps to build organizational resilience. (A holistic process is one that emphasizes the importance of the whole process and the interdependence of the parts that make up that process.)

Business continuity management system (BCMS)

A business continuity management system is part of an organization's overall management system. A BCMS is a set of interrelated elements that organizations use to establish, implement, operate, monitor, review, maintain, and improve their business continuity capabilities. These elements include people, policies, plans, procedures, processes, structures, and resources.

All of these elements are used to ensure that operations continue and that products and services are delivered at predefined levels, that brands and value-creating activities are protected, and that the reputations and interests of key stakeholders are safeguarded whenever disruptive incidents occur.

Business Continuity Management System

Business continuity management (BCM) is a framework for identifying an organization's risk of exposure to internal and external threats.

The goal of BCM is to provide the organization with the ability to effectively respond to threats such as natural disasters or data breaches and protect the business interests of the organization. BCM includes disaster recovery, business recovery, crisis management, incident management, emergency management and contingency planning.

The Plan–Do–Check–Act (PDCA) model

This International Standard applies the “Plan–Do–Check–Act” (PDCA) model to planning, establishing, implementing, operating, monitoring, reviewing, maintaining and continually improving the effectiveness of an organization's BCMS.

This ensures a degree of consistency with other management systems standards, such as ISO 9001 Quality management systems, ISO 14001, Environmental management systems, ISO/IEC 27001, Information security management systems, ISO/IEC 20000–1, Information technology — Service management, and ISO 28000, Specification for security management systems for the supply chain, thereby supporting consistent and integrated implementation and operation with related management systems.

Figure 1 illustrates how a BCMS takes as inputs interested parties, requirements for continuity management and, through the necessary actions and processes, produces continuity outcomes (i.e. managed business continuity) that meet those requirements.

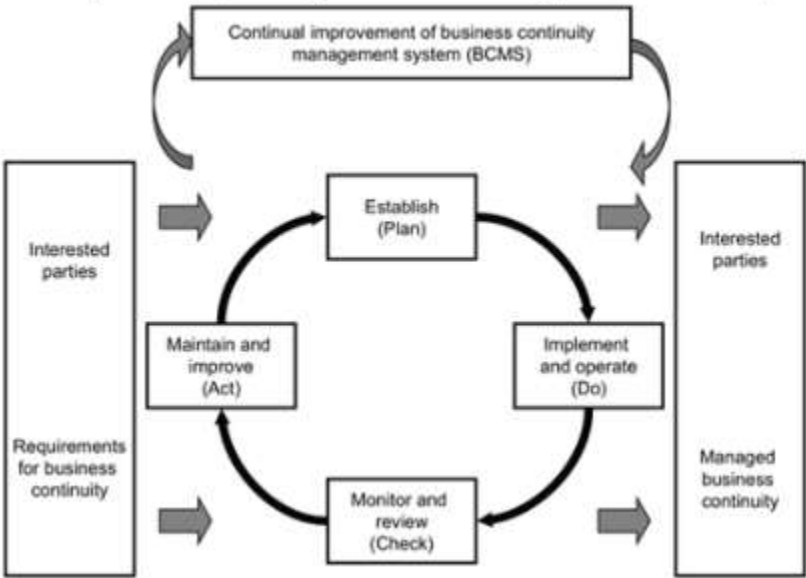


Table 1 — Explanation of PDCA model

Business Continuity Management System

Plan (Establish)	Establish business continuity policy, objectives, targets, controls, processes and procedures relevant to improving business continuity in order to deliver results that align with the organization's overall policies and objectives.
Do (Implement and operate)	Implement and operate the business continuity policy, controls, processes and procedures.
Check (Monitor and review)	Monitor and review performance against business continuity policy and objectives, report the results to management for review, and determine and authorize actions for remediation and improvement.
Act (Maintain and improve)	Maintain and improve the BCMS by taking corrective action, based on the results of management review and reappraising the scope of the BCMS and business continuity policy and objectives.

Business continuity management systems – Requirements.

These requirements can be found in the following seven sections:

- 4 Context
5. Leadership
6. Planning
7. Support
8. Operation
9. Evaluation
10. Improvement

The purpose of ISO 22301 2012 is to show people how to set up and manage a Business Continuity Management System (BCMS). A BCMS is a set of interrelated elements that organizations use to establish, implement, operate, monitor, review, maintain, and improve their business continuity capabilities. These elements include people, policies, plans, procedures, processes, structures, and resources.

All of these elements are used to ensure that operations continue and that products and services are delivered at predefined levels, that brands and value-creating activities are protected, and that the reputations and interests of key stakeholders are safeguarded whenever disruptive incidents occur.

SCOPE OF ISO 22301

ISO 22301 is a generic business continuity management standard. It can be used by any organization, or any part of an organization, no matter what size it is or what it does.

However, exactly how you apply ISO 22301 is up to you and will depend on your organization's unique business continuity needs and obligations and the particular expectations and requirements of interested parties. It will also be influenced by its inherent complexity and its operating environment. Exactly how you apply ISO 22301 will depend upon your organization's unique structure, its legal and regulatory obligations, and the processes it uses to support and deliver its products and services.

OVERVIEW OF ISO 22301

As previously indicated, the standard's business continuity requirements are described in ISO 22301 parts 4 to 10. The following material will briefly introduce these seven sections.

Part 4. Context asks you to start by understanding your organization and its context before you develop your organization's business continuity management system (BCMS). It asks you to identify who your organization's interested parties are and to clarify what their needs and expectations are; and it asks you to consider all relevant legal and regulatory requirements. It then asks you to figure out what your BCMS should apply to and to formally define its scope.

Part 5. Leadership asks your top management to provide leadership for its BCMS by showing they support it, by assigning responsibility and authority for it, and by establishing a business continuity policy.

Part 6. Planning asks you to prepare plans to address the risks and opportunities that could affect your BCMS and to establish business continuity objectives and plans to achieve them.

Part 7. Support asks your organization to support its BCMS by providing resources. It asks you to make sure that people are competent and that they are aware of their responsibilities. And it asks you to manage information and to establish communication procedures.

Part 8. Operation asks you to plan, implement, and control your organization's BCMS processes.

Business Continuity Management System

It then asks you to study disruptions and assess risks, to set recovery priorities, and to identify risk treatment options. It then asks you to carry out an impact analysis, to develop a business continuity strategy, and to establish business continuity plans and procedures. And, finally, it asks you to conduct exercises and to test your business continuity plans and procedures.

Part 9. Evaluation asks you to monitor, measure, audit, and evaluate your BCMS and to review its performance at planned intervals.

Part 10. Improvement asks you to identify nonconformities, to take corrective actions, and to enhance the overall performance of your organization's BCMS.