III.   LESSON PROPER

BUSINESS CONTINUITY AND DISASTER RECOVERY DEFINED

Before we go too far, let's take a moment to define BC/DR. These two labels are often used interchangeably, and though there are overlapping elements, they are not one and the same. *Business continuity planning* (BCP) is a methodology used to create and validate a plan for maintaining continuous business operations before, during, and after disasters and disruptive events.

BUSINESS

An organization or economic system where goods and services are exchanged for one another or for money.
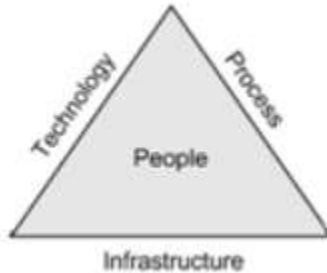
COMPONENTS OF BUSINESS

There are many ways to break down the elements of business, but for the purposes of BC/DR planning, we'll use three simple categories: people, process, and technology. As an IT professional, you should understand the importance of the interplay among these three elements. Technology is implemented by people using specific processes.

Business continuity and disaster recovery cycle

- **People**: Key to creating and implementing BC/DR plans; affected emotionally and physically by disasters.

- **Process**: Maintains business operations consistency; critical processes must be identified and planned for.

- **Technology**: Requires an integrated emergency planning approach considering people and processes.

People, process, technology and infrastructure.

COMPONENTS OF BUSINESS
Businesses are comprises of people, process, and technology and related infrastructure.
Each of these must be addressed in BC/DR planning.

➢ People are responsible for creating and implementing BC/DR plans. They are susceptible
  to the effects of a disaster including being overwhelmed with a variety of emotions,
  being physically injured (or killed), and being unable to perform their duties due to
  these and other influences that occur during a disaster.
➢ Processes are used in businesses to maintain an orderly and consistent flow of business
  operations.
➢ Business processes must be evaluated during BC/DR planning in order to determine
  which are the critical business processes and how they should be implemented in the
  face of a disaster or event.

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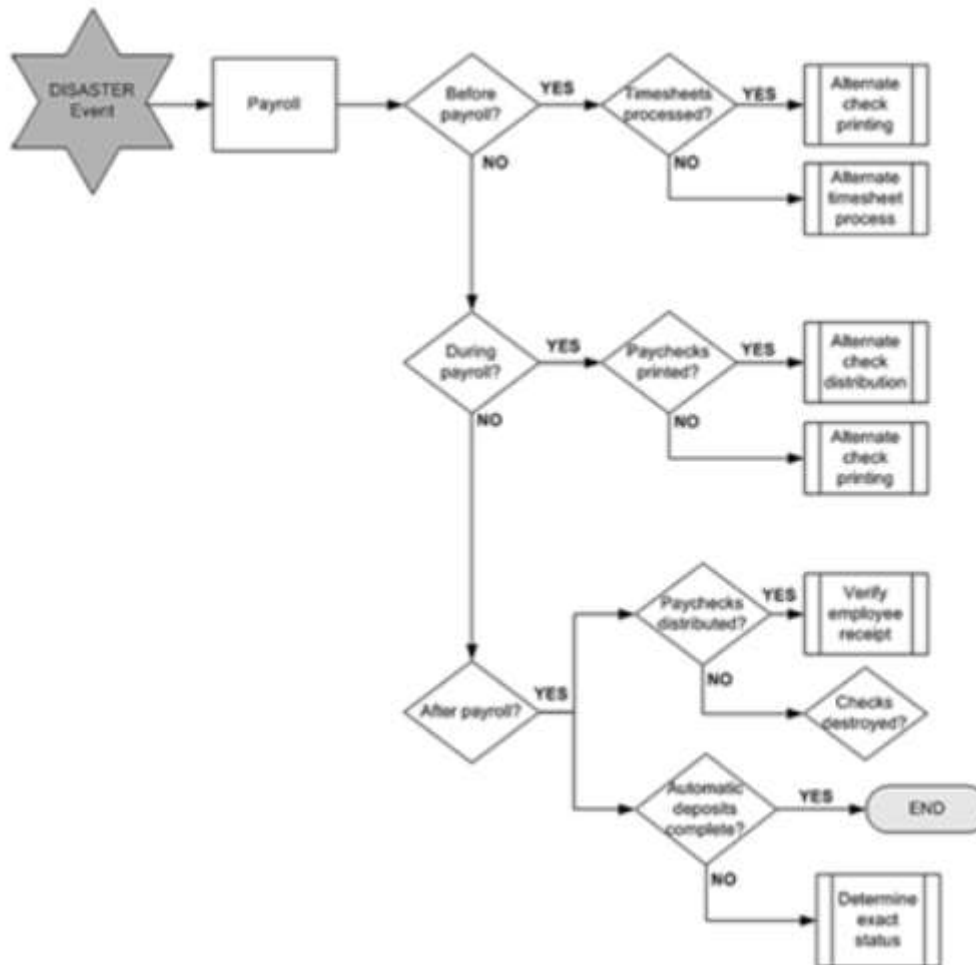
As you can see in Figure there are defined steps in your company's payroll process. These steps become the framework for a decision flowchart to help HR staff determine what steps need to be taken in the aftermath of a significant event with regard to payroll processing.

In some cases, you may find ways to streamline everyday business processes as a result of your BC/DR planning activities.

•   Technology is implemented through people and processes. Therefore, an integrated approach to emergency planning for technology is needed to consider people, process, and technology.

•   Understanding how technology is used in day-to-day operations is important for BC/DR planning.

•   As an IT professional, you may understand how to implement technology, but you will need to collaborate with others in your organization to understand the broader business impact of technologies on operations so you can effectively plan for emergencies.
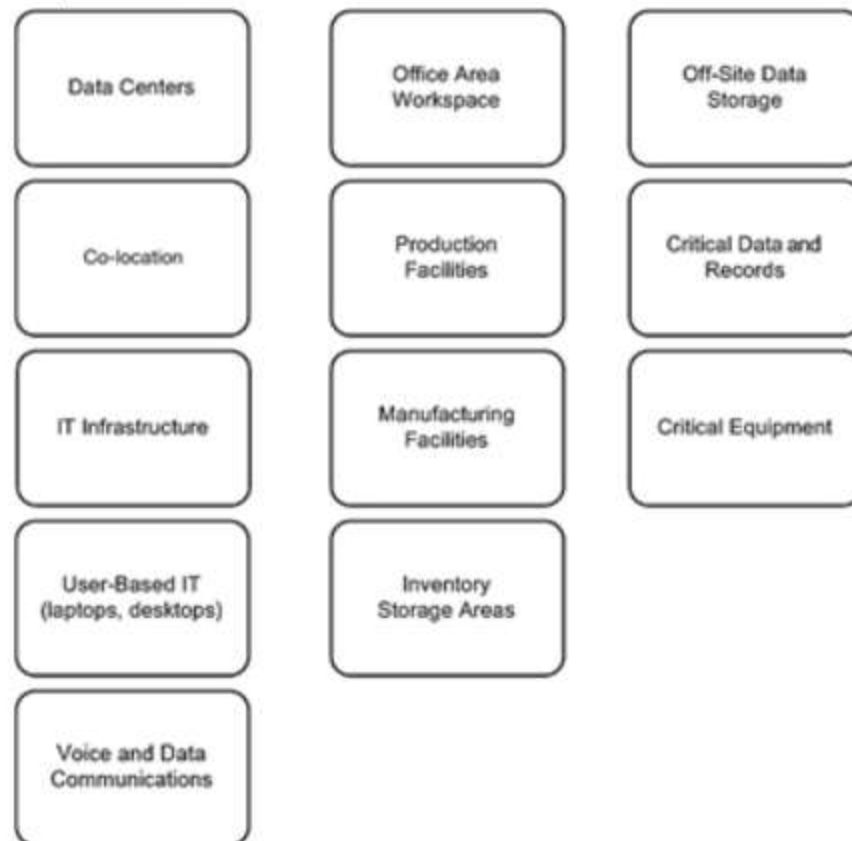
Types of disasters to consider

Disasters fall into three general categories: natural hazards, human-caused hazards, and accidental/technical hazards.

- ➢ Natural hazards include weather problems in both hot and cold climates as well as geological hazards such as earthquakes, tsunamis, volcanic eruption, and land shifting.
- ➢ Human-caused hazards can be accidental or intentional. Some intentional human-caused hazards fall under the category of terrorism, and some are less severe and may be "simply" criminal or unethical.
  - o Human-caused hazards include cyber-attacks, rioting, protests, product tampering, bombs, explosions, and terrorism, to name a few.
- ➢ Accidents and technological hazards include such as issues transportation accidents and failures, infrastructure failures, and hazardous materials accidents, to name a few.

BC/DR planning basics

- • Using standard PM methodologies will help you throughout your BC/DR plan development process. It will help reduce errors and avoid potential gaps in your planning activities.
- • The basic steps of BC/DR planning are project initiation; risk assessment; business impact analysis; mitigation strategy development; plan development; testing, training and auditing; and plan maintenance. Each is discussed in subsequent chapters.

Data Centers	Office Area Workspace	Off-Site Data Storage
Co-location	Production Facilities	Critical Data and Records
IT Infrastructure	Manufacturing Facilities	Critical Equipment
User-Based IT (laptops, desktops)	Inventory Storage Areas	
Voice and Data Communications		

Subject matter expertise needed for BC/DR planning.

The basic steps in any BC/DR plan

- Project initiation
- Risk assessment
- Business impact analysis
- Mitigation strategy development
- Plan development
- Training, testing, and auditing
- Plan maintenance

Basic business continuity and disaster recovery planning steps.