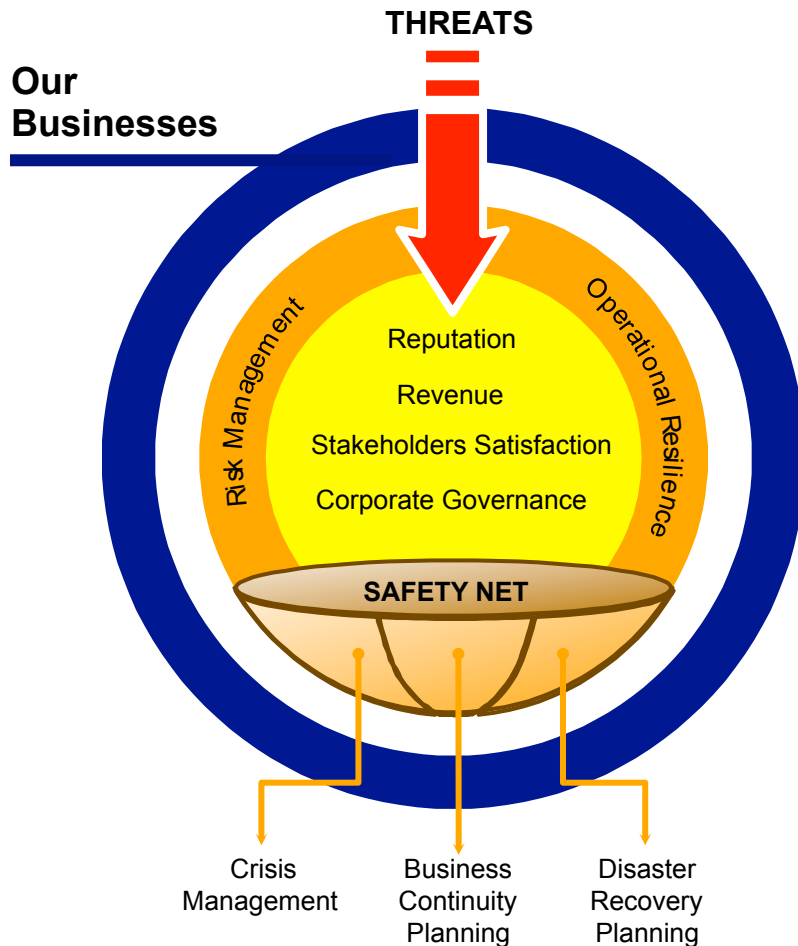


Preparing for the Unexpected – Business Continuity Management

HKARMS

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How do we cope with the disastrous uncertainty?

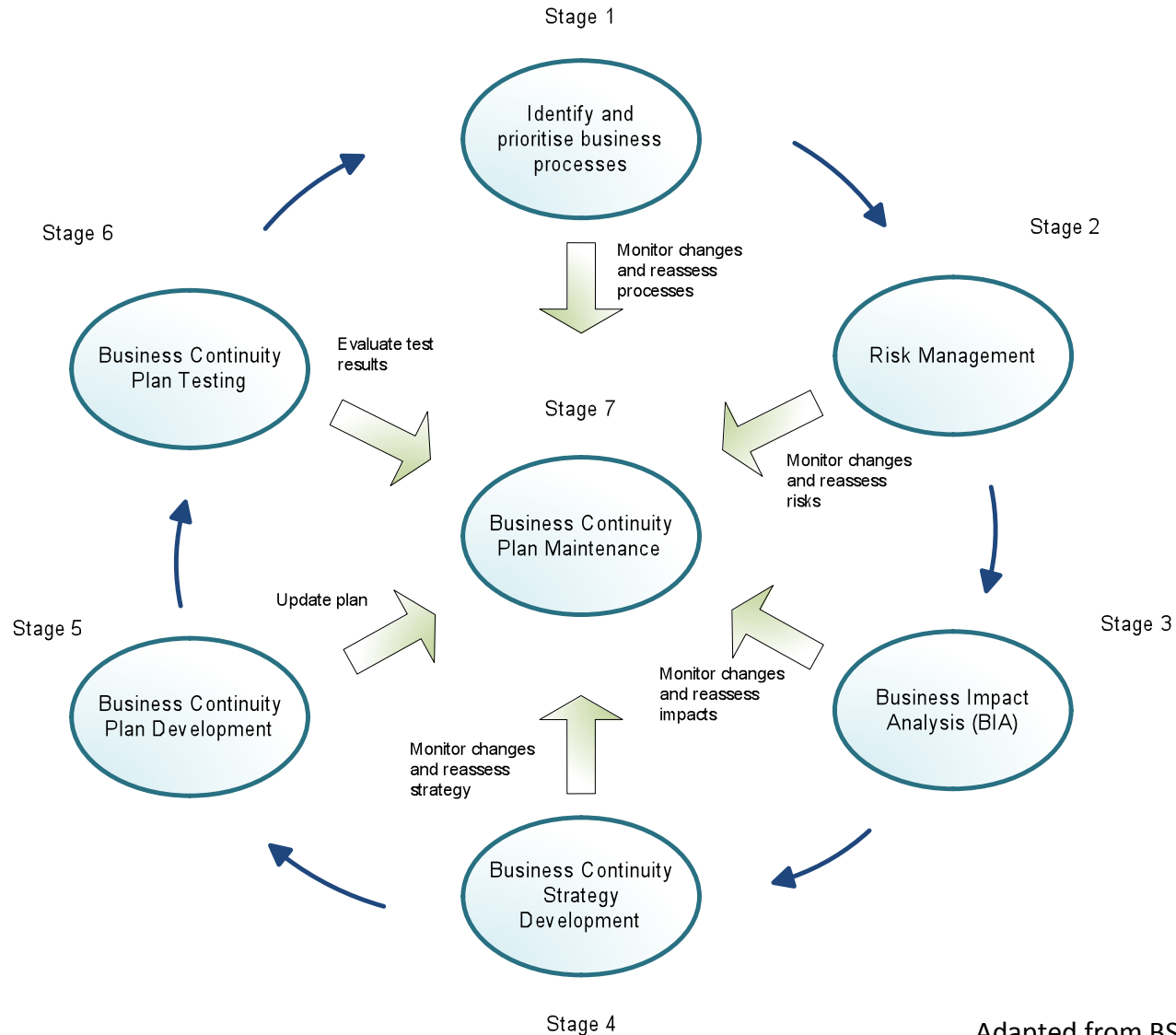


- **Crisis management** - assessing, reducing and managing the threats that can promote crisis situations; planning and preparing to respond to and recover from a crisis.
- **Business continuity** - identification and protection of critical business processes and resources required to maintain an acceptable level of business; protecting those resources and preparing procedures to ensure the survival of the organisation during a business disruption.
- **Disaster recovery** - addresses the planning for and recovery from a loss of critical IT systems

Common problems with business continuity plans

- Very often business continuity (BC) plans were developed in isolation with limited consideration of interdependencies
 - Strong assumptions on “others will provide...”
 - This makes it difficult to identify and foster ownership
- There is no definition of “critical” business processes which make BC options less viable and practicable
- Plans take the approach of **scenario-based** (e.g. what if no power supply) rather than **risk-based** (e.g. what could affect or interrupt a process? What are the risk exposures?) which make mitigation reactive and not proactive

How do we get round the common problems?



Cross-linkages BC plans

- Work with business units to:
 - Define the core business objectives/priorities
 - Lay out key functions to identify where they fit in the core business objectives/priorities
 - Identify and prioritise supporting business processes (i.e. define critical processes that if interrupted will cause a significant negative impact on the core businesses and operations)
 - Perform risk assessment on critical business processes
 - Perform business impact analysis (BIA)
 - Identify contingency or workaround procedures and the resources requirement
 - Integrate incident management with BC plans

Identify critical business processes

- Identify all interfacing parties (i.e. supporting logistics) that contribute to the process
- For each interfacing party:
 - Identify / assign owners
 - Define key responsibilities
 - Answer “what”, “where”, “how”, “when” and “with what”
 - Define the level of impact if the supporting logistic gets interrupted
 - Specific conditions under which level of impact may vary

Risk assessment

- Identify risk scenarios that may affect/interrupt the critical business processes
- Consolidate in the form of a risk register
- Illustrate in “risk map”

Business impact analysis (BIA)

- Describe the impacts if the process is interrupted
- Define minimum level of performance during times of interruption
- Define recovery time requirements
- Define the logistics to support minimum level of performances and recovery priorities to normal

A typical structure of the BC plan

- A basic integrated plan for incident management and business continuity
- Ownership of the functional BC plan resides with the Senior Management

Conclusions

- Define and be clear on the core business objectives/priorities
- Functional level BC plans are mapped on the defined objectives/priorities
- Business continuity requirements and recovery priorities will be listed under specific operating conditions of each business line
 - With the interdependencies specified and prioritised
- Because functional level BC plans are the “building blocks”, they can adept to new or modified business objectives/priorities
- A dedicated BCP Manager to ensure that
 - they are maintained and reflect the changing operations nature
 - They “fit” for the resilience of each core business objective/priority

Thank you.