



Business Continuity Management

National Occupational Standards

December 2013

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Overview

This Standard is about developing a Business Continuity Management (BCM) strategy. It includes defining the scope of and objectives for the strategy, conducting a Business Impact Analysis (BIA) and Risk Assessment (RA) and identifying the options for actions that could be taken in the event of an interruption to the business. It also includes creating a common understanding of BCM amongst decision makers and producing a final strategy, incorporating feedback. This standard is for Business Continuity managers and/or other professionals who are responsible for developing BCM strategy.



**Performance
criteria**

- You must be able to:
- P1 define the objectives for and scope of BCM according to the organisation's overall strategy
 - P2 define the metrics and/or evidence through which the objectives will be monitored and measured
 - P3 conduct a BIA and RA, consulting and involving others as appropriate
 - P4 identify the critical components of the organisation's activities and analyse their vulnerability
 - P5 identify options for the actions that could be taken in the event of an interruption to the business
 - P6 identify the potential resource and budgetary requirements associated with the BCM strategy and ensure that these are realistic
 - P7 develop a BCM strategy taking account of the BIA and RA
 - P8 ensure that the BCM strategy is consistent with other organisational policies
 - P9 create a common understanding of BCM amongst decision makers and gain their support
 - P10 produce a final BCM strategy incorporating feedback from decision makers
 - P11 develop an implementation plan for the BCM strategy
 - P12 communicate the strategy and implementation plan to interested parties



Knowledge and understanding

You need to know and understand:

- K1 current legal and regulatory requirements, Standards and good practice guidelines that apply to BCM
- K2 the culture of the organisation
- K3 the critical products and services offered by the organisation
- K4 the impact that disruptions in one area of the business might have on other areas
- K5 the structure of the organisation, its brands and supply chain
- K6 the overall strategy of the organisation and its policies and procedures
- K7 the hierarchy of the organisation in terms of decision making
- K8 the organisation's risk appetite and attitude to risk
- K9 the principles and concepts of BCM
- K10 the interface between BCM and all other business areas
- K11 the constraints that need to be taken into account when developing a BCM strategy
- K12 how to define objectives and the metrics and/or evidence through which they will be monitored
- K13 principles and methods of undertaking a BIA and RA
- K14 methods of analysing and evaluating information
- K15 how to identify potential options for action in the event of business interruption, including the option to 'do nothing'
- K16 ways of presenting information to promote debate and inform decisions
- K17 how to develop an implementation plan for the BCM strategy



Developed by	Skills CFA
Version number	2
Date approved	November 2013
Indicative review date	November 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFABCM5.0
Relevant occupations	Management consultants and business analysts
Suite	Business Continuity Management (2013)
Key words	Business Continuity; Continuity Management; Business Impact Analysis; Impact Analysis; Risk Assessment; evaluating risk; developing BCM strategy; BCM strategy; analysing information; evaluating feedback and information; BCM principles; BCM concepts



Overview

This Standard is about conducting a Business Impact Analysis (BIA) and associated Risk Assessment (RA). It includes agreeing the scope of and objectives and deadlines for the BIA and RA, agreeing methods to be used to gather information, checking that information is valid and complete and producing and finalising the BIA and RA. It is for Business Continuity managers and/or other professionals who are responsible for conducting and validating a BIA and RA.



**Performance
criteria**

- You must be able to:
- P1 agree the scope of and objectives and deadlines for the BIA and RA
 - P2 agree the method to be used to gather information and the questions to be asked
 - P3 identify and record primary candidates to provide information required
 - P4 gather and record information from agreed subjects
 - P5 check that information is valid and complete
 - P6 consider the requirements and expectations of interested parties
 - P7 report information in agreed format
 - P8 produce the BIA and RA within agreed timescales and finalise with decision makers
 - P9 gather feedback and provide clarification or additional information where necessary



Knowledge and understanding

You need to know and understand:

- K1 current legal and regulatory requirements, Standards and good practice guidelines that apply to BCM
- K2 the organisation's BCM strategy
- K3 the organisation's products and services and the supply chain on which these depend
- K4 principles and methods of undertaking a BIA and RA
- K5 the content of a BIA and RA and appropriate reporting formats
- K6 different methodologies for gathering information and the circumstances in which it is appropriate to use them
- K7 the specific sources of information for the BIA and RA and how to ensure that information gathered is valid and complete
- K8 how to select and engage the appropriate people when conducting a BIA and RA
- K9 interview techniques and how to apply them to obtain and record relevant information
- K10 how to consider the requirements and expectations of interested parties



Developed by	Skills CFA
Version number	2
Date approved	November 2013
Indicative review date	November 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFABCM6.0
Relevant occupations	Management consultants and business analysts
Suite	Business Continuity Management (2013)
Key words	Business Impact Analysis; Risk Assessment; agreeing objectives; meeting deadlines; gathering information; checking validity; validating; continuity managers; engaging with other professionals; products and services and supply chain; interview techniques; record information; gathering feedback



Overview

This Standard is about proposing, agreeing and developing Business Continuity Management (BCM) plans and/or procedures to meet organisational needs. It includes making proposals for and developing plans and/or procedures and training, exercising and reviewing plans and/or procedures. It is for Business Continuity managers and/or other professionals.

**Performance
criteria**
Make proposals for BCM plans and/or procedures

- You must be able to:
- P1 identify the content and scope of the BCM plans and/or procedures appropriate to the needs of the organisation and its supply chain
 - P2 work with others to agree requirements for the BCM plans and/or procedures and the resources needed to support them
 - P3 agree proposals with decision makers

Develop BCM plans and/or procedures

- You must be able to:
- P4 produce BCM plans and/or procedures consistent with agreed requirements and budgets
 - P5 consult with relevant people when developing BCM plans
 - P6 ensure the plans conform with legal requirements, Standards and best practice and with organisational BCM strategy and policies
 - P7 ensure plans will protect products and services and are proportionate to the organisation's needs
 - P8 ensure plans take account of the organisation's supply chain
 - P9 present plans in a form and style to help users and decision makers understand
 - P10 validate the content of plans to facilitate approval by decision makers
 - P11 use agreed version control procedures

Training, exercising and reviewing BCM procedures

- You must be able to:
- P12 design, deliver and evaluate appropriate training for responding staff and other relevant interested parties
 - P13 design, deliver and evaluate appropriate exercises for responding staff and other relevant interested parties
 - P14 design a system for recording and logging information according to the organisation's needs
 - P15 evaluate the performance of responding staff and other relevant interested parties
 - P16 review and communicate results and update BCM plans and/or procedures as



appropriate

P17 agree and implement actions to ensure continuous improvement of plans and procedures



Knowledge and understanding

You need to know and understand:

- K1 current legal and regulatory requirements, Standards and good practice guidelines that apply to BCM
- K2 the concept of BCM and how to translate this into the design of BCM plans and/or procedures
- K3 the organisation's BCM Strategy and any existing procedures
- K4 the people, products, processes and dependencies required for the organisation to continue to function and the supply chain on which these depend
- K5 how to develop BCM plans and/or procedures that achieve required outcomes in line with overarching organisational objectives
- K6 how to ensure that BCM plans and/or procedures are linked appropriately to any other relevant response structures
- K7 how to identify and access decision makers for BCM plans and/or procedures in the organisation
- K8 who to contact for advice when developing BCM plans and/or procedures
- K9 how to develop BCM plans which reflect realistic timescales and costs
- K10 who should be consulted and how to organise the consultation
- K11 how to present effectively, using persuasion and listening techniques
- K12 the principles of recording and logging information
- K13 how to identify which interested parties should receive training and/or participate in exercising
- K14 how to design and carry out training for responding staff and other interested parties, based on a Training Needs Analysis
- K15 how to design and carry out exercises for responding staff and other interested parties
- K16 how to evaluate performance and use the results to improve BCM procedures



Developed by	Skills CFA
Version number	2
Date approved	November 2013
Indicative review date	November 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFABCM4.0
Relevant occupations	Management consultants and business analysts
Suite	Business Continuity Management (2013)
Key words	Business Continuity Management; Business Continuity Management plans; Business Continuity Management procedures; strategy; organisational needs developing procedures; developing proposals; developing plans; developing training, exercising plans; reviewing plans; reviewing procedures; using a supply chain; translate concepts of Business Continuity

CFABCM004 Communicate during an incident



Overview

This Standard is about communicating during an incident. It includes preparing an incident communication plan, agreeing when this should be invoked and stood down, identifying who is responsible for communication during an incident and disseminating the plan, ensuring that all staff understand it and the importance of adhering to it. It is for Business Continuity managers and/or other professionals.

**Performance
criteria**

- You must be able to:
- P1 prepare an incident communication plan, in line with the organisation's overall communication strategy
 - P2 identify the recipient audiences, both internal and external
 - P3 agree when the incident communication plan should be invoked and stood down
 - P4 ensure that all verbal, written and electronic communication is in line with the incident communication plan
 - P5 consider the messages that are appropriate for each audience at different stages of the incident
 - P6 identify key personnel to undertake communication during the incident
 - P7 provide key personnel with appropriate training and guidance
 - P8 disseminate the incident communication plan and ensure that all staff understand the plan and the importance of adhering to it
 - P9 ensure the availability and robustness of the means of communication during an incident
 - P10 ensure all communications and associated actions are logged
 - P11 review and evaluate the incident communication plan in order to ensure continuous improvement

Knowledge and understanding

You need to know and understand:

- K1 current legal and regulatory requirements, Standards and good practice guidelines that apply to Business Continuity Management
- K2 the need for communication during an incident
- K3 methods of communicating during an incident
- K4 how to prepare and implement an incident communication plan
- K5 how to determine when and by whom the incident communication plan should be invoked
- K6 details of interested parties and how and when to contact or involve them
- K7 the internal and external audiences with which the organisation will need to communicate
- K8 how to ensure that all communication is in line with the incident communication plan
- K9 the implications of what you are communicating and how those messages might be received
- K10 when communication should be private or restricted
- K11 how and when to communicate with the media
- K12 methods of managing phones, emails, video conferences and social media links during an incident
- K13 how to meet the training needs of key personnel
- K14 how to ensure that all staff understand the incident communication plan and the importance of adhering to it
- K15 procedures for logging communications and actions
- K16 how to review and evaluate the incident communication plan and ensure continuous improvement

CFABCM004
Communicate during an incident



Developed by	Skills CFA
Version number	2
Date approved	November 2013
Indicative review date	November 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFABCM3.0
Relevant occupations	Management consultants and business analysts
Suite	Business Continuity Management (2013)
Key words	Business Continuity Management; communications; incidents; incident plans communication plans; disseminating plans; identifying responsibilities; agreeing actions; logging communications; managing communications



Overview

This Standard is about planning, managing and evaluating the incident response. It includes planning the incident response, managing the response in line with Business Continuity Management (BCM) plans and/or procedures and evaluating the response, using the findings to improve future plans and responses. It is for Business Continuity managers and/or other professionals who are responsible for managing the response to an incident.



**Performance
criteria**

Plan the incident response

- You must be able to:
- P1 identify all participants involved in the response process and their roles, responsibilities and authorities
 - P2 identify the trigger points for an incident, the lead and the person with responsibility and authority for invoking an incident response
 - P3 identify the main objectives of the response team
 - P4 confirm all types of resources needed for the response and access to those resources as necessary
 - P5 plan the use of all types of resources

Manage the incident response

- You must be able to:
- P6 manage and monitor the incident response in line with the organisation's BCM plans and/or procedures
 - P7 respond to the incident in a way that is proportionate to organisational goals, client-base and the services and products offered
 - P8 provide leadership and support to the incident response team
 - P9 consider the requirements and expectations of all interested parties
 - P10 use agreed processes to share information within the response team and wider organisation
 - P11 respond flexibly as the incident develops
 - P12 ensure that discussions, decisions, actions and communications are logged

Evaluate the incident response

- You must be able to:
- P13 debrief those involved in the incident response, offering appropriate support where necessary
 - P14 evaluate all aspects of the incident response
 - P15 use the evaluation findings to improve plans and responses to incidents

Knowledge and understanding

You need to know and understand:

- K1 current legal and regulatory requirements, Standards and good practice guidelines that apply to BCM
- K2 the organisation's BCM plans and/or procedures
- K3 the resources available for incident management
- K4 the process for invoking an incident and the roles, responsibilities and authorities of an incident response team, including who is responsible for invoking the organisation's BCM procedures
- K5 the competencies of those involved in the incident response
- K6 location of and contact details for team members and arrangements for contacting them outside working hours
- K7 interested parties and how and when to contact or involve them
- K8 methods of managing an incident response
- K9 how to lead an incident response team
- K10 the types of support that might be required by members of the incident response team
- K11 methods of communication during an incident
- K12 how to respond flexibly as the incident develops
- K13 different levels of criticality and how to respond appropriately
- K14 systems for logging discussions, decisions, actions and communications
- K15 how to debrief those involved and evaluate an incident response
- K16 the types of support that might be offered to those involved in an incident
- K17 how to use evaluation findings to ensure continuous improvement

CFABCM005
Manage the incident response



Developed by	Skills CFA
Version number	2
Date approved	November 2013
Indicative review date	November 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFABCM8.0
Relevant occupations	Management consultants and business analysts
Suite	Business Continuity Management (2013)
Key words	Business Continuity Management plans; Business Continuity Management procedures; planning incident response; managing incident responses; evaluating incident responses; improve plans; monitor responses; incident response teams; invoking responses; roles; responsibility; authority



Overview

This Standard is about communicating the purpose of Business Continuity (BC) to all interested parties. It includes creating a common understanding of BC amongst top management, ensuring that all interested parties understand the concept and benefits of BC and delivering regular awareness-raising events and/or campaigns. It is for Business Continuity managers and/or other professionals who are responsible for raising awareness of BC.



Performance

criteria

- You must be able to:
- P1 ensure that all interested parties understand the concept and benefits of BC
 - P2 create a common understanding of BC amongst top management and gain their support
 - P3 ensure that all BC roles and responsibilities are understood
 - P4 deliver regular awareness-raising events and/or campaigns



Knowledge and understanding

You need to know and understand:

- K1 current legal and regulatory requirements, Standards and good practice guidelines that apply to BC
- K2 the principles and concepts of BC
- K3 how to communicate the concept and benefits of BC to non-specialists
- K4 how to create a common understanding of BC amongst top management and gain their support
- K5 the organisation's Business Continuity Management plans and/or procedures and structure and roles within this
- K6 the roles, responsibilities and authorities within the organisation
- K7 how to use appropriate methods to deliver awareness-raising events and campaigns
- K8 how to devise appropriate content for awareness-raising events and campaigns

CFABCM006
Raise awareness of Business Continuity



Developed by	Skills CFA
Version number	2
Date approved	November 2013
Indicative review date	November 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFABCM10.0
Relevant occupations	Management consultants and business analysts
Suite	Business and Continuity Management (2013)
Key words	Business Continuity; Business Continuity Management; awareness; awareness-raising events; awareness-raising campaigns; concepts of BCM; communication; benefits of BCM; purpose; management support