Custom Building a BCM Program Using ISO 22301

Case Study: Facility Engineering Associates, PC

George B. Huff Jr., The Continuity Project
Maureen Roskoski, FEA

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The Continuity Project, LLC, and its strategic partners around the world are proud to provide business continuity, disaster recovery services and business continuity software for organizations of all types and sizes.
A Word About The National Geographic Society

The Association of Contingency Planners gratefully acknowledges the National Geographic Society for hosting today's presentation, “Custom Building a Business Continuity Management Program using ISO 22301.”
Introducing Today’s Presenters

George B. Huff, Jr., Esquire, CBCP, MBCI, ISO 22301 Lead Auditor
Founder and Director of Consulting
The Continuity Project, LLC

Maureen Roskoski, SFP, LEED, AP O&M
Senior Professional, Corporate Sustainability Officer
Facility Engineering Associates, PC

The presenters are colleagues and strategic partners that focus on implementing a customized, standards-based approach to business continuity management programs for organizations of all types and sizes.
A Word About The Continuity Project, LLC

With national and global experience, The Continuity Project focuses exclusively on business continuity management, disaster response and preparedness and organizational resilience.

- Customized solutions by industry, including the practice of law.
- Addresses the needs of the business environment.
- Delivers services world-wide.

Dedicated to enabling long-term performance and repeatability.

- Process focused, not plan-centric.
- Actionable and pragmatic.

Active in the development of ISO business continuity-related standards.

The Continuity Project’s Director serves as the National Institute of Standards and Technology’s Disaster Resilience Fellow for Business Continuity for the Community Resilience Program.
Today’s Agenda

A Case Study: Facility Engineering Associates, PC

• Business Case for Accredited Certification.
• Relationship with BC Consultant.
• Selection of Standards and Good Practices
  o DRII’s Professional Practices.
• BCM Program Development, Maturation and Assessment.
• Relationship with Registrar.

The agenda describes FEA’s sequence of custom building a Business Continuity Management Program using ISO 22301 and related standards and good practices to achieve accredited certification in 2016.
Certification can add value, but more importantly, adopting and leveraging standards can contribute to improved performance in most cases. By simply adopting standards, even without certification, organizations realize value in three key areas:

- **Maintain Focus.** The business continuity planning team achieves continuous commitment (and improvement) where the business participates in planning and plan maintenance efforts.

- **Manage Risk.** In a prioritized manner and consistent with organizational strategy, the business proactively manages risk, instead of simply reacting to it.

- **Integrate Processes.** The organization benefits from a greater understanding of business continuity as it integrates preparedness into all critical processes.

Most organizations adopt and leverage standards to improve performance. Certification to accepted standards provides beneficial outcomes to those organizations that are able to achieve and maintain conformity to a management system.
Business Case for ISO 22301 Certification

Is Certification Right for Your Organization?

Top Drivers to Certification:

- Assurance of continued service to customers.
- Reduced risk of business interruption.
- Protecting reputation and brand.
- Greater resilience again disruption.
- Getting new business
- Enhanced expertise in ISO standards.

Certification is the objective measure of preparedness that proves the quality of any organization’s business continuity planning process.

Organizations seeking certification to an international management system standard should prepare a business case. Certification can add value to any organization, but may not be the appropriate choice for your organization.
Relationship with Business Continuity Consultant

Four reasons why organizations with in-house BC professionals decide to select external BC consultants?

• Flexible and can save time
• Saves cost on training staff
• Experience of working in your industry
• Independent and objective.


Organizations seeking certification to a business continuity management systems standard should select a certified, BC professional with experience taking organizations from scratch to accredited certification.
Selection of ISO BC Standards

Published Standards under Direct Responsibility of ISO/TC 292


ISO/Technical Committee 292 is directly responsible for published standards which are relevant to the work of contingency planners that are available for purchase on-line.
DRI International’s 10 professional practices are intended to serve as a guide for BCM Program development, implementation and maintenance and as a tool for conducting audits of an existing program.

1. Program Initiation and Management
2. Risk Evaluation and Control
3. Business Impact Analysis
4. Business Continuity Strategies
5. Emergency Response and Operations
6. Plan Implementation and Documentation
7. Awareness and Training Programs
8. Business Continuity Plan Exercise, Audit and Maintenance
9. Crisis Communications
10. Coordination with External Agencies

Disaster Recovery Institute International’s 10 professional practices are a body of knowledge designed to assist the entity in the development and implementation of a BCM program.
Business Continuity Good Practice

- Business Continuity Institute provides background on good practice for the rationale for business continuity.

- BCM Lifecycle Management Practices
  - Policy and Program Management.
  - Embedding Business Continuity.

- BCM Lifecycle Technical Practices
  - Analysis.
  - Design.
  - Implementation.
  - Validation.

Business Continuity Institute’s Good Practice Guidelines 2013 are a global body of knowledge and a benchmark for the BC professional in terms of how to practice the discipline.
Methods of Certification under ISO 22301

First-party self-certification of conformity

Third-party certification by accredited certification bodies

Business continuity contributes to a more resilient society, and organizations can seek third-party certification or make a self-declaration of conformity to ISO 22301.
Relationship with Registrar

How to Select a Registrar or Certification Body?

• Accredited? IAF ----> AB ----> CB ----> Registered Organizations.
• CB ----> Competent, Qualified to Audit & Certify in Your Industry.
• CB ----> Reputation and References.
• Consider several CBs – Get fees for entire certification process.
• Consider dispute resolution for differences of interpretation.
• Cheapest could be the most costly in the long run, if its auditing is below standard.

You are not just selecting a Registrar, you are selecting a partner in your quest for success in the marketplace. Seek an approach that is non-bureaucratic, thorough, performance-based, and focused on your systems.
Improving the Way You Manage Facilities

- Engineering and Facility Management Consulting Firm
- Small Business
- Three Main Offices
  - Fairfax, VA
  - Denver, CO
  - Santa Rosa, CA
4. Context of the Organization

5. Leadership

6. Planning

7. Support

8. Operation
   [BIA and Risk Assessment]

9. Performance Evaluation

10. Improvement

ISO 22301’s principal Clauses 4 through 10 set forth the elements of a Business Continuity Management System.
FEA’s Journey To Certification

- Program Setup
- Business Impact Analysis
- Risk Assessment
- BC Procedures
- Training, Testing, & Exercises
- Certification
• Policy

• Structure

• Teams
Key Steps:
- Interviewing key stakeholders
- Breaking services down into key inputs, outputs, processes and steps
- Determining what is critical to continuing business

Challenges:
- Logistics of interviews
- Changing the way we think
Prepare Our Organization For:

- Loss of Facility
- Loss of Personnel
- Loss of Telecommunications
- Loss of Utilities
Business Continuity & Incident Response Procedures

- Evacuation
- Shelter In Place
- Alternate Site
- Return To Normal
Exercises & Training

- Evacuation drills
- Situational awareness training
- Lunch -n- Learns
- Engaging with local authorities
Set performance metrics, assess protection of prioritized activities, confirm compliance with requirements and guidance, and use documented evidence to facilitate corrective actions.
• Nonconformity and corrective action

• Continual improvement

Establish procedures that identify and communicate non-fulfillment of a requirement, take action to control and correct them, and continually improve the effectiveness of the management system at all levels of the lifecycle.
What Have We Learned?

• Documentation, documentation, documentation...

• Value of relationships with local authorities

• Balance detail with ease of use
A Word About Our Relationships

Our strategic partners and clients include global organizations and associations, as well as smaller firms in rapidly expanding markets.

We and our partners represent clients in nearly all industries, including facilities management, financial services, retail, critical infrastructure, transportation, health care, insurance, manufacturing, media/entertainment, consumer products, life sciences, utilities/energy, professional services, and government.

We are proud that, since April 2011, The Continuity Project’s Director has served as an elected member of the Board of Directors of ANSI-ASQ National Accreditation Board.

Some of our clients maintain established, proven preparedness programs, while others are just beginning to address the business risk associated with disruptive incidents and downtime.

The Continuity Project’s Guarantee

We value quality above all else. Your satisfaction in the quality of our work is our number one metric. We are also efficient – in the time necessary to complete our work, but also in the time requested of our clients during the continuity project. We recognize that business continuity resources are limited, and we also recognize the business professionals we will interact with are very busy. Our approach and deliverables will reflect this.

We back each and every statement above with a simple guarantee:

![Satisfaction Guarantee Stamp]

Our work is guaranteed to the complete satisfaction of the client.

Main Point: If the client is not completely satisfied, we will, at the client’s option, either waive professional fees or accept a portion of those that reflects the client’s level of satisfaction.
Questions?

Send Your Questions c/o:
George.Huff@thecontinuityproject.com
and
Maureen.Roskoski@feapc.com

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