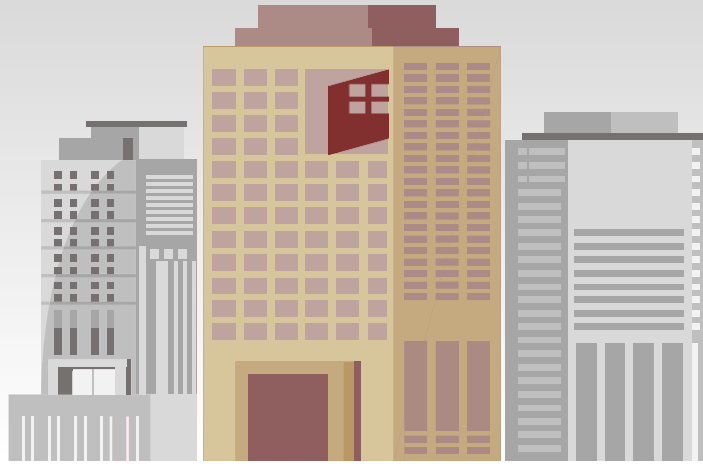


Equipping You For Success

Maureen Roskoski, CFM, SFP, LEED AP O+M, Senior Professional
Corporate Sustainability Officer



An ISO 22301 Case Study

A first hand account of our experience achieving
certification.

▶ Identify Benefits

▶ Implement System

▶ Engage Team

▶ Evaluate Performance

Identify Benefits

Business resilience is the ability to rapidly adapt and respond to business disruptions while maintaining continuous business operations. Business resilience planning provides guidance for ensuring the ability to respond, resume, and restore to a pre-determined level of operation following a disruption. At FEA, we help our clients strive for resilience through comprehensive planning that takes a holistic and long-term view of the threats and their individual enterprise in order to ensure that the business is prepared to avoid, mitigate and recover from adverse events. But, what were we doing ourselves? Were we walking the talk? To make sure that we had an effective program, we decided to pursue certification under the ISO 22301 Business Continuity Management Systems standard. Our journey started in 2015 with a commitment from the FEA Board of Directors to allocate time and resources to our ISO certification.

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 (Figure 1):

- 1. Manage Risk** – In a prioritized manner and consistent with organizational strategy, the business proactively manages risk, instead of simply reacting to it.
- 2. Maintain Focus**– The business continuity planning team achieves continuous commitment and improvement through planning and plan maintenance efforts.
- 3. Integrate Processes** – The organization benefits from a greater understanding of business continuity as it integrates preparedness into all critical processes.

Adding value while improving performance...



Figure 1. ISO Certification Value

Implement System

The mission of FEA is to provide facility managers and owners with progressive and innovative solutions to engineering and facility lifecycle challenges. Thus, it is critical that FEA maintain a robust business resilience program to ensure the stability of operations and services for our partners, our community, and our clients around the world. Like many organizations, FEA had some documentation related to what to do in the event of an emergency. We had evacuation procedures and were confident we could get everyone out of the building if needed.

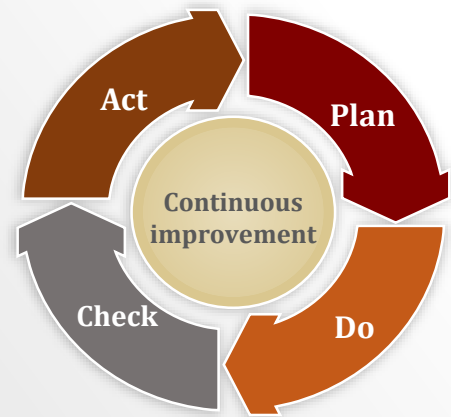
But what happens as everyone is standing in the parking lot and we are told we can't get back in to the building for a significant period of time? We needed a plan. We used the ISO standard to build a management system.

The standard provides a good framework for developing not only a business continuity plan, but a full management system, framed around the Plan-Do-Check-Act cycle (See Figure 2).

Through the ISO certification planning process, we expanded our organizational resilience in clear and tangible ways by creating, implementing, and training on business continuity and emergency response procedures. Effective business resilience planning includes critical elements that became evident to us as we went through the ISO certification process including:

- 1. Management engagement** – Engagement with leadership is crucial to generate enthusiasm and gain support for allocation of employee time.
- 2. Business impact analysis (BIA)** – This effort allows you to truly identify the critical processes that are needed to continue to function and how soon you need them up and running.
- 3. Balance detail with ease of use** – Plans and procedures need to be detailed but also need to be user friendly and easy to implement.
- 4. Relationships** – Relationships with local emergency authorities and our certification body enhanced our certification process.
- 5. Employee engagement** – Everyone plays a role in business resilience so everyone needs to be aware and engaged in the process.

Figure 2.
Plan-Do-Check-Act Cycle



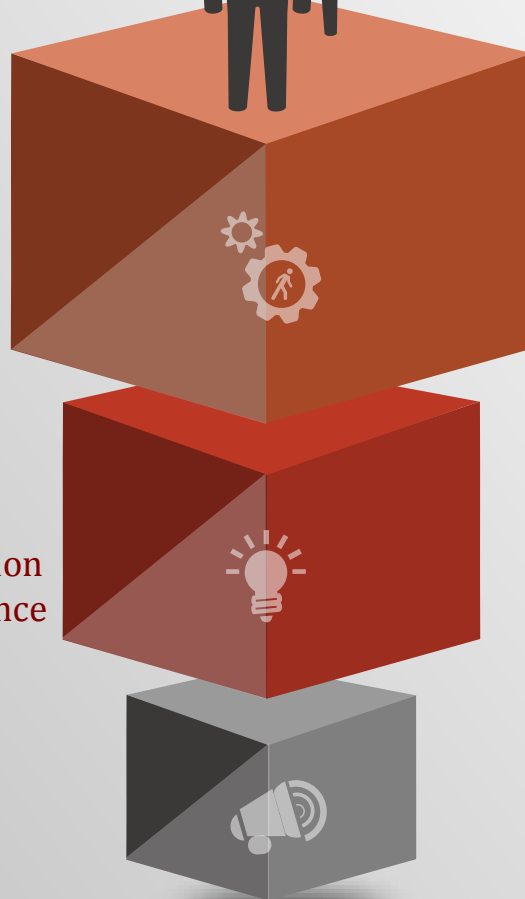
Engage Team

Other tangible outputs of our planning process were the employee handbooks that we created. First, our "Safety 1st" handbook, outlined specific procedures to follow in many different emergency situations. Second, our "Readiness Handbook", was a user-friendly short guide that combined the most important points of the emergency preparedness procedures and our business continuity procedures. These handbooks were great engagement tools, provided procedures to exercise, and continually serve as reminders to employees of what their responsibility is during a particular event.

The certification is a great achievement, but the journey to certification, although challenging, was by far the greatest benefit. By documenting competence, raising awareness, and actively communicating with all FEA employees, we invigorated a core team of business continuity professionals, engaged with our employees companywide, and created a culture of organizational resilience.



Employee Engagement



Competence

- Needs
- Gap Analysis
- Training Plan

Awareness

- BC Policy
- Your Contribution
- Non-Conformance

Communication

- Messaging
- Frequency
- Procedures

Evaluate Performance

ISO 22301 requires exercising and testing of your management system procedures. This allows us to test them, see if they really work and get our teams used to the process and practice their roles. Since we hopefully don't have emergencies often, we need to practice our specific roles. We conducted a FEMA table top exercise which consisted of an event with warning – Hurricane Zoe. Conducting exercises provided an opportunity to expand relationships with local community and government agencies. We involved property management, as well as local police and fire officials throughout the process.

In order to ensure our management system is effective and meets both ISO standard requirements and our internal needs, we implemented these practices:

Internal Audit

- Planned intervals
- Ensures conformance to organization's own requirements
- Ensures conformance to ISO standard
- Ensures BCMS is effectively implemented and maintained

Management Review

- Actions from prior management reviews
- Changes in internal & external issues
- BCMS performance
- Opportunities for continual improvement
- Required modifications of procedures and controls

FEA pursued the certification to strengthen our organizational resilience and to enhance our ability to continue our business during a disruptive event. We achieved ISO certification under the 22301 Business Continuity Management Systems standard for FEA's Fairfax Office in January of 2016.

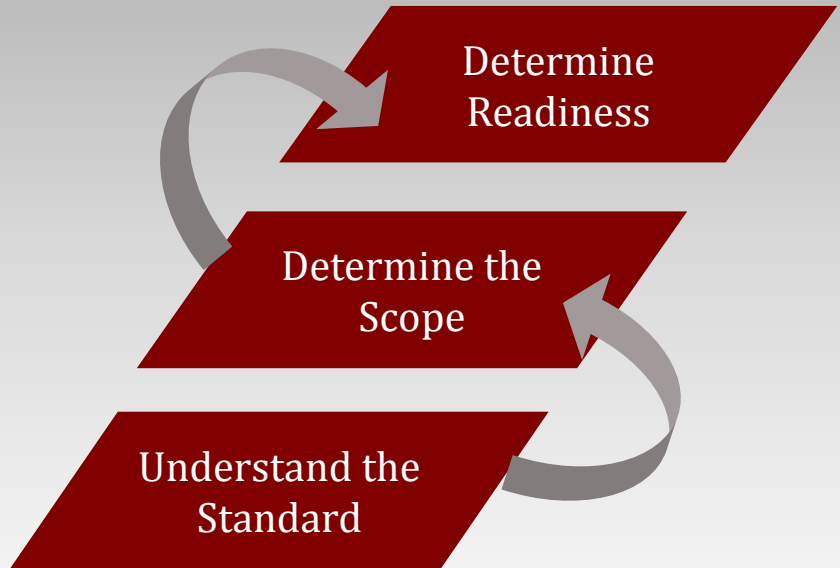
Everyone at FEA, in all of the offices is part of Business Resilience. With our ISO 22301 certification, FEA has put into practice the system we advise our clients to implement to help ensure strong operational resilience, corporate governance, and crisis management planning.

To learn more about FEA and Business Resilience, visit <http://www.feapc.com/services/facility-asset-management/business-resilience/>

How Can You Do This?



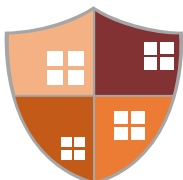
Business Resilience Model



- ▶ **How Long Can you Afford to be Down?**
- ▶ **What Functions Are Essential For Your Operations To Continue?**
- ▶ **How Will You Continue to Analyze Your Risks Over Time?**

The process to achieve ISO 22301 certification starts with understanding the requirements of the standard and where your organizations stands. The ISO standard provides a framework to develop your business continuity strategy based on a foundation of business impact analysis and risk assessment. With requirements for continual improvement, the management system creates a reliable program. Ultimately, when appropriately planned and managed, the certification process can not only create an effective management system, but also build a culture of organizational resilience.

 **FEA** Business Resilience...



Building a More Resilient
Tomorrow... Today

Maureen Roskoski, CFM, SFP, LEED AP O+M
maureen.roskoski@feapc.com
www.feapc.com