DRII/BCI Professional Practice Narrative:

- Establish the need for a Business Continuity Plan (BCP), including obtaining management support and organizing and managing the BCP project to completion. (This includes defining the problem; communicating the need for a BCP; developing budget requirements; identifying Planning Team(s) and Action Plans; and developing project management and documentation requirements.)


### Subject Area 1 – Project Initiation and Management

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| Define the need for Business Continuity. | 1 | - Research and compile facts showing possible risks to the enterprise. | - Past audit comments  
- Regulatory obligations  
- Legal obligations  
- Past incidents  
- Best practices publications (white papers, banking circulars, etc…)  
- Relevant regulatory/ industry trade bodies  
- Consulting recommendations  
- Benchmarking data |
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|                       |   | Identify the purpose and goals for the BC initiative. | • Review, finalize and submit for approval a business case that identifies BC readiness requirements.  
• Define high level roles and responsibilities across the business units impacted by the BC initiative.  
• Obtain a high level understanding of corporate environment including products and services.  
• If available, review existing BC materials to leverage previous work.  
• Draft a project proposal / charter.  
• Draft a Business Continuity Management Policy | • Subject Area 6  
• Best practices publications (such as those used within the Information Security and Project Management best practices)  
• Cost Benefit Analysis Doc (including actual cost of past outages as well as the impact of brand damage and other concerns discovered in defining the need).  
• Organization Charts  
• Mission Statements  
• Key documents such as: evacuation procedures, medical emergency, crisis management and other emergency management plans  
• Service Level Agreement (SLA)  
• Customer expectations / requirement specs |
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|                       | 3 | Gain buy-in and commitment for meeting goals. | • Identify Sponsors.  
|                       |   |      | • Guide leadership (sponsors) in defining objectives, policies and critical success factors.  
|                       |   |      | • Communicate the purpose and goals with stakeholders (e.g., Board of Directors, Regions, Sr. Mgmt, etc…) and receive feedback and initial approval.  
|                       |   |      | • Identify high-level project targets and timeframes.  
|                       |   |      | • Identify and communicate project risks.  
|                       |   |      | • Gain approval of draft proposal / charter.  
|                       |   |      | • Statements of work  
|                       |   |      | • Cost benefit analysis documentation  
|                       |   |      | • Business Case  
|                       |   |      | • Critical Success Factors (CSF)  |
|                       | 4 | Establish a governance structure. | • Identify Steering committee roles and responsibilities.  
|                       |   |      | • Identify, review and approve supporting documentation required for the initiative.  
|                       |   |      | • Receive funding and approval to move forward.  
|                       |   |      | • Establish / review BC policy.  
|                       |   |      | • Identify need for BC Standards and definition of terminology.  
|                       |   |      | • Set decision-making protocol and issue escalation policies relative to continuity issues.  
|                       |   |      | • Gain agreement on overall timescales.  
|                       |   |      | • Mission Statement  
|                       |   |      | • Documentation of Critical Success Factors  
|                       |   |      | • Conflicting priorities  
<p>|                       |   |      | • Portfolio / program management standards  |</p>
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|                        | 5 | Provide awareness of overall project. | • Establish Project Communications plan. | • BC website  
 • Debriefings  
 • Brownbag lunches  
 • Employee input  
 • Intranet  
 • Town Hall meetings  
 • Administration communication process  
 • Quarterly newsletters |
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| **PLAN** | | Establish a steering committee. | • Identify and engage a team of affected managers to oversee project progress and to resolve issues.  
• Establish project milestone review and approval protocol.  
• Establish the framework required to measure project success. | • Project status report template  
• Project issues and risk logs  
• Project schedule  
• Project plan |
| 1 | Develop the project plan. | • Adjust project documentation to reflect final decisions and approvals.  
• Define project deliverables and related activities.  
• List tasks and estimate effort and duration.  
• Assign project team members to tasks.  
• Set milestones.  
• Document project scope control.  
• Document project risks.  
• Develop project risk mitigation. | • Work breakdown structure document  
• Project proposals  
• Statements of work  
• Cost benefit analyzes  
• High-level project plan  
• Work plans  
• Scope control processes  
• Change control procedures  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
### Subject Area 1 – Project Initiation and Management

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|                   | 3 | Determine project cost tracking. | • Establish methods to track project assets and expenses.  
• Establish resource tracking and reporting procedures. | • Budget reports, Inventory and acquisition logs  
• Time sheets  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|                   | 4 | Determine the project environment. | • Determine the need for additions or changes to tools and supplies, such as acquiring or upgrading planning software.  
• Establish documentation storage and access procedures. | • Change control procedures  
• Security environment  
• Confidentiality policies  
• Documentation management standards  
• Information handling standards  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|                   | 5 | Determine training requirements. | • Schedule training on the use of new software (as required).  
• Provide general BC training.  
• Provide BCP Tool training.  
• Provide BCP Roles and Responsibility overview.  
• Provide in-depth BC training as applicable. | • Personnel skills inventory  
• Documentation management standards  
• Project Plan  
• Subject Area 7: Awareness and Training Programs |
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| PLAN        | 6 | Develop project success metrics. | • Refine the critical success factors.  
• Develop and implement measurements. | • Critical Success Factors  
• Project health measurements  
• Project documentation checklist  
• Project score card  
• PM standards compliance audit guide  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|             | 7 | Develop the awareness program. | • Establish and validate components and delivery methods. | • Subject Area 7: Awareness and Training Programs |
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|              | 1 | Conduct a Project Kick-off. | • Facilitate a meeting with the team members to communicate the project mission and plan.  
• Review assignments, work schedules and milestones.  
• Set guidelines for rules of operations and progress review. | • Status reports  
• Issues and risk logs  
• Project escalation procedures  
• Information handling standards  
• Change control procedures  
• Documentation management standards  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|              | 2 | Implement Interim Life Safety Plan. | • Ensure the existence of an emergency only plan and develop one if needed.  
• Ensure emergency management awareness across enterprise. | • Subject Area 5: Emergency Response and Operations  
• Subject Area 7: Awareness and Training Programs |
|              | 3 | Manage Risk Assessment. | • Assign representatives from in-scope organizational areas.  
• Use project controls to ensure success. | • Subject Area 2: Risk Evaluation and Control |
|              | 4 | Conduct a Risk Awareness Campaign. | • Work with governance body to implement policy changes.  
• Educate personnel on purpose and importance of updated preventive measures. | • Subject Area 7: Awareness and Training Programs |
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<td>Implement BC Solutions.</td>
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<td>• Use project controls to ensure success.</td>
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<td>• Subject Area 10: Coordination with External Agencies</td>
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<td>Develop and execute a BC awareness</td>
<td>• Assign representatives from in-scope</td>
<td>• Subject Area 7: Awareness and Training Programs</td>
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| 9                   |   | Develop and Exercise Planning Teams.      | • Assign representatives from in-scope organizational areas.  
<p>|                     |   |                                           | • Use project controls to ensure success.            | • Subject Area 7: Awareness and Training Programs          |
|                     |   |                                           |                                                     | • Subject Area 8: Maintaining and Exercising BC Plans    |</p>
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| CONTROL            |   | Manage project scope. | • Document additional BC risks and needs not included in the original purpose and goals.  
• Manage changes to areas of focus.  
• Escalate project scope concerns to the steering committee.  
• Manage to the tasks within the project plan. | • Change control procedures  
• Project mission statement  
• Critical Success Factors  
• Project Plan  
• Budget reports  
• Other planning materials |
| 1                   |   | Manage project issues. | • Identify and track project issues  
• Manage project issues  
• Escalate project issues to stakeholders as warranted, identifying either closure or escalation to risk status | • Risk / Issue logs  
• Project mission, success factors and other planning materials |
| 2                   |   | Manage project risks. | • Identify and track project risks.  
• Develop resolutions to risks by adjusting project plans and assignments.  
• Mitigate/reduce the likelihood of an uncertain event either negatively or positively impacting the project.  
• Manage project issues.  
• Escalate project risk concerns to the steering committee. | • Risk logs  
• Budget reports  
• Project mission, success factors and other planning materials  
• Issue logs |
| 3                   |   | Manage deliverable quality. | • Ensure documentation standards and guidelines are followed.  
• Manage acceptance of deliverables. | • Documentation management standards  
• Acceptance and sign-off |
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| CONTROL       | 5  | Conduct PM Standards Audit.         | • Evaluate actual project plans as they compare to original deliverable definitions and estimates.  
• Develop recommendations for project improvements to meet critical success factors. | • Project Plan schedule  
• Project success metrics  
• Critical Success Factors  
• Project health measurements  
• Documentation Management Standards  
• Project Score Card  
• PM standards compliance audit guide  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|               | 6  | Measure progress against project success metrics. | • Evaluate actual project plans as they compare to original deliverable definitions and estimates.  
• Develop recommendations for project improvements.  
• Document and communicate progress.  
• Review previously agreed upon metrics to ensure compliance to SLAs, Critical Success Factors, etc... | • Project metrics  
• Project Score Card  
• Status reports |
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<td>CLOSE</td>
<td>1</td>
<td>Evaluate project manager</td>
<td>• Audit PM performance based on requirements as identified in the</td>
<td>• Project Plan schedule</td>
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<td>performance.</td>
<td>Portfolio Program Management Standards.</td>
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<td>• Issues logs</td>
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<td>Conduct Project Lessons</td>
<td>• Collect steering committee feedback.</td>
<td>• Project Score Card</td>
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<td>• Facilitate project team session.</td>
<td>• PM standards compliance audit guide</td>
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<td>• Recommend improvements to project management methodology.</td>
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<td>3</td>
<td>Close Project.</td>
<td>• Archive project deliverables.</td>
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<td>• Announce project success.</td>
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External References: Standards, Guidelines & National Practice Publications


