Build an ISO 22301 Management System to Capture Executive Attention

DRJ Spring World 2015

Workshop Agenda and Objectives

- Introduce ISO 22301 as a Source of Best Practices
- Discuss the Key Elements of a Business Continuity Management System (10)
- Introduce the ISO 22301 Content to Drive the Implementation of Management System Concepts
- Outline Implementation Strategies
ISO 22301

Introduction

Build an ISO 22301 Management System to Capture Executive Attention

ISO 22301

World’s First International Business Continuity Standard!

Replaced BS 25999-2, effective November 2012
Technical Committee 223 (292) Projects

ISO 22301
Business Continuity Management Systems – Requirements

ISO 22313
Business Continuity Management Systems – Guidance

ISO 22316
Organizational Resilience – Principles and Guidelines

ISO 22317
Business Continuity Management Systems – Business Impact Analysis

ISO 22318
Business Continuity Management Systems – Supply Chain Continuity

ISO 22398
Guidelines for Exercises

ISO 22301: Formation via TC 223

Observers (20)

Countries (45)

Other Committee Liaisons

TC 223
What is ISO 22301?

- A “Requirements” document for a Business Continuity Management System (BCMS)
- Set up, operate and continuously improve a BCMS
  - Alignment to PDCA
- Adaptive (“plug and play”)
- A resource to drive performance
- Minimal “jargon”

Types of Standards

- Requirements Standards
  - WHAT (ISO 22301)
- Guidance Standards
  - HOW (ISO 22313)
ISO 22301

Business Continuity Defined

“Capability of the organization to continue delivery of products or services at acceptable predefined levels following disruptive incidents.”

ISO 22301

Scope of the Standard

“This International Standard for business continuity management specifies requirements to plan, establish, implement, operate, monitor, review, maintain and continually improve a documented management system to protect against, reduce the likelihood of occurrence, prepare for, respond to, and recover from disruptive incidents when they arise.”
ISO 22301 Value

- Management and customers respect ISO standards
- A form of benchmarking (agreement on minimum expectations)
- Common language / simplicity of concept descriptions
- Drives engagement through continuous improvement

Content Caveat!

- Written for many audiences:
  - All organizations in all countries
  - Not designed to build business continuity professional competencies
- Minimal jargon
  - Explanations used instead

A recent objection... “academic and aspirational”
What is ISO 22301?
*By the numbers…*

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Shall Statements

Standards and Certification

Alignment with Standards **DOES NOT** mean an organization intends to (or should) pursue certification!

– Certification is a business decision
– Certification is an ongoing process (and expense)
What is ISO 22301?

By the numbers...

Build an ISO 22301 Management System to Capture Executive Attention

Management Systems – What/Why
Common Performance Issues

- Recovering Apps and the Org Chart
- Lack of Focus
- Minimal Management Involvement
- No Strategic Alignment

Management System

Set of interrelated or interacting elements of an organization to establish policies and objectives, and processes to achieve those objectives.
Management System

Connecting a discipline to organizational strategy through executive management

Management System-Aligned Business Continuity Standards

• ISO 22301
• BS 25999-2
• NFPA 1600 (2010+)
• ISO 27001 (Security)
• ASIS SPC.1-2009
• ASIS/BSI BCM.01-2010
Management System

Plan

Act

Do

Check

Management System vs. Program

Is there a difference and does it really matter?
The Value of a Management System

• Built-In (Consistent) Executive Involvement
• Scope Based on Products/Services
• Alignment to other disciplines
• Continual improvement

Key Elements

1. Leadership
2. Obligations and Risk Appetite
3. Products and Services
4. Objectives, Priorities and Scope
5. Competencies
6. Documentation
7. Corrective Actions
8. Internal Audit
9. Metrics
10. Management Review
Key Element #1

**Leadership:**
“Top management shall demonstrate leadership…”

**Collaboration Session**
- What is the appropriate role(s) of leadership?
- How often do they get involved?
- Can they delegate their responsibilities (all of their responsibilities)?

Key Element #2

**Obligations and Risk Appetite:**

– What are obligations?
  * Regulations, customer/supplier contracts, internal policy, other

– And in the case of ISO 22301, what’s the role of risk appetite?
Risk Appetite (Example/Excerpt)

Avalution Consulting management selects and implements appropriate risk treatments for each critical in-scope activity in accordance with its objectives and level of risk acceptance. The BCSC defines its risk appetite as the following:

We are willing to tolerate a finite amount of downtime as long as it does not result in the following:

– Damaged reputation among our clients that leads to broader, negative market perception
– Missed service level agreements specific to The Planning Portal and BC Catalyst
– Financial loss in excess of $X
– Project delays of more than three days due to resource disruption and lost data

Key Element #3

Product and Service Oriented:
– The BCMS must be focused on the organization’s products and services (internal and external)
– Plans must recover the key outputs the business produces, not just facilities, people and applications

Collaboration Session

✓ How do products and services apply to my organization?
✓ Discuss your organization’s and BC program’s unique needs
### Example Products and Services

<table>
<thead>
<tr>
<th>Banking</th>
<th>Insurance</th>
<th>Manufacturing</th>
</tr>
</thead>
</table>
| • Online Banking  
  • Deposit Funds  
  • ATM Card Services  
  • Wires and ACH Processing  
  • Close Mortgages  
  • Securities Trade Execution | • Voice Customer Services  
  • Pay Recurring Claims  
  • Claims Intake  
  • Adjudicate Claims  
  • Process Premiums | • Produce Product A  
  • Produce Product B  
  • Service Product A  
  • Service Product B  
  • Engineering Services  
  • Ship Product  
  • Receive Orders  
  • Bill Customer |

### Example Products and Services

<table>
<thead>
<tr>
<th>Example Organization:</th>
<th></th>
</tr>
</thead>
</table>
| • Fuel Hedging  
  • Manage Cash  
  • Reporting Financials  
  • Customer Support  
  • Paying Bills  
  • Selling Tickets  
  • Maintaining Airplanes  
  • Fly Planes (Operations)  
  • Supporting Field Operations  
  • Frequent Flyer Program |
Product/Services to Business Activity to Resource Mapping…

Credit

Underwriting

Treasury

- Facility
- People
- Apps/Data
- Vendor
- Equipment

Key Element #4

Objectives, Priorities and Scope:

- The BCMS scope must include all key products and services for your organization
- Ensure BCMS objectives are aligned with the overall objectives of your organization

Collaboration Session

- Setting BCMS boundaries
- Discuss your organization’s and BC program’s unique needs
Example Scope

Company X’s Business Continuity Management System addresses all aspects of the corporation, with a focus on the delivery of the following key customer-facing products and services:

- **Product Line A**  Downtime Tolerance: 48 Hours
- **Product Line B**  Downtime Tolerance: 72 Hours
- **Product Line C**  Downtime Tolerance: 72 Hours
- **Customer Service**  Downtime Tolerance: 24 Hours
- **Research and Development**  Downtime Tolerance: 168 Hours

Example Objectives

Company X’s Business Continuity Management System objectives include the following:

- Protecting the safety of Company X’s employees and visitors
- Managing the threats and impacts associated with an interruption to critical manufacturing operations, including a facility interruption or loss of resources (including personnel, technologies and business partners).
- Reducing business continuity risk through four approaches:
  - An appropriate and proactive control environment designed to decrease the likelihood of a disruptive event;
  - Strategies to effectively respond to a crisis;
  - Plans to recover critical business activities within stakeholder expectations; and
  - The ability to maintain consistent communication with personnel and clients.
Key Element #5

**Competencies:**

– Establish roles, responsibilities and competencies
– Create interactive and engaging training methods for personnel within the management system
– Develop role-specific Subject Matter Experts throughout the BCMS

**Example Documentation**

✓ Sample Role Description and Training Plans
✓ How could these apply to your organization?

<table>
<thead>
<tr>
<th>Business Continuity Steering Committee Member</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibilities</strong></td>
</tr>
<tr>
<td>• Provide oversight to the Business Continuity Management System</td>
</tr>
<tr>
<td>• Review and validate all analysis, strategy, and exercise outcomes</td>
</tr>
<tr>
<td>• Meet semi-annually to discuss scope, analysis results and other performance metrics (as part of the management review process)</td>
</tr>
<tr>
<td><strong>COMPETENCIES</strong></td>
</tr>
<tr>
<td><strong>Education</strong></td>
</tr>
<tr>
<td>• No specific requirement noted</td>
</tr>
<tr>
<td><strong>Knowledge</strong></td>
</tr>
<tr>
<td>• Knowledge of the Company X, as well as key products or services within the scope of the Business Continuity Management System</td>
</tr>
<tr>
<td>• Must have a detailed understanding of the business continuity needs and objectives of the organization, as well as stakeholder expectations</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
</tr>
<tr>
<td>• A director with broad organizational / strategy visibility and understanding, regardless of region</td>
</tr>
<tr>
<td><strong>Skills</strong></td>
</tr>
<tr>
<td>• Strong leadership and verbal communication skills, as well as broad business acumen that addresses key elements of the organization (specific to those he/she represents)</td>
</tr>
<tr>
<td><strong>Training</strong></td>
</tr>
<tr>
<td>• Participation in management reviews and exercises</td>
</tr>
<tr>
<td>• Participation in Company X awareness training</td>
</tr>
<tr>
<td>• ISO 22301 Introduction</td>
</tr>
</tbody>
</table>
**Training Format:**  Computer Based Training (CBT)

**Training Topic:**  Business Continuity at Company X

**Approver(s):**  Alex Smith

**Title:**  Company X Business Continuity Awareness

**Audience:**  US employees at Facility A and Facility B

**Key Element #6**

**Documentation:**

“… a documented process…”

- Policy
  - Expectations

- “SOP” / Framework / Standard
  - Planning process and management system operations

- Evidence
  - Are we doing what we said we would do
Key Element #7

Corrective Actions:

– Work to improve the suitability, adequacy and effectiveness of the BCMS
– Identify and react to BCMS “nonconformities”
– Create a process to manage continual improvement

Example Documentation / Discussion

✓ Sample Corrective Actions List
✓ How could this apply to your organization?
✓ What are sources of corrective actions?
Example Corrective Actions Structure

<table>
<thead>
<tr>
<th>Item</th>
<th>Root Cause</th>
<th>Proposed Solution</th>
<th>Source</th>
<th>Owner</th>
<th>Priority</th>
<th>Target Resolution Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and Implement a Crisis Communications Strategy</td>
<td>Lack of realistic training</td>
<td>New Plan Documentation</td>
<td>Post-incident</td>
<td>Greg Hamm</td>
<td>High</td>
<td>12/01/11</td>
<td>Completed</td>
</tr>
<tr>
<td>Define CMT Leader Responsibilities</td>
<td>Lack of management involvement</td>
<td>Update Plan Documentation</td>
<td>Exercise</td>
<td>Steve Johns</td>
<td>Low</td>
<td>03/01/12</td>
<td>Open</td>
</tr>
</tbody>
</table>

Other Potential Fields: Start Date; Detailed Description

Key Element #8

Internal Audit:

“The organization shall conduct internal audits at planned intervals to provide information on whether the business continuity management system…” – ISO 22301
Key Element #9

Metrics:

– “The organization shall evaluate the BCMS performance and effectiveness of the BCMS”
  • Compliance to internal policy
  • Compliance to a standard
  • Performance of response and recovery strategies

Collaboration Session – Metrics “brainstorm”

Is This Your Report to Management?

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Process X</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>🌟🌟🌟</td>
</tr>
<tr>
<td>Process Y</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>🌟🌟🌟</td>
</tr>
<tr>
<td>Process Z</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>🌟🌟🌟</td>
</tr>
</tbody>
</table>

This is the wrong approach. It reinforces a check the box viewpoint.
Metrics that Mean Something

<table>
<thead>
<tr>
<th>Product / Service</th>
<th>Business Continuity Objective</th>
<th>Current State Recovery Capability</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform Customer Support</td>
<td>Ensure No More Than 4 Hours Downtime with Less than a 90 Second Wait Time</td>
<td>8 hours, Estimated 4 Minute Wait Time at Recovery</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td>Manufacture Product</td>
<td>10 Days Target Safety Stock (offsite), Maintain Contingency Sourcing Agreement Effective Within 7 Days</td>
<td>1 Days Safety Stock, Contingency Sourcing Agreement With Acme Pending</td>
<td>☢️ ☢️</td>
</tr>
<tr>
<td>Process Warranty Claims</td>
<td>Seamless Failover Between Each Claims Handling Region in the United States,</td>
<td>Claims Failover Process Complete and Demonstrated – No Downtime</td>
<td>☢️ ☢️</td>
</tr>
<tr>
<td>Bill Customers</td>
<td>Restart Bill Generation and Catch Up On All Back Logged Work Within 5 Days; Suspend Collection Reminders to Protect Customer Relationship</td>
<td>Billing Tested and Restarted in Three Days – Back Log Closed in 4 Days</td>
<td>☢️ ☢️</td>
</tr>
</tbody>
</table>

Key Element #10

**Management Review:**

- Top level management must review the organization's BCMS at planned intervals
- Reviews should include status of action items from previous reviews, changes in issues relevant to the BCMS, information on business continuity performance and opportunities for continual improvement

**Collaboration Session**

- Best practices for management review
- Discuss your organization's and BC program's unique needs
- Does anyone in the group use the management review process today?
Example Management Review Agenda

- Program Scope and Objectives
- Maximum Downtime Discussion
- Feedback / Audit Results
- Risk Assessment Results
- Exercise Results
- Post-Incident Lessons Learned
- Training Results
- Corrective Actions Review and Feedback
- Dashboard / Metrics
- Special Topics / Next Steps

Build an ISO 22301 Management System to Capture Executive Attention

ISO 22301 "Deep Dive"
What is ISO 22301?

Introduction
- Clause 1: Scope
- Clause 2: Normative References
- Clause 3: Terms and Definitions

Requirements
- Clause 4: Context of the Organization
- Clause 5: Leadership
- Clause 6: Planning
- Clause 7: Support
- Clause 8: Operations
- Clause 9: Performance Evaluation
- Clause 10: Improvement

The First “Four” Clauses (0, 1, 2, 3)

- Clause Zero is the Introduction
- Clause 1 Addresses the Scope of the Standard

“This International Standard for business continuity management specifies requirements to plan, establish, implement, operate, monitor, review, maintain and continually improve a documented management system to protect against, reduce the likelihood of occurrence, prepare for, respond to, and recovery from disruptive incidents when they arise.”
The First “Four” Clauses (0, 1, 2, 3)

• Clause 2 - Normative References – None
• Clause 3 - Terminology (all BCMS terms found in either ISO 22301 or ISO 22313)

Clause 4 – Context of the organization (“Plan”)

• What Is It?
  – Establishing how business continuity applies to your organization
    • BCMS policy linkage to organizational objectives and risk management strategy
    • Risk appetite and criteria to assess risk
    • Needs, expectations, obligations
    • Scope
Clause 4 – Context of the organization (“Plan”)

• What Is It?
  – BCMS policy linkage to organizational objectives and risk management strategy (4.1)
    • “Issues” (purpose and ability to achieve)
    • What’s most important to the organization and its interested parties (now and the future)?
      • Culture?
      • Management of risk (insurance, other)?

Clause 4 – Context of the organization (“Plan”)

• What Is It?
  – Risk appetite and criteria to assess risk (4.1)
    • “Amount of risk an organization is willing to pursue or retain”
Clause 4 – Context of the organization ("Plan")

• What Is It?
  – Needs, expectations, obligations (4.2)
    • Another way to say it, what must you do because of management expectations, third-party expectations or regulatory requirements?

• Scope (4.3)
  • In-scope and exclusions
  • The BCMS scope must include all key products and services for your organization (consistent with your risk appetite)
Clause 5 – Leadership ("Plan")

• What Is It?
  – The role of the organization's leadership in the BCMS

• Key Topics for Discussion
  – What does leadership mean?
  – Management commitment
  – Policy
  – BCMS roles and responsibilities

• What Is It?
  – Management commitment (5.1/5.2)
    • “demonstrate leadership”
    • Empowering is a form of demonstration
    • Other examples listed in Clause 5.2
Clause 5 – Leadership ("Plan")

• What Is It?
  – Policy (5.3)
    • Leadership expectations
    • Audience – everyone internal, possibly external audiences

• What is it?
  – BCMS roles and responsibilities
    • "responsibilities and authorities for relevant roles are assigned and communicated throughout the organization"
    • What roles?
Clause 6 – Planning (“Plan”)

• What Is It?
  – Established what the organization intends to achieve with its BCMS
    • What does business continuity risk mean
    • Business continuity objectives

Clause 6 – Planning (“Plan”)

• What Is It?
  – What does business continuity risk mean (6.1)
    • Risks and opportunities (for the organization)
    • Catch all in our opinion and one of the more ambiguous aspects of the standard (part of the new ISO boilerplate content)
    • Our conclusion: Why are we planning for business continuity, what happens if we do it poorly, and how to do we ensure we do it well
Clause 6 – Planning (“Plan”)

• What Is It?
  – Business continuity objectives (6.2)
    • NOT RTOs and RPOs!!!!!
    • What are we trying to achieve with the program or BCMS
    • When done well, a great way to summarize the boundaries of the planning effort

Clause 7 – Support (“Plan”)

• What Is It?
  – How to obtain and develop BCMS resources (and knowledge) throughout the organization
    • Resources
    • Competencies
    • Awareness
    • Communications planning
    • BCMS documentation storage and security
Clause 7 – Support (“Plan”)

• What Is It?
  – How are resources allocated? (7.1)
    • What do you need, and what does the organization need, to effectively plan for business continuity?
    • Evidence…

• What are the competency requirements for those participating in the BCMS? (7.2)
  • What are the competencies to do business continuity well?
  • How do you develop competent people?
  • How do you know they are competent?
Clause 7 – Support (“Plan”)

• What Is It?
  – How does the organization create awareness among its employees? (7.3)
    • Policy
    • Value proposition
    • Before and during a disruptive incident

Clause 7 – Support (“Plan”)

• What Is It?
  – BCMS communications planning (7.4)
    • Not just crisis communications in this clause…
Clause 7 – Support (“Plan”)

• What Is It?
  – How does the organization create, maintain and secure BCMS documentation? (7.5)
    • What is documentation (processes, procedures and evidence)
    • Create, control and maintain documentation
    • “Extent” of documentation

<table>
<thead>
<tr>
<th>Process Documentation</th>
<th>Procedure Documentation</th>
<th>Evidence Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• BIA (8.2)</td>
<td>• Identify legal and regulatory requirements (4.2)</td>
<td>• Context (4.1)</td>
</tr>
<tr>
<td>• Risk Assessment (8.2)</td>
<td>• BCMS communications (7.4)</td>
<td>• Legal and regulatory requirements (4.2)</td>
</tr>
<tr>
<td></td>
<td>• Manage a disruptive incident, including arrangements, warning and communication and how to recover, continue and return to normal (8.4)</td>
<td>• Scope, including exclusions (4.3)</td>
</tr>
<tr>
<td></td>
<td>• Metrics (9.1)</td>
<td>• Management commitment (5.2)</td>
</tr>
<tr>
<td></td>
<td>• Audit work program (9.2)</td>
<td>• Policy (5.3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Objectives (6.2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Competence (7.2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Exercise reports (8.5)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Performance measurement (9.1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Internal audits (9.1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Management review (9.3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Corrective actions (10.1)</td>
</tr>
</tbody>
</table>
Clause 8 – Operations (“Do”)

• What Is It?
  – How the organization performs business continuity planning (BIA to Exercise)

• Key Topics for Discussion
  – BIA, risk assessment, strategy, plan documentation, exercises
  – Internally vs outsourced processes

• What Is It?
  – BIA (8.2)
    • Determining continuity and recovery priorities, objectives and targets
      – Product/service to activity mapping
      – Impacts over time (as justification for objectives)
      – Prioritized timeframes for resuming activities at a minimum acceptable level
      – Identifying dependencies and supporting resources
Clause 8 – Operations (“Do”)

• What Is It?
  – Risk Assessment (8.2)
    • Identified risks of disruption to the organization’s prioritized activities and resources
      – Identify risks of disruption (not threats)
      – Analyze risk (causes, likelihood and severity)
      – Evaluate which disruption-related risks require treatment
      – Identify treatments (aligned to objectives and risk appetite)

Clause 8 – Operations (“Do”)

• What Is It?
  – Business Continuity Strategy (8.3)
    • Protecting prioritized activities
    • Stabilizing, continuing, resuming and recovering
    • Mitigating, responding to and managing impacts
    • Evaluate suppliers’ business continuity capabilities
    • Determine resource requirements
Clause 8 – Operations (“Do”)

• What Is It?
  – Business Continuity Procedures (8.4)
    • Incident response structure
    • Warning and communication
    • Business continuity plans (collectively and each)
    • Recovery (aka, return to normal)

• Exercising and Testing (8.5)
  • Consistent with business continuity objectives and scope
  • “Taken together... validate the whole”
  • Types of exercises?
  • Frequency?
Clause 9 – Performance evaluation ("Check")

• What Is It?
  – How does the organization measure performance and engage management in prioritizing continual improvement
    • Metrics
    • Internal Audit
    • Management Review

• Metrics (9.1)
  • “The organization shall evaluate the BCMS performance and the effectiveness of the BCMS.”
  • What does this mean?
    – “Performance of the processes, procedures and functions that protect its prioritized activities”
    – “Monitoring compliance with this International Standard and the business continuity objectives”
  • Evaluation of compliance with legal and regulatory requirements, as well as post-incident reviews
Clause 9 – Performance evaluation (“Check”)

• What Is It?
  – Internal Audit (9.2)
    • Independent assessments
    • Is the organization doing what is says it intended to do (and is it addressing the ISO 22301 "shall")

Clause 9 – Performance evaluation (“Check”)

• What Is It?
  – Management Review (9.3)
    • Review performance and upcoming priorities with management
    • Format?
    • Frequency?
Clause 10 – Improvement (“Act”)

• What Is It?
  – Prioritizing the methods to achieve continual improvement and alignment to expectations throughout the organization

• Key Topics for Discussion
  – Corrective actions
    • How do we better align with interested party expectations, business continuity objectives and the requirements noted in ISO 22301?
    • Synonymous with lessons learned and opportunities for improvement
    • What makes a corrective action High, Medium or Low?

Build an ISO 22301 Management System to Capture Executive Attention

Implementation Strategies
“Recipe”

1. Executive Involvement
2. Organizational Strategy
3. Products/Services
4. Customer Knowledge
5. Inventory of Obligations
6. Organizational Knowledge

“Top Down” Implementation Strategies

- Start with your boss / program sponsor
- Personally explain the organizational benefits of a Business Continuity Management System
- Look for early wins and implement those specific items you can control
Apply the Key Elements

Leadership (Clause 5)
Documentation (Clause 7.5+)
Metrics (Clause 9.1)
Management Review (Clause 9.3)
Corrective Actions (Clause 10.1)
Internal Audit (Clause 9.2)
Objectives, Priorities, Scope (Clause 4)
Competencies (Clause 7.2)
Obligations and Risk Appetite (Clause 4)
Products and Services (Clause 4)

Build an ISO 22301 Management System to Capture Executive Attention

Conclusions and Questions
Conclusions

- ISO 22301 is a BCMS standard and it is about your organization, not your program
- This standard drives continual improvement and is not designed to expect perfection at all times (its about executing a process)
- Conformance is valuable, certification is as well for many that may benefit

Before We Conclude

- Documented information to supplement this Presentation:
  - Avalution’s ISO 22301 Whitepaper
  - Articles in the Avalution.com blog
Contact Information

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