



Taking BCP to BCM

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AGENDA

- ▶ Part I: Critical steps from BCP to BCM
- ▶ Part II: Gaining buy-in from Executive Management
- ▶ Part III: Rolling out the process Enterprise wide

Part I: Critical Steps from BCP to BCM

1. Planner (staffing resource) and Team
2. BCP Critical Project Milestones
3. Startup Phase – Create the Project
4. Collaborative Team Site
5. Create the Plan Template
6. Interview Team Members
7. Preliminary Plan Review and Approval

1. The Planner and the Team

➤ The Planner - as an Employee or Consultant

☐ Employee

- ❖ Positives - Knows the organization, Burn-in highly probable
- ❖ Negatives - Challenges with time, Adds to current responsibilities (multiple hat syndrome)
- ❖ Should have project management experience across multiple groups

☐ Consultant

- ❖ Positives - Experienced, understands the domain, fully engaged
- ❖ Negatives - Does not know the culture, organizational processes etc, burn-in may take time or never achieved
- ❖ Should have project management experience across multiple groups

☐ Blend - organization hire domain expert (team are the employees)

➤ The Team

☐ All owners of the process once implemented

2. BCP Critical Project Milestones

- Start up Phase
 - ❖ Create the Project – select project management methodology
 - Project management institute (PMI)
 - Agile Scrum
 - ❖ Timeline approximately 2-3 month process
 - ❖ Create project plan / product backlog
 - ❖ Identify business owner and team members (“owners”)
 - ❖ Setup and complete kickoff meeting
- Create the Collaborative Team website
- Create the Plan Template with essential elements
- Set up interviews for each of the element owners
- Review each element and validate with the owners
- Send to the Editor
- ⁵ Final Review, Update, and Signoff

3. Start up Phase – Create the Project

- Select Methodology (example using Scrum Methodology)
- Select the ScrumMaster / Project Manager
- Identify a business owner (team leads) and team members – identified “owners” of the plan throughout the department
- Create Planning Agenda
 - ❖ Create Product Backlog – user stories
- Create Daily Sprint Backlog
 - ❖ User Tasks for the Sprint
- Create Review Meeting Agenda
 - ❖ All team members, stakeholders, and interested parties
- Create Retrospect Meeting Agenda
- Check in with CISO or better CIO if possible
- Gain approval from Chief(s)

4. Collaborative Team Site

- Using Microsoft SharePoint Portal set up the project site
- Give access to team leads: sponsors, stakeholders and interested parties, as appropriate
- Give access to team members to the project site
- Add Announcements and Team Calendar
- Add Project “Stories” to the Task list

5. Create the Plan Template

- Having a template helps, use the organization's generic information
- Create an outline of essential elements required for the plan
 - ❖ Search the internet for similar plans, go to local association meetings, network with your peers
- Gather any documentation, research
 - ❖ On prior risk assessments, business impact analysis, IT disaster recovery plans, audits, vital records, succession process, business plans, marketing plans, recent budget report, recent report to shareholders
 - ❖ Research the organization's intranet for policies, guidelines, organizational charts, mission, vision, services, business operations
 - ❖ Research the organization's internet for marketing materials, mission, and services
- Align with BCP best practices and add any required methodologies, e.g. National Incident Management System (NIMS), etc
- 8 Map the information to the elements into the BCP outline

6. Interview Team Members (“owners”)

- Setup a meeting with the owner (Team Member)
- Review each element with the owner
- Validate each statement (is it true)

7. Preliminary Plan Review and Approval

- Set up schedule and implement editorial review
- Gain approval from Team Leads
- Post final document to MS SharePoint site

Part II: Gaining Buy in from Executive Mgt

1. Leverage What's Done Before and Identify Need
2. Identify Enterprise Drivers
3. Gain Buy-in Who's on the Enterprise Team
4. Understand the Corporate BCM Philosophy
5. Promote Holistic Approach
6. Present Enterprise Vision
7. Create the Program Plan
8. Essential Program Elements
9. Ongoing Program Elements
10. Program Implementation

1. Leverage What's Done Before and Identify Need

- Use past team to help evangelize the process
- Identify who needs a BCP
 - ❖ Local office sites
 - ❖ Sales Team
 - ❖ Delivery Teams
 - ❖ Facilities Team
 - ❖ C level: CIO, CISO, CRO, General Counsel

2. Identify Enterprise Drivers

- Internal or External Audit requirements
- Legal requirements
 - ❖ U.S. SOX, HIPAA, EPA, OSHA, etc
 - ❖ Other Country specific requirements
- Corporate requirements
 - ❖ Sales needs corporate statement on BCP for RFP process
 - ❖ Delivery needs BCP for Application or Infrastructure Project Delivery

3. Gain Buy-in Who's on the Enterprise Team

- Identify enterprise “owners” and stakeholders
 - ❖ All Department Heads
 - ❖ All Chiefs and above
 - ❖ Board of Directors
- There is no limit to the team numbers

4. Understand the Corporate BCM Philosophy

- Understand the overall philosophy of the organization
- Understand the culture
- Identify the Evangelists
- Identify the Owners
- Find the home for BCM
- Promote the philosophy of “burn-in”

5. Promote Holistic Approach

- Use the owners of the process
- Burn – in the process enterprise wide
 - ❖ For example:
 - Information Technology - Service Catalogue, Operations Guides, etc
 - Asset Inventory
 - Records Management
 - Program Management Office
 - Corporate Policies
 - Corporate Governance

6. Present the Enterprise Vision

- Present the BCM vision to the owner(s)
- Create and gain approval for vision

7. Create the Program Plan

- Plan for 2-3 years out
- Use a phased approach
- Include staffing and budget
- Gain approval for the Program Plan

8. Essential Program Elements

➤ Identify and Define

- ❖ Framework

- ❖ Vision

- ❖ Policy (or leverage established policies – ERM, Security, etc)

- ❖ Standards and Guidelines

- ❖ Business Process Definition

- ❖ Budget

9. Ongoing Program Elements

- Identify and Define ongoing program elements
 - ❖ Risk Assessment
 - ❖ Business Impact Analysis
 - ❖ Mitigation Strategies / Action Plans
 - ❖ BCP Development
 - ❖ BCP Templates
 - ❖ Training
 - ❖ Testing and Exercises

10. Program Implementation

- Use Phased Approach
- Gain approval for each element by each owner
- Revisit the Vision often
- Align the Vision within the Corporate Strategic Plan
- Revisit the Drivers

Appendix - Things to Watch Out For

- Don't hire more people unless absolutely necessary such as the BCM Subject Matter Expert
- Use the “owners” of the process for team members as this places the responsibility on management and ultimately every employee in the organization

Appendix - Things to Watch Out For Cont

- Don't purchase new software unless in a complex environment and proven ROI
- Why? May get push back, Who will use it? How will they use it? Do they need training? Is there a learning curve?
 - ❖ Increases the budget, needs approval
 - ❖ Increases implementation time, takes time you may not have
- Can always purchase software later if it makes sense

Part III: Enterprise wide BCM Role Out

1. Kick-off – C level
2. Implement Risk Assessment
3. Implement Business Impact Analysis
4. Create Mitigation Strategies - Action Plans
5. Implement On-site BCP development
6. Review, Validate, and Approval of BCPs
7. Train, Train, Train...
8. Exercise the BCP
9. Periodic Executive Briefings on BCM

1. Kick-off – C level and above

- Gain time on executive team meetings to brief C level and above
- Brief on the program and impacts to the Business Units and or departments

2. Implement Risk Assessment

- Create Project Plan
- Interview key Executives
- Create Risk Definitions, Profile, Strategy
- Validate results

3. Implement Business Impact Analysis

- Create survey
- Interview key owners
- Use team leads and team members
- Validate Results

4. Create Mitigation Action Plans

- Create an action plan for each risk/ mitigation strategy
- Deliver to owner
- Owner implements the action plan
- Internal Audit reviews the action plan annually etc.
- The CRO governs the process

5. Implement On-Site BCP Development

- Use the BCP template for each business unit or regional location
- Complete the plan with the following team members
 - ❖ Facilities, Property Management, Security
 - ❖ Information Technology
 - ❖ Finance
 - ❖ Human Resources
 - ❖ Operations and Business Development

6. Review, Validate, and Gain Approval for BCPs

- Review and validate BCP with team members
- Validate and gain department / team lead approval upon completion at each Business Unit or regional location

7. Train, Train, Train

- Training is absolutely essential for
 - ❖ Executive Leadership
 - ❖ Team Leads
 - ❖ Team Members
 - ❖ All employees

8. Exercise the BCP

- Implement globally or by each corporate location upon completion of each or all of the Business Continuity plans
- Start with a walk through of each plan with local teams
- Always end with a success, but identify the gaps in the After Action / Lessons Learned reports
- As the program matures grow into tabletop and functional exercises

9. Periodic Executive Briefings

- Continue to give periodic briefings at least once per quarter on status of the program and the various BCM projects.
- Create a dashboard of the BCM projects and their status
 - ❖ Risk Assessment and Business Impact Analysis
 - ❖ Mitigation Strategies - Action Plans
 - ❖ BCPs and Reviews
 - ❖ Training and Exercises

QUESTIONS?



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