



SECURITIES INDUSTRY ASSOCIATION

BUSINESS CONTINUITY GUIDELINES

The following are the recommended guidelines / best practices that should be observed by each firm's business continuity program and business continuity plans.

Business Continuity Program

- Each firm should have in place a Business Continuity (BC) program that ensures:
 - The development, implementation, testing and maintenance of business continuity and emergency response plans that enable the business to protect its assets and meet its business recovery objectives.
 - Prevention and mitigation activities that reduce the likelihood and impact of a disruption
 - An ongoing employee awareness program.
- Each firm should have a Business Continuity policy document which provides the framework for its Business Continuity program and the development of business continuity and emergency response plans. Business continuity plans should be documented and readily accessible to those who need access.
- Each firm should have an Executive and corporate group responsible for overseeing the business continuity program.
- Business managers should be responsible for the review, implementation, funding and sign-off of business continuity plans and associated exercise results.
- Recovery exercises for critical business functions should be conducted no less than annually and as is warranted by changes in the business and/or information system(s) environment.
- Plans should be reviewed and updated no less than annually and as warranted by changes in the business and/or information system(s) environment.

Recovery Strategies

- Each firm should develop recovery strategies that would enable them to continue their most critical operating, service and technology functions in order to:
 - Meet defined recovery objectives
 - Meet the service level commitment to customers
 - Meet fiduciary requirements
 - Minimize financial, legal and / or regulatory exposure
- A firm's strategy should be based upon an event impacting an extended geographic zone and having a significant impact on the firm and its resources.

Recovery Resources

Each firm should ensure the availability of the resources that it requires to meet its recovery objectives.

- The firm should have the capability to communicate with employees using multiple methods of communication (i.e. phone, pager, cellular phone, e-mail, internet, etc).
- The firm should have pre-defined business continuity teams, detailing management structure and roles and responsibilities.
- Essential business staff should be trained and fully capable of performing business functions at the recovery location.
- Recovery facilities should not be located in the same geographical zone as the primary business facility and should be supported by separate telecommunication and utility (water, power, etc.) infrastructure.
- The accessibility, availability and capability of recovery facilities should support the firm's requirements and recovery objectives.
- Businesses should ensure that the functionality and availability of critical business applications/end-user computing meet business recovery objectives.
- Firms should consider geographic diversity of critical staff and critical production applications, data, or data centers supporting them.
- BC plans should include internal and external business partners (operations, tech support, clients, vendors, regulators, exchanges, etc.), ensuring that acceptable levels of operational connectivity can be resumed within recovery objectives.
- Firms should be familiar with business partner BC plans (both internal and external) and understand any associated risk.
- Business units should ensure that redundant copies of vital records are stored in a secured and geographically diverse location and are available for use during an emergency within stated recovery objectives.

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