

Business Continuity/Disaster Recovery Management

Step	Task Description	Task Performed By	Est. Time	W/P Ref.
	Tactical Alignment			
BC1	<p>Discuss the business' strategy with regard to Business Continuity planning. Determine if the strategy focuses on IT Disaster Recovery Planning, which may be limited to restoring IT infrastructure at an alternative location or if it has a more holistic business orientation focusing on resuming all critical business operations. Assess whether the strategy:</p> <ul style="list-style-type: none"> • Considers business drivers, vulnerabilities and impacts? • Prioritizes risks and recovery alternatives according to a Business Impact Analysis? • Addresses both IT and non-IT business processes and resources? • Has been formally defined, documented and communicated as a part of the goals of Business Continuity Management? 			
BC2	<p>Gather management's perception of the most critical business processes (and why), and management's formal/ informal assessment of the effectiveness of the company's ability to resume business operations in the event of a disruption. Determine the basis for this evaluation (e.g., stakeholder feedback, experience during a previous outage).</p> <p>Discuss whether the existing Business Continuity Management Processes are adequately serving the organization's needs.</p>			
	Stability and Reliability			
BC3	<p>Determine if the business risks and impacts of unexpected disruptions have been identified and quantified by management. In the discussion, determine whether:</p> <ul style="list-style-type: none"> • Critical applications and business processes have been identified. • Vulnerabilities and risks to critical resources have been identified. • A formal risk analysis has been performed. • Potential business impacts of disruptions have been identified. • The business is aware of what it will need to 			

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	continue delivering business services.			
BC4	Review the analysis of the organization's previous business continuity tests. Determine if the tests were successful. If not, why not? Identify recurring issues or other potential problem areas and understand the reasons for their existence. Are there any areas of the business that were not presented in the plan or the test? If so, why?			
	Processes			
BC5	Review documentation the organization has developed regarding business continuity processes, policies, standards and service level agreements. Determine if the processes are adequately documented, maintained and communicated to appropriate personnel.			
BC6	Determine if a Business Continuity Plan exists and assess the degree to which it has been defined, documented, tested, maintained and communicated. Consider the following: <ul style="list-style-type: none"> • Does it address critical applications and processes? • Does it address back-up, recovery and alternative operating procedures? • Personnel requirements? • Does it address both IT service resumption as well as business operations resumption? • When was the last time it was tested? • When was the last time it was updated? • Who maintains the plan and how? • How are requirements communicated both to and from the business units? 			
	Technology Leverage			
BC7	Determine the degree to which the organization uses software tools to facilitate Business Continuity Management processes. For example: <ul style="list-style-type: none"> • Job flow analysis tools to identify all system components of a given business task. • Systems and network management tools used to identify potential service interruptions and automatically notify key personnel. 			

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	<ul style="list-style-type: none"> • Automated tools for backup and recovery of critical resources. • Document management tools to manage changes to the Business Continuity Plan. 			
	Results Management			
BC8	Determine what Service Level Agreements are in place between the function chartered with Business Continuity Management, its various support organizations and other business units. Understand what the agreements include and discuss the criteria for determining SLA achievement. Have there been instances where this has or has not been achieved?			
BC9	Identify the process for testing the Business Continuity Plan. Determine if the frequency of testing is adequate. Do tests reflect a realistic set of scenarios? How are tests results evaluated, reported and used as input for continuous improvement?			
	Human Capital			
BC10	Determine if responsibility for the overall development, testing and maintenance of the Business Continuity Plan has been assigned to a particular individual or group. Discuss the group's responsibility for coordinating the planning, testing and execution of the Business Continuity Plan. Have the roles and responsibilities of the group been documented and communicated?			
BC11	Discuss the relationship between the group responsible for coordination of Business Continuity Management activities and the support of other business functions. Discuss how the various business functions interact to understand relationships between business processes and how they use this information to develop and maintain the Business Continuity Plan.			