ISO 22301 IMPLEMENTATION GUIDE TEMPLATE

An ISO 22301-based business continuity management system (BCMS) can help any organization of any size to ensure continued operations in times of disruption. Although you should read the full 22301 standard, this plain-language overview will help understand the requirements of a BCMS implementation.

REQUIREMENT	NOTES
1. Management stakes its commitment to championing and overseeing ongoing continuity efforts:	
Get top leadership commitment and establish a business continuity committee to manage the standup, maintenance, and execution of the business continuity effort. The overview committee also ensures that business continuity strategy and policies map to overall organization requirements and objectives, including the expectations of customers, suppliers, regulatory and statutory bodies, and other stakeholders.	
2. Figure out what you must protect:	
Note all the organization's critical functions and the interdependencies of departments, teams, and functional units within the organization. Next, determine who outside your organization depends on your products or services. This analysis defines the context of your organization. When researching this information, consult such documents as regulations and statutes that apply to your organization, customer service-level agreements (SLA), vendor SLAs, and community standards.	
3. Set objectives for your BCMS:	
Your leadership or continuity management committee must set measurable objectives and write the BCMS policy.	
4. Determine what you need to adequately run a BCMS and recover in a disruption:	
The following are essential requirements in a business continuity plan.	
a. A document management system for your business continuity-related lists, policies, and procedures. Define a change control process for your documentation.	

b. Risk assessment and treatment: Establish a risk assessment process to ensure you regularly analyze and review risk to the organization. In assessing risks, consider what your organization does and your location. Does your factory run on electricity? Are you located in a heavily treed area that is subject to frequent wind storms, and therefore, frequent power outages? Do your business processes rely on cloud-based software platforms? What could prevent your staff from travelling to the office, or even from working remotely? Other examples to help you assess risk include: • Death or disability of executive leadership • Natural disasters (cyclone, ice storm, flood) • Fire • Supply chain disruption • Sabotage of facilities and equipment • A severe flu season that affects employees and clients • A product recall	
c. Business impact analysis (BIA): Conduct a business impact analysis to identify critical business operations. Identify their dependencies. The BIA determines what critical activities underpin important products and services and functional dependencies.	

d. Business continuity plan: Identify business continuity strategies and solutions: The BIA and risk assessment provide the roadmap to continuity strategies. Business continuity strategies sketch measures to prevent disruption or recover key functions in the event of a disruption. Include the business continuity strategy in your organization's high level strategy.
• *Create business continuity procedures. These detailed, documented procedures provide the specific instructions that team members follow in a crisis. Include the following:*
  • A list of key personnel and their contact information.
  • Information on all facilities and back-up facilities.
  • Notes on key infrastructure and equipment.
  • Details of organization insurance and financial information.
  • Key suppliers and their contact information.
  • Any other information that is critical to an effective continuation of activities.
• *Create a crisis management plan or incident management plan.*
• *Create a recovery plan. You may enact temporary measures to mitigate the situation. However, you also need a plan to resume regular activities.*
• *Decide the following:*
  • Recovery time objective (RTO): RTO describes how quickly a process or service should resume after a disruptive incident.
  • Maximum acceptable outage (MAO): MAO describes how long an activity or process can be unavailable before the health and survival of the organization are threatened.
  • Minimum business continuity objective (MBCO): MBCO is the lowest level of products or services that an organization can offer during a disruption.
• *Create a disaster recovery plan for IT.*
• *Create a communication plan. In the event of impending or actual disruption, you must warn or communicate with internal and external stakeholders.*
• *Create a post-incident review process to document what went well and what didn't go well.*	

5. Exercise and test your plan:

Exercise the plan to ensure proficiency in a crisis. Examples of exercises include fire drills. Test scenarios that are unique to your organization's situation and that will cause harm to the welfare of people, slow the operational efficiency of the business, cause harm to the reputation of the organization, or cause loss of revenue. Update and test any portions of the plan that are deficient or redundant.	

6. Training:

Ensure that personnel essential to the recovery process receive adequate training for their roles.

7. Promote continuity consciousness:

Share knowledge of the continuity policy and procedures with the entire organization so they know what to do in an emergency or disruption. Similarly, discuss your plan with key external stakeholders to get their feedback and to set expectations for how your organization will cope with a disruptive event.

8. Evaluate efforts:

Track the success of BCM objectives during exercise and testing. Consider setting metrics, such as RTO.

9. Conduct an internal audit:

Whether you are ISO 22301-certified or not, schedule regular internal audits to gain further insight into the thoroughness of your plan. Try to recruit as an auditor someone who does not work directly in planning and executing your continuity policy to get a fresh and objective perspective.

10. Pursue continual improvement and corrective actions:

As you pursue continual improvement in your daily operations and in your BCMS, also implement a system for tracking, analyzing, and correcting problems, called nonconformities in ISO language.

11. Schedule management reviews:

Ensure that top management, as the champions of business continuity for your organization, regularly review the BCMS plan, testing results, and evaluation results. It is leadership's responsibility to update objectives, provide resources for the system, verify that errors have been corrected, and generally confirm that the BCMS protects the welfare of personnel and saves the organization from material and financial losses.

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