

# Business Continuity Maturity Model<sup>®</sup>

Version 1.4

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## Business Continuity Maturity Model® Introduction

### Overview

#### A Business Continuity Measurement Standard – Coming of Age

Compared to most other business disciplines, business continuity is relatively new. Born in the 1960's as “disaster recovery”, this discipline has grown considerably to where now, in this post 9/11 era, it is regularly discussed in boardrooms across the global corporate landscape. And yet today, we still do not have any meaningful tools to objectively and consistently measure the organization's disaster-readiness or state-of-preparedness.

Virtual Corporation has underwritten the development of this model to fill this gap. There are several primary goals to be achieved:

1. Provide a diagnostic tool for objective evaluation of business continuity program effectiveness.
2. Generate consistent data from which meaningful benchmark analyses could be drawn.
3. Answer the following key questions for senior management:
  - a. Where are we now?  
What level of BC program maturity do we currently possess?
  - b. What is the target we are shooting for?  
What level of BC program maturity is our ultimate goal?
  - c. What evolutionary path do we follow to get there?  
How should we progress most effectively to the next Level? e.g., Let's crawl, then walk, then run.

It is actually through Goal #1 above that we will ultimately know that business continuity has “come of age”. Imagine the day when a Wall Street investor makes an informed decision to invest his or her money in a company because the company's “Continuity Rating” was above the recognized standard for companies in that industry – *just like investors today make similar decisions based on balance sheet and other financial ratings*. Equally, imagine the day when regulators and insurers utilize standard methods and tools to assess the health of an organization's business continuity program – *unlike today where in many cases compliance guidelines are conflicting, confusing, or just plain inappropriate*.

This is the future to which Virtual Corporation dedicates this important landmark work.

## Brief History

The Business Continuity Maturity Model® (BCMM®) has been under development for more than five years. The idea for the Business Continuity Maturity Model® arose in 1997 from a conversation between Virtual Corporation's President, Scott Ream, and Jerry Klawitter, Manager of Investment Banking BCM - Americas for JPMorgan Chase. Mr. Klawitter needed a way to objectively benchmark his Business Continuity Management (BCM) program against other firms in the investment banking industry and expressed an interest in researching what, if any, tools were available at the time. Several "capabilities maturity models" existed for various disciplines including software development. However for the business continuity field, nothing had yet been developed. Mr. Ream decided that the opportunity to build one appeared worth pursuing.

Over the next few years, Mr. Ream conducted research into a variety of maturity model structures and also spent considerable time thinking about the fundamental elements that are at work when an organization seeks to implement a business continuity program. A useful analogy emerged. He asked himself the following question:

**“How would an organization go about creating a company-wide budget process if none already existed?”**

This was a useful analogy because, like budgeting, business continuity is most effective when implemented as a *sustainable process* where responsibility for its execution is placed *directly in the hands of the management team*.

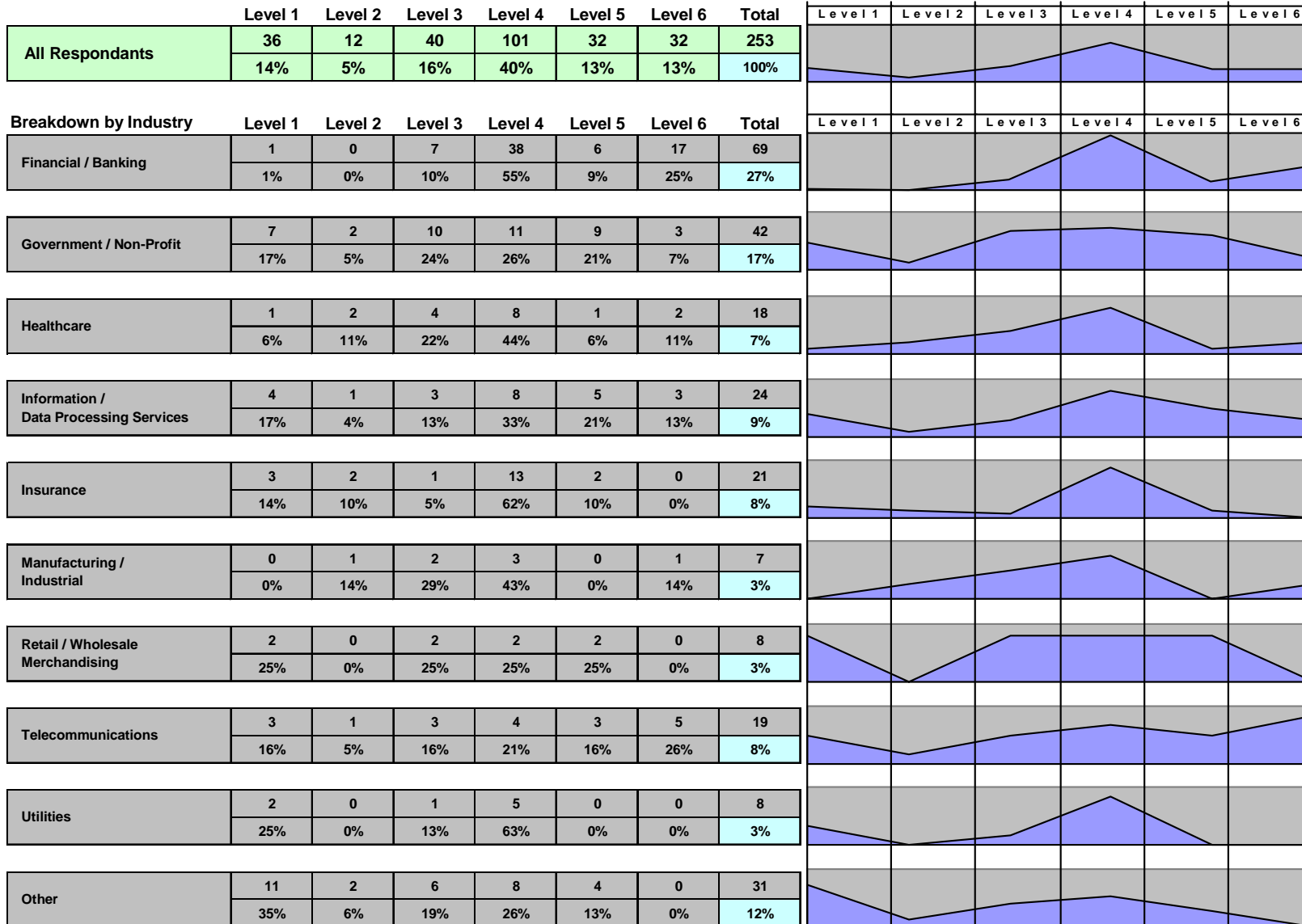
The following fundamental attributes of a successful program emerged:

- ✓ Organize an expert central team, develop a toolkit, and provide basic training and consulting support to help every manager develop his/her first budget
- ✓ Once the 1<sup>st</sup> budget is developed, it is easier to update and maintain
- ✓ Senior management communicates the importance of this initiative and addresses those managers who are slow to participate
- ✓ Tie management compensation to successful participation in the budget program
- ✓ Develop policy, procedure, and a governance function to both support the on-going budget process and train staff for continuous improvement

From this initial work, Mr. Ream was able to construct a straw man model that now needed to be validated. At the 2000 Contingency Planning & Management Conference, the preliminary BCMM® was unveiled based on his research work. There were over 250 attendees who responded to an interactive questionnaire comprised of 21 targeted questions. These questions were designed to uncover the “essence” of the respondent's BCM program. The answers were plugged into an algorithm Mr. Ream developed that converted the responses into a BCMM® Score.

Of course, as with any survey exercise, the results were subject to deviation. However, the aggregate results were remarkable. Industry aggregates were the most telling. The tables and charts on the following page show these results. The Business Continuity Maturity Model® was born!

**Business Continuity Maturity Model® Results**  
**CPM Conference Breakfast Survey – May, 2000**




**BCMM® Maturity Levels Defined**

Levels One through Three represent organizations that have not yet completed the necessary *Program Basics* needed to launch a sustainable Enterprise BCM program. Levels Four through Six represent the evolutionary path of the maturing Enterprise BCM program.

The following chart depicts these six Levels of the Business Continuity Maturity Model® and summarizes the key requirements to reach each Level. A more thorough description of each Level can be found below.

Competency Maturity Level	Program Basics			Program Development		
	Sr. Mgmt Commitment	Professional Support	Governance	All Units Participating	Integrated Planning	Cross-Functional
Level 1 <b>Self-Governed</b>	No	No	No	No	No	No
Level 2 <b>Supported Self-Governed</b>	Marginal	Partial	No	No	No	No
Level 3 <b>Centrally Governed</b>	Partial	Yes	Partial	No	No	No
Level 4 <b>Enterprise Awakening</b>	Yes	Yes	Yes	Yes	No	No
Level 5 <b>Planned Growth</b>	Yes	Yes	Yes	Yes	Yes	No
Level 6 <b>Synergistic</b>	Yes	Yes	Yes	Yes	Yes	Yes


  
**Increasing Business Continuity Competency Maturity**

**Level 1 - Self-Governed** - Business continuity management has not yet been recognized as strategically important by senior management. There is no Enterprise governance or centrally coordinated support function. If the company has a BCM Policy, it is not enforced. Individual business units and departments are "on their own" to organize, implement, and self-govern their business continuity efforts. The state-of-preparedness is generally low across the Enterprise.

**Level 2 - Supported Self-Governed** - At least one business unit or corporate function has recognized the strategic importance of business continuity and has begun efforts to increase executive and Enterprise-wide awareness. At least one internal or external BCM professional is available to support the business continuity efforts of the participating business units and departments. The state-of-preparedness may be moderate for participants, but remains relatively low across the majority of the company. Senior management may see the value of a BCM Program but they are unwilling to make it a priority at this time.

**Level 3 - Cooperatively-Governed** - Participating business units and departments have instituted a rudimentary governance program, mandating at least limited compliance to standardized BCM policy, practices, and processes to which they have commonly agreed. (Note: this is not necessarily an Enterprise BCM Policy.) A BCM Program Office or Department has been established, which centrally delivers BCM governance and support services to the participating departments and/or business units. Audit findings from these participants are being used to reinforce competitive and strategic advantage for their groups. Senior management interest is being piqued. Interest in leveraging the work already done is being promoted as a business driver for launching a BCM Program. Several business units and departments have achieved a high state-of-preparedness. However, as a whole, the Enterprise is at best moderately prepared. Senior management, as a group, has not yet committed the Enterprise to a BCM Program, although they may have a project underway to assess the business case for it.

**Level 4 - Enterprise Awakening** - Senior management understands and is committed to the strategic importance of an effective BCM Program. An enforceable, practical BCM Policy has been adopted. A BCM Program Office or Department has been created to govern the program and support all Enterprise participants. Each group has acquired its own and/or utilizes the central BCM professional resources. BCM policy, practices, and processes are being standardized across the Enterprise. A BCM competency baseline was developed and a competency development program is underway. All critical business functions have been identified and continuity plans for their protection have been developed across the Enterprise. Departments conduct "unit tests" of critical business continuity plan elements. All business continuity plans are updated routinely.

**Level 5 - Planned Growth** - All business units and departments have completed tests on all elements of their business continuity plan and their plan update methods have proven to be effective. Senior management has participated in crisis management exercises. A multi-year plan has been adopted to continuously "raise the bar" for planning sophistication and Enterprise-wide state-of-preparedness. An energetic communications and training program exists to sustain the high level of business continuity awareness following a structured BCM competency maturity program. Audit reports no longer highlight business continuity shortcomings. Examples of strategic and competitive advantage achieved from the BCM Program are highlighted in periodic Enterprise communications. Business continuity plans and tests incorporate multi-departmental considerations of critical Enterprise business processes.

**Level 6 - Synergistic** - All business units have a measurably high degree of business continuity planning competency. Sophisticated business protection strategies are formulated and tested successfully. Cross-functional coordination has led participants to develop and successfully test upstream and downstream integration of their business continuity plans. Tight integration with the company's change control methods and continuous process improvement keeps this organization at an appropriately high state-of-preparedness even though the business environment continues to change radically and rapidly. Innovative policy, practices, processes, and technologies are piloted and incorporated into the BCM Program.

*Note: at each Level, companies may progress to the next Level or if they lose momentum, fall back one or more Levels. As with any business process, if the supporting infrastructure is removed or significantly diminished, the effectiveness of the BCM Program will deteriorate and with it the company's state-of-preparedness.*

### **The BCMM® Working Team**

A Business Continuity Maturity Model® (BCMM®) Working Team was formed as the instrument through which cross-industry experience, consultation, and advice could be harvested. The goal was to assemble a Working Team of leading industry practitioners to carry the BCMM® work to the next level. Participants were identified and in April 2002 the Working Team had its first meeting. The Working Team members included representatives from the following industries: (see Appendix for the Working Team Member List)

- Banking and Finance
- Consumer Products
- Education
- Government
- Healthcare
- Insurance
- Public Utilities
- Telecommunications
- BC Trade Associations & Publications
- BC Consulting Services

The Working Team sought to develop an objective "measuring stick" of an organization's business continuity competency and capability; e.g., to objectively measure their overall disaster-readiness. In the same manner as Wall Street can evaluate an organization's financial strength by

reviewing its financial data, this maturity model could provide an equivalent means of determining an organization's business interruption resilience through an evaluation of its business continuity program data.

To this end, the following primary BCMM® performance goals were defined:

1. Provide a diagnostic tool for objective evaluation of business continuity program effectiveness.
2. Generate consistent data from which meaningful benchmark analyses could be drawn.
3. Answer the following key questions for senior management:
  - a. Where are we now?  
What level of BC program maturity do we currently possess?
  - b. What is the target we are shooting for?  
What level of BC program maturity is our ultimate goal?
  - c. What evolutionary path do we follow to get there?  
How should we progress most effectively to the next Level? e.g., Let's crawl, then walk, then run.

### **Corporate Competencies Defined**

The Working Team began their activity with a review of the DRII/BCI Professional Practices Standard (see the following websites for more information regarding this important individual standard – [www.drii.org](http://www.drii.org) and [www.thebci.org](http://www.thebci.org)). It was thought that if we could map the individual requirements from this established standard into a useful organization framework, we would be close to our goal. We struggled with the fit of this reference frame for several months before deciding a new reference frame was required.

The notion of “Corporate Competencies” was considered. All of the attributes we had assembled over the previous few months were put on a board and organized into logical groupings. Each Corporate Competency would categorize a critical attribute of an organization's ability to create a sustainable business continuity program. In this manner, the Working Team saw that it could create an *organizational counterpoint* to the BCI/DRII Professional Practices standard.

The following Corporate Competencies were defined:

**Leadership** – The commitment and understanding demonstrated by executive management with regard to the implementation of an appropriately scaled, Enterprise-wide business continuity program. As well, the degree to which the “business case” for implementing sustainable business continuity has been articulated to and understood by executive management.

**Employee Awareness** – The breadth and depth of business continuity conceptual awareness throughout all staff levels of the organization including consideration for the quality and sustainability of the BC training and awareness program.

**BC Program Structure** – The scale and appropriateness of the business continuity program implemented across the Enterprise. The degree to which the BCM Program matches the articulated “business case”.

**Program Pervasiveness** – The level of business continuity coordination between departments, functions, and business units across the Enterprise. The degree to which business continuity considerations have been incorporated in other appropriate business initiatives, programs, and processes.

**Metrics** – The development and monitoring of appropriate measures of BCM Program performance. The establishment and tracking of a business continuity competency baseline.

**Resource Commitment** – The application of sufficient, properly trained and supported personnel, financial, and other resources to ensure the sustainability of the BCM Program.

**External Coordination** – Coordination of business continuity issues and requirements with external community including customers, vendors, government, unions, banks, creditors, insurance carriers, etc. Insuring that critical supply chain partners have adequate BCM Programs of their own in place.

**BC Program Content** – The previous seven Corporate Competencies address the key behaviors of the BC program. This eighth Corporate Competency addresses how the organization implements the four central disciplines of business continuity: (the following definitions are not definitive, but rather descriptive of the range of concepts, tasks, roles, and responsibilities included within each discipline):

1. Incident Management – Ensuring that all aspects of emergency response, crisis management, and any other activities involved in command, control, and communications during a organizational crisis and/or disastrous event are appropriately addressed.
2. Security Management – Ensuring that physical security, information security, and any other activities associated with protecting the integrity of targeted information and resources are appropriately addressed.
3. Technology Recovery – Ensuring that critical information systems hardware, software, networks, and applications are adequately recoverable within defined recovery time objectives.
4. Business Recovery – Ensuring that critical business functions and resources are adequately recoverable within defined recovery time objectives.

Having defined these competency categories, the Working Team then focused on fleshing the detailed definitions for how each of these Corporate Competencies is characterized at each Level of the Model. Finally, based on the collective experience of the Working Team, a first cut was taken to summarize the “degree of engagement” of each Corporate Competency in terms of a “High”, “Medium”, “Low”, and “Very Low” rating. The “Standard Development Chart” below depicts the results of this initial classification exercise.

The BCMM®

Standard Reference Chart

Increasing Business Continuity Competency Maturity



Maturity Model Levels	Level 1 Self-Governed	Level 2 Supported Self-Governed	Level 3 Centrally Governed	Level 4 Enterprise Awakening	Level 5 Planned Growth	Level 6 Synergistic
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
<b>Corporate Competencies</b>	<b>General Attributes of an Organization at Each Maturity Level</b>					
Leadership	VL	L	M	H	H	H
Employee Awareness	VL	L	L	M	H	H
BC Program Structure	VL	L	L	M	H	H
Program Pervasiveness	VL	L	L	L	M	H
Metrics	VL	L	M	M	H	H
Resource Commitment	VL	L	M	H	H	H
External Coordination	VL	L	L	M	H	H
BC Program Content	VL	L	M	H	H	H

**Limitations of the Model**

The BCMM® provides any interested party with the fundamental tools to answer the three primary questions posed by senior management:

- a. Where are we now?  
What level of BC program maturity do we currently possess?
- b. What is the target we are shooting for?  
What level of BC program maturity is our ultimate goal?
- c. What evolutionary path do we follow to get there?  
How should we progress most effectively to the next Level? e.g., Let's crawl, then walk, then run.

However, in the absence of a **standardized methodology** that is **consistently applied**, this Model does not by itself, address the remaining two BCMM® performance goals:

1. Provide a diagnostic tool for objective evaluation of business continuity program effectiveness.
2. Generate consistent data from which meaningful benchmark analyses could be drawn.

It is for this reason that Virtual Corporation has created the BCMM® Service Center.

## ***The BCMM® Service Center – “Ensuring integrity of results”***

### **Assessment Methodology and Tools**

The BCMM® Service Center has developed an assessment methodology and toolkit to support those who have been trained by the Service Center or by other training centers licensed by Virtual Corporation to conduct the BCMM® Assessment Training. The methodology and toolkit ensure that the results are consistent and accurate when an assessment is conducted. The BCMM® Methodology Handbook and all Assessment Toolkit materials are provided to anyone who completes the Service Center’s training class and who executes the necessary individual license agreement, (corporate licenses are also available). Contact Virtual Corporation at their website [www.virtual-corp.net](http://www.virtual-corp.net) or call (800) 944-VIRT to obtain more information, sign-up for a training class, or to receive a copy of the individual or corporate license agreement.

### **Service Center Functions and Services**

The BCMM® Service Center performs the critical central functions to achieve the primary goals stated above. These central functions include:

- ✓ Maintains/updates automated BCMM® Calculator used to generate Assessment Scorecards which provide the core data stored in the central benchmark database (in anonymous and aggregate form)
- ✓ Validation (not certification) of assessment results *before* data is merged with repository
- ✓ Central repository for assessment results data
- ✓ Benchmark analysis results upon request
- ✓ Maintains/updates the Business Continuity Maturity Model®
- ✓ Maintains/updates the proprietary BCMM® Assessment Methodology and Toolkit
- ✓ Offers regularly scheduled and custom Assessment Training
- ✓ Manages database of licensed individuals, administer annual license renewals, and provides regular communications with licensees

## Model Organization and Terminology

On the following pages you will find the full content of the Business Continuity Maturity Model®. To simplify access to the detailed information contained within this document, the following section organization has been used:

1. Model Level
  - a. Corporate Competencies
    - i. Criteria Categories and Descriptors
    - ii. Performance Requirements
  - b. Program Content
    - i. Key Concept
    - ii. Performance Requirements

Each Section of the Model description is organized identically. The following format and terminology are used consistently throughout.

### Model Level

Each section begins with defining the general attributes of an organization at this Level of the Model. Following the General Description is a broad characterization of the overall state-of-preparedness of an organization that has fully achieved that Level of the Model. Finally, the “Comparative Model” statement (from the “Standard Reference Chart” a few pages earlier) is restated for clarity. Examples from Level One:

#### **General Description**

Business Continuity Management (BCM) has not yet been recognized as strategically important. If the company has a BCM policy, it is not enforced. Individual Departments/Business Units are “on their own” to organize, implement, and self-govern their business continuity efforts.

#### **Broad Characterization**

**The state of preparedness is generally low across the Enterprise.**

#### **“Comparative Model” Statement**

**Organization – “*At Risk*”**

### Corporate Competencies

Within each Level, each of the Corporate Competencies is addressed. A definition for each of the Corporate Competencies can be found earlier in the Overview Section. For each Corporate Competency at each Model Level, *Criteria Categories and Descriptors* as well as *Performance Requirements* are described (see definitions for each of these below).

**Program Content**

The eighth Corporate Competency is BC Program Content. Within each Level of the Model, BC Program Content is broken out separate from the other seven Corporate Competencies. See the definition of all Corporate Competencies including BC Program Content provided earlier in this Overview Section.

At each Level of the Model, an opening paragraph describes the *Key Concepts* for how all four BC disciplines are implemented by organizations at this Level. Following this opening paragraph, the *Performance Requirements* are listed separately for each of the four BC disciplines (see definition of Performance Requirements below).

**Criteria Categories and Descriptors**

For each Corporate Competency, *Criteria Categories* and *Criteria Descriptors* have been defined. The Criteria Categories define specific characteristics inherent to each Corporate Competency while the Criteria Descriptors detail attributes of how each Criteria Category evolves from Level to Level.

As example, for BC Program Structure, the following Criteria Categories define the characteristics inherent in this Corporate Competency:

- **Key Concepts** – Provides a brief, high-level reference description of how this Corporate Competency “plays-out” within the organization at each Level – there is one Key Concept statement for each of the six Levels of each Corporate Competency.
- **Strategy/Culture/Goals** – relevant to business goals and competitive environment.
- **Organizational Design** – the explicit methods of the organization.
- **Roles and Responsibilities** – who and what.
- **Policies and Processes** – how (i.e., rules of operation).

Then, within each of these Criteria Categories specific Criteria Descriptors (or organizational attributes) are defined. There are often more than one Criteria Descriptors per Criteria Category. As example, the following Criteria Descriptor defines the “Strategy/Culture/Goals” Criteria Category at Level 2 of the Model:

“Department/Business Unit BCM activities in synchronization with relevant portions of Enterprise strategy, culture, and goals”.

**Performance Requirements**

Following the description of the Corporate Competencies and BC Program Content at each Level of the Model, Performance Requirements have been defined. *Performance Requirements* describe specific accomplishments that must be in place in order to meet full compliance with the maturity Level in question. As example, the following Performance Requirement must be met to be recognized as a Level 3 organization:

“Existence of BCM compliance as criteria in contract negotiations (*EXT/MET*)”

***Performance Requirements and the Seven Standard Corporate Competencies***

When the Business Continuity Maturity Model® was first defined, an attempt was made to define Performance Requirements uniquely for each Corporate Competency at each maturity Level. What we found is that many of these requirements actually served more than one Corporate Competency. So we aggregated the Corporate Competency Performance Requirements into a single list using an alpha code at the end of each Performance Requirement to indicate which Corporate Competency(ies) were impacted – see example above. The codes used are as follows:

**Performance Requirement Codes**

- ✓ LDR = LEADERSHIP
- ✓ EA = EMPLOYEE AWARENESS
- ✓ PS = BC PROGRAM STRUCTURE
- ✓ PER = PERVASIVENESS
- ✓ MET = METRICS
- ✓ RC = RESOURCE COMMITMENT
- ✓ EXT = EXTERNAL COORDINATION

***As Used for the BC Program Content Corporate Competency***

For BC Program Content, it made sense to divide the Performance Requirements by discipline. Each of the four BC disciplines has its own set of Performance Requirements at each Level of the Model.

## **Reminder to Share Feedback for the Benefit of All**

This First Edition of the Business Continuity Maturity Model® lays down a framework within which a comprehensive view of an organization's business continuity program can be reviewed, audited, or otherwise assessed. Many hours of work by a distinguished team of industry practitioners and professionals has gone into its production.

**No one associated with the creation of this Model expects that it will stand unchallenged.**

As the Model receives more and more attention and use, we fully anticipate that there will be many enhancements to the details contained within these pages. Through the BCMM® Service Center, anyone can submit comments, edits, or other suggestions that will be compiled, considered, evaluated, and eventually integrated into subsequent Editions of this Model.

### **We must never lose sight of the goals:**

1. Provide a diagnostic tool for objective evaluation of business continuity program effectiveness.
2. Generate consistent data from which meaningful benchmark analyses can be drawn.
3. Answer the following key questions for senior management:
  - a. Where are we now?  
What level of BC program maturity do we currently possess?
  - b. What is the target we are shooting for?  
What level of BC program maturity is our ultimate goal?
  - c. What evolutionary path do we follow to get there?  
How should we progress most effectively to the next Level? e.g., Let's crawl, then walk, then run.

**Only through your participation can these goals be achieved.  
Please share with us your feedback and suggestions on a regular basis.**

## LEVEL 1 – SELF-GOVERNED

Business Continuity Management (BCM) has not yet been recognized as strategically important. If the company has a BCM policy, it is not enforced. Individual Departments/Business Units are “on their own” to organize, implement, and self-govern their business continuity efforts.

*The state of preparedness is generally low across the Enterprise.*

*Organization – “At Risk”*

## CORPORATE COMPETENCIES

### Criteria Categories and Descriptors

#### LEADERSHIP

- ✓ Key Concept
  - Non-directed
- ✓ Breadth and Depth of Management Commitment
  - Ad-hoc leadership
- ✓ BC Justification
  - Little understanding of potential business loss (financial/operational/legal) due to a serious incident
  - Complacency and/or limited knowledge of linkages/interdependencies between business strategies, operational processes, facilities, and IT

#### EMPLOYEE AWARENESS

- ✓ Key Concept
  - Limited, if any, BCM awareness
- ✓ Knowledge Level
  - Employees across the Enterprise remain largely unaware of need to protect Enterprise assets and mitigate risk

- Even within those Dept/BUs that have implemented rudimentary BCM capabilities, few employees other than those directly involved in BCM activity have achieved significant level of awareness
- ✓ Preparedness Level
  - Employees generally unprepared to participate in BCM

**BC PROGRAM STRUCTURE**

- ✓ Key Concept
  - Unstructured, potentially counter-productive
- ✓ Strategy/Culture/Goals
  - No definition
- ✓ Organizational Design
  - Self-defined
- ✓ Roles & Responsibilities
  - Undefined
- ✓ Policy & Process
  - One or several Departments/Business Units implemented a few self-selected component(s) of BC

**PROGRAM PERVASIVENESS**

- ✓ Key Concept
  - Self-contained
- ✓ Program Governance
  - None
- ✓ Breadth and Depth of Program
  - BCM activity initiated on a Department/Business unit basis with no integration
  - Limited consideration of upstream and downstream functions and applications
- ✓ Level of Participation
  - Dept/BU, self-contained
- ✓ Enterprise Awareness
  - No or little knowledge sharing

**METRICS**

- ✓ Key Concept
  - Unmeasured
- ✓ Metric Applications
  - BCM not measured in any significant way

- Planning and record keeping are informal
- ✓ Metric Goals
  - None
- ✓ Policy & Accountability
  - Informal commitment

**RESOURCE COMMITMENT**

- ✓ Key Concept
  - Few, if any
- ✓ Financial and Personnel Resources
  - No formal consideration of BCM resources, generally, part-time duties
  - No dedicated BCM personnel
- ✓ Needs Determination
  - Self-determined

**EXTERNAL COORDINATION**

- ✓ Key Concept
  - Externally driven
- ✓ Scope
  - Any external coordination is being driven from the external source
- ✓ External Inter-Dependencies (EIDs)
  - No understanding of EIDs
- ✓ Industry
  - Little or no participation
- ✓ EMS Responders
  - Ad hoc

**Performance Requirements**

*PS – PROGRAM STRUCTURE; LDR – LEADERSHIP; PER – PERVASIVENESS; EA – EMPLOYEE AWARENESS; MET – METRICS; RC – RESOURCE COMMITMENT; EXT – EXTERNAL COORDINATION*

- ✓ None
- ✓ Intuitive thinking and heroic efforts by individuals responding to crisis, due to lack of structure to support business continuity

**BUSINESS CONTINUITY PROGRAM CONTENT****Key Concept**

- ✓ Reactive - No plans in place, no planning or assessment activities – react to disastrous events
- ✓ Intuitive thinking and heroic efforts by individuals responding to crisis

**Performance Requirements****INCIDENT MANAGEMENT (IM)**

- ✓ No defined program

**TECHNOLOGY RECOVERY (TR)**

- ✓ No defined program

**SECURITY MANAGEMENT (SM)**

- ✓ No defined program

**BUSINESS RECOVERY (BR)**

- ✓ No defined program

## LEVEL 2 – SUPPORTED SELF-GOVERNED

At least one Department/Business Unit has recognized the strategic importance of business continuity management (BCM) and has begun efforts to increase executive and Enterprise-wide awareness. At least one internal or external BCM knowledge source is available to support the business continuity efforts of the participating business units and departments. Executive management may see the value of a BCM program but they are unwilling to make it a priority at this time.

*The state of preparedness may be moderate for participants but remains relatively low across the majority of the Enterprise.*

*Organization – “Still At Risk”*

## CORPORATE COMPETENCIES

### Criteria Categories and Descriptors

#### LEADERSHIP

- ✓ Key Concept
  - Department/Business Unit management commitment and coordination
- ✓ Breadth & Depth of Management. Commitment
  - At least one Department/Business Unit management recognizes strategic value of BCM and has begun efforts to educate their peers
  - Champion’s voice in at least one Department/Business Unit heard at higher level
- ✓ Program Justification
  - Increased understanding of potential business loss (financial/operational/legal) due to a serious incident
  - Expanded knowledge of linkages/interdependencies between business strategies, operational processes, security, facilities, and information technology

#### EMPLOYEE AWARENESS

- ✓ Key Concept
  - Participation
- ✓ Knowledge Level

- Employees in Department/Business Units that have implemented rudimentary BCM have some fundamental business continuity awareness
- Employees outside these few enlightened groups remain “in the dark”
- ✓ Preparedness Level
  - Initial training has begun within Department/Business Unit

### **BC PROGRAM STRUCTURE**

- ✓ Key Concept
  - Increasing understanding of BCM, common terminology in use
- ✓ Strategy/Culture/Goals
  - Department/Business Unit BCM activities in synchronization with relevant portions of Enterprise strategy, culture, and goals
- ✓ Organizational Design
  - Identification of key internal linkages and working agreements
- ✓ Roles & Responsibilities
  - Department/Business Unit staff has responsibility for BCM
  - Overlapping roles may occur
- ✓ Policy & Process
  - Active Departments/Business Units have formulated policies, standards, and practices
  - No Enterprise policy for BCM exists

### **PROGRAM PERVASIVENESS**

- ✓ Key Concept
  - Limited departmental participation
- ✓ Program Governance
  - Ad hoc governance of participating units
- ✓ Breadth and Depth of Program
  - Isolated centers of activity with little integration into Enterprise business planning process
  - Limited consideration of upstream and downstream functions and applications
- ✓ Level of Participation
  - Inter-departmental cooperation
- ✓ Enterprise Awareness
  - Knowledge sharing confined to participating Department/Business Unit, but includes broader implications of BCM

### **METRICS**

- ✓ Key Concept
  - Limited departmental level measurement
- ✓ Metric Applications
  - Rudimentary metrics for participating department and/or functions
  - Accumulated BCM metrics used sporadically by department management for strategic purposes.
- ✓ Metric Goals
  - Broad objectives for recoverability
- ✓ Policy & Accountability
  - Establishing Benchmarks

**RESOURCE COMMITMENT**

- ✓ Key Concept
  - Limited committed resources at Department/Business Unit level
- ✓ Financial & Personnel Resources
  - At least one internal or external BCM knowledge source is available to support the BCM efforts of participating departments / functions
- ✓ Needs Determination
  - Participating departments utilize knowledge source to determine BCM needs

**EXTERNAL COORDINATION**

- ✓ Key Concept
  - Minimum consideration
- ✓ Scope
  - External considerations incorporated into participating departments' BCM development plan process
  - Many, if not most, external exposures/risks remain unaddressed even for the participating units
- ✓ External Inter-Dependencies (EIDs)
  - Key EIDs identified by participating departments
- ✓ Industry
  - Passive participation at BCM conferences or industry sessions
- ✓ EMS Responders
  - Limited relationship and limited coordination with the local fire, police, and security authorities

**Performance Requirements**

*PS – PROGRAM STRUCTURE; LDR – LEADERSHIP; PER – PERVASIVENESS; EA – EMPLOYEE AWARENESS; MET – METRICS; RC – RESOURCE COMMITMENT; EXT – EXTERNAL COORDINATION*

- ✓ Existence of a BCM knowledge source (*RC*)
- ✓ BCM terminology developed (*PS*)
- ✓ Awareness of need for key internal linkages and existence of some interdepartmental collaboration (*PS*)
- ✓ Existence of departmental BCM policy, standards, and practices (*PS*)
- ✓ Existence of department management commitment to BCM (*LDR*)
- ✓ Existence of upward communication regarding benefits of BCM (*LDR*)
- ✓ Existence of champion (*LDR*)
- ✓ Existence of one or more Business Recovery, Technology Recovery, Security Management, and/or Incident Management plans (*PER*)
- ✓ Existence of fundamental BCM awareness (*EA*)
- ✓ Limited departmental measurement (*MET*)
- ✓ Establishment of BCM benchmarks (*MET*)
- ✓ Limited BCM resource commitment (*RC*)
- ✓ Key external interdependencies identified by participating department (*EXT*)
- ✓ Some relationship and limited coordination with local fire, police, and security authorities (*EXT*)

## **BUSINESS CONTINUITY PROGRAM CONTENT**

### **Key Concept**

Locally Structured: At least one business function has implemented rudimentary assessment and planning activities. They achieve “basic” execution capability. It should be noted that it is not necessary that the same function has implemented all four disciplines. As example, all IT functions may have begun structured Technology recovery (TR) while division management in one area of the company has put together an Emergency Response plan and no one is doing Business Recovery or Security Management.

### **Performance Requirements**

#### **INCIDENT MANAGEMENT (IM)**

- ✓ Existence of a formal departmental procedure for notifying key staff in the event of an emergency (calling tree)
- ✓ Existence of any life safety plans
- ✓ Record of fire and/or evacuation drills
- ✓ Fire/safety director appointed

#### **TECHNOLOGY RECOVERY (TR)**

- ✓ Existence of departmental calling trees
- ✓ Existence of department recovery time objectives (RTOs) and recovery point objectives (RPOs) for infrastructure and applications
- ✓ Existence of one or more departments having alternative recovery arrangements
- ✓ Existence of one or more departments having Application Impact Analysis (AIA) data
- ✓ Existence of one or more departments having a documented Technology Recovery plan
- ✓ Existence of a backup strategy for critical data

#### **SECURITY MANAGEMENT (SM)**

- ✓ Existence of departmental calling trees
- ✓ Existence of incident reporting procedures
- ✓ Existence of a secure area for the technical equipment/environment
- ✓ Existence of rudimentary departmental logical access rules for all operating systems/platforms
- ✓ Existence of a basic backup strategy for security related systems and data

- ✓ Existence of basic access control and user authentication processes

**BUSINESS RECOVERY (BR)**

- ✓ Existence of departmental calling trees
- ✓ Existence of department recovery time objectives (RTOs) and recovery point objectives (RPOs)
- ✓ Existence of one or more departments having a stand-by arrangement
- ✓ Existence of one or more departments having collected Business Impact Analysis (BIA) data
- ✓ Existence of one or more departments having a documented business recovery plan
- ✓ Evidence of testing of documented business recovery plans

## LEVEL 3 - COOPERATIVELY GOVERNED

Participating Departments/Business Units have instituted a governance program, mandating at least limited compliance to standardized Business Continuity Management (BCM) policy, standards, and practices to which they have commonly agreed. (Note: this is not necessarily an Enterprise BCM policy.) A BCM function has been established, which centrally delivers BCM governance and support services to the participating Departments/Business Units. Audit findings from these participants are being used to reinforce competitive and strategic advantage for their groups. Executive management interest is being piqued. Interest in leveraging the work already done is being promoted as a business driver for launching an Enterprise BCM program.

*The state of preparedness may be high for some departments/business units, but remains moderate, at best, for the Enterprise.*

*Organization – “Competent”*

## CORPORATE COMPETENCIES

### Criteria Categories and Descriptors

#### LEADERSHIP

- ✓ Key Concept
  - Common BCM governance
- ✓ Breadth & Depth of Management Commitment
  - Participating Departments/Business Units management is now aware of BCM concepts & principles and is implementing a common BCM program
  - BCM process included in managers' performance evaluation
  - Recovery expectations are clearly communicated to the participating Departments/Business Units
- ✓ BC Program Justification
  - Business case supported by completion of Business Impact and Risk Analysis, including prioritization of critical business units and functions within participating Department/Business Units

**EMPLOYEE AWARENESS**

- ✓ Key Concept
  - Awareness tied to participating Departments/Business Units' BCM program
- ✓ Knowledge Level
  - Employees are aware of BCM polices, standards, and practices that have been published and implemented
  - A Business Continuity Charter has been established and communicated
- ✓ Preparedness Level
  - Employees in participating Departments/ Business Units achieve common understanding of concepts and principles including basic BCM glossary through BCM training program
  - Recovery time objectives are driven by a knowledge of Dept/BUs priorities and requirements

**PROGRAM STRUCTURE**

- ✓ Key Concept
  - Awareness & adoption
- ✓ Strategy/Culture/Goals
  - A business case is established for Business Continuity Management
- ✓ Organizational Design
  - Identification of BCM critical functions and BCM roles
- ✓ Roles & Responsibilities
  - Participating Departments/Business Units have common BCM chain of command
- ✓ Policy & Process
  - Departments/ Business Units share common BCM policies, standards, & practices
  - Business Continuity Charter published for participating Departments/Business Units

**PROGRAM PERVASIVENESS**

- ✓ Key Concept
  - Participation by more Departments/ Business Units
- ✓ Program Governance
  - Governance program mandates at least limited compliance to standardized BCM policy, standards, and practices
- ✓ Breadth & Depth of Program
  - Increased interdepartmental activity and integration of BCM activity
- ✓ Level of Participation
  - Inter-departmental collaboration
- ✓ Enterprise awareness
  - Communication of BCM activity beyond participating Departments/ Business Units

**METRICS**

- ✓ Key Concept
  - Development of business case metrics
- ✓ Metric Applications
  - Performance, preparedness assessment, and business case
  - Recovery capability validation
  - Audit findings from participants are being used to reinforce competitive and strategic advantage for their groups
- ✓ Metric Goal
  - Establish attainable RTO & RPO objectives
- ✓ Policy & Accountability
  - Benchmark and validation of target objectives
  - Business definition of recovery program requirements exists
  - RTO & RPO attainability analysis (actual test results vs. department requirement)

**RESOURCE COMMITMENT**

- ✓ Key Concept
  - Departmental resource commitment
- ✓ Financial & Personnel Resources
  - Appropriate staff count and budget for the task at hand
  - Commitment to internal resource development stated in BCM budget
- ✓ Needs Determination
  - Implementation model developed from business case defines resources required for appropriately scaled BCM program launch (budget, staffing, tools)

**EXTERNAL COORDINATION**

- ✓ Key Concept
  - Collaboration
- ✓ Scope
  - An appreciation of the participating Departments/Business Units cost of not addressing external risks and exposures is included in the business case
  - Participating Departments/ Business Units can point to tangible returns on their external coordination efforts
- ✓ External Inter-Dependencies (EIDs)
  - Contractual terms available
  - BCM program incorporates key interdependencies

- ✓ Industry
  - Active BCM communication and information source
- ✓ EMS Responders
  - Expanded relationship and expanded coordination with the local fire, police and security authorities

### **Performance Requirements**

*PS – PROGRAM STRUCTURE; LDR – LEADERSHIP; PER – PERVASIVENESS; EA – EMPLOYEE AWARENESS; MET – METRICS; RC – RESOURCE COMMITMENT; EXT – EXTERNAL COORDINATION*

- ✓ Common business continuity terminology being used by all participating departments (PS)
- ✓ Institution of a governance program for and by participating departments mandating at least limited compliance to common policy, standards, and practices (PER,PS)
- ✓ BCM function exists (RC)
- ✓ A business case has been made for business continuity (PS/LDR)
- ✓ Existence of BCM training and awareness program for participating departments (EA)
- ✓ Existence of established RTOs and RPOs for participating departments (MET)
- ✓ Existence of inter-departmental collaboration (PER)
- ✓ Communication of BCM activity beyond participating departments (PER)
- ✓ Test results showing that RTOs and RPOs are attainable (MET)
- ✓ Evidence that regulatory requirements have been identified (MET)

## **BUSINESS CONTINUITY PROGRAM CONTENT**

### **Key Concept**

Partial Enterprise Structure – Many business functions now have some BCM assessment and planning activities in one or more of the BCM disciplines. A few have sophisticated practices. Little cross-functional integration of disciplines exists. All disciplines will have been initiated somewhere within the organization, but not holistically.

### **Performance Requirements**

#### **INCIDENT MANAGEMENT (IM)**

- ✓ Existence of department or site incident management team
- ✓ Existence of department or site incident management plan
- ✓ Existence of a knowledge expert and qualified incident manager
- ✓ Existence of calling tree tests for participating teams
- ✓ Existence of designated location for managing departmental incident response

#### **TECHNOLOGY RECOVERY (TR)**

- ✓ Existence of centralized technology recovery management for participating departments
- ✓ Existence of a technology recovery knowledge source shared by participating departments
- ✓ Existence of interdepartmental calling trees including internal business clients, external business partners, and service providers
- ✓ Evidence of calling tree tests for participating departments
- ✓ Existence of alternate internal or external facilities to be used for technology recovery of participating departments
- ✓ Existence of a common technology recovery strategy for participating departments
- ✓ Existence of identified technology requirements resulting from the execution of AIA for participating departments
- ✓ Existence of a backup media offsite storage strategy
- ✓ Existence of identified interdepartmental dependencies
- ✓ Existence of identified internal and external service providers and interdependencies

**SECURITY MANAGEMENT (SM)**

- ✓ Existence of documented security policies, procedures, and enforcement provisions
- ✓ Existence of documented security plans for critical systems/platforms/functions
- ✓ Existence of departmental recovery plans for critical security systems/platforms/functions
- ✓ Existence of interdepartmental calling trees including internal business clients, external business partners, and service providers
- ✓ Existence of a security knowledge resource
- ✓ Evidence of calling tree tests
- ✓ Existence of a interdepartmental security incident response/recovery strategy
- ✓ Existence of common procedures to address and review both physical and information-related security violations
- ✓ Existence of a backup media offsite storage strategy
- ✓ Existence of a security monitoring, tracking and follow-up procedures
- ✓ Existence of asset classification and control policies and procedures
- ✓ Existence of security compliance process

**BUSINESS RECOVERY (BR)**

- ✓ Existence of a centralized management function for Business Continuity
- ✓ Existence of interdepartmental calling trees including external business partners
- ✓ Existence of calling tree tests
- ✓ Existence of alternate internal or external facilities to be used for business recovery
- ✓ Existence of a knowledge expert
- ✓ Existence of designated staff and other resources to support business recovery
- ✓ Existence of individual department business recovery strategy
- ✓ Existence of identified technology/application requirements
- ✓ Existence of identified interdepartmental interdependencies

## LEVEL 4 - ENTERPRISE AWAKENING

All critical business functions have been identified and continuity plans for their protection have been developed across the Enterprise. Executive management understands and is committed to the strategic importance of an effective BCM program. Enforceable and practical BCM policy, standards, and practices have been adopted across the Enterprise. All departments/business units across the Enterprise have been included in the Business Continuity Management (BCM) program. Each group has acquired its own and/or utilizes the central BCM professional resources. Departments conduct stand alone tests of critical business continuity plan elements. All business continuity plans are updated routinely.

*The state of preparedness is moderate across the Enterprise.*

*Organization – “Highly Competent”*

## CORPORATE COMPETENCIES

### Criteria Categories and Descriptors

#### LEADERSHIP

- ✓ Key Concept
  - Executive sponsorship
- ✓ Breadth & Depth of Management commitment
  - The business case for an Enterprise BCM program has been clearly articulated and well understood by executive management
  - Executive management committed to appropriately scaled implementation
  - 1<sup>st</sup> senior management EOC exercise completed – largely unit test-based
- ✓ Program Justification
  - Enterprise business case supported by completion of Business Impact and Risk Analysis

#### EMPLOYEE AWARENESS

- ✓ Key Concept
  - Awareness actively promoted at Enterprise level

- ✓ Knowledge Level
  - Enterprise BCM communications vehicle(s) initiated
  - Employees across Enterprise achieve baseline competency in BCM concepts and principles
  - Selected groups across Enterprise have participated in drills and exercises at least once
- ✓ Preparedness Level
  - Enterprise BCM training vehicles(s) initiated
  - Employees are competent and confident in their ability to execute BCM plans
  - The employees know who their BCM team members are

**PROGRAM STRUCTURE:**

- ✓ Key Concept
  - Integration
- ✓ Strategy/Culture/Goals
  - Mandatory BCM strategy review requirement in place and integrated into budget cycle
  - Change management procedures with BCM coordinators in place at Department/Business Unit level
  - Audit findings across Enterprise begin to reflect more positive BCM response
- ✓ Organizational Design
  - Enterprise BCM process is compatible with overall Enterprise business strategy
- ✓ Roles & Responsibilities
  - Formal BCM linkages of responsibility and relationships defined and adhered to
- ✓ Policy & Process
  - Enforceable BCM policies, standards, and practices in effect across the Enterprise

**PROGRAM PERVASIVENESS**

- ✓ Key Concept
  - Integration
- ✓ Program Governance
  - Enterprise governance program implemented
  - All targeted Departments/ Business Units must adhere to agreed upon policy, standards, and practices
- ✓ Breadth & Depth of Program
  - Coordinated Enterprise planning
  - Internal and external departmental and functional dependencies considered in planning process
- ✓ Level of Participation
  - Critical functions and critical Departments/Business Units of the total Enterprise
- ✓ Enterprise Awareness

- Expanded knowledge sharing to management and staff at all levels

**METRICS**

- ✓ Key Concept
  - Performance consistently measured against goals
- ✓ Metric Applications
  - BCM baseline metrics for all targeted Departments/Business Units
  - Tools to manage, analyze, and audit BCM data implemented across Enterprise
- ✓ Metric Goal
  - Confirmation that Department/Business Unit RTOs & RPOs are established and attainable
  - Determine BCM program completeness, effectiveness and required resources
- ✓ Policy & Accountability
  - Measurement criteria formally defined within BCM policy

**RESOURCE COMMITMENT:**

- ✓ Key Concept
  - Tied to Enterprise strategic plan
- ✓ Financial & Personnel Resources
  - Executive commitment to resources for appropriately scaled Enterprise implementation
- ✓ Needs Determination
  - Enterprise BCM function determines needs

**EXTERNAL COORDINATION**

- ✓ Key Concept
  - Participation
- ✓ Scope
  - Risk Management links evaluation of external risks and exposures across Enterprise to BCM activities
  - BCM process identifies first view of external risks and exposures across Enterprise
  - Mitigation recommendations include means to reduce external risks and exposures
  - External partner BCM compliance language developed and utilized in some contract negotiations
- ✓ External Inter-Dependencies (EIDs)
  - Contractual terms frequently utilized and service level agreements developed
  - Some EIDs are regularly tested
- ✓ Industry
  - Membership in working groups or project teams

- ✓ EMS Responders
  - Clearly established roles and responsibilities with authorities

### **Performance Requirements**

**PS – PROGRAM STRUCTURE; LDR – LEADERSHIP; PER – PERVASIVENESS; EA – EMPLOYEE AWARENESS; MET – METRICS; RC – RESOURCE COMMITMENT; EXT – EXTERNAL COORDINATION**

- ✓ All Departments/Business Units have implemented stand alone business continuity plans (*PER/PS*)
- ✓ Existence of enforcement of BCM policies, standards, and practices at an Enterprise level (*PS*)
- ✓ Existence of recovery priority for each critical business function (*PER*)
- ✓ Existence of Enterprise BIA completion supporting development of Enterprise business case (*LDR*)
- ✓ Existence of Enterprise communication and training vehicles (*EA*)
- ✓ Existence of Enterprise governance program (*PER*)
- ✓ Existence of Enterprise baseline metrics (*MET*)
- ✓ Existence of management commitment to appropriately scaled Enterprise implementation (*LDR*)
- ✓ Existence of service level agreements and performance contracts with external business partners (*EXT*)
- ✓ Evidence that regulatory requirements have been addressed in BCM activities (*MET*)
- ✓ Existence of BCM exercises performed for critical business processes (*MET*)

## BUSINESS CONTINUITY PROGRAM CONTENT

### Key Concept

Complete Organization Structure – All business functions have implemented “stand-alone” business continuity management plans. Business departments have initial Business Recovery plans in place. Incident Management, Technology recovery, and Security Management plans are in place. However, these plans are largely independent of each other at the Enterprise level. Every manager across the organization now has a common “baseline” understanding of all BCM principles and practices.

### Performance Requirements

#### INCIDENT MANAGEMENT (IM)

- ✓ Existence of documented Enterprise incident management strategy and policy
- ✓ Existence of Enterprise incident management calling tree
- ✓ Existence of Enterprise notification procedure including notification of first responders
- ✓ Existence of Enterprise incident management team and plan with executive management presence
- ✓ Existence of Enterprise emergency operations center (EOC) and defined EOC activation and deactivation procedures

#### TECHNOLOGY RECOVERY (TR)

- ✓ Existence of a regularly tested technology recovery calling tree for **all** departments
- ✓ Existence of a tested Enterprise-wide technology recovery action notification procedure
- ✓ Existence of recovery order prioritization for all technology infrastructure components/systems (computer platforms, data and voice communications networks, etc) as well as all business applications, within all departments
- ✓ Existence of technology recovery strategies for all departments
- ✓ Existence of alternate internal or external facilities to be used for technology recovery for all departments
- ✓ Existence of a common technology recovery plan documentation standard
- ✓ Existence of regularly tested technology recovery plans, including execution of post-mortem meetings and procedures for all departments
- ✓ Existence of on-going plan maintenance to meet evolving conditions
- ✓ Existence of regularly tested backup media recall procedures
- ✓ Existence of a link between the technology change control process and the technology recovery program/plans

- ✓ Existence of appropriate testing of technology resources and procedures to assure adequate recovery testing

**SECURITY MANAGEMENT (SM)**

- ✓ Existence of a regularly tested security incident calling tree for the Enterprise
- ✓ Existence of Enterprise-wide security incident notification and reporting procedures
- ✓ Existence of Enterprise level security awareness and training program
- ✓ Existence of recovery order prioritization for all security infrastructure and application components such as computer platforms, data, firewall, network, etc
- ✓ Existence of departmental logical and physical security standards for critical processes:
- ✓ Evidence of conducting security vulnerability assessments and audits
- ✓ Existence of an Enterprise-wide security management strategy
- ✓ Existence of regularly tested security incident response/recovery plans for all departments, including security penetration exercises
- ✓ Existence of security response/recovery test post-mortem procedures which ensure plan maintenance, as required
- ✓ Existence of ongoing plan maintenance to meet evolving conditions
- ✓ Existence of regularly tested backup media recall procedures
- ✓ Existence of a link between the change control process and security response and recovery management
- ✓ Existence of record keeping

**BUSINESS RECOVERY (BR)**

- ✓ Existence of a regularly tested Enterprise business recovery calling tree
- ✓ Existence of a tested Enterprise business recovery action notification procedure
- ✓ Existence of Enterprise prioritization of all participating business departments
- ✓ Existence of an Enterprise business recovery strategy
- ✓ Existence of a business recovery plan documentation standard
- ✓ Existence of business recovery plans for all critical business functions across the Enterprise

## LEVEL 5 - PLANNED GROWTH

Critical cross-functional aspects of business continuity are now being integrated into the Enterprise business strategy. All business units and departments have completed tests on all elements of their business continuity plans. Executive management has participated in crisis management exercises. A multiyear plan has been adopted to continuously “raise the bar” for planning sophistication and Enterprise-wide state of preparedness. An energetic communications and training program exists to sustain the high level of business continuity awareness following a structured BCM competency maturity program. Audit reports no longer highlight business continuity shortcomings. Examples of strategic and competitive advantage achieved from the BCM program are highlighted in periodic Enterprise communications.

*The state of preparedness is generally high across the Enterprise.*

*Organization – “Approaching Best of Breed”*

## CORPORATE COMPETENCIES

### Criteria Categories and Descriptors

#### LEADERSHIP

- ✓ Key Concept
  - Executive participation
- ✓ Breadth & Depth of Management Commitment
  - Executive management commits to enhanced BCM program based on previously established baseline and evolving business case
  - Required EOC and coordinated exercises involving more thorough and realistic scenarios
- ✓ Program Justification
  - Enterprise business case fortified by continuous execution of Business Impact and Risk Analysis

#### EMPLOYEE AWARENESS

- ✓ Key Concept

- Preparedness actively promoted at Enterprise level
- ✓ Knowledge Level
  - An energetic communications and training program exists to sustain the high level of BCM awareness
- ✓ Preparedness Level
  - Multi-year BCM program maintenance planning
  - Updates on the most recent BC/DR exercises are published
  - Each business process has a clearly stated recovery priority

**PROGRAM STRUCTURE**

- ✓ Key Concept
  - Explicit vertical and horizontal integration
- ✓ Strategy/Culture/Goals
  - BCM considered in development of Enterprise business strategies
- ✓ Organizational Design
  - Sustainability & survivability are principles of Enterprise
- ✓ Roles & Responsibilities
  - Formal BCM linkages to performance goals and compensation
- ✓ Policy & Process
  - Regular reviews of Enterprise BCM policy, standards, and practices

**PROGRAM PERVASIVENESS**

- ✓ Key Concept
  - BCM engrained in Enterprise business culture
- ✓ Program Governance
  - Governance at Enterprise level with representation from all Departments/Business Units
  - BCM process metrics integral to management performance evaluation
- ✓ Breadth & Depth of Program
  - Centralized corporate oversight and coordination – part of overall Enterprise business planning processes
  - Internal and external departmental and functional dependencies considered in planning process
- ✓ Level of Participation
  - Majority of Enterprise participating; critical and non-critical functions
  - Collaborative activities with external organizations in same industry
- ✓ Enterprise Awareness
  - Continuous knowledge sharing with staff at all levels

**METRICS**

- ✓ Key Concept
  - Multi-year planning
- ✓ Metric Applications
  - BCM metrics for all Departments/Business Units
  - Tools to manage, analyze, and audit integrated BCM data implemented across Enterprise
- ✓ Metric Goals
  - Program coverage and effectiveness over multi-year plan
  - Determination of appropriate staff count and budget for the task at hand, appropriate internal and/or external recovery strategy, application/process inventory with upstream and downstream linkages, and RTO/RPO attainability
  - Consistently improving BCM audit results
- ✓ Policy & Accountability
  - Measurements program formally applied and enforced as per BCM policy

**RESOURCE COMMITMENT**

- ✓ Key Concept
  - Qualified staff resources
- ✓ Financial & Personnel Resources
  - BCM certification and/or other professional development initiatives implemented
- ✓ Needs Determination
  - Enterprise BCM function determines Enterprise BCM needs and advises Departments/Business Units on determining their needs

**EXTERNAL COORDINATION**

- ✓ Key Concept
  - Active coordination
- ✓ Scope
  - BCM compliance becomes criteria in contract negotiations with all critical suppliers
  - Enterprise BCM Program touted in company literature and other sales/marketing venues
- ✓ External Inter-Dependencies (EIDs)
  - Business partners are aware of recovery program and objectives
  - Capabilities are regularly audited
  - All critical EIDs are tested regularly
- ✓ Industry
  - Active membership in working groups or project teams
- ✓ EMS Responders

- Active involvement in planning processes

### Performance Requirements

**PS – PROGRAM STRUCTURE; LDR – LEADERSHIP; PER – PERVASIVENESS; EA – EMPLOYEE AWARENESS; MET – METRICS; RC – RESOURCE COMMITMENT; EXT – EXTERNAL COORDINATION**

- ✓ Existence of integrated BCM assessment and planning activities across the Enterprise (*PER*)
- ✓ Documented BCM performance goals linked to compensation (*PS*)
- ✓ Existence of regular review of Enterprise BCM policy, standards, and practices (*PS*)
- ✓ Enterprise business case fortified by continuous execution of Enterprise Business Impact and Risk Analysis (*LDR*)
- ✓ Existence of Enterprise governance with representation from all departments (*PER*)
- ✓ Existence of improving BCM audit results (*MET*)
- ✓ Existence of BCM being considered in the overall Enterprise business planning process (*PS*)
- ✓ Existence of majority of Enterprise participating in BCM process (*EA*)
- ✓ Existence of enforcement of measurement program as per BCM policy (*MET*)
- ✓ Existence of BCM staff professional development program (*RC*)
- ✓ Existence of testing for all critical external interdependencies (*MET/EXT*)
- ✓ Existence of BCM compliance as criteria in contract negotiations (*EXT/MET*)
- ✓ All external agency regulatory requirements have been met across the Enterprise (*MET*)
- ✓ Existence of an executive/management succession plan (*PS/LDR*)

## **BUSINESS CONTINUITY PROGRAM CONTENT**

### **Key Concept**

Initially Integrated – With the common business continuity baseline established, the organization now begins integrated assessment and planning activities. When disaster strikes, the organization is able to execute in at least a limited integrated fashion. Attributes here would include completion of the first truly accurate application impact analysis of all critical applications and supporting critical applications. It would also include the first large scale integrated drills involving combinations of the BCM disciplines. There may even be initial attempts at combining all four disciplines in a single exercise.

### **Performance Requirements**

#### **INCIDENT MANAGEMENT (IM)**

- ✓ Existence of an incident management process integrated into an Enterprise BCM process
- ✓ Existence of integrated Enterprise calling trees and a common Enterprise emergency notification procedure
- ✓ Existence of integrated Enterprise incident management, security management, technology recovery and business recovery plans
- ✓ Existence of integrated testing of all BCM components
- ✓ Existence of an appropriately equipped Enterprise emergency operations center (EOC)
- ✓ Existence of full Enterprise participation in incident management process

#### **TECHNOLOGY RECOVERY (TR)**

- ✓ Existence of integrated Enterprise calling trees and common Enterprise emergency notification procedures (links to corporate services, business clients, incident management, security management, facilities management, and external service providers)
- ✓ Existence of strategy to manage allocation of Enterprise shared facilities and resources (example: a common Enterprise technology recovery center and IT testing center)
- ✓ Existence of an Enterprise technology recovery program, including use of best practices and management of external vendors to achieve maximum return on investment
- ✓ Existence of an on-going/cyclical process for AIA, technology recovery strategy, technology recovery requirements, and recovery prioritization review for the Enterprise
- ✓ Existence of appropriate Enterprise linkages among technology recovery, business recovery, and incident and security management plans

- ✓ Existence of linkages between business change control process and technology recovery plan management

**SECURITY MANAGEMENT (SM)**

- ✓ Existence of a centrally managed Enterprise information and/or physical Security Management group
- ✓ Existence of Enterprise security awareness and training program
- ✓ Existence of Enterprise security policies, procedures, and standards
- ✓ Existence of an on-going/cyclical process for the review of Enterprise wide security policies, procedures, and standards
- ✓ Existence of appropriate linkages among technology and business recovery and incident and security management plans

**BUSINESS RECOVERY (BR)**

- ✓ Existence of integrated Enterprise calling trees and a common Enterprise emergency notification procedure
- ✓ Existence of alternate recovery facilities and other recovery resources
- ✓ Existence of Enterprise allocation of shared recovery resources
- ✓ Existence of regular BIA repetition and reprioritization of departments and functions including appropriate linkages
- ✓ Existence of appropriate linkages among and technology and business recovery and incident and security management plans
- ✓ Existence of regular testing of business recovery plans

## LEVEL 6 – SYNERGISTIC

All Departments/Business Units have a measurably high degree of business continuity planning competency. The Business Continuity Management (BCM) program now encompasses the full scope of the business and keeps pace with change in the organization. Complex business protection strategies are formulated and tested successfully. Tight integration with the company's change control methods and continuous process improvement keeps the organization at an appropriately high state of preparedness, even if the business environment continues to change radically and rapidly. Innovative policy, practices, processes, and technologies are piloted and incorporated into the BCM program.

*The state of preparedness is high across the Enterprise for all targeted functions.*

*Organization – “Best of Breed”*

## CORPORATE COMPETENCIES

### Criteria Categories and Descriptors

#### LEADERSHIP

- ✓ Key Concept
  - Active executive engagement
- ✓ Breadth and Depth of Management Commitment
  - Executive management committed to active involvement in relevant professional, community, industry, and national activities
  - Management Committee champions rigorous drills and regular tests
- ✓ Program Justification
  - Enterprise business case fortified by continuous execution of Business Impact and Risk Analysis

#### EMPLOYEE AWARENESS

- ✓ Key Concept
  - Enterprise BCM awareness integral component of business culture
- ✓ Knowledge Level

- Employee competency continuously matched to changing business case
- BCM activities are clearly reported on Enterprise web-site
- ✓ Preparedness Level
  - Enterprise BCM training integral component of new hire process

**PROGRAM STRUCTURE**

- ✓ Key Concept
  - Prominence
- ✓ Strategy/Culture/Goals
  - BCM and its relationship to available products and services has become a quantifiable and marketable competitive advantage
  - BCM is one of the drivers contributing to Enterprise business strategy development
  - Management explores new technologies and innovative BCM solutions
- ✓ Organizational Design
  - Innovative processes piloted and incorporated into Enterprise BCM program
- ✓ Roles & Responsibilities
  - Formal BCM linkages to performance goals and compensation
- ✓ Policy & Process
  - Pro-active executive participation in development of new BCM policy

**PROGRAM PERVASIVENESS**

- ✓ Key Concept
  - BCM engrained in Enterprise business culture
- ✓ Program Governance
  - Pro-Active Executive management participation
- ✓ Breadth & Depth of Program
  - Centralized Enterprise oversight and coordination – part of overall Enterprise business planning process
  - Community interdependencies considered in planning process
- ✓ Level of Participation
  - Enterprise-wide participation and collaborative activity with external organizations within community and industry
- ✓ Enterprise Awareness
  - Existence of coordinated Enterprise awareness programs

**METRICS**

- ✓ Key Concept
  - On-going evaluation and linkage to Enterprise strategic plans

- ✓ Metric Applications
  - Methods and tools in place for on-going evaluation of BC Program effectiveness and appropriateness as well as measuring state-of-preparedness
- ✓ Metric Goals
  - Program coverage and effectiveness over multi-year plan
  - Determination of appropriate staff count and budget for the task at hand, appropriate internal or external recovery strategy, application/process inventory with upstream and downstream linkages, and RTO/RPO attainability
  - Consistently improving BCM audit results
- ✓ Policy & Accountability
  - Measurements program formally applied and enforced as per BCM policy

**RESOURCE COMMITMENT**

- ✓ Key Concept
  - Assimilation
- ✓ Financial & Personnel Resources
  - BCM staff demonstrates high degree of knowledge and assimilation with Dept/BUs they support
- ✓ Needs Determination
  - Enterprise BCM function, in close collaboration with business managers, to determine Enterprise BCM needs

**EXTERNAL COORDINATION**

- ✓ Key Concept
  - Leadership and partnership
- ✓ Scope
  - External partners invited to participate in joint drills and exercises
- ✓ External Inter-Dependencies (EIDs)
  - All critical EIDs are subjected to regular integrated testing
- ✓ Industry
  - Active leadership in professional and industry organizations, working groups, and/or project teams
- ✓ EMS Responders
  - Active involvement in planning process

**Performance Requirements**

**PS – PROGRAM STRUCTURE; LDR – LEADERSHIP; PER – PERVASIVENESS; EA – EMPLOYEE AWARENESS; MET – METRICS; RC – RESOURCE COMMITMENT; EXT – EXTERNAL COORDINATION**

- ✓ Existence of BCM being marketed as a competitive advantage (*PS*)
- ✓ Existence of BCM processes contributing to business strategy development (*PS*)
- ✓ Existence of application of innovative BCM practices and solutions (*PS*)
- ✓ Existence of executive management commitment and active involvement in relevant professional, community, industry, and/or national activities (*LDR*)
- ✓ Evidence that executive management champions rigorous drills and regular tests (*LDR/MET*)
- ✓ Evidence that BCM awareness is ingrained in business culture (*PER/EA/LDR/EXT*)
- ✓ Existence of Enterprise wide participation and collaborative activity with external organizations within community and industry (*PER/EA/EXT*)
- ✓ Existence of consideration of community and industry interdependencies in BCM planning process (*EXT/LDR*)
- ✓ Existence of methods and tools in place for on-going evaluation of BCM program effectiveness and appropriateness (*MET*)
- ✓ Existence of program coverage and effectiveness over a multi-year BCM plan (*MET/PER*)
- ✓ Existence of Enterprise BCM function working in close collaboration with business managers to determine Enterprise BCM needs (*RC*)
- ✓ Existence of external business partner participation in joint drills and exercises (*EXT*)

## **BUSINESS CONTINUITY PROGRAM CONTENT**

### **Key Concept**

Fully Integrated – All disciplines are fully implemented and integrated with each other. The “complete” implementation of assessment, planning, and execution activities has been achieved and is sustained.

### **Performance Requirements**

#### **INCIDENT MANAGEMENT (IM)**

- ✓ Existence of the inclusion of avoidance and mitigation activities in strategy and policy
- ✓ Existence of a comprehensive two-way emergency communication process
- ✓ Existence of proactive interaction with community and media
- ✓ Existence of incident management training
- ✓ Existence of incident management exercises and other integrated rigorous BCM testing

#### **TECHNOLOGY RECOVERY (TR)**

- ✓ Existence of regular and rigorous technology recovery testing, including relocation to and operation from alternate recovery facilities
- ✓ Existence of a comprehensive two-way emergency communication process
- ✓ Existence of integrated testing including the recovery of the technical infrastructure as well as business applications and the network connections required to communicate to the normal and/or emergency business facilities
- ✓ Existence of regular review and revision of technology recovery strategies

#### **SECURITY MANAGEMENT (SM)**

- ✓ Existence of the inclusion of avoidance and mitigation activities in security strategy and policy
- ✓ Existence of a two-way emergency communication process
- ✓ Mandatory use of physical and information security processes for all aspects of company operations
- ✓ Regular use of security forensics for analysis of security violations

**BUSINESS RECOVERY (BR)**

- ✓ Existence of a comprehensive two-way emergency communication process
- ✓ Existence of rigorous testing, including relocation to and operating from alternate recovery facilities
- ✓ Regular review and revision of Enterprise business recovery strategy

## Appendix

### BCMM® Working Team

Following the publication of Scott Ream's introductory article in the January issue of CPM Magazine (see copy included in this Appendix), Virtual Corporation sought to form a Business Continuity Maturity Model® Working Team. The Working Team's charter would be to carry forward the work laid out in that article. Specifically, the Working Team was assembled to map the BCMM® against the DRII / BCI Professional Practices Standard (see DRII's website for the most current version). The goal was to create an organizational evaluation standard:

“Just as the BCI / DRII Professional Practices standard defines a framework for measuring business continuity skill and performance of an individual, the Corporate Competencies provide a framework for measuring business continuity skill and performance of an organization.”

Quoted from the Article, “How Does Your Company Measure Up?”, by Scott Ream, printed in the 2003 Edition of the Disaster Resource Guide; a copy of which can be found in this Appendix.

An open call for Working Team members was initially made in January 2002 and continued through the completion of this document in October 2003. Working Team Members were sought from four sectors of the business continuity industry:

1. Public Sector and Private Industry BC Practitioners
2. BC Industry Trade and Education Leaders
3. BC Professional Services Providers
4. Virtual Corporation Staff

### BCMM® Working Team Member Directory

(Note: <sup>DC</sup> indicates “Distinguished Contributor” – a Working Team member who provided significant time and input to BCMM® development):

- ✓ **Public Sector and Private Industry Business Continuity Practitioners**
  - o Art Anth<sup>DC</sup>, Director – Business Continuity at BellSouth
  - o Dale A. Currier, CPT, Ecology and Environment, Inc.
  - o David Kennedy, BCP Project Manager, United Government Services
  - o Bill Kibildis, AVP, Business Continuity Planning, Selective Insurance
  - o Jerry Klawitter<sup>DC</sup>, VP, Investment Banking BCM Americas, JPMorgan Chase
  - o Jim Maloney, Director, Internal Consulting & BR Planning, Associated Bank
  - o Al Parso, CBCP, Business Continuity Planning, First Republic Bank

- o Skip Skivington, CBCP, National Director, Healthcare Continuity Management, Kaiser Permanente
- o Damian Walch, CBCP, CISSP, CISA, VP, Consulting, T-Systems, Inc.
- o Joan Warren<sup>DC</sup>, FBCI, CBCP, Director of Business Continuity Services, Nike, Inc.
- ✓ **BC Industry Trade and Educational Leaders**
  - o Lyndon Bird, The Business Continuity Institute and Managing Director, Contingency Planning Associates, Ltd.
  - o Paul Kirvan<sup>DC</sup>, FBCI, CBCP, CISSP – Contingency Planning & Management Magazine
  - o Bill Raisch, Director, The Emergency Corps Program<sup>tm</sup>, sponsored by The Greater New York Safety Council. Member, FEMA Master Trainer Program, Emergency Management Institute, National Emergency Training Center
- ✓ **BC Professional Services Providers**
  - o Dan Derby<sup>DC</sup>, Business Operations Consultant, The Derby Consulting Group, LLC
  - o Ron Guida, CEO, U1.net
  - o Sandy Howlette<sup>DC</sup>, Samuel S. Howlette, Limited
  - o David Katz, Omnimath<sup>DC</sup>
  - o Gregory Latiak, Technology Strategists, Inc.
  - o Damian Walch, CBCP, CISSP, CISA, VP, Consulting, T-Systems, Inc.
  - o Rich S. Wexler, Altria \ Technology Enterprise Computing Works, LLC (TECWorks)
- ✓ **Virtual Corporation Staff**
  - o Anthony Gonzalez<sup>DC</sup>, CBCP, Senior Staff BC Consultant
  - o Larry Kalmis<sup>DC</sup>, FBCI, Project Executive
  - o Margaret Langsett<sup>DC</sup>, EVP Sales & Marketing
  - o Scott Ream<sup>DC</sup>, President
  - o Phyllis Rendino, Account Executive
  - o Jannie Thomas, Account Executive

## BCMM® Key Concept Summary Chart

The chart below lists the “Key Concept” entry for each Corporate Competency at each Level of the model.

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
KEY CONCEPTS	SELF-GOVERNED	SUPPORTED SELF-GOVERNED	COOPERATIVELY GOVERNED	ENTERPRISE AWAKENING	PLANNED GROWTH	SYNERGISTIC
<b>LEADERSHIP</b>	Non-directed	Dept/BU management commitment & coordination	Common BCM governance	Executive sponsorship	Executive participation	Active Executive engagement
<b>EMPLOYEE AWARENESS</b>	Limited, if any, BC awareness	Participation	Awareness tied to participating Dept/BUs BCM program	Awareness actively promoted at Enterprise level	Preparedness actively promoted at Enterprise level	Enterprise BCM awareness is an integral component of business culture
<b>BC PROGRAM STRUCTURE</b>	Unstructured, potentially counter-productive	Increasing understanding of BCM, common terminology in use	Awareness & adoption	Integration	Explicit vertical and horizontal integration	Prominence
<b>PERVASIVENESS</b>	Self-contained	Limited departmental participation	Participation by more Dept/BUs	Integration	BCM engrained in Enterprise business culture	BCM engrained in Enterprise business culture
<b>METRICS</b>	Unmeasured	Limited departmental level measurement	Development of business case metrics	Performance consistently measured against goals	Multi-year planning	On-going evaluation & linkage to Enterprise strategic plan
<b>RESOURCE COMMITMENT</b>	Few, if any	Limited departmental committed resources	Departmental resource commitment	Tied to Enterprise strategic plan	Qualified staff resources	Assimilation
<b>EXTERNAL COORDINATION</b>	Externally driven	Minimum consideration	Collaboration	Participation	Active coordination	Leadership and partnership

## BCMM® Corporate Competency Grids

On this and the following pages, you will find a series of charts that provide a quick reference view of the Corporate Competencies and their associated Criteria Categories and Descriptors.

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
LEADERSHIP	SELF-GOVERNED	SUPPORTED SELF-GOVERNED	COOPERATIVELY GOVERNED	ENTERPRISE AWAKENING	PLANNED GROWTH	SYNERGISTIC
<b>Key Concepts</b>	Non-directed	Dept/BU management commitment and coordination	Common BCM governance	Executive sponsorship	Executive participation	Active executive engagement
<b>Breadth and Depth of Management Commitment</b>	Ad-hoc leadership	At least one Dept/Bus management recognizes strategic value of BCM and have begun efforts to educate their peers  Champion’s voice in at least one Dept/BU heard at higher level	Participating Dept/BU management is now aware of BCM concepts & principles and is implementing a common BCM program.  BCM process included in managers’ performance evaluation  Recovery expectations are clearly communicated to the participating Dept/BUs	The business case for an Enterprise BCM program has been clearly articulated and well understood by executive mgmt.  Executive mgmt. committed to appropriately scaled implementation  1 <sup>st</sup> sr. mgmt. EOC exercise completed – largely unit-test based	Executive mgmt. commits to enhanced BCM program based on previously established baseline and evolving business case  Required EOC and coordinated exercises involving more thorough and realistic scenarios	Executive management committed to active involvement in relevant professional, community, industry, and national activities  Management Committee champions rigorous drills and regular tests
<b>BC Program Justification</b> Management’s understanding of the “business case”	Little understanding of potential business loss (financial/operational/legal) due to a serious incident  Complacency and/or limited knowledge of linkages/interdependencies between business strategies, operational processes, facilities, and IT	Increased understanding of potential business loss (financial/operational/legal) due to a serious incident  Expanded knowledge of linkages/interdependencies between business strategies, operational processes, security, facilities, and IT	Business case supported by completion of Business Impact and Risk Analysis, including prioritization of critical business units and functions within participating Dept/BUs	Enterprise business case supported by completion of Business Impact and Risk Analysis	Enterprise business case fortified by continuing execution of Business Impact and Risk Analysis	Enterprise business case fortified by continuing execution of Business Impact and Risk Analysis

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
EMPLOYEE AWARENESS	SELF-GOVERNED	SUPPORTED SELF-GOVERNED	COOPERATIVELY GOVERNED	ENTERPRISE AWAKENING	PLANNED GROWTH	SYNERGISTIC
Key Concepts	Limited, if any, BCM awareness	Participation	Awareness tied to participating Dept/BU's BCM program	Awareness actively promoted at Enterprise level	Preparedness actively promoted at Enterprise level	Enterprise BCM awareness integral component of business culture
Knowledge Level	Employees across the Enterprise remain largely unaware of need to protect Enterprise assets and mitigate risk  Even within those Dept/BU's that have implemented rudimentary BCM capabilities, few employees other than those directly involved in BCM activity have achieved significant level of awareness	Employees in Dept/BU's that have implemented rudimentary BCM have some fundamental BC awareness  Employees outside these few enlightened groups remain “in the dark”	Employees are aware of BCM policies, standards, and practices that have been published and implemented  A Business Continuity Charter has been established and communicated	Enterprise communications vehicle(s) initiated  Employees across Enterprise achieve baseline competency in BCM concepts and principles  Selected groups across Enterprise have participated in drills and exercises at least once	An energetic communications and training program exists to sustain the high level of BCM awareness	Employee competency continuously matched to changing business case  BCM activities are clearly reported on Enterprise web-site
Preparedness Level	Employees generally unprepared to participate in BCM	Initial training has begun within Dept/BU's	Employees in participating Dept/BU's achieve common understanding of concepts and principles including basic BCM glossary through BCM training program  Recovery time objectives are driven by a knowledge of Dept/BU's priorities and requirements	Enterprise BCM training vehicle(s) initiated  Employees are competent and confident in their ability to execute BCM plans  The employees know who their BCM team members are	Multi-year BCM program maintenance planning  Updates on the most recent BC/DR exercises are published  Each business process has a clearly stated recovery priority	Enterprise BCM training integral component of new hire process

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
<b>BC PROGRAM STRUCTURE</b>	<b>SELF-GOVERNED</b>	<b>SUPPORTED SELF-GOVERNED</b>	<b>COOPERATIVELY GOVERNED</b>	<b>ENTERPRISE AWAKENING</b>	<b>PLANNED GROWTH</b>	<b>SYNERGISTIC</b>
<b>Key Concepts</b>	Unstructured, potentially counter-productive	Increasing understanding of BCM, common terminology in use	Awareness & adoption	Integration	Explicit vertical and horizontal integration	Prominence
<b>Strategy / Culture / Goals</b> Definition: relevant to business goals & competitive environment  Excellence: "Impedance match" between S/C/G & BCP	No definition	Dept/BUs BCM activities in sync with relevant portions of Enterprise strategy, culture, and goals	A business case is established for BCM	Mandatory BCM strategy review requirement in place and integrated into budget cycle  Change management procedures with BCM coordinators in place at Dept/BU level  Audit findings across Enterprise begin to reflect more positive BCM response	BCM considered in development of Enterprise business strategies	BCM and its relationship to available products and services has become a quantifiable and marketable competitive advantage  BCM is one of the drivers contributing to Enterprise business strategy development  Management explores new technologies and innovative BCM solutions
<b>Organizational Design</b> Definition: explicit methods of company  Excellence: supports Enterprise approach & is definitive	Self-defined	Identification of key internal linkages and working agreements	Identification of BCM critical functions and roles	Enterprise BCM process is compatible with overall Enterprise business strategy	Sustainability & survivability are principles of Enterprise	Innovative processes piloted and incorporated into Enterprise BCM program
<b>Roles &amp; Responsibilities</b> Definition: <u>who &amp; what</u>  Excellence: accountability & clarity	Undefined	Dept/BUs staff has responsibility for BCM  Overlapping roles may occur	Participating Dept/BUs have common BCM chain of command	Formal BCM linkages of responsibility and relationships defined and adhered to	Formal BCM linkages to performance goals and compensation	Formal BCM linkages to performance goals and compensation
<b>Policies &amp; Processes</b> Definition: <u>how</u> (i.e. rules of operation)  Excellence: consistent & clear	One or several Dept/BUs implemented a few self selected components of BCM	Active Dept/BUs have formulated policies, standards, & practices  No Enterprise policy for BCM exists	Dept/BUs share common BCM policies, standards, & practices  Business Continuity Charter published for participating	Enforceable BCM policies, standards, & practices in effect across the Enterprise	Regular reviews of Enterprise BCM policy, standards, and practices	Pro-active executive participation in development of new BCM policy

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
			Dept/BU			

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
<b>PROGRAM Pervasiveness</b>	SELF-GOVERNED	SUPPORTED SELF-GOVERNED	COOPERATIVELY GOVERNED	ENTERPRISE AWAKENING	PLANNED GROWTH	SYNERGISTIC
<b>Key Concepts</b>	Self-contained	Limited departmental participation	Participation by more Dept/BUs	Integration	BCM engrained in Enterprise business culture	BCM engrained in Enterprise business culture
<b>Program Governance</b>	None	Ad hoc governance of participating units	Governance program mandates at least limited compliance to standardized BC policy, standards, and practices	Enterprise governance program implemented  All targeted Dept/BUs must adhere to agreed upon policy, standards, and practices	Governance at Enterprise level with representation from all Dept/BUs  BCM process metrics integral to management performance evaluation	Pro-active executive management participation
<b>Breadth and Depth of Program</b>	BCM activity initiated on a Dept/BU basis with no integration  Limited consideration of upstream and downstream functions and applications	Isolated centers of activity with little integration into Enterprise business planning process  Limited consideration of upstream and downstream functions and application	Increased inter-departmental activity and integration of BCM activity	Coordinated Enterprise planning  Internal and external departmental and functional dependencies considered in planning process	Centralized corporate oversight and coordination – part of overall Enterprise business planning processes  Internal and external departmental and functional dependencies considered in planning process	Centralized Enterprise oversight and coordination – part of overall Enterprise business planning process  Community interdependencies considered in planning process
<b>Level of Participation</b>	Dept/BU, self-contained	Inter-departmental cooperation	Inter-departmental collaboration	Critical functions and critical Dept/BUs of the total Enterprise	Majority of Enterprise participating; critical and non-critical functions  Collaborative activities with external organizations in same industry	Enterprise-wide participation and collaborative activity with external organization within community and industry
<b>Enterprise Awareness</b>	No or little knowledge sharing	Knowledge sharing confined to participating Dept/BUs, but includes broader implications of BCM	Communication of BCM activity beyond participating Dept/BUs	Expanded knowledge sharing to management at all levels	Continuous knowledge sharing with staff at all levels	Existence of coordinated Enterprise awareness programs

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
METRICS	SELF-GOVERNED	SUPPORTED SELF-GOVERNED	COOPERATIVELY GOVERNED	ENTERPRISE AWAKENING	PLANNED GROWTH	SYNERGISTIC
Key Concepts	Unmeasured	Limited departmental level measurement	Development of business case metrics	Performance consistently measured against goals	Multi-year planning	On-going evaluation and linkage to Enterprise strategic plans
Metric Applications	BCM not measured in any significant way  Planning and record keeping are informal	Rudimentary metrics for participating depts/ functions  Accumulated BCM metrics used sporadically by dept. mgmt. for strategic purposes	Performance, preparedness assessment, and business case  Recovery capability validation  Audit findings from participants are being used to reinforce competitive and strategic advantage for their groups	BCM baseline metrics for all targeted Dept/BUs  Tools to manage, analyze, and audit BCM data implemented across Enterprise	BCM metrics for all Dept/BUs  Tools to manage, analyze, and audit integrated BCM data implemented across Enterprise	Methods and tools in place for on-going evaluation of BCM program effectiveness and appropriateness as well as measuring state-of-preparedness
Metric Goals	None	Broad objectives for recoverability	Establish attainable RTO & RPO objectives	Confirmation that Dept/BU RTOs & RPOs are established and attainable  Determine BCM program completeness, effectiveness and required resources	Program coverage and effectiveness over multi-year plan  Determination of appropriate staff count and budget for the task at hand, appropriate internal and/or external recovery strategy, application/process inventory with upstream and downstream linkages, and RTO/RPO attainability  Consistently improving BCM audit results	Program coverage and effectiveness over multi-year plan  Determination of appropriate staff count and budget for the task at hand, appropriate internal or external recovery strategy, application/process inventory with upstream and downstream linkages, and RTO/RPO attainability  Consistently improving BCM audit results

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
Policy & Accountability	Informal commitment	Establishing benchmarks	Benchmark and validation of target objectives  Business definition of recovery program requirements exists  RTO & RPO attainability analysis (actual test results vs. department requirements)	Measurement criteria formally defined within BCM policy	Measurements program formally applied and enforced as per BCM policy	Measurements program formally applied and enforced as per BCM policy

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
<b>RESOURCE COMMITMENT</b>	SELF-GOVERNED	SUPPORTED SELF-GOVERNED	COOPERATIVELY GOVERNED	ENTERPRISE AWAKENING	PLANNED GROWTH	SYNERGISTIC
<b>Key Concepts</b>	Few, if any	Limited committed resources at Dept/BU level	Departmental resource commitment	Tied to Enterprise strategic plan	Qualified staff resources	Assimilation
<b>Financial and Personnel Resources</b> (number and knowledge level )	No formal consideration of BCM resources, generally, part-time duties  No dedicated BCM personnel	At least one internal or external BCM knowledge source is available to support the BCM efforts of participating depts./ functions	Appropriate staff count and budget for the task at hand  Commitment to internal resource development stated in BCM budget	Executive commitment to resources for appropriately scaled Enterprise implementation	BCM certification and/or other professional development initiatives implemented	BCM staff demonstrates high degree of knowledge and assimilation with Dept/BUs which they support
<b>Needs Determination</b>	Self-determined	Participating departments utilize knowledge source to determine BCM needs	Implementation model developed from “business case” defines resources required for appropriately scaled BCM program launch (budget, staffing, tools)	Enterprise BCM function determines needs	Enterprise BCM function determines Enterprise BCM needs and advises Dept/BUs on determining their needs	Enterprise BCM function, in close collaboration with business managers, to determine Enterprise BCM needs

BCMM® Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	“Fit” Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization “At Risk”		“Competent” Performer		“Best of Breed”	
EXTERNAL COORDINATION	SELF-GOVERNED	SUPPORTED SELF-GOVERNED	COOPERATIVELY GOVERNED	ENTERPRISE AWAKENING	PLANNED GROWTH	SYNERGISTIC
<b>Key Concepts</b>	Externally driven	Minimum consideration	Collaboration	Participation	Active coordination	Leadership and partnership
<b>Scope</b>	Any external coordination is being driven from the external source	External coordination incorporated into participating depts.’ BCM development plan process  Many, if not most, external exposures/risks remain unaddressed even for the participating units	An appreciation of the participating Dept/BUS cost of not addressing external risks and exposures is included in the business case  Participating depts./ functions can point to tangible returns on their external coordination efforts	Risk Management links evaluation of external risks and exposures across Enterprise to BCM activities  BCM process identifies 1 <sup>st</sup> view of external risks and exposures across Enterprise  Mitigation recommendations include means to reduce external risks and exposures  External partner BCM compliance language developed and utilized in some contract negotiations	BCM compliance becomes criteria in contract negotiations with all critical suppliers  Enterprise BCM Program touted in company literature and other sales/ marketing venues	External partners invited to participate in joint drills and exercises
<b>External Inter-Dependencies (EIDs)</b>  Vendors, customers, government, unions, banks, creditors, insurance carriers, etc.	No understanding of EIDs	Key EIDs identified by participating departments	Contractual terms available  BCM program incorporates key interdependencies	Contractual terms frequently utilized and service level agreements developed  Some EIDs are regularly tested	Business partners are aware of recovery program and objectives  Capabilities are regularly audited  All critical EIDs are tested regularly	All critical EIDs are subjected to regular integrated testing
<b>Industry</b> Industry associations, trade organizations, BC peer groups, conferences, user groups, etc.	Little or no participation	Passive participation at BCM conferences or industry sessions	Active BCM communication and information source	Membership in working groups or project teams	Active membership in working groups or project teams	Active leadership in professional and industry organizations, working groups, and/ or project teams
<b>EMS Responders</b> FEMA, OEM, local fire, police	Ad hoc	Limited relationship and limited coordination with the local fire, police, and security authorities	Expanded relationship and expanded coordination with the local fire, police, and security authorities	Clearly established roles and responsibilities with authorities	Active involvement in planning process	Active involvement in planning process

## Performing a Self Assessment

In order to facilitate the use of the Model in a consistent manner, we present this addition to the BCMM® Model; a simple six step methodology for its application. Using the following procedure will yield reliable results and facilitate comparison with the "Standard" Model, described in detail within the body of this document.

1. *Estimate Business Continuity Maturity Level for your organization*
2. *Review Corporate Competency Grids (e.g., BC Program Structure) at all Maturity Levels*
  - a. *Circle those attributes that are more-or-less incomplete*
3. *Review the Criteria Descriptors for each Corporate Competency at all Maturity Levels*
  - a. *Estimate % complete for all of the entries (take educated guesses where necessary)*
4. *Calculate maturity level for each Corporate Competency*
  - a. *Add up the percentages across all attributes for this Competency at each Maturity Level*
5. *Compare your results against "Standard" Model*
6. *Formulate set of objectives to move your company's BC Program forward*
  - a. *Identify gaps in the Corporate Competencies that are under-performing*
  - b. *Formulate recommendations for any immediate actions that should be taken*
  - c. *Document realistic Goals to move your BC Program forward*
  - d. *Identify Performance Requirements that goals have been met*

The example of this methodology is illustrated in an in-depth walkthrough on the following pages using the hypothetical *National Widgets Wholesales* as the subject of the assessment.

For our purposes, *National Widgets Wholesalers* may be said to have the following characteristics

- Completed national BC program implementation in December 2003
- Implemented 1<sup>st</sup> BC and DR plans
- All distribution centers
- Corporate HQ campus
- All regional offices
- All order processing centers

*National Widgets Wholesalers* Business Continuity Department:

- Is staffed with 4 full-time BC professionals
- Coordinates with National Threat Assessment Team and IT Disaster Recovery Team

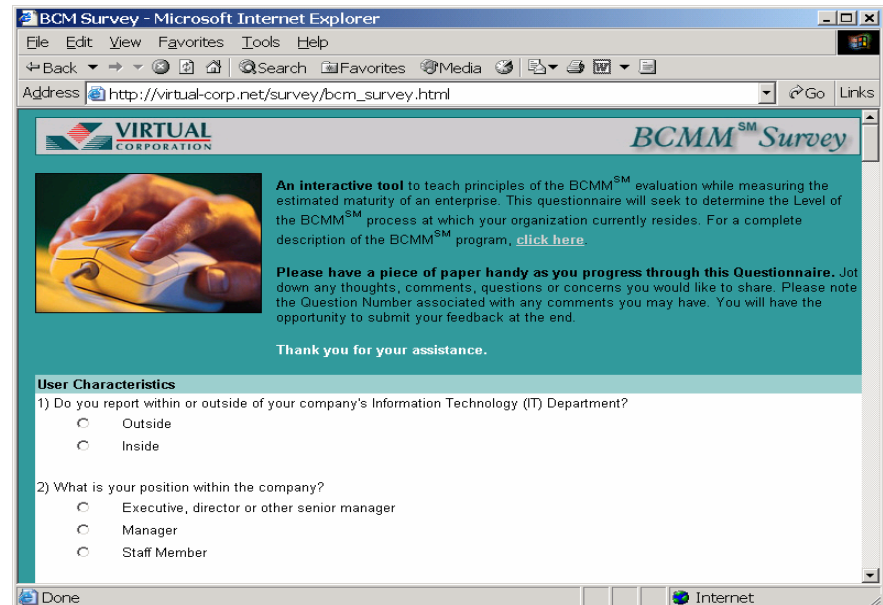
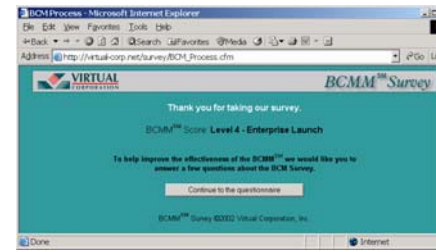
# BCMM® Self-Assessment Walk-thru

## 1. Estimate the maturity level of your organization

*Begin the assessment process by establishing a tentative starting point. Create an estimated maturity level using Virtual Corporation's simple web based survey. Answer the survey questions and receive an initial score. This provides you with a point of comparison against which you can compare your subsequent evaluation.*

### Recommended Method:

- Go to Virtual Corporation's website <http://virtual-corp.net/survey>
- Complete the on-line survey and receive a maturity score which in the National Widgets' example equals 4.5.



**National Widgets = 4.5**

2. Circle incomplete Descriptors at all Maturity Levels

Once you have established an estimated maturity level, examine the descriptors attached to each criterion for each corporate competency at each level and circle those that have not yet been fully satisfied.

General Characteristics	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	"Fit" Runner	Competitive Runner	Olympic Runner
Comparative Model	Organization "At Risk"		"Competent" Performer		"Best of Breed"	
BC Program Structure	SELF-GOVERNED	SUPPORTED SELF-GOVERNED	CENTRALLY GOVERNED	ENTERPRISE AWAKENING	PLANNED GROWTH	SYNERGISTIC
Key Concepts	Unstructured, potentially counter productive	Increasing understanding of BCM, common terminology in use.	Awareness & adoption	Integration	Explicit vertical and horizontal integration	Prominence
<b>Strategy / Culture / Goals</b> Definition: relevant to business goals & competitive environment Excellence: "Impedance match" between S/C/G & BCP	No definition	Dept/BU BCM activities in sync with relevant portions of enterprise strategy, culture and goals.	A business case is established for BCM	Mandatory BCM strategy review requirement in place and integrated into budget cycle  Change management procedures with BCM coordinators in place at Dept/BU level  Aligning across enterprise begin to reflect more positive BCM response	BCM considered in development of enterprise business strategies	BCM and its relationship to available products and services has become a quantifiable and marketable competitive advantage.  BCM is one of the drivers contributing to enterprise business strategy development.  Management explores new technologies and innovative BCM solutions.
<b>Organizational Design</b> Definition: explicit methods of company Excellence: supports enterprise approach & is definitive	Self Defined	Identification of key internal linkages and working agreements	Identification of BCM critical functions and roles	Enterprise BCM process is compatible with overall enterprise business strategy	Sustainability & survivability are principles of enterprise	Innovative processes piloted and incorporated into enterprise BCM program
<b>Roles &amp; Responsibilities</b> Definition: <u>who &amp; what</u> Excellence: accountability & clarity	Undefined	Dept/BU staff has responsibility for BCM.  Overlapping roles may occur.	Participating Dept/BUs have common BCM chain of command.	Formal BCM linkages of responsibility and relationships defined and adhered	Formal BCM linkages to performance goals and compensation	Formal BCM linkages to performance goals and compensation
<b>Policies &amp; Processes</b> Definition: <u>how</u> (i.e. rules of operation) Excellence: consistent & clear	One or several Dept/BUs implemented a few self selected components of BCM	Active Dept/BUs have formulated policies, standards & practices.  No enterprise policy for BCM exists.	Dept/BUs share common BCM policies, standards & practices.  Business Continuity Charter published for participating Dept/BUs.	Enforceable BCM policies, standards, & practices in effect across the enterprise	Regular reviews of enterprise BCM policy, standards, and practices.	Pro-active executive participation in development of new BCM policy

### 3. Review the Criteria for each Corporate Competency

*Estimate percentage complete for all of the entries for each competency at each level to see how much of each requirement has been met (If you are not sure, make an educated guesses where necessary).*

- Examine each criteria and score each competency for Level 1
- Average the individual scores to determine an overall percentage score for Level 1
- Repeat for each level of the model

Again, using the National Widgets example, we have for *Program Structure* the following:

#### **PROGRAM STRUCTURE Level 1 Requirements:**

**Average Score = 100%**

- |   |      |
|---|------|
| ▪ Strategy/Culture/Goals  |      |
| ○ No definition   | 100% |
| ▪ Organizational Design   |      |
| ○ Self-defined  | 100% |
| ▪ Roles & Responsibilities  |      |
| ○ Undefined   | 100% |
| ▪ Policy & Process  |      |
| ○ One or several departments/business units have implemented a few self-selected component(s) of BC | 100% |

#### **PROGRAM STRUCTURE Level 2 Requirements:**

**Average Score = 100%**

- |   |      |
|---|------|
| ▪ Strategy/Culture/Goals  |      |
| ○ Department/business unit BCM activities in sync with relevant portions of enterprise strategy, culture, and goals | 100% |
| ▪ Organizational Design   |      |
| ○ Identification of key internal linkages and working relationships   | 100% |
| ▪ Roles & Responsibilities  |      |
| ○ Department/business unit staff has responsibility for BCM   | 100% |
| ○ Overlapping roles may occur   | 100% |
| ▪ Policy & Process  |      |

- |  |      |
|--|------|
| ○ Active Dept / Bus have formulated policies, standards, and practices | 100% |
| ○ No enterprise policy for BCM exists                                  | 100% |

**PROGRAM STRUCTURE Level 3 Requirements:****Average Score = 95%**

- |  |      |
|--|------|
| ▪ Strategy/Culture/Goals   |      |
| ○ A business case is established for Business Continuity Management                  | 100% |
| ▪ Organizational Design  |      |
| ○ Identification of BCM critical functions and BCM roles                             | 75%  |
| ▪ Roles and Responsibilities   |      |
| ○ Participating departments/business units have common BCM chain of command          | 100% |
| ▪ Policy & Process   |      |
| ○ Departments/Business units share common BCM policies, standards, and practices     | 100% |
| ○ Business continuity charter published for participating departments/business units | 100% |

**PROGRAM STRUCTURE Level 4 Requirements:****Average Score = 82%**

- |  |      |
|--|------|
| ▪ Strategy/Culture/Goals   |      |
| ○ Mandatory BCM strategy review requirement in place and integrated into budget cycle.           | 25%  |
| ○ Change management procedures with BCM coordinators in place at department/business unit level. | 75%  |
| ○ Audit findings across enterprise begin to reflect more positive BCM response                   | 100% |
| ▪ Organizational Design  |      |
| ○ Enterprise BCM process is compatible with overall Enterprise business strategy                 | 100% |
| ▪ Roles and Responsibilities   |      |
| ○ Formal BCM linkages of responsibility and relationships defined and adhered to                 | 95%  |
| ▪ Policy & Process   |      |
| ○ Enforceable BCM policies, standards, and practices in effect across the enterprise             | 100% |

<b>PROGRAM STRUCTURE Level 5 Requirements:</b>	<b>Average Score = 43%</b>
▪ Strategy/Culture/Goals	
○ BCM considered in development of enterprise business strategies	20%
▪ Organizational Design	
○ Sustainability and survivability are principles of the Enterprise	100%
▪ Roles and Responsibilities	
○ Formal BCM linkages to performance goals and compensation	0%
▪ Policy & Process	
○ Regular reviews of enterprise BCM policy, standards, and practices	50%
 <b>PROGRAM STRUCTURE Level 6 Requirements:</b>	 <b>Average Score = 12%</b>
▪ Strategy/Culture/Goals	
○ BCM and its relationship to available products and services has become a quantifiable and marketable competitive advantage	10%
○ BCM is one of the drivers contributing to enterprise business strategy development	10%
○ Management explores new technologies and innovative BCM solutions	30%
▪ Organizational Design	
○ Innovative processes piloted and incorporated into Enterprise BCM program	20%
▪ Roles and Responsibilities	
○ Formal BCM linkages to performance goals and compensation	0%
▪ Policy & Process	
○ Pro-active executive participation in development of new BCM policy	0%


4. Calculate the Maturity Level for each Competency

*For each Competency, arrange the average scores in a tabular format as in the following example to obtain a Maturity Level for each competency:*

- For Program Structure, add the percentage score for each level and divide by 100
- Repeat procedure for each Corporate Competency

Corporate Competency:	Program Structure
Level 1	100%
Level 2	100%
Level 3	95%
Level 4	82%
Level 5	43%
Level 6	12%
Aggregate Average Score	432% MS = 4.3

Add percentages together and then divide by 100 to get Maturity Score



5. Compare your organization against the "Standard" Model

Plot the Maturity Scores directly on the "Standard" Model described in detail in the Model Overview in the body of this document to see how your organization compares to the "Standard" Model as derived from the original baseline surveys described in detail within the model. While not as precise as the benchmark available through the use of the Proprietary Model, with its standard questionnaire, calculator, and available benchmark database, rankings shown in the "Standard" Model represent "typical" scores at each Level of maturity thereby providing a general comparison of your organizations standing against a representative organization.

Increasing Business Continuity Competency Maturity →

Maturity Model Levels	Level 1 Self-Governed	Level 2 Supported Self-Governed	Level 3 Centrally Governed	Level 4 Enterprise Awakening	Level 5 Planned Growth	Level 6 Synergistic	
Athlete Analogy	Able to Crawl	Able to Walk	Able to Run	"Fit" Runner	Competitive Runner	Olympic Runner	
Comparative Model	Organization "At Risk"		"Competent" Performer		"Best of Breed"		
<b>Corporate Competencies</b>	<b>General Attributes of an Organization at Each Maturity Level</b>						
Leadership	VL	L	M	H	H	Plot each Competency's Maturity Score directly on chart	
BC Awareness	VL	L	L	M	H		
BC Program Structure	VL	L	L	M	H		
Program Pervasiveness	VL	L	M	L	M		
Metrics	VL	L	M	M	H		H
Resource Commitment	VL	L	M	H	H		H
External Coordination	VL	L	L	M	H		H
BC Program Content	VL	L	M	H	H		H

6. Formulate objectives to move BC Program forward

Having determined your organization's maturity level and plotted same on the "Standard" Model, you can now identify opportunities for improvement and develop recommendations for an appropriate action plan.

- Document BC program strengths, gaps, and recommended next steps assessed against BCMM® Corporate Competencies including high-level BC Program Content
  - Incident Management
  - Security Management
  - Business Recovery
  - Technology Recovery

## BCMM® Published Articles

The following articles have been published by Scott Ream regarding the Business Continuity Maturity Model®. A copy of each article can be found on the following pages at the Virtual Corporation website.

- “How Mature is your Business Continuity Program?” – published in the January 2002 issue of Contingency Planning and Management Magazine.

<http://virtual-corp.net/html/news5.html>

- “How Does Your Company Measure Up?” – published in the 2003 edition of the Disaster Resource Guide.

[http://virtual-corp.net/39-41-PM\\_3.1.pdf](http://virtual-corp.net/39-41-PM_3.1.pdf)

- “Measuring Your Program” – 3 Methods for Evaluating Business Continuity – published in the Nov/Dec. 2003 issue of CPM

[http://www.virtual-corp.net/BC\\_3\\_Methods.pdf](http://www.virtual-corp.net/BC_3_Methods.pdf)