

MEETING MINUTES  
BCM WORKING GROUP  
RITZ-CARLTON HOTEL  
JANUARY 15 & 16, 2009  
ARLINGTON, VA

**Day One - Thursday, January 15<sup>th</sup>, 2009**

**1. Welcome and Call to Order**

Chairman Marc Siegel welcomed the meeting attendees who were present at the Ritz Carlton Hotel in Arlington, Virginia and called the meeting of the BCM (Business Continuity Management) Working Group to order at 9:15 am US EST.

**2. Roll Call**

Co-Chairman Mr. Kevin Brear of SIESO requested the attendees introduce themselves. Self introductions took place. The BCM Working Group attendance list is included as Attachment I.

**3. Approve Agenda**

Chairman Siegel asked for any proposed modifications to the agenda, and being none the agenda was approved.

**4. Review/Observation of BS 25999**

Chairman Siegel stated that the goal of the opening day was to create the development strategy and the framework for the new BCM American National Standard (ANS). He advised that the ISO (International Organization for Standardization) Guide 72 would be followed to build the roadmap into the ISO document structure, with the new BCM Standard then being populated with selected content from the BS 25999. Chairman Siegel highlighted some incentives for developing the new ANS using the ISO management system formula, such as compatibility, market adoption, auditability (BS 25999 being the only auditable current BCM standard), and the opportunity to feed this standard into the ISO Technical Committee ISO/TC 223's BC standard development.

Chairman Siegel briefly reviewed two the handouts provided for reference. The first handout contained the presentation on *ISO Guide 72*, the *Core Program Elements Using a Process Approach* diagram from the *Framework for Voluntary Preparedness* (Sloan Report), a Management System flow diagram, and the Plan-Do-Check-Act (PDCA) flow diagram. The second document being the spreadsheet compilation *BCM Comments to BS 25999 Part 1 and Part 2*, dated 1-13-2009.

Chairman Siegel presented the option of developing either a solely high level standard with a separate requirements document or including the requirements within, as an annex. Discussion ensued regarding the selection of the management system program. The need to maintain compatibility with widely implemented ISO management system standards was noted. Discussion ensued relative to business acceptance of and resistance to management systems and the need to present the management system standard to upper management as good governance was noted. Further input provided that management systems have not been received as well in the United States. The observation was then noted that people have been highly satisfied with management systems once introduced, and that ISO 9000 management system standards are ingrained in many businesses.

Discussion ensued relative to various perceptions of management systems, from business continuity practitioners to management executives. Further discussion ensued regarding the elements of preparedness, disaster management, and continuance relative to the management system. Chairman Siegel noted survey findings that people who implemented a management system standard reported that it

improved both their management and their reputation. He further noted that an issue with Title IX is the level of emphasis on third party certification, whereas this project should focus on management system performance. Discussion ensued regarding resistance to the term “management systems”, and “business continuity”, and the possibility of using an alternative. It was noted the term, “management systems” is not believed to be the issue, but rather the need for education and exposure; training the business continuity profession to what management systems are so to bridge the understanding gap and avoid reinventing the wheel. It was added that educating management systems practitioners would advance the efforts of the Working Group. Co-Chairman Brear informed that this standard development effort will be utilized as feedback into BS 25999 improvements.

Members clarified that the BCM Standard being developed will be utilized when creating organizations BC programs, and these should be scalable from large to small organizations.

## **5. Discussion of Comments**

Co-Chairman Brear opened this discussion to determine the contents of the scope stating that it will likely be the biggest challenge in producing the standard, as getting the scope precise is critical. He requested the group to consider whether they were satisfied with the BS 25999 scope, whether it will be auditable, what the group seeking to achieve, and how to best influence the business continuity arena. He also reminded that there are elements of BS 25777 and ISO 27001 that can be considered. Chairman Siegel read the ANSI BSR ASIS.BCM.01-200X Project Initiation Notification System Form (PINS), noting that the designated title *Business Continuity Management: Preparedness, Crisis Management, and Disaster Recovery* can be changed or truncated. Discussion proceeded with the point that the scope’s PDCA model did not cover all aspects of management system structures. Co-Chairman Brear commented that although it is a valid point, incorporating management systems suitable for implementation is the objective. Others noted that the ISO 9001 process could be applicable. Discussion continued and it was noted that language stating the ties with other management system standards should be included.

There was discussion in regard to business continuity and business continuity management definitions as related to both the scope and the title, and it was offered that the scope should be to the effect of continuity. Mr. David Adamson of BSI explained that the definition of BCM utilized in the BS 25999 scope was kept finite to control the size of the ultimate deliverable. Further comments noted how ISACA standards are created with commonality across all metrics to improve auditability, and that scale is an important modifier of a scope, as disruptions are more frequently minor, while occurring infrequently at a national level, such as “Katrina”. Further discussion provided that reactive terminology is received negatively by top level executives. Concern that the public sector be adequately and clearly addressed was noted and Co-Chairman Brear advised how the BS 25999 scope addresses all organizations to include private, public, NGO and other sectors.

Co-Chairman Brear opened the afternoon session proposing that the Working Group bring the scope discussion to a conclusion, decide which management system to use, and finally, determine the mapping plan, and populate the content into the new standard.

Discussion ensued regarding the scope and the relative positioning of the BCM standard with other management system standards. It was observed that the linkage of management system standards had not been addressed at the stakeholders meeting held at ASIS Headquarters in October, 2008. Chairman Siegel displayed the diagrams from the *Societal Security Management System Standards* document, describing the relationship of the high level Organizational Resilience (SPC) Standard to lower node ISO standards such as Crisis Management Systems and Continuity Management Systems. He confirmed that Organizational Resilience is considered an umbrella term, while Continuity Management is not. There was further discussion of the relationships between nodes such as Disaster Management and Recovery Management and whether they all need to exist. Chairman Siegel described how the Organizational Resilience standard

organizes these lower nodes, therefore prompting its development first. Co-Chairman Brear then described how the BS 25999 Part 2 was written to fill out the proactive items identified holistically in BS 25999 Part 1. A copy of the Sloan Report, containing a crosswalk of standards in Appendix C, was requested for handout the following day.

Co-Chairman Brear motioned that the Working Group adopt the scope found in the BS 25999 standard as the target for the scope of the new BCM standard. The motion was seconded and approved. Additionally, Co-Chairman Brear motioned that the title *Business Continuity Management: Preparedness, Crisis Management, and Disaster Recovery* be truncated to *Business Continuity Management*. The motion was seconded and approved.

Mr. Dan Wilder motioned to form a liaison subcommittee to work with other international standards groups. The motion was seconded and approved. Discussion ensued on international standards activity, roles and responsibilities of ISO mirror committees, and the ANSI U.S. Technical Advisory Group (TAG) to ISO/TC 223. Chairman Siegel advised that the Liaison Subcommittee be set up as an ASIS Mirror Committee to ISO/TC 223. Co-Chairman Brear nominated Mr. Wilder as the subcommittee chair and it was accepted. It was proposed and agreed that the Liaison Subcommittee would provide reports on its international standards activity. Discussion ensued on nondisclosure agreements and Chairman Siegel informed that honor system nondisclosure applies for the BCM Committee, Work Group, and any subgroups.

Discussion ensued regarding concerns related to multiple international standards being developed; both high and low level, possibly causing much redundant effort. It was noted that increased ISO mirror committee involvement can mitigate such concerns. Chairman Siegel informed that this BCM ANS will provide a document for the ISO BC standard to be built with, while meeting Title IX requirements, and that this work will not be completed for two to three years.

#### **6. Action Plan**

Co-Chairman Brear announced that the Working Group would break into subgroups on Friday based on the Management System Flow Diagram components and proceed to map BS 25999 content into the new BCM management system framework.

#### **7. Work Group Breakout Session**

As breakout sessions would occur the following morning, discussion moved to next steps.

#### **8. Full Group Discussion**

As breakout sessions would occur the following morning, discussion moved to next steps.

#### **9. Next Steps**

The Working Group decided with consensus for an early start time of 8:00 a.m., with a working lunch. Chairman Siegel noted the following documents would be provided for reference on Friday morning:

- Draft ASIS Organizational Resilience Standard
- BSI 25999-2
- The Sloan Report
- Societal Security Management System Standards

#### **10. Adjournment**

Co-Chairman Brear adjourned the meeting at 4:45 pm US EST.

## Day Two - Friday, January 16<sup>th</sup>, 2009

### **1. Welcome and Call to Order**

Chairman Siegel welcomed the meeting attendees who were present at the Ritz Carlton Hotel in Arlington, Virginia and called the meeting of the BCM (Business Continuity Management) Working Group to order at 8:00 am US EST.

### **2. Roll Call**

Ms. Aivelis Opicka of ASIS staff took roll call. The BCM Working Group attendance list is included as Attachment II.

### **3. Approve Agenda**

Chairman Siegel asked for any proposed modifications to the agenda, and being none the agenda was approved.

### **4. Review Day One Output**

Co-Chairman Brear reported that the previous day the Working Group had: determined what the scope of the BCM standard should encompass, determined how the BCM standard development process needs to dovetail with the ISO process, discussed the Organizational Resilience standard and the societal security family of standards, and determined that the BS 25999 has components of business continuity, but does not contain all of the components desired for the new BCM standard. Co-Chairman Brear reviewed the Organizational Resilience standard, and assessed that it is not a business continuity standard.

### **5. Continuation on Work Group Session**

Further discussion ensued regarding the method to incorporate guidance and requirements. Mr. Wilder motioned that the Working Group develop both guidance and requirements within the BCM standard. The motion was seconded and approved.

Chairman Siegel proposed the members split into subgroups, based on the management system categories found in the handout, Management System Flow Diagram, and proceed to map the relevant content for the BCM Standard framework.

Working Group members formulated the following four groups:

- Policy and Know Your Organization,
- Planning,
- Checking & Corrective Action, and
- Implementation and Operation

### **Work Group Breakout Session**

Upon completion of the content mapping exercise, the four subgroups reported their progress as follows to the full Working Group, with detailed written reports to be provided at later date.

**Group 1:** Policy and Know Your Organization, was lead by Brian Kaye with members Dan Wilder, Tom Bozek, Lisa DuBrock, David Adamson, and Jean Rowe. Upon completion of the exercise the group reported that they had mapped the Know Your Organization content in BS 25999 into the new standard; decided to recommend relocating BS 25999 section 4.1 content into section 3 of the new standard due to the need to understand the organization first; discussed the scope, including how to handle the scope of certification, ultimately deciding to recommend that the larger group review this and make comments. The determined that it was not appropriate to force the requirements to include strategy, but to instead make a guidance of having a high level strategy, such as that a CEO is to establish or know the strategic vision, with this being established as guidance and not a requirement. The group also found that the content

contained many instances of “should”, instead of the more appropriate “shall”; and that the standard contains no definition of policy and that perhaps the ISO definition should be adopted. The group also recommends changing the title from “Planning the Business Continuity Management System” to “Defining the Business Continuity Management System”.

**Group 2:** Planning, was lead by Renee Wentworth with members Ian Charters, Doug Nelson, Edward Eaton, and James Nelson. Upon completion of the exercise the group reported that they had found that some Policy sections should instead fall under Planning, and that some details can be added or refined, such as with supplies and outsource partners.

**Group 3:** Checking & Corrective Action, was lead by Paul Kirvan with members Dennis Blass, Don Byrne, and Richard Kobylar. Upon completion of the exercise the group reported that they had extracted the relevant content from BS 25999; utilized additional ISO reference documents such as ISO 14000; identified for reference inclusion the Facilities Physical Security Measures Guideline and Protection of Assets Manual from ASIS, as well as additional resources in the area of critical infrastructure. They noted exercising is not found in the section but should be included as a method of validation. The group found that security should be considered as a subject and that it is important for the material to serve all organization sectors. Legal factors were also examined.

**Group 4:** Implementation and Operation, was lead by Kevin Brear with members Marc Siegel, James Crask, Suzanne Warner, Alan Nutes and Don Knox. Upon completion of the exercise the group reported that they had determined some parts from sections 4.1 and 4.2 should instead be placed into the Planning section and that all exercising content should be consolidated. They also determined that the subject of communication needs to be expanded upon in part 2. The group resolved to review other documents for reference as the requirements get developed.

## **6. Full Group Observations**

Chairman Siegel opened discussion to the full Working Group. He noted the importance of consolidating the sub-working group’s efforts and providing a unified view of the new BCM Standard. Mr. Wilder motioned that a press release regarding the work accomplished by the BCM Working Group be issued. The motion was seconded and approved. It was further motioned that Paul Kirvan provide the press release content to ASIS for consideration. This motion was also approved.

Further discussion ensued relative to the BCM Liaison Subcommittee/Mirror Committee members participating at future ISO TC meetings and it was noted that there is procedure for individuals to register as experts with the ISO.

## **7. Initiation of Draft Document**

Chairman Siegel advised that the first draft of the BCM Standard will be drafted pending receipt of the notes, draft content, and comments from the subgroups. It will then be circulated to the Working Group for comment. The proposed action plan for the development of the first draft is as follows:

- Breakout subgroups to submit notes, draft content, and comment resolutions for their document sections to standards@asisonline.org by January 30, 2009.
- ASIS Staff to compile notes and prepare initial draft standard to be issued to the Working Group for review by February 13<sup>th</sup> with comments due to ASIS by February 27<sup>th</sup>.
- ASIS to compile comments to initial draft and revise standard to be issued to the Working Group for review by March 9<sup>th</sup> with comments due to ASIS by March 20<sup>th</sup>.
- ASIS to compile comments to revised draft and revised standard to be issued to the full BCM Committee for review and comment by April 1<sup>st</sup> with comments due by April 30<sup>th</sup>.

## 8. Next Steps

- Mr. Paul Kirvan to create a joint ASIS/BSI press release regarding the work accomplished by the BCM Working Group.
- Breakout subgroups to submit notes, draft content and comment resolutions for their document sections to standards@asisonline.org by January 30, 2009.
- Chairman Siegel to provide requirements and procedures for ISO Mirror Committee involvement to ASIS staff and Subcommittee members.

## 9. Adjournment

Co-Chairman Brear adjourned the meeting at 3:30 pm US EST.

Submitted by:

*[Original Signed By:]*

Jeanette Donovan

Coordinator, Standards & Guidelines

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**BCM WORKING GROUP 1-15-09 MEETING ATTENDANCE**

David Adamson	BSI
Dennis Blass	Security Engineers, Inc
Thomas Bozek	Bozek Consulting, LLC
Kevin Brear	SIESO
Donald Byrne	North River Solutions
James Crask	HM Government (UK) Cabinet Office
Lisa DuBrock	The Radian Group, LLC
Edward Eaton	Crisis Mgmt Int'l
Brian Kaye	Control Risks Group
Paul Kirvan	Paul Kirvan Associates
Doug Nelson	Business Continuity Solutions
James Nelson	International Consortium for Organizational Resilience (ICOR)
Alan Nutes	Self
Philip Oppenheim	International Continuity Oversight Board
Richard Kobylar	Capgemini
Marc Siegel	ASIS International
Suzanne Warner	Delaware Dept of Transportation
Renee Wentworth	Virginia Department of Social Services
Dan Wilder	Danalie Partners
Brian Zawada	Avalution Consulting
Ashley Moore	DHS/FEMA

**ASIS Staff Present**

Sue Carioti, Director, Standards & Guidelines

Aivelis Opicka, Manager, Standards & Guidelines

Jeanette Donovan, Coordinator, Standards & Guidelines

**BCM WORKING GROUP 1-16-09 MEETING ATTENDANCE**

David Adamson	BSI
Dennis Blass	Security Engineers, Inc
Thomas Bozek	Bozek Consulting, LLC
Kevin Brear	SIESO
Donald Byrne	North River Solutions
Ian Charters	Continuity Systems Ltd
James Crask	HM Government (UK) Cabinet Office
Lisa DuBrock	The Radian Group, LLC
Edward Eaton	Crisis Mgmt Int'l
Brian Kaye	Control Risks Group
Paul Kirvan	Paul Kirvan Associates
Don Knox	Caterpillar
Doug Nelson	Business Continuity Solutions
James Nelson	International Consortium for Organizational Resilience (ICOR)
Alan Nutes	Self
Jean Rowe	The World Bank
Richard Kobylar	Capgemini
Marc Siegel	ASIS International
Suzanne Warner	Delaware Dept of Transportation
Renee Wentworth	Virginia Department of Social Services
Dan Wilder	Danalie Partners

**ASIS Staff Present**

Sue Carioti, Director, Standards & Guidelines

Aivelis Opicka, Manager, Standards & Guidelines

Jeanette Donovan, Coordinator, Standards & Guidelines