



STANDARDS
Australia

HB 293—2006
**Executive Guide to
Business Continuity Management**

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handbook

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Handbook

Executive guide to business continuity management

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Preface

Over the last few years BCM has become an important element of good corporate governance and will be critical to organisational sustainability in an increasingly turbulent environment. BCM is an integral part of an organisation's overall approach to effective risk management, and should be closely aligned to an organisation's efforts in emergency management.

The executive guide to business continuity management (BCM) provides senior management with an overview of the key concepts and processes that are required to implement and maintain an integrated, robust business continuity management program.

This document was prepared as a summary and a navigational tool for HB 292, *A practitioners guide to business continuity management*, and the structure is based on the framework of HB 221 *Business continuity management*. Readers requiring detailed or in-depth information should consult HB 292. The primary authors of this document are Dr Carl Gibson and Gavin Love.

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1 Using the executive guide

This executive guide complements HB 292 *A practitioners guide to business continuity management** and provides a navigation aid to the comprehensive information contained within the Guide (highlighted on the right hand side of the page for each section).

1.1 Overview of business continuity management

The Joint Standards Australia/Standards New Zealand publication *Business Continuity Management* (HB 221: 2004) defines BCM as follows:

Business continuity management provides the availability of processes and resources in order to ensure the continued achievement of critical objectives.

This is an important definition as it identifies both what a well founded approach to BCM must achieve as well as the means of achieving it:

- **Critical objectives:** we must understand what the organisation, project, team, individual must absolutely strive to achieve. This will ultimately direct our focus for BCM;
- **Processes and resources:** what are the processes that will allow critical objectives to be achieved, and what resources are required to support those processes;
- **Availability:** processes and resources must be capable and accessible; and
- **Continued:** the capability to achieve critical objectives needs to be sustainable in the face of future uncertainty.

1.1 to
1.4

* *The Practitioner's Guide to Business Continuity Management*, Standards Australia 2006.

1.2 The elements of good practice

BCM is **NOT** about having a nice printed document that can be stored in a drawer, it **IS** about having a robust process that allows individuals to:

- better understand the uncertainty about the future;
- realise the potential for different types of disruption; and
- better plan for future management of those disruptions, and to put in place business improvement *now* to reduce the likelihood of significant disruption in the future.

Put simply, this BCM framework should help us to answer the following questions:

- What could happen?
- What does it mean to me?
- What is critical to continuing our business?
- What do we have to do before, during and after an incident/event/crisis/emergency?

In addition to providing for an ongoing minimum operational capability, BCM can also provide a range of additional tangible and intangible benefits.

1.5

1.3 The business continuity process

Although many different approaches to BCM exist, the majority are based on very similar principles and involve similar activities. One such approach (based on HB 221: 2004) is outlined in Figure 1.

1.3 &
1.6



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