

Summary of chapter 4- Business Continuity Plan

Q.1 **Biz Continuity-**
Maintain uninterrupted Availability of all key resources, need to support essential Biz activities.

Biz Continuity management

(M) process to manage disruptions of all kinds by assessing threats, providing countermeasures, & reducing impact of losses, corrective actions.

Q.2 **Need of BCM**
To meet Biz objectives & to ensure continuity of critical operations. ~~cannot~~ biz should follow Time tested plans, to build redundancy in team & manage quick & efficient Transition to backup arrangement.

(key terms of BCM)

Biz Contingency
event, with potential to disrupt computer operations. & biz (HR) (very destructive-disaster)

BCP Process
reduce risk to unexpected disruption & assure continuity of minimum level of services & vital (fx)

Biz Continuity planning
ability of enterprise to recover from disaster & continue operations with least impact.

Q.3 **BCM Policy**
High level document to guide @ to make systematic approach for disaster recovery & bring awareness abt BCP & Test & Review BCP. Policy provides guidelines to develop plan (BCP)

Q.4 **Objectives of bcm Policy**

- Identify Critical services
- ensure Continuity of key resources
 - invocation of bcp & Incident mgt (execution)
 - ongoing testing, updation
 - assign responsibilities [ECITR]

Advantages of bcm?

- assess threats
- planned response to disruption
- regular testing & training

Q.5

Q.6 **COMPONENTS of bcm process** (Maine Pikaat ISD 92 Time Pass Pikaat - TP-TP)

Comp1 - **BCM - Management Process** - 1st understand the capacity & capability of orgⁿ Building BCP. If don't have capability then don't build BCP. provide structure with responsibility & Authority to build BCM. → implement Biz continuity → BCM documentation for min 1 year

Comp 2 - **BCM - Information Collection Process** identify critical process/activities & priorities

BIA
Classification of Critical Activities
RA

Comp 3 - **BCM - Strategy Process** on basis of (pt-2) impact Analysis, strategies of BCP shall be developed.

Comp 4 - **BCM - Development & Implementation Process** - on basis of (pt-3) develop & implement strategy. For this exclusive orgⁿ structure & Incident mgmt team is need → IMP → BCP

Comp 5 - **BCM Testing & Maintenance Process** - Test periodically to remove flaws, & ensure that plans are complete, accurate & updated & modified as per test results Review/Audit it, w/o maintenance, plan will become outdated.

Comp 6 - **BCM Training Process** orgⁿ uses Training as a tool to initiate culture of BCM in all stakeholders. assign responsibility, raise awareness & skills to know how to use process.

Major Activities to be carried out in implementation of BCP

1. scope & context;
2. roles & responsibilities;
3. involve all stakeholders;
4. Regular Testing of programs;
5. Maintain appropriateness of BCP;
6. Review reworking & updating business continuity capability, RA & BIA
7. Manage costs & benefits;
8. Convert policies into action.

For notes on other chapters visit caclubindia profile in my name

CA Sukriti jain

sukriti9225@gmail.com

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Documents of BCM

1. BCP policy, strategies
2. BCM system
3. BIA report & RA report
4. aims & objectives of each function
5. activities of each function;
6. incident management plans;

7. Change control, preventative & corrective action,
8. Local Authority Risk Register;
9. Exercise schedule & results;
10. Incident log;
11. Training program

Info Collected in bcm - Before we start BCM - we should know about & understand -

1. **Biz objectives**, Biz environment. - Biz की नीति है
2. Critical **Assets** activities & Resources - कौनसे Assets हैं और उनका उपयोग
3. **Impact** of failure - failure का impact क्या है
4. Probable / expected **Threats** -

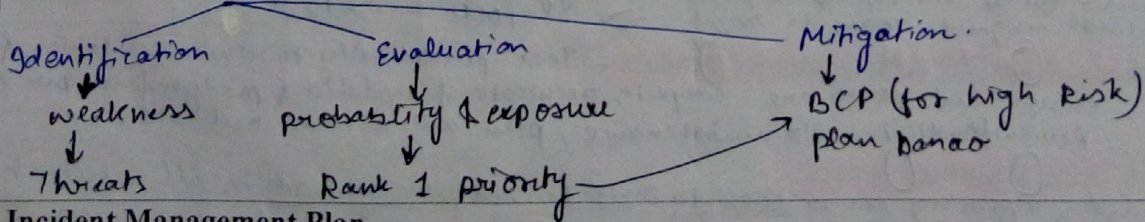
Biz Impact Analysis (BIA) - It is a means of systematically assessing the potential impact from disruption of activities that support key products & services. Before, we start BCP, we have to understand, impact of losses on Biz. If there is a loss of ERP system, impact will be very high on biz. That is why BCP is reqd for ERP. In following cases, impact will be high on biz - ① critical Asset, App, infrastructure, ② key personnel, ③ More dependency on Asset ④ orgn can't survive for long time, w/o that asset eg- Data centre, ERP. BIA में बिना Impact बताए बिना BCP करे

Steps for BIA -

- assess impacts
- Identify critical business processes
- maximum allowable downtime
- minimum level of activity needed on resumption
- time to resume normal levels of operation
- inter-dependent activities/ resources to be recovered.

Classification of critical activities

Risk Assessment



Incident Management Plan

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BCM Testing

testing should be done before implementation of BCP, to detect error, to check whether plan is complete, workable. जिस प्रकार कि BCP बनाया जाता है उसका पूरा होना है या नहीं

How testing leads to improvement of BCM capability

1. Practicing to recover
2. Confidence
3. Demonstrating competence
4. Awareness of BCP
5. Highlighting assumptions to be questioned
6. Verifying BCP incorporates all critical activities & priorities
7. effectiveness & timeliness of restoration of critical activities

Objectives of BcpTesting

- recovery procedures are complete & workable.
- evaluate the competence of personnel in recovery procedures
- resources are obtainable & operational to perform recovery processes.
- manual recovery procedures & IT backup systems are current & operational
- success or failure of BCP training program is monitored.

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Activities of testing phase

1. Defining test purpose/approach
2. Identifying test teams
3. Structuring the test
4. Conducting test;
5. Analyzing test results
6. Modifying plans as appropriate.

Maintenance tasks undertaken in Development of BCP are to:

- ownership & responsibility for maintaining various BCP strategies
- changes are communicated to the personnel
- plan remains up-to-date;
- maintenance processes to update the plan
- Implement version control procedures to ensure that the plan is maintained up-to-date

Review of BCM Arrangements - An audit/self assessment of BCM program should verify that:

1. critical activities & resources have been identified All key product & services - eg operation, maintenance, etc.
2. BCM policy accurately reflect the priorities & requirements (entrp obj) - जो भी जरूरी है उसे priority देना
3. BCM competence & capability are effective & fit for purpose
4. BCM solutions are effective & up-to-date - updated.
5. BCM maintenance & exercise prog - effectively implemented;
6. incorporate improvements identified during incidents testing
7. ongoing program for BCM training & awareness;
8. roles & responsibilities communicated to relevant staff - सबका अपनी Resp पता है
9. Change control processes

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Training as a tool to initiate culture of BCM in stakeholders by-

- Developing BCM program more efficiently;
- ↑ confidence to handle disruptions;
- Increasing BCP program resilience - ensuring BCM implications are considered in decisions at all levels;
- ↓ Minimizing likelihood & impact of disruptions

Competency necessary in BCM, for personnel assigned responsibilities:

- Actively listens
- support
- Responds constructively
- leadership
- Promotes a positive culture of health, safety & environment;
- Recognizes & acknowledges the contribution of colleagues;
- encourages risks;
- new ideas;
- involve team to resolve problems;
- personal integrity;
- Challenges established ways of doing things to identify improvement opportunities.

Q.7

What is BCP - (planning)

- Before disaster
- Guide for action to be taken before during and after disaster
- Either prevention or recovery in minimum time and losses
- recovery of key resources
- least impact
- reduce risk from unexpected disruption
- provides reasonable assurance to senior mgt
- defines roles and responsibility
- e.g.

Q.8

Biz continuity Life cycle (RAIV)

- risk assessment - It is done to know our biz & decide priorities
- recovery alternative - Here we develop plan for BCP
- recovery plan implementation - Implement BCP
- recovery plan validation - Testing to know whether plan is operational & complete, if we identify more risks, again all these stages will be followed.

BCP is expected to provide -

- anticipate threats & disaster scenarios
- continue operations in adverse situations
- provides reasonable assurance to senior mgt about capability to recover from disaster

Q.10 Areas of BCP

- Business Resumption Planning - to ensure that biz remain operational during Normal situation & otherwise resume operations.
- Disaster Recovery Planning - Advance planning to minimize losses & ensure critical for in the event of disaster. It will help you to recover after disaster.
- Crisis Management - To ensure biz remain operational after disaster or to recover in min time.

(ABCD)

goals of bcp

Q.12
[WEAK CCD]

- Id of weakness & Removal of weakness
- Co ordination of recovery task - effective
- Complexity reduce
- Duration - Minimize duration of serious disruption

Objectives of business continuity planning

BCP Ko Successful Banane Ke Liye Aur Complexity Reduce Karne Ke Liye Dilwale Dulhniya Le Jayenge

- Critical Business operation - continued
- Co ordination - more coord fast recovery
- People - safety of employee / Auditor's life @ time of disaster
- Mgt. Succession & Emergency power
- Reduction in complexity of Recovery efforts
- Duration - recovery in minimum time.
- Damage - minimize damages & loss
- Critical lines - identify critical lines of biz vimp branch / product

(USED TV
पर R & D किया)

Q.13
gmp

BCP क्या होता है? Characteristics?

BCP Development Methodology Emphasizes the following Points:

Requires of good BCP.

- 1) Comprehensive **Understanding of total efforts** reqd - to develop & maintain the recovery plan
- 2) **management Support** & participation - commitment of @
- 3) **understandable, Easy to use & maintain**
- 4) **disaster prevention** & impact minimization & effective recovery - बिना impact जगता हो उसी का BCP
- 5) Select **Business Continuity Teams** - ensure proper co-ordination
- 6) BCP integrated into ongoing biz planning, so that plan remains **Viable over time** - always updated as per biz Needs.
- 7) Define **Recovery** requirements - what
- 8) **Documenting** impact of loss to key biz fnc - 1st BIA then BCP

Q.14

Eight phases in the development of BCP / Development Methodology- (Ldk) की शायरी

- Phase 1 - **Pre-Planning Activities** (Project Initiation) - understand existing & proposed biz env. scope of BCP, establish steering committee to give directions, develop policy, schedules
- Phase 2 - **Vulnerability Assessment & General Definition of Requirements** - Here identify the weakness of computer system → security assessment → find Recommendation to steer committee
- Phase 3 - **Business Impact Assessment (BIA)** - if weakness are not removed what will be the impact on biz. If impact is high it should be considered in pt-5. it plan bnao for it. → identify critical systems & impact of disasters.
- Phase 4 - **Detailed Definition of Requirements** - Here we check availability of resources to support critical functions, identified in phase 3. If resource not avail, then Analyse alternative recovery strategies
- Phase 5 - **Plan Development** (plan बनाना गिनाई) - (on paper planning) - Critical Assets will be considered, Recovery plans - documented - Roles & Report Recovery standards
- Phase 6 - **Testing/Exercising Program**: (Fair & Lovely Test) - it is just on paper program of testing Actual testing will be done in phase 8. Establish testing goals & strategies.
- Phase 7 - **Maintenance Program**: (exercise करके maintain करे रखे) - w/o maintenance, plan will become outdated. Recovery plans must reflect changes to env. : Δ @ process revisited.
- Phase 8 - **Initial Plan Testing & Implementation** (पहला ट्राई) - Test purpose, Test Teams, Structure Test, Conduct Test Actual implementation of pt-5 → Activities: Analyse results & modify plans accordingly.

Q.15

BCP Manual - Documented description of **Actions** to be taken, resources to be used, & procedures to be followed **before during & after** disaster.

Q.16

The BCP Manual is expected to -

- specify **responsibilities** of BCM team,
- establish appropriate **BCP procedures**
- ensure **continuity of critical biz functions**
- Capability / confidence
- Rehearsed methods to restore

Q.18

Software & data back-up Techniques or types of back-ups - (FDIM)

- **Full** - All files bkup. - duplication - Single Restore - time ↑ space ↑
 - **Differential** - Bkup Δ since last full bkp. 2 step Restore
 - **Incremental** - Bkup Δ since last full diff / incr. bkp. least storage.
 - **Mirror** - least time - very diff to restore
- online / live, mirror image of all files, files not compressed to zip & no pwd. Data stored in 2 identical m/c

Back up

Types of plans - Sub plans of BCP (BERT)

1. **Emergency plan** - trigger immediately when disaster occurs. 4 steps - Communication - Action (Shut Down - Migration (switch → offsite) - Return back
2. **Recovery plan** - After the effect of disaster is over, procedure to restore info systems.
3. **Backup plan** - Type of bkup, frequency, who, when, how, location, procedure, personnel, update, knowledge. HW/SW, Storage media, security, what
4. **Test plan** - identify deficiencies in all above plans implemented → Phased Approach → Desk check → Simulation Test → Acid Test

Alternate processing facility arrangements (Site)

- **Hot** - fully equipped, very expensive, fast recovery, exact replica, Realtime Appl. & User (DSA)
- **Cold** - only basic infrastructure - less expensive
- **Warm** - partially equipped → cold + essential resources
- **Reciprocal** - we don't have to develop sth, 2 orgs agree to use each others system in case of disaster. trust capacity, cheap.

Q.19

Back up site options - Site is an alternative location which is used during disaster

sukriti9225@gmail.com

Disaster recovery procedural plan or contents of DRP / components of DRP

Taj me emergency bomb blast hua, sara business dusri location pe move kiya. Kausi inventory kahape rakhi hain iska documentation kiya. Blast honese pahale hi sabko aware & train kiya tha. Is plan ko already test kiya gaya tha. Sabhiko plan ke purpose aur responsibility pata thi. disaster ho gaya ab resumption karna tha isiliye phone list me dekhkar police, medical, insurance, airlines ko call kiya. Hardware aur software jo jal gaye the wo vendors se first kharide. Backup honese jyada data ka loss nahi hua tha. Recovery pura hone tak manual system se maintain kiya.

Fallback Procedure

Audit of the disaster recovery/business resumption plan DRP | BRP

- | | | | |
|-----------------------------|----------------------------------|---|---------|
| 1. BCP/DRP exist | 10. Recovery plan | 18. Training | vendors |
| 2. Backup on paper | 11. resources | 19. awareness | HW/SW |
| 3. Test plan Actual | 12. Budget Approval | 20. off site storage | |
| 4. Actual test | 13. alternative prior facilities | 21. Name & No. of suppliers | |
| 5. updated plan | 14. critical IT Appl & slw. | 22. Administrative & procedures | |
| 6. BIA | 15. Transportation | (disaster declare, shutdown, migration) | |
| 7. Locations | 16. BCP Team | 23. Plan development methodology | |
| 8. Responsibilities & Roles | 17. Threats Risk | 24. Preventive measure, | |
| 9. Priorities | | 25. Maintenance of plan | |
| | | 26. easy sample & Realistic plan | |
| | | 27. Plan comprehensive | |
| | | 28. Insurance certificate | |

Plan H critical info
at importance for
the business