



# RGP

To the Power of Human™

## Business Continuity Planning Playbook





# Business Continuity Management

# Business Continuity Management Today

Business Continuity Planning (BCP) is taking on an increasingly large role within many organizations—especially as companies employ more advanced technologies, strive for better work/life balances for employees, and rely more on digital assets to keep their operations running.

With many companies today in a constant state of change, business continuity plans must be continually updated to reflect the current environment and operations. In many organizations, this has become a full-time effort, with some companies dedicating employees to Business Continuity Planning.

Instead of one-and-done, they're developing policies and procedures to ensure the accuracy of their BCP planning through *ongoing* maintenance and testing—creating a process of continuous improvement.

**This is what we refer to today as Business Continuity Management.**



## Business Value of Business Continuity Management (BCM)

Today, more companies rely on a wider variety of technological solutions—including distributed processing environments, LANs, client servers and intranets—and greater reliance on real-time operations for business activities. As a result, maximum tolerable downtimes are shorter, and there's a need for faster recovery of time-critical business functions.

Add geographic and operational diversity to the mix and many businesses are more vulnerable than ever before.

With these new realities in mind, BCM seeks to ensure continuity of Time Critical Business Functions on an enterprise-wide basis by helping clients keep their overall BCM processes and plans current and in alignment with organizational strategy.



# Business Continuity Planning (BCP)

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The focus of enterprise-wide business continuity planning remains unchanged. Account for your organization's critical business operations, including:

- Personnel and facilities
- Product/service continuity
- External relationships with vendors, partners and service providers
- Technology, including voice and data communications
- Supply chain continuity
- Succession planning



# Consider These Questions...



1

**Do you have an enterprise-wide recovery and restoration plan?**

2

**Does your BCP have a succession plan in place for middle management?**

3

**When was the last test of your plan and what was its scope?**

4

**What is your communication plan—who needs to know what, when, and how will you do that?**

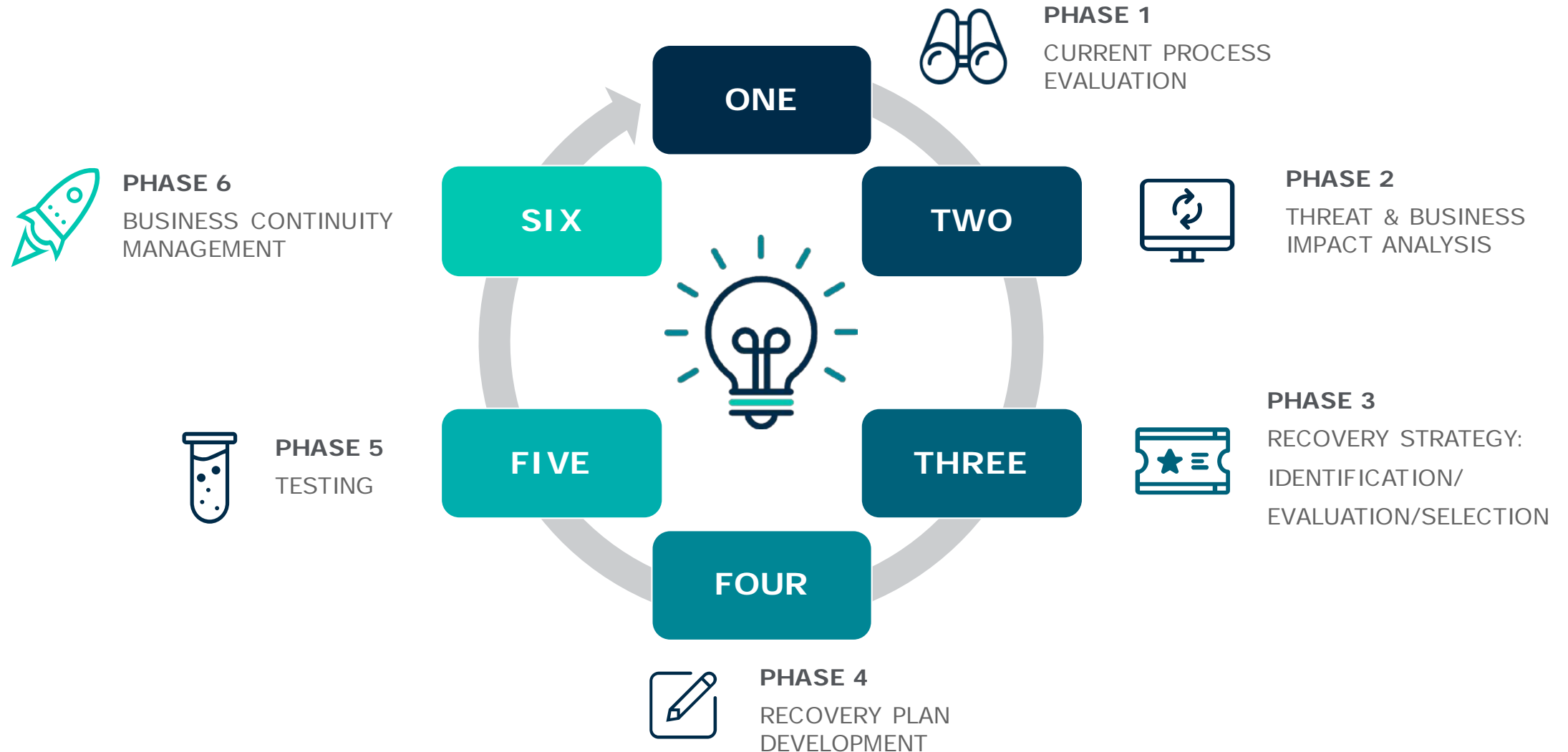
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**How have you accounted for financial liquidity?**

# Business Continuity Playbook

Steps to Take

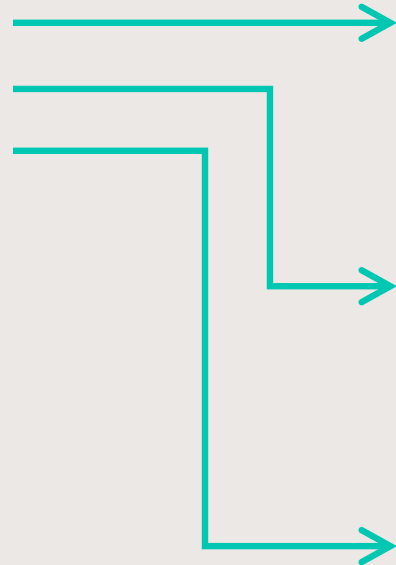
# BCP: A Phased Approach





# PHASE 1: Current Process Evaluation

Understanding  
present and  
projected  
environments  
helps  
organizations:



1

Refine project scope and associated work program

2

Develop project schedules

3

Identify and address issues potentially impacting the project

## PHASE 2: Threat & Business Impact Analysis

Phase II helps determine organizational impact should business operations be suspended.

It begins with a thorough risk assessment to determine relevant threats followed by a Business Impact Analysis to determine the most critical business functions to be supported in the event of an unplanned interruption to normal operations.



## PHASE 3: Recovery Strategy



### Identification/Evaluation/Selection

This phase helps determine needed infrastructure and resources to recover critical business functions.

Specific activities include:

- ❖ Identifying viable strategies for short, intermediate and long-term outages and their costs.
- ❖ Comparing strategies to the needs of mission-critical business processes.
- ❖ Ensuring that minimal reporting requirements for government and regulatory agencies are fully met.
- ❖ Selecting cost-effective recovery strategies for short, intermediate and long-term outages.
- ❖ Identifying strategies' initial and ongoing costs.



## PHASE 4: Recovery Plan Development

Phase IV focuses on documentation. The main goal is to update or develop the Business Continuity Plan as well as identify and update user procedures, information systems operating procedures, vendor contracts and BCP testing and maintenance procedures.

By using an escalation flowchart, companies can visualize their crisis management structure as well as the procedures for determining whether the Business Continuity Plan(s) should be invoked.

A photograph of three business professionals in a meeting. On the left, a man with grey hair and glasses is looking towards the right. In the center, a man with brown hair is looking towards the right. On the right, a man with dark skin is looking towards the left, with his hand near his face. They are all wearing business attire. The background is slightly blurred, showing an office environment.

## PHASE 5: Testing

**Testing is one of the most critical components of Business Continuity Management.**

An organization can have a solid Business Continuity Plan, but if nobody knows how to implement it, all that effort has been for nothing. Proper and regular training ensure that employees know how to execute the plan, and that planned fallback measures actually work. Partial testing can be good to introduce people to the process. However, full-plan and stress-testing are also recommended to see how critical systems perform with limited resources.



## PHASE 6: Business Continuity Management



→ Once the plan has been developed and tested, it's still important to review the entire plan annually.

→ Organizations should ensure that all portions of their plan are updated and relevant, and that all new systems are included as well.

Risk assessments and the Business Impact Analysis should be conducted annually, and any relevant changes should be incorporated into the BCP.

This is also a good time to review the BCP testing and how effective it is.



## About RGP

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RGP is a global consulting firm that enables rapid business outcomes by bringing together the right people to create transformative change. As a human capital partner for our clients, we specialize in solving today's most pressing business problems across the enterprise in the areas of Business Transformation, Governance, Risk and Compliance, and Technology and Digital Innovation. Our engagements are designed to leverage human connection and collaboration to deliver practical solutions and more impactful results that power our clients, consultants and partners' success.

**Get to know us and start the conversation by visiting us at: [rgp.com](https://rgp.com)**

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