

# Adapting Private Sector BCMS Methods to Government Requirements

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# Agenda

- Standards – Government and Management Systems
- Program Management and Governance
- Essential Functions and Key Products and Services
- Business Impact Analysis and Business Process Analysis
- Planning
- Incident Management and ICS

# Learning Objectives

- Attendees will learn about the similarities and differences between government standard FCD 1 and management system based business continuity management
- Learn where management systems concepts can be used to augment federal requirements, especially in the area of program governance
- Understand the benefits and drawbacks of adapting ICS structures to a business environment

# Government Standards – Federal Executive Branch

- May 2007, National Security Presidential Directive-51 / Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20) *National Continuity Policy*
- Department of Homeland Security, *Federal Continuity Directive 1 (FCD 1)*

FCD 1 Standard: [www.fema.gov/pdf/about/offices/fcd1.pdf](http://www.fema.gov/pdf/about/offices/fcd1.pdf) (2009-06-10)

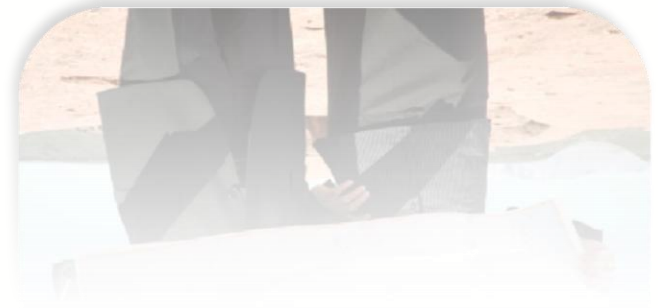
# Management Systems - Defined

A management system is the framework of processes and procedures used to ensure that an organization can fulfill all tasks required to achieve a set of related business objectives.

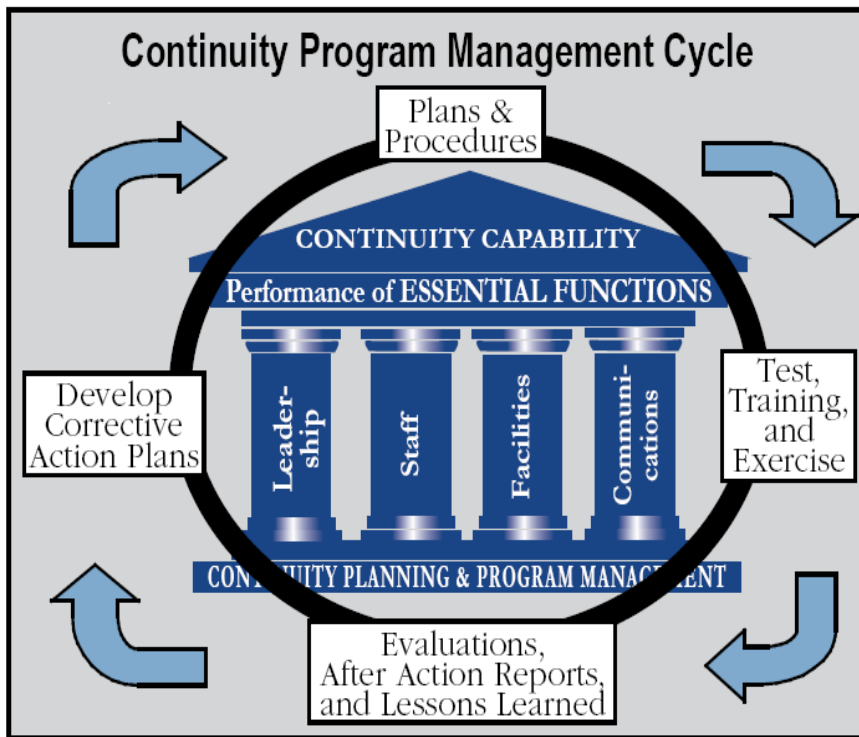
- *Note: examples in this presentation will cite BS 25999 – the most accessible management system based business continuity standard*

# Business Continuity Related Standards

- **BS 25999**
- NFPA 1600 - 2010
- **ISO 27001**
- **BS 25777**
- AS/NZS HB 221
- **AS/NZS 5050.1:200X (Draft)**
- Singapore TR19
- **ASIS SPC.1-2009**



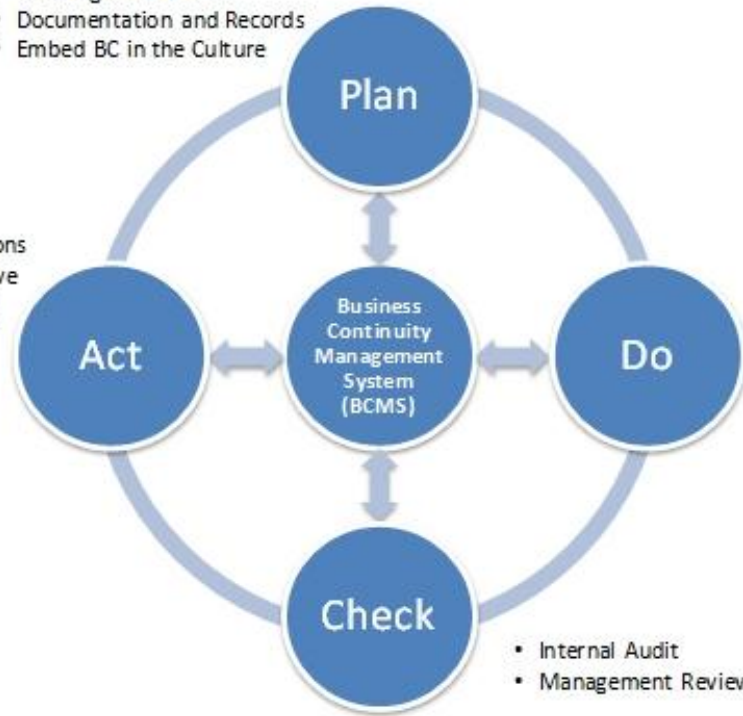
# FCD 1 – Continuity Program Management



- Includes a Continuous Improvement Cycle
  - Develop Plans & Procedures
  - Test, Train & Exercise
  - Evaluate
  - Develop Corrective Action Plans
- Based on the “Four Pillars”

# Management Systems Model

- Establish the BCMS –  
Develop a Policy and  
Steering Committee
- Documentation and Records
- Embed BC in the Culture

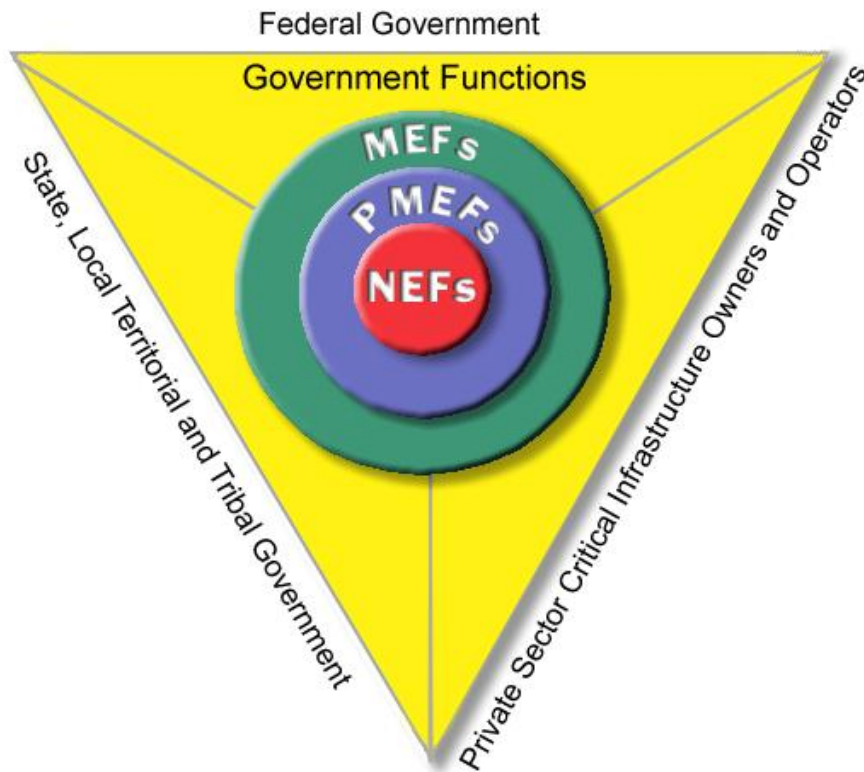


- Establishes two levels to the management process
  - Business Continuity Lifecycle
  - Management System Cycle
- Both Utilize the Plan, Do, Check, Act (PDCA) Cycle

# Differences and Opportunities

- FCD 1 establishes the structure for planning and continuous improvement but not a model for governance
- Utilize BCMS concepts to establish a steering committee with specific responsibilities
  - Policy, Framework/SOP approval
  - Provision of resources – financial and personnel
  - Regularly scheduled review of BC performance and BCMS documents

# FCD 1 – Essential Functions



- National Essential Functions (NEFs)
- Primary Mission Essential Functions (PMEFs)
- Mission Essential Functions (MEFs)

High Level Scope and Objectives Set Externally

# BS 25999 – Scope and Objectives

- **Business Continuity Objectives**
  - Set internally by the organization
- **Key Products and Services**
  - Identification informs the scope of the BCMS

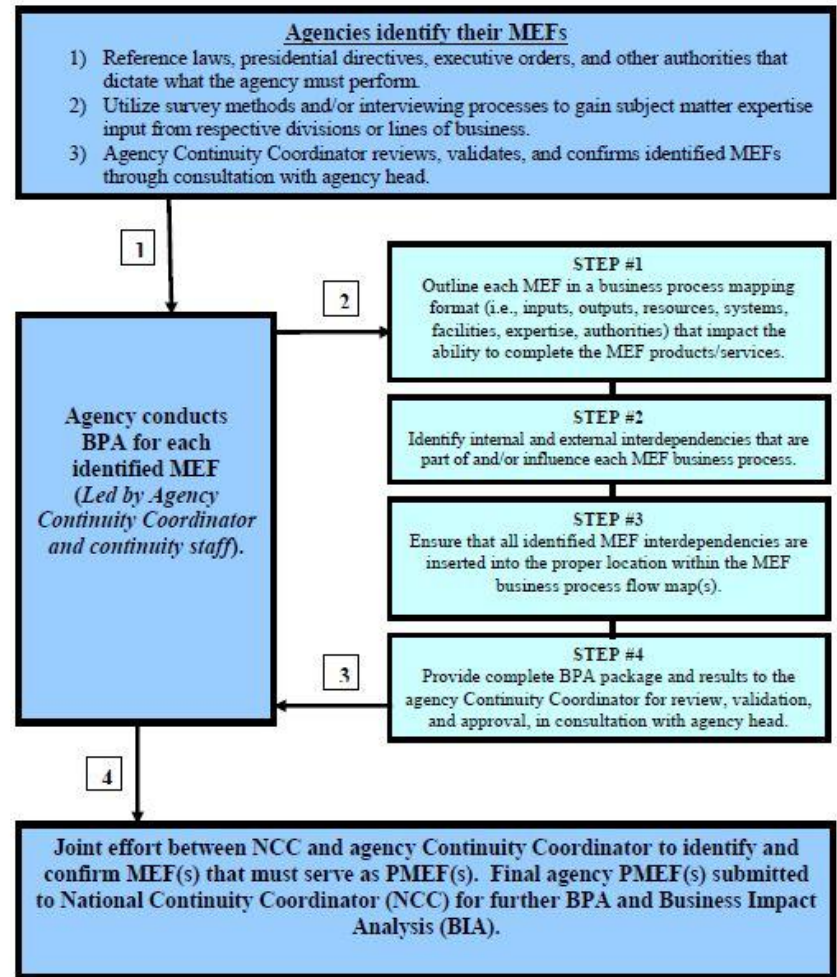
# Differences

- FCD 1 dictates a top down, externally driven approach based on National Essential Functions (NEFs)
- BS 25999 is inward focused based on self-defined objectives and key products and services

# FCD 1 – Business Process Analysis

- Process mandated for all MEFs
  - Business process mapping
  - Internal and external dependencies

## PROCESS FOR MEF IDENTIFICATION



# FCD 1 – Business Impact Analysis

- In FCD 1 the term BIA applies to:
  - Process to determine if PMEFS are “appropriate and relevant”
  - Used at an interagency level to tie the PMEFS to a specific NEF

# BS 25999 – Business Impact Analysis

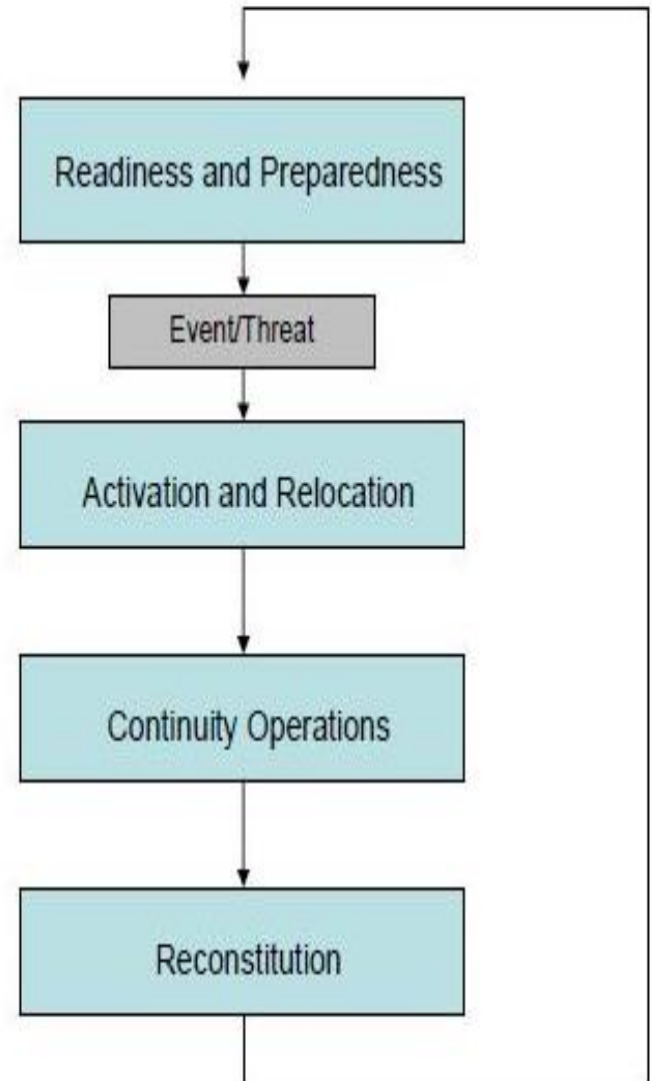
- Based on the impact of any disruption
  - Establish maximum tolerable period of disruption (MTPOD)
- Identify dependencies
- Set recovery time objectives
- Estimate recovery resources

# Differences and Opportunities

- Government term BPA is equivalent to term BIA in the private sector
- BIA serves as a strategic review of chosen PMEFS

# FCD 1 – Planning

- Crisis / Incident Management
  - Structure not dictated
  - Cross agency roles and responsibilities defined
- BC Plans
  - Additional emphasis on succession and delegations of authority



# BS 25999 – Planning

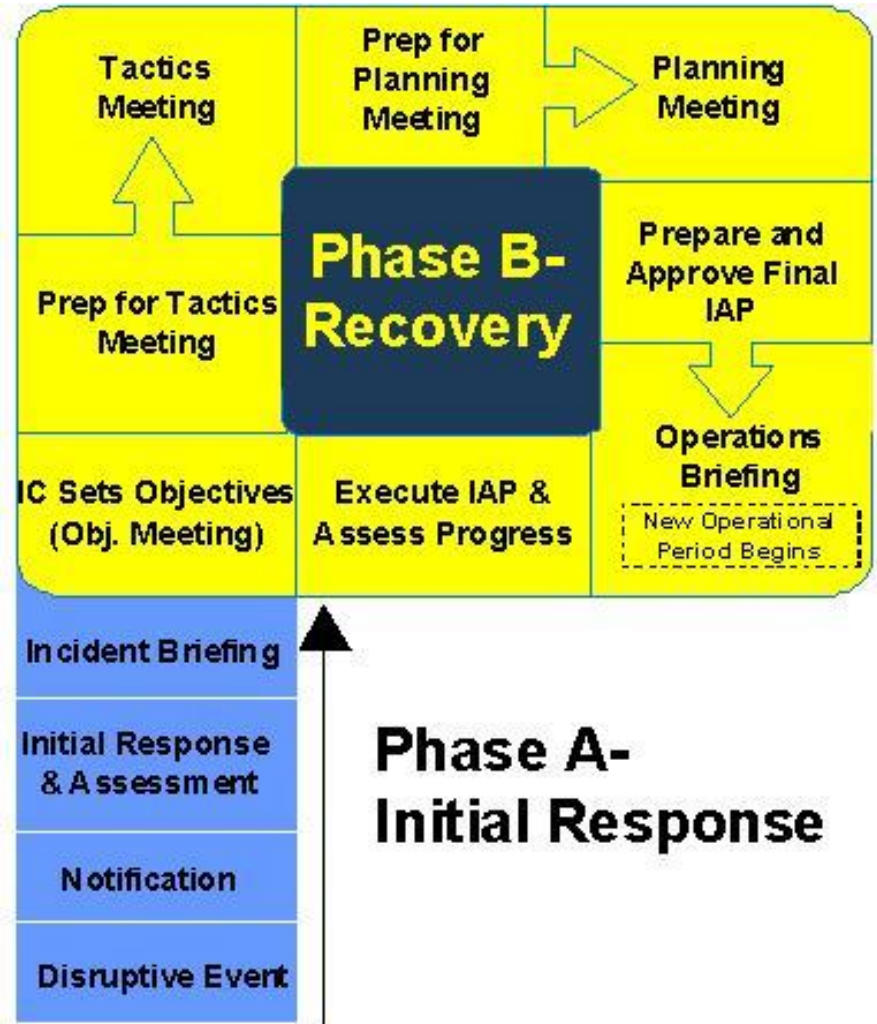
- Defines multiple structures
  - Incident response
  - Incident Management
  - Business Continuity
- Explicitly requires:
  - Scope and objectives
  - Ownership for review, update and approval

# Differences and Opportunities

- FCD 1 contains a greater focus on continuation of leadership across levels of the government
- BS 25999 presents a more coordinated internal structure

# ICS and Incident Management

- The Incident Command System (ICS) was developed, primarily by emergency responders, to provide a standardized structure that would allow disparate groups to operate in a coordinated manner



# Benefits

- Provides a recognized structure and process to use as a basis for Incident Management planning
- Allows for smooth transition of control in large organizations

# Drawbacks

- Traditional ICS uses a 12 hour “operational period”
  - Organizational incidents often follow a more variable timeline
- Complexity of process and number of roles can be overwhelming for smaller organizations

# Discussion / Questions

# Contact Information

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