

# Choosing to Become Certified – Making the Decision and Achieving Success

Brian Zawada (MBCP)  
Director of Consulting Services  
Avalution Consulting



# Overview

---



- The Comparison
- The Value Proposition
- Getting Buy In
- Tips to Prepare
- Discussion





# The Comparison

---

- Certification Landscape
  - ☑ BS 25999
  - ☑ ISO 27001
  - ☑ EMAP
  - ✘ ISO 22399
  - ✘ ISO 24762

**NFPA 1600 Is Not “Certifiable”**

# BS 25999 / NFPA 1600 Comparison



## Program Design

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Policy and procedural documentation recommendation that establishes / summarizes expectations, program goals and objectives, regulatory requirements, roles and responsibilities, program evaluation processes and corrective actions handling</b>	
<b>Unique Elements</b>	<b>“Plan–Do–Check–Act”</b>  <b>Policy handling</b>  <b>Role of culture</b>  <b>Evidence</b>	<b>“Mitigation-Preparedness–Response–Recovery”</b>

# BS 25999 / NFPA 1600 Comparison

---



## Executive Management Participation

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Unique Elements</b>	<b>Top Management</b>  <b>Accountability Appointment</b>  <b>Establish and demonstrate commitment</b>  <b>Resource allocation</b>  <b>Competency of participants</b>	<b>Advisory Committee</b>  <b>Program Coordinator</b>

# BS 25999 / NFPA 1600 Comparison



## Business Impact Analysis

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Assessing implications of an event in order to identify recovery priorities and objectives, taking into account internal and external interdependencies</b>	
<b>Unique Elements</b>	<b>Mapping key products and services to business activities</b>  <b>Time and capacity requirements</b>  <b>Assessing supplier BCM arrangements</b>	<b>Impacts beyond business repercussions</b>  <b>Use data to justify mitigation efforts</b>

# BS 25999 / NFPA 1600 Comparison



## Risk Assessment / Risk Treatment

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Identify strategies to reduce likelihood or limit the impact</b>	
<b>Unique Elements</b>	<b>Threats and vulnerabilities to critical activities</b> <b>Suppliers and outsourced business partners</b> <b>Risk acceptance</b> <b>Shorten period of disruption</b>	<b>Consider, at a minimum, natural hazards (geological, meteorological, and biological) and human-caused events (accidental and intentional)</b>

# BS 25999 / NFPA 1600 Comparison



## Response and Recovery Strategy Identification

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Identify response and recovery processes and structures</b>	
<b>Unique Elements</b>	<b>Suppliers and outsourced business partners</b>  <b>Relationship management</b>	<b>EOCs</b>  <b>Resource management</b>  <b>Financial decision-making</b>

# BS 25999 / NFPA 1600 Comparison

---



## Communication

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Stakeholder analysis (internal and external)</b> <b>Communications strategies (including media)</b> <b>Lines of communication</b> <b>Pre-scripted holding statements / bulletins</b> <b>Identified spokespeople</b>	

# BS 25999 / NFPA 1600 Comparison



## Planning / Documentation

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Both standards contain detailed specifications regarding key plan documentation content</b>	
<b>Unique Elements</b>	<b>Consequence handling</b> <b>Triggers</b> <b>Document control</b>	<b>Continuity vs Recovery Plan</b> <b>Mitigation plan</b> <b>Mutual aid</b> <b>Donations</b>

# BS 25999 / NFPA 1600 Comparison



## Employee Training and Awareness

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Recognition of the importance of delivering training and awareness content to those with business continuity responsibilities</b>	
<b>Unique Elements</b>	<b>Define competencies</b>  <b>Needs analysis</b>  <b>Measure</b>  <b>Records</b>  <b>All employees</b>	<b>Establish curriculum</b>  <b>Comply with regulatory requirements</b>

# BS 25999 / NFPA 1600 Comparison



## Testing / Exercising

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Written report and review, corrective action</b>	
<b>Unique Elements</b>	<b>Consistent with BCMS scope</b>  <b>Define objectives</b>  <b>Mgmt approval</b>  <b>Differing exercises</b>	<b>Individual, interrelated and entire entity exercising</b>

# BS 25999 / NFPA 1600 Comparison

---



## Audit / Management Review

	<b>BS 25999</b>	<b>NFPA 1600</b>
<b>Common Elements</b>	<b>Mention of a program evaluation and corrective action handling</b>	
<b>Unique Elements</b>	<b>Internal audit (independence)</b> <b>Certification process</b> <b>Management review</b> <b>Continuous improvement</b>	<b>No specificity</b>

# BS 25999 / NFPA 1600 Comparison

---



1. Acceptance and Applicability
  - Age
  - US versus International
  - Private versus Public Sector
2. Risk Management Integration
3. Process versus Task Approach
4. Accountability and Review
  - Objectivity
  - Certification as a driver
5. Document Organization, Writing and Audience

# The Value Proposition

---



<b>Strength of Criteria</b>	<b>Criteria Influencing The Certification Decision-Making Process</b>
<input type="checkbox"/> (Strong)	Customer demand
<input type="checkbox"/> (Strong)	Differentiate in the marketplace
<input type="checkbox"/> (Moderate)	Cost savings opportunities
<input type="checkbox"/> (Moderate)	Senior leadership inquiries
<input type="checkbox"/> (Moderate)	Maintaining focus
<input type="checkbox"/> (Weak)	Integration
<input type="checkbox"/> (Weak)	Life-cycle concept

# The Value Proposition



<b>Strength of Criteria</b>	<b>Criteria Influencing The Certification Decision-Making Process</b>
✓ (Strong)	<b>Customer demand</b>
<input type="checkbox"/> (Strong)	Differentiate in the marketplace
<input type="checkbox"/> (Moderate)	Cost savings opportunities
<input type="checkbox"/> (Moderate)	Senior leadership inquiries
<input type="checkbox"/> (Moderate)	Maintaining focus
<input type="checkbox"/> (Weak)	Integration
<input type="checkbox"/> (Weak)	Life-cycle concept

You're a single or sole source provider and wish to retain that status

# The Value Proposition



Strength of Criteria	Criteria Influencing The Certification Decision-Making Process
<input type="checkbox"/> (Strong)	Customer demand
✓ (Strong)	<b>Differentiate in the marketplace</b>
<input type="checkbox"/> (Moderate)	Cost savings opportunities
<input type="checkbox"/> (Moderate)	Senior leadership inquiries
<input type="checkbox"/> (Moderate)	Maintaining focus
<input type="checkbox"/> (Weak)	Integration
<input type="checkbox"/> (Weak)	Life-cycle concept

Your business development team feels that business continuity and risk management may be a competitive differentiator in your market and your organizational leadership team demands increased market share

# The Value Proposition



Strength of Criteria	Criteria Influencing The Certification Decision-Making Process
<input type="checkbox"/> (Strong)	Customer demand
<input type="checkbox"/> (Strong)	Differentiate in the marketplace
✓ (Moderate)	<b>Cost savings opportunities</b>
<input type="checkbox"/> (Moderate)	Senior leadership inquiries
<input type="checkbox"/> (Moderate)	Maintaining focus
<input type="checkbox"/> (Weak)	Integration
<input type="checkbox"/> (Weak)	Life-cycle concept

A proven business continuity management capability may provide business interruption premium savings or influence more favorable credit ratings

# The Value Proposition



Strength of Criteria	Criteria Influencing The Certification Decision-Making Process
<input type="checkbox"/> (Strong)	Customer demand
<input type="checkbox"/> (Strong)	Differentiate in the marketplace
<input type="checkbox"/> (Moderate)	Cost savings opportunities
<input checked="" type="checkbox"/> (Moderate)	<b>Senior leadership inquiries</b>
<input type="checkbox"/> (Moderate)	Maintaining focus
<input type="checkbox"/> (Weak)	Integration
<input type="checkbox"/> (Weak)	Life-cycle concept

What's everyone else doing?

Are we doing everything we should be doing?

What are our primary program weaknesses?

# The Value Proposition



Strength of Criteria	Criteria Influencing The Certification Decision-Making Process
<input type="checkbox"/> (Strong)	Customer demand
<input type="checkbox"/> (Strong)	Differentiate in the marketplace
<input type="checkbox"/> (Moderate)	Cost savings opportunities
<input type="checkbox"/> (Moderate)	Senior leadership inquiries
<input checked="" type="checkbox"/> (Moderate)	<b>Maintaining focus</b>
<input type="checkbox"/> (Weak)	Integration
<input type="checkbox"/> (Weak)	Life-cycle concept

The centralized business continuity team struggles with achieving continuous commitment (and improvement) in a decentralized program

# The Value Proposition



Strength of Criteria	Criteria Influencing The Certification Decision-Making Process
<input type="checkbox"/> (Strong)	Customer demand
<input type="checkbox"/> (Strong)	Differentiate in the marketplace
<input type="checkbox"/> (Moderate)	Cost savings opportunities
<input type="checkbox"/> (Moderate)	Senior leadership inquiries
<input type="checkbox"/> (Moderate)	Maintaining focus
✓ (Weak)	<b>Integration</b>
<input type="checkbox"/> (Weak)	Life-cycle concept

The business is struggling with collapsing risk management boundaries and is looking to proactively manage risk, not just react to it (resilience versus recoverability)

# The Value Proposition



Strength of Criteria	Criteria Influencing The Certification Decision-Making Process
<input type="checkbox"/> (Strong)	Customer demand
<input type="checkbox"/> (Strong)	Differentiate in the marketplace
<input type="checkbox"/> (Moderate)	Cost savings opportunities
<input type="checkbox"/> (Moderate)	Senior leadership inquiries
<input type="checkbox"/> (Moderate)	Maintaining focus
<input type="checkbox"/> (Weak)	Integration
<input checked="" type="checkbox"/> (Weak)	<b>Life-cycle concept</b>

The organization struggles with putting the BCMS pieces together and is searching for a standard to model after

# Getting Buy In

---



- Quantify customer inquiries
- Summarize customer requirements
- Describe relationships with customers
  - Single source?
  - International?
- Measure current-state readiness and describe challenges
- List risk management efforts and assess overlap and gaps





# Tips to Prepare

---

- Planning the BCMS
- Implementing and Operating the BCMS
- Monitoring and Reviewing the BCMS
- Maintaining and Improving the BCMS





# Tips to Prepare

---

- **Planning the BCMS**
- Implementing and Operating the BCMS
- Monitoring and Reviewing the BCMS
- Maintaining and Improving the BCMS

Evaluate BS 25999 Against Any Other Applicable Standards

Scope Realistically

A High-Level Policy and More Detailed Procedure Is A Key Starting Point

Involve Management Consistently – Establish A Cross-Functional Advisory Committee



# Tips to Prepare

---

- Planning the BCMS
- **Implementing and Operating the BCMS**
- Monitoring and Reviewing the BCMS
- Maintaining and Improving the BCMS

Perform a Readiness Assessment Early

Develop a Project Plan and Estimate Time Commitment Requirements

Consistently Manage Documentation and Approvals



# Tips to Prepare

---

- Planning the BCMS
- Implementing and Operating the BCMS
- **Monitoring and Reviewing the BCMS**
- Maintaining and Improving the BCMS

Develop A Self-Assessment and Score Carding System

Involve an Independent Third Party



# Tips to Prepare

---

- Planning the BCMS
- Implementing and Operating the BCMS
- Monitoring and Reviewing the BCMS
- **Maintaining and Improving the BCMS**

Benchmark

Integrate with  
Strategic Initiatives  
and Organizational  
Change Management  
Efforts

Publish a Calendar

# Conclusions

---



- BS 25999 Offers a Unique Opportunity
- “Written By Management”
- Proactive and Reactive
- Strong Value Proposition





## Is Business Continuity Certification Right for Your Organization?



**An Avalution Consulting White Paper**  
This white paper analyzes the business case for pursuing organizational business continuity certification, including what it takes to complete the certification process and how best to begin preparing.

**Authored By:**  
Brian Zawada, MBCP  
Susan Giffin, CBCP  
Glen Bricker, CBCP

([www.avalution.com/  
Perspectives/whitepapers/  
Pages/default.aspx](http://www.avalution.com/Perspectives/whitepapers/Pages/default.aspx))



---

# Questions and Discussion



# Contact Information

---

A graphic of a clipboard with a silver clip at the top, containing a white sheet of paper with contact information. The clipboard has a dark green border.

## Brian Zawada

- Director of Consulting Services
- [brian.zawada@avalution.com](mailto:brian.zawada@avalution.com)
- [www.avalution.com](http://www.avalution.com)
- 800.941.0381 (o)
- 330.321.8650 (m)
- 216.803.6738 (f)

# Presentation Abstract

---



This presentation will highlight why organizations choose to pursue certification, how to obtain management buy-in, and key success factors in preparing for the certification process. Real-world examples will be used to reinforce the points made throughout the presentation. Additionally, the presenter will compare BS 25999 to other standards, including NFPA 1600.