Elements of a Business Continuity Management Plan

Creating a comprehensive Business Continuity Management (BCM) Plan for your operation may seem at first to be an overwhelming task. The Plan is a series of documents, tasks, teams, training exercises, and drills (unified, of course, by a corporate mission statement, a written BCM policy statement, and the guidance and support of upper management). Thus, the process of creating the Plan can be easily broken down into several sections, each with its small component parts. Tackle them one at a time, and in their logical order, and you will end up with a working plan.

Getting Started: Establishing Policy and Organizational Structure

1. Create the written BCM policy statement
2. Define the organizational structure, with a clearly defined chain of command and designated roles and responsibilities
   a) Appoint a BCM Coordinator
   b) Appoint and charge the BCM Planning Team
   c) Appoint alternates and backups
3. Begin documentation

Assessment Planning: Identifying Hazards, Risks, and Assets for the Plan

1. Conduct business impact analysis and risk assessment (hazard identification, probability estimate, impact analysis, risk evaluation rating)
2. Conduct asset evaluation
3. Assess and inventory capabilities and resources
4. Use mitigation planning to minimize risk

Preparedness: Developing a Plan for Readiness

1. Appoint a BCM Coordinator and a BCM Team
2. Designate and stock an Emergency Command Center
3. Establish emergency communications systems and methods
4. Establish relationships with community organizations (fire, police, hospital, etc.)
5. Establish a media relations plan
6. Establish mutual aid agreements and reciprocal arrangements with other facilities, businesses, or institutions similar to yours
7. Plan for life safety: establish evacuation plans and routes; include planning for individuals with disabilities
8. Ensure protection of physical assets
9. Ensure protection of vital records

Loss Control TIPS

10. Ensure continuity of computer operations
11. Gather information and identify resources for crisis preparedness (phone numbers, helping agencies, supplies, etc.)

Response: Developing a Plan for Action

1. Establish policies and procedures to:
    a) Activate the Emergency Command Center
    b) Receive and process emergency calls and information
    c) Alert and warn personnel
    d) Engage the Emergency Preparedness Plan
        – Activate alarms, notify officials
        – Evacuate, shelter, and account for personnel
        – Activate emergency communications
    e) Close the plant, offices, facilities, etc.
2. Document the incident and all actions taken

Recovery: Developing a Plan for Resuming Operations

1. Conduct pre-emergency recovery analysis and planning (prioritize what to do to recover from an emergency)
2. Establish policies and procedures to
    a) Conduct damage assessment
    b) Conduct salvage operations
    c) Activate recovery communications
    d) Provide employee support

Testing the Plan: Training, Drills, and Exercises

1. Conduct pre-training analysis and planning (to prioritize what training is needed)
2. Establish policies and procedures for:
    a) Employee Training
    b) Training Schedules
    c) Tests and Drills
        i. Orientation and Education Sessions
        ii. Tabletop Exercises
        iii. Walk-Through Drills
        iv. Functional Drills
        v. Evacuation Drills
        vi. Full-Scale Exercises
3. Document test activities and results

Plan Maintenance: Keeping the Plan Current

1. Conduct a formal audit of the entire Plan at least once a year. The review should:
    a) identify areas to update
    b) determine completeness
    c) assess chain of command
    d) evaluate employee knowledge and awareness
    e) assess trigger mechanisms
    f) evaluate inventory resources
2. Update the Plan whenever there are:
    a) new BCM members
    b) new operations, processes, materials, etc.
    c) new or renovated sites or changes in layout
    d) changes with outside agencies, new suppliers, vendors, etc.
    e) mergers or acquisitions

For more information, contact your local Hartford agent or your Hartford Loss Control Consultant. Visit The Hartford's Loss Control web site at http://www.thehartford.com/corporate/losscontrol/

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