Business Continuity



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Business Resilience:
The ability to continue operations even during adverse circumstances

Elements of a BCMS



Outcomes of the Elements of a BCMS

Incident Response Planning

Life safety

Containment

Documentation

Return to Normal

Business Continuity Planning

BIA

CBFs

RTO

RPO

Recovery requirements

Disaster Recovery Planning

Relocation of IT and other services to an alternate location

BCMS Program Management

Project Initiation

Business Impact Analysis

Select Recovery Strategy

Write the plan(s)

Implement and Test the Plans

Maintain the plans

The BIA



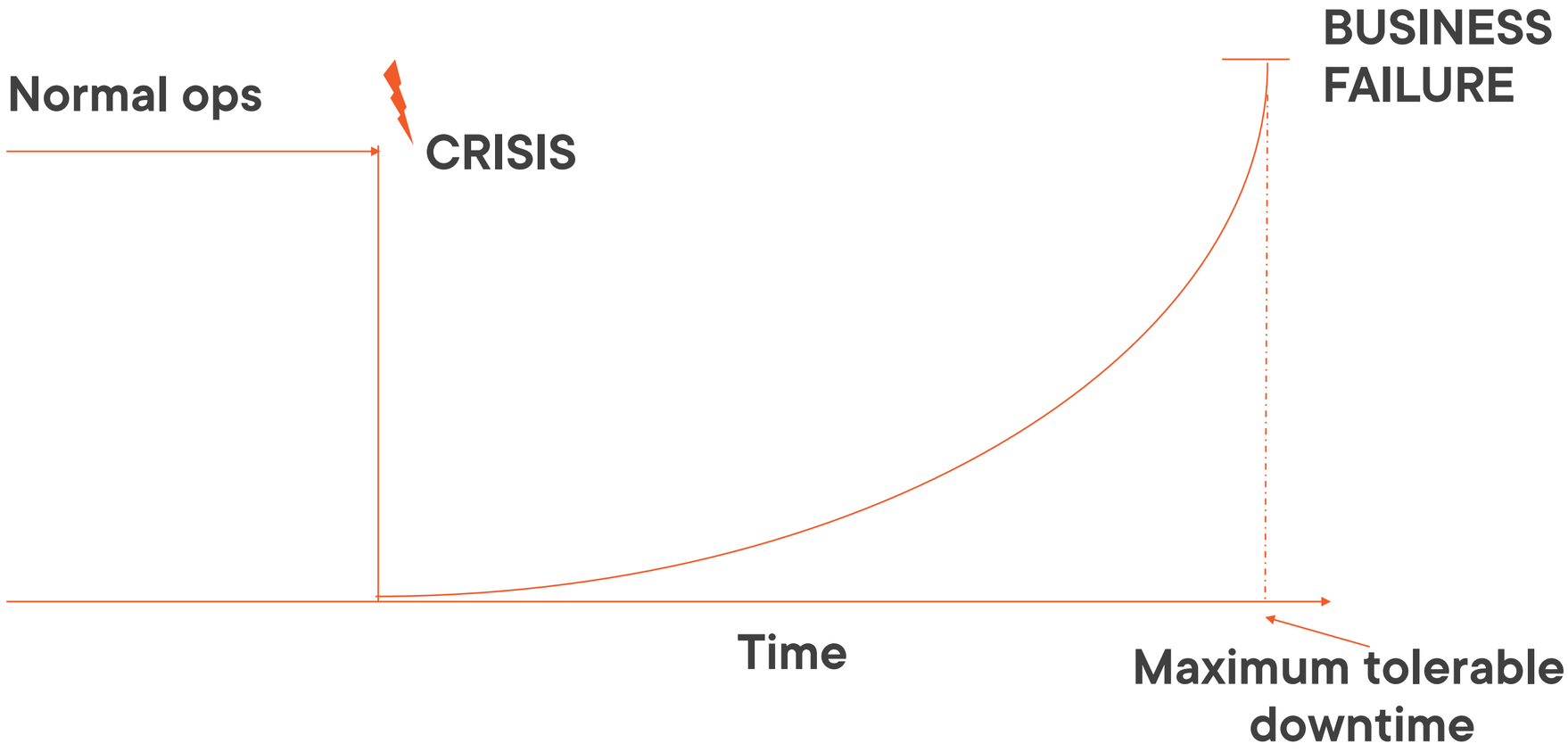
Critical and arguably the most important step

Determines:

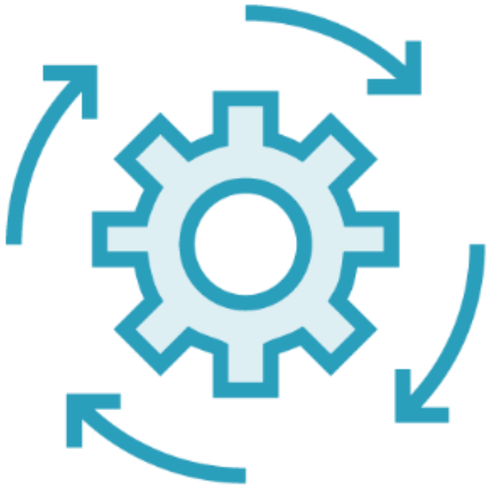
- **Critical business functions (processes)**
- **Critical supporting processes (dependencies)**
- **Resources requirements**

Determines recovery priorities

BIA


Normal ops
CRISIS
BUSINESS FAILURE
Time
Maximum tolerable downtime

Critical Business Processes



Critical supporting processes for each process

Group business process with its supporting processes

- **Cannot recover essential services without recovering supporting processes**

Tolerable Outages

Determine the Maximum Tolerable Downtime (MTD) for the critical processes and their supporting processes

Determine the Recovery Time Objectives (RTO)

RTO<MTD

Determine the Recovery Point Objectives (RPO). This is often referred to as how old can the data be when it's restored

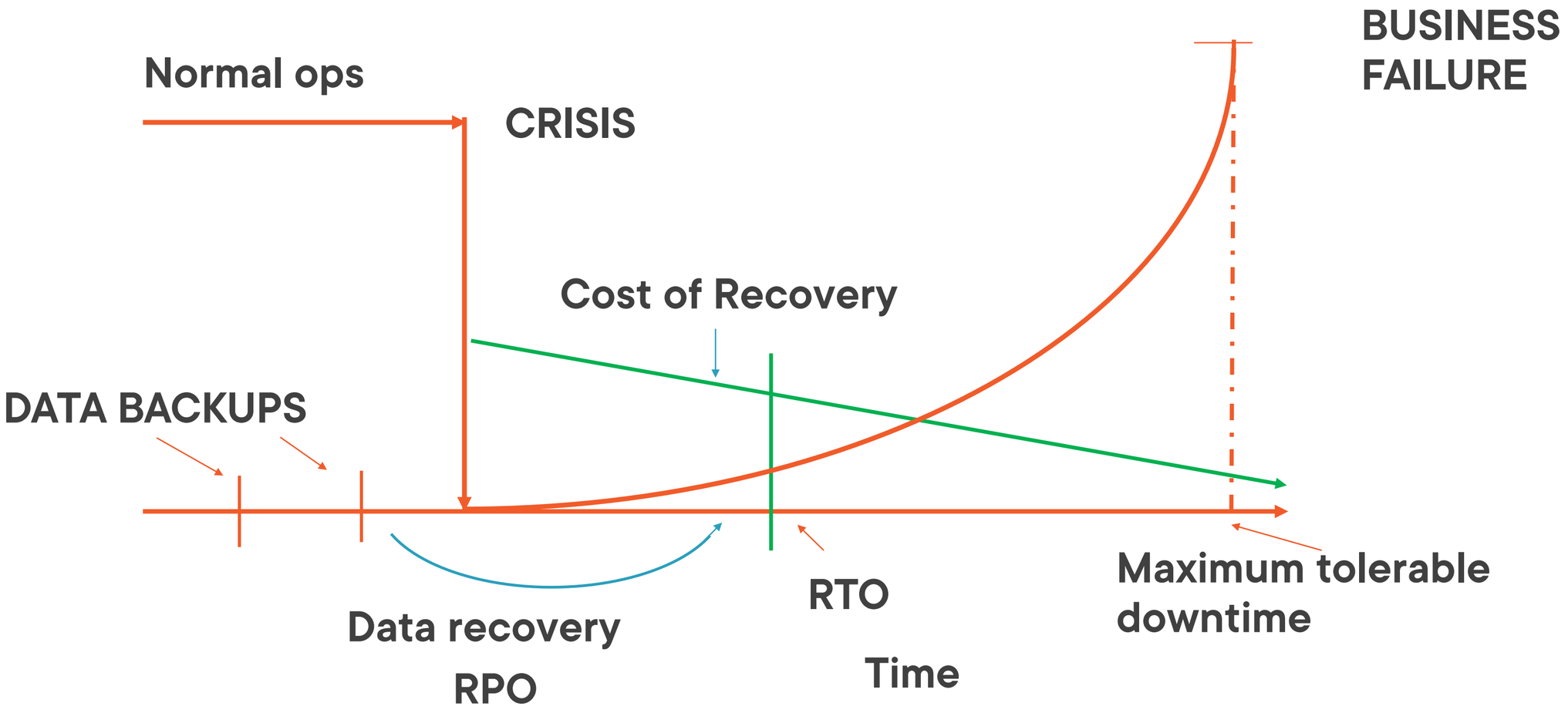
Resource Requirements



Determine the resources requirements to restore systems

- **Includes critical subprocesses**
- **Includes existing and potential preventative controls that could be added**

BIA


Normal ops
CRISIS
BUSINESS FAILURE
Cost of Recovery
DATA BACKUPS
Data recovery
RPO
RTO
Time
Maximum tolerable downtime

Priorities



Establish system recovery priority

- **Based on cost of recovery options and impact to the business**
- **Option must be**
  - **Feasible**
  - **Acceptable**
  - **Suitable**

Often contentious

Most be approved by senior executives

Key Points Review



BIA is critical to the BCP process

- Identifies critical business processes
- Documents resources required to restore processes
- Provides restoration timelines
- Establishes restoration priorities

Data Preservation and Recovery

Meeting the RPO

RPO drives BACK-UP strategies

Cloud storage	Internal hard drives (SANS)	Removable storage media
Mirroring	Vaulting	Remote journaling

System Resilience



Fault tolerant

- Clustering

High Availability

- Failover

Quality of Service

Summary



This module set out the foundation for continuity of operations and ensuring that the organization is prepared to deal with and manage disruptions to business mission and operations

Continuity is to sustain critical business operations through preparation and planning