

# Business Survival Newsletter™

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BUSINESS SURVIVAL™

A BUSINESS CONTINUITY NEWSLETTER FOR DECISION MAKERS  
FROM ROTHSTEIN ASSOCIATES INC.

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Volume 5, Issue 2: Copyright 2001, Rothstein Associates Inc.  
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## DRUM ROLL, PLEASE!

Rothstein Associates Inc., your resource for Business Continuity, Disaster Recovery, Service Level Agreements and more, is pleased to announce the relaunch of our primary web sites, and apart from a dramatic, new appearance, we've added a lot of features and functionality based on your input. A few of the highlights include:

- Archives of past issues of BUSINESS SURVIVAL™.
- Expanded collection of original, relevant articles.
- The option to sign up for automatic, email notification of site updates and special offers.
- A significantly expanded and categorized collection of external links, continually monitored so that you should never see a dead link, plus a convenient method for sharing YOUR favorite links. We expect to add hundreds of new links over the next few months, all carefully organized for convenient search and access. You can sign up for automatic notification as new links are added.
- Extensive site search and navigation capabilities.
- Enhanced Industry News content, updated daily.

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- Along the way, we've added almost seventy new books, software tools - and lots of new videos - to The Rothstein Catalog On Disaster Recovery and to ServiceLevelBooks.com!

- We are planning more enhancements soon. Some of these include:

- Suggest A Library - Need to build a library? You'll be able to enter your requirements and get a detailed recommendation of appropriate books to fit your budget!

- Software Locator - Baffled by the dozens of software tools on the market? You'll be able to spell out your requirements and receive customized recommendations.

- Lots more featured articles - we will be adding several new articles each month.

- If you would like to keep up with new information as it is added, you can subscribe to the Keep Me Posted list, as well as (separate) notification on our Links page to be informed as new links are added.

- I know, I know - everybody's new website is the best thing since sliced bread (what was the best thing before sliced bread, anyway?) - but we really believe you're going to be tickled pink (or quite possibly purple and orange) by our site enhancements, so check it out and let us know what you think!

- Just so we can keep our web designers and programmers humble (at times they really need humbling!), we are offering a \$50 merchandise credit from The Rothstein Catalog On Disaster Recovery to any BUSINESS SURVIVALtm. reader who submits an original recommendation (which we aren't already working on), which we implement on our web sites. Email your suggestions to:

Philip Jan Rothstein, FBCI  
President

p.s. Check out the cow!

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## SEVERE WEATHER

Annually, the U.S. National Weather Service publishes natural hazards statistics for previous years. Recently the service posted numbers for 1999 as well as preliminary statistics for 2000 at . The statistics cover fatalities due to all hazards, as well as those due to specific risks such as severe weather, lightning, tornadoes, tropical storms, heat, floods, cold, winter storms, and high winds. A few 1999 highlights include:

- weather and flood-related hazards claimed 908 lives, injured 5,148 persons, and caused more than \$12 billion in damage.

- extreme heat was the number one cause of fatalities (502)

- tornadoes were the leading cause of injuries (1,842)
- hurricanes and tropical storms caused the most destruction (\$5.6 billion in property and crop losses)
- states suffering the most damage were Florida, North Carolina and Oklahoma
- due to extreme heat, July was the deadliest month
- Illinois suffered the highest number of deaths (147)
- Oklahoma suffered the most injuries (706) - primarily due to the Oklahoma City tornado outbreak.

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### ARE A FEW OF OUR FAVORITE LINKS

We encourage you to visit the new Links section of [www.rothstein.com](http://www.rothstein.com) where you can submit recommended links as well as search our link database. We've even implemented a system which prevents dead links from showing up (those dreaded 404's).

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#### Sample Contingency Plans

Everybody asks about them, so we thought we would share a few. In some cases, you get what you pay for, but some decent materials can be found here.

<http://linksmanager.com/rothstein>

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You might as well gain some culture from your news headlines. What can I say, even the nasty headlines somehow become less unsettling:

#### Headline Haikus:

##### All Your News in Seventeen Syllables

<http://www.headlinehaikus.com/>

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#### Custom Hazard Maps:

<http://www.esri.com/hazards/>

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### FEATURE ARTICLE:

#### THE CASE FOR BUSINESS CONTINUITY CERTIFICATION

by Lawrence Kalmis, FBCI

The business continuity function has been steadily growing in importance in both the private and public sector over the last 20 years. The corporate world has recognized the importance of the business continuity process to the very survival of the enterprise. What began as a technical discipline within the data center has grown to become a key component of business risk man-

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agement. Methodologies have evolved and standardized. Practitioners have become more professional and, with the development of the profession, have reasonably sought appropriate recognition of their qualifications through certification. The existing certification programs have been improved and refined since their inception and will continue to evolve in the future. The certification organizations continue to offer their members more opportunity for learning and advancement. The question we must ask ourselves today is, should corporate management underwrite professional certification for its business continuity staff?

The reasons, from the perspective of both the corporation and the individual practitioner are valid and bear restating. For the individual, certification is a useful business credential. Certification acknowledges an individual's standing in the profession. It is also a demonstrable recognition of a person's achievement. Professional certification raises the possibility of enhanced career opportunities as a business continuity manager in a company or in a consultancy. There is clear evidence to show that professional qualification can lead to enhanced salaries and fees.

By ensuring that staff members have demonstrated their professional qualifications through a meaningful certification program, organizations can be assured that their business continuity management processes are being correctly focused and managed. Certified staff will have access to the latest thinking and a network of other professionals, both domestically and, in some cases, worldwide.

Further, many organizations will need to call upon a consultant to assist with the development and maintenance of the business continuity program. By choosing suitably qualified consultants, an organization can be assured that the individuals understand the process and have been assessed as to their level of competence and understanding of business continuity management. In addition, certified practitioners are required to operate to the Code of Practice and Ethics for Business Continuity Practitioners as defined by the certifying organization.

More and more employers worldwide, are looking at certification as a condition of employment and certification is now often seen as a qualifying condition for the hiring of consultants. Many employers that do not require certification in advance of hiring are launching concentrated efforts to see that their business continuity staff becomes certified. For example, a major money center bank has just declared its intention to seek certification for its entire business continuity staff.

The most important benefit flowing from the adoption of a recognized business continuity process — using professional, qualified people — is that the organization can be more certain of its ability to effectively manage major disruptive incidents. This helps maintain the continuity of the organization and instills confidence in all stakeholders.

While professional certification acknowledges the business continuity practitioner as a professional, the practice and process of certification define the profession itself. It creates a set of quality standards, promotes the use of approved methodologies, and fosters professional development through ongoing mentoring programs, continuing education and on-the-job experience.

Today, there are primarily two recognized professional institutions certifying the business continuity professional. The recent acquisition of Harris Recovery Services by Iron Mountain and

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the attendant uncertainty about the fate of the Harris Recovery Institute certification program, leaves its 300 plus members in limbo, at least temporarily. (the author has been informed that negotiations are taking place to continue the program). There are other organizations which certify the professional emergency and risk manager, but for the purpose of this article we will focus only on the business continuity professional. The organizations are the Business Continuity Institute (BCI, [www.theBCI.org](http://www.theBCI.org)), headquartered in the United Kingdom, and the DRI International (DRII, [www.DR.org](http://www.DR.org)), headquartered in Falls Church, Virginia, USA. Both are member-owned, not-for-profit organizations. Both offer certification at different grade levels. Both agree on a ten specific disciplines known as the Common Body of Knowledge as the basis for certification. Both have an international presence: the BCI has approximately 1,100 members in 31 countries, while the DRII has approximately 2,500 in 15 countries.

While there are many similarities between the two organizations, there are significant differences in their certification philosophy and methodology:

The BCI bases its certification on the knowledge gained through profession experience. Applicants are required to complete a scored-assessment matrix, listing their applicable experience in each of the ten disciplines. This information is validated by the applicant's references (two required).

DRII also requires written references. The DRII bases its certification on the applicant's score on a multiple-choice test. Both require a specified length of time working in the profession to qualify for the various grades.

Both the BCI Fellow grade and the DRII Master grade are reserved for senior practitioners. The BCI requires that candidates for the Fellow (FBCI) grade demonstrate that they have made a significant contribution to the advancement of the profession above and beyond the normal performance of their job. An FBCI has not only proved their competence on the job but has shared their experience and knowledge with others through extensive writing, teaching, and/or public speaking, or has, in some other way taken an active role in developing the profession. DRII requires that candidates for its Master grade take a narrative case study exam or submit a directed research paper.

BCI requires no recertification as long as the certified professional continues to work in business continuity. DRII requires a re-certification every two years, based on the accumulation of DRII-approved continuing education credits. The DRII recently declared a re-certification amnesty, granting automatic re-certification for all members needing re-certification by December 2000.

The BCI has five applicable membership grades:

- Student
- Affiliate of the Business Continuity Institute
- ABCI Associate of the Business Continuity Institute
- MBCI Member of the Business Continuity Institute

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- FBCI Fellow of the Business Continuity Institute

DRII International has three membership grades:

- ABCP Associate Business Continuity Planner

- CBCP Certified Business Continuity Planner

- MBCP Master Business Continuity Planner

The certification requirements for each grade are presented below.. The presentation reflects the author s opinion of the relative comparative ranking of the various grades.

Although the certification process will continue to evolve, it is now, more than ever before, considered an important professional credential. The two primary certification bodies, the BCI and DRII, despite their differences, advocate the use of a common body of knowledge for business continuity certification. They promote industry standards, individual competence and professional development. For the enterprise using certified personnel both as staff and consultancy, this ensures that the business continuity process will be executed by competent professionals according to established industry practices.

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Comparison of Business Continuity Certification Programs  
(Ranked by the author in ascending order of standing)

BCI: STUDENT

Students having an interest in the subject area taking a qualifying course or subject.

BCI: AFFILIATE

An individual expressing an interest in business continuity management or who is a Member of an associated Institute where both governing bodies have agreed that joint membership can be offered.

DRII: ACBP

Less than 2 years working in profession or work in a position related to business continuity / disaster recovery planning. Minimum knowledge in business continuity / disaster recovery planning. Score of 75% on multiple- choice test.

FBCI: ABCI

Currently in a business continuity related profession. Developing an understanding of ALL certification standards. Having full or part time experience within the scope of the certification standards.

DRII: CBCP

2 Years working in the profession. Score of 75% on multiple-choice test. Significant practical experience in 3 of the 10 disciplines.

BCI: MBCI

3 Years working in the profession. Demonstrated proficiency in all 10 disciplines.

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DRII: MBCP

5 Years working in the profession. Score of 85% on the multiple-choice test. Significant practical experience in 5 of the 10 disciplines. Successful completion of case study or research project.

BCI: FBCI

2 Years as a MBCI (minimum 5 years in the profession). Demonstrated thorough proficiency in all 10 disciplines. Pass a structured 1 hour interview conducted by 3 FBCIs. Made a significant contribution to the profession.

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Lawrence Kalmis, FBCI, is Director, Business Continuity and Strategic Planning Solutions for Fortune Communications, Inc., a leading independent consultancy. A Fellow of the Business Continuity Institute and a member of its Board of Directors, he is an internationally accredited, hands-on business continuity professional with proven record of accomplishments, including managing successful recoveries from major business disruptions. He has been a senior executive with responsibilities for the development and operation of several highly successful corporate business continuity organizations.

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Have Something Important to Say about Business Continuity?  
We welcome your contribution to the BUSINESS SURVIVAL™ Newsletter.  
Address your comments or articles to newsletter@rothstein.com.

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ON A LIGHTER NOTE...

According to Jargon Watch, Wired Magazine, March, 2001:

Sticky Booger: A project that won't go away, no matter how hard you try to shake it.

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According to InfoPorn, Wired Magazine, June, 2001:

Early Adapters: Turning Powerhouses Into Playthings

If the technology behind Rocket the Wonder Dog fails to excite you, maybe it's because he's walking on your living-room rug instead of the moon. History shows most heroic mechanisms have a short half-life, going from breakthrough to the bargain bin in a relatively few years. Looking forward, a little napkin math suggest that Garry Kasparov's next rematch may be with Hasbro instead of IBM

- Jason Cook.

1969: Apollo Lunar Excursion Module, 48-kbyte ROM 2001: Rocket the Wonder Dog, 256 kbyte ROM

1985: Cray-2 supercomputer, 1 billion floating-point operations per second 2001: Hello Kitty PC, 1.8 billion floating-point operations per second

1991: Space Shuttle, 1-Mhz onboard computer 2001: Mercedes-Benz S-500, 100-Mhz onboard computer

1991: Indigo 2 Graphics Workstation, 350,000 flat polygons per second  
2001: Xbox, 125 million micropolygons per second (theoretical)

1996: Deep Blue chess-playing supercomputer, 200 million moves per second, 1.4 tons  
2008: Tabletop chess game, 1 billion moves per second (estimated), 3.2 pounds.

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#### RECOMMENDED READING

Subscribers to BUSINESS SURVIVAL<sup>tm</sup> are offered a free CD-ROM containing The Rothstein Catalog On Disaster Recovery, your source for hundreds of books, software tools, research reports and videos since 1989. E-mail your request to with your postal mail address.

We have added over 70 new titles in the past month. The new books described below are a small sampling of the resources available at [www.rothstein.com](http://www.rothstein.com)

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#### A GUIDE TO BUSINESS CONTINUITY PLANNING

by James C. Barnes

"The focus of this book is the building of a successful BCP. It is designed to provide you with proven tools and a sequential methodology that will allow you to succeed. It begins at the point where an organization has exhibited an interest in having a plan as a form of protection against a disaster and have asked you to develop a BCP. This book has been written from the point of view of an outside consultant assisting a client to implement a plan. However, the intent was to give those inside an organization whoa have been tasked with developing a BCP insights on completing the project. Regardless of whether you are an external consultant or an internal project manager, the project methodology presented here will contribute significantly to your success."

2001, 174 pages, \$45.00.

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#### INFORMATION SECURITY ROLES & RESPONSIBILITIES MADE EASY VERSION 1 (INCLUDES CD-ROM)

by Charles Cresson Wood

This new reference book provides practical, step-by-step instructions on how to develop specific information security roles and responsibilities. This book provides advice on how to get management to pay more attention to information security and allocate realistic budgets for information security staffing. The book will help you quantify and generate more respect for the information security function within a company by pointing out ways that an information security team adds value to a business.

2001, 253 pages plus CD-ROM, \$495.00.

Also now available: the brand new version of the classic Information Security Policies Made Easy (Version 8).

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#### BUSINESS CONTINUITY PROGRAM SELF-ASSESSMENT CHECKLIST (WITH CD-ROM)

by Edmond D. Jones

This book contains a comprehensive set of questions to assess the status of an organization's business continuity program. The questions may be used by a new or experienced business continuity planner to assess the overall program to determine those areas needing work.

The same checklists can be used by internal or external audit or by others having a responsibility for evaluating an organization's business continuity program.

2001, 43 pages plus CD-ROM, \$89.00.

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BRPROACTIVE:

A BUSINESS RECOVERY STORY '

"BRProactive: A Business Recovery Story' was written using a time-tested industry-accepted business recovery process. It was designed to not only explain what you need to do, but it starts you going with eight critical recovery team plans to start building on. It includes: Critical emergency type teams, information systems (PC/LAN/Mid-Range) and network teams (voice and data), and both core business and corporate support (purchasing, AP/AR, payroll, etc.) recovery functions. It is a complete package, that allows you to immediately start adding your business' critical information. The Story-M40' has over 200 pages, the Story-M20' has over 150 pages, and Story-SB' has over 90 pages."

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We have also added a number of new videos this month, including:

BUSINESS CONTINUITY PLANNING

by WatchIT (VHS or CD)

Focus: IT Disaster Recovery

SERVICE LEVEL AGREEMENTS:

NEGOTIATING A WIN-WIN DEAL

by WatchIT (VHS or CD)

INCIDENT COMMAND SYSTEM and EMERGENCY OPERATIONS CENTER VIDEOS

by Emergency Film Group

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Rothstein Associates Inc.

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