Assets	Backup and restoration procedures, 109-13, 194-206
defined, 394	for archive records, 112–13
invisible, 69	for business records, 196
personnel as, 369	corporate information, locating and cataloging,
reputation as, 91	109
retention of, 144	critical information, identification of, 109-10
Associated Business Continuity Professional (ABCP),	for critical records, 197-202
335, 393	data recovery process, 202-4, 203f, 227f, 228, 397
Associate in Risk Management (ARM), 336	defined, 194, 394
Associate Member of the Business Continuity Institute	device considerations, 199-200
(AMBCI), 335, 393	for dynamic records, 112, 200, 201, 201f
Auditors	Golden Rules of Recovery, 205
collaboration with, 31	information protection and replication, 110
in development phase, 54	life cycle of, 200–202, 201 <i>f</i>
exercise, 400	management and control of, 206
external, 306	objectives of, 194–95
internal, 31, 306	for primary records, 112, 201, 201 <i>f</i> , 202
support for business continuity from, 24	response and recovery teams for, 27
Audits, 305–13	rotation and re-use of media, 205-6
on achievement of purposes, 310-11	schedules for, 202
case study, 307	for software applications, 162, 197–98
checklists for, 308, 311–12, 312f	for stable records, 112, 200–201, 201 <i>f</i>
on claims made by business, 311	storage considerations, 110-12, 114
compliance, 309	technological innovations in, 111–12, 195
defined, 300, 305	Backup generators, 150, 193, 394
expenditure, 310	Backup regimes, 190, 195, 227, 227 <i>f</i>
external, 306	Bacterial contamination, 175
financial, 309-10	Bang and Echo Program, 290, 293
internal, 31, 306	Battle boxes, 148–54
investment, 310	accessibility and security of, 148-49
policy, 309	characteristics of, 148–49
process for, 308, 308f	checklist for, 154, 154t
on prudence, 310	color coding and labeling of, 148
reporting on, 313	in command and control centers, 131
rules of, 308-9	for command post support, 153
Australia, standards of practice in, 52–53	contents of, 149–53
Auto-changers, 199	for crisis management and public relations,
Automation, 73, 101	152–53
	defined, 142
	for emergency response, 152
В	for health and safety officials, 152
Background for exercises, 244, 245	for inspection and assessment of damage, 149-50
Backlog traps	maintaining and updating, 153-54, 154t
as board-level motivators, 49	for office support, 150–51
business critical point and, 14, 15f	portability of, 148
defined, 12, 394	for rescue and recovery, 150
development of, 12, 13f	for security and isolation, 151
efficiency and, 14	strategies for, 148
persistence of, 13–14, 13 <i>f</i> , 389	BC. See Business continuity
reduction of 13	RCI See Rusiness Continuity Institute

Index 413

BCM. See Business continuity management	decision point and, 14–16, 16f
BCM Legislations, Regulations, Standards and Good	defined, 394
Practice (BCI), 53	development phase. See Development phase
BCPs. See Business continuity plans	disciplines complementary to, 30–32
BIA. See Business impact analysis	disruptive scenarios in, 9–12, 11 <i>f</i> , 43–44, 62
Black swan events, 342	emergency preparedness in. See Emergency
Blast cones, 250, 251f. See also Explosions	preparedness
Blogs, 267	future outlook for, 337
Blue asbestos, 172	history and development of, 4-5
Blythe, Bruce T., 258, 261, 380	infrastructure for, 32–35, 32f
Board-level motivators, 47–51	integration with governance structures, 324–26,
backlog traps, 49	325–26 <i>f</i>
consultants, 49–50	laws and regulations for, 5, 44, 48
external influences, 47–48	management structure in, 22–23, 22f, 25–29
failure to exercise plans and review physical risks,	organizational support for, 4, 5, 25
48-49	planning. See Business continuity plans (BCPs)
governmental guidelines and regulations, 48	professional challenges in, 6–7
internal influences, 48–49	recovery plans. See Disaster recovery (DR)
practical considerations, 49-50	risk assessment in. See Risk and risk assessment
reassurance, 49	standards of practice, 7-8, 8f, 24, 51-53
risk of liability or negligence, 48	strategies for success, 24
as strategy for success, 24	survival in economic downturn, 320
timing considerations, 50–51	Business continuity coordinators, 394
Bomb alerts/threats, 171	Business Continuity Institute (BCI)
Book retrieval, 179	on business impact analysis, 82
Bound documents, 179	certifications from, 335
Brand of organization, 34	defined, 394
Bravado following emergencies, 388	membership benefits, 50, 337
Breakout areas, 132	objectives of, 334–35
Bridging, 270	SMARTRisk method and, 73, 75
Briefing areas, 132	standards of practice from, 4, 52
British Association for Counseling and Psychotherapy,	Business continuity management (BCM)
162	benefits of, 53–54
British Standards Institution (BSI), 7, 52, 258, 326	components of, 5–6, 5 <i>f</i>
Bronze control. See Gold, Silver, Bronze command and	defined, 394
control model	history and development of, 4-5
Brown asbestos, 172	planning types in, 8, 8f
Buffer stock, 104, 105-6	process model for, 8–9, 9f
Buildup of exercises, 244, 246–50, 246 <i>f</i> , 248 <i>f</i>	Business Continuity Management Guidelines (Monetary
Burglary, reaction to, 375	Authority of Singapore), 48
Business continuity (BC)	Business continuity managers, 5, 10, 24, 26
backlog traps and, 12-14, 13f, 15f, 49	Business continuity plan administrators, 394
business case for, 47-51, 108	Business continuity plans (BCPs), 213–31
business impact analysis for. See Business impact	activation process for, 214, 223
analysis (BIA)	area of responsibility in relation to plan type, 216,
challenges in, 332–33	216 <i>f</i> , 218–19
collaborative networks in, 30–32, 332	for business recovery, 216, 216 <i>f</i> , 220–25
competency standards for, 4, 5, 6-7	commercial tools for, 228–29, 229t
components of, 5-6, 5f, 100	components of, 5f, 6
crisis management in. See Crisis management	for crisis management, 216, 216 <i>f</i> , 220, 226, 230, 260

defined, 394	Business recovery coordinators, 395
development process for, 216-20	Business recovery plans, 220–25
for disaster recovery, 103-7, 114-15, 216, 216 <i>f</i> ,	action lists in, 225
220, 227–28, 227 <i>f</i>	activation process for, 223
drafting, 230–31	contents of, 221
dynamic vs. stable content of, 303-4	decision criteria in, 223-24
for emergency response, 216, 216 <i>f</i> , 220, 225–26,	definitions and terminology in, 222
230	document control information for, 220–21
for evacuation. See Emergency evacuation	escalation procedures in, 224-25
planning (EEP)	layout for, 221–22
for function restoration, 216, 216 <i>f</i> , 220, 226	objectives of, 220
Golden Rules for, 217	organizational charts in, 222
hierarchy of, 214–16, 215–16f	reference information in, 225
in-house ownership of, 42–43	roles and responsibilities in, 216, 216f, 223
long-term management of, 332	scenarios requiring, 222–23
maintenance of, 27, 42, 404	Business recovery team, 395
modular approach to, 24, 51, 214, 219, 227-28,	Business recovery timeline, 395
227 <i>f</i>	Business-specific skills, 146
origins of, 4	Business unit managers, 146
reviewing. See Review process	Business unit recovery, 218, 395
scaling to fit, 230	Bypass arrangements, 106
structure and design of, 217–18	71 8. 8. 11.
templates for, 230–31	
testing. See Exercises; Testing	C
types of, 216, 216 <i>f</i> , 219–20	Cabaret exercising, 248, 290, 292–93
Business continuity steering committees, 395	Call center operations, 107, 191
Business continuity team, 395	Call gapping, 136
Business critical point, 14, 15f	Call trees, 395
Business cycles, 88, 94	Cannon, Walter, 342
Business drivers, 47	Capability, discovery of, 374
Business impact analysis (BIA), 79–95	Capital expenditures, 69, 143
data collection in, 82–85	Carousel technique for decision-making, 346–47
defined, 395	Cascade system, 395
dependency modeling in, 81, 90–91, 90f	Case studies approach, 247
on disruptions, 86, 86 <i>t</i>	Cash flow, 10, 11 <i>f</i> , 93
disruptive scenarios in, 80–81	Category 1 Responders, 31
facilitated, 81, 87–89	Central records, 198
functional analysis in, 81, 89, 91–95, 92f, 94f	Certificate of the Business Continuity Institute
interactive impact modeling in, 87–89, 88 <i>t</i>	(CBCI), 335
interviews in, 83–84, 85	Certification, 306, 334–36
on loss exposure, 87, 87t	Certified Business Continuity Professional (CBCP),
organization of projects for, 82	335, 395
overview, 79, 80	Certified Disaster Recovery Engineer (C/DRE), 336
reporting on, 85–87	Certified Emergency Manager (CEM), 336
team involvement in, 81	Certified Facility Manager (CFM), 336
workshops in, 84–85	Certified Functional Continuity Professional (CFCP)
Business interruption costs, 395	335, 396
Business interruption insurance, 170, 171	Certified Information Systems Auditor (CISA), 336
Business interruptions, 23, 70, 84, 90, 103, 395	Certified Information Systems Security Professional
Business records, 196	(CISSP), 336