

Glossary

Business Continuity – Business continuity refers to the actions taken to sustain and/or resume operations impacted by crisis events. Frequently the term business continuity by itself also implies recovery.

Business Continuity Management (BCM) – BCM is a holistic management program that identifies potential events that threaten an organization and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, the environment, reputation, brand and value creating activities. Essentially BCM is the overall or total collective sum of all the emergency response and business continuity planning components and activities. BCM is a program consisting of the following three major stages:

- **Development** includes senior management’s commitment to a BCM program and the determination of business continuity strategies based upon an understanding of the organization.
- **Implementation** includes putting the strategies in place, finalizing, documenting and, as necessary, activating the plans.
- **Maintenance** includes creating an education and awareness culture of BCM and ongoing testing, auditing and change management to ensure the plans remain operable and current.

Business Continuity Management (BCM) Coordinator – The Business Continuity Management Coordinator (BCM Coordinator) has overall responsibility for BCM at each specific location.

Business Continuity Management (BCM) Steering Committee – The BCM Steering Committee is the primary decision making group for the BCM program, has oversight for BCM at the corporate level, and reviews and approves the BCM program.

Business Continuity Phases – Business Continuity Phases are the steps to be taken before during and after a crisis and include prevention, mitigation, response, recovery and restoration.

- **Prevention** steps are designed to lessen the likelihood of a crisis event.
- **Mitigation** steps are designed to make the impact of an event less severe.
- **Response** is the reaction of an organization to an event to address immediate effects.
- **Recovery** is the stabilization and resumption of operations.
- **Restoration** is the process of returning to normal operations at a permanent location.

Business Continuity Plan (BCP) – The BCP is the central plan that documents continuity and recovery procedures for crisis events. The BCP provides sufficient detail regarding the deployment of appropriate strategies for the resumption of operations according to predetermined priorities.

Business Continuity Planning Team – The Business Continuity Planning Team is the team

responsible for providing professional guidance throughout the development, implementation and maintenance of the BCM program. The Business Continuity Planning Team develops the guidelines, methodologies, standards and best practices to be used in the BCM program.

Business Impact Analysis (BIA) – BIA is a process that identifies and analyzes controls, exposures and operations to establish planning needs, strategies and recovery objectives. Also, the senior management report that documents this process is frequently referred to as the Business Impact Analysis. Also referred to as **Business Impact Assessment**.

Catastrophe – Catastrophe is an extreme disaster.

Chain-of-Command – The chain-of-command is the order of authority within the organization.

Cloud Computing – Cloud computing is anything that entails the delivery of hosted services over the Internet and a ‘Private Cloud’ is a proprietary network that delivers hosted services to designated users.

Co-location Site – A co-location site is an alternate site where the vendor provides the facility and infrastructure support and the organization provides the hardware.

Crisis (crisis event) – A crisis is a manifestation of a threat. If not handled properly, a crisis may have a severe negative impact. Crisis events may be classified as follows:

- **Minor crisis** has limited impact and does not affect the overall functioning capacity of an organization.
- **Major crisis** has the potential to seriously disrupt the overall operation of an organization.

Crisis Communication – Crisis Communication is the process of obtaining and disseminating information regarding crisis events.

Crisis Communication Team – The Crisis Communication Team is a team of senior managers at the corporate level assigned to communicate with interested parties, conduct all media communications and chaired by an individual who is in-charge of overall communications.

Crisis Management Team (CMT) – The CMT is the team with overall responsibility to manage crisis events.

Crisis Phases include the following three phases:

- **Pre-Strike phase** – The period of time when there are indications that the manifestation of a threat is credible. Crisis events may have an extended, brief or nonexistent pre-strike phase.
- **Strike phase** – The period of time when the crisis has the most direct impact to the organization.
- **Post-Strike phase** – The period of time after the crisis has been contained and controlled, and before all operations are fully recovered.

Critical Operations (Mission Critical Activities) – Critical operations are the activities necessary to safely support the primary mission of the organization. Critical operations are determined based on two variables: the importance of the operation and the time sensitivity of the operation.

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