

books, and paper records. Storage conditions are an important consideration because paper and film can deteriorate quite rapidly if they are kept under warm, moist conditions. There is also the question of fire and the damage which might result from the protection or firefighting measures. (Water and foam are not good companions for paper and film.) A good record management system is also important, as individual records can be difficult to trace without reliable index and location aids.

6.7 Integrating and Coordinating Disaster Recovery with Business Continuity

Working from the information gained during the risk assessment and the BIA, you need to develop suitable recovery and continuity strategies and recommend them for implementation. In order to achieve this, you have to understand the options and compare them with the needs and demands of the business operation.

- *Disaster recovery* is the technical aspect which will require the support and skills of the technicians.
- *Business continuity* is more concerned with ensuring the availability of facilities and resources.

Disaster recovery (DR) is primarily a technical field, whereas BC is a very broad, pragmatic field.

- DR has to be quite precise in the sense that all the components need to be compatible and arranged in the right order.
- BC, on the other hand, has to be adaptable to meet the needs of the day.
- Historically BC originates from DR, but over the years they have tended to drift apart.

For this BC and DR coordination...you need to have links and references between the two sets of plans and procedures.

Both of these aspects may require considerable amounts of expenditure and investment; as the BC manager, you will need to prepare your case carefully and thoroughly. As the work progresses, you will also need to monitor and manage the program to make sure that the outcome is in line with expectations and fit for purpose. This result can be achieved only through an ongoing interactive dialogue with all the key players. Tell people what is going on, solicit their support, and seek their opinion throughout the whole process. You don't always have to do what they ask, but it is wise to welcome and acknowledge their input.

6.7.1 Difficulties in Bringing the Fields Together

Disaster recovery focusses on restoring computer systems together with their software and databases. There is an implicit need for specialist knowledge which almost invariably involves technical language. Practitioners have also evolved a unique jargon for the specialized procedures and techniques associated with BC. Because of the language barrier each discipline has created and the different concerns and interests, you might find it difficult to combine the two groups into one harmonious whole. However, if you don't manage to bring them together, it is unlikely that anyone else will.

6.7.2 Finding the Common Ground

There is a good deal of common ground in the way the two disciplines approach the planning process.

- Both are trying to avoid disruptions and cope with them if they cannot be avoided. This involves developing an understanding of how the business operates, figuring where the problems might lie, and developing practical solutions.

- ▶ Both should see eye to eye on the need for regular exercising or testing to check the plans and prepare the people.

It is also important to realize that these plans are interdependent and may need to be put into practice more or less simultaneously.

6.7.3 Working Together Smoothly

For this BC and DR coordination to work smoothly under difficult or stressful conditions, you need to have links and references between the two sets of plans and procedures.

- ▶ There should be similarities in style and layout to make it easier for the users to understand.
- ▶ Consistency in language is another helpful factor, and they should both be derived from the same corporate policy.
- ▶ It may be necessary to amend or amalgamate the existing documentation if separate policies are in current use.

It is in the interest of both parties to ensure that things run smoothly when something goes wrong. So you should enlist the support of your BC sponsor to make sure that you have access to the right people in the technical team who can work with you to align and coordinate the two approaches. Ideally, they should be integrated, but that may take some time to achieve.