



Author's Introduction to the Second Edition

The aim of this second edition of *Principles and Practice of Business Continuity: Tools and Techniques* is to provide a balanced, student-friendly textbook to help you establish yourself as a competent practitioner of business continuity (BC). While philosophy and the principles remain the same, the book has been restructured and updated in five parts to represent the five main phases of learning and development. Each part consists of three or four chapters devoted to specific areas of knowledge or competence. Techniques are subtly refined to represent current practice with additional information included. To assist you in your learning, you will find discussion questions and useful examples at the ends of chapters, supported by a wealth of downloadable practical material (accessible once you've registered your book). Pausing for reflection at regular intervals like this will reinforce the learning process, as well as enable you to evaluate and appreciate your progress.

New material in this edition includes:

- Expanded glossary of terms currently in use in the industry.
- Suggestions for additional reading at the end of each chapter.
- A comprehensive index.
- A new section on governance, exploring how resilience can fit into the larger picture of the organization.
- Information about professional certification options.
- Multiple choice questions at the end of each chapter inviting you to check your understanding.
- A “Food for Thought” section in each chapter letting you apply what you have just read to your experiences at work and in the community.

You will follow my lead in exploring the subject of BC management as I explain the basic principles and describe what my experience has shown to be good practice. By the end of this book, you should be prepared to engage in all of the activities associated with the development, delivery, and maintenance of a sound BC program.

Part I: Preparation and Startup

- At the start of the book, you will look at how and why BC came into existence. This glimpse at history leads naturally into some thoughts about the science behind the basic principles. The practical aspect opens up with ideas about launching a program and getting to grips with the operational risks and threats – and understanding the concept of resilience.

Part II: Building a Foundation

- ▶ Risk management is a well-established discipline, and much of our BC work is often predicated upon the work done by others in this area. The BC discipline works towards a practical understanding of the impacts and consequences of risk, which leads to designing an appropriate continuity strategy to meet the precise needs of your organization.
- ▶ Business impact analysis (BIA) is an especially valuable contribution to the development of continuity and resilience in any enterprise.
- ▶ You will explore the basic continuity strategies and how to select the most appropriate one to meet your organization's needs and the budget.

Part III: Responding and Recovering

- ▶ Important in this context is the emergency response aspect, preparing to deal with a business interruption. Understanding the management and control of the effects and consequence of such an event leads you naturally towards the need for restoration and recovery of facilities, resources, and equipment.
- ▶ Next, you will look at disaster recovery, the various methods technical people use to rebuild or recover the support services and functions. This is an area in which you, as a BC specialist, may need to rely upon the skills and experience of other professionals.

Part IV: Planning and Implementing

- ▶ Armed with a rounded knowledge of the prerequisites, you are ready to develop and construct the actual BC plans based on the types and levels of plans that cover the various aspects of a disruptive event. You will work with a model that has five distinct types of plans, which you can adapt to fit the needs and structure of your organization.
- ▶ Having covered the build-up towards – and the actual development and delivery of – the BC plans, you will move on to consider the longer term aspects of the management program, including the process of developing and applying the requisite support and delivery skills, looking after the resources, and keeping the plans up-to-date.

Part V: Long-Term Continuity

- ▶ This second edition concludes with a new section on the function of resilience in corporate governance. You will consider the review or audit program as a means of ensuring the ongoing suitability of the system and its components as well as its strategy, plans, and resources. Finally, you will learn what to expect in your future career in BC, your role in the company, and what professional certifications are available to you.

Imagine that you are about to embark on an educational cruise through the world of BC. I am the experienced traveler who has planned your itinerary, this book is your curriculum, and our phase model is an outline map of the lands you will be visiting. If you are working with a tutor or mentor, you should look to that person as your tour guide to ensure that you get to appreciate the landscape and learn about the people, places, and culture you encounter along the way. By the end of the journey, you should be familiar with all aspects of BC, ready to advise and guide others.

Jim Burtles

London, United Kingdom

February, 2016