

Not quite 20 answers

Business Continuity quiz

1 Business Continuity plans are needed for

- Charities
- Commercial and industrial organizations
- Government agencies
- Non-Governmental Organizations (NGOs)
- Non-profit organizations
- Organizations which depend on IT services
- All of the above**
- None of the above

Everyone needs a plan.

The courts¹ have ruled that vendors must protect their clients and meet product and Service Level agreements. In the financial industry, OTS says that vendor clients are responsible to assure the vendor can meet the contract's requirements.

Commercial and industrial organizations need Business Continuity to protect the bottom line.

Government agencies, NGOs, charities, and non-profits all need Business Continuity to assure they meet their mandates and, in the case of non-profits and charities, to assure continued donor support.

It should go without saying that organizations which depend on IT need a plan.

2 Business Continuity is a new name for Disaster Recovery

- Yes
- No**

Disaster recovery is an integral part of Business Continuity, but Business Continuity is much more than disaster recovery. Business Continuity is a proactive process to avoid or mitigate risks so that in case an event occurs, damage will be limited and restoration will be more efficiently and economically achieved.

3 Business Continuity is

- Proactive**
- Reactive

See comments to Question 2.

¹ CSO Flashpoint article by Wm. Cook, <http://www.csoonline.com/read/050104/flashpoint.html>
Business Week article: http://www.businessweek.com/magazine/content/05_30/b3944042_mz011.htm

4 Business Continuity is concerned with

- Risks to Business Unit resources
- Risks to Business Units
- Risks to clients
- Risks to critical vendors
- Risks to IT
- All of the above**
- None of the above

Business Continuity is an all-inclusive process. Plans should consider risks to clients (income) and vendors (critical supplies) as well as internal risks.

5 Business Continuity plans are developed

- At the function level
- At the process level**

Business Continuity is a process-level exercise; indeed, it is called "process re-engineering" by some. Plans created at the function, or 20,000-foot level, cannot be expected to identify risks to processes.

6 Business Continuity plans need the support of

- C*O-level executives
- VP-level managers
- Staff/Line managers
- Unit personnel
- Interns, new hires
- All of the above**
- None of the above

A successful Business Continuity plan is the result of input from everyone in the organization. Each person has his or her own perspective; each person has his or her own concerns. Working together, most risks will be identified early on in the plan's development. Senior managers must enthusiastically support the plan so that others understand Business Continuity is not just an additional burden on their time.

7 Business Continuity plans include

- Communications
- Crisis Management
- Maintenance procedures and schedule
- Personnel Awareness and Safety
- Response plan to continue at least a "minimum level of service"
- Response plan to restore to "business as usual"
- Risk Assessment
- Risk Avoidance and Mitigation
- Succession planning
- Training exercise methodology
- All of the above**
- None of the above

Business Continuity is all of the above, and more. Policies and Procedures, for example, are a key component of a complete Business Continuity plan and need to be considered at management level.

8 Business Continuity response plans should have

- One responder assigned for every response function
- Two responders assigned for every response function**
- No specific responder assigned to specific response functions

Primary and alternate responders are required for every response function to assure that the function is staffed even if one responder is absent - illness, vacation, training, temporary assignment elsewhere; any number of reasons.

9 Business Continuity plan development should include personnel from

- Area lodges, auditoriums
- Electrical service providers
- Facilities
- Finance/Accounting
- HR
- Insurance company
- IT/MIS
- Junior management
- Lenders, financial backers
- Local Emergency Management personnel (fire, police)
- Municipal government (planning, zoning)
- Mail room
- Profit center staff
- Receptionist
- Senior management
- Staff and line management
- Telephone service providers
- All of the above**
- None of the above

You cannot create a plan in a vacuum. No one is a Subject Matter Expert (SME) in every field; knowing that, bring in the SMEs wherever they are found. Lenders want to protect their investment and may be able to offer advice to maintain a cash flow. Insurers want to cut losses and have Risk Specialists trained to help clients. Emergency Management can provide security and fire safety training while local government has topological maps showing flood and other risk areas. Area lodges and auditoriums can be used to house the organization if something happens to its facility; they are more easily cabled for telephones and computers than rented offices. Also see [bcteams.pdf](#).

10 Business Continuity plans should be created because

- Having a plan is a good marketing tool
- Insurance companies may give discounts to organizations with plans
- Lenders want to protect their investment(s)
- Management can be sued for lack of "due diligence"
- Regulatory bodies require them
- Some clients require proof of plan
- All of the above**
- None of the above

All of the above. More and more organizations include in their literature and on their Web sites information about their Business Continuity plan. Some insurance companies may give discounts to clients with viable Business Continuity plans; financial backers normally are willing to risk a little more on organizations which have both a solid business plan and a viable Business Continuity plan. Financial, medical, and several other businesses are required by law to have plans. Even U.S. Federal agencies must have plans; they are called Continuation Of Operation Plans, or COOP.

11 Business Continuity planners should be experts in

- Accounting and Finance
- Business Continuity**
- Call center operation
- Database software
- Email
- HR
- IT/MIS
- Microsoft products
- Operating systems
- Order Entry
- Production lines
- Shipping and Receiving
- Telecommunications systems
- All of the above
- None of the above

No one should expect a Business Continuity planner to be an HR expert; why then is the planner supposed to be an IT/MIS expert? Business Continuity planners need to be Business Continuity experts; people with the ability to ferret out risks by carefully listening to each function unit and executive level expert.

12 Business Continuity plans should be reviewed

- Depends on the organization's dynamics**
- Never
- Once-a-year
- Quarterly
- Twice-a-year
- When the organization's Business Plan is reviewed**
- Whenever a "trigger event" occurs**

There are three right answers. Business Continuity plans are reviewed when the organization's business plan is changed; the Business Continuity plan's response efforts are closely tied to the business plan. Business Continuity plans must be reviewed whenever a trigger event occurs; such events include changes to personnel, place (location), policies, politics (regulations, codes - even municipal), procedures, process (including tools to perform the process), product, providers (a/k/a vendors), provisions (cafeteria, "junk food" machines), and purchasers (major clients - additional/loss of business). Also see [p_words.html](#) on this site .

13 Business Continuity plans should be exercised

- Continually (on-going exercises at various levels)**
- Never
- Once-a-year
- Twice-a-year
- Whenever the plan changes**

Business Continuity response plan exercises must be on-going. They serve two primary purposes. First, they uncover plan deficiencies. No plan is perfect the first time out, and all plans must change as the organization changes. (See answer to Question 12.) Second, and perhaps more importantly, exercises help develop responder confidence. Typically exercises start off with "desktop walk-throughs" and work up to "throw-the-switch" or nearly that level. ("Throwing the switch" is both dangerous and expensive, but in some organizations, it is a requirement.)

14 Business Continuity plans should be created for

- The enterprise
- Each individual functional (business and support) unit
- Both of the above**
- Neither of the above

Each functional unit should have a stand-alone plan, with its individual declaration and stand-down criteria. As long as an event is isolated to one functional unit, only that unit declares a disaster condition. If the condition will impact other functional units, then the event is elevated to the next higher plan level until the enterprise level is reached.

15 Business Continuity plans should be created by

- Anyone assigned the planning task
- Board members
- Chief Executive officers
- Functional unit managers
- Functional unit managers and staff**
- The Business Continuity planner
- All of the above
- None of the above

The people who know the functional unit best should create the plan for the functional unit. At the enterprise level, C*Os are involved as SMEs.

16 The Business Continuity planner's primary function(s) is/are

- Coordinate plans between functional units
- Create an integrated enterprise plan
- Mentor functional unit planners
- All if the above**
- None of the above

The planner assures that each functional unit plan will work with other functional unit and enterprise plans and that all inter-unit risks are recognized and that appropriate avoidance or mitigation measures recommended. The planner, with executive level SME support, is responsible for the enterprise plan.

17 An organization's most critical resource is

- Accounting department
- Benefits department
- Business Continuity department
- Call center
- Facility
- Finance department
- Gym
- HR/Personnel department
- IT/MIS department
- Legal department
- Lunchroom
- Mail room
- Marketing
- Order entry
- Payroll department
- People (staff, clients, visitors)**
- PR/Corporate Communications
- Production department
- Security department
- Senior management
- Shipping & Receiving department
- Telecommunications department
- Training department
- All of the above
- None of the above

The most critical resource in every organization is its **people**. It was a "trick" question in that everything included in the organization is important; however, people are **the** critical resource. Servers can serve up data without constant attention, but when they malfunction, they don't fix themselves. Facilities can be replaced, as can data and telecommunications centers and infrastructure. Some people can be replaced, but skilled personnel can be hard to find and expensive to replace. (Think about recruiting and training costs and the loss or production until the replacements are "up to speed.") Hardware, software, buildings - all can be replaced with relative ease. Not so with people. If you have to select one thing from the list - and that was the question, "most critical resource" - the only answer is people. Everything else is just "important."

Most of the answers are expanded upon in articles linked from [articles.html](#) on this Web site.

Special thanks to Mark R Weidner for his keen eye and reminding me why I should avoid the “not” word.



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*As a lighthouse protects a sailor, so
Business Continuity protects the organization™*

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Business Continuity Planning Is Business Survival Planning™

The business card features a vertical image of a lighthouse with a black and white striped tower and a white lantern room on the left side. The text is arranged in a clean, professional layout with a mix of bold and italicized fonts.