Professional Practice Narrative:

Establish the need for a Business Continuity Plan (BCP), including obtaining management support and organizing and managing the BCP project to completion. (This includes defining the problem; communicating the need for a BCP; developing budget requirements; identifying Planning Team(s) and Action Plans; and developing project management and documentation requirements.)


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<thead>
<tr>
<th>Sub-Topic #1: INITIATE</th>
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<th>How</th>
<th>Points of Reference</th>
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</thead>
</table>
|                         | 1 | Define the need for Business Continuity. | • Research and compile facts showing possible risks to the enterprise. | • Past audit comments  
• Regulatory obligations  
• Legal obligations  
• Past incidents  
• Best practices publications (white papers, banking circulars, etc…)  
• Relevant regulatory/industry trade bodies  
• Consulting recommendations  
• Benchmarking data |
<table>
<thead>
<tr>
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<th>What</th>
<th>How</th>
<th>Points of Reference</th>
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<td></td>
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<td>Identify the purpose and goals for the BC initiative.</td>
<td>• Review, finalize and submit for approval a business case that identifies BC readiness requirements.</td>
<td>• Subject Area 6</td>
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<td>• Define high level roles and responsibilities across the business units impacted by the BC initiative.</td>
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<td>• Obtain a high level understanding of corporate environment including products and services.</td>
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<td>• If available, review existing BC materials to leverage previous work.</td>
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<td>• Draft a project proposal / charter.</td>
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<td>• Draft a Business Continuity Management Policy</td>
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### Subject Area 1 – Project Initiation and Management

<table>
<thead>
<tr>
<th>Sub-Topic #1: INITIATE</th>
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<th>How</th>
<th>Points of Reference</th>
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</table>
|                        | 3 | Gain buy-in and commitment for meeting goals. | • Identify Sponsors.  
  • Guide leadership (sponsors) in defining objectives, policies and critical success factors.  
  • Communicate the purpose and goals with stakeholders (e.g., Board of Directors, Regions, Sr. Mgmt, etc.) and receive feedback and initial approval.  
  • Identify high-level project targets and timeframes.  
  • Identify and communicate project risks.  
  • Gain approval of draft proposal / charter. | • Statements of work  
  • Cost benefit analysis documentation  
  • Business Case  
  • Critical Success Factors (CSF) |
|                        | 4 | Establish a governance structure. | • Identify Steering committee roles and responsibilities.  
  • Identify, review and approve supporting documentation required for the initiative.  
  • Receive funding and approval to move forward.  
  • Establish / review BC policy.  
  • Identify need for BC Standards and definition of terminology.  
  • Set decision-making protocol and issue escalation policies relative to continuity issues.  
  • Gain agreement on overall timescales. | • Mission Statement  
  • Documentation of Critical Success Factors  
  • Conflicting priorities  
  • Portfolio / program management standards |
# Subject Area 1 – Project Initiation and Management

<table>
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</table>
|                        |   | Provide awareness of overall project. | • Establish Project Communications plan. | • BC website  
• Debriefings  
• Brownbag lunches  
• Employee input  
• Intranet  
• Town Hall meetings  
• Administration communication process  
• Quarterly newsletters |
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<tr>
<th>Sub-Topic #2 PLAN</th>
<th>#</th>
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</thead>
</table>
|                   | 1 | Establish a steering committee. | • Identify and engage a team of affected managers to oversee project progress and to resolve issues.  
• Establish project milestone review and approval protocol.  
• Establish the framework required to measure project success. | • Project status report template  
• Project issues and risk logs  
• Project schedule  
• Project plan |
|                   | 2 | Develop the project plan. | • Adjust project documentation to reflect final decisions and approvals.  
• Define project deliverables and related activities.  
• List tasks and estimate effort and duration.  
• Assign project team members to tasks.  
• Set milestones.  
• Document project scope control.  
• Document project risks.  
• Develop project risk mitigation. | • Work breakdown structure document  
• Project proposals  
• Statements of work  
• Cost benefit analyzes  
• High-level project plan  
• Work plans  
• Scope control processes  
• Change control procedures  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
### Subject Area 1 – Project Initiation and Management

<table>
<thead>
<tr>
<th>Sub-Topic #2</th>
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<td>PLAN</td>
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|             | 3 | Determine project cost tracking. | • Establish methods to track project assets and expenses.  
• Establish resource tracking and reporting procedures. | • Budget reports, Inventory and acquisition logs  
• Time sheets  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|             | 4 | Determine the project environment. | • Determine the need for additions or changes to tools and supplies, such as acquiring or upgrading planning software.  
• Establish documentation storage and access procedures. | • Change control procedures  
• Security environment  
• Confidentiality policies  
• Documentation management standards  
• Information handling standards  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|             | 5 | Determine training requirements. | • Schedule training on the use of new software (as required).  
• Provide general BC training.  
• Provide BCP Tool training.  
• Provide BCP Roles and Responsibility overview.  
• Provide in-depth BC training as applicable. | • Personnel skills inventory  
• Documentation management standards  
• Project Plan  
• Subject Area 7: Awareness and Training Programs |
<table>
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<tr>
<th>Sub-Topic #2</th>
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<th>How</th>
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<td>PLAN</td>
<td>6</td>
<td>Develop project success metrics.</td>
<td>• Refine the critical success factors.</td>
<td>• Critical Success Factors</td>
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<td></td>
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<td>• Develop and implement measurements.</td>
<td>• Project health measurements</td>
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<td>7</td>
<td>Develop the awareness program.</td>
<td>• Establish and validate components and delivery methods.</td>
<td>• Project documentation checklist</td>
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<td>• Project score card</td>
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<td>• PM standards compliance audit guide</td>
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## Subject Area 1 – Project Initiation and Management

<table>
<thead>
<tr>
<th>Sub-Topic #3 EXECUTE</th>
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</table>
|                      | 1 | Conduct a Project Kick-off. | • Facilitate a meeting with the team members to communicate the project mission and plan.  
• Review assignments, work schedules and milestones.  
• Set guidelines for rules of operations and progress review. | • Status reports  
• Issues and risk logs  
• Project escalation procedures  
• Information handling standards  
• Change control procedures  
• Documentation management standards  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|                      | 2 | Implement Interim Life Safety Plan. | • Ensure the existence of an emergency only plan and develop one if needed.  
• Ensure emergency management awareness across enterprise. | • Subject Area 5: Emergency Response and Operations  
• Subject Area 7: Awareness and Training Programs |
|                      | 3 | Manage Risk Assessment. | • Assign representatives from in-scope organizational areas.  
• Use project controls to ensure success. | • Subject Area 2: Risk Evaluation and Control |
|                      | 4 | Conduct a Risk Awareness Campaign. | • Work with governance body to implement policy changes.  
• Educate personnel on purpose and importance of updated preventive measures. | • Subject Area 7: Awareness and Training Programs |
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<td>5</td>
<td>Manage Business Impact Analysis.</td>
<td>• Assign representatives from in-scope</td>
<td>Subject Area 3: Business Impact Analysis</td>
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<td>• Use project controls to ensure success.</td>
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<td>6</td>
<td>Develop BC Strategy and Standards.</td>
<td>• Assign representatives from in-scope</td>
<td>Subject Area 4: Developing Business</td>
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<td>• Use project controls to ensure success.</td>
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<td>7</td>
<td>Implement BC Solutions.</td>
<td>• Assign representatives from in-scope</td>
<td>Subject Area 5: Emergency Response and</td>
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<td>• Use project controls to ensure success.</td>
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<td>8</td>
<td>Develop and execute a BC</td>
<td>• Assign representatives from in-scope</td>
<td>Subject Area 7: Awareness and Training</td>
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</table>
|                      | 9 | Develop and Exercise Planning Teams. | • Assign representatives from in-scope organizational areas.  
• Use project controls to ensure success. | • Subject Area 7: Awareness and Training Programs  
• Subject Area 8: Maintaining and Exercising BC Plans |
### Subject Area 1 – Project Initiation and Management

<table>
<thead>
<tr>
<th>Sub-Topic #4</th>
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<tr>
<td>CONTROL</td>
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</table>
| 1            |   | Manage project scope. | • Document additional BC risks and needs not included in the original purpose and goals.  
• Manage changes to areas of focus.  
• Escalate project scope concerns to the steering committee.  
• Manage to the tasks within the project plan. | • Change control procedures  
• Project mission statement  
• Critical Success Factors  
• Project Plan  
• Budget reports  
• Other planning materials |
| 2            |   | Manage project issues. | • Identify and track project issues  
• Manage project issues  
• Escalate project issues to stakeholders as warranted, identifying either closure or escalation to risk status | • Risk / Issue logs  
• Project mission, success factors and other planning materials |
| 3            |   | Manage project risks. | • Identify and track project risks.  
• Develop resolutions to risks by adjusting project plans and assignments.  
• Mitigate/reduce the likelihood of an uncertain event either negatively or positively impacting the project.  
• Manage project issues.  
• Escalate project risk concerns to the steering committee. | • Risk logs  
• Budget reports  
• Project mission, success factors and other planning materials  
• Issue logs |
| 4            |   | Manage deliverable quality. | • Ensure documentation standards and guidelines are followed.  
• Manage acceptance of deliverables. | • Documentation management standards  
• Acceptance and sign-off |
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<thead>
<tr>
<th>Sub-Topic #4 CONTROL</th>
<th>#</th>
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<th>How</th>
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</table>
|                      | 5 | Conduct PM Standards Audit. | • Evaluate actual project plans as they compare to original deliverable definitions and estimates.  
• Develop recommendations for project improvements to meet critical success factors. | • Project Plan schedule  
• Project success metrics  
• Critical Success Factors  
• Project health measurements  
• Documentation Management Standards  
• Project Score Card  
• PM standards compliance audit guide  
• Table Of Contents for Project Management Body of Knowledge (PMBOK) |
|                      | 6 | Measure progress against project success metrics. | • Evaluate actual project plans as they compare to original deliverable definitions and estimates.  
• Develop recommendations for project improvements.  
• Document and communicate progress.  
• Review previously agreed upon metrics to ensure compliance to SLAs, Critical Success Factors, etc… | • Project metrics  
• Project Score Card  
• Status reports |
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<tr>
<th>Sub-Topic #5 CLOSE</th>
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<tr>
<td>Evaluate project manager performance.</td>
<td>1</td>
<td>• Audit PM performance based on requirements as identified in the Portfolio Program Management Standards.</td>
<td>• Project Plan schedule&lt;br&gt;• Project success metrics&lt;br&gt;• Critical success factors&lt;br&gt;• Project health&lt;br&gt;• Documentation management standards&lt;br&gt;• Project Score Card&lt;br&gt;• PM standards compliance audit guide</td>
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<tr>
<td>Conduct Project Lessons Learned.</td>
<td>2</td>
<td>• Collect steering committee feedback.&lt;br&gt;• Facilitate project team session.&lt;br&gt;• Recommend improvements to project management methodology.</td>
<td>• Project Plan&lt;br&gt;• Issues logs&lt;br&gt;• Project Plan schedule&lt;br&gt;• Project metrics, score cards and status reports</td>
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<tr>
<td>Close Project.</td>
<td>3</td>
<td>• Archive project deliverables.&lt;br&gt;• Announce project success.</td>
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</table>
External References: Standards, Guidelines & National Practice Publications


