Workshop in the domain of critical infrastructures

Building resilience using business continuity management systems

Athens, 21 March 2017
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Objectives

- What is a management system?
- What is organizational resilience?
- What is a business continuity management system?
- Why can a BCMS help to build resilience?
- EDP BCMS key points
- Mindset approach to standards/directives
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What is a management system standard? [e.g. ISO 22301:2012 BCMS]

Framework of guidelines/requirements that

if fulfilled ensure that an organization will be able to

establish, implement, operate, monitor, review, maintain and improve its objectives.
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What is a management system standard? [e.g. ISO 22301:2012 BCMS]

Framework of guidelines/requirements that
if fulfilled ensure that an organization will be able to
establish, implement, operate, monitor, review, maintain and improve its resilience.

Easy?
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- human resource planning
- horizon scanning
- environmental management (ISO 14001)
- health and safety (OHSAS 18001)
- fraud control
- business continuity (ISO 22301)
- asset management (BS ISO 55000)
- risk management (ISO 31000)
- stakeholder and collaboration management (BS 11000)
- supply chain (ISO 28000)
- physical security
- quality management (ISO 9001)
- cyber security (PAS 555)
- change management
- information security (ISO 27001)
- emergency management
- facilities management
- crisis management (BS 11200)
- reputation management
- financial control
- ICT continuity (ISO 27031)
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What is a business continuity management system? [ISO 22301:2012]

Standards about business continuity:
General worldwide

Framework of guidelines/requirements that if fulfilled ensure that an organization will be able to establish, implement, operate, monitor, review, maintain and improve its BC.

Make it operational to your reality!
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What is a business continuity management system? [EDP way]

1. Evaluation of the mission, processes, activities and interested parties; scope definition; continuity process planning

2. Business impact analysis, through interviews, resulting in recovery needs and prioritization of activities

3. Risk analysis and assessment of priority activities, includes analysis of the implemented measures and proposal of measures to implement

4. Establishment and implementation of processes, including continuity, crisis management and communication plans

5. Exercises and tests, establishing an evolutionary program of exercises and tests

6. Definition of responsibilities for the Business Continuity Cycle, namely by the promotion of awareness and follow-up of measures to be implement
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Why can a BCMS help to build resilience?

human resource planning
horizon scanning
environmental management (ISO 14001)
health and safety (OHSAS 18001)
fraud control
asset management (BS ISO 55000)
risk management (ISO 31000)
stakeholder and collaboration management (BS 11000)
supply chain (ISO 28000)

quality management (ISO 9001)

business continuity (ISO 22301)

physical security
cyber security (PAS 555)
change management
information security (ISO 27001)
emergency management

ICT continuity (ISO 27031)

facilities management

financial control

change management

reputation management

supply chain (ISO 28000)

The arrows are just examples, depending of the sector and scope you could have to take into account all the themes.
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Why can a BCMS help to build resilience? Key points: Resource Loss-based vs Scenario-based

You cannot predict every scenarios!
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Why can a BCMS help to build resilience? Key points: Resource Loss-based vs Scenario-based

Resource Loss-based instead of Scenario-based. Four resource categories:

1. People
2. Physical Infrastructure
3. Technological Infrastructure
4. Suppliers

Business Impact Analysis, Risk Assessment and Business Continuity Plans much more focused but at the same time also much more comprehensive.
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Why can a BCMS help to build resilience? Key points: Risk assessment

Impact assessment: impact if you loss a **resource** category

Probability assessment: probability of a **threat** exploits a **vulnerability**

**Risk** assessment: Impact x Probability

*It’s not only about your event history!*
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Why can a BCMS help to build resilience? Key points: Exercising

You must confront the perspectives of the different actors!
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It’s today EDP more resilience?

RESILIENCE

DEEPER AWARENESS
MORE COMPREHENSIVE
HIGHER FOCUS

ANTICIPATION
PREPARATION
RESPOND & ADAPT
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Mindset approach to standards/directives to build resilience

RESILIENCE

EACH REQUIREMENT
RATHER THAN A NC
IS AN OPPORTUNITY
TO BE MORE PREPARED
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THANK YOU

ricardo.messias@edp.pt