

## CROSSWALK

**Voluntary Private Sector Preparedness Accreditation and Certification Program Target Criteria for Preparedness,  
Candidate Standards for Implementation (NFPA 1600, ASIS SPC.1, BS 25999 Parts 1 and 2) and the IBHS Open for Business® Toolkit**

Proposed Target Criteria for Standard Selection			NFPA 1600: 2010 Standard on Disaster/Emergency Management and Business Continuity Programs	ASIS SPC.1: 2009 Organizational Resilience: Security, Preparedness, and Continuity Management Systems	BS25999 Part 1: Business Continuity Management Code of Practice  BS25999 Part 2: Specification for Business Continuity Management	Open for Business® Basic Manual and Forms
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1	<p>Scope and Policy</p> <p>A scope and/or policy statement that addresses disaster / emergency management, business continuity management, and organizational resilience.</p> <p>We recommend that the standard contain the following:</p> <ol style="list-style-type: none"> <li>1. Scope.</li> <li>2. Policy.</li> <li>3. Principles.</li> <li>4. Purpose.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish the project to address preparedness management including provision of appropriate resources and authorities for conduct of project.</li> <li>2. Define scope and boundaries for development and implementation of the preparedness management program.</li> <li>3. Establish a policy to provide a framework for setting objectives and provide the direction and principles for action.</li> </ol>	<p>Chapter 4 – Program Management</p> <ol style="list-style-type: none"> <li>4.1 Leadership and Commitment</li> <li>4.3 Program Committee</li> <li>4.4 Program Administration</li> </ol>	<ol style="list-style-type: none"> <li>4.1.1 Scope of OR Management System</li> <li>4.2.1 Policy Statement</li> <li>4.2.2 Management Commitment</li> </ol>	<p><b>25999-1:</b></p> <ol style="list-style-type: none"> <li>3 Overview of business continuity management (BCM)</li> <li>3.1 What is BCM?</li> <li>3.3 BCM – the relationship with risk management</li> <li>4 The business continuity management policy</li> <li>4.3 Development of BC Policy</li> <li>4.4 Scope of BCM Programme</li> <li>5 BCM Programme Management</li> <li>5.2 Assigning responsibilities (governance)</li> </ol>	<p><b>OFB Manual - Getting Started</b></p> <ul style="list-style-type: none"> <li>• What Your Plan Will Include</li> <li>• Choose Your Team</li> <li>• How to Protect Your Assets</li> </ul> <p><b>OFB Online Training -</b></p> <p><u>Module 1, Welcome &amp; Intro</u></p> <ul style="list-style-type: none"> <li>• Why plan – why BCP is important</li> <li>• Glossary</li> <li>•</li> </ul> <p><u>Module 2, Safeguarding Your Investment</u></p> <ul style="list-style-type: none"> <li>• Benefits of the process</li> </ul>

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		4. Demonstrate top management and the organization's commitment to meeting the requirements of preparedness management.			<b>25999-2:</b> 1 Introduction 3.2 Establishing and managing the BCMS 3.2.1 Scope and Objectives of the BCMS 3.2.2 Policy	<ul style="list-style-type: none"> <li>#1 Priority – safety of employees, customers, and visitors</li> <li>#2 Priority – ability to communicate with customers, vendors/suppliers, employees, company leadership, business partner, and media</li> </ul>
2	Requirements  A requirement that acknowledges or otherwise directs the organization to identify and conform to applicable legal, statutory, regulatory and other requirements (e.g., codes of practice and standards of care).	<ol style="list-style-type: none"> <li>Identify legal and other requirements which govern the organization's activity.</li> <li>Establish a procedure or process for identifying, registering and evaluating internal and external requirements pertinent to the organization's functions, activities and</li> </ol>	Chapter 4 – Program Management 4.1 Leadership and Commitment 4.4 Program Administration 4.5 Laws and Authorities	4.3 Planning 4.3.1 Risk Assessment and Impact Analysis 4.3.2 Legal and Other Requirements	<b>25999-1:</b> 5 BCM Programme Management 5.2 Assigning Responsibilities 5.3 Implementing BC in the organization 5.4 Ongoing management	<b>OFB Manual - Getting Started</b> <ul style="list-style-type: none"> <li>What Your Plan Will Include</li> </ul>

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	We recommend that the standard contain and incorporate the following, and ensure a process for identifying and addressing them: <ol style="list-style-type: none"> <li>1. Legal.</li> <li>2. Statutory.</li> <li>3. Regulatory.</li> <li>4. Other.</li> </ol>	operations. 3. Understand potential impact of laws, regulations, codes, zoning, standards or practices concerning emergency procedures specific to the location and industry.			<b>25999-2:</b> 3.2 Establishing and managing the BCMS  3.2.1 Scope and Objectives of the BCMS	<b>OFB Online Training -</b> <u>Module 2</u> , Safeguarding Your Investment <ul style="list-style-type: none"> <li>• Self-Assessment – current state of preparedness</li> </ul> <u>Module 4</u> , Developing Continuity Plans <ul style="list-style-type: none"> <li>• Recovery Priorities</li> </ul>
3	Objectives and Strategies A requirement that sets objectives and strategies.	1. Develop strategic plans for incident prevention, preparedness, mitigation, response, business continuity, system resiliency, and recovery for short term (less than a month) and long term (up to one year).	Chapter 4 – Program Management 4.6 Performance Objectives 4.7 Finance and Administration  Chapter 5 – Planning 5.1 Planning Process	4.3.3 Objectives, Targets and Programs	<b>25999-1:</b> 6 Understanding the organization 6.4 Determining continuity requirements 6.6 Determining choices 7 Determining business continuity strategy	<b>OFB Manual -</b> Safeguarding Your Investment <ul style="list-style-type: none"> <li>• Self-Assessment</li> </ul> <b>OFB Forms -</b> <ul style="list-style-type: none"> <li>• What About Costs? Options for property protection / BCP development:</li> </ul>

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	<p>We recommend that the standard set or establish requirements for strategies and/or strategic plans designed to accomplish the organization's objectives in:</p> <ol style="list-style-type: none"> <li>1. Risk Management.</li> <li>2. Incident Prevention.</li> <li>3. Incident Preparedness.</li> <li>4. Incident Mitigation.</li> <li>5. Incident Response.</li> <li>6. Business Continuity.</li> <li>7. Incident Recovery.</li> <li>8. Corrective and Preventive Actions.</li> </ol>	<ol style="list-style-type: none"> <li>2. Identify type and availability of human, infrastructure, processing, and financial resources needed to achieve the organization's objectives.</li> <li>3. Identify roles, responsibilities, authorities and their interrelationships within the organization required to ensure effective and efficient operations.</li> <li>4. Plan the operational processes for actions required to achieve the organization's objectives.</li> <li>5. Include cyber and human security elements in control strategies and plans.</li> <li>6. Make arrangements (e.g., Memoranda of Understanding</li> </ol>	<ol style="list-style-type: none"> <li>5.2 Common Plan Elements</li> <li>5.3 Planning and Design</li> <li>5.4 Risk Assessment</li> <li>5.6 Prevention</li> <li>5.7 Mitigation</li> </ol> <p>Chapter 6 – Implementation</p> <p>6.6 Employee Assistance and Support</p>		<p><b>25999-2:</b></p> <p>3.2.3 Provision of resources</p> <p>4 Implementing and operating the BCMS</p> <p>4.1 Understanding the organization</p> <p>4.1.2 Risk Assessment</p> <p>4.1.3 Determining choices</p> <p>4.2 Determining business continuity strategy</p> <p>4.3.3 Business continuity and incident management plans</p>	<ul style="list-style-type: none"> <li>o No Cost</li> <li>o Under \$100</li> <li>o \$100 - \$499</li> <li>o More than \$500</li> <li>• Disaster Response Checklist</li> <li>• Incident Response Checklist</li> </ul> <p><b>OFB Online Training -</b> <u>Module 2, Safeguarding Your Investment</u></p> <ul style="list-style-type: none"> <li>• Self-Assessment – current state of preparedness</li> </ul> <p><u>Homework</u></p> <ul style="list-style-type: none"> <li>• Module 2, Choose Your Team</li> </ul>

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		<p>Agreements) and contingency preparedness plans that need to be in place to manage foreseeable emergencies.</p> <p>7. Develop Crisis Communication Plans with internal personnel (management, staff, response teams, etc.).</p> <p>8. Ensure the company's Communications Department has identified key resources designated to initiate crisis communications with employees, business partners, vendors, government and external media.</p> <p>9. Involve appropriate external parties during exercise events.</p>				<ul style="list-style-type: none"> <li>Module 6, Choose a Data Backup Strategy</li> </ul>

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4	<p>Risk Management</p> <p>A requirement for risk management to include hazard and threat identification, risk assessment, vulnerability analysis, and consequence / business impact analysis.</p> <p>We recommend that the standard provide for the conduct of:</p> <ol style="list-style-type: none"> <li>Hazards and Threats Identification.</li> <li>Risk Assessment.</li> <li>Impact Analysis.</li> <li>Vulnerability Assessment.</li> <li>Consequence / Business Impact</li> </ol>	<ol style="list-style-type: none"> <li>Establish a process for risk identification, analysis, and evaluation.</li> <li>Identify assets, needs, requirements, and analysis of critical issues related to business disruption risks that are relevant to the organization and stakeholders.</li> <li>Identify hazards and threats, to include cyber and human security elements. These should include loss of IT; telecommunications; key skills; negative publicity; employee or customer health or safety; damage to organization's reputation; loss of access to organization's assets; utility systems; supply chain outage/disruption,</li> </ol>	<p>Chapter 4 – Program Management</p> <p>4.6 Performance Objectives</p> <p>Chapter 5 – Planning</p> <p>5.4 Risk Assessment</p> <p>5.5 Business Impact Analysis</p> <p>5.7 Mitigation</p>	<p>4.3.1 Risk Assessment and Impact Analysis</p> <p>4.3.2 Legal and Other Requirements</p> <p>4.3.3 Objectives, Targets and Programs</p>	<p><b>25999-1:</b></p> <p>6 Understanding the organization</p> <p>6.2 Business impact analysis</p> <p>6.3 Identification of critical activities</p> <p>6.4 Determining continuity requirements</p> <p>6.5 Evaluating threats to critical activities</p> <p><b>25999-2:</b></p> <p>4 Implementing and operating the BCMS</p> <p>4.1 Understanding the organization</p> <p>4.1.1 Business impact analysis</p> <p>4.1.2 Risk Assessment</p> <p>4.1.3 Determining choices</p> <p>4.2 Determining business</p>	<p><u>Module 4:</u> Developing Business Continuity Plans</p> <ul style="list-style-type: none"> <li>Recovery Priorities – Business Function Impacts</li> <li>Critical Business Functions (Impact and RTO)</li> <li>Recovery Location Options</li> <li>Protect Your Assets – Additional Insurance Options</li> </ul> <p><u>Module 5:</u> Dependency Forms</p> <ul style="list-style-type: none"> <li>Staying Open for Business</li> <li>Critical Business Functions</li> <li>Vital Records                             <ul style="list-style-type: none"> <li>Before Disaster</li> <li>After Disaster</li> </ul> </li> </ul>

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	Analysis.	and insider threats. 4. Evaluate the probability of a disruptive event, dependencies and interdependencies with other assets and sectors, and consequences on business operations. Prioritize the issues identified as a result of the risk assessment and impact analysis. 5. Set objectives and targets (including time frames) based on the prioritization of issues within the context of an organization's policy and mission. 6. Evaluate and establish recovery time objectives. 7. Assess vulnerability of			continuity strategy	<ul style="list-style-type: none"> <li>• Recovery Considerations</li> </ul> Module 7: Technology Forms <ul style="list-style-type: none"> <li>• Computer Hardware                             <ul style="list-style-type: none"> <li>○ Pre-Disaster Actions</li> <li>○ Keys to Post-Disaster Recovery</li> </ul> </li> <li>• Computer Software                             <ul style="list-style-type: none"> <li>○ Recovery Time</li> </ul> </li> </ul>

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		organization, systems, and processes.  8. Define risk treatment strategy and resources needed to address the organization's risks to business disruption.				
5	Operations, Control, and Risk Mitigation  Requirements for the organization's incident management / business continuity strategy, tactics, operational plans and procedures, and/or contingency plans that will be used during emergencies, crises and other events threatening its operation; and the documentation thereof.	1. Establish operational control measures needed to implement the strategic plan(s) and maintain control of activities and functions against defined targets.  2. Develop procedures for controlling key activities, functions, and operations associated with the organization, including possible large extended workforce absences; and alternative work sites or remote working procedures.	Chapter 6 – Implementation 6.2 Mutual Aid 6.4 Operational Procedures 6.5 Emergency Response 6.6 Employee Assistance and Support 6.7 Business Continuity and Recovery 6.8 Crisis Communication and Public Information 6.9 Incident Management 6.10 Emergency Operations Centers (EOCs)	4.4 Implementation and Operation 4.4.1 Resources, Roles, Responsibility, and Authority 4.4.4 Documentation 4.4.5 Control of Documents 4.4.6 Operational Control 4.4.7 Incident Prevention, Preparedness, and Response	<b>25999-1:</b> 5.4 Ongoing management 5.5 BCM documentation 7 Determining business continuity strategy 7.2 Strategy options 7.3 People 7.4 Premises 7.5 Technology 7.6 Information 7.7 Supplies 7.8 Stakeholders 7.9 Civil emergencies	<b>OFB Manual -</b> Developing Your Business Continuity Plan  • Business Continuity Forms – Things to Consider ○ Employees Form ○ Suppliers / Vendors Form ○ Key Contacts Form ○ Business Functions Form ○ Recovery Location Form

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	<p>We recommend that the standard contain provisions for the following:</p> <ol style="list-style-type: none"> <li>1. Operational Continuity.</li> <li>2. Incident Management.</li> <li>3. Coordination with Public Authorities.</li> </ol>	<ol style="list-style-type: none"> <li>3. Establish processes and procedures for operational management and maintenance of infrastructure, plant, facilities, finance, etc. which have an impact on the organization's performance and its stakeholders.</li> <li>4. Establish processes and procedures for management of documents which are essential to the successful implementation and operation of the preparedness management program or system.</li> </ol>			<ol style="list-style-type: none"> <li>8 Developing and implementing a BCM response</li> <li>8.2 Incident response structure</li> <li>8.3 Content of plans</li> <li>8.5 Contents of the IMP</li> <li>8.5.8 Annexes</li> <li>8.7 Contents of the BCP</li> <li>8.7.5 Forms and annexes</li> </ol> <p><b>25999-2:</b></p> <ol style="list-style-type: none"> <li>3.2 Establishing and managing the BCMS</li> <li>3.4.1 General (list of topics to be addressed in plans)</li> <li>3.4.2 Control of BCMS records</li> <li>3.4.3 Control of BCMS documentation</li> </ol>	<ul style="list-style-type: none"> <li>o Vital Records Form</li> <li>o Critical Supplies Form</li> <li>o Equipment / Machinery / Vehicles Form</li> <li>o Computer Equipment and Software Form</li> <li>o Voice / Data Communications Form</li> <li>o Miscellaneous Resources Form</li> <li>o Disaster Response Checklist Form</li> <li>• Do Your Employees Know About Your Emergency Plans?                             <ul style="list-style-type: none"> <li>o Meet with Employees</li> </ul> </li> </ul>

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		5. Establish operational control measures needed to implement the strategic plan(s) and maintain control of activities and functions. 6. Develop insider threat mitigation measures. 7. Develop action plans for increased threat levels and tools to enhance situational awareness. 8. Formalize arrangements for those who supply and contract their services to the organization which have an impact on the organization's performance, including mutual aid agreements. 9. Determine the local and regional public authorities and their potential impact			4.3 Developing and implementing a BCM response 4.3.3 Business continuity plans and incident management plans	<ul style="list-style-type: none"> <li>○ Conduct Drills</li> <li>● Are Your Employees Prepared at Home?</li> </ul> <b>OFB Forms -</b> <ul style="list-style-type: none"> <li>● Critical Business Functions</li> <li>● Recovery Location</li> <li>● Vital Records</li> <li>● Critical Supplies</li> <li>● Equipment / Machinery / Vehicles</li> <li>● Computer Equipment and Software</li> <li>● Voice / Data Communications</li> <li>● Miscellaneous Resources</li> <li>● Disaster Response Checklist</li> <li>● Incident Response Checklist</li> </ul>

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		<p>on your organization's plans including, but not limited to, the U.S. Department of Homeland Security, emergency management, fire, police, public utilities, and local &amp; nationally elected public officials.</p> <p>10. Work with local Public Information Officers to understand and follow protocol.</p> <p>11. Document the forms and processes to be used before or during an event or exercise to ensure activities and participants, etc., are captured for review and Plan response and recovery improvements.</p>				<p><b>OFB Online Training -</b> <u>Module 2</u>, Safeguarding Your Investment</p> <ul style="list-style-type: none"> <li>• Self-Assessment – current state of preparedness</li> </ul> <p><u>Module 4</u>, Developing Continuity Plans</p> <ul style="list-style-type: none"> <li>• Recovery Location Options</li> <li>• Additional Insurance Options</li> </ul> <p><u>Module 7</u>: Technology Forms</p> <ul style="list-style-type: none"> <li>• Computer Hardware                             <ul style="list-style-type: none"> <li>○ Pre-Disaster Actions</li> <li>○ Keys to Post-Disaster Recovery</li> </ul> </li> </ul>

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		12. Collaborate with other organizations on preparedness issues of mutual concern.				<ul style="list-style-type: none"> <li>• Computer Software                             <ul style="list-style-type: none"> <li>○ Recovery Time</li> <li>○ Protecting Software</li> </ul> </li> </ul> <p><u>Homework</u></p> <ul style="list-style-type: none"> <li>• Module 1, Choose Your Team</li> <li>• Module 2, Complete Earthquake Assessment Checklist</li> <li>• Module 3, Complete Windstorm Checklist</li> <li>• Module 4, List &amp; Prioritize Business Functions – Complete “Critical Business Functions” Form</li> <li>• Module 5, Complete the Vital Records Form</li> <li>• Module 5, Complete the Critical Supplies Form</li> </ul>

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						<ul style="list-style-type: none"> <li>Module 5, Complete the Equipment / Machinery / Vehicles Form</li> <li>Module 6, List your computer hardware and software and Complete the Computer Equipment and Software Form</li> <li>Module 6, Complete the Voice / Data Communications Form</li> <li>Module 7, Make sure you have all the items listed on the Disaster Response Checklist</li> </ul>
6	Communications  Requirements for communication and warning as they apply to disaster / emergency management and business continuity.	<ol style="list-style-type: none"> <li>Develop and maintain a system required for communications and warning capability in the event of an incident / disruption.</li> <li>Identify requirements,</li> </ol>	Chapter 6 – Implementation 6.3 Communications and Warning 6.6 Employee Assistance and Support	4.4 Implementation and Operation 4.4.3 Communication and Warning	<b>25999-1:</b> 8.5 Content of the IMP 8.5.3 Emergency contacts 8.5.5 Media response 8.5.6 Stakeholder management	<b>OFB Manual -</b> Developing Your Business Continuity Plan <ul style="list-style-type: none"> <li>Business Continuity Forms – Things to Consider               <ul style="list-style-type: none"> <li>Employees</li> </ul> </li> </ul>

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	<p>We recommend that the standard contain provisions for the following:</p> <ol style="list-style-type: none"> <li>1. Warning and Notification.</li> <li>2. Event Communication.</li> <li>3. Crisis Management Communications.</li> <li>4. Information Sharing.</li> <li>5. Public Relations.</li> </ol>	<p>messages, and content required for communication within the organization.</p> <ol style="list-style-type: none"> <li>3. Identify requirements, messages, and content required for external communication.</li> <li>4. Develop, coordinate, evaluate and exercise plans to communicate information and warnings with internal stakeholders and external stakeholders (including the media) for normal and abnormal conditions.</li> <li>5. Make arrangements for communications both within the organization and to/from external sources, including local, state and federal law enforcement and first</li> </ol>	<p>6.7 Business Continuity and Recovery</p> <p>6.8 Crisis Communication and Public Information</p> <p>Chapter 7 – Testing and Exercise</p> <p>Chapter 8 – Program Improvement</p>		8.5.7 Incident management location (and communication)	<p>Form</p> <ul style="list-style-type: none"> <li>○ Suppliers / Vendors Form</li> <li>○ Key Contacts Form</li> <li>○ Business Functions Form</li> <li>○ Voice / Data Communications Form</li> </ul> <ul style="list-style-type: none"> <li>● Do Your Employees Know About Your Emergency Plans?                             <ul style="list-style-type: none"> <li>○ Meet with Employees</li> <li>○ Conduct Drills</li> </ul> </li> <li>● Are Your Employees Prepared at Home?</li> </ul> <p><b>OFB Forms</b></p> <ul style="list-style-type: none"> <li>● Employee Contact List</li> </ul>

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		<p>responder organizations.</p> <p>6. Document procedures and identify tools to manage relationships and communications processes with external partners: business partners, governmental agencies, vendors, etc.</p>				<ul style="list-style-type: none"> <li>• Key Supplier / Vendor Information</li> <li>• Key Contacts</li> <li>• Recovery Location</li> <li>• Critical Telephone Numbers</li> <li>• Disaster Response Checklist</li> <li>• Incident Response Checklist</li> </ul> <p><b>OFB Online Training –</b></p> <p><u>Module 2:</u> Safeguarding Your Investment</p> <ul style="list-style-type: none"> <li>• Protect Yourself, Employees, and Customers – Communication Levels</li> </ul> <p><u>Module 3:</u> your Critical Resources</p> <ul style="list-style-type: none"> <li>• Employee Communication</li> </ul>

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						<ul style="list-style-type: none"> <li>Key Contact Communication</li> </ul> <u>Module 5: Dependency Forms</u> <ul style="list-style-type: none"> <li>Critical Telephone Numbers</li> </ul> <u>Homework</u> <ul style="list-style-type: none"> <li>Module 3, Complete the Employee Contact List</li> <li>Module 3, Complete the Key Supplier / Vendor Information Form</li> <li>Module 3, Complete the Key Contacts Form</li> <li>Module 5, Complete the Critical Telephone Numbers Form</li> </ul>	
7	Competence and Training	Requirements for the competence / qualifications and training of organization's personnel, contractors,	1. Assess, develop and implement training/education program(s) for the organization's personnel,	Chapter 4 – Program Management 4.3 Program Committee	4.4 Implementation and Operation	<b>25999-1:</b>  7.3 People	<b>OFB Manual - Getting Started</b> <ul style="list-style-type: none"> <li>Choose Your Team</li> </ul>

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	<p>and other relevant stakeholders involved in emergency management and business continuity management.</p> <p>We recommend that the standard contain provisions for the following:</p> <ol style="list-style-type: none"> <li>1. Competence.</li> <li>2. Training.</li> </ol>	<p>contractors, and other relevant stakeholders.</p> <ol style="list-style-type: none"> <li>2. Identify and establish skills, competency requirements, and qualifications needed by the organization to maintain operations.</li> <li>3. Develop organizational awareness and establish a culture to support emergency / disaster preparedness and business continuity management.</li> <li>4. Determine organizational interface protocol, identification and training requirements and assign appropriate internal staff or support representative(s).</li> </ol>	<p>Chapter 6 – Implementation</p> <p>6.1 Resource Requirements</p> <p>6.11 Training and Education</p> <p>Chapter 7 – Testing and Exercise</p> <p>Chapter 8 – Program Improvement</p>	<p>4.4.2 Competence, Training, and Awareness</p>	<p>10 Embedding BCM in the organization’s culture</p> <p>10.2 Awareness</p> <p>10.3 Skills training</p> <p><b>25999-2:</b></p> <p>3.2.4 Competency of BCM personnel</p> <p>3.3 Embedding BCM in the organization’s culture</p>	<p><b>OFB Online Training</b></p> <p><u>Module 1, Welcome &amp; Intro</u></p> <ul style="list-style-type: none"> <li>• Why plan – why BCP is important</li> <li>• Glossary</li> </ul> <p><u>Module 2, Safeguarding Your Investment</u></p> <ul style="list-style-type: none"> <li>• Self-Assessment – current state of preparedness</li> <li>• Form the Business Continuity Team (provide vision, resources and information; empower and engage)</li> </ul>

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8	<p>Resource Management</p> <p>Requirements for resources management and/or logistics as it relates to the allocation of human, physical, and financial resources in the event of incidents / emergencies that threaten operations.</p> <p>We recommend that the standard contain provisions for the following:</p> <ol style="list-style-type: none"> <li>1. Resource Management.</li> <li>2. Logistics and Business Processes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify and assure availability of human, infrastructure, and financial resources in the event of a disruption.</li> <li>2. Establish and document provisions for adequate finance and administrative resources and procedures to support the management program or system under normal and abnormal conditions.</li> <li>3. Make arrangements for mutual aid and community assistance.</li> </ol>	<p>Chapter 4 – Program Management</p> <p>4.4 Program Administration</p> <p>4.7 Finance Administration</p> <p>Chapter 6 – Implementation</p> <p>6.1 Resource Requirements</p> <p>6.2 Mutual Aid / Assistance</p>		<p><b>25999-2:</b></p> <p>3.2 Establishing and managing the BCMS</p> <p>3.2.3 Provision of resources</p> <p>4.3.2 Incident response structure</p>	

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9	<p>Assessment and Evaluation</p> <p>Requirements for assessments, audits and/or evaluation of disaster / emergency management and business continuity programs.</p> <p>We recommend that the standard contain provisions for Periodic Assessment and Performance Evaluation.</p>	<ol style="list-style-type: none"> <li>1. Establish metrics and mechanisms by which the organization assesses its ability to achieve the program's goals and objectives on an ongoing basis.</li> <li>2. Determine nonconformities and the manner in which these are dealt with.</li> <li>3. Conduct internal audits of system or programs.</li> <li>4. Plan, coordinate, and conduct tests or exercises.</li> <li>5. Evaluate and document exercise results.</li> <li>6. Review exercise results with management to ensure corrective action is taken.</li> </ol>	<p>Chapter 4 – Program Management</p> <p>4.6 Performance Objectives</p> <p>4.8 Records Management</p> <p>Chapter 6 – Implementation</p> <p>6.1 Resource Requirements</p> <p>6.2 Mutual Aid / Assistance</p> <p>6.6 Employee Assistance and Support</p>	<p>4.5 Checking</p> <p>4.5.1 Monitoring and Measurement</p> <p>4.5.2 Evaluation of Compliance and System Performance</p> <p>4.5.3 Nonconformity, Corrective Action, and Preventive Action</p> <p>4.5.5 Internal Audits</p>	<p><b>25999-1:</b></p> <p>9.2 Reviewing BCM arrangements</p> <p>9.5.5 Audit</p> <p>9.5.6 Self-assessment</p> <p><b>25999-2:</b></p> <p>5 Monitoring and reviewing the BCMS</p> <p>5.1 Internal Audit</p> <p>5.2 Management review of the BCMS</p> <p>5.2.2 Review input</p> <p>5.2.3 Review output</p>	<p><b>OFB Online Training – Module 8: Scorecard &amp; Wrap-Up</b></p> <ul style="list-style-type: none"> <li>• Self-Assessment</li> <li>• Scorecard</li> <li>• Exercise the Plan</li> <li>• Lessons Learned</li> </ul>

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		7. Report audits and verification results to chief executive officer.				
10 Continuing Review (ongoing management and maintenance)	<p>Requirements for program revision and process improvement including correction actions.</p> <p>We recommend that the standard contain provisions for the following:</p> <ol style="list-style-type: none"> <li>1. Review.</li> <li>2. Maintenance.</li> <li>3. Process improvement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct management review of programs and/or system to determine its current performance, to ensure its continuing suitability, adequacy and effectiveness, and to instruct improvements and new directions when found necessary.</li> <li>2. Make provisions for improvement of programs, systems, and/or operational processes.</li> </ol>	<p>Chapter 4 – Program Management</p> <ol style="list-style-type: none"> <li>4.1 Leadership and Commitment</li> <li>4.3 Program Committee</li> <li>4.6 Program Objectives</li> </ol> <p>Chapter 8 – Program Improvement</p> <ol style="list-style-type: none"> <li>8.1 Program Reviews</li> <li>8.2 Corrective Action</li> </ol>	<p>4.6 Management Review</p> <ol style="list-style-type: none"> <li>4.6.2 Review Input</li> <li>4.6.3 Review Output</li> <li>4.6.4 Maintenance</li> <li>4.6.5 Continual Improvement</li> </ol>	<p><b>25999-1:</b></p> <ol style="list-style-type: none"> <li>9 Exercising, maintaining and reviewing BCM arrangements</li> <li>9.2 Exercise programme</li> <li>9.3 Exercising BCM arrangements</li> <li>9.4 Maintaining BCM arrangements</li> <li>9.5 Reviewing BCM arrangements</li> </ol> <p><b>25999-2:</b></p> <ol style="list-style-type: none"> <li>3.4 BCMS documentation and records</li> <li>5 Monitoring and reviewing the BCMS</li> </ol>	<p><b>OFB Online Training - Module 8: Scorecard &amp; Wrap-Up</b></p> <ul style="list-style-type: none"> <li>• Plan Maintenance</li> <li>• Plan Update Triggers</li> <li>• Self-Assessment</li> <li>• Scorecard</li> <li>• Lessons Learned</li> </ul> <p><b>OFB Forms</b></p> <ul style="list-style-type: none"> <li>• Self-Assessment Form</li> <li>• Incident Response Checklist</li> </ul>

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					6 Maintaining and improving the BCMS 6.1 Preventive and corrective actions 6.2 Continual improvement	<b>IBHS Forms</b> <ul style="list-style-type: none"> <li>• Post-Planning Feedback</li> <li>• Post-Disaster Feedback</li> </ul>