

QUESTIONS DIRECTORS SHOULD BE ASKING CEOs ABOUT BUSINESS CONTINUITY AND CRISES MANAGEMENT.

1. Has Senior Management shown the Board a written Business Continuity Policy that reflects the organization's vision, mission, core values and beliefs?

The Board should affirm that senior management has established a clear set of goals and expectations regarding business continuity and that these goals and expectations are cascaded throughout the organization.

The Board should make certain that an inventory (risk portfolio) of business critical activities and the associates who perform these activities is prepared and that specific steps necessary to maintain these activities have been developed and included in this plan.

2. Has the management team identified its own Business Continuity risks and determined the best method of managing them?

The Board should determine that the management team establishes and maintains a continuous procedure to identify business risks pertaining to its activities. Effective plan implementation includes clear assignment of responsibility and authority, training programs that provide employees with the tools to accomplish their responsibilities.

The Board should make sure that the plan presented is detailed enough so that responsibilities of relevant personnel who are responsible are articulated. And names are provided.

Is there an action plan to correct any deficiencies observed within a reasonable time frame?

3. Is the plan been organized in such a way that managers can effectively implement the policy?

Has a management systems approach been applied to business continuity i.e. has a business impact analysis been undertaken before a risk assessment? Is the application of management systems consistent within the organization – are there synergies with other management systems that can be utilized?

The organizational structure must clearly identify that the Business Continuity Plan manager is positioned high enough in the organization (report to senior operations management) and have sufficient organizational stature, independence, and authority to effectively implement programs and to make decisions related to Business Continuity.

For more information:

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