



**“The greatest glory in living lies not in never falling, but in rising every time we fall.”**

***Nelson Mandela***

## BCM Exercising and maintaining

*All organizations whether large or small have aims and objectives such as to grow, to provide services and to acquire other businesses. These aims and objectives are generally met via strategic plans to achieve an organization’s short, medium and long term goals. Business Continuity Management (BCM) will ensure that these aims and objectives are not compromised by unexpected disruptions.*

*Definition of Business Continuity Management:*

*“A holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.”*

*(The Business Continuity Institute)*

### **Business Continuity Life Cycle**

Business Continuity Management (BCM) is a continuous process and encompasses six distinct steps:

- BCM programme management
- Understanding the organization
- Determining BCM strategies
- Developing and implementing a BCM response
- Exercising, maintenance & review
- Embedding BCM in the organization’s culture

Ascore’s BCM Services have been designed to match with these steps (one or more BCM Services for each BCM step), hereby assuring compliance to the most recent BCM standards and good practises.

### **Ensure a reliable BCM capability**

A Business Continuity Management (BCM) capability cannot be considered reliable until it has been exercised, maintained and reviewed:

- The development a BCM capability is achieved through a structured **Exercising Programme**, which should begin simple and escalate gradually.
- The **BCM Maintenance Programme** ensures that the organization remains ready to handle incidents despite the constant changes that all organizations experience.
- A **Review Function** is one of self-assessment or of impartial review against defined standards and policies and to provide remedial recommendations.

### **About Ascore**

Ascore is specialized in operational risk management consultancy and staffing. Operational risk management, information security, business continuity and compliance to laws and regulations are major cornerstones of our services.

Ascore assists its customers with the incorporation of operational risk management at all levels and in all areas of their organization, including day-to-day operational decisions. No decision should be taken in any organization without applying proper operational risk management. It can be applied throughout the entire life cycle of any activity or project. In order to minimize risk, it is however preferable to apply operational risk management is applied at the beginning phase of a project or operational activity.

### **About Ascore Academy**

Ascore offers, through the Ascore Academy, an extensive education and awareness program, covering several open classes, events and customized education experiences.

### **Contact**

For further and additional information, please contact us on Tel. +32 (0)9 243 10 20 or [info@ascore.com](mailto:info@ascore.com)

On all Ascore services our general terms of delivery apply.

## BCM Exercising Programme

An exercise programme leads, over a period of time, to objective assurance that the BCP will work as anticipated when required.

In addition, it will lead to the improvement of BCM capability by:

- practicing the organization's ability to recover from an incident;
- verifying that the BCP incorporates all organizational critical activities and their dependencies and priorities;
- exercising the technical, logistical, administrative, procedural and other operational systems of the BCP;
- exercising the BCM organization and infrastructure (including roles, responsibilities, and any command centers and work areas, etc.);
- validating the technology and telecommunications resource recovery, availability and relocation of staff;
- highlighting assumptions which need to be questioned;
- providing information and instilling confidence in exercise participants;
- raising awareness of business continuity throughout the organization by publicizing the exercise; and validating the effectiveness and timeliness of restoration of business as usual at the end of the exercise.

## BCM Maintenance Programme

This programme ensures that:

- any changes (internal or external) that impact the organization are reviewed in relation to BCM
- any new critical activities are included in the BCM maintenance programme;
- any assumptions made in any components of BCM throughout the organization are reviewed and challenged;
- updated, amended or changed BCM policy, strategies, solutions, processes and plans to key personnel are distributed under a formal change (version) control process.

### Outcomes and deliverables

The outcomes of the BCM exercising programme process include:

- Validation that the Business Continuity strategies are effective;
- Familiarity of team members and staff are familiar with their roles, accountability, responsibilities and authority in response to an incident;
- Documentation of exercise in a Post Exercise Report for senior management, auditors, insurers, regulators and others;
- Documentation and resolution of open-issues arising during the exercise;
- An increased overall awareness of the significance of BCM;

- The opportunity to identify shortcomings and improvements to the organization's Business Continuity readiness;

The outcomes from the BC maintenance process include:

- A documented BC monitoring and maintenance programme;
- A clearly defined and documented Maintenance Report (including recommendations) agreed and 'signed-off' by an appropriate senior manager;
- A clearly defined and documented BCM Maintenance Report Action Plan agreed and 'signed-off' by an appropriate senior manager;
- Effective and current BCPs, strategies and solutions;

### Methods

In close collaboration with your organization, Ascure will select the method (Desk Check, Walk through, simulation exercises, activity testing) that suit best to your specifications and organizational culture.

### Next step

A next advisory step is to verify via a self-assessment process, that all steps of the BCM lifecycle are appropriately addressed.

This service is described in the flyer:

**"BCM Review and Assessment"**

Interested in world-class education and training on business continuity, crisis management, disaster recovery or pandemic planning: visit the website of the BCM Academy Belgium ([www.bcmacademy.be](http://www.bcmacademy.be)).

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