

## 2. Implementing BS 25999

The British Standard for business continuity management consists of two parts:

- BS 25999-1, *Business continuity management. Part 1 – Code of practice*. This document takes the form of good practice guidance and recommendations, indicating what practices an organization should or may undertake to implement effective BCM. Organizations may choose to follow all or part of the Code of practice. The Code can be used for self-assessment or between organizations. The Code is not a specification for BCM.
- BS 25999-2, *Business continuity management – Part 2: Specification*. This document sets out specifically what an organization shall do to implement BCM. It is for use by internal and external parties, including certification bodies, to assess the organization's ability to meet regulatory and customer requirements as well as the organization's own requirements. BS 25999-2 contains only those requirements that can be objectively audited and a demonstration of successful implementation can therefore be used by an organization to assure interested parties that an appropriate business continuity management system (BCMS) is in place.

In common with modern management system standards, BS 25999-2 utilizes the PDCA (Plan-Do-Check-Act) cycle for developing, implementing and improving the effectiveness of an organization's business continuity management system.

### Management Systems Approach – PDCA

The Plan-Do-Check-Act methodology is based upon the work of Walter Stewhart who developed statistical process control in the US during the 1930s. It was taken up and promoted very effectively from the 1950s and onwards by the famous quality management authority, W. Edwards Deming, and is used extensively to achieve continual improvement in management systems. Figure 2.1 shows the Stewhart or Deming cycle.

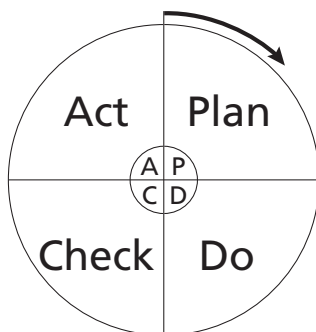
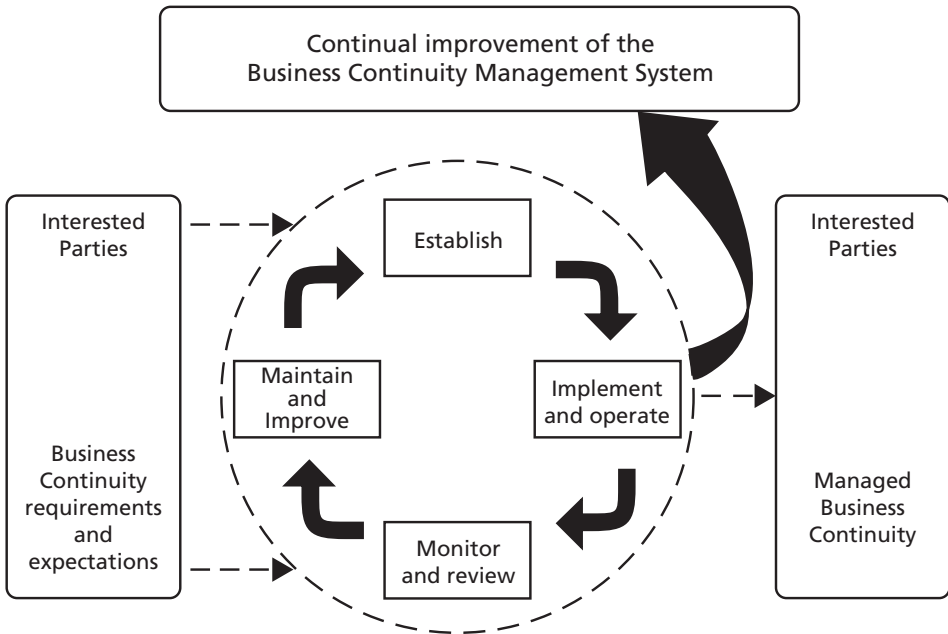


Figure 2.1 – The Stewhart or Deming cycle

Figure 2.2 shows how the PDCA cycle is applied to the BCMS as set out in BS 25999-2. The PDCA model produces business continuity outcomes that meet the requirements and expectations of interested parties.



**Figure 2.2 – Plan, Do, Check, Act cycle (source: BS 25999-2:2007)**

The elements of the PDCA cycle as it relates to BCM, as set out in BS 25999-2, are as follows.

### Plan

Establish business continuity policy, objectives, targets, controls, processes and procedures relevant to managing risk and improving business continuity to deliver results in accordance with an organization’s overall policies and objectives.

### Do

Implement and operate the business continuity policy, controls, processes and procedures.

Check

Monitor and review performance against business continuity policy, objectives and practical experience, and report the results to management for review, and determine and authorize actions for remediation and improvement.

Act

Maintain and improve the BCMS by taking corrective and preventive actions, based on the results of management review and reappraising the scope of the BCMS and business continuity policy and objectives.

The PDCA approach as used in BS 25999-2 ensures there is a degree of consistency with other management system standards, such as BS EN ISO 9001:2000 (Quality Management Systems) and BS EN ISO 14001:2004 (Environmental Management Systems).

The BCM life cycle

Initial work by practitioners in 1999 resulted in a widely accepted representation of the BCM life cycle. With the publication of BS 25999-1 in 2006, a new illustration of the BCM life cycle was introduced (see Figure 2.3).

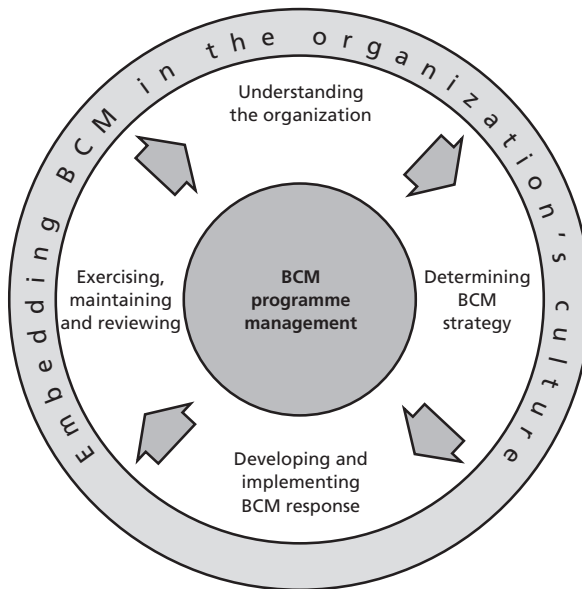


Figure 2.3 – The BCM life cycle (source: BS 25999-1:2006)

It is accepted that the PDCA approach can be applied to every element of the BCM life cycle but, for the purposes of this publication, the following approach has been taken.

Figure 2.3 could be described as the BCM wheel. The hub (BCM programme management) and the tyre (Embedding BCM in the organization's culture) are the elements that relate to Plan, Check and Act in the PDCA cycle. The spokes (Understanding the organization, Determining BCM strategy, Developing and implementing BCM response and Exercising, maintaining and reviewing) represent the Do element of the cycle.

The rest of this book describes approaches that will enable those responsible for BCM in an organization, regardless of size or sector, to meet the requirements of BS 25999-2.