

Business Continuity Audit for Telecommunications & Healthcare Industry

Bonus slides: Other Focus Areas

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Business Continuity • **Enterprise Risk** • **Disaster Recovery** • **Crisis Management**

Develop Strategies and Planning



Strategies and planning are developed to mitigate the impact of a business interruption due to failure of vendors.

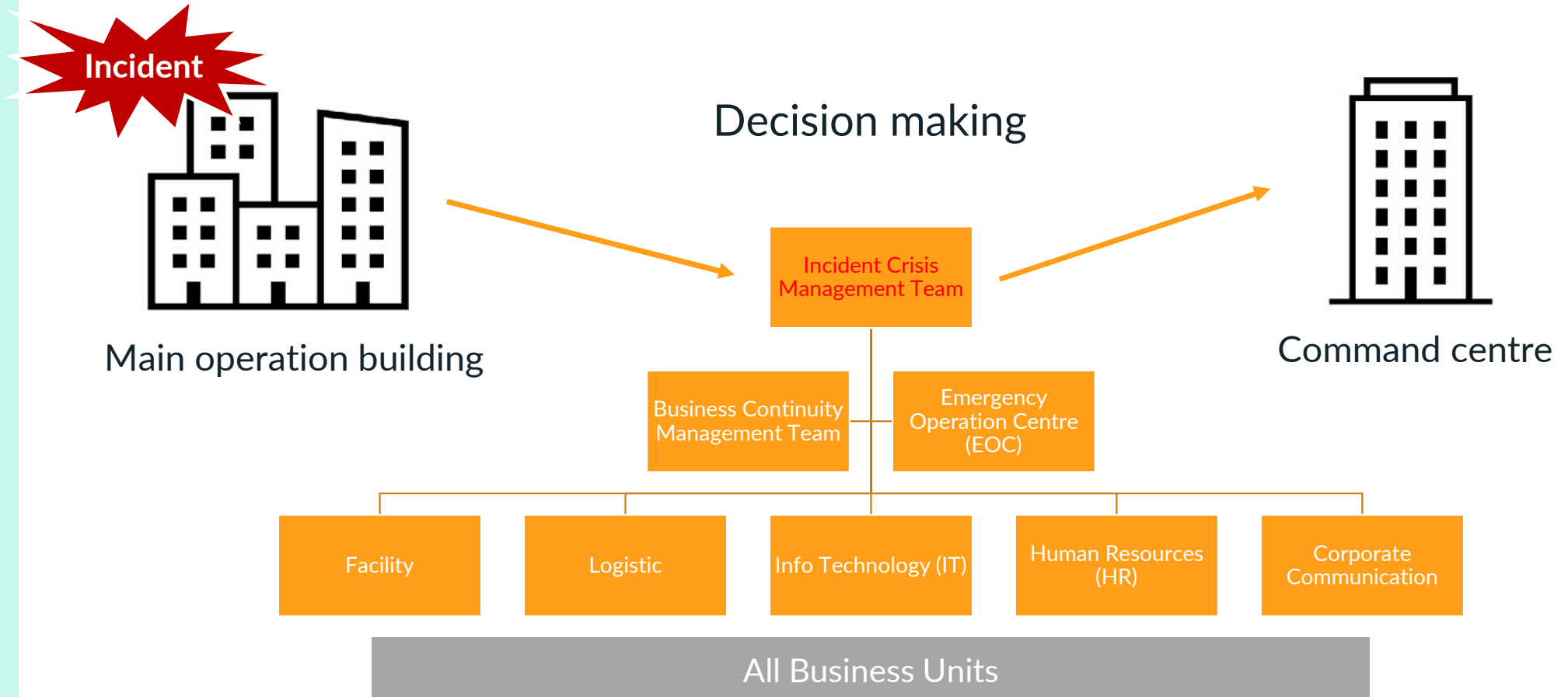
Example:

- SLAs documented in the contract
- Organize BCMS awareness seminar for the vendors
- Verify vendor's continuity programme

Business Continuity involves integration of various disciplines

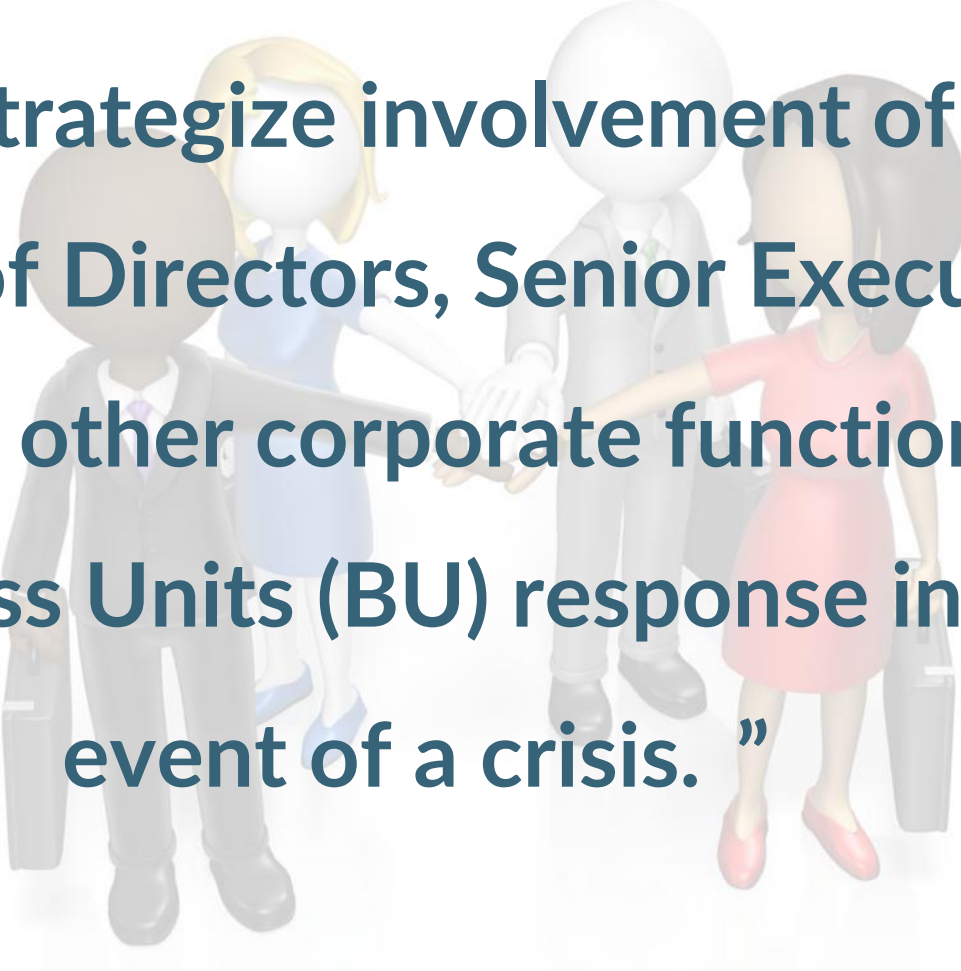


Typical Incident Crisis Communication Team



Why do you need to know your role and responsibility?

“ To strategize involvement of the Board of Directors, Senior Executive team and other corporate functions and Business Units (BU) response in the event of a crisis. ”



Identify BCMS Roles



Executive Management
(Senior Management)

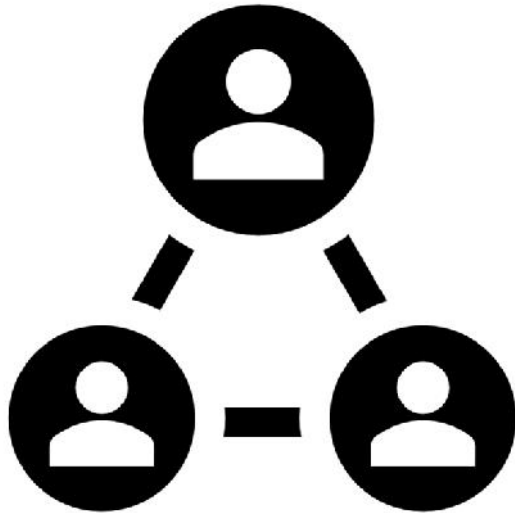


BC Coordinator



Recovery Team

Executive Management (Senior Management)



- Set the direction and approve of any modifications to BCP
- Lead the response and recovery effort
- Evaluate risks and monitoring
- Final decision maker for response and recovery plan
- Leaders of the Crisis Management Team (CMT)
- Direct the overall strategy to address the crisis

BC Coordinator



- Acting as initiator
- Manage the initial implementation of the BCP
- Maintaining BCP implementation
- Formulate specific BCP tests and exercises
- Coordinate exercise schedule
- Facilitating exercise
- Facilitating communications

Recovery Team



- Coordinate IT recovery plans
- Plan and conduct IT tests
- Support BC Coordinator in development and exercise
- Facilitating logistic needs and coordination
- Business Units

Your Roles and Responsibilities



- Participate in implementation and testing
- Support and communicate the importance of BCP test and exercises
- Monitor and test the response strategies within your areas of responsibility
- Be involved with other employees, core members and supporting members

Training and Awareness



- Periodical training and awareness programme on related plans for IT and network infrastructure staff and key vendors / suppliers
- Developing general employee awareness
- Creating response and recovery knowledge
- Increasing plan development efficiency and effectiveness
- Understanding role and responsibilities

Exercise and Testing

Why do organizations need to conduct exercise and testing?

- Identify gaps or weaknesses in organization's BCP and DRP
- Confirm that your continuity objectives are met
- Helps to validate BCP and DRP effectiveness in the event of a disaster
- Evaluate the organization's response to various kinds of disruptive events
- Improve systems and processes based on exercise / test findings
- Improve understanding of roles and responsibilities during a crisis
- Update organization's BCP and DRP accordingly

Considered Exercise / Testing - Telecommunication

Network outage

- Test redundancy networking – one network is down, the 2nd network is up as backup
- Eliminate single points of failure to ensure better network stability

Data recovery

- Run a test that involves losing a bulk of data and try to recover it
- Evaluate Recovery Time Objective (RTO)

Power outage

- Test coordination from senior management and communicate with staff
- Test communication with vendor / suppliers
- How the workforce during the incident is being carried out
- Assess the backup / alternative plan

Considered Exercise / Testing - Healthcare

Tabletop exercise due to physical infrastructure damage

- Theoretical incident discussed around the table
- Participants describe their actions and the impact this feedback has on evaluation and revision of policies, plans, and procedures

Communication

- Test communication notification chain to notify specific individuals of an event and coordinate recovery

Supply chain

- Test the system effectiveness of getting critical medical supplies in an emergency or from other support clinical facilities
- Supplier should be able to supply equipment and medical supplies during disaster

Key Methods of Decision-Making

Business Impact Analysis (BIA)

- Obtain an understanding of the organization's most critical objectives
- Obtain the priority of each and the timeframes for resumption
- Provide the resource information from which an appropriate recovery strategy can be determined/recommended
- Identify impact values for risk analysis
- Calculation of recovery time targets for the BCMS programme

Understanding of BIA

1. Create the BIA



2. Measure indicators



3. Risk impact to business within the timeframe

Impact Area	30 mins	1 hour	2 hour	4 hours	12 hours	1 day	2 days	1 week
Customers	●	●	●	●	●	●	●	●
Financial	●	●	●	●	●	●	●	●
Reputation	●	●	●	●	●	●	●	●

Risk Assessment (RA)

- Identify all the risks that pose a threat to organization's operations.
- A process of identifying and assessing factors that could negatively affect the success of a business.
- Examine the risks that organization faces and helps you decide whether to move forward with a decision.
- Ranked in order of severity and then prioritized.
- Create different categories of risks in-built into the solution, which categorizes the risk based on its likelihood and severity.

Risk Matrix

Likelihood		Severity				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Severe
5	Almost Certain	Medium	High	High	Very High	Very High
4	Likely	Medium	Medium	High	Very High	Very High
3	Possible	Low	Medium	Medium	High	Very High
2	Unlikely	Low	Low	Medium	High	High
1	Rare	Low	Low	Low	Medium	High

Likelihood Rating Table

LIKELIHOOD	Description	General principle
1 Rare	May occur under exceptional circumstances	Almost 0%
2 Unlikely	Would occur at some time	< 50% probability
3 Possible	Might occur at some time	50% probability
4 Likely	Will probably occur in most circumstances	> 50% probability
5 Almost Certain	Expected to occur in most circumstances	Almost 100%

Severity Rating Table

SEVERITY	Description
1 Insignificant	A risk event that, if occurs, will have little or no impact on achieving desired results e.g., no business disruption
2 Minor	A risk event that, if occurs, will have little impact on achieving desired results e.g., minimal business disruption
3 Moderate	A risk event that, if occurs, will have a moderate impact on achieving desired results - one or more outcome objectives will fall below goals but above minimum acceptable levels
4 Major	A risk event that, if occurs, will have a major impact on achieving desired results - one or more outcome objectives will fall below acceptable levels
5 Severe	A risk event that, if occurs, will have a severe impact on achieving desired results - one or more critical outcome objectives will not be achieved



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