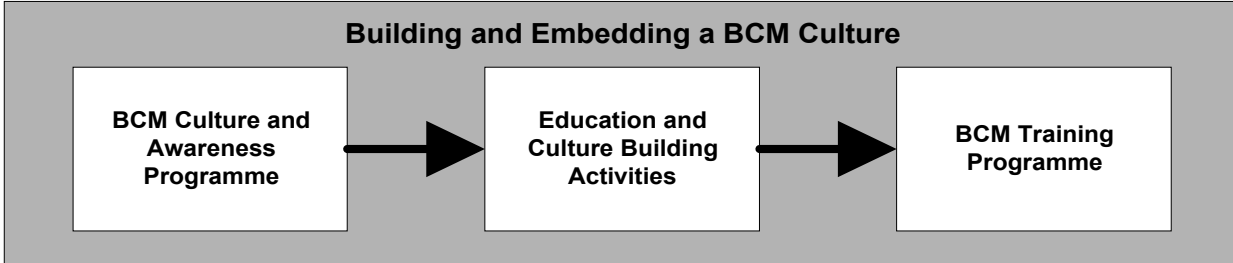


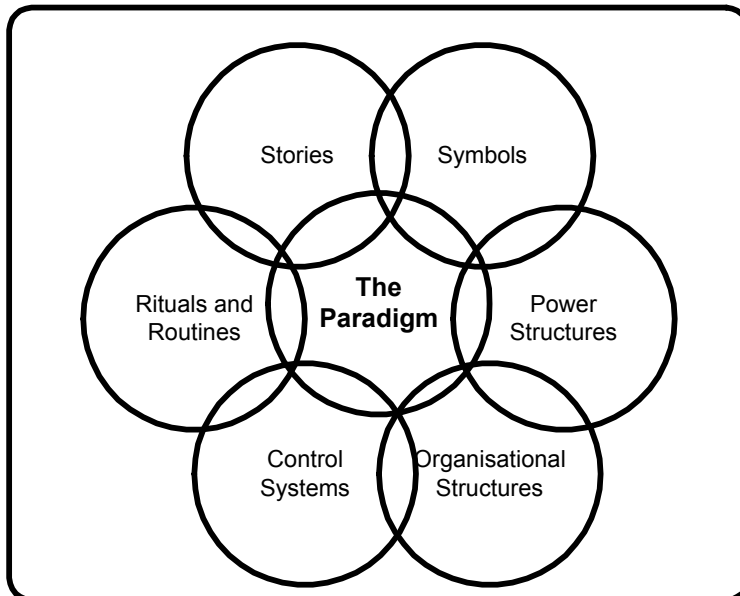
# Stage 4: Building and Embedding a Business Continuity Management Culture.



## Introduction.

The successful embedding of a Business Continuity Management (BCM) culture within an organisation is primarily dependent upon it becoming an integral part of the organisation’s strategic and day-to-day management ethos in contrast to its traditional ‘bolt on’ role. Organisation (Corporate) Culture concerns the deep-seated and embedded beliefs and values held by members of an organisation and its strength should not be overlooked or dismissed lightly. Organisational culture promotes shared values, operating norms, styles and regularly pursued patterns of behaviour and is frequently described as ‘the way we do things around here’ or ‘what you have to do to get on’. The elements and mechanism that combine to create an organisational culture are described by Johnson and Scholes (1993) as the ‘Cultural Web’ and needs to be fully understood.

### The Cultural Web.



Consequently, achieving cultural change is a difficult and lengthy process. It needs to be fully understood and can encounter a level of resistance that should not be underestimated. The use of education, awareness training and participation have all been used to effect cultural change

The documentation of a BCM Strategy(ies) and Plan(s) represents a narrow and limited method of developing a BCM Culture. The overall success depends upon a number of approaches.

A key element in developing a sustainable BCM culture within an organisation is the preparation and delivery of a programme to create corporate awareness and enhance the skills, knowledge and experience required to implement, maintain, manage and execute Business Continuity Management.

Equally important in establishing a BCM culture and operating environment is a vision statement and the visible proactive support of the organisation's executive, senior and middle management. Whilst commitment from the top is an essential condition for developing a BCM culture it is not sufficient. The key requirement is to win over the middle managers and operational staff who have to implement Business Continuity Management.

A further key consideration is that BCM should not be presented as solely a facilities or IT specialism otherwise ownership is actually and culturally seen as being within these areas in contrast to the various parts of the organisation where the operational risk originates and should continue to reside.

It is also essential to commit to periodically maintaining and reviewing the organisation's BCM policy, strategies, framework, plans and solutions or the investment made in its preparation will have been wasted. Similarly, training and awareness must be undertaken to ensure that the entire organisation is confident, competent and capable. All individuals must appreciate and recognise the importance of BCM to the organisation and their role within it.

This awareness should extend to those external stakeholders and third parties (sourced service providers) upon which the organisation depends in both normal and crisis situations.

In adopting this change management approach all those associated with the organisation can have confidence in its ability to manage in a crisis, and the embedding of a successful BCM culture will have begun.

## **Purpose.**

The purpose of building and embedding a sustainable Business Continuity Management culture within an organisation is to ensure that BCM becomes an integral part of the organisation's strategic and day-to-day business as usual operational management

## **Outcomes.**

The outcomes from a training, awareness and cultural development programme include:

- The acceptance and implementation of BCM as a professional management discipline.
- An organisational culture that ensures BCM activities and considerations are integral to the business as usual activities throughout the organisation at all levels.

- The proactive ‘hands-on’ promotion of BCM by the organisation’s executive, senior and middle management.
- An organisational, managerial and staff BCM competence to execute the organisation’s BCM strategy.
- An awareness and understanding by the organisation’s management and staff of the importance of BCM and their roles, accountabilities, responsibilities and authority within it.
- An ongoing BCM education and awareness programme.
- A performance management and appraisal system that explicitly recognises and reinforces the importance of BCM.
- Job descriptions and associated skills that include BCM at all levels within the organisation.
- A rewards and recognition system that explicitly recognises and reinforces the importance of Business Continuity Management.
- An ongoing programme of BCM training for those directly involved in the implementation, maintenance and execution of the organisation’s BCM capability.
- A clearly defined and documented management information system to monitor and evaluate the BCM awareness and competency of the organisation’s staff and managers?

## **Components.**

The key components in developing and embedding a Business Continuity Management culture include:

- A clearly defined and documented BCM vision and policy statement agreed and ‘signed-off’ by the organisation’s executive/senior management.
- A clearly defined, documented and published BCM vision implementation (change management) project plan agreed and ‘signed-off’ by the organisation’s executive/senior management.
- Financial and other resources to implement the BCM vision project plan.
- Financial and other resources to enable professional BCM training and associated education.
- A clearly defined and documented BCM education and awareness programme agreed and ‘signed-off’ by the organisation’s executive/senior management. This should facilitate and enable an organisation-wide understanding of the organisation’s BCM strategy, in particular awareness of why BCM is important and their individual roles, accountability responsibility and authority within the BCM process. The awareness programme should include all organisational staff and key external stakeholders e.g. key customers and suppliers.

- Rewards and Recognition is one of the mechanisms that can exert influence upon what is seen as important and how it is done. In particular it makes explicit to individuals and groups what the organisation sees as important.
- Performance management and appraisal systems are a further process than can exert influence on what is seen as important by the organisation. The way that individual and group performance is measured is of particular importance. When performance measurement is linked to performance appraisal it acquires a systemic and hierarchical perspective. When performance and its measurement are aligned to rewards and recognition it provides a strong incentive. This process ensures the active involvement of managers and staff at all levels of the organisation, especially the operational middle management who have to implement and maintain Business Continuity Management.
- BCM awareness 'aide-memoire'.
- A clearly defined and documented BCM training programme agreed and 'signed-off' by the organisation's executive/senior management.
- A clearly defined and documented internal and external awareness and education communication and public relations programme agreed and 'signed-off' by the organisation's executive/senior management
- A clearly defined and documented BCM exercising programme agreed and 'signed-off' by the organisation's executive/senior management.
- A clearly defined and documented BCM maintenance programme agreed and 'signed-off' by the organisation's executive/senior management.
- A clearly defined and documented BCM audit programme agreed and 'signed-off' by the organisation's executive/senior management.
- Professional BCM trainers
- Professional change management facilitators/team.

## **Methodologies/Techniques.**

The methods, tools and techniques to provide Business Continuity Management training, awareness and develop and embed a BCM culture include:

- An organisation BCM accountable executive and sponsor.
- Business Continuity Management champions within the organisation.
- Videos.
- Briefing Papers.
- Corporate newsletters, bulletins, magazines.
- Visits to work area recovery site.

- Assurance process (compliance and benchmarking).
- Intranet Web Sites.
- Accredited training courses.
- Accredited educational courses.
- Conferences, Workshops, seminars.
- Formal induction process.
- Exercising, Rehearsal and Testing of the organisation's BCM competence and capability.
- Clearly defined and documented BCM roles, accountabilities, responsibilities and authority.
- Job descriptions and skill set that include BCM at different levels in the organisation.
- Professional BCM practitioners within the organisation.
- Professional BCM practitioners working alongside operational staff and line managers.
- Remuneration and rewards.
- Performance and appraisal system.
- Audit process.
- Presentations/Papers on lessons learned:
  - Own or others live BCM events.
  - Own or others BCM exercises.

## **Process.**

Achieving cultural change is at best difficult, lengthy and problematic. It is not a linear process and consequently many activities will take place simultaneously. The process activities to develop and embed an organisational BCM culture include:

- The publication of a clearly defined BCM vision statement agreed and 'signed-off' by the organisation's executive, senior and middle management.
- The appointment of a senior executive to be accountable for and champion the implementation of the organisation's BCM vision statement.
- The creation of a multi-disciplinary change management project team. A key activity of the team should be to make full use of the official and unofficial communication and

information distribution systems throughout the organisation.

- A consultation process with middle managers, supervisors and operational staff throughout the organisation concerning the implementation of the Business Continuity Mission vision statement.
- The appointment of change management champions within the various parts of the organisation.
- Conduct a BCM awareness, competency and capability ‘gap analysis’
- Publication of a clearly defined and documented change management programme agreed and ‘signed-off’ by the organisation’s executive and senior management. The change management process includes:
  - A BCM Awareness and Education Programme i.e. define the written and unwritten rules and assumptions that govern acceptable behaviour. These will be illustrated by stories and myths that will develop over time.
  - A BCM (functional) Training Programme.
  - Development of a BCM awareness monitoring process.
  - The integration of BCM into the organisation’s reward and recognition process.
  - The integration of BCM into the organisation’s performance and appraisal process.
  - The integration of BCM roles, accountabilities, responsibilities and authority within the organisation’s job descriptions and skills set.
  - Active participation in BCM exercises, rehearsals and tests.
  - Active participation in the BCM maintenance process.
  - Active participation in the BCM audit process.

## **Frequency and Triggers.**

An organisation’s Business Continuity Management awareness, training and cultural development programme is an ongoing process. However, there are specific events that should determine the frequency or trigger its review. These include:

- The performance and appraisal process.
- The BCM maintenance and review process.
- The BCM audit process.
- Formal induction process for all new staff and managers.
- The exercising, rehearsal or testing of the BCM competence and capability.

- Live invocation of the BCM process.
- Where the pace of business change is particularly aggressive.
- Where there is a major business change that may include:
  - Business strategy or objective.
  - Business Continuity Management strategy and/or scope.
  - Business Continuity Management solutions.
  - Location.
  - Large scale change in staff numbers or locations.
  - Key suppliers (intra-organisation or outsourced providers).
  - Process Re-design.
  - A new business line, product or service.
  - Merger.
  - Acquisition.
  - Significant change in the regulatory environment.

## Participants.

The following roles or functions (not restrictive or exhaustive) are identified as being Responsible or Accountable or should be either Consulted or Informed (RACI) in the development of the organisations training, awareness and cultural development process. The matrix process provides a process that can be used to indicate/identify the specific roles, functions and/or area of the organisation within each of the RACI categories.

Role or Function	R	A	C	I
	Responsible	Accountable	Consulted	Informed
Executive/Senior Management.				
Operational Middle Management.				
Operational Supervisors and Staff.				
Training and Development.				
Human Resources.				
Legal.				
Finance.				
Telecommunications.				
Technology.				
Facilities/Property Management.				
Health and Safety				
Suppliers of specialist BCM resources and services (intra-organisation and/or outsourced providers).				
Project Managers				
Insurance				

Change Managers				
Security				
Risk Managers				
Communications and Public Relations.				
Commercial Services Management.				
Relationship Management.				
Subject Experts (where appropriate).				
Suppliers of business services/products (intra-organisation and/or outsourced providers).				

**Deliverables.**

The deliverables of the Business Continuity Management training, awareness and culture development process include:

- A clearly defined and document BCM vision and policy statement agreed and ‘signed-off’ by the organisation’s executive/senior management.
- Business Continuity Management awareness aide-memoires.
- A clearly defined and documented management information report concerning the monitoring and evaluation of the BCM awareness of the organisation’s staff and managers.

**Good Practice Evaluation Criteria.**

The Good Practice Business Continuity Management training, awareness and culture criteria includes:

- Does the organisation have a clearly defined and published BCM vision and policy statement?
- Has the BCM vision, policy statement, standards, guidance and frameworks been communicated throughout the organisation?
- Does the organisation have an executive/senior management role accountable for Business Continuity Management?
- Does the organisation’s executive/senior management proactively and via ‘hands-on’ clearly demonstrate their support and strong commitment to the organisation’s BCM vision and policy?
- Does the organisation’s middle management proactively and via ‘hands-on’ clearly demonstrate their support and strong commitment to the organisation’s BCM vision and policy?
- Is the implementation and maintenance of the organisation’s BCM policy strictly monitored and evaluated?

- Are BCM roles, accountabilities, responsibilities and authorities clearly defined and documented within job descriptions at all levels of the organisation?
- Is BCM integrated within the organisation's reward and recognition system?
- Is BCM integrated within the organisation's performance management and appraisal system?
- Are BCM roles, accountabilities and responsibilities clearly identified and defined within personal annual performance contracts?
- Does the organisation have clearly defined and documented Key Performance Indicators (KPI's) for Business Continuity Management?
- Are the organisation's BCM Key Performance Indicators (KPI's) directly linked to personal annual performance contracts?
- Is BCM an integral part of the organisation's change management process?
- Is BCM integral part of the organisations project management process?
- Does the organisation have a clearly defined and documented management information system to monitor and evaluate the BCM awareness of the staff and managers?
- Does the organisation have a clearly defined and documented Management Information System (MIS) to monitor and evaluate the BCM competency of the staff and managers?
- Does the organisation have a formal BCM awareness/induction training programme for all new and existing managers and staff?
- Does the organisation's executive/senior management proactively demonstrate a strong commitment and support of the organisation's BCM awareness and training programme?
- Does the organisation's middle managers continuously ensure their staff obtain/maintain the requisite skills and expertise to carry out their BCM roles and responsibilities on an ongoing basis?
- Does the organisation provide a clearly defined and documented internal BCM training programme?
- Does the organisation have a dedicated BCM training budget?
- Does the organisation have a clearly defined and documented process to ensure staff are aware of what to do if a BCM event occurs i.e. when at home, on the way to work (denial of access) or whilst at work?
- Does the organisation make managers and staff fully aware of the significance and importance of 'Legal Privilege' in all communications and documentation concerning a crisis or BCM event?
- Does the organisation make staff aware of the communication and 'call-out' (Call tree) cascade information system?

- Does the organisation employ professionally qualified (MBCI) BCM staff and/or consultants?
- Are managers and staff engaged/responsible for BCM encouraged to attend external BCM seminars and courses?
- Does the organisation have formal training and continuous professional development plans for BCM personnel?
- Does the organisation promote BCM as an issue for continuous professional development for its management and supervisor grade staff?
- Has the organisation developed and distributed a pocket size BCM awareness ‘aid-memoire’ to all managers and staff?
- Does the organisation have a clearly defined and documented BCM exercising programme?
- Does the organisation have a clearly defined and documented BCM maintenance programme?
- Does the organisation have a clearly defined and documented BCM audit programme?
- Does the organisation’s awareness, training and cultural development programme achieve the outcomes set out within the Business Continuity Institute Good Practice Guidelines?
- Are the Business Continuity Institute BCM Good Practice Guidelines used as a part of the Building and Embedding a BCM Culture assurance process?
- Does the organisation’s awareness, training and cultural development programme provide the deliverables set out within the Business Continuity Institute Good Practice Guidelines?

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