



Independent Business Continuity Management Assessment in 8 weeks

Margaret Millett
MsBC, MBCP, MBCI

AVP Global Resiliency

AUGUST 15, 2019

Agenda

1

Budget



2

Preplanning



3

Engagement



4

Reports



5

Post Assessment



Budget



Forecasting

1. Fiscal year
2. Potential scope of work
3. 3 or 4 vendor estimates for work
4. Determine if additional resources are required
5. Budget line item
6. Next year's budget line item

Preplanning



Leverage what you have

1. 3rd party assessments
2. Internal audits
3. Customer inquiries
4. Regulatory inquiries

Team

1. Resumes
2. Organization charts
3. Training
4. Conferences

Location

1. Offices
2. Data Centers

Business Continuity Management

1. Policy
2. Standards

Business impact analysis

1. Current template
2. Risk model

Technical impact analysis

1. Current template
2. Risk model

Sample plan

1. Business continuity
2. Disaster recovery

Exercising business continuity templates

1. Schedule
2. Timeline
3. Vendor documents
4. Tracker
5. Report
6. How results are shared

Testing disaster recovery templates

1. Schedule
2. Timeline
3. Vendor documents
4. Tracker
5. Report
6. How results are shared

Do you have different templates for Mainframe / Distributed?

Emergency notification exercises templates

1. Schedule
2. Sample notices
3. Report
4. How results are shared

Exercises and testing

1. Past year schedule
2. Past year reports
3. Current year schedule

User guide

1. Internal teams and users
 - a) *Software*
 - b) *Work area relocation*
 - c) *Emergency notification*

User training & awareness

1. Website
 - a) *Screen shots*
2. PowerPoint presentation
 - a) *Executive*
 - b) *Users*
3. Internal learning
4. Videos

Internal reporting

1. Cadence
2. Audience
 - a) *CISO*
 - b) *Board of Directors*
 - c) *Domestic*
 - d) *International*
 - e) *Etc.*

Internal interview candidates

1. Business continuity
2. Disaster recovery
3. Internal audit
4. Enterprise risk management
5. Business continuity team members
6. Domestic & international representation

Engagement



Engagement

Recommendations

1. Work with Procurement
2. Conduct in Q1
3. Start to prepare in Q4 of prior year to go live

Contract

1. Length of engagement
2. On site vs. remote
3. Expenses
4. Mid engagement report meeting
5. Final engagement report meeting

Engagement

Logistics

1. Conference rooms
2. Caterings
3. Webex
4. Security clearance
5. Security badges

Documentation exchange

1. No network access
2. External drive

Schedule meetings

1. Stakeholders
2. Mid engagement report
3. Final engagement report

Engagement

Contact list

1. Business continuity team
2. Consulting team
3. Interviewees

Internal stakeholders

1. Internal audit
2. Benefits realization
3. Enterprise risk management
 - a) *Mid engagement*
 - b) *Final engagement*

Expense reports

1. Approval
2. Compare to contract

Reports



Recommendations

1. Weekly meetings
2. Review content & accuracy
3. Drive content
 - a) *What does management want to see?*
 - b) *What story do you want told?*

Day of meetings

1. Have two people take notes
2. Color code participant comments

Report Content

1. Engagement explanation
2. Executive summary
3. Achievements
4. Framework topics
5. Gap observations
6. Appendix

Data source

1. Vendor company data
2. Vendor client data
3. Peer comparison
4. Industry data

Improvements

1. Agree on recommendations
2. Ratings: critical, high, medium, low
3. Owner(s)
4. Timeframe

Executive summary

1. Overview
2. Engagement scope & approach
3. Engagement results
4. Gap details
5. Framework topics

Executive summary

6. Appendix
 - a) *Program achievement*
 - b) *Peer comparison*
 - c) *Industry data*
 - d) *General information*
 - e) *Assessment topics*
 - f) *Attendees*

Detailed report

1. Executive summary
2. Recommendations
3. Previous / Current comparison
4. Overview of peers
5. Engagement process overview
6. Assessments ratings

Detailed report

7. If applicable, approach comparison
8. If applicable, benchmarking comparisons
9. Framework summary & graph
10. Program accomplishments summary
11. Maturity improvements
12. Gap observations overview

Post Assessment



Post assessment

Celebrate successes

1. Internal recognition award program
2. Company team lunch
3. Vendor lunch / dinner / with key team participants

Senior executive management

1. Create PowerPoint with executive summary
2. Schedule meetings with executive management
3. Share report with key stakeholders
 - a) *Internal audit*
 - b) *Benefits realization*
 - c) *Enterprise risk mgmt.*

Post assessment

Team documentation updates

1. Policy
2. Standards
3. Program overview document
4. Other - TBD

Contract

1. Did vendor fulfill requirements?
2. Did vendor stay within budget?
3. Have all expense reports been submitted & approved?

Post assessment

Standard operations procedure

1. Edit / create documents for the future
2. File folder
 - a) *All documents are in file*
 - b) *Create new templates*

Next assessment budget

1. Actual numbers
2. Vendors contract
3. Vendor engagement
4. Supplies
5. Catering
6. Celebration lunch
7. Other

Post assessment

Maturity improvements

1. Management meeting
 - a) *Review in detail*
 - b) *Obtain agreement*
 - c) *Next step*
2. Continue to meet with updates until closed

Next year's budget

1. Determine the following
 - a) *Staff*
 - b) *Contracts*
 - c) *Consultants*
 - d) *Software*
 - e) *Etc.*

Post assessment

Strategy

1. Determine if current year strategy needs edits
2. Update future year strategy with improvements

Employee goals

1. Determine if current goals need to be amended for last 6 months of the year
2. Determine next calendar year goals

Budget

1. Determine if any funding remains for current fiscal year
2. Determine budget for next fiscal year



Thank You

Margaret Millett
mmillett@metlife.com

