

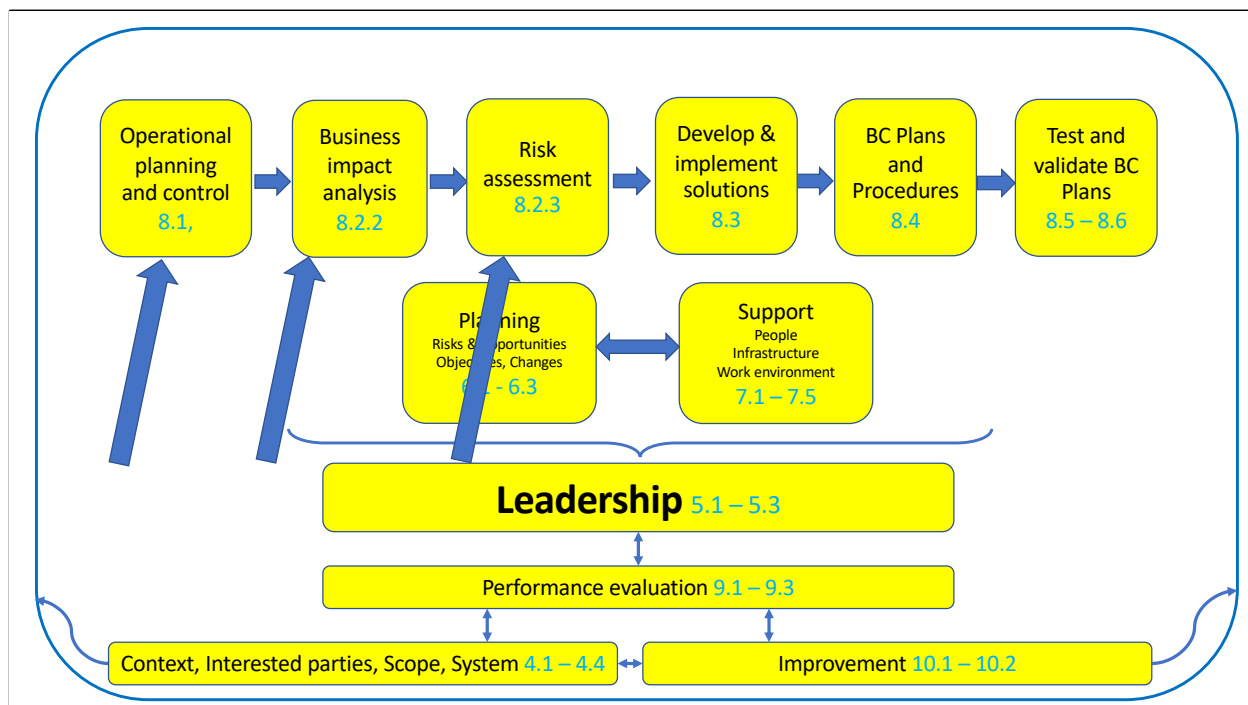
ISO 22301 – Business Continuity – Clause 8

Clause 8.1 – Operational Planning and Control

Clause 8.2 – Business impact analysis and risk management



Simplify ISO 



8.1 Operational planning and control

The organization shall plan, implement and control the processes needed to meet requirements, and to implement the actions determined in 6.1, by:

- establishing criteria for the processes;
- implementing control of the processes in accordance with the criteria;
- keeping documented information to the extent necessary to have confidence that the processes have been carried out as planned.

The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary.

The organization shall ensure that outsourced processes and the supply chain are controlled.

Plan your
resilience
activities...
Use the PDCA
approach

Clause 8.1

Establish resilience
criteria (PLAN)



Implement controls to
match the criteria (DO)



Document what you
need to in order to
assess the plan – did it
work?



8 Operation

8.1 Operational planning and control

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Control planned changes

Clause 8.1

Follow your process for implementing changes (CHECK)



Analyze unplanned changes and mitigate when necessary (ACT)



The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary.

Assess your supply chain and outsourced processes

Clause 8.1

Supply chains need
alternative suppliers to
improve resilience
(CHECK)



Outsourced processes
can make you
vulnerable



The organization shall ensure that outsourced processes and the supply chain are controlled.

Create a process for analysing business impacts and assessing risks

Clause 8.2.1

Control collaborations



Creative projects may
need creative controls!



8.2.1 General

The organization shall:

- a) implement and maintain systematic processes for analysing the business impact and assessing the risks of disruption;
- b) review the business impact analysis and risk assessment at planned intervals and when there are significant changes within the organization or the context in which it operates.

NOTE The organization determines the order in which the business impact analysis and risk assessment are conducted.

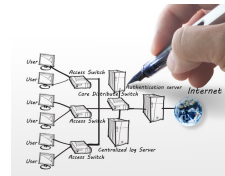
Analyze the impact of a disruption on your business

Clause 8.2.2

Perform an impact analysis with a 'process'



Review your analysis and risk assessment regularly for effectiveness



8.2.2 Business impact analysis

The organization shall use the process for analysing business impacts to determine business continuity priorities and requirements. The process shall:

- a) define the impact types and criteria relevant to the organization's context;
- b) identify the activities that support the provision of products and services;
- c) use the impact types and criteria for assessing the impacts over time resulting from the disruption of these activities;
- d) identify the time frame within which the impacts of not resuming activities would become unacceptable to the organization;

NOTE 1 This time frame can be referred to as the "maximum tolerable period of disruption (MTPD)".

- e) set prioritized time frames within the time identified in d) for resuming disrupted activities at a specified minimum acceptable capacity;

NOTE 2 This time frame can be referred to as the "recovery time objective (RTO)".

- f) use this analysis to identify prioritized activities;
- g) determine which resources are needed to support prioritized activities;
- h) determine the dependencies, including partners and suppliers, and interdependencies of prioritized activities.

There are things to consider when doing business impact analysis

Clause 8.2.2

Determine impact types and criteria



Highlight activities that support your ability to supply



Plan for a disruption



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Determine a
'maximum
tolerable period
of disruption'
(MTPD)

Clause 8.2.2

How long can we
be disabled?



What is our
'recovery time
objective'? (RTO)



Prioritize!

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f) use this analysis to identify prioritized activities;

You'll need
resources to
support your
Recovery Time
Objectives

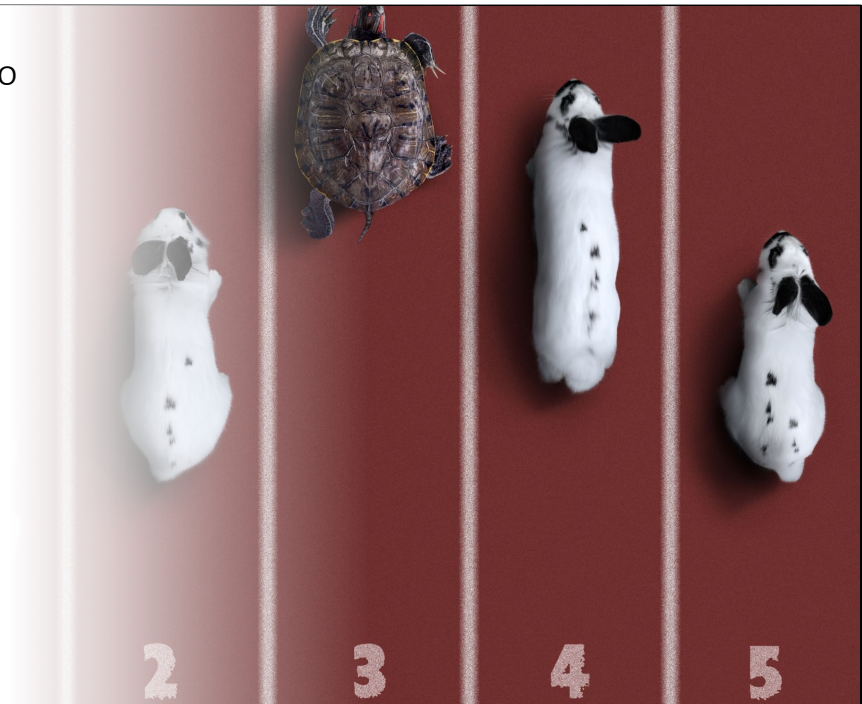
Clause 8.2.2



- g) determine which resources are needed to support prioritized activities;
- h) determine the dependencies, including partners and suppliers, and interdependencies of prioritized activities.

Adjust as you go to
accommodate
changing
circumstances

Clause 8.2.2



Three takeaways from 'Planning and control' and 'Business impact analysis'

1. Planning and control will help you prepare for and respond to interruptions
2. A process for analysing business impacts will improve your resilience if you use it
3. Determine out how long you can be interrupted before problems start (MTPD)

Time for the quiz!

You'll need your copy
of ISO 22301 to answer
the quiz questions
after each Lesson

