

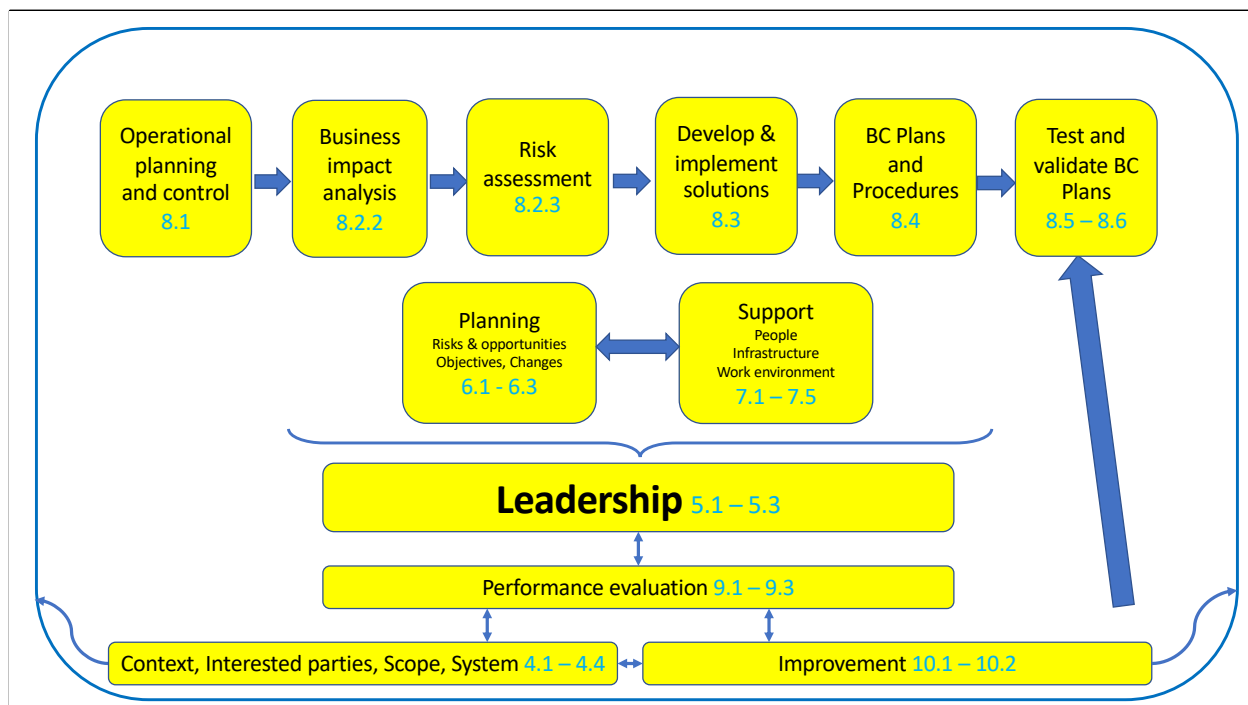
ISO 22301 – Business Continuity – Clause 8 Operation

Clause 8.5 – Exercising and Testing your Program

Clause 8.6 – Evaluation of Business Continuity
Documentation and Capabilities



Simplify ISO 



8.5 Exercise programme

The organization shall implement and maintain a programme of exercising and testing to validate over time the effectiveness of its business continuity strategies and solutions.

The organization shall conduct exercises and tests that:

- are consistent with its business continuity objectives;
- are based on appropriate scenarios that are well planned with clearly defined aims and objectives;
- develop teamwork, competence, confidence and knowledge for those who have roles to perform in relation to disruptions;
- taken together over time, validate its business continuity strategies and solutions;
- produce formalized post-exercise reports that contain outcomes, recommendations and actions to implement improvements;
- are reviewed within the context of promoting continual improvement;
- are performed at planned intervals and when there are significant changes within the organization or the context in which it operates.

The organization shall act on the results of its exercising and testing to implement changes and improvements.

When
maintaining
your programs
to assess
effectiveness,
consider...

Clause 8.5

Strategies

Solutions

8.5 Exercise programme

The organization shall implement and maintain a programme of exercising and testing to validate over time the effectiveness of its business continuity strategies and solutions.

Conduct
exercises and
tests consistent
with continuity
objectives

Clause 8.5 a)



The organization shall conduct exercises and tests that:

- a) are consistent with its business continuity objectives;
- b) are based on appropriate scenarios that are well planned with clearly defined aims and objectives;
- c) develop teamwork, competence, confidence and knowledge for those who have roles to perform in relation to disruptions;
- d) taken together over time, validate its business continuity strategies and solutions;
- e) produce formalized post-exercise reports that contain outcomes, recommendations and actions to implement improvements;
- f) are reviewed within the context of promoting continual improvement;
- g) are performed at planned intervals and when there are significant changes within the organization or the context in which it operates.

The organization shall act on the results of its exercising and testing to implement changes and improvements.

Base your
exercises on
suitable
scenarios

Clause 8.5 b)



b) are based on appropriate scenarios that are well planned with clearly defined aims and objectives;



c) develop teamwork, competence, confidence and knowledge for those who have roles to perform in relation to disruptions;

Learn from
repeated
practice and
improve,
improve,
improve!

Clause 8.5 e) f)



8.5 Exercise programme

- e) produce formalized post-exercise reports that contain outcomes, recommendations and actions to implement improvements;
- f) are reviewed within the context of promoting continual improvement;

Evaluate your BCMS capabilities and documentation

Clause 8.6 a)

		Impact		
		Low	Medium	High
Probability	High	Low	Medium	High
	Medium	Low	Medium	Medium
	Low	Low	Low	Low

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8.6 Evaluation of business continuity documentation and capabilities

The organization shall:

- evaluate the suitability, adequacy and effectiveness of its business impact analysis, risk assessment, strategies, solutions, plans and procedures;

Evaluate your supply chain

Clause 8.6 b) c)



8.6 Evaluation of business continuity documentation and capabilities

b) undertake evaluations through reviews, analysis, exercises, tests, post-incident reports and performance evaluations;

c) conduct evaluations of the business continuity capabilities of relevant partners and suppliers;

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8.6 Evaluation of business continuity documentation and capabilities

d) evaluate compliance with applicable legal and regulatory requirements, industry best practices, and conformity with its own business continuity policy and objectives;

Update relevant documentation to keep your system dynamic after reviewing the results of the exercise

Clause 8.6 d) e)



8.6 Evaluation of business continuity documentation and capabilities

e) update documentation and procedures in a timely manner.

These evaluations shall be conducted at planned intervals, after an incident or activation, and when significant changes occur.

Three takeaways from Exercise and Evaluation

1. Practice to test effectiveness
2. Be as realistic as possible for the best information about effectiveness of solutions
3. Keep improving through planned exercises

Time for the quiz!

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

