Australian Government

Department of Education, Employment and Workplace Relations

BSBCON701A Establish and review the business continuity management framework and strategies

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBCON701A Establish and review the business continuity management framework and strategies

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to establish and review the formal and/or informal business continuity management framework and strategies for an organisation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	This unit is for individuals working in positions of authority who have the responsibility for embedding business continuity management into corporate or organisational levels of a business. This unit addresses the knowledge and processes necessary to establish, monitor and review the requirements of the business continuity management framework. The framework is important as it provides the processes and resources to ensure the continued achievement of critical business objectives in the event of a disruption (even at diminished capacity) until full functionality is restored.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Establish business continuity management framework	1.1. Gain support for the business continuity management framework from **relevant personnel** 1.2. Demonstrate clear sponsorship, responsibility and accountability for the business continuity management framework 1.3. In consultation with others, establish **governance structures** for the business continuity management framework, in line with the size of the organisation 1.4. Determine and seek approval for **resources** required to implement the business continuity management framework 1.5. Support relevant personnel to implement the business continuity management framework 1.6. Establish a management system for the organisation's business continuity management program 1.7. Seek **management** approval of the organisation's business continuity management framework
2. Monitor the business continuity management framework and strategies	2.1. Develop an appropriate cyclical review process for monitoring the business continuity management framework 2.2. Provide relevant personnel with information relating to the cyclical review process for the business continuity management framework 2.3. Develop and seek approval of **tools** to verify and validate the business continuity management framework activities, processes and plans, appropriate to the organisation 2.4. Consult with relevant personnel about the implementation of the business continuity management framework 2.5. Monitor business continuity management framework learning, development and **exercises** across organisation
3. Review and evaluate the business continuity management framework and strategies	3.1. Review and analyse reports on business continuity management framework learning and development exercises 3.2. Review and analyse the organisation's communication strategy and implement changes 3.3. Review and update the overall business continuity management framework activities, processes, plans and resources according to results **pre and post activation**

ELEMENT	PERFORMANCE CRITERIA
	3.4. Analyse and integrate the organisation's business impact assessment/s and identify *dependencies* and *interdependencies* if applicable
	3.5. Implement and conduct business continuity management program audits

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Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- analytical skills to:
  - assess relevant workplace information and data to determine and utilise resources, activities, equipment, environment and systems
  - investigate a critical incident and provide recommendations and remedies
- communication, teamwork and leadership skills to:
  - read and interpret an organisation's reports, policies and procedures in order to establish and review business continuity management framework
  - effectively and calmly communicate and work with a diverse range of individuals at all levels during and after a disruptive event
  - review and report on a critical incident to all relevant parties including being able to provide submissions to the chief executive officer (CEO), Board and Directors
  - effectively negotiate the trust and confidence of an organisation's personnel
  - demonstrate leadership across the organisation by acting as a positive role model
- information technology skills to understand complex information technology issues within the organisation's environment
- initiative, enterprise and problem solving skills to:
  - translate a range of ideas into appropriate action when a disruptive event occurs
  - solve problems individually and in teams in response to changing environments
- planning and organisational skills to establish and monitor the organisation's improvement and planning processes
- presentation skills to develop and present reports or presentations that deal with complex ideas and concepts, and to articulate information and ideas clearly to an appropriate audience
- project planning skills to effectively develop and execute potentially complex business continuity management frameworks, and to analyse and provide advice on business continuity management plans
- research skills to undertake the necessary background research for the development and monitoring of the business continuity management framework
- stress management skills to work effectively and positively under the pressure of a major incident or situation within the workplace

Required knowledge

- Australian/New Zealand Standard AS/NZS 4360:2004Risk Management
- Australian/New Zealand Standard HandbookAS/NZS HB221:2004 Business Continuity Management

REQUIRED SKILLS AND KNOWLEDGE

- circumstances, barriers and/or interruptions that will disrupt, damage or inhibit the continuation of critical business functions
- organisation's current functionality,including existing data and information systems
- organisation's internal and external dependencies and interdependencies
- organisation's policies and procedures, including risk management strategy
- past and current internal, external and industry disruptions
- relationship of the business continuity management framework to other business processes
- relevant legislation and regulations that impact on business continuity, such as OHS, environment, duty of care, contract, company, freedom of information, industrial relations, privacy and confidentiality, due diligence, records management
- types of available insurance, what is required and insurance providers in relation to business continuity planning

Evidence Guide

EVIDENCE GUIDE	
The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the following is essential: - knowledge and understanding of an organisation's culture and capabilities, and the need for sustainable business continuity management planning - demonstrated ability to think strategically and to work effectively with others to establish a business continuity management framework for an organisation.
Context of and specific resources for assessment	Assessment must ensure: - access to workplace business continuity documentation - access to feedback from teams and all levels of management.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: - direct questioning combined with review of portfolios of evidence - third party workplace reports of on-the-job performance by the participant - observation of presentations - work based projects or case studies - oral or written questioning to assess knowledge of business continuity management framework.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

Range Statement

RANGE STATEMENT
The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the participant, accessibility of the item, and local industry and regional contexts) may also be included.

Relevant personnel may include:	• chief executive officer • company board • delegated business continuity management officer • directors • department managers • supervisors • chief financial officer (CFO) • chief operating officer (COO) • workplace health and safety officers (WHSO)
Governance structures may include:	• authorisation processes • development and coordination of business continuity management framework • monitoring the business continuity management framework • organisational chart showing management functions and reporting responsibilities • tracking and measurement of performance and outcome of the business continuity management framework
Management may include:	• chief executive officer • company board • delegated business continuity management director/officer • department managers • directors • supervisors
Resources may include:	• critical written and/or electronic records • emergency services • facilities and/or accommodation • finances • information technology infrastructure and applications management

RANGE STATEMENT

	• insurance
	• media relations/communications officer
	• outsourced services
	• personnel/human resources
	• plant and equipment
	• premises
	• telecommunications
	• salvage crew
	• training personnel

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RANGE STATEMENT

Tools may include:	• component testing (simple checks) • desktop scenario tests • financial audit • hazard and risk identification documentation • information systems • live simulation tests • performance audits • plant and equipment maintenance schedules • technical testing (detailed checks) • workplace health and safety audit
Exercises may include:	• drills • discussion exercises • modelling • planned walkthroughs • scenario planning and exercising • simulated exercises • testing
Pre and post activation may include:	• aims and objectives for business continuity management exercise plan • amendment of business continuity management plan following exercise • assessment of current business continuity management plan • feedback documentation from exercises • identification of emerging threats and risks
Dependencies may include:	• office furniture • office supplies • personnel • systems and applications • vital records
Interdependencies may include:	• communications • outsourcer and third party suppliers • power • sanitation • security • transport • water

Unit Sector(s)

Unit sector	

Competency field

Competency field	Industry Capability - Continuity

Co-requisite units

Co-requisite units		