

The BCP senior management committee is responsible for the oversight, initiation, planning, approval, testing and audit of the BCP. It also implements the BCP, coordinates activities, approves the BIA survey, oversees the creation of continuity plans and reviews the results of quality assurance activities.

Senior managers or a BCP Committee would normally:

- approve the governance structure;
- clarify their roles, and those of participants in the program;
- oversee the creation of a list of appropriate committees, working groups and teams to develop and execute the plan;
- provide strategic direction and communicate essential messages;
- approve the results of the BIA;
- review the critical services and products that have been identified;
- approve the continuity plans and arrangement;
- monitor quality assurance activities; and
- resolve conflicting interests and priorities.

This BCP committee is normally comprised of the following members:

- Executive sponsor has overall responsibility for the BCP committee; elicits senior management's support and direction; and ensures that adequate funding is available for the BCP program.
- BCP Coordinator secures senior management's support; estimates funding requirements; develops BCP policy; coordinates and oversees the BIA process; ensures effective participant input; coordinates and oversees the development of plans and arrangements for business continuity; establishes working groups and teams and defines their responsibilities; coordinates appropriate training; and provides for regular review, testing and audit of the BCP.
- Security Officer works with the coordinator to ensure that all aspects of the BCP meet the security requirements of the organization.
- Chief Information Officer (CIO) cooperates closely with the BCP coordinator and IT specialists to plan for effective and harmonized continuity.
- Business unit representatives provide input, and assist in performing and analyzing the results of the business impact analysis.

The BCP committee is commonly co-chaired by the executive sponsor and the coordinator.

Business impact analysis

The purpose of the BIA is to identify the organization's mandate and critical services or products; rank the order of priority of services or products for continuous delivery or rapid recovery; and identify internal and external impacts of disruptions.

Identify the mandate and critical aspects of an organization

This step determines what goods or services it must be delivered. Information can be obtained from the mission statement of the organization, and legal requirements for delivering specific services and products.

Prioritize critical services or products

Once the critical services or products are identified, they must be prioritized based on minimum acceptable delivery levels and the maximum period of time the service can be down before severe damage to the organization results. To determine the ranking of critical services, information is required to determine impact of a disruption to service delivery, loss of revenue, additional expenses and intangible losses.

Identify impacts of disruptions

The impact of a disruption to a critical service or business product determines how long the organization could function without the service or product, and how long clients would accept its unavailability. It will be necessary to determine the time period that a service or product could be unavailable before severe impact is felt.