

# ISO 22301 2019 TRANSLATED INTO PLAIN ENGLISH

## 8. OPERATIONS

### 8.1 CARRY OUT PROCESS PLANNING AND ESTABLISH CONTROLS

1	Establish internal BCMS processes for your organization.	DO	DN	<p>A <i>BCMS</i> is a set of interrelated elements that organizations use to establish, implement, operate, monitor, review, maintain, and improve their business continuity capabilities. These elements include people, policies, plans, procedures, processes, structures, and resources. All of these elements are used to ensure that operations continue and that products and services are delivered at predefined levels, that brands and value-creating activities are protected, and that the reputations and interests of key stakeholders are safeguarded whenever disruptive incidents occur.</p> <p>A <i>process</i> is a set of activities that are interrelated or that interact with one another. Processes use resources to transform inputs into outputs. Processes are interconnected because the output from one process becomes the input for another process.</p> <p>Part 6.1, above, asked you to identify <i>actions</i> and prepare action plans to address your risks and opportunities. Part 8.1 asks you to make these actions and plans part of your BCMS processes. So, when you implement your BCMS processes, you will automatically carry out actions that address risks and opportunities.</p>
2	Plan the development of internal BCMS processes.	DO	DN	
3	Establish criteria that internal processes must meet.	DO	DN	
4	Use your criteria to establish internal process controls.	DO	DN	
5	Develop your organization's internal BCMS processes.	DO	DN	
6	Develop the internal business continuity processes that are needed to meet relevant requirements.	DO	DN	
7	Develop the processes that your organization needs to address risks and opportunities.	DO	DN	
8	Review the actions needed to address business continuity risks and opportunities.	DO	DN	
9	Make these actions part of your internal business continuity processes (integrate them).	DO	DN	
10	Build these actions into your internal processes.	DO	DN	
11	Implement your organization's internal BCMS processes.	DO	DN	
12	Implement the internal business continuity processes that your organization needs to meet BCMS requirements.	DO	DN	
13	Implement the internal business continuity processes that your organization needs to address risks and opportunities.	DO	DN	
14	Control your organization's internal BCMS processes.	DO	DN	
15	Control internal process changes and modifications.	DO	DN	

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16		Review uncontrolled internal process modifications.	DO	DN	
17		Review unintended effects and consequences.	DO	DN	
18		Mitigate adverse effects and consequences.	DO	DN	
19		Maintain your organization's internal BCMS processes.	DO	DN	
20		Retain documented information that can demonstrate that internal processes are being carried out as planned.	DO	DN	
21		Control documented information that can demonstrate that internal processes are being carried out as planned.	DO	DN	
22		Establish external BCMS processes for your organization.	DO	DN	
23		Control outsourced business continuity processes within the organization's supply chain.	DO	DN	
24		Control external business continuity process changes and modifications.	DO	DN	
25		Review uncontrolled external business continuity process modifications.	DO	DN	
26		Review unintended effects and consequences.	DO	DN	
27		Mitigate adverse effects and consequences.	DO	DN	

### 8.2 STUDY DISRUPTIONS AND RISKS AND SET YOUR PRIORITIES

#### 8.2.1 ESTABLISH PROCESSES TO ANALYZE IMPACTS AND ASSESS RISKS

28		Establish a process for analyzing the impact that business disruptions could cause.	DO	DN	
29		Implement a process for analyzing the impact that business disruptions could cause.	DO	DN	

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30	Maintain the process for analyzing the impact that business disruptions could cause.	DO	DN	<p><i>A business impact analysis</i> is a process that organizations use to analyze the effect a business disruption could have on activities that support the provision of products and services. The results of this analysis are used to set business continuity and recovery priorities, objectives, and targets.</p> <p>See Part 8.2.2, below, for more information.</p>
31	Carry out a review of your organization's impact analyses whenever necessary.	DO	DN	
32	Review your business impact analyses at regular planned intervals.	DO	DN	
33	Review your business impact analyses whenever significant changes occur.	DO	DN	
34	Review your analyses whenever your organization changes in a significant way.	DO	DN	
35	Review your analyses whenever your organization's context changes significantly.	DO	DN	
36	Establish a process for assessing the risk that business activities could be disrupted.	DO	DN	<p><i>Risk assessment</i> is a process that is, in turn, made up of three processes: risk identification, risk analysis, and risk evaluation. <i>Risk identification</i> is a process that is used to find, recognize, and describe the risks that could affect the achievement of objectives. <i>Risk analysis</i> is a process that is used to understand the nature, sources, and causes of the risks that you have identified and to estimate the level of risk. It is also used to study impacts and consequences and to examine the controls that currently exist. <i>Risk evaluation</i> is a process that is used to compare risk analysis results with risk criteria in order to determine whether or not a specified level of risk is acceptable or tolerable.</p> <p>See Part 8.2.3, below, and ISO 31000 for more information about risk assessments.</p>
37	Implement a process for assessing the risk that business activities could be disrupted.	DO	DN	
38	Maintain a process for assessing the risk that business activities could be disrupted.	DO	DN	
39	Carry out a review of your risk assessments whenever it is necessary or appropriate.	DO	DN	
40	Review your organization's risk assessments at planned intervals.	DO	DN	
41	Review your risk assessments whenever significant changes occur.	DO	DN	
42	Review assessments whenever your organization's context changes significantly.	DO	DN	
43	Review assessments whenever significant changes are made within your organization.	DO	DN	

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### 8.2.2 DETERMINE BUSINESS CONTINUITY PRIORITIES AND REQUIREMENTS

44	Implement a process for analyzing the impact business disruptions cause.	DO	DN	
45	Identify the activities that support the provision of products and services.	DO	DN	
46	Define the types of impact that result whenever these activities are disrupted.	DO	DN	
47	Define the criteria that should be used to assess your business impacts.	DO	DN	
48	Make sure that impact assessment criteria are relevant to the organization's context.	DO	DN	
49	Consider activity disruptions and assess the associated business impacts.	DO	DN	
50	Use your criteria to assess the relative impact each disruption would have.	DO	DN	
51	Assess the impact each disruption of activity would have over time.	DO	DN	
52	Specify how long it would take for each business disruption to become unacceptable.	DO	DN	
53	Consider specifying "maximum tolerable periods of disruption" for each activity.	DO	DN	
54	Set prioritized time frames within which activities should be resumed.	DO	DN	
55	Specify when activity must be restored to a minimum acceptable capacity.	DO	DN	
56	Consider setting "recovery time objectives" for each type of activity.	DO	DN	
57	Use your organization's business impact analysis to determine business continuity priorities.	DO	DN	

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58	Use your organization's business impact analysis to identify prioritized activities.	DO	DN	
59	Consider the activities that must be restored and specify resource requirements.	DO	DN	
60	Determine the resources that would be needed to support prioritized activities.	DO	DN	
61	Consider dependencies and interdependencies when you assess your organization's resource requirements.	DO	DN	
62	Consider the suppliers and partners that your prioritized activities depend upon.	DO	DN	
63	Consider the people and partners that depend upon your prioritized activities.	DO	DN	

### 8.2.3 ASSESS RISKS AND DETERMINE WHICH ONES SHOULD BE TREATED

64	Implement a business continuity risk assessment process.	DO	DN	<p><i>Risk assessment</i> is a process that is, in turn, made up of three processes: risk identification, risk analysis, and risk evaluation. <i>Risk identification</i> is a process that is used to find, recognize, and describe the risks that could affect the achievement of objectives. <i>Risk analysis</i> is a process that is used to understand the nature, sources, and causes of the risks that you have identified and to estimate the level of risk. It is also used to study impacts and consequences and to examine the controls that currently exist. <i>Risk evaluation</i> is a process that is used to compare risk analysis results with risk criteria in order to determine whether or not a specified level of risk is acceptable or tolerable.</p> <p>For more on risk management, please see ISO 31000 at <a href="http://www.praxiom.com/31000.htm">www.praxiom.com/31000.htm</a></p> <p>Risk treatments are implemented in Part 8.3.</p>
65	Establish a process to assess the risk that business activities will be disrupted.	DO	DN	
66	Identify the risk that prioritized activities and related resources will be disrupted.	DO	DN	
67	Analyze the risk that prioritized activities and related resources will be disrupted.	DO	DN	
68	Evaluate the risk that prioritized activities and related resources will be disrupted.	DO	DN	
69	Set up a process to determine which business continuity risks require treatment.	DO	DN	
70	Use this process to determine which continuity risks need to be treated.	DO	DN	
71	Maintain a business continuity risk assessment process.	DO	DN	

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### 8.3 DEVELOP BUSINESS CONTINUITY STRATEGIES AND SOLUTIONS

#### 8.3.1 CONSIDER RISKS AND BUSINESS CONTINUITY STRATEGIES

72	Consider outputs from business impact analysis and risk assessment.	DO	DN	Part 8.3.1 asks you to base your strategy on the outputs that you produced when you carried out your impact analysis in Part 8.2.2 and your risk assessment in Part 8.2.3, above.
73	Consider the impacts that would result if activities are disrupted.	DO	DN	
74	Consider the disruption each activity would have over time.	DO	DN	
75	Consider your "maximum tolerable periods of disruption".	DO	DN	
76	Consider your "recovery time objectives" for each activity.	DO	DN	
77	Consider prioritized activities and related resource requirements.	DO	DN	
78	Consider suppliers and partners that activities depend on.	DO	DN	
79	Consider customers and partners that depend on activities.	DO	DN	
80	Consider the business continuity risks that require treatment.	DO	DN	
81	Consider strategic options before, during, and after disruptions.	DO	DN	
82	Consider what should be done before disruptions.	DO	DN	
83	Consider what should be done during disruptions.	DO	DN	
84	Consider what should be done after disruptions.	DO	DN	

#### 8.3.2 IDENTIFY BUSINESS CONTINUITY STRATEGIES AND SOLUTIONS

85	Identify your business continuity strategies and solutions.	DO	DN	
86	Consider strategic options that allow business to continue.	DO	DN	
87	Consider options that allow you to manage prioritized activities.	DO	DN	
88	Consider options that allow you to protect activities.	DO	DN	
89	Consider options that allow you to recover activities.	DO	DN	

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