***Good practices***

**ISO 22301 readiness version 2019**

**4 Context**

**4.1 Context of the company**

*• the diagnosis of the context includes the main external and internal issues*

*• essential values such as corporate culture are taken into account*

*• the results of the context analysis are widely communicated*

*• SWOT analysis helps identify the main threats and opportunities*

**4.2 Stakeholders**

* *the list of stakeholders is updated*
* *stakeholder needs and expectations are established through on-site meetings, surveys, round tables and meetings (monthly or frequent)*
* *the application of legal and regulatory requirements is a preventive approach and not a constraint*

**4.3 Scope**

* *the scope is relevant and available on simple request*
* *non-applicable requirements are justified in writing*

**4.4 Business continuity management system**

* *the process map contains enough arrows to clearly show who the customer is (internal or external)*
* *many arrows (multiple customers) are used for processes (no customer is forgotten)*
* *during the process review the added value of the process is clearly revealed*
* *process performance analysis is an example of proof of continual improvement of BCMS effectiveness*
* *top management regularly monitors objectives and action plans*
* *top management commitments relating to continual improvement are widely communicated*
* *the purpose of each process is clearly defined*

**5 Leadership**

**5.1 Leadership and commitment**

* *top management assumes its responsibility by communicating the importance of having an efficient BCMS to sustain the company*
* *the director’s statement of commitment is displayed in a few key locations*

**5.2 Policy**

* *the business continuity policy takes into account all the specificities linked to the corporate culture*
* *the business continuity policy includes the commitment to continual improvement*

**5.3 Roles and responsibilities**

* *the job description of all positions (including executives) is accessible on the Intranet network*
* *the animation, coordination and training missions of the BCMS are explicitly defined*

**6 Planning**

**6.1 Risks**

* *the list of external and internal issues is exhaustive*
* *planning of actions to deal with risks takes into account the scope of the BCMS*
* *the list of risks taken into account is exhaustive*
* *actions to reduce certain risks are integrated into key processes*
* *the action plan includes a column used for monitoring the effectiveness of actions*
* *the action plan takes into account the results of internal audits*

**6.2 Objectives**

* *the available resources and associated objectives are in line with the business continuity policy*
* *the dashboard with all the indicators helps raise staff awareness*

**6.3 Changes**

* *changes are planned and validated before any application*
* *no change has a negative impact*

**7 Support**

**7.1 Resources**

* *the necessary resources are planned and secured to achieve the objectives*
* *the list of equipment, machines and infrastructure is updated regularly*
* *the presentation of the company on the website is very clear and updated*

**7.2 Competence**

* *the annual training program is updated at least twice a year*
* *the training file of each employee is protected (access restrictions)*
* *each training is evaluated at the end of the session and two to three months later*
* *an analysis of the effectiveness of training is carried out at the end of the year*
* *the skills matrix is updated regularly*

**7.3 Awareness**

* *everyone contributes to continual improvement without any constraints*
* *all staff are made aware of the business continuity policy and objectives*

**7.4 Communication**

* *the methods and means of internal and external communication are carefully described in the process sheet*
* *communication is transparent and systematic*
* *for important issues, staff and stakeholders are consulted and involved upstream*

**7.5 Documentation**

* *document control clearly shows the author and approver of the initial document and subsequent versions*
* *change management (line in the middle of the old text, red color) allows you to quickly see the history*
* *the hierarchy of documents is logical and clear (policy, processes, procedures, records)*
* *the master list of documents also contains the retention period*
* *the procedures fulfill their role of controlling situations where their absence could lead to deviations from legal requirements*
* *documents of external origin (standards, applicable regulations, customer documents, external providers and machines) are codified like internal documents and in a specific column the storage location is notified*
* *the review of all BCMS documentation, carried out twice a year, is very well organized, the actions are finalized within the set deadlines*
* *records show compliance with legal and regulatory requirements, ISO 22301 and the company's business continuity policy*
* *the list of dates for implementing changes is accessible to everyone internally*

**8 Operation**

**8.1 Planning and control**

* *acceptance and operating criteria are established, displayed and respected*
* *documents of process results are saved*
* *change management is controlled*
* *actions following changes are effective*
* *the list of external partners also includes the history of evaluations*

**8.2 Business impact analysis**

* *the business impact analysis is carried out after each significant change*
* *the assessment of disruption risks includes the main critical activities*
* *the list of unacceptable durations is updated*

**8.3 Strategies**

* *each strategy includes several solutions*
* *the selected solutions protect critical activities*
* *adequate resources are available before the disruption*
* *the solutions selected have non-prohibitive costs*

**8.4 Business continuity plans**

* *the response structure is updated*
* *business continuity plans are available in a known location*
* *the responsibilities and authorities of the crisis teams are established*
* *the communication procedure is clear and transparent*
* *the BCPs are updated and realistic*
* *resources for BCPs are properly planned*
* *the process of restoring activities includes how to obtain funding*

**8.5 Exercise program**

* *the program is respected*
* *the program objectives are consistent with the business continuity strategy*
* *the effectiveness of BCPs is verified in the field*
* *opportunities for improvement following the exercises are put in place*

**8.6 Evaluation**

* *evaluations are periodic and the results are kept*
* *the evaluation verifies compliance with the awareness program*
* *legal and regulatory requirements are applied*
* *all BCPs are updated*

**9 Performance**

**9.1 Inspection**

* *the results of the data evaluation lead to numerous improvement decisions*
* *inspection results of key characteristics of activities that may impact business continuity are used as relevant data to assess BCMS compliance*
* *the location of each piece of equipment is established in the master list of equipment*

**9.2 Internal audit**

* *the crossover audit (exchange between two companies) is very judicious and rich in findings*
* *the audit program covers all essential processes of the business continuity management system*
* *the objectives of the audit program are consistent with the business continuity policy and the specificities of the company*
* *the audit program is communicated to the people concerned well before the first audit*
* *each audit report contains identified good practices*
* *any improvement opportunities found during an audit are applied to other processes or products*
* *an unscheduled audit requested by a department at a delicate stage very often brings added value*

**9.3 Management review**

* *process review occurs prior to management review*
* *analysis of process performance is presented by each process owner*
* *any change proposal is preceded by an impact assessment*
* *when the favorable opportunity presents itself, people who deserve it are congratulated*
* *decisions are communicated to all staff*
* *process risks are analyzed, and the effectiveness of actions evaluated*

**10 Improvement**

**10.1 Nonconformity and action**

* *any improvement opportunity found during corrective action is applied to other departments, processes, products, services*
* *each nonconformity is used to improve the process*
* *repaired products are 100% inspected before entering the normal flow*
* *monitoring of the effectiveness of corrective actions is carried out systematically*

**10.2 Continual improvement**

* *the effectiveness of the BCMS is demonstrated via qualitative and quantitative measurements*
* *the results of the management review are used to improve the BCMS*