**Example of a certification ISO 22301 version 2019 project plan**

**“BCMS implementation”**

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| N° | Step | Conditions, details | Clauses and sub-clauses of ISO 22301 | Investment  H (human)  M (material)  F (financial), duration in weeks | Responsible |
| 1 | Determine the purpose of the project and the issues | The strategic direction is established, top management demonstrates leadership, the project purpose is established | 0.1 ; 5.1 | H, 2 | Top management |
| 2 | Determine stakeholders | Identification of needs and expectations of stakeholders, rank stakeholders by priority, choose a certification body | 4.2 | H, F, 3 | Top management |
| 3 | Determine the business context | Definition of internal and external issues, scope and limits of the BCMS, process approach, external aid research | 0.1 ; 4.1 ; 4.3 | H, F, 2 | Top management |
| 4 | Determine applicable legal and regulatory requirements | Answers from state and local organizations | 4.2 | H, 3 | Top management |
| 5 | Determine the consequences of the project on the operation of the company | Overall project cost analysis and its influence on the strategic direction, anticipate the fear of change, explain to personnel and make them aware | 0.1 ; 6.3 ; 7.3 | H, 2 | Top management |
| 6 | Plan the project | Top management defines objectives and deadlines, which the project leader will report each week | 6 | H, 1 | Top management, project leader |
| 7 | Provide the necessary resources | Top management plans necessary financial resources and competent and dedicated personnel, provide financial margin, if necessary, adjustment of the budget | 7.1 | H, M, F, 2 | Top management |
| 8 | Assign roles and responsibilities | Top management assigns roles and responsibilities to members of the project, internal and external communication | 5.3 ; 7.4 | H, 1 | Top management |
| 9 | Determine risks and opportunities, carry out a regulatory watch | Risks and opportunities related to statutory and regulatory requirements, and stakeholders; list of business interruption risks; emergency issues and situations, threats and disasters linked to disruptions | 6.1 ; 4.2 ; 7.5 | H, 5 | Top management, project leader, project members |
| 10 | Realize a state of play | Analysis of existing practices, of lessons learned, of knowledge and “in-house” experiences | 8.2 ; 9.3 | H, F, 6 | Project leader, heads of department |
| 11 | Establish a business continuity policy | Check that the policy is appropriate to the purpose and context of the company, is consistent with the strategic direction and ISO 22301 | 5.2 | H, 1 | Top management |
| 12 | Set objectives | Establish objectives, indicators, preventive actions to achieve objectives | 6.2 | H, 2 | Project leader, project members |
| 13 | Determine the necessary competence, raise staff awareness | Implement the training program, action plan to make aware personnel and stakeholders, BCMS specificities | 7.2 ; 7.3 | H, 7 | Project leader, project members, heads of department, trainer |
| 15 | Establish communication | Establish a procedure for internal and external communication | 7.4 | H, 2 | Project leader, project members |
| 16 | Create and control documentation | Establish a procedure for creating, updating and control of documentation, including that of external origin | 7.5 | H, 5 | Project leader, project members, heads of department |
| 17 | Control operational activities | Establish the processes necessary to meet the requirements of the BCMS; identify the risks of disruptive incidents | 8.1 | H, 4 | Project leader, project members, heads of department |
| 18 | Establish business continuity strategies | Identify and select business continuity strategies; choose the appropriate solutions (IT backup, emergency power supply, fire extinguishing systems, water damage detection) | 8.3 | H, 4 | Project leader, project members, heads of department |
| 19 | Carry out business continuity plans | Prepare the structure to respond to a disruption; create and maintain business continuity plans and procedures | 8.4 | H, M, 2 | Project leader, project members |
| 20 | Conduct the exercises | Carry out simulation exercises according to the program; corrective actions | 8.5 | H, 2 | Project leader, project members, heads of department |
| 21 | Evaluate the performance | Check performance indicators; monitoring, measurement, business continuity capabilities | 9.1 ; 8.6 | H, M, 2 | Project leader, project members |
| 22 | Audit the BCMS | Comply with the audit program; auditor training; audit of the BCMS and processes; corrective actions | 9.2 | H, 5 | Project leader, auditors |
| 23 | Carry out management review | Prepare and conduct the review; input elements, output elements (conclusions, decisions) | 9.3 | H, 1 | Top management, heads of departments, project leader |
| 24 | Treat nonconformities | Action plan, corrective actions, follow-up of actions | 10.1 | H, 2 | Project leader, project members |
| 25 | Conduct a pre-audit | Review the implementation and compliance with all requirements of the standard, remove all gaps found, seize improvement opportunities | 4 à 10 | H, F, 1 | Project leader, project members, consultant |
| 26 | Conduct the certification audit | Support and answer to the representative of the certification body. Remove gaps | 4 à 10 | H, F, 1 | Certification body, top management, project leader |