



Business Continuity
Institute | products and services

ENDORSED TRAINING SCHEME

HANDBOOK

Version 4

Version	Date	Issued by	Reason for change
1	28 May 2004	IC	
2	2 February 2005	IC	New rates
3	6 June 2006	IC	Expanded syllabus ABCI can present Listed courses
4	15 November 2007	PAE	Major re-write



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1 Introduction

Welcome to the Business Continuity Institute's (BCI) guide to Training Endorsement. This handbook explains the process of endorsement and details the information to be provided to the BCI. The two main objectives of the BCI Training Endorsement Scheme are to ensure that students are presented with a consistent methodology across various BCI endorsed courses and to demonstrate to potential students that the advertised course is delivered to a high standard of content and presentation.

The benefits of endorsement

- Endorsement ensures that students are presented with a consistent methodology across various courses offered by third party training providers. Assessment will be against the current BCI's Good Practice Guidelines (GPG).
- Endorsement provides a means for trainers and training providers to demonstrate to prospective students that courses are provided to a high standard of content and delivery by the use of appropriate logos and wording on promotional material.
- The BCI will only recommend endorsed courses on its website.

1.2 Who can apply for endorsement?

Any organisation offering business continuity training, or individual trainers, can apply for endorsement. If endorsed courses are marketed through another organisation, the training provider can still advertise these as BCI endorsed courses at the appropriate level.

It is believed that the endorsement of a course & trainer combination provides the best assurance of the quality of the training delivered.

A trainer presenting or a company offering a number of courses must apply for approval for each one since their ability to deliver one does not necessarily qualify them to present a different course.

1.3 Endorsement levels

There are two levels of BCI course endorsement:

- Content Approved
where the course content matches requirements for BCI Certification and is consistent with the GPG based on an assessment of course materials.
- Content & Delivery Approved
as above, but in addition the course delivery by the trainer has been assessed by a BCI Assessor attending all or part of the course.

1.4 Endorsed Resource

The BCI will also consider approval of non-public or internal company training material, including Computer Based Training, as a BCI Endorsed Resource. Please contact the BCI Secretariat for further details.



1.5 Student outcome

Students attending a BCI endorsed course will be issued a certificate of attendance by the training provider. Students who are not already members of the BCI will be enrolled as BCI Affiliates at the current terms by the training provider. Those who are already members of the BCI will be able to benefit from discounts offered by the training provider.

1.6 The criteria for endorsement

There are several criteria the BCI will take into account before endorsement of a training course.

The course content (see section 3) should:

- Follow the methodology and terminology defined in the appropriate sections of the GPG and requirements for BCI Certification.
- Give appropriate emphasis to the various BCM Lifecycle stages, skills and competencies within the definition of the advertised course programme.

The course trainer (see section 4) should have:

- The appropriate qualifications and experience to present the course.
- The required training skills.

The training provider should have:

- Mechanisms in place to assure the consistency and quality of the course.

1.7 The endorsement scheme does NOT

Endorsement does not guarantee that a particular course will be appropriate for a student's needs nor that it will be run well on a particular occasion. Effective learning relies on many aspects of the course, such as the training and external environment, which are outside the control of the BCI (and sometimes the training provider). The BCI cannot accept liability for the delivery of a particular training course, though it welcomes direct feedback from students on the quality of any endorsed event.

2. The endorsement process

The initial and ongoing responsibilities to gain and retain endorsement are described in this section. Where an organisation is presenting courses with its own training staff then it would be expected to undertake the responsibilities listed below of both training provider and trainer. If external or freelance trainers are used then the trainer will take the responsibility for submitting course content but the training provider cannot use the endorsement until its own application has been approved.

You are welcome to contact the BCI for advice before proceeding with an application. If you are given a reference number please use that on forms in your subsequent application.

2.1 The application procedure

2.1.1 Course Content Approval

The training provider will complete Form C, which includes:

- A provisional schedule of training courses for the next 12 months.
- Any marketing brochure, or online location of course summary.
- A compliance statement.
- Commitment to provide names and contact details of all students wishing to join the BCI as Affiliate members.
- An undertaking that promotional use of the endorsement will be accurate, will not be used until the approval process is complete and will be withdrawn if the BCI suspends the endorsement.
- How feedback from students will be used to monitor and improve the quality of training provision.

The training provider also needs to ensure that following information is submitted:

- The title and contents of the course (as marketed).
- Form A: Content Summary - indicating the depth to which learning outcomes are addressed.
- Form B: Trainer Details - basic personal details, qualifications plus a CV.
- Course slides, handouts and workbooks.
- A timetable showing which topics are covered in each course session (usually included in the course slides).
- Delegate evaluation forms from the latest course, if available.

The forms are included in Appendix A for reference purposes. A complete set will be issued by the BCI Assessor when the initial request for approval is made.

A checklist of the information required for approval is contained in Appendix B, Form 3.

2.1.2 Course Content & Delivery Approval

In addition to the above, the training provider must agree with the BCI Assessor a suitable date and location for the delivery to be assessed. If two trainers need be assessed it may be possible to achieve this on one course. Please ask the Assessor.

The Training Provider is responsible for refunding any travel and accommodation expenses incurred by the BCI Assessor in attending the course.

2.2 Ongoing procedures

The training provider must:

- Keep the BCI informed of all changes concerning trainers and other factors that may impact upon the BCI endorsement criteria. Form B will need to be completed for an additional or replacement trainer, for which a fee is payable.
- For courses where **Delivery** has been approved, the new Trainer must be assessed, for which a fee is payable.
- Issue attendance certificates to all students at the end of the course or within 7 days thereafter. Attendance certificate templates are available on request from the BCI Secretariat.
- Names, addresses and full contact information including email addresses of all students should be provided to the BCI (indicating if they are already members). This information is to be provided within 7 days of the completion of the course. Those who are not members will be enrolled at the Affiliate grade. It is the responsibility of the training provider to ensure that students consent to their names and address being passed to the BCI. Form D should be used (refer to Appendix A).
- Maintain records, including course materials, evaluation forms, course and trainee details for a minimum period of two years. These records must be available to representatives of the BCI as and when requested.

The training provider, must:

- Inform the BCI of any changes to the information provided on Form B or in the CV.
- Inform the BCI of any major or significant changes to an Approved course (see note below).

Changes to the course can be classified as:

- a. Minor. Examples would be: updating examples to include recent events; changing terminology to comply with current best practice; changes to reflect a certain group of students on a particular course, e.g. all are public sector employees.
- b. Significant. Up to 25% of the content is updated and / or the title has been changed.
- c. Major. More than 25% of the course has been re-written.

A fee will be charged for (b), based on the amount of time required to complete the assessment. A major change (c) will incur the full Content Approval fee.

2.3 The renewals procedure

An endorsement under this scheme is valid for three years, as long as the information in 2.2 above has been supplied as and when necessary.

The BCI will contact the training supplier when renewal is due.

Delivery of the course will not need to be re-assessed at this time, unless the BCI Assessor believes this is necessary, e.g. following poor ratings on evaluation forms.

2.4 The BCI's responsibilities

2.4.1 Assessors

The BCI will employ nominated and suitably qualified Assessors to check the course content and delivery against the agreed criteria.

The Assessors undertake not to use material from the course assessment for their own commercial advantage.

2.4.2 Registration

Students who are not already members of the BCI will be enrolled at the Affiliate grade within 30 days from receipt of the student information from the training provider and receive a joining pack and access to the BCI website members only section.

Affiliate membership of the BCI is not a professional grade of membership and does not carry any letters of designation. Professional grades of BCI membership are Fellow (FBCI); Member (MBCI); Specialist (SBCI) or Associate (ABCI) - further details are available from the BCI Secretariat.

2.4.3 Appeals

A procedure is in place to handle appeals against the failure to gain endorsement or its suspension. Refer to section 6 for full details.

2.4.4 Quality Audit

Coventry University have undertaken to audit the quality of the endorsement process.

3. Evaluation of course content

3.1 Objective

The aim of the Business Continuity Institute is to provide practising and potential Business Continuity Management (BCM) practitioners and managers with the development opportunity to gain the knowledge, skills and understanding necessary to undertake their role effectively.

3.2 Evaluation criteria

The training provider must complete the matrix in Form A to show which learning outcomes are addressed in the course and to what depth.

There are two versions of Form A, refer to Appendix A for details:

Form A (i) which should be used for courses covering all aspects of BCM. *Learning Outcomes* should relate to each of the stages of the BCM life cycle set out in the BCI's GPG.

Form A (ii) is for courses dealing with specific areas of BCM. For these courses the *Subject Overviews* and *Learning Outcomes* will be agreed by the training provider and the Assessor.

The depth criteria are:

1. Overview - Introduction to principles for a new entrant, BC co-ordinator or member of senior management. The subject is introduced and the concepts are explained.
2. Intermediate - The methods and information required to support the learning outcomes are presented.
3. Advanced - The students are given practice in the methods or the topic is extensively discussed.

The wording differs slightly for Form A (ii).

As an example:

Learning objective: Be able to prepare a corporate awareness programme.

This could be covered in the following depths:

1. The reasons for its use and an outline of an awareness program are presented.
2. Examples of an awareness programme and the logistical issues discussed.
3. As above, and in addition students prepare and present a segment of an awareness programme to other students.



Obviously the depth to which a course takes each topic is reflected in the duration of the course. As a guide:

- A general one-day course would cover all learning objectives to depth 1.
- A general three-day course would be expected to cover the majority of learning objectives to depth 2 or 3.
- A specialist two-day course, for example on Crisis Management, would cover most learning objectives to at least depth 2.

4. The assessment of a trainer

4.1 Objective

The quality of student learning may be enhanced by the professionalism and subject knowledge of a trainer. The purpose of the assessment of the trainer in a training evaluation programme is not to insist on a standard training style but to be reasonably certain that:

- The verbal information provided will be factually correct and appropriate to the context.
- A typical student (which may be defined in the marketing materials for the course) is encouraged to achieve the learning objectives by the way the course is presented.

4.2 Content approved courses

This level of endorsement covers the *Content* of the course only. However, the BCI does require Form B, covering trainer details, to be completed (see Appendix A) and the Assessor will check that the trainer has subject matter knowledge or competence.

This may include professional membership of the BCI or another appropriate institute or career experience as demonstrated by their CV.

The BCI Assessor may need to verify information provided on the CV.

The BCI will withdraw the approval of a trainer at any time if they are found to have falsified information or have not maintained an appropriate level of experience.

4.3 Content & Delivery approved courses

Where *Delivery* is also being approved the trainer must have a professional BCI qualification or certified membership of another appropriate institute.

The BCI Assessor will attend part or all of the course to assure its correct delivery.

The forms in Appendix B show the criteria on which the training observation will be based.

5. Training endorsement fees

Refer to Appendix C.

6. Suspension and appeal procedures

6.1 Appeal procedure for endorsement refusal

If an application for endorsement has been turned down by the BCI, a training provider may appeal to the BCI on the following grounds:

- a) alleged discrimination of any sort.
- b) dissatisfaction with the external verification process.

Stage 1: In all cases an appeal must be submitted by the training provider in writing via recorded delivery to the BCI within 10 working days.

Stage 2: A written receipt of the appeal will be issued via recorded delivery by the BCI within two working days of receiving the appeal.

Stage 3: An Appeals Panel will be formed to consider the appeal and act as the ultimate arbiters in the case of dispute between the trainer or training provider and the BCI's Assessor.

Stage 4: The appeal decision will be given to the trainer or training provider by the BCI, in writing via recorded delivery, within 28 working days of receipt of the written appeal.

Please note that in certain cases, at the Institute's discretion, the timescale for the appeal decision may need to be extended but the training provider will be advised if this is necessary.

6.2 Suspension and withdrawal of endorsement

The BCI maintains the right to suspend a training provider's endorsement at any time should the BCI's Assessor report that the training provider is in breach of the BCI endorsement criteria especially where a serious problem or weakness in the training content or delivery is identified.

It is the BCI policy to work closely with trainers and training providers to advise on areas of concern thereby avoiding suspension. However, if the trainer or training provider either cannot, or chooses not to, implement the advice and recommendations of the BCI's Assessor as to the standard of training provision, then suspension of the BCI endorsement may be enforced.

If endorsement is suspended then the training provider must immediately remove all BCI endorsements from marketing and course materials.

Stage 1: The BCI Assessor will notify the training provider, via a recorded delivery Corrective Action Report, of the remedial requirements and the timescale in which they must be met for endorsement to continue.

Stage 2: If all the remedial requirements are not met by the given timescale, the BCI Assessor will report to the BCI Secretariat, in writing, recommending the suspension of that training course's BCI endorsement.

Stage 3: If the trainer or training provider chooses to appeal (within the timescale given for remedial action), the BCI Secretariat and where appropriate an Appeals Panel (excluding the BCI Assessor) will consider the appeal and act as the ultimate arbiters in the case of dispute between the trainer and BCI Assessor. The appeal decision will be given to the trainer and training provider by the BCI, in writing via recorded delivery, within 28 working days of receipt of the written appeal.

Stage 4: If the trainer or training provider either cannot, or chooses not to, meet the remedial requirements, suspension will be enforced. The BCI Secretariat will notify both the trainer and training provider, in writing via recorded delivery, within 28 days that endorsement has been suspended and the terms of the suspension.

Stage 5: Failure to fully meet the requirements to lift the suspension by the stated timescale will result in the withdrawal of endorsement.

In cases of suspected or alleged malpractice, the training course's endorsement will be suspended immediately; notification of suspension of endorsement will be given verbally (by the BCI Secretariat) and confirmed in writing (within one week).

For illustration, malpractice may include, but is not limited to:

- Falsification or withholding of information for the purpose of achieving endorsement which otherwise might not have been given.
- Failure to provide student evaluations when requested, in order to hide criticism of the course and / or trainer.

In cases of admitted or proven malpractice, endorsement will immediately be withdrawn for all training courses of the trainer or training provider, as appropriate.

Trainers and training providers cannot appeal against the withdrawal of their training endorsement as an appeal should have been made at stage 3 of the suspension of endorsement process.



7. Glossary of terms

Training Course	Includes training programmes, workshops, seminars and any other type of training provided or any associated activities, tasks and / or roles.
BCI Assessor	The BCI's appointee to assess the content and delivery of the course to be endorsed.
CV	Curriculum Vitae.
Student	Individual receiving training from a training event.
Content Approved	A course where the content has been assessed against learning outcomes and the trainer's experience has been verified by evidence.
Content & Delivery Approved	A course where the content has been assessed against learning outcomes and the trainer's delivery has been assessed by attendance of an Assessor.
Training Provider	The organisation that invoices students and organises the administration and marketing of courses.
Trainer	The presenter who delivers the course.
Lead Trainer	A trainer presenting more than 50% of a course (in time). If no single presenter meets this criteria then two or more presenters together presenting more than 90% of the course must be assessed.



Appendix A Training endorsement forms

FORM A (i): Content Summary for courses covering all areas of BCM

COURSE TITLE:		BCI REF:
COURSE LEAD TRAINER:		
OTHER TRAINERS:		
SUBJECT OVERVIEW	LEARNING OUTCOMES	DEPTH *
BCM programme management	Establishing the need for a BCM Process	
	Organising and ongoing management of the formulation of the function or process	
	Developing, co-ordinating, evaluating and exercising plans to communicate with external stakeholders during incidents	
Understanding the organisation (a) Business Impact Analysis	Identifying the impacts resulting from disruptions that can affect the organisation and developing techniques that can be used to quantify and qualify such impacts	
	Establishing critical functions, their recovery priorities, and inter-dependencies so that recovery time objectives can be set	
Understanding the organisation (b) Risk Assessment	Determining the events and environmental surroundings that can adversely affect the organisation and its facilities with disruption and / or disaster and understanding the damage such events can cause	
	Establishing risk appetite and the controls needed to prevent or minimise the effects of potential loss	
	Establishing the management controls of these risks	
Determining BCM strategy	Determining and guiding the selection of alternative business operating strategies	
	Delivering solutions for continuation of business within the recovery time and recovery point objectives, while maintaining the organisation's critical functions	
	Developing, co-ordinating, evaluating, and exercising plans to communicate with internal stakeholders during incidents	
Developing and implementing BCM response	Developing and implementing emergency response procedures for responding to and stabilising the situation following an incident or event	
	Establishing and managing an Emergency Operations Centre to be used as a command centre during the emergency	
	Designing, developing, and implementing the Business Continuity and Incident Management Plans that provide continuity within the recovery time and recovery point objectives	
Exercising, maintaining and reviewing	Pre-planning and co-ordinating plan walkthroughs / exercises and escalation; evaluating, updating, improving and documenting the results of exercises	
	Developing processes to maintain the currency of continuity capabilities and the Business Continuity Plan documents in accordance with the organisation's strategic direction	
	Establishing applicable procedures and policies for co-ordinating incidents, continuity, and restoration activities with external agencies while ensuring compliance with applicable statutes or regulations	



Embedding BCM in the organisation's culture	Preparing a programme to create and maintain corporate awareness and enhance the skills required to develop and implement the BCM programme or process and its supporting activities	
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* The **depth criteria** should be related to the requirements of a BC practitioner of varying experience thus:

1. Overview - Introduction to principles for a new entrant, BC co-ordinator or member of senior management. The subject is introduced and the concepts are explained.
2. Intermediate - The methods and information required to support the learning outcomes are presented.
3. Advanced - The students are given practice in the methods or the topic is extensively discussed.



FORM A (ii): Content Summary for courses covering specific areas of BCM

COURSE TITLE:		BCI REF:
COURSE LEAD TRAINER:		
OTHER TRAINERS:		
SUBJECT OVERVIEW	LEARNING OUTCOMES	DEPTH *
Please indicate with a tick the aspect(s) of the BCM Life Cycle covered by the course		
BCM programme management		
Understanding the organisation		
Determining BCM strategy		
Developing and implementing BCM response		
Exercising, maintaining and reviewing		
Embedding BCM in the organisation's culture		

* The **depth criteria** should be related to the requirements of a BC practitioner of varying experience thus:

1. Concepts & theories - Introduction to principles of the subject - appropriate for a new entrant, BC Co-ordinator or senior manager.
2. Methods - Fully explains the subject matter.
3. Practical - As 2, but also includes practical exercises.



FORM B: Trainer Details

	BCI REF:
Name of Trainer:	
BCI Membership Grade and Number:	
Company name (if applicable):	
Address:	
Telephone numbers:	
E-mail address:	
Training Provider Name:	
Indicate New or Update Assessment:	
Date submitted:	

Trainer's Qualifications	Date(s)

PLEASE ENCLOSE AN UP-TO-DATE CV

For BCI Assessor Use:
If the trainer is not Approved please give reason(s)



FORM C: Training Provider

COURSE TITLE:		BCI REF:
TRAINING PROVIDER:		
Contact Name		
Address		
Telephone		
E-mail address		
Training Schedule	Please provide a schedule of courses (attach brochure if available) and state anticipated expected student numbers in the next 12 months.	
Health & Safety	We certify that course administration procedures and the training locations used for BCI endorsed courses will comply with the appropriate legislation (e.g. health and safety, equal opportunities) in the country in which the course will be delivered.	
Provision of contact details and enrolment as BCI Affiliates	We agree to provide names of students, plus their address, phone number and email ID, so they can be enrolled as an Affiliate members of the BCI (if they are not already a member). Providers should indicate on enrolment forms that this information will be forwarded and allow students to withhold it if they chose.	
Endorsement	We undertake that promotional use of the endorsement will be accurate, will not be used until the approval process is complete and will be withdrawn immediately if the BCI suspends or removes the endorsement. NB Course Endorsement is specific to the course and does not confer Endorsement of the Training Provider or other products.	
Changes	We undertake to keep the BCI informed of all changes concerning trainers and other factors that impact upon the endorsement criteria	
Feedback	Explain how feedback from students will be used to improve the quality of training provision.	

We agree to the above conditions.

Signed:

Position:

Date:



Appendix B Assessors' Endorsement Forms

Form 1 Materials & Methods

COURSE TITLE:			
COURSE TUTOR:			BCI REF:
ASSESSOR:			Date:
<i>Criteria</i>	<i>Examples</i>	<i>Pass</i>	<i>Comment</i>
Content consistent with claimed scope and depth	Checked against application form		
Presentation of course materials	Legible slide prints Adequate supporting material References to other sources		
Use of appropriate terminology (but not jargon)	Use of BCI Glossary terminology		
Method consistent with GPG	Clear route map through BCM programme		
Balance of course content	Appropriate balance of topics and rational order of topics (reference to GPG)		
Breadth and depth of course content	Appropriate depth of each topic relative to course objectives and duration		
Examples	Appropriate use of current / recent examples		
General organisation focus	Appropriate generalisation of focus on a variety of different industrial sectors, not-for-profit and public sector (unless the course title implies a specific focus)		
General functional focus	Appropriate cover of all business functions (i.e. not solely IT / DR focused) unless the course title implies a specific focus		
Reference to acknowledged experts	Citations and selection of further reading		
Student evaluations	Evaluations to be supplied for the course being assessed		
Decision			



Form 2 Delivery of Subject Matter & Teaching Style

COURSE TITLE:			
COURSE TUTOR:			BCI REF:
ASSESSOR:			Date:
<i>Criteria</i>	<i>Pass</i>	<i>Evidence of observation</i>	<i>Comment (if fail)</i>
Subject content			
Clarity of objectives			
Planning and organisation			
Delivery and pace			
Use of appropriate examples			
Accuracy and relevance			
Appropriate division of time between topics			
Teaching style			
Ability to handle questions			
Encouragement of participation			
Timekeeping			
Use of appropriate resources			
Use of a variety of appropriate teaching methods			
Decision			



Form 3 Application Checklist

COURSE TITLE:			
COURSE TUTOR:			BCI REF:
ASSESSOR:			Date:
Material	Provided by	Source	Included?
Course title and outline	Trainer provider	Marketing material or course description	
Course timetable	Trainer	To show time allocated by subject areas or learning points	
Course material	Trainer	Slides, handouts, workbooks etc. that will be distributed to students.	
Course content summary	Trainer	Form A with depth of course for each learning objective	
Trainer experience	Trainer	Form B plus current CV	
Compliance statement	Training provider	Form C - Training provider approval form	



Appendix C Training endorsement fees

Current Fee rates per course are:

Application for Content approval	£750
Application for an additional trainer to be added to a Content approved course	£250
Application for both Content & Delivery approval * plus BCI Assessor's expenses	£1500
Assessment of Delivery by one additional trainer (on same day)	No charge
Application for Delivery by an additional trainer (at later date) plus BCI Assessor's expenses	£500
Affiliate membership of the BCI for students on approved courses	No charge
Fee for an appeal against endorsement refusal or suspension of endorsement NB: This fee will be refunded if the appeal is successful	£1000

VAT is payable at the current rate on all fees

* Where Content approval has already been obtained and paid for, Delivery approval will be charged at an extra £750. However, at the discretion of the Assessor, a trainer who has been approved for Delivery of prior courses can be assessed remotely by means of telephone conversation, CV, etc. This will be charged at £250 and there will be no expenses.