



Dictionary of Business Continuity Management Terms

Version 2

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January 2012



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Sources and References

It is recognized that many terms and definitions exist throughout the world that relate to BCM or synergic subjects like Risk Management and Emergency Planning. It would be impossible to include them all but the BCI does attempt to keep an up to date as possible dictionary of important BCM terms and their sources.

Terms in this glossary which are also defined in GPG2010 and/or BS25999 generally use the same definition as that source document. However some additional explanation might have been made to improve clarity and understanding.

All other definitions and editorial notes are consolidated definitions from the various source documents that provide the term in their glossary sections.

In the column headed "References" the following codes designate where the term has also been defined. The BCI definition will normally retain the same meaning as in these alternative documents but wording will not necessarily be identical.

A – Good Practice Guidelines 2010 © Business Continuity Institute

B – BS25999 Parts 1 and 2 © British Standards Institution

C – BCM.01-2010 © American Society for Industrial Security and British Standards Institution

D – AS/NZ 5050 © Standards Australia

E – SS 540 © Singapore Standards Council

F – MS 1970 © Malaysian Standards and Accreditation Council

G – NFPA 1600 SS 540 © National Fire Protection Association

H – ISO/IEC ISO 27031:2010 © ISO/IEM

I – PAS200 © British Standards Institution

J – ISO/DIS 22301 © International Standards Organization

Where no reference code exists, these are terms in common usage in Business Continuity but have not been codified by professional bodies or national standards bodies. The definition shown is the preferred BCI meaning of the word or term.

A (Activation to Awareness)

TERM	DEFINITION	REFERENCES
Activation	<p>The implementation of business continuity procedures, activities and plans in response to a serious Incident, Emergency, Event or Crisis.</p> <p><i>Editor's Note: See definitions for Incident, Emergency, Event and Crisis.</i></p>	
Activity	<p>A process or set of processes undertaken by an organization (or on its behalf) that produces or supports one or more products or services.</p> <p><i>Editor's Note: In commercial firms this is usually a called a Business Activity.</i></p>	A,B,C,D
Activity Analysis	A review of activities defining them into core, profit creating and profit dissipating categories	
AIRMIC	Association of Insurance and Risk Managers – a UK based trade organization.	
ALARP (of risk)	A level as low as reasonably practical	
ALE	Annualized Loss Exposure (or Expectancy). The financial loss that can be anticipated for a particular loss event, calculated based on experience and past information and given as the average for a year.	
Alert	A formal notification that an incident has occurred which might develop into a Business Continuity Management or Crisis Management invocation.	
Alternate Routing	The routing of information via an alternate cable or other medium (i.e. using different networks should the normal network be rendered unavailable).	
Alternate Site	A site held in readiness for use during a Business Continuity invocation to continue	D,E,F,G,H,

	<p>the urgent and important processes of an organization. The term applies equally to office or technology requirements.</p> <p><i>Editor's Note: Alternate sites may be known as 'cold', 'warm' or 'hot'. They might also be called simply a Recovery or Backup Site. In the UK the more traditional term is "Alternative Site".</i></p>	
Approved	Acceptable to the authority having jurisdiction.	G
ASIS	American Society for Industrial Security. Developers of US national standards for ANSI in BCM and Operational Resilience.	
ASIS/BSi BCM.01-2010	A US National Standard for Business Continuity Management.	
Assembly Point/Area	<p>The designated area at which employees, visitors and contractors assemble if evacuated from their building/site.</p> <p><i>Editor's Note: Assembly Point or Area might also be known as Initial Assembly Point (IAP), Rendezvous Point or (by the Emergency Services) Marshalling Point.</i></p>	
Asset	<p>Anything that has value to the organization.</p> <p><i>Editor's Note: This can include physical assets such as premises, plant and equipment as well as HR resources, intellectual property, goodwill and reputation.</i></p>	A,B,C,
Asset Risk	A category of Risk that relates to financial investment threats such as systemic financial system failure, market collapse, extreme exchange rate volatility and sovereign debt crises.	
Association of Contingency Planners (ACP)	A US networking group who are organized on a State basis. They provide opportunities to share business experiences and good practice.	
Assurance	The activity and process whereby an organization can verify and validate its BCM capability.	

AS/NZ 5050	<p>A standard for Business Continuity based upon Risk Management principles produced by the Australian and New Zealand standards bodies.</p> <p><i>Editor's Note: This standard builds on the successful Australian Risk Management standard that formed the basis of the ISO risk Standard.</i></p>	
ATOF	Recovery at time of failure	
ATOP	Recovery at time of peak	
Audit	<p>A systematic, independent, and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.</p> <p>First-party audits are conducted by the organization itself for management review and other internal purposes, and may form the basis for an organization's declaration of conformity.</p> <p>Second-party audits are conducted by parties having an interest in the organization, such as customers, or by other persons on their behalf.</p> <p>Third-party audits are conducted by external, independent auditing organizations, such as those providing certification of conformity to a standard.</p>	A,B,C,D,J
Auditor	A person with competence to conduct an audit. For a BCM Audit this would normally require a person with formal BCM audit qualifications.	A,B,C
Awareness	To create understanding of basic BCM issues and limitations. This will enable staff to recognise threats and respond accordingly. Examples of creating such awareness include distribution of posters and flyers targeted at company-wide audience or conducting specific business continuity briefings for executive management of the organization. Awareness is less formal than training and is generally targeted at all staff	E



	in the organization	
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B (Backlog to Business Unit BCM Coordinator)

TERM	DEFINITION	REFERENCES
Backlog	<p>The effect on the business of a build-up of work that occurs as the result of a system or process being unavailable for an unacceptable period. A situation whereby a backlog of work requires more time to action than is available through normal working patterns.</p> <p><i>Editor's Note: In extreme circumstances, the backlog may become so marked that the backlog cannot be cleared and this is referred to as "the Backlog Trap".</i></p> <p><i>However, backlogs are often deliberately built into manufacturing workflows in order to allow a unit to continue working productively even if the assembly line is interrupted. One could view such an interruption as a "mini-outage." Even in a non-manufacturing environment, during a true BCM outage a backlog could allow isolated units to continue adding value to work in process even if its inflows and outflows were offline. So part of the BCM analyst's job could be to design backlogs in advance where none existed before in order to minimize loss of value.</i></p>	
Backup	<p>A process by which data, electronic or paper based is copied in some form so as to be available and used if the original data from which it originated is lost, destroyed or corrupted.</p>	
Basel Accord (Basel III)	<p>An agreement by international financial institutions on the financial risk assessment and ratios between capital and risk.</p>	
Basel Committee –	<p>The "High-Level Principles for Business Continuity" of the Joint Forum/Basel</p>	

<p>BCM Principles</p>	<p>Committee on Banking Supervision (published by Bank for International Settlements, August 2006).</p> <p><i>Editor's Note:</i></p> <p><i>The key elements of these "High-Level Principles" are:</i></p> <ol style="list-style-type: none"> <i>1. Financial market participants and supervisory authorities should have an effective and comprehensive Business Continuity Management process at their disposal. Responsibility for ensuring business continuity lies with the Board of Directors and Senior Management.</i> <i>2. Financial market participants and supervisory authorities must integrate the risk of significant operational disruptions into their Business Continuity Management processes.</i> <i>3. Financial market participants must develop recovery objectives that take account of their systemic relevance and the resulting risk for the financial system.</i> <i>4. The Business Continuity Plans of both financial market participants and supervisory authorities must define internal and external communication measures in the event of major business interruptions.</i> <i>5. Where business interruptions have international implications, the corresponding communication concepts must cover in particular communication with foreign supervisory authorities.</i> <i>6. Financial market participants and supervisory authorities must test their Business Continuity Plans, evaluate their effectiveness and amend their Business Continuity Management processes as necessary.</i> <i>7. It is recommended that supervisory authorities assess the Business Continuity Management programmes of the institutions subject to supervision as part of the ongoing monitoring process.</i> 	
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BATNEEC	Best available technology not entailing excessive cost to reduce or mitigate risk	
Battle Box	<p>A container - often literally a box or brief case - in which data and information is stored so as to be immediately available post incident.</p> <p><i>Editor's Note: Electronic records held in a secure but accessible location on the internet are sometimes referred to as Virtual Battle Boxes.</i></p>	
Black Swan	A term popular in BCM, based upon a book of the same name in which the author defines a black swan as an event that could not be predicted by normal scientific or probability methods. BCM professionals need to prepare for "black swan" events.	
Blue Light Services	<p>This is an informal term which refers to the emergency services of Police, Fire and Ambulance.</p> <p><i>Editor's Note: This is mainly used in the UK.</i></p>	
Bronze Control	<p>This is used by UK Emergency Services to designate Operational Control.</p> <p><i>Editor's Note: This model is derived by the UK government approved Gold, Silver and Bronze Command Structure. It is not generally used outside of the UK.</i></p>	
BSi	British Standards Institution, the UK national standards body and UK representatives to ISO.	
BS 25999	<p>The British Standards Institution standard for Business Continuity Management.</p> <p><i>Editor's Note: BS25999 Part 1 launched in 2006 is a Code of Practice. BS25999 Part 2 launched in 2007 is a Specification Standard. BS25999 replaced the earlier BSI document PAS56.</i></p>	
Building Denial	A situation in which premises cannot, or are not allowed to be, accessed.	
Business Continuity	The strategic and tactical capability of the	A,B,C,D,E,F,G,I



(BC)	organization to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level.	
Business Continuity Coordinator	A Business Continuity Management professional who has the overall responsibility for co-ordination of the overall BCM planning programmes including team member training, testing and maintenance of recovery plans.	F
Business Continuity Institute (BCI)	The Institute of professional Business Continuity Managers and practitioners. Website www.thebci.org .	
Business Continuity Management (BCM)	A holistic management process that identifies potential threats to an organization and the impacts to business operations that those threats—if realized—might cause, and which provides a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand, and value-creating activities.	A,B,C,E,F,H,I,J
Business Continuity Management Information Exchange (BCMIX)	A Canadian based BCM online discussion forum, using a LinkedIn platform.	
Business Continuity Management Institute (BCMI)	A Singapore based BCM Training organization offering certification in some parts of Asia.	
Business Continuity Management (BCM) Lifecycle	A series of business continuity activities which collectively cover all aspects and phases of the BCM program. BCI use the same life-cycle model as BS25999.	A,B,
Business Continuity Management Program(me)	Ongoing management and governance process supported by top management and appropriately resourced to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and ensure continuity of products and services through training, exercising, maintenance and review.	

Business Continuity Management System (BCMS)	Part of the overall management system that implements, operates, monitors, reviews, maintains, and improves business continuity.	A,B,C
Business Continuity Maturity Model (BCMM)	A tool to measure the level and degree to which BCM activities have become standard and assured business practices within an organization.	
Business Continuity Plan (BCP)	A documented collection of procedures and information that is developed, compiled, and maintained in readiness for use in an incident to enable an organization to continue to deliver its critical products and services at an acceptable predefined level.	A,B,C,D,E,F,H
Business Continuity Planning	Business Continuity Planning is the process of developing prior arrangements and procedures that enable an organization to respond to an event in such a manner that critical business functions can continue within planned levels of disruption. The end result of the planning process is the BC Plan.	E
Business Continuity Policy Statement	A BCM policy sets out an organization's aims, principles and approach to BCM, what and how it will be delivered, key roles and responsibilities and how BCM will be governed and reported upon.	
Business Continuity Programme Board	A management group to give advice, guidance and management authorization to the BC Manager. <i>Editor's Note: See BC Steering Committee.</i>	A
Business Continuity Steering Committee	A top management group to give direction, advice, guidance and financial approval for the BCM programmes undertaken by the BCM Manager and various BC Coordinators.	E
Business Continuity Strategy	A strategic approach by an organization to ensure its recovery and continuity in the face of a disaster or other major incidents or business disruptions.	A,B
Business Continuity Team (BCT)	The strategic, tactical and operational teams that would respond to an incident, and who should contribute significantly to	A



	the writing and testing of the BC Plans.	
Business Function	A description of work that is performed to accomplish the specific business requirements of the organization. Examples of business function include delivering raw materials, paying bills, receiving cash and inventory control.	E,F
Business Interruption (BI) Insurance	<p>Business Interruption (BI) insurance cover is a term used widely within the insurance industry, relating to the requirement for calculation of adequate insurance, covering financial loss due to temporary business cessation.</p> <p><i>Editor's Note: Sub-titles within this category are Increased cost of working (ICOW) additional insurance for known recovery costs and additional increased cost of working (AICOW) to cover incidental costs of unknown amounts, e.g. staff relocation.</i></p>	
Business Impact Analysis (BIA)	The process of analyzing business functions and the effect that a business disruption might have upon them.	A,B,D,E,F,G,H,J
Business Recovery	<p>Steps taken to resume the business within an acceptable timeframe following a disruption.</p> <p><i>Editor's Note: In some countries (mainly in North America) the term Business Recovery was popular before the more widespread acceptance of Business Continuity. It is still found in some organizations and can be treated as broadly similar to basic BCM.</i></p> <p><i>Where it is used you might also find reference to BR Coordinator, BR Plan, BR Planner, BR Planning, BR Programme and BR Team.</i></p>	
Business Risk	Risk that internal and external factors, such as inability to provide a service or product, or a fall in demand for an organizations products or services will result in an unexpected loss.	



Business Unit	A business unit within an organization e.g. branch/division.	E
Business Unit BCM Coordinator	A staff member appointed by a business unit to serve as the liaison person responsible for all BCM direction and activities within the unit.	E

C (Call Tree to Culture)

TERM	DEFINITION	REFERENCES
Call Tree	A structured cascade process that enables a list of persons, roles and/or organizations to be contacted as a part of information exchange or plan invocation procedure.	
Call Tree Test	A test designed to validate the currency of contact lists and the processes by which they are maintained.	
Campus	A set of buildings which are geographically grouped together and might form one inter-connected set of Business Continuity Plans.	
CAR	<p>Capability Assessment for Readiness. This is the process of self-assessment under the US Standard NFPA 1600.</p> <p><i>Editor's Note: This has applicability mainly in the United States and is a technique recognised by the Federal Emergency Management Agency (FEMA).</i></p>	
Cascade System	A system whereby one person or organization calls out/contacts others who in turn initiate further call-outs/contacts as necessary.	
Casualty Bureau	The central police controlled contact and information point for all records and data relating to casualties and fatalities.	
CBO	Community Based Organization (North America terminology)	
CDRG	Catastrophic Disaster Response Group (FEMA terminology in US)	
CEM	Certified Emergency Manager – a qualification awarded by IAEM, a US based body	

CIMAH	Control of Industrial Major Accidents and Hazards. European Union legislation 1994	
Civil Emergency	Event or situation which threatens serious damage to human welfare in a place, environment or a place or the security of that place.	B
COBRA Committee	UK – Cabinet Office Briefing Room (COBR). Name given to the highest level UK government committee for dealing with any national crisis. It coordinates all actions across government bodies and agencies and is chaired by a senior cabinet minister (often the Prime Minister).	
COG	Continuance of Government. This is a US concept for how government entities plan to continue the key elements of public governance in emergency situations. <i>Editor's Note: This has applicability mainly in the United States. In most countries BC plans are used for both private and public sector bodies including government entities.</i>	
Cold Site	A site (data centre/ work area) equipped with appropriate environmental conditioning, electrical connectivity, communications access, configurable space and access to accommodate the installation and operation of equipment by key employees required to resume business operations. <i>Editor's note: in some countries this is referred to as a literal translation of White Room.</i>	E
Command Centre (CC)	The facility used by a Crisis Management Team after the first phase of a plan invocation. An organization must have a primary and secondary location for a command centre in the event of one being unavailable. It may also serve as a reporting point for deliveries, services, press and all external contacts. <i>Editor's Note: this is often called n</i>	F

	<i>Emergency Operations Centre (EOC)</i>	
Command, Control and Co-ordination	<p>The UK Government Crisis Management process:</p> <p>Command means the authority for an organization or part of an organization to direct the actions of its own resources (both personnel and equipment).</p> <p>Control means the authority to direct strategic, tactical and operational operations in order to complete an assigned function and includes the ability to direct the activities of others engaged in the completion of that function i.e. the crisis as a whole or a function within the crisis management process. The control of an assigned function also carries with it the responsibility for the health and safety of those involved</p> <p>Co-ordination means the harmonious integration of the expertise of all the agencies/roles involved with the objective of effectively and efficiently bringing the crisis to a successful conclusion.</p> <p><i>Editor's Note: this covers the Gold, Silver, Bronze concept. Level 1 Control: Strategic Control: Gold Control: Tactical Control: Level 2 Control: Silver Control: Level 3 Control: Operational Control: Bronze Control.</i></p>	
Competence	Demonstrated ability to apply knowledge and skills to achieve intended results	J
Compliance	Fulfilment of a requirement in a Management Systems context.	A,B
Conformity	Fulfilment of a requirement of a management system	C,J
Consequence	Evaluated outcome of an event or a particular set of circumstances.	A,B,C
Contact List	The contact data used by Call Tree and Cascade processes and systems.	

Context	Environment within which the organization seeks to achieve its objectives.	I
Contingency Fund	A budget for meeting and managing operating expense at the time of a Business Continuity invocation.	
Contingency Plan	A plan to deal with specific set of adverse circumstances. <i>Editor's note: A BC Plan is a more general term for dealing with the consequences of a wider range of non-specific interruptions.</i>	
Continual Improvement	The process of enhancing the business continuity management system in order to achieve improvements in overall business continuity management performance consistent with the organization's business continuity management policy.	A,B,C,J
Continuity Requirements Analysis (CRA)	The process to collect information on the resources required to resume and continue the business activities at a level required to support the organization's objectives and obligations.	A,B
Control	The whole system of controls, financial and otherwise, established by a Board and management in order to carry on an organization's business in an effective and efficient manner, in line with the organization's established objectives and goals. Also there to ensure compliance with laws and regulations, to safeguard an organization's assets and to ensure the reliability of management and financial information. Also referred to as Internal Control	D
Control Framework	A model or recognised system of control categories that covers all internal controls expected within an organization.	
Control Review/ Monitoring	Involves selecting a control and establishing whether it has been working effectively and as described and expected during the period under review.	

Control Self Assessment (CSA)	A class of techniques used in an audit or in place of an audit to assess risk and control strength and weaknesses against a control framework. The 'self' assessment refers to the involvement of management and staff in the assessment process, often facilitated by internal auditors. CSA techniques can include workshop/seminars, focus groups, structured interviews and survey questionnaires.	
COOP	Continuance of Operations Planning. <i>Editor's Note: This has applicability mainly in the United States. In most countries BC plans are used for both private and public sector bodies including government entities. In the US COOP is sometimes used as an alternative term to BCM even in the private sector.</i>	
Cordon (Inner and Outer)	The boundary line of a zone that is determined, reinforced by legislative power, and exclusively controlled by the emergency services from which all unauthorised persons are excluded for a period of time determined by the emergency services.	
Corporate Governance	The system/process by which the directors and officers of an organization are required to carry out and discharge their legal, moral and regulatory accountabilities and responsibilities. <i>Editor's Note: In recent times a new term GRC (Governance, Risk and Compliance) is becoming popular as a wider form of Corporate Governance.</i>	
Corrective Action	The action to eliminate the cause of a detected non-conformity or other undesirable situation. <i>Editor's Note: There can be several causes of non-conformity and corrective action is taken to prevent recurrence. This differs from preventive action which is a risk</i>	C,J

	<i>management concept to prevent it occurring.</i>	
COSHH	Control of Substances hazardous to health regulations 2002. A European Union directive	
Cost-Benefit Analysis	Financial technique for measuring the cost of implementing a particular solution and compares that with the benefit delivered by that solution.	B
Counselling	The provision of assistance to staff, customers and others who have suffered mental or physical injury in a disaster or incident. May also be called Trauma Counselling.	
Creeping Disaster	A slow degradation of service or deterioration in quality or performance over a period of time which ultimately leads to a business interruption of disaster proportions.	
CRIP	Common Recognized Information Picture. A statement of shared situational awareness and understanding, which is briefed to crisis decision-makers and used as the accepted basis for auditable and defensible decisions	I
Crisis	An abnormal situation, unstable and complex situation which threatens the strategic objectives, reputation or existence of an organization.	D,I
Crisis Aware Organization	Forward thinking organization that has procedures and processes designed to identify emerging crises and deal with them as early as possible, whilst continuously assessing its resilience and vulnerability.	I
Crisis Management	The process by which an organization manages the wider impact of any situation until it is under control or a full BCP is invoked. It can be used in situations in which the main activities are external such as dealing with malicious rumours, hostage taking, product failure or product recall. <i>Editor's note: The BCI see no difference in this term and the term Incident Management. However this is part of an on-going debate created by the release of UK Government sponsored PAS200 document</i>	

	<i>which seeks to delineate between CM and BCM.</i>	
Crisis Management Plan (CMP)	<p>Plans to handle situations that threaten operations, staff, customers, market share, mission achievement or reputation of an entity or the public.</p> <p><i>Editor's note: The BCI see no difference in this term and the term Incident Management Plan. It is also occasionally called a Crisis Plan or Crisis Response Plan.</i></p>	
Crisis Management Team (CMT)	<p>A Group of individuals responsible for developing and implementing a comprehensive plan for responding to a disruptive incident. The team consists of a core group of decision-makers trained in incident management and prepared to respond to any situation.</p> <p><i>Editor's Note: In most countries Crisis and Incident are used interchangeably but in the UK the term Crisis has traditionally been used for wide area incidents involving Emergency Services. However the recent UK Government sponsored PAS200 document seeks to extent the use of this term beyond the public sector.</i></p>	C
Critical	A qualitative description used to emphasize the importance of a resource, process or function that must be available and operational either constantly or at the earliest possible time after an incident, emergency or disaster has occurred.	E,H
Critical Activities	<p>Those activities which have to be performed to deliver the key products and services and which enable an organization to meet the most important and time-sensitive objectives.</p> <p><i>Editor's Note: This is sometimes referred to as Mission Critical Activities.</i></p>	B
Critical Business Function (CBF)	Vital functions without which an organization will either not survive or will lose the capability to effectively achieve its critical objectives.	D,E,G

	<p><i>Editor's Note: This term is popular in North America, Australia and Asia. A critical business function can comprise a single process or several processes contributing to a final definable output. A critical business function may involve a single structural unit of the organization, or may involve activities across several structural units. A single structural unit may have responsibility for one or more critical business functions.</i></p>	
Critical Data Point	<p>The point in time to which data must be restored and synchronized to achieve a Maximum Acceptable Outage.</p> <p><i>Editor's Note: Not often used except in Australia and Asia, and is basically the same as RPO.</i></p>	
Critical Component Failure Analysis	<p>A review of the components involved in delivery of an enterprise wide process and an assessment of the relationship, dependencies and impact of failure of one component.</p>	
Critical Services	<p>Mission Critical office based computer applications</p>	
Critical Success Factors (CSF)	<p>A management technique developed in 1970's but still popular, in which an organization identifies a limited number of activities it has to get correct to achieve its primary mission.</p>	
CRM - Customer Relationship Management System	<p>A computer application or integrated set of applications which bring together all aspects of customer communications and management.</p>	
Culture	<p>Sets the tone for an organization, influencing the consciousness of its people. Cultural factors include the integrity, ethical values and competence of the entity's people: management's philosophy and operating style; the way management assigns authority and responsibility, and organises and develops its people; and the</p>	



	attention and direction provided by a Board.	
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D (Damage Assessment to Duty of Care)

TERM	DEFINITION	REFERENCES
Damage Assessment	An appraisal of the effects of the disaster or incident on human, physical, economic and operational capabilities.	E,G
Data Mirroring	A process where critical data is copied instantaneously to another location so that is not lost in a disaster.	
Data Protection	Statutory requirements to manage personal data in a manner that does not threaten or disadvantage the person to whom it refers.	
Decision Point	The latest moment at which the decision to invoke emergency procedures has to be taken to ensure the continued viability of the organization.	
Dedicated Work Area	Work space provided for sole use by a single organization, configured ready for use.	
Denial of Access	Loss of access to any asset (premises, hardware, systems) when no physical damage has been done to the asset.	
Dependency	The reliance, directly or indirectly, of one activity or process upon another.	
Desk Top Exercise	Technique for rehearsing emergency teams in which participants review and discuss the actions they would take according to their plans, but do not perform any of these actions; can be conducted with a single team, or multiple teams, typically under the guidance of exercise facilitators.	
Disaster	A physical event which interrupts business processes sufficiently to threaten the viability of the organization.	E,F,G,

Disaster Declaration	The staff should be familiar with the list of assessment criteria of an incident versus disaster situation established by the BCM or DR Steering Committee and the notification procedure when a disaster occurs. Usually, for the invocation of 3rd party services or insurance claims there will be need for a formal Disaster Declaration.	E
Disaster Declaration Officer	The Disaster Declaration Officer is assigned the task, responsibility and authority to declare a disaster and activate the appropriate level of plan. This person is appointed and given the line of authority which is documented in the BCM process manual. <i>Editor's Note: This approach is standard in the US but in Europe the declaration is more likely to be the responsibility of the Incident Management Team Leader.</i>	E
Disaster/Emergency Management Program	A program that implements the mission, vision, strategic goals, objectives and management framework of the program and organization.	G
Disaster Management	Strategies for prevention, preparedness and response to disasters and the recovery of essential post-disaster services. <i>Editor's Note: This is particularly used in areas where large-scale natural disasters are prevalent and in common use in Australia. The actual written plans are therefore known as Disaster Plans or Disaster Management plans.</i>	
Disaster Recovery (DR)	The strategies and plans for recovering and restoring the organizations technological infra-structure and capabilities after a serious interruption. <i>Editor's Note: DR is now normally only used in reference to an organization's IT and telecommunications recovery.</i>	E
Disaster Recovery	The activities associated with the continuing availability and restoration of the IT	D,E,F

Planning (DRP)	infrastructure.	
Disruption	An event that interrupts normal business, functions, operations, or processes, whether anticipated (e.g., hurricane, political unrest) or unanticipated (e.g., a blackout, terror attack, technology failure, or earthquake).	A,B,C,E,H
Diverse Routing	The routing of information through split or duplicated cable facilities.	
Document	Information and its supporting medium such as paper, magnetic, electronic or optical computer disc or image.	A,C,J
Double Knock	A technical term relating to a warning or fire extinguishing system (e.g. sprinklers) that will not activate until two physically separated detectors have been triggered.	
Downtime	A period in time when something is not in operation. <i>Editor's Note: This is often called Outage when referring to IT services and systems.</i>	C
DRC	Disaster Recovery Centre. This term is in common use by FEMA in the US.	
DRII	Disaster Recovery Institute International. A US based body providing professional qualifications for Disaster recovery and business Continuity practitioners.	
Due Diligence	The need to exercise care and investigate risks associated with commercial transactions, mergers, acquisitions and other contractual matters.	
Duty of Care	A corporate governance requirement to take care of the assets of the organization – a duty incumbent on officers of an enterprise. <i>Editor's Note: Corporate Governance codes vary but in the UK they have included number of reports from Greenbury, Cadbury, Hampel, Turnbull and Higgs which form a combined code, acceptance of which is required for listing on the London Stock Exchange.</i>	

E (Effectiveness to Expense Control)

TERM	DEFINITION	REFERENCES
Effectiveness	Extent to which planned activities are realized and planned results achieved	J
Efficiency	Relationship between the result achieved and the resources used	J
Electronic Vaulting	The transfer of data to an offsite storage facility using a communications link.	
Emergency	A generic term with different interpretations in different regions. In the US it means a wide-scale disaster requiring federal support and triggering FEMA funding. In other countries it would be considered equivalent in meaning to a Major Incident.	D,E
Emergency Data Services	Remote capture and storage of electronic data, such as journalling, electronic vaulting and database shadowing/ mirroring	
Emergency Evacuation	The immediate and rapid removal of people to a place of safety away from the area that is subject to a potential imminent major disruption such as natural disasters or terrorist attack.	
Emergency Management (EM)	<p>Emergency Management is the responsibility of governments and public authorities, complying with appropriate laws that relate to emergency response.</p> <p><i>Editor's Note: An Emergency Management Plan (EMP) is usually managed by one or more Emergency Management Teams (EMT). Different structures exist in different countries.</i></p>	
Emergency Management Australia (EMA)	The Government Agency responsible for Emergency Response in Australia.	

Emergency Marshal	A person responsible for ensuring that all employees, visitors and contractors evacuate a site/building and report to the Emergency Coordinator when their designated floor/area is clear. Might also be called a Fire Marshall.	
Emergency Operations Centre (EOC)	The facility used by the Incident Management Team after the first phase of a plan invocation. An organization must have a primary and secondary location for an EOC in the event of one being unavailable. It may also serve as a reporting point for deliveries, services, press and all external contacts. <i>Editor's Note: this is also traditionally called a Command Centre.</i>	E
Emergency Planning (EP)	Development and maintenance of agreed procedures to prevent, reduce, control, mitigate and take other actions in the event of a civil emergency.	B
Emergency Preparedness Canada (EPC)	The Government Agency responsible for Emergency Preparedness in Canada.	
Emergency Response	Actions taken in response to a disaster warning or alert to minimize or contain the eventual negative effects, and those taken to save and preserve lives and provide basic services in the immediate aftermath of a disaster impact, for as long as an emergency situation prevails.	
End-to-End	In entirety, from start to finish.	
Enterprise Resource Planning System (ERP)	Computer systems which act through an integrated platform to manage all operational activities of an enterprise. They are particularly popular for manufacturing and distribution businesses. Such systems create significant complexity in maintaining data consistency during disaster recovery.	
Enterprise Risk Management	ERM includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. ERM	



	<p>provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress. By identifying and proactively addressing risks and opportunities, business enterprises protect and create value for their stakeholders, including owners, employees, customers, regulators, and society overall.</p>	
Entity	<p>A government agency or jurisdiction, private or public company, partnership, non-profit making organization or other organization that has disaster or emergency management responsibilities.</p>	G
Escalation	<p>The process by which an incident is communicated upwards through an organisation's Business Continuity and/or Crisis Management reporting process.</p>	
Essential Services	<p>Infrastructure services without which a building or area would be considered disabled and unable to provide normal operating services; typically includes utilities (water, gas, electricity, telecommunications), and may also include standby power systems or environmental control systems.</p>	
Estimated Maximum Loss (EML)	<p>Insurance policies are written based upon the EML – the maximum amount that can be claimed against an insured peril.</p> <p><i>Editors Note: In BI terms this usually means the loss of gross profit after deduction of variable expenses and addition of allowed additional expenditure.</i></p>	
Event	<p>Occurrence or change of a particular set of circumstances.</p> <p><i>Editor's Note: See "Incident".</i></p>	C,D,J

Exclusion Zone	Boundary line of an area or zone that is controlled by emergency services personnel, and from which all unauthorized persons are excluded for a period of time determined by emergency services leadership.	
Executive Management	A person or group of people who directs and controls an organization at the highest level. In larger organizations this might be called the Board, Directors, Executives or Senior Managers. In a small organization, the owner or sole proprietor. <i>Editor's Note: Also see Top Management</i>	E
Exercise	Rehearse the roles of team members and staff, and test the recovery or continuity of an organization's systems (e.g., technology, telephony, administration) to demonstrate business continuity competence and capability. <i>Editor's Note: Participants can include an overall controller, directors, players, observers and an umpire.</i>	A,B,C,E,I,J
Expected Loss	The average financial loss or impact that can be anticipated for a particular loss event or risk. It is calculated based on experience and past information. It is normally given as the average loss amount over a specified period of time e.g. the expected amount loss per year. See ALE.	
Expense Control	The essential logging and control of all expenditure at time of an incident in a separate and distinct manner from the 'normal' procedure. The loss assessment and adjustment process will require this information to be readily available, once the BCM/Crisis Management process is complete	

F (Facility to Full Test/Rehearsal)

TERM	DEFINITION	REFERENCES
Facility	<p>Plant, machinery, equipment, property, buildings, vehicles, information systems, transportation facilities, and other items of infrastructure or plant and related systems that have a distinct and quantifiable function or service.</p> <p>Editor’s Note: Also see Infrastructure.</p>	A,C
Failure Mode	The manner by which a failure is observed; it generally describes the way the failure occurs and its impact on the operation of the system.	H
Fallback	Another (but less popular) term for alternative or alternate. A fallback facility is another site/building that can be use when the original site/building is unusable or unavailable.	
FEMA	Federal Emergency Management Agency – the US agency responsible for responding to wide area disasters and emergencies.	
Financial Impact	Operating expenses that continue following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organization.	
First Responder	A member of an emergency service who is first on the scene at a disruptive incident. This would normally be police, fire or ambulance personnel.	C
Fit-for-Purpose	Meeting an organization's requirements.	
Full Test (or Rehearsal)	A simulation exercise involving a Business Continuity scenario where the organisation or some of its component parts are suspended until the exercise is completed.	

G (Gain to Grab List)

TERM	DEFINITION	REFERENCES
Gain	A positive consequence of an event or incident.	B
Gap Analysis	A survey whose aim is to identify the differences between BCM/Crisis Management requirements (what the business says it needs at time of an incident) and what is in place and/or currently available	
Goodwill	Value attributed to an organisation over and above the value of its physical assets as a result of its reputation in the market place.	
Governance, Risk and Compliance (GRC)	GRC is the umbrella term covering an organization's approach across these three areas. Being closely related concerns, governance, risk and compliance activities are increasingly being integrated and aligned to some extent in order to avoid conflicts, wasteful overlaps and gaps. While interpreted differently in various organizations, GRC typically encompasses activities such as corporate governance, enterprise risk management (ERM) and corporate compliance with applicable laws and regulations.	
Grab List	A list of items that individuals should take with them prior to evacuating a building. These should only be taken if it does not delay evacuation and must not compromise personal safety.	E

H (HACCP to HRDR)

TERM	DEFINITION	REFERENCES
HACCP	Hazard Analysis Critical Point – an EU requirement for risk assessment in the food industry.	
Hazard	<p>A potential cause of an unwanted incident, which may result in harm to individuals, assets, a system or organization, the environment, or the community.</p> <p><i>Editor’s Note: The words threats and hazards are often interchangeable. Threats such as natural disasters or extreme weather conditions are more typically referred to as “Hazards”</i></p>	A,B,D,E
HAZCHEM	Hazardous chemicals	
HAZMAT	Hazardous material	
HAZOP	Hazardous operation	
Health and Safety	The process by which the wellbeing of all employees, contractors, visitors and the public is safeguarded. All business continuity plans and planning must be cognisant of H&S statutory and regulatory requirements and legislation.	
Horizon Scanning	Systematic examination of potential threats, opportunities and future developments, which might have the potential to create new risks or change the character of risks already identified	I
Hot Site	<p>A facility equipped with full technical requirements including IT, Telecoms and infrastructure, and which can be used to provide rapid resumption of operations.</p> <p><i>Editor’s Note: Hot sites usually refer to IT and Telecom capabilities. When used in the same context for business users they are more often referred to as Work Area Recovery Sites</i></p>	E



Housekeeping	The process of maintaining procedures, systems, people and plans in a state of readiness.	
Human Resource Disaster Recovery (HRDR)	A specific strategy for dealing with risk assessment, prevention, control, welfare and business recovery for all staff. <i>Editor's Note: See PD25111 published by BSI for more detailed information on this complex aspect of BCM.</i>	

I,J (IAEM to Just-in-Time)

TERM	DEFINITION	REFERENCES
IAEM	International Association of Emergency Management	
ICT Continuity	Capability of the organization to plan for and respond to incidents and disruptions in order to continue ICT (Information and Communication Technology) services at an acceptable level.	
ICT Disaster Recovery (ICT DR)	The ability of the ICT elements of an organization to support its critical business functions to acceptable levels within a pre-determined period of time following a disruption.	H
ICT Disaster Recovery Plan (ICT DRP)	A clearly defined and documented plan which recovers ICT capabilities when a disruption occurs	H
Impact	Evaluated consequence of a particular outcome. <i>Editor's note: See "Consequence"</i>	A,B,C,G
Impact Analysis	The process of analysing all operational activities and the effect that an operational impact might have upon them. <i>Editor's Note: This is basically the same as a Business Impact Analysis but for organizations who do not regard themselves as a business (e.g. charities, public sector) it is sometimes preferred terminology.</i>	C
Incident	An event that has the capacity to lead to loss of or a disruption to an organization's operations, services, or functions – which, if not managed, can escalate into an emergency, crisis, or disaster. <i>Editor's Note: In most countries Incident and Crisis are used interchangeably but in the UK the term Crisis has been generally</i>	A,B,C,E,F,I

	<i>reserved for dealing with specific large-scale incidents.</i>	
Incident Command System (ICS)	The combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.	G
Incident Management Plan (IMP)	A clearly defined and documented plan of action for use at the time of an incident, typically covering the key personnel, resources, services and actions needed to implement the incident management process.	B
Incident Management Team (IMT)	A Group of individuals responsible for developing and implementing a comprehensive plan for responding to a disruptive incident. The team consists of a core group of decision-makers trained in incident management and prepared to respond to any situation. <i>Editor's Note: See also Crisis Management Team.</i>	
Increased Cost of Working (ICOW)	The additional expenditure incurred following an incident in order to minimise the loss of gross profit.	
Indemnity Period	The period during which insurers will pay for losses following an incident covered as an insured peril. <i>Editor's Note: Insurers are only concerned about this period. To identify a suitable period it is necessary to consider maximum loss scenario, incident management capability, recovery time objectives, lead time for replacement equipment and any other factors which might extend the period of loss.</i>	
Information Security	The securing or safeguarding of all sensitive information, electronic or otherwise, which is owned by an organisation.	

Information Technology Disaster Recovery (ITDR)	An integral part of the organisation's BCM plan by which it intends to recover and restore its IT and telecommunications capabilities after an Incident.	
Infrastructure	The technology and equipment, and facilities used in BCM activities or impacted by the incident.	E,J
Insurance	A contract to finance the cost of risk. Should a named risk event (loss) occur, the insurance contract will pay the holder the contractual amount.	
Integrated Testing	Examination of a plan that addresses multiple plan components, in conjunction with each other, typically under simulated operating conditions.	
Integrity	The safeguarding the accuracy and completeness of assets, particularly data records.	A,C
Interested Party	Affected party with interest in the success of an organization.	J
Internal Audit	Internal audits are conducted by the organization itself for management review and other agreed internal purposes.	A,B,C
Internal Control	All the means, tangible and intangible that can be employed or used to ensure that established objectives are met.	
Invocation	Declaration that an organization's BCP needs to be put into effect in order to continue to deliver key products and services.	A,B,I
IRBC	ICT readiness for business continuity. The capability of an organization to support its business operations by prevention, detection and response to disruption and recovery of ICT services.	H
ISO 22301	ISO 22301 the pending international standard for Societal Security - Continuity Management System Requirements and is expected to be released by Q4, 2010. As with other ISO standards the specification will be accompanied by guidance	

	<p>document (expected to be named ISO 22313).</p> <p><i>Editor's Note: ISO DIS 22301 and ISO 22313 should not be confused with the earlier publication ISO PAS 22399:2007.</i></p>	
ISO 22313	<p>Continuity Management Systems – Guidelines. This is due for release in Q4, 2012</p>	
ISO PAS 22399	<p>ISO/PAS 22399:2007 was developed to provide general guidance for an organization - private, government, and 3rd sector - to develop its own specific performance criteria for incident preparedness and operational continuity, and design an appropriate management system.</p> <p><i>Editor's Note: ISO PAS 22399 is not a recognised standard although some countries in Asia have developed their own BCM guidelines based upon it. With the release of ISO22301, it is expected that this ISO PAS will no longer be used in this manner.</i></p>	
ISO 27000 series	<p>ISO standards for Information Security, one section of which provides guidance on Business Continuity.</p> <p><i>Editor's Note: There are three standards ISO 27001, ISO 27002 and ISO 27003. They should not be viewed as full BCM standards.</i></p>	
ISO 31000	<p>ISO standard for Risk Management.</p> <p><i>Editor's Note: The ISO standard was derived from the Australian/New Zealand standard AS/NZ 4360. It differs significantly from the similarly named BS 31100 standard for Risk Management. Neither the ISO nor the BSi versions should be viewed as BCM standards.</i></p>	X
ISMS	<p>Information Security Management System</p>	H
Issues Management	<p>Anticipation and assessment of trends and potential changes in an organization's</p>	I



	business environment, which entails forward planning to address opportunities and threats and responding rapidly to issues that might threaten its reputation or relationship with stakeholders.	
Journalling	Remote capture and storage of electronic data, at a transaction level so that it can be applied to an earlier overall system backup. Other related techniques include electronic vaulting and database shadowing/mirroring	
Just-in-Time (JIT)	System whereby dependencies for critical business processes are provided exactly when required, without requiring intermediate inventory.	

K,L (KPI to Loss Adjuster)

TERM	DEFINITION	REFERENCES
Key Performance Indicators (KPI)	Benchmark measurement based on objectives, targets and defined industry standards.	
Key Tasks	Tasks identified within a Business Continuity Plan as a priority action typically to be carried out within the first few minutes/hours of the plan invocation	
Lead Time	The time it takes for a supplier – either equipment or a service – to make that equipment or service available. Business continuity plans should try to minimise this by agreeing Service Levels (Service Level Agreement) with the supplier in advance rather than relying on the supplier’s best efforts.	
Legislative	Actions within a Business Continuity Plan that must be prioritised as a result of legal, statutory or regulatory requirements.	
Level of Business Continuity (LBC)	The minimum level of business continuity of services and/or products that is acceptable to the organisation or industry to achieve its business objectives that may be influenced or dictated by regulation or legislation <i>Editor’s Note: Rarely used now, popular in early 2000’s.</i>	
Likelihood	Chance of something happening, whether defined, measured or estimated objectively or subjectively. It can use general descriptors (such as rare, unlikely, likely, almost certain), frequencies or mathematical probabilities. It can be expressed qualitatively or quantitatively. <i>Editor’s Note: The vagueness of this term makes its use in BCM of very limited value.</i>	B,D
Line Re-Routing	A facility provided by telephone service providers (Telco’s) to re-route dedicated	

	lines to backup sites or other defined locations.	
Local Authority Emergency Planning Officer (EPO)	UK - the civil authority role for civil emergency planning. The role interfaces with industry especially where legislation requires.	
Loss	Negative consequence, which may be financial, e.g. loss of revenue or cash, or non-financial, e.g. loss of information, goodwill, economic value, function, natural resources, ecological systems, environmental impact, health deterioration, mortality, morbidity.	A,B,C
Loss Adjuster	Invaluable at the time of a Business Continuity incident to assist in managing the financial implications of the incident and should be involved as part of the management team where possible. Loss Adjusters often have useful contacts within the local community. Involving the Loss adjuster in the planning process can improve the speed and effectiveness of any ensuing insurance claim.	

M (Major Incident to Mutual Aid Agreement)

TERM	DEFINITION	REFERENCES
Major Incident	UK Emergency Services definition. Any emergency that requires the implementation of special arrangements by one or more of the Emergency Services, National Health Service or a Local Authority	
Management System	A system to establish policy and objectives and to the means to achieve those objectives in a way that can be independently measured. <i>Editor's Note: BS25999 Part 2 is a Management System.</i>	A,B,C,J
Manual Procedures	An alternative method of working following a loss of IT systems. As working practices rely more and more on computerised activities, the ability of an organisation to fallback to manual alternatives lessens. However, temporary measures and methods of working can help mitigate the impact of the event for a short period.	
MAO	Maximum Acceptable Outage. The duration after which an organization's viability will be threatened if an IT system or service cannot be resumed. <i>Editor's Note: Mainly suitable for IT Disaster Recovery Planning. Popular in Australia and to a lesser extent in the US. Rarely used in Europe. Sometimes MAD is used (Minimum Acceptable Disruption) in the same context.</i>	D
Marshalling Area	A safe area where resources and personnel not immediately required can be directed to standby to await further instruction.	
Maximum Tolerable Data Loss (MTDL)	The maximum loss of information (electronic and other data) which an organization can tolerate. The age of the data could make	A

	operational recovery impossible or the value of the lost data is so substantial as to put business viability at risk.	
Maximum Tolerable Period of Disruption (MTPD or MTPoD)	The duration after which an organization's viability will be irrevocably threatened if a product or service delivery cannot be resumed. <i>Editor's Note: This term is used in GPG 2010 and BS 25999.</i>	A,B
Maximum Tolerable Period of Downtime.	Maximum Tolerable Period of Downtime. <i>Editor's Note: The same as MAO and MTO. Sometimes used in the US and Asia. Less popular in Europe. Maximum tolerable downtime (MTD) is also sometimes used in this context.</i>	
MCA	Mission Critical Activities	
Minimum Business Continuity Objective (MBCO)	Minimally acceptable collection of business continuity services and/or products that is acceptable to an organization or industry to achieve its business objectives that can be influenced or dictated by regulation or legislation level of business continuity.	E,H
Minimum Operating Requirements (MOR)	Minimum level that a business function or process can operate at following a disruption and still provide a tolerable service level	E
Mitigation	Limitation of any negative consequence of a particular incident.	A,C,G
Mobile Recovery (Mobile Standby)	Transportable operating environment - often a large trailer - complete with office facilities and computer equipment that can be delivered and deployed a suitable site at short notice.	
Mobilisation	The activation of the recovery organisation in response to BCM invocation.	
Monitoring	Planned observation of performance	J
MS 1970	Business Continuity Standard from the Malaysian Standards and Accreditation Council	



MTBF	Mean Time Between Failures. Engineering terminology.	
MTO	Maximum Tolerable Outage <i>Editor's Note: Basically the same as MAO or MTD – most often used in Asia and Australia.</i>	
Mutual Aid Agreement	A pre-arranged agreement between two or more entities to render assistance to the parties of the agreement.	G,J

N (NCP to Non-conformity)

TERM	DEFINITION	REFERENCES
NCP	US National Contingency Plan	
NDMA (India)	India National Disaster Management Authority	
NDM Center	South Africa National Disaster Management Center	
NECC	US National Emergency Coordination Center. <i>Editor's Note: The FEMA notification point of an actual or impending disaster or emergency</i>	
NEMA	US National Emergency Management Association	
NIST	US National Institute of Standards and Technology. Formally known as the National Bureau of Standards from 1901 to 1988.	
NFPA	US National Fire Protection Association – developer of BCM and Disaster Response standards.	
NFPA 1600	US standard for Disaster/Emergency Management programs.	G
Non Compliance	Failure to fulfil an agreed requirement or expectation of a BCM programme.	A
Non-conformity	The non fulfilment of a specific requirement defined in a standard, documented practice, agreed procedure or legislation.	B,C,J

O (Objective to Outsourcing)

TERM	DEFINITION	REFERENCES
Objective	An overall goal, consistent with the policy that an organization sets for itself.	A,C,J
OEE	Overall Equipment Efficiency – a term used in manufacturing.	
Offsite Location	A site at a safe distance from the primary site where critical data (computerised or paper) and/ or equipment is stored from where it can be recovered and used at the time of a disruptive incident if original data, material or equipment is lost or unavailable.	
Operational Resilience (OR)	Ability of an organization, staff, system, telecommunications network, activity or process to absorb the impact of a business interruption, disruption or loss and continue to provide an acceptable level of service.	
Operational Risk	Risk that deficiencies in information systems or internal controls will result in unexpected loss.	
Operations Control	Process, practice or other actions that assure management outcomes	J
Operations Planning	Scheme specifying the approach, management elements and resources to be applied to the management of the organization.	J
Organization	A group of people and facilities with an arrangement of responsibilities, authorities, and relationships. (e.g., company, corporation, firm, enterprise, institution, charity or association). An organization can be public, private, or not-for-profit.	A,B,C,E,J
Organization BCM Coordinator	An individual who is assigned the overall responsibility for co-ordination of the BCM planning programme including team member training, testing and maintenance of plans.	E



	<p><i>Editor's Note: There are many other terms used to describe this function depending on region and size of organization. Examples are BC Coordinator, business recovery coordinator, disaster recovery coordinator, BC/DR Planner or Administrator.</i></p>	
Outage	<p>A period in time when something is not in operation.</p> <p><i>Editor's Note: This is mainly used for non availability of IT services and systems. For other plant and equipment "downtime" is a more commonly used term.</i></p>	
Outsourcing	<p>The transfer of business functions to an independent (internal and/or external) third party supplier</p>	

P,Q (Pareto Principle to Program Management)

TERM	DEFINITION	REFERENCES
Pareto Principle	<p>A principle or “rule of thumb” proposed in 1897 by Pareto in which he postulated that for many things, 20% of input leads to 80% of the output.</p> <p><i>Editor’s Note: this is often a useful reality check for a Business Impact Analysis or Critical Success Factor Analysis.</i></p>	
Performance	A measurable outcome	J
Performance Evaluation	A process of determining measurable results.	J
Personnel	People working for and under the control of the organization. It includes employees, part-time staff and agency staff.	J
Plan, Do, Check, Act (PDCA)	The ISO model used as a framework in all Management Systems standards including BCMS.	A
Plan Governance	<p>The oversight management process of keeping an organisation’s BCM competence and capability up-to-date, fit-for-purpose and effective. It should define organization policy for maintenance, testing and auditing.</p> <p><i>Editor’s Note: Business Continuity Plans must be maintained (housekeeping) to an adequate state. This is a measure of how up-to-date BC and CMT plans are kept. A good (recent) plan currency is vital if plans are to be reliable.</i></p>	
Plan Maintenance	The management process of keeping an organisation’s BCM competence and capability up-to-date, fit-for-purpose and effective	
Policy	The intentions and direction of an organization as formally expressed by Top	A,C,E,J

	Management. The BCM policy should be consistent with the overall policy of the organization and provides the basis for the business continuity objectives.	
Post-Traumatic Stress Disorder (PTSD)	PTSD is caused by a major traumatic incident where a person experienced, witnessed or was confronted with an incident that involved actual or threatened death or serious injury or threat to the physical integrity of self or others, and the person's response involved intense fear, helplessness or horror.	
Preparedness	Activities implemented prior to an incident that may be used to support and enhance mitigation of, response to, and recovery from disruptions. It is also often called "Readiness".	A,C
Press Conference	The provision of an organisation spokesperson(s) at a specific venue and time(s) to brief and answer any questions or enquiries from the media.	
Prevention	Countermeasures against specific threats that enable an organization to avoid a disruption.	A,C,J
Preventive Action	An action taken to eliminate a threat or other undesirable situation. <i>Editor's Note: This is normally called a Preventative Action in the UK.</i>	C,J
Priority (or Prioritization)	The order in which activities and their dependencies are addressed following invocation of the BCM process	J
Probability	The chance of a risk occurring. It is the same as Likelihood.	
Procedure	Specified way to carry out an activity. <i>Editor's Note: Procedures would normally be documented by the definition also covers those that are not for any reason.</i>	A,C,E,J
Process	A set of interrelated activities which transform inputs into outputs.	A,C,E
Product and/or Service	The output from a process. Whether the product is then called a service depends upon whether or not there is a physical	A,B,C



	<p>element to the output.</p> <p>Service is the result of at least one activity necessarily performed at the interface between the supplier and customer and is generally intangible.</p>	
Program(me)	<p>An ongoing process supported by senior management and adequately funded.</p>	E
Program(me) Management	<p>The management of the BCM programme. It ensures that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans and ensure continuity services through personnel training, plan testing and maintenance.</p>	E

R (Readiness to RTF)

TERM	DEFINITION	REFERENCES
Readiness	<p>Activities implemented prior to an incident that may be used to support and enhance mitigation of, response to, and recovery from disruptions. It is also often called "Preparedness".</p> <p><i>Editor's Note: Preparedness is more popular in the United States, Readiness more typically used elsewhere.</i></p>	A
Reception Centre	A secure area to which the uninjured can be taken for shelter, first aid, interview and documentation as appropriate to the incident	
Reciprocal Agreement	A prearranged agreement between two or more entities to share resources in response to an incident.	
Record	A document stating results achieved or providing evidence of activities performed.	A,C,J
Recoverable Loss	Financial losses due to an incident that may be reclaimed in the future, e.g. through insurance or litigation.	
Recovery	Activities and programs designed to return the entity to an acceptable condition	G
Recovery Point Objective (RPO)	<p>The target set for the status and availability of data (electronic and paper) at the start of a recovery process. It is a point in time at which data or capacity of a process is in a known, valid state and can safely be restored from.</p> <p><i>Editor's Note: In purely IT DR terms it can be seen as the precise time to which data and transactions have to be restored (e.g. close of business, last intra-day backup).</i></p>	A,C,D,F,H
Recovery Strategies	An approach by an organization that will ensure its recovery and continuity in the face of a disaster or other major outage. Plans and methodologies are determined	G

	<p>by the organization’s strategy. There may be more than one methodology or solution for an organizational strategy.</p> <p>The techniques and tools used to describe, control and deliver a series of activities with given deliverables, time-frames and budgets.</p> <p><i>Editor’s Note: Examples of IT recovery strategies include contracting for Hot site or Cold site, building an internal Hot site or Cold site, identifying an Alternate Work Area, a Consortium or Reciprocal Agreement, contracting for Mobile Recovery or Crate and Ship.</i></p>	
Recovery Strategy - Reduce	<p>Activities, tasks, programs and systems developed and implemented prior to an emergency that are used to support the prevention or mitigation of the consequences of a disaster.</p> <p>Activities to avoid an incident or to stop an emergency from occurring.</p>	G
Recovery Strategy - Response	<p>Immediate and ongoing activities, tasks, programs and systems to manage the immediate effects of an incident that threatens life, property, operations or the environment.</p> <p>The reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required.</p>	G
Recovery Strategy - Re-Sync	<p>Re-Sync is part of IT DR and involves performing a full re-synchronization of the recovery catalogue. The term data synchronization is also often used.</p>	G
Recovery Strategy - Return	<p>Activities and programs designed to return conditions to a level that is acceptable to the entity.</p>	G
Recovery Time Objective (RTO)	<p>The target time for resuming the delivery of a product or service to an acceptable level following its disruption.</p>	A,B,C,D,E,F,H

	<i>Editor's Note: This might be a resumption of full service or a phased return over a period.</i>	
Redundancy	In human resource terms, redundancy can be used to mean the provision of delegates or alternates for key employees or BCM/Crisis Management Team members.	
Regulatory	Similar to Legislative or Statutory but usually rules imposed by a regulator rather than through direct government legislation.	
Requirement	A need that is stated, generally implied or obligatory	J
Residual Risk	The level of risk remaining after all cost-effective actions have been taken to lessen the impact, probability and consequences of a specific risk or group of risks, subject to an organization's risk appetite.	
Resilience (or Resiliency)	The ability of an organization to anticipate, absorb, respond to and possibly profit from the impact of unexpected events and impacts.	A,B,E,H
Resources	Assets, people, skills, information, technology (including plant and equipment), premises, and supplies and information (whether electronic or not) that an organization has to have available to use, when needed, in order to operate and meet its objectives.	A,B,C
Response Activities	Designed to address the immediate and short-term effects of the disaster or emergency.	G
Rest Centre	A building taken over by the Local Authority for the temporary accommodation of evacuees	
Restart	The procedure or procedures that return applications and data to a known start point. Application restart is dependent upon having an operable system.	
Resumption	The implementation of steps to enable the recovery and continuity of an organisation's Mission Critical Activities and/or their dependencies immediately following an	

	incident	
Risk	<p>Combination of the probability of an event and its consequence.</p> <p><i>Editor's Note: BCM concentrates more on "Impacts" rather than wider concept of Risk.</i></p>	A,B,C,D,E,F,J
Risk Acceptance	A management decision to take no action to mitigate the impact of a particular risk.	A,C,E
Risk Analysis	The quantification of threats to an organization and the probability of them being realised	
Risk Appetite	<p>Total amount of risk that an organization is prepared to accept, tolerate, or be exposed to at any point in time.</p> <p><i>Editor's Note: BCM concentrates mainly on "Impacts" .The vagueness of the concept of Risk Appetite seriously limits its value in BCM programmes.</i></p>	B,C,J
Risk Assessment	A formal but often subjective process of risk identification, risk analysis, and risk evaluation.	A,B,C
Risk Avoidance	An informed decision to not become involved in or to withdraw from a risk situation.	E
Risk Category	Risks of similar types are grouped together under key headings, otherwise known as 'risk categories'. These categories include reputation, strategy, financial, investments, operational infrastructure, business, regulatory compliance, people, technology and knowledge	
Risk Classification	The categorisation of risk, normally focussing on likely impact to the organisation or likelihood of occurrence.	
Risk Concentration	The risks associated with having Mission Critical Activities and/or their dependencies, systemic processes and people located either in the same building or close geographical proximity (zone), that are not reproduced elsewhere i.e. a single point of failure and lack of organisational	

	resilience.	
Risk Criteria	Terms of reference against which the significance of a risk is evaluated. Risk criteria are based on internal and external context, and are regularly reviewed to ensure continued relevance. Risk criteria can be derived from standards, laws and policies.	D
Risk Management (RM)	The application of management policies to the identification, analysis, assessment, treatment and monitoring of risk. <i>Editor's Note: A more comprehensive technique known as Enterprise Risk Management (ERM) is increasingly popular in the US and has been adopted by many global firms.</i>	A,B,C
Risk Mitigation	Implementation of measures to deter specific threats to the continuity of business operations, and/or respond to any occurrence of such threats in a timely and appropriate manner. Activities taken to reduce the severity or consequences of an emergency.	G
Risk Profiling	The identification and prioritization of threats in a Risk Analysis methodology.	
Risk Ranking	The ordinal or cardinal rank prioritisation of the risks in various alternatives, projects or units	
Risk Reduction	A selective application of appropriate techniques and management principles to reduce either probability of an occurrence or its impact, or both.	E
Risk Register	All risks of an organization, listed, ranked and categorized so that appropriate treatments can be assigned to them.	
Risk Source	Element which alone or in combination has the intrinsic potential to give rise to risk.	J
Risk Transference	Refers to the shifting of the burden of loss to another party through legislation, contract,	E

	insurance or other means. It can also refer to the shifting of a physical risk or part thereof elsewhere.	
Risk Treatment	<p>Selection and implementation of measures to modify risk.</p> <p><i>Editor's Note: These are usually divided into acceptance, avoidance, transfer or mitigation. Many Risk Managers see BCM as a form of Risk Mitigation.</i></p>	A,C,E
ROC	<p>US - FEMA Regional Operations Center</p> <p><i>Editor's Note: this term can be confused with the more generic use of the initials to mean Recovery Operations Centre.</i></p>	
Roll Call	The process of ensuring that all employees, visitors and contractors have been safely evacuated and accounted for following an evacuation of a building or site.	
RTF	Response Task Force. A US term for coordination between FEMA and the military authorities.	

S (Safety to Systemic Risk)

TERM	DEFINITION	REFERENCES
Safety	Freedom from danger, risk or injury.	C
Salvage	The recovery of personal effects, documentation, office and computer equipment	
Scenario	A pre-defined set of conditions that describe an interruption, disruption or loss related to some aspect(s) of an organisation's business for purposes of exercising a plan(s) and the people that would manage the response.	
Security Management	The process of protecting an organization from loss, damage or corruption of its assets (premises, equipment, systems, data, communications or intellectual property) <i>Editor's Note: BCM is not part of Security Management but does deal with the impact should security be breached and assets lost or damaged.</i>	
Self-Insurance	The decision to bear the losses that could result from an incident rather than take insurance to cover the financial loss.	
Service Level Agreement (SLA)	An agreement between a service provider and a customer defining the scope, quality and timeliness of service delivery.	
Simulation	Simulation is a process whereby recovery team members perform all of the actions they would take in the event of plan activation. It may involve one or more of the recovery teams and are performed under conditions that at least simulate a disaster.	E
Single Point of Failure (SPOF)	Unique (single) source or pathway of a service, activity and/or process; typically there is no alternative, and loss of that element could lead to total failure of a mission critical activity and/or dependency.	
Situation Analysis	The process of evaluating the severity and	G

	consequences of an incident and communicating the results.	
Situational Awareness	Process of perceiving, comprehending, interpreting and evaluating what is happening in a crisis, combined with the ability to identify and model foreseeable future developments.	I
SS 540	Business Continuity Standard published by Singapore Standards Council.	
Stakeholder	Individual or group having an interest in the performance or success of an organization e.g., customers, partners, employees, shareholders, owners, the local community, first responders, government, and regulators.	A,B,C,J
Standby Service	Any alternative sites, facilities, equipment or resources that may be available for use following a disaster.	
Stand Down	A formal announcement that alert status is over and the plan will not be invoked any further.	
Statutory Services	Those services whose responsibilities are laid down by law e.g. Fire and Rescue Service, Coast Guard Service.	
Structure Walk-through	A type of exercise in which team members physically implement and verbally review each step of a plan to assess its effectiveness, identify enhancements, constraints and deficiencies.	
Supply Chain	The linked processes that begins with the acquisition of raw material and extends through the delivery of products or services to the end user across the modes of transport. The supply chain may include suppliers, vendors, manufacturing facilities, logistics providers, internal distribution centres, distributors, wholesalers, and other entities that lead to the end user.	A,C
Syndicated Subscription Service	Work space shared by a limited number of organizations, configured for general occupation (not for a particular	

	organization).	
Syndication Ratio	<p>Number of times that a work area is sold by the third party providers at a resource recovery location</p> <p><i>Editor's Note: A work area's availability at the time of business continuity incident could be allocated on a first-come-first-served basis or a reduced allocation basis.</i></p>	
Systemic Risk	<p>Potential difficulties, such as failure of one participant or part of a process, system, industry or market to meet its obligations, that could cause other participants to not meet their obligations; this could cause liquidity and other problems, thereby threatening stability of the whole process, system, industry or market.</p>	

T (Table Top Exercise to Trigger)

TERM	DEFINITION	REFERENCES
Table Top Exercise	Technique for rehearsing emergency teams in which participants review and discuss the actions they would take according to their plans, but do not perform any of these actions; can be conducted with a single team, or multiple teams, typically under the guidance of exercise facilitators.	
Target	Detailed performance requirement applicable to an organization that arises from the objectives and that needs to be set and met in order to achieve those objectives.	C
Task List	Defined mandatory and discretionary tasks allocated to teams and/or individual roles within a plan.	
Tape Backup	Key data being backed up onto tapes at a given point in time.	
Test	<p>An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria. Types of tests include: Desk Check, Peer Review, Structured Walkthrough, Standalone Test, Integrated Test, and Operational Test.</p> <p><i>Editor's Note: The types of test listed are not exhaustive and the names given tend to vary from country to country. The examples above are those most typically used in North America.</i></p> <p><i>Unlike a rehearsal, a test can be a pass/fail evaluation of infrastructure (computers, cabling, devices, hardware) or physical plant infrastructure (building systems, generators, utilities) to demonstrate the anticipated operation of the components and system. A test of this nature will</i></p>	E,J

	<i>demonstrate whether these parts of the Business Continuity Plan are fit for purpose.</i>	
Testing	Evaluation of a resource to validate the achievement of objectives and aims.	C,J
Threat	A potential cause of an unwanted incident, which may result in harm to individuals, assets, a system or organization, the environment, or the community. Some threats such as bad weather are more commonly referred to as "Hazards"	A,C,E,F
Top Management	A person or group of people who directs and controls an organization at the highest level. In larger organizations this might be called the Board, Directors, Executives or Senior Managers. In a small organization, top management might be the owner or sole proprietor.	A,B,C,I,J
Training	Training is more formal than awareness. It aims to build knowledge and skills to enhance competency in job performance. Whereas awareness is generally targeted at all staff, training is directed at staff with specific functions and responsibilities. For example, staff involved in the recovery should be equipped and adequately prepared with the necessary knowledge and skill to undertake recovery activities. Training forms part of the awareness, training and education learning skill set.	E
Trauma Counselling	The provision of assistance to staff, customers and others who have suffered mental or physical injury through being involved in an incident.	
Trigger	An event that causes a system to initiate a response.	H

U,V (UPS to Vulnerability)

TERM	DEFINITION	REFERENCES
UPS	Uninterruptible Power Supply. A battery powered backup power supply use to provide short-term temporary power in the event of failure of mains supply.	
Urgent Activity	A term used to cover activities in support of Product and Services which needs to be done within a short timescale. <i>Editor's note: Other terms such as immediate or time-critical can also be used but "critical" alone is discouraged in the GPG2010 as it implies that less urgent activities are less important.</i>	A
Verification	Confirmation, through the provision of evidence, that specified requirements have been fulfilled.	J
Virtual Battle Box	An electronic form of a storage location held on the internet, intranet or cloud so that data and information is immediately available post incident and accessible by the Incident Management Team.	
Virtual Command Centre	A means of operating when it is physically impossible for members of the Incident Management Team to move to a Command Centre. A virtual command centre working using telephony and internet solutions including a Virtual Battle Box can be established.	
Virus	An unauthorised programme that inserts itself into a computer system and then propagates itself to other computers via networks or disks. When activated, it interferes with the operation of the computer systems	
Vital Materials	Any materials that are essential for recovery from a disaster or major incident.	
Vital Records	Any information, documents or data deemed essential for recovery from a	E,F,H



	disaster or major incident.	
Voice Recovery	Restoration of voice telephony services to another site.	
Vulnerability	The degree to which a person, asset, process, information, infrastructure or other resources are exposed to the actions or effects of a risk, event or other occurrence.	D,F

W, X, Y, Z (Walk-through to Zone)

TERM	DEFINITION	REFERENCES
Walk-through	<p>A walk-through is a process whereby BC team members carry out the sequence of the recovery tasks defined in the BC plan. It is also called a Desktop or Tabletop Exercise.</p> <p><i>Editor's Note: The objectives of a walkthrough test are to assess the viability of the plan, find flaws and omissions and improve the plan. It also educates management and recovery team members about the plan strategies, limitations and assumptions.</i></p>	E
Warm Site	<p>A designated standby site equipped and serviced to a level which will allow the organization to resume essential operations before their non-availability threatens business viability.</p> <p><i>Editors Note: There is no definitive definition that distinguishes between a warm and a hot site, although clearly recovery at a hot-site could need to be almost immediate whereas at a warm site this might take several hours to accomplish.</i></p>	E
Wide Area Disaster	<p>A catastrophic event that impacts a large geographic area and requires emergency services (or even military) to take control.</p>	
Work Area Recovery (WAR)	<p>Restoration of office activities at an alternative location which provides desks, telephony, office systems and networking capability.</p>	
Work Environment	<p>A set of conditions under which work is performed.</p>	J
Zone	<p>A region or area characterised by a common feature or quality that should be</p>	



	considered in BCM planning e.g. a high risk concentration of business and/or industry Mission Critical Activities in an area.	
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