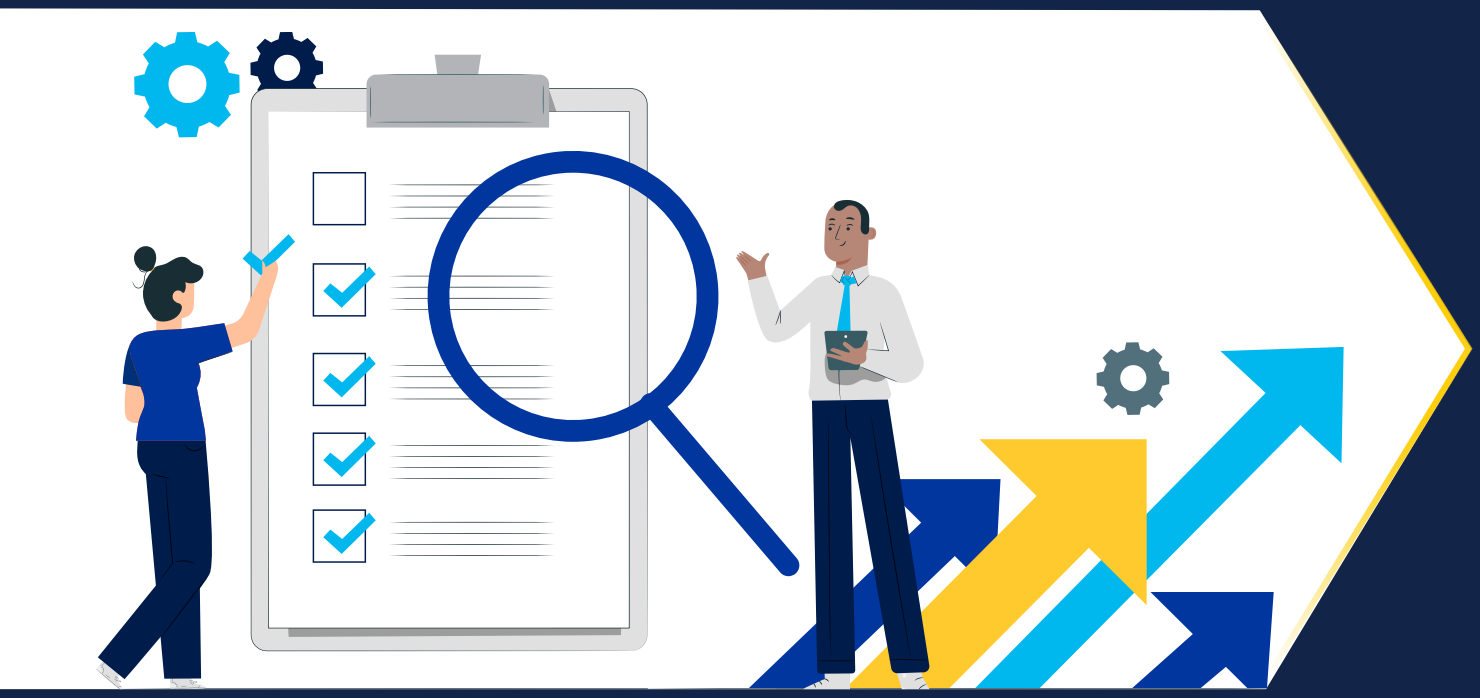
Leading the way to resilience

Training & Education

Certificate of the Business Continuity Institute (CBCI)

Qualification Specification



Contents

About the Business Continuity Institute (BCI) **3**
Introduction to the CBCI qualification 3

Aims of the CBCI qualification **4**
Entry requirements 4
Qualification structure 4
Assessment 5
Qualification learning time 5

Specification for the Certificate of the Business Continuity Institute (CBCI) **6**
Unit 1 – PP1: Establishing a business continuity management system **6**
Unit 2 – PP2: Embracing business continuity **8**
Unit 3 – PP3: Analysis **10**
Unit 4 – PP4: Solutions design **13**
Unit 5 – PP5: Enabling solutions **15**
Unit 6 – PP6: Validation **18**

About the Business Continuity Institute (BCI)

The BCI is the world's leading institute for business continuity and resilience professionals.

Our vision is a world where all organizations, communities and societies become more resilient. Through the **professionalism** of our **communities**, the strength of our **relationships**, the quality of our **education**, the breadth of our **knowledge** and the depth of our **insight**, together we will build a world where every organization is **resilient**.

Through our membership services, qualifications, training and events, we promote professional standards in business continuity management and help resilience professionals reach their full potential.

Introduction to the CBCI qualification

The CBCI qualification covers the full range of practices used by business continuity professionals to develop, implement and maintain an effective business continuity management system (BCMS). The qualification is based on BCI's Competency Framework and uses the BCI Good Practice Guidelines (GPG) Edition 7.0 as the core text. The GPG draws on the knowledge of practitioners from all over the world and on information from ISO standards, including ISO 22031: 2019 Security and resilience — Business continuity management systems — Requirements.

The qualification is designed to be at Level 4 of the European Qualifications Framework.

The CBCI is for individuals who are:

- seeking to complement practical experience in BCM with an internationally recognised qualification;
- moving into a career in BCM; or
- in a role with BCM--related responsibilities.

Achievement of the CBCI entitles holders to use the post-nominal **CBCI** and to 12 months complimentary BCI membership at the CBCI Level.

Aims of the CBCI qualification

The CBCI qualification is designed to:

- enable individuals to demonstrate a wide range of foundational knowledge and understanding of BCM;
- support individuals in operational BCM workplace roles;
- prepare individuals for progression to a qualification at a higher level or with more content; and
- support individuals' applications for membership of the BCI.

Entry requirements

There are no formal entry requirements. However, candidates are expected to have taken a course with a BCI Licensed Training Partner and studied the BCI GPG Edition 7.0 to ensure thorough knowledge and understanding before taking the CBCI assessment.

Qualification structure

The structure of the CBCI qualification is based on the GPG Edition 7.0 The qualification consists of six mandatory units, one for each of the Professional Practices in the GPG.

Unit 1	**PP1: Establishing a business continuity management system**
Unit 2	**PP2: Embracing**
Unit 3	**PP3: Analysis**
Unit 4	**PP4: Solutions design**
Unit 5	**PP5: Enabling solutions**
Unit 6	**PP6: Validation**

The detailed qualification content is set out in the six tables presented below.

Assessment

All six units are assessed in a single ninety-minute examination. Each unit carries equal marks.

The examination is online, closed-book and supervised by a proctor. Further information on the examination is available at **www.thebci.org/training-qualifications/cbci-exam.html**

The examination consists of multiple-choice questions designed to test candidates' understanding of the qualification content, as set out in the six tables presented below. Candidates are required to answer all the examination questions.

The examination questions cover all six units and can be based on any of the assessment criteria in the six tables presented below. Candidates should therefore prepare for the examination by studying all of the qualification content.

To pass the examination, candidates must answer at least 63 questions correctly. Candidates who answer 77 or more questions correctly will pass with merit.

The BCI has arrangements for:

- making reasonable adjustments for disabled candidates, and
- giving special consideration to candidates who are affected by events beyond their control.

Please contact **bci@thebci.org** for further details.

Qualification learning time

The length of time needed to complete this qualification will depend on the existing knowledge and experience of each individual candidate.

The BCI expects most candidates to spend around 10 hours studying each unit. Some candidates might choose to spend more or less time on individual units, depending on their existing knowledge and experience.

The total qualification time is therefore 61.5 hours:

- 60 hours (over six units) of study. This might include attending the CBCI training course.
- ninety minutes of assessment.

The CBCI training course is a minimum of 21 hours of guided learning. For candidates that attend the training course, this contributes to the total qualification time of 61.5 hours.

Specification for the Certificate of the Business Continuity Institute (CBCI)

Unit 1 – PP1: Establishing a business continuity management system

Learning outcomes Candidates who complete this unit should:	Assessment criteria Assessment of this learning outcome will require candidates to:
1. Understand the activities needed to establish and maintain a business continuity management system.	1.1. Describe the activities needed to establish and maintain a business continuity management system. 1.2. Explain why it is necessary to co-ordinate the activities needed to establish and maintain a business continuity management system and describe the factors to be considered. 1.3. Identify the main stakeholder groups that should be involved in establishing a business continuity management system and explain the purpose of engaging with stakeholders. 1.4. Describe the process and methods that can be used to establish a business continuity management system.
2. Understand why and how the scope of a business continuity management system should be defined.	2.1. Explain why it is important to define the scope of a business continuity management system. 2.2. Identify and explain the factors that may affect the scope of a business continuity management system. 2.3. Explain why and when the scope of a business continuity management system should be reviewed.

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
3. Understand the purpose of a business continuity policy and know how to develop an effective policy.	3.1. Describe the purpose of a business continuity policy and explain how a business continuity policy is used. 3.2. Explain the factors that should be taken into account when developing a business continuity policy. 3.3. Describe the process and methods that can be used to develop and maintain an effective business continuity policy.
4. Understand the role and features of effective business continuity governance and know how to establish governance.	4.1. Explain why it is important to establish governance and support from top management in the early stages of establishing a business continuity management system. 4.2. Describe the activities and processes that should be put in place by top management to ensure that the BCMS is developed, monitored and implemented in line with organization requirements. 4.3. Explain the factors that affect the process of establishing governance and ensuring that governance continues to meet the needs of the business continuity management system. 4.4. Identify and describe typical business continuity roles and their responsibilities. 4.5. Describe the outcomes and features of effective governance.

Unit 2 – PP2: Embracing business continuity

Learning outcomes Candidates who complete this unit should:	Assessment criteria Assessment of this learning outcome will require candidates to:
1. Understand the difference between embracing and embedding business continuity in an organization.	1.1. Explain what is meant by the terms “embracing” and “embedding” in the context of business continuity and explain the difference between them.Explain why it is necessary to co-ordinate the activities needed to establish and maintain a business continuity management system and describe the factors to be considered. 1.2. Describe the outcomes of a fit-for-purpose business continuity management system. 1.3. Explain how embedding business continuity without embracing it can affect the effectiveness of the business continuity management system and explain the value added by embracing business continuity.
2. Understand the importance of organizational culture and know how to develop understanding of an organization’s culture.	2.1. Explain what is meant by organization culture and explain why the existing culture in an organization is relevant to business continuity management. 2.2. Describe the processes and methods that can be used to aid understanding of organizational culture.
3. Understand the importance and characteristics of an organization’s business continuity culture.	3.1. Explain what is meant by “business continuity culture” and describe the features of this type of culture. 3.2. Describe the factors that indicate that top management is embracing business continuity and explain how the level of involvement by top management can impact the effectiveness of the BCMS.

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
4. Understand why it is important to improve an organization's business continuity culture and understand the approaches that can be used to achieve this.	4.1. Explain why it is important to identify and monitor the gap between the existing level and the desired level of embracing business continuity and explain how this gap affects the approach to improving business continuity culture. 4.2. Identify and explain the factors that affect the approaches that can be taken to improve a business continuity culture. 4.3. Describe the methods that can be used to raise commitment to business continuity and to improve an organization's business continuity culture. 4.4. Identify and describe the indicators of a business continuity culture where business continuity is embraced.
5. Understand why and how business continuity culture should be measured.	5.1. Explain why it is important to measure business continuity culture. 5.2. Identify and describe the factors that should be considered when determining how to measure business continuity culture. 5.3. Describe methods that may be used for measuring business continuity culture.
6. Understand the benefits and outcomes of embracing business continuity management and the importance of ongoing monitoring and maintenance activities.	6.1. Explain the benefits of maintaining the relationship between the organization and its internal and external stakeholders. 6.2. Explain why it is important to proactively secure support for the business continuity on an ongoing basis and identify examples of opportunities to raise awareness. 6.3. Describe the outcomes of embracing business continuity management.

Unit 3 – PP3: Analysis

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
1. Understand the purpose and use of the primary techniques of analysis, Business Impact Analysis (BIA) and Risk Assessment (RA).	1.1. Describe the purpose, use and aims of the Business Impact Analysis. 1.2. Describe the purpose and use of the Risk Assessment.
2. Understand the different types of business impact analysis and the generic activities undertaken to develop a business impact analysis.	2.1. Describe the three types of business impact analysis and explain the purpose of each. 2.2. Identify and explain the factors that affect the ways in which organizations select and combine the types of business impact analysis. 2.3. Describe and explain the steps involved in the process to carry out a business impact analysis. 2.4. Describe the responsibilities of top management, business continuity professionals and activity owners in relation to business impact analysis. 2.5. Describe the main methods and techniques used to collect information for business impact analysis and identify the advantages and disadvantages of different approaches. 2.6. Identify and explain the factors to be considered when preparing to conduct the business impact analysis.

Learning outcomes Candidates who complete this unit should:	Assessment criteria Assessment of this learning outcome will require candidates to:
3. Understand the maximum tolerable period of disruption (MTPD) and recovery time objective (RTO), and how these are determined.	3.1. Explain the concepts of MTPD and RTO and the relationship between them. 3.2. Identify different types of impact that could be considered when determining the MTPD and RTO. 3.3. Identify and explain the factors that affect the timeframes for the MTPD and RTO in different contexts. 3.4. Explain why the business impact analysis should determine the minimum business continuity objective and the factors to be considered when doing this.
4. Understand the purpose of the product and service business impact analysis and the process to carry out the analysis.	4.1. Explain the purpose and use of the product and service business impact analysis. 4.2. Describe the steps involved in the product and service business impact analysis.
5. Understand the purpose of the process business impact analysis and the process to carry out the analysis.	5.1. Explain the purpose of the process business impact analysis and identify the factors that affect its use. 5.2. Describe the steps to complete the process business impact analysis and identify the outcomes.
6. Understand the purpose of the activity business impact analysis and the process to carry out the analysis.	6.1. Explain the purpose of the activity business impact analysis. 6.2. Describe the process to develop the activity business impact analysis and the outcomes of the process. 6.3. Describe the main categories of resources and dependencies that support prioritized activities and the factors that affect these.
7. 7. Understand the content, approval and use of a consolidated business impact analysis.	7.1. Describe the purpose and content of a consolidated business impact analysis and describe the approval process.

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
8. Understand risk assessment in the context of the Business Continuity Management System.	8.1. Explain the purpose and use of risk assessment in the context of the Business Continuity Management System. 8.2. Explain the factors to be taken into consideration when developing and using risk assessments. 8.3. Describe the key steps in the risk assessment process.

Unit 4 – PP4: Solutions design

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
1. Understand the purpose of business continuity strategy and solutions design.	1.1. Describe the purpose and use of business continuity strategies and solutions. 1.2. Explain the factors to be taken into account when developing and assessing business continuity strategies and solutions. 1.3. Identify the outcomes of strategies and solutions design.
2. Understand how recovery strategies and solutions are developed.	2.1. Identify the three main steps in the process for developing recovery strategies and solutions. 2.2. Describe the purpose and use of gap analysis and describe the processes to be followed to complete gap analysis. 2.3. Describe the outcomes that may arise from gap analysis and explain the decisions and actions that may be taken. 2.4. Describe the process of strategy determination. 2.5. Describe the process to be followed and the factors to be considered when identifying possible solutions and strategies. 2.6. Explain why different recovery strategies are needed for different RTO categories.

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
3. Understand the strategies and solutions that can be used in relation to different resources and RTO categories.	3.1. Describe the possible strategies and solutions in relation to people resources and explain the factors for consideration. 3.2. Describe the possible strategies and solutions in relation to information and data resources and explain the factors for consideration. 3.3. Describe the possible strategies and solutions in relation to physical infrastructure resources and explain the factors for consideration. 3.4. Describe the possible strategies and solutions in relation to IT systems and applications resources and explain the factors for consideration. 3.5. Describe the possible strategies and solutions in relation to transport and logistics resources and explain the factors for consideration. 3.6. Describe the possible strategies and solutions in relation to finance resources and explain the factors for consideration. 3.7. Describe the possible strategies and solutions in relation to supplier and outsourcing partner resources and explain the factors for consideration. 3.8. Describe the factors that need to be considered in order to maintain the safety and wellbeing of personnel during an incident.
4. Understand how unacceptable risks and single points of failure are mitigated.	4.1. Describe the factors that influence the identification of risk mitigation solutions. 4.2. Describe the process and methods for identifying risk mitigation strategies and solutions. 4.3. Explain the outcomes and benefits of approved risk mitigation strategies and solutions.

Unit 5 – PP5: Enabling solutions

Learning outcomes Candidates who complete this unit should:	Assessment criteria Assessment of this learning outcome will require candidates to:
1. Understand the purpose of Enabling solutions and understand the main activities.	1.1. Explain the purpose of Enabling solutions and describe the three main activities.
2. Understand how to implement a solution.	2.1. Describe the factors and principles that underpin the implementation of solutions. 2.2. Describe the processes and methods needed to implement and maintain solutions.
3. Understand how a response structure is established.	3.1. Describe the purpose of establishing a response structure and explain the factors that need to be taken into account. 3.2. Describe the features of an effective response structure. 3.3. Describe the process and methods to develop an effective response structure. 3.4. Describe the focus, activities and attributes of strategic, tactical and operational response teams.

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
4. Understand the factors affecting communications when responding to incidents and understand relevant procedures to be applied.	4.1. Explain why it is important for organizations to have communication plans and procedures for use when responding to incidents. 4.2. Describe the principles and features that underpin effective communications when responding to incidents. 4.3. Describe the procedures and supporting information that are required for communications regarding an incident. 4.4. Explain the factors to be considered when engaging with media and social media and describe the procedures to be followed. 4.5. Describe the purpose and use of warning plans. 4.6. Describe the role and responsibilities of spoke persons
5. Understand how business continuity plans are developed and managed.	5.1. Describe the purpose of business continuity plans and explain the factors affecting the structure of plans. 5.2. Describe the key features that make a business continuity plan fit for purpose. 5.3. Describe the essential information that should be included in all business continuity plans. 5.4. Describe the activities required to develop and manage business continuity plans. 5.5. Describe the meeting and resources that should be in place to enable management of an incident.

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
6. Understand the purpose and characteristics of strategic, tactical and operational business continuity plans.	6.1. Explain the purpose, content and considerations relevant to strategic plans and identify examples of strategic plans. 6.2. Describe the purpose, content and considerations relevant to crisis communications plans. 6.3. Explain the purpose, content and considerations relevant to tactical plans and identify examples of tactical plans. 6.4. Describe the purpose and content of people welfare plans for use in emergency response plans. 6.5. Explain the purpose, content and considerations relevant to operational plans and identify examples of operational plans. 6.6. Describe the content of a plan for returning to business as normal and the factors to be considered. 6.7. Explain the purpose, content and considerations relevant to plans for specific situations and identify examples of scenario specific plans and their content.

Unit 6 – PP6: Validation

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
1. Understand the purpose and importance of validation.	1.1. Explain the purpose and benefits of validation. 1.2. Describe the three activities covered by validation.
2. Understand why and how exercise programmes are developed and understand the different types of exercise that can be utilised.	2.1. Explain the purpose of exercise programmes and describe the outcomes of an effective programme. 2.2. Describe the factors to be taken into consideration when developing an exercise programme. 2.3. Describe the elements that should be covered in an exercise programme. 2.4. Explain how exercise programmes can be used in supply chain continuity management. 2.5. Explain how to develop an exercise programme and describe the options to be considered. 2.6. Describe the format, use and benefits of discussion-based exercises. 2.7. Describe the format, use and benefits of scenario-based exercises. 2.8. Describe the format, use and benefits of simulation-based exercises. 2.9. Describe the format, use and benefits of live exercises. 2.10. Describe the format, use and benefits of test exercises.

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
3. Understand how a single exercise should be developed, conducted and evaluated.	3.1. Explain the factors to be considered when planning an individual exercise 3.2. Describe the steps in the process to plan and develop an exercise. 3.3. Describe how to prepare for, start, manage, suspend and end an exercise. 3.4. Explain the purpose of debriefing following an exercise and describe the main types of debrief. 3.5. Describe methods that can be used to gather information for a debrief. 3.6. Explain the benefits of developing, conducting and evaluating an exercise.
4. Understand how a business continuity management system should be maintained.	4.1. Explain the purpose of maintenance activities in relation to a business continuity management system and the outcomes of a successful maintenance programme. 4.2. Describe the factors to be taken into consideration when planning and undertaking maintenance activities. 4.3. Describe the process of maintenance and the methods that can be used.

Learning outcomes **Candidates who complete this unit should:**	Assessment criteria **Assessment of this learning outcome will require candidates to:**
5. Understand why and how a business continuity management system should be reviewed.	5.1. Explain the purpose of reviewing the business continuity management system and describe the factors to be taken into account when planning and undertaking a review. 5.2. Identify the types of review that can be utilised and explain how the effectiveness of different types of review should be measured. 5.3. Explain the purpose of a business continuity management system audit and describe the factors to be considered when carrying out this type of review. 5.4. Explain the purpose of a self-assessment review and describe the factors to be considered when carrying out this type of review. 5.5. Explain the purpose of a quality assurance review and describe the factors to be considered when carrying out this type of review. 5.6. Explain the purpose of appraising individual performance in relation to the business continuity management system and describe the factors to be considered when carrying out this type of review. 5.7. Explain the purpose of reviewing supplier performance in relation to the business continuity management system and describe the factors to be considered when carrying out this type of review. 5.8. Explain the purpose of a post-incident review and describe the factors and process to be considered when carrying out this type of review. 5.9. Explain the purpose of management review in relation to the business continuity management system l and describe the factors to be considered when carrying out this type of review.


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