

Characteristics  
and Challenges

# WHAT IS A MATURE BUSINESS CONTINUITY PROGRAM?

Petie Davis, MS, MBA, CBCP  
Business Continuity Planner  
Stellantis

## TOPICS

### Part 1 - Traits of a mature business continuity program

- Based on the program at Stellantis and extensive benchmarking
- Part 2 - Create your own maturity models
- Emphasis on keeping your program vital

# TRAITS OF A MATURE PROGRAM

## LONG STANDING ≠ MATURE

- A program can be several years old and be stuck at a low-medium level of maturity
  - Your level of maturity can change over time – you can go backwards on the development scale.
  - Your program will likely be mature in some areas and less developed in others
- There is a sense in our field that once you do a BIA and some testing, you have a program
- This is no longer enough. Your program has to be evolving or it will lose relevance

**THE BASICS ARE IN  
PLACE,  
WELL UNDERSTOOD  
AND IMPLEMENTED**

- Maturity models often cite these as part of a mature business continuity program but we are going to assume they are in place
  - Corporate Policies and implementing procedures are documented and maintained
  - Lines of accountability are established (in individual goals)
    - This is often missing as a program develops but is critical. It is a good element to include in a maturity model
  - Roles and responsibilities at each relevant level are documented
  - Plans are tested regularly

**I. PROGRAM HAS  
DEDICATED STAFF  
AND  
SUPPORTIVE  
ORGANIZATIONAL  
PLACEMENT**

- If BC is not 100% of your time, you will get pulled in other directions and it will become less and less of a focus
  - Even in the best situations, budget pressures will always arise. It is rare for a BC program to add staff
- 
- Where you sit in the organization matters
  - It is easy to get buried in a larger organization
  - Our program has been part of -
    - Manufacturing
    - Human Resources
    - Communications
    - Supply Chain
    - Sustainability
  - We are now in our ideal spot with insurance - Loss Prevention and Business Continuity
    - They speak our language of risk; see our value

**2. THERE IS ACTIVE  
LATERAL  
ENGAGEMENT  
THROUGHOUT  
THE  
ORGANIZATION**

- A mature program includes cross functional stakeholders such as-
  - Security
  - Environment, Health and Safety
  - Communications
  - Production/Service Delivery
  - Insurance
  - Supply Chain
  - Human Resources
  - Internal Audit
  - Whatever makes sense for your program
- Stakeholder involvement could be in the form of a governance team or periodic updates but communication and coordination are critical
- Board of Directions or most senior leadership should be updated on the status of program at least annually

### 3. THE BUSINESS CONTINUITY PROGRAM IS MULTI-DIMENSIONAL

- Many BC program include only DR and Emergency Response
- A mature program encompasses other response/risk programs. Some examples are listed below

Business Recovery

DR/Cybersecurity

Emergency Response

Supply Chain  
Management/Supplier Risk

Crisis Management

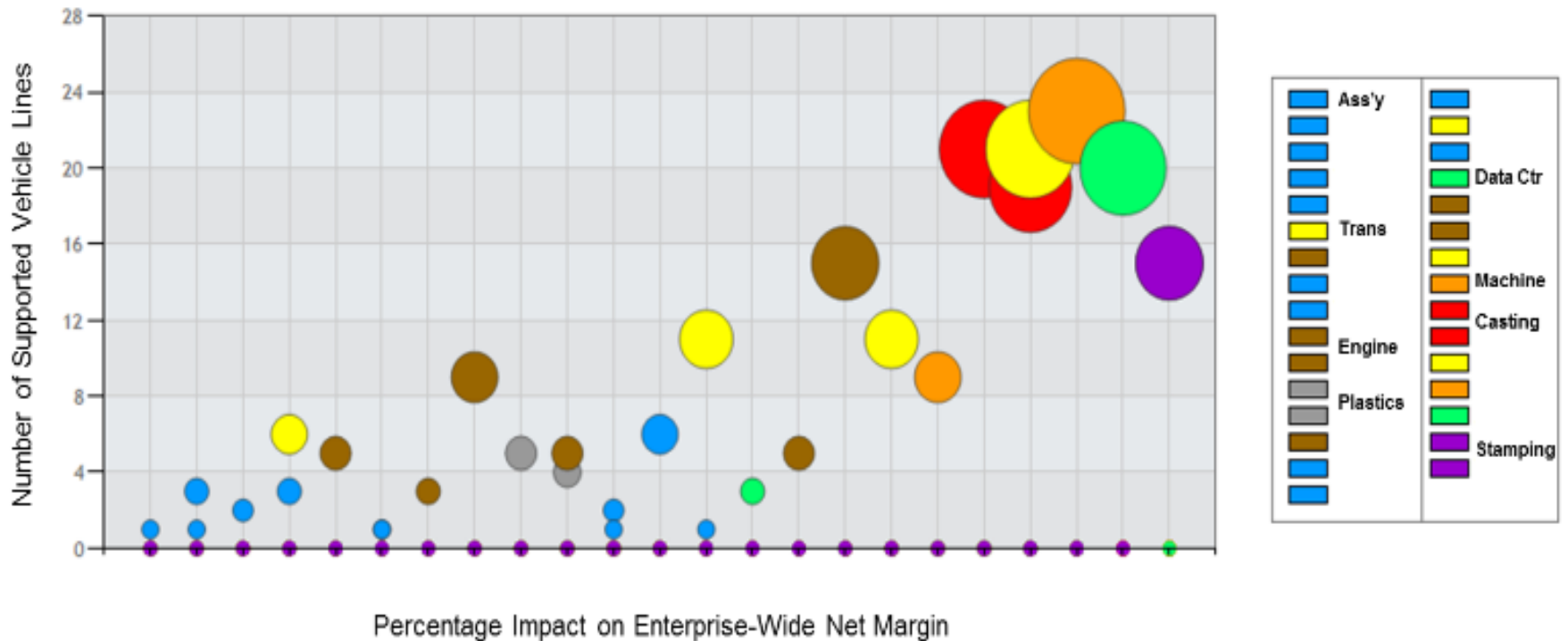
Enterprise Risk  
Management



# 4. METRICS ARE ESTABLISHED (AND INCLUDE RISK)

- Metrics assess operational resilience not just the number of plans in place
- Proactively identifies risk (see example below)

Plant Heat Map by Margin Impact (x-axis) and Vehicle Lines Supported (y-axis)



## 5. THERE IS ACTIVE DATA MANAGEMENT

- Data is management electronically – can share information across sites or within a locations. Excel spreadsheets are very limiting
- A database allows you to ‘mine’ the data you collected to look for trends, risks and to share data with senior management and with other departments
- Stellantis uses Archer RSA modules for business continuity, enterprise management, and risk management

CREATE YOUR OWN  
MATURITY MODEL

# DEVELOP YOUR OWN CRITERIA FOR MATURITY

- Many models are IT focused
- The levels of maturity and criteria for ranking really depend on what programs are part of your Business Continuity Program and what your goals are
- Sources to draw inspiration from are listed below.

## Common Business Continuity Management Standards

• ISO 22301 (or additional ISO Standard)	• Canadian Standard: CSA Z1600
• ASIS International/British Standards Institution BCM.01-2010	• ISO 24762 (IT Disaster Recovery)
• British Standards Institute: BS 25999, Parts 1 and 2	• National Association of Stock Dealers: NASD 3510/3520
• BS 25999	• National Institute of Standards and Technology: NIST SP 800-34
• National Fire Protection Association: NFPA 1600:2010	• New York Stock Exchange: NYSE Rule 446
• ASIS International: ASIS SPC.1-2009	• SPC-2009
• Australia/New Zealand Standard AS/NZS 5050	

- Your own maturity model can serve as a roadmap for program development and improvement
- The example below is a draft of a model we developed and reflects the priorities of our program

### Five Levels of Maturity

Beginning	Developing	Intermediate	Integrated	Mature
The organization decides to establish a BC practice	All BC practices are initiated and sustained by the BC Program Office	Plants and key corporate functions begin to include BC practices within their operations (as priorities allow)	Some plants and key corporate functions begin to fully integrate BC practices within their operations	BC practices are a routine element of daily operations for all plants and key corporate functions

For each level, have objectives in four areas (see table below)

Criteria were developed to evaluate development of each objective (such as Plan development; Program management; Customer support)

<b>Objectives for Maturity Development</b>			
<b>Planning and testing</b>	<b>Management commitment</b>	<b>Risk Management</b>	<b>Data Management</b>
Plan development	Program management	Recovery strategies	Information management
Testing	Local BC management	Financial impact assessment	Customer support
	Sr Mgmt role	Plant risk assessment/profile	
		Risk management and tracking	

**THANK YOU!**