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BCM Program Maturity
Measuring Program Effectiveness

Prepared by BC Management, Inc.

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Benchmarking. Plan Ahead. Be Ahead.

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How to Read the Report

The 2nd Edition of the Program Maturity Assessment continued to allow study respondents to self-assess their program's maturity level. This year; however, the scale of "*1=Very Immature*" to "*5=Very Mature*" was substituted with the following scale of increasing program maturity. 1=Initial (chaotic, ad hoc, individual heroics) – the starting point for the use of a new or undocumented repeat process, 2=Repeatable – the process is at least documented sufficiently such that repeating the same steps may be attempted, 3=Defined – the process is defined/ confirmed as a standard business process, 4=Managed – the process is quantitatively managed in accordance with agreed-upon metrics and 5=Optimizing – process management includes deliberate process optimization/ improvement. Additionally, a scoring logic was built into the study and at the end of the study the respondent received a program maturity score based on their answers. The data graph below highlights the percent of study respondents by level of program maturity for both the self-rating and index scoring logic. It is important to note that for the purpose of reading this report, the self-assessment program maturity rating was used when compiling and comparing data findings. Those who self-assessed their program as a "1" or "2" were merged together and highlighted as "*Immature Programs*" in the data graphs throughout this report while those who self-assessed their program as a "4" or "5" were merged together and highlighted as "*Mature Programs*".

While using the self-assessment program maturity scores, we discovered several key findings that seemed to differentiate between "*Immature Programs*" and "*Mature Programs*". It is important to note, though, that some of the data charts would also be further impacted by industry and/ or size of your organization. Enclosed you will find a great deal of data, though it is impossible to display everything, which is why the customized reporting (view sample report) by organization is essential if an organization wants to obtain a clear understanding of other "similar" organizations. A feature of the customized reports is providing a detailed analysis specific to your industry which not only allows you to benchmark your own program against very mature programs specific to your demographics, but also is an opportunity to create a roadmap for your program based on effective peer-based models and supporting data.

This summary is a broad analysis of a segment of the data offering an illustration of how the business continuity profession is viewed and what we can learn from these study results. This is simply a baseline of the trends in our industry. The report can be leveraged to provide you with facts to present to your executive management to help justify continued emphasis in key areas of your business continuity program.

Program Maturity - Self Rating & Index Score

	Very Immature/ Initial Program Planning	Documentation to Attempt a Repeatable Process	Standard Program Planning in Place	Managed Program with Quantitative Metrics	Very Mature Program striving for Optimization/ Improvement
Self Rating	12.1%	22.4%	28.2%	28.7%	8.6%
Index Score Based on Response	6.4%	26.2%	42.6%	23.4%	1.4%
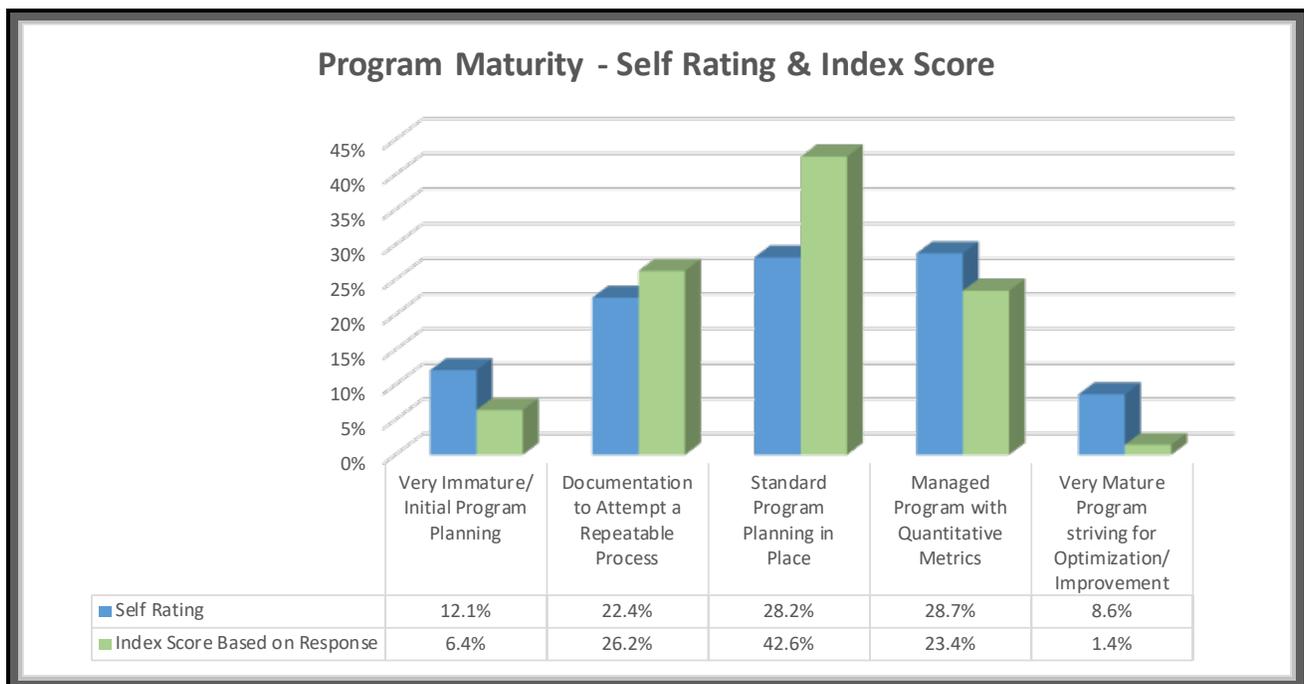
Summary Findings

Business Continuity Management Program Maturity Differentiators

While using the self-assessment program maturity scores, we discovered several key findings that seemed to differentiate between "*Immature Programs*" and "*Mature Programs*".

- A similar percent of respondents place their continuity/ resiliency program underneath Risk Management regardless if the program maturity self-assessment score was "*Immature*" or "*Mature*" (23.3% and 23.1% respectively). More respondents with "*Immature Programs*" noted Information Technology as the program owner (21.7%) compared to their counterparts with "*Mature Programs*" (15.4%). Regardless of the self-assessment program maturity rating, most respondents either agreed or strongly agreed that Risk Management was the best place to position the program for maximum visibility.

- The top noted program sponsor for "*Immature Programs*" was a Vice President/ Director (18.3%) followed by Chief Information Officer/ Chief Technology Officer - CIO/ CTO (15.0%) and Chief Operations Officer - COO (11.7%). The top program sponsors noted for "*Mature Programs*" was evenly distributed between CIO/ CTO (13.8%), COO (12.3%) and Chief Risk Officer (12.3%). More respondents noting "*Mature Programs*" indicated the program sponsor was one level or less degree separation from executive management (83.3%) compared to their counterparts with "*Immature Programs*" (66.6%).

- Those respondents who noted "*Mature Programs*" overall indicated better integration of the business continuity management program with other corporate functions especially with crisis management/ incident management. In reviewing the data findings from 2015, though, we discovered that Compliance was the only corporate function that showed significant improvements in "effective integration" or "complete integration" with the business continuity program (an improvement from 43% to 50%).

- The data findings showed "*Mature Programs*" on average hire more experienced personnel with 57.4% noting all personnel and 69.8% noting those in leadership positions have 8+ years' expertise. Those with "*Immature Programs*" indicated 42.9% and 26.7% respectively for all personnel and those in leadership positions with 8+ years' experience.

- In terms of assessment, strategy and continual improvement of the program were reported to be the most effective among "*Mature Programs*" (83.3% and 73.6% indicated effective or very effective respectively) while those with "*Immature Programs*" reported the same (22.2% and 26.7%).

- On average those respondents who noted "*Mature Programs*" tended to be more focused on resilient IT services (e.g. cloud computing) – 80.8%, resilient facilities – 71.2 and resilient business processes (e.g. supply chain) – 84.6% compared to their counterparts who noted "*Immature Programs*" who indicated 64.3%, 47.6% and 47.6% respectively.

- Those noting "*Mature Programs*" seemed to be more committed to developing personnel competencies with 69.8% noting mentoring, coaching and tutorship to develop competencies compared to those with "*Immature Programs*" (44.2%).

- An executive board approval/ adaptation of a BCM Policy statement was more prevalent with those respondents who noted "*Mature Programs*" (85.2%) compared to "*Immature Programs*" (31.1%).

- Respondents who noted "*Mature Programs*" were sharing program updates with their Board of Directors more frequently (92.4%) than their counterparts who indicated "*Immature Programs*" (64.5%).

- Those who noted "*Mature Programs*" tend to review the program's maturity level more frequently (73.9%) than their counterparts who indicated "*Immature Programs*" (38.4%).

- Continual improvement on average was a general focus in elevating program effectiveness regardless of program maturity; however, those with "*Mature Programs*" indicated 90.2% so while those with "*Immature Programs*" indicated the same (51.1%).

- Internal audit on average included the review of program effectiveness regardless of program maturity; however, those with "*Mature Programs*" indicated 84.9% while those with "*Immature Programs*" indicated the same (43.2%).

- Overall, becoming certified in a standard is something many organizations are either reviewing or working towards. The data findings did indicate that 20.8% of those with "*Mature Programs*" have achieved certification in a standard while only 6.7% of those with "*Immature Programs*" indicated the same. The top noted standards that organizations obtained certification in were ISO 22301/313 (previously BS25999) and ISO 27001 Information Security.

Other Notable Findings in Business Continuity Program Maturity

Our data analysis indicated other noteworthy business continuity management findings by program maturity that would likely benefit from more focus in the future.

- Respondents who rated their programs as "*Mature*" were more likely to align and support strategic business objectives to the organization's long-term strategy (51.9%), dedicate enough money to the program (51.9%), implement reporting structures that were totally functional to the program's success (37.0%) and implement and update program reporting mechanisms (37.0%).
- Although "*Mature Programs*" (37.0%) were more likely to identify and validate program stakeholders and have their involvement in the program success compared to those noting "*Immature Programs*" (8.9%), this is certainly an area of future improvement.
- Categories of indicators or complex indicators (index of effectiveness) were more frequently (60.4%) used for those indicating "*Mature Programs*" to determine the success in deploying the business continuity program while those who noted "*Immature Programs*" were more likely to use simple indicators only (72.1%).
- Few respondents (35.2%) who rated their programs as "*Mature*" indicated that metrics were defined for continual program improvement. Many of the respondents (42.2%) who indicated "*Immature Programs*" indicated that no metrics were defined.
- Few respondents (22.2%) who rated their programs as "*Mature*" indicated that metrics were implemented and included in the decision making/ continual program improvement. Many of the respondents (53.3%) who indicated "*Immature Programs*" indicated that no metrics were implemented.
- Although "*Mature Programs*" (46.3%) were more likely to take advantage of lessons learned and knowledge to advance the program effectiveness compared to those noting "*Immature Programs*" (11.4%), this should be a topic for future improvement.
- More respondents (45.8%) with "*Mature Programs*" indicated that the business continuity program is part of the executive annual performance objective compared to those who noted "*Immature Programs*" (16.7%).

Additionally, respondents were given the opportunity to answer a few of the study questions in an open text format. Below were some compelling responses to the corresponding questions.

- Please provide examples in which executives either did not demonstrate their commitment to the program and/ or examples in which they fully supported their commitment to the program.
  - Examples in which executives did not demonstrate their commitment to the program:
    - *"The framework / policy is neither reviewed, endorsed nor implemented in the organization. Staff awareness on the topic was either ignored and discouraged."*
    - *"Felt department level BIAs were too detailed and not effective, so we were told to develop a basic one-page description of what we would do if the building was unavailable and that would be our plan."*
    - *"Only doing the minimum to satisfy Audit finding."*
  - Examples in which executives fully supported their commitment to the program:
    - *"The executives support the BC policy stating that they will participate yearly in a corporate crisis exercise."*
    - *"Quarterly meetings - participate in tabletop exercises. Follow-up on any business lines not in compliance to the program."*
    - *"1. Revised enterprise wide corporate policy to include new BC objectives. 2. Included specific BC objectives in Business Unit Scorecards across the organization which are tied to compensation. 3. Participated in BIAs which are being performed for every business unit."*
- Please share recommendations on how executives can better demonstrate commitment to Business Continuity/ Resiliency planning at your organization.
  - *"Require a program road map with key milestones. Review and approve resources, program plan or key goals. Align program gaps with annual budget process."*

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- o *"Embed business continuity targets into their direct report's annual performance targets. Discuss targets at regular check-ins with their direct reports."*
- o *"Going forward, I'll ask for our business line exec champions to 'blog' about their department's efforts in support of their team's engagement. I anticipate good support."*
- o *"I believe the executives should demand that management document and measure business capabilities and processes in order to ensure proper stewardship, repeatable processes, adequate continuity and benchmarking against other organizations of similar size and scope."*

- Please share how you have personally elevated the program's maturity and/or executive buy-in/ commitment.
  - o *"Yes. A regional international exercise program was successfully launched this year, as well as a business-wide active shooter response exercise program. Both were proof of concept initiatives that required VP sponsorship and proved themselves worthwhile and value-added."*
  - o *"Yes. I changed our application tiering definitions and have heavily modified the review process for applications and processes."*
  - o *"Yes, to some extent; mainly by raising awareness around the ISO 22301 standard and also by showing that our clients/customers and business partners are interested in our program and want assurance around our capabilities."*
  - o *"Elevating the program's maturity resulted from quarterly reporting that conveys changes in program resiliency compared to the annual revenue-at-risk derived from the annual Business Impact Analysis."*

Reporting History

Since 2001 BC Management, Inc. has been gathering data on business continuity management programs and compensations to provide professionals with the information they need to elevate their programs. Each year our organization strives to improve upon the study questions, distribution of the study and the reporting of the data collected.

Study Methodology

The on-line study was developed by the BC Management team and the BC Management International Benchmarking Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assessed the data collected between September and November 2017. Participants were notified of the study primarily through e-newsletters and notifications from BC Management and from many other industry organizations. Respondents received a unique path of branching questions, which is dependent upon their experience and current business continuity management initiatives. The advanced study is coded with extensive JAVA script to ensure a correct question branching path and to eliminate unintelligible data. The focus is on assessing how organizations are measuring the effectiveness of their Business Continuity/ Resiliency program, what standards are programs being measured to and how to best gain executive support in elevating the program's maturity level. All participants are given the option of keeping their identity confidential.

Assessment of Data & Reporting

BC Management reviewed and verified the data points received in the study. Data points in question are confirmed by contacting the respondent who completed that study. If the respondent did not include their contact information, then their response to the study may be removed. With over fifteen years of expertise in collecting and assessing such data points, BC Management has an exceptional understanding of what is considered questionable or unintelligible data.

WorldAPP Key Survey built a customized reporting tool for BC Management, which enables us to prepare customized benchmarking reports based on a client's request. The result is a report that provides a unique understanding on how your program compares to competitors or other similar organizations. Before creating the customized report, we verify the filters selected by the client and confirm the number of respondents that will be included in their customized report. Study respondent contact information remains confidential and is never revealed. The charts and graphs will reflect what respondents answered in the study. If a selection within a question is not selected it will NOT be included in the results.

Customize Your Compensation and/or Program Management Benchmarking Report

As a result of our advancement in reporting technology with World APP Key Survey, BC Management is able to offer a true benchmarking service exclusively for the business continuity management profession. Our benchmarking service includes a report customized to your specific filters used to drill down to the data points that compare to your program planning initiatives.

PROGRAM MANAGEMENT RESEARCH DATA:
Benefits of Our Customized Program Management Benchmarking Service
- Allows you to assess the maturity of your business continuity program focusing on industry best practices, dedicated staff, budget breakouts, reporting structure, vendor utilization, program activation and much more.
- Provides assistance in presenting business case objectives to your executives to substantiate and expand your program.
- Prioritizes key initiatives in elevating the maturity of your programs.

- Assists in building a road map to advance your program and meet your goals.
- Makes you more efficient by eliminating the need to do research on your own.
- Provides an unbiased source on how your company compares to the industry; specifically, other "like" organizations, which can be used to support your recommendations.

Filters Available to Customize Your Program Management Report

- **Industry** – may choose more than one industry.
- **Company Revenue** – may choose a revenue band of your choice.
- **Number of Employees** – may choose a selection from number of company employees.
- **Number of Locations** – may choose a selection from number of company locations in either operational and/or retail interfacing.
- **Geographic Distribution** – may choose multiple countries as well as how the company locations are dispersed (global, multi-country, one country, regionally within one country, statewide or citywide).
- **Disciplines within program** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Scope of program** – may choose a combination of the following: global, multi-country, one country or regionally within one country.
- **Maturity Rating of Program** – may choose on a scale of 1 to 5 with 1 being Very Immature and 5 being Very Mature (please note this is a self-rating by the study participant).
- **Names of Organization** – may choose a list of company names that have participated in our study and completed the program management portion of the study. Please keep in mind that not all respondents indicated their company name. Many respondents kept their organizational name private. Also, not all study respondents qualified for the program management portion of the study. Only those respondents who managed a program were encouraged to participate in the second section of the study. **ALL RESPONDENT CONTACT INFORMATION IS KEPT CONFIDENTIAL AND IS NEVER REVEALED!**

COMPENSATION RESEARCH DATA:

Benefits of Our Customized Compensation Benchmarking Service

- Saves time and money in assessing compensations for current and future personnel.
- Provides a fair comparison on compensation bands based on expertise, degree, certification and geography.
- Assists in retaining current personnel based on compensations in the same geography and job title.

Filters Available to Customize Your Compensation Report

- **Employment Status** – may choose from full-time permanent, part-time permanent, independent contractor and unemployed.
- **Geography** – may choose country, state/providence, or city.
- **Job Title/ Position** – may choose from a selection of job titles.
- **Discipline** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Years of Experience** – may choose from an experience band of your choice.

Thank you to BC Management's International Benchmarking Advisory Board

Our International Benchmarking Advisory Board was instrumental in reviewing the study to ensure it focused on the most relevant topics to continuity professionals today. The goal was to develop a credible reporting tool that would add value to the business continuity profession.

About BC Management, Inc.

BC Management, Inc. was founded in 2000. We are an executive search and research firm solely dedicated to the business continuity, disaster recovery, risk management, emergency management, crisis management and information security professions. With decades of industry expertise, our staff has a unique understanding of the challenges professionals face with hiring, benchmarking and analyzing best practices within these niche fields.

We Value Your Comments

Please share any comments or suggestions on how we can elevate our study or reporting at info@bcmanagement.com.

Inquiries

For more information or to order a report please email us at info@bcmanagement.com or call us at (714) 969-8006.