



DICTIONARY OF BUSINESS CONTINUITY MANAGEMENT TERMS

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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 FDISD 27031:2010 © ISO/IEM

X – Definitive Guide to BCM 3rd Edition © John Wiley

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 as yet. 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>Editor's Note: See definitions for Incident, Emergency, Event and Crisis.</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>Editor's Note: In commercial firms this is usually called a Business Activity.</p>	A,B,C,D
ALARP (of risk)	A level as low as reasonably practical	X
Alert	A formal notification that an incident has occurred which might develop into a Business Continuity Management or Crisis Management invocation.	X
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	<p>A site held in readiness for use during a Business Continuity invocation to continue the urgent and important processes of an organization. The term applies equally to office or technology requirements.</p> <p>Editor's Note: Alternate sites may be known as 'cold', 'warm' or 'hot'. They might also be called simply a Recovery or Backup Site.</p>	D,E,F,G,H,X
ASIS	American Society for Industrial Security. Developers of US national standards for ANSI in BCM and Operational	

TERM	DEFINITION	REFERENCES
	Resilience.	
ASIS/BSi BCM.01-2010	A US National Standard for Business Continuity Management.	
Assembly Point/Area	The designated area at which employees, visitors and contractors assemble if evacuated from their building/site. 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.	
Asset	Anything that has value to the organization. Editor's Note: This can include physical assets such as premises, plant and equipment as well as HR resources, intellectual property, goodwill and reputation.	A,B,C,X
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.	
Assurance	The activity and process whereby an organization can verify and validate its BCM capability.	
AS/NZ 5050	A standard for Business Continuity based upon Risk Management principles produced by the Australian and New Zealand standards bodies. Editor's Note: This standard builds on the successful Australian Risk Management standard that formed the basis of the ISO risk Standard.	
ATOF	Recovery at time of failure	X
ATOP	Recovery at time of peak	X
Audit	A systematic, independent, and documented process for obtaining audit evidence and evaluating it objectively to	A,B,C,D

TERM	DEFINITION	REFERENCES
	<p>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>	
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 in the organization	E

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>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”.</p> <p>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.</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 Committee – BCM Principles	<p>The “High-Level Principles for Business Continuity” of the Joint Forum/Basel Committee on Banking Supervision (published by Bank for International Settlements, August 2006).</p> <p>Editor’s Note:</p> <p>The key elements of these “High-Level Principles” are:</p>	

TERM	DEFINITION	REFERENCES
	<ol style="list-style-type: none"> 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. 2. Financial market participants and supervisory authorities must integrate the risk of significant operational disruptions into their Business Continuity Management processes. 3. Financial market participants must develop recovery objectives that take account of their systemic relevance and the resulting risk for the financial system. 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. 5. Where business interruptions have international implications, the corresponding communication concepts must cover in particular communication with foreign supervisory authorities. 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. 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. 	
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>Editor's Note: Electronic records held in a secure but accessible location on the internet are sometimes</p>	

TERM	DEFINITION	REFERENCES
	referred to as Virtual Battle Boxes.	
Blue Light Services	This is an informal term which refers to the emergency services of Police, Fire and Ambulance. Editor's Note: This is mainly used in the UK.	
Bronze Control	This is used by UK Emergency Services to designate Operational Control. 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.	
BSi	British Standards Institution, the UK national standards body and UK representatives to ISO.	
BS 25999	The British Standards Institution standard for Business Continuity Management. 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.	X
Building Denial	A situation in which premises cannot, or are not allowed to be, accessed.	X
Business Continuity (BC)	The strategic and tactical capability of the organization to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level.	A,B,C,D,E,F,G,X
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. Website www.thebci.org .	

TERM	DEFINITION	REFERENCES
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,X
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,X
Business Continuity Management Programme	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.	X
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,X
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	E

TERM	DEFINITION	REFERENCES
	planning process is the BC Plan .	
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. Editor's Note: See BC Steering Committee.	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 the writing and testing of the BC Plans.	A
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	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. Editor's Note: Sub-titles within this category are Increased cost of working (ICOW) additional insurance	

TERM	DEFINITION	REFERENCES
	for known recovery costs and additional increased cost of working (AICOW) to cover incidental costs of unknown amounts, e.g. staff relocation.	
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,X
Business Recovery	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 organisations and can be broadly treated as similar to a very basic form of BCM. Editor's Note: Where it is used you might also find reference to BR Coordinator, BR Plan, BR Planner, BR Planning, BR Programme and BR Team.	
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	Capability Assessment for Readiness. This is the process of self-assessment under the US Standard NFPA 1600. Editor's Note: This has applicability mainly in the United States and is a technique recognised by the Federal Emergency Management Agency (FEMA).	X
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.	
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
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.	X

TERM	DEFINITION	REFERENCES
	<p>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.</p>	
Cold Site	<p>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.</p> <p>Editor's note: in some countries this is referred to as a literal translation of White Room.</p>	E,X
Command Centre (CC)	<p>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.</p> <p>Editor's Note: this is often called an Emergency Operations Centre (EOC)</p>	F
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</p>	

TERM	DEFINITION	REFERENCES
	<p>expertise of all the agencies/roles involved with the objective of effectively and efficiently bringing the crisis to a successful conclusion.</p> <p>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.</p>	
Compliance	Fulfilment of a requirement in a Management Systems context.	A,B
Conformity	Fulfilment of a requirement of a management system	C
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.	
Contingency Fund	A budget for meeting and managing operating expense at the time of a Business Continuity invocation.	
Contingency Plan	<p>A plan to deal with specific set of adverse circumstances.</p> <p>Editor's note: A BC Plan is a more general term for dealing with the consequences of a wider range of non-specific interruptions.</p>	X
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
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

TERM	DEFINITION	REFERENCES
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. 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.	X
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	

TERM	DEFINITION	REFERENCES
	unauthorised persons are excluded for a period of time determined by the emergency services.	
Corporate Governance	<p>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.</p> <p>Editor's Note: In recent times a new term GRC (Governance, Risk and Compliance) is becoming popular as a wider form of Corporate Governance.</p>	
Corrective Action	<p>The action to eliminate the cause of a detected non-conformity or other undesirable situation.</p> <p>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 management concept to prevent it occurring.</p>	C
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
Crisis	An abnormal situation which threatens the operations, staff, customers or reputation of an enterprise.	D,X
Crisis Management Team	<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>Editor's Note: In most countries Crisis and Incident are used interchangeably but in the UK the term Crisis has been generally reserved for dealing with wide area incidents involving Emergency Services. The BCI prefers the use of Incident Management for normal BCM</p>	C

TERM	DEFINITION	REFERENCES
	invocations.	
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>Editor's Note: This is sometimes referred to as Mission Critical Activities.</p>	B,X
Critical Business Function (CBF)	<p>Vital functions without which an organization will either not survive or will lose the capability to effectively achieve its critical objectives.</p> <p>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.</p>	D,E,G
Culture	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 attention and direction provided by a Board.	

D (Damage Assessment to Downtime)

TERM	DEFINITION	REFERENCES
Damage Assessment	An appraisal of the effects of the disaster or incident on human, physical, economic and operational capabilities.	E,G,X
Dedicated Work Area	Work space provided for sole use by a single organization, configured ready for use.	
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,X
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. 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.	E
Disaster Management	Strategies for prevention, preparedness and response to disasters and the recovery of essential post-disaster	X

TERM	DEFINITION	REFERENCES
	services.	
Disaster Recovery (DR)	The strategies and plans for recovering and restoring the organizations technological infra-structure and capabilities after a serious interruption. Editor's Note: DR is now normally only used in reference to an organization's IT and telecommunications recovery.	E,X
Disaster Recovery Planning (DRP)	The activities associated with the continuing availability and restoration of the IT infrastructure.	D,E,F
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
Document	Information and its supporting medium such as paper, magnetic, electronic or optical computer disc or image.	A,C
Downtime	A period in time when something is not in operation. Editor's Note: This is often called Outage when referring to IT services and systems.	C

E (Emergency to Exercise)

TERM	DEFINITION	REFERENCES
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,X
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. Editor's Note: this is also traditionally called a Command Centre.	E
Emergency Planning	Development and maintenance of agreed procedures to prevent, reduce, control, mitigate and take other actions in the event of a civil emergency.	B
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 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 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	

TERM	DEFINITION	REFERENCES
	<p>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>	
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>Editors Note: In BI terms this usually means the loss of gross profit after deduction of variable expenses and addition of allowed additional expenditure.</p>	
Event	<p>Occurrence or change of a particular set of circumstances.</p> <p>Editor’s Note: See “Incident”.</p>	C,D
Exclusion Zone	<p>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.</p>	
Executive Management	<p>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.</p>	E

TERM	DEFINITION	REFERENCES
	Editor's Note: Also see Top Management	
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.	A,B,C,E

F,G (Facility to GRC)

TERM	DEFINITION	REFERENCES
Facility	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. Editor's Note: Also see Infrastructure.	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
FEMA	Federal Emergency Management Agency – the US agency responsible for responding to wide area disasters and emergencies.	X
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.	
Gain	A positive consequence of an event or incident.	B
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	

TERM	DEFINITION	REFERENCES
	governance , enterprise risk management (ERM) and corporate compliance with applicable laws and regulations.	

H (HACCP to Hot Site)

TERM	DEFINITION	REFERENCES
HACCP	Hazard Analysis Critical Point – an EU requirement for risk assessment in the food industry.	X
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>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”</p>	A,B,D,E,X
HAZCHEM	Hazardous chemicals	X
HAZMAT	Hazardous material	X
HAZOP	Hazardous operation	X
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>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</p>	E,X

I,J (ICT Continuity to Just-in-Time)

TERM	DEFINITION	REFERENCES
ICT Continuity	Capability of the organization to plan for and respond to incidents and disruptions in order to continue ICT 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. Editor's note: See "Consequence"	A,B,C,G
Impact Analysis	The process of analysing all operational activities and the effect that an operational impact might have upon them. 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.	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. Editor's Note: In most countries Incident and Crisis are used interchangeably but in the UK the term Crisis has been generally reserved for dealing with wide area incidents involving Emergency Services. The BCI prefers the use of Incident for normal BCM purposes.	A,B,C,E,F,X
Incident Command System	The combination of facilities, equipment, personnel, procedures and communications operating within a	G

TERM	DEFINITION	REFERENCES
(ICS)	common organizational structure, designed to aid in the management of resources during incidents .	
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. Editor's Note: See also Crisis Management Team.	
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. 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.	
Infrastructure	The technology and equipment, and facilities used in BCM activities or impacted by the incident.	E
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

TERM	DEFINITION	REFERENCES
Internal Audit	Internal audits are conducted by the organization itself for management review and other agreed internal purposes.	A,B,C
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,X
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 DIS 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 document (expected to be named ISO 22313). Editor's Note: ISO DIS 22301 and ISO 22313 should not be confused with the earlier publication ISO PAS 22399:2007.	
ISO 22313	Continuity Management Systems – Guidelines. This is due for release in Q4, 2012	
ISO PAS 22399	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. 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.	

TERM	DEFINITION	REFERENCES
ISO 27000 series	<p>ISO standards for Information Security, one section of which provides guidance on Business Continuity.</p> <p>Editor's Note: There are three standards ISO 27001, ISO 27002 and ISO 27003. They should not be viewed as full BCM standards.</p>	X
ISO 31000	<p>ISO standard for Risk Management.</p> <p>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.</p>	X
ISMS	Information Security Management System	H
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)

TERM	DEFINITION	REFERENCES
Key Performance Indicators (KPI)	Benchmark measurement based on objectives, targets and defined industry standards.	
Likelihood	<p>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.</p> <p>Editor's Note: The vagueness of this term makes its use in BCM of very limited value.</p>	B,D
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

M (Management System to MTO)

TERM	DEFINITION	REFERENCES
Management System	<p>A system to establish policy and objectives and to the means to achieve those objectives in a way that can be independently measured.</p> <p>Editor's Note: BS25999 Part 2 is a Management System.</p>	A,B,C
MAO	<p>Maximum Acceptable Outage. The duration after which an organization's viability will be threatened if an IT system or service cannot be resumed.</p> <p>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.</p>	D,X
Maximum Tolerable Data Loss (MTDL)	<p>The maximum loss of information (electronic and other data) which an organization can tolerate. The age of the data could make operational recovery impossible or the value of the lost data is so substantial as to put business viability at risk.</p>	A
Maximum Tolerable Period of Disruption (MTPD or MTPoD)	<p>The duration after which an organization's viability will be irrevocably threatened if a product or service delivery cannot be resumed.</p> <p>Editor's Note: This term is used in GPG 2010 and BS 25999.</p>	A,B,X
Maximum Tolerable Period of Downtime.	<p>Maximum Tolerable Period of Downtime.</p> <p>Editor's Note: The same as MAO and MTO. Sometimes used in the US and Asia. Less popular in Europe. Best avoided to reduce confusion with BS25999 terminology.</p>	X
Minimum Business Continuity Objective	<p>Minimally acceptable collection of business continuity services and/or products that is acceptable to an organization or industry to achieve its business</p>	E,H

TERM	DEFINITION	REFERENCES
(MBCO)	objectives that can be influenced or dictated by regulation or legislation level of business continuity.	
Mitigation	Limitation of any negative consequence of a particular incident.	A,C
Mobile Recovery Solutions	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.	
MS 1970	Business Continuity Standard from the Malaysian Standards and Accreditation Council	
MTBF	Mean Time Between Failures. Engineering terminology.	X
MTO	Maximum Tolerable Outage Editor's Note: The same as MAO but more often used in North America and Asia.	X

N (NEMA to Non-conformity)

TERM	DEFINITION	REFERENCES
NEMA	National Emergency Management Association – US organization.	X
NFPA	National Fire Protection Association – US developer of BCM and Disaster Response standards.	X
NFPA 1600	A US standard for Disaster/Emergency Management programmes. Editor’s Note: NFPA 1600 does not follow the ISO Model for Management Systems standards.	X
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

O (Objective to Outage)

TERM	DEFINITION	REFERENCES
Objective	An overall goal, consistent with the policy that an organization sets for itself.	A,C
OEE	Overall Equipment Efficiency – a term used in manufacturing.	X
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.	
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
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. 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.	E
Outage	A period in time when something is not in operation. 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.	
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P,Q (PDCA to Programme Management)

TERM	DEFINITION	REFERENCES
Plan, Do, Check, Act (PDCA)	The ISO model used as a framework in all Management Systems standards including BCMS.	A
Policy	The intentions and direction of an organization as formally expressed by Top Management. The BCM policy should be consistent with the overall policy of the organization and provides the basis for the business continuity objectives.	A,C,E
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
Prevention	Countermeasures against specific threats that enable an organization to avoid a disruption.	A,C
Preventive Action	An action taken to eliminate a threat or other undesirable situation. Editor's Note: This is normally called a Preventative Action in the UK.	C
Procedure	Specified way to carry out an activity. Editor's Note: Procedures would normally be documented by the definition also covers those that are not for any reason.	A,C,E
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 element to the output. Service is the result of at least one activity necessarily	A,B,C

TERM	DEFINITION	REFERENCES
	performed at the interface between the supplier and customer and is generally intangible.	
Program(me)	An ongoing process supported by senior management and adequately funded.	E
Program(me) Management	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.	E

R (Readiness to Risk Treatment)

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>Editor’s Note: Preparedness is more popular in the United States, Readiness more typically used elsewhere.</p>	A
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
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>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).</p>	A,C,D,F,H,X
Recovery Strategies	<p>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 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>Editor’s Note: Examples of IT recovery strategies include contracting for Hot site or Cold site, building an internal</p>	G

TERM	DEFINITION	REFERENCES
	Hot site or Cold site , identifying an Alternate Work Area, a Consortium or Reciprocal Agreement , contracting for Mobile Recovery or Crate and Ship.	
Recovery Strategy - Reduce	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. Activities to avoid an incident or to stop an emergency from occurring.	G
Recovery Strategy - Response	Immediate and ongoing activities, tasks, programs and systems to manage the immediate effects of an incident that threatens life, property, operations or the environment. The reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required.	G
Recovery Strategy – Re-Sync	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.	G
Recovery Strategy - Return	Activities and programs designed to return conditions to a level that is acceptable to the entity.	G
Recovery Time Objective (RTO)	The target time for resuming the delivery of a product or service to an acceptable level following its disruption. Editor’s Note: This might be a resumption of full service or a phased return over a period.	A,B,C,D,E,F,H,X
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	The ability of an organization to resist being affected by an incident.	A,B,E,H

TERM	DEFINITION	REFERENCES
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
Risk	Combination of the probability of an event and its consequence. Editor's Note: BCM concentrates more on "Impacts" rather than wider concept of Risk.	A,B,C,D,E,F,X
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	X
Risk Appetite	Total amount of risk that an organization is prepared to accept, tolerate, or be exposed to at any point in time. Editor's Note: BCM concentrates mainly on "Impacts" .The vagueness of the concept of Risk Appetite seriously limits its value in BCM programmes.	B,C
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 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. Editor's Note: A more comprehensive technique known	A,B,C,X

TERM	DEFINITION	REFERENCES
	as Enterprise Risk Management (ERM) is increasingly popular in the US and has been adopted by many global firms.	
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 Reduction	A selective application of appropriate techniques and management principles to reduce either probability of an occurrence or its impact , or both.	E
Risk Transference	Refers to the shifting of the burden of loss to another party through legislation, contract, insurance or other means. It can also refer to the shifting of a physical risk or part thereof elsewhere.	E
Risk Treatment	Selection and implementation of measures to modify risk.	A,C,E

S (Safety to Systemic Risk)

TERM	DEFINITION	REFERENCES
Safety	Freedom from danger, risk or injury.	C
Service Level Agreement (SLA)	An agreement between a service provider and a customer defining the scope, quality and timeliness of service delivery.	X
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.	
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
Standby Service	Any alternative sites, facilities, equipment or resources that may be available for use following a disaster.	X
Stand Down	A formal announcement that alert status is over and the plan will not be invoked any further.	X
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,	A,C

TERM	DEFINITION	REFERENCES
	internal distribution centres, distributors, wholesalers, and other entities that lead to the end user.	
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>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.</p>	
Systemic Risk	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.	

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
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>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.</p> <p>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 demonstrate whether these parts of the Business Continuity Plan are fit for purpose.</p>	E
Testing	Evaluation of a resource to validate the achievement of objectives and aims.	C

TERM	DEFINITION	REFERENCES
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,X
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
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
Trigger	An event that causes a system to initiate a response.	H

U,V (Urgent Activity to Vulnerability)

TERM	DEFINITION	REFERENCES
Urgent Activity	<p>A term used to cover activities in support of Product and Services which needs to be done within a short timescale.</p> <p>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.</p>	A
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.	
Vital Materials	Any materials that are essential for recovery from a disaster or major incident.	X
Vital Records	Any information, documents or data deemed essential for recovery from a disaster or major incident.	E,F,H,X
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 Work Area Recovery)

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>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.</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>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.</p>	E,X
Wide Area Disaster	<p>A catastrophic event that impacts a large geographic area and requires emergency services (or even military) to take control.</p>	X
Work Area Recovery (WAR)	<p>Restoration of office activities at an alternative location which provides desks, telephony, office systems and networking capability.</p>	X