



## **Business Continuity Maturity Model® (BCMM)**

### **Informational Guide**

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# Table of Contents

BCMM

DISCLAIMER.....	1
INTRODUCTION.....	2
DOMAINS.....	4
ATTRIBUTES.....	5
LEVELS 6.....	
APPRAISALS.....	9
INSTRUCTIONS.....	10
NAVIGATION.....	12
RESULTS.....	16
EXAMPLE SCORECARD.....	17
TERMINOLOGY.....	18

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## Introduction

Virtual Corporation is a business continuity management and organizational resilience industry leader in software and consulting. We assist private, public, and government organizations with all aspects of continuity, recovery, and resilience planning. Moreover, we aim to advance best practices through the development of methods, tools, and resources to help organizations mitigate risk and sustain mission-critical operations during a disruption or crisis.

## History

The BCMM<sup>®</sup> was originally published in 2003 to address the need for organizations to be able to assess and improve their BCM program. Virtual Corporation has led the effort to create a mechanism that could answer the following key questions for Business Continuity Management (BCM) Change Leaders and Executive Management:

1. Where are we now?
2. Where do we want to be?
3. What should we do next?

## Relevancy

BCMM<sup>®</sup> is a model that warrants consideration for use as a quality maturity model for all industries based upon:

- Well-established model (15+ years) with demonstrated global success across multiple industries
- Governed and maintained by an independent organization that performs the assessments and assists in program development and maturity
- Well-defined content and holistic in terms focusing on people, processes, and technologies
- Flexible and adaptable across various industries and sizes of companies, organizational and geographic structure, and service and product portfolios
- Ease to incorporate changing regulatory requirements and emerging best practices

## **Scope**

Business Continuity Management Change Leaders and Executive Management need to have a means for measuring the quality and maturity of a BCM Program against existing standards, guidelines, and best practices. The BCMM® fills this need by providing rigor and a structured framework that enables an organization to assess where they are with their BCM Program, identify and prioritize short and long-term goals, and make impactful decisions and investments that can transform and strengthen an organization.

## **Principles**

The principles of the BCMM® are:

- Assessment of competencies and programs of each domain determines the capability to contribute to a sustainable Business Continuity Management (BCM) program and organizational resilience
- Processes cannot survive unless an organization demonstrates commitment, maturity, and sustainability
- Process improvement is best approached as an organizational change that stages improvements to achieve more predictable states of organizational capability and resilience
- Each maturity level lays an essential foundation on which future improvements can be built

## Domains

The model consists of two organizing domains:

### Competencies

Seven corporate competencies with measurable attributes that are collectively required to create and sustain an integrated BCM Program

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1. Leadership
2. Employee Awareness
3. Program Structure
4. Program Pervasiveness
5. Metrics
6. Resource Commitment
7. External Coordination

### Programs

Four program disciplines with measurable attributes that are required to increase organizational capability, integration, and resiliency

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1. Crisis Management
2. Business Continuity
3. IT Disaster Recovery
4. Security Management

Each domain contains a set of assessment criteria to measure the maturity of the program. A program can be stronger in one competency or program discipline over another. Every attribute contains one or more descriptive statements corresponding to a maturity level.

## Attributes

The model incorporates twenty-one attributes that address the aspects of program development and maturity covered by enterprise processes. Core attributes are:

- Accountability
- Community Responders
- Depth of Management Commitment
- Employee Knowledge
- Enterprise Awareness
- External Inter-dependencies
- Financial and Personnel Resources
- Industry Involvement
- Level of Participation
- Metric Applications
- Metric Goals
- Needs Determination
- Organizational Design
- Organizational Preparedness
- Policy and Process
- Program Depth
- Program Governance
- Program Justification
- Roles and Responsibilities
- Scope
- Strategy, Culture, and Goals

## Levels

The BCMM<sup>®</sup> is divided into six maturity levels that represent different states through which a BCM program is transformed as its processes and capabilities improve. Levels 1 through 3 represent organizations that have not yet completed the necessary program basics needed to launch a sustainable enterprise BCM program. Levels 4 through 6 illustrate the evolutionary path of a maturing enterprise BCM program. Because of the way the BCMM<sup>®</sup> is designed, organizations that have achieved level 4 are compliant with most standards. The specific content addresses ASIS, ISO, FFIEC, ITIL, NFPA, and additional standards. If you desire to use a different standard or if you have specific industry requirements, review the appropriate standard for any attributes not already considered in the BCMM<sup>®</sup>.

Maturity Levels	Characteristics
<b>Level 6 – Synergistic</b>	<ul style="list-style-type: none"> <li>• Sophisticated business protection strategies have successfully formulated and tested.</li> <li>• Cross-functional BCM capabilities are measured.</li> <li>• Change control methods and continuous process improvement keep the organization at an appropriately high state-of-preparedness even though the business environment continues to change radically and rapidly.</li> <li>• Innovative policy, practices, processes, and technologies are piloted and incorporated into the BCM Program.</li> </ul>
<b>Level 5 – Integrated</b>	<ul style="list-style-type: none"> <li>• All business units and departments have completed tests on all elements of their BCM plans, including their internal and external dependencies.</li> <li>• Plan update methods have proven to be effective.</li> <li>• Executive management participates in crisis management exercises.</li> <li>• A multi-year plan adopted to continuously ‘raise the bar’ for planning sophistication and enterprise-wide state-of-preparedness.</li> <li>• A communications and training program exists to sustain the high level of BCM awareness following a structured BCM competency maturity program.</li> <li>• Audit reports no longer highlight BCM shortcomings.</li> <li>• The strategic and competitive advantages achieved from the BCM Program highlighted in periodic internal and external communications.</li> </ul>



Maturity Levels	Characteristics
<p><b>Level 4 - Standards Compliant</b></p>	<ul style="list-style-type: none"> <li>• Executive management understands and is committed to the strategic importance of an effective BCM Program.</li> <li>• An enforceable, practical BCM Policy and associated standards adopted, including methods and tools for addressing all four BCM disciplines.</li> <li>• A BCM Program Office or Department governs the Program and supports all Enterprise participants.</li> <li>• Each group has acquired its own central BCM professional resources.</li> <li>• BCM policy, practices, and processes standardized across the Enterprise.</li> <li>• A BCM competency baseline developed and a competency program is underway.</li> <li>• All critical business functions identified and continuity plans for their protection developed across the Enterprise.</li> <li>• Departments conduct "unit tests" of critical BCM plan elements.</li> <li>• All BCM plans updated routinely.</li> </ul>
<p><b>Level 3 – Cooperative</b></p>	<ul style="list-style-type: none"> <li>• Participating business units and departments have instituted a rudimentary governance program, mandating at least limited compliance to standardized BCM policy, practices, and processes to which they have commonly agreed.</li> <li>• A BCM Program Office or Department established, which centrally delivers BCM governance and support services to the participating departments and/or business units.</li> <li>• Audit findings from participants used to reinforce competitive and strategic advantage for their groups, including interest in leveraging the work already done and promoted as a business driver for launching a BCM Program.</li> <li>• Several business units and departments have achieved higher state-of-preparedness.</li> <li>• Enterprise is, at best, moderately prepared.</li> <li>• Executive management has not committed the Enterprise to a BCM Program.</li> </ul>

Maturity Levels	Characteristics
<b>Level 2 – Departmental</b>	<ul style="list-style-type: none"> <li>• At least one business unit or corporate function has initiated efforts to elevate management awareness of the importance of BCM.</li> <li>• A few functions or services develop and maintain BCM plans within one or more of the BCM disciplines.</li> <li>• At least one internal or external resource is assigned responsibility to support the BCM efforts of the participating business units and departments.</li> <li>• The state-of-preparedness may be moderate for participants but remains relatively low across the majority of the company.</li> <li>• Executive management may see the value of a BCM Program, but they are unwilling to make it a priority at this time.</li> </ul>
<b>Level 1 - Self-Governed</b>	<ul style="list-style-type: none"> <li>• Individual business units and departments are 'on their own' to organize, implement, and self-govern their BCM efforts.</li> <li>• The state-of-preparedness is low across the Enterprise.</li> <li>• The organization reacts to disruptive events when they occur.</li> </ul>

## Appraisals

There are four appraisal ratings for the BCMM® with varying levels of assurance that practices have been implemented in ways that achieve the intent of the practices and goals of the program.

Achievement Level	Description
Not achieved	There are no results regarding this statement or goal.
Partially achieved	Results met only a few, but not all, expectations regarding this statement or goal.
Mostly achieved	Results met largely, but not all, expectations regarding this statement or goal.
Totally achieved	Results fully met or exceeded all expectations regarding this statement or goal.

## Instructions for Completing BCMM Assessment

There are several elements necessary for success in using the BCMM®.

1. **Honesty.** Be as unbiased as possible. Do not over or underrate where your organization, division, or business unit on the BCMM® assessment tool. Doing either will cause you to ignore areas that need improvement or apply resources where they may not be required.
2. **Teamwork.** It takes cooperation to be successful. You may need to obtain information from leadership and program staff to gain a complete understanding of your agency's BCM program.
3. **Completeness.** Be thorough and be sure that necessary stakeholders provide input.
4. **Commitment.** This will take time, effort, and resources. An organization must commit to not only identifying issues but finding solutions and executing change.
5. **Consistent.** Even the most mature BCM program needs monitoring. Changes in policies and procedures, regulations, standards/guidelines, re-organizations, and new missions happen all the time and have an impact on the organization. Using this maturity model on a consistent basis will help you to keep track of the health of your BCM program.

Several steps must be completed to conduct the assessment successfully. The amount of time from beginning to end is dependent on organizational size and scope of the assessment. The suggested process includes:

1. Decide on the scope of the assessment, i.e., the entire organization, a division, or business unit.
2. Assign roles and responsibilities for the assessment. In most cases, it may only be one or two individuals, while in others, it can be three or more individuals depending on the size, type, and structure of an organization or program.
  - a. Project Lead – the person responsible for managing, organizing, the final interpretation of results and reporting final results to Executive Management
  - b. Assessor – the person responsible for overall data collection, input, and helping others review maturity model choices, interpreting results
  - c. Key stakeholders– persons responsible for working with the project lead and the assessor to determine level response choices
3. It is essential that you include people with crisis management, business continuity, IT disaster recovery, and security management responsibilities, even if as a collateral duty, as well as mission and program staff when relevant.
4. Initial contact can be made by email or phone call, depending on your organization's communication protocols. Describe clearly the BCMM® assessment tool and its purpose. Be careful to reassure staff that this has nothing to do with their personal job performance or the importance of their program or mission.

5. Schedule a kick-off in-person or virtual meeting to preview the BCMM® assessment tool and its purpose. It is essential during this meeting to explain the purpose of the assessment, the plans for using the information after its gathered, and the expectations for participant effort and time commitment. Explain that the BCMM® online assessment tool is easy to use. Provide a short demonstration of the tool to the participants so that they can conduct a preliminary review on their own.
6. Schedule a date/time for group completion of the BCMM® assessment tool. Completion of this tool during an in-person or virtual meeting provides the highest level of participation to ensure accuracy as the assessor(s) can ask follow-up questions and address any issues participants may have. Review the BCMM® assessment tool with the participants, going through each of the screens and the requirements for appraisal selections. Include notes for each statement that support the appraisal rating chosen. Discuss preliminary responses; determine if any adjustments are needed and if so, make adjustments. Continue the process until all areas are complete. Reschedule more time if the assessment is not completed within the allotted time.
7. Review the score, once the pages are complete. The tool calculates the maturity scores in aggregate and by each of the attributes. The overall Maturity Score is an average of each of the seven competency and four program discipline scores, ranging from 1 to 6. Review the score with participants and stakeholders. Keep in mind that some may under or overrate their responses. It is essential to discuss the results and come to a consensus that the score accurately reflects the program's maturity.
8. Analyze the results. What does the maturity score mean? When conducting the assessment for the first time, the score will help determine where the BCM program is in terms of meeting its obligations and responsibilities to ensure business resilience and information is accessible, retrievable and being created, maintained, and preserved in accordance with regulations and standards/guidelines.
9. Carefully review the maturity levels of each domain and identify areas that need the most attention. Areas with the lowest level score require greater engagement for improvement.
10. For subsequent assessments, the score will determine if improvement efforts achieved the desired result, as well as the next areas to focus resources on improving.

## Navigation

- To access the BCMM® in a browser, open the URL (<https://bcmmonline.virtual-corp.net>) for Sustainable Planner. Enter your user ID and password and click Login. If you do not know your password, click “Forgot Password” to have it emailed to you.

The screenshot shows a login interface with a rounded rectangular border. It contains three input fields: the top one is labeled 'User ID', the middle one is labeled 'Password', and below them is a 'Login' button. At the bottom right of the form area, there is a link labeled 'Forgot Password'.

- After logging in, you will be on your Home Screen or Home Page. There are two tabs: My Surveys and My Documents. The BCMM® assigned to you is listed. To open, click the assessment tool name.

Your last sign-on was Wednesday, September 16, 2020 At 12:48:29 PM  
 Your Password Expires In 83 Days

Welcome to the Business Continuity Maturity Model (BCMM®)

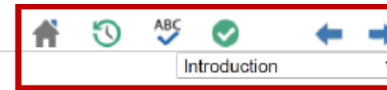


My Assessment My ScoreCard

Total (2) (Expand) (Collapse)

Name	View	Status	Last Complete	Reports
Folder: BCMM/2020/Company 1				
(202) <b>BCMM Company 1 Sample survey</b> ←		In-Progress	09/16/2020	

- Follow the instructions to complete the BCMM®. Use the navigation buttons or the drop list on top right to move through the assessment tool.



## Introduction

### Welcome to the BCMM® Self-Assessment Questionnaire

The Self-Assessment Questionnaire is an interactive tool that teaches the principles of the BCMEvaluation, while determining the level of the BCM process at which your organization currently resides.

This fundamental tool is used to answer three primary Business Continuity Management questions:

- Where are we now?
- Where do we want to be?
- What should we do next?

For a complete description of the BCMM program, [click here](#).




Please email [BCMMSupport](#) if you have any issues or questions regarding the use of this survey.


For questions regarding the BCMM content, please email [Professional Services](#).


#### 4. Follow these navigation Hints and Tips.

##### Navigation Hints and Tips

Move between survey pages by using the dropdown box at the top right of the survey page. Changes will automatically be saved as you navigate between pages.


 - Navigates to the Home Page while saving any changes you have made to the survey.

 - Finish or Validate – Runs automated validation on each survey page to ensure that all required fields have been populated. Required fields are shown in red.

 Previous/Next - Navigates to the previous or next page while saving any changes you have made to the survey.

*The Page Note at the bottom of the page is for general comments.*

*The Update button at the bottom will save any changes you have made to the survey.*

5. When your BCMM® assessment is complete, click the validate  icon to have the system check to see that you've filled out all the required fields. When validation is complete, it will prompt you with the list of available reports. Click the checkbox next to the report you want and click Generate. Then click Return Home to go back to your Home Screen.

**Folder:** BCMM/2020/Company 1

**Description:** BCMM Company 1 Sample survey

[<< Return Home](#)  **3**

Please select from the following list of reports:

Click the check box next to each report you would like to generate, then click "Generate"

**1**   **BCMM Scorecard**


**2** 

You can also run a report from your Home Screen by clicking the Reports icon.



**My Assessment** **My ScoreCard**

Total (2) [\(Expand\)](#) [\(Collapse\)](#)

Name	View	Status	Last Complete	Reports
<input type="checkbox"/> Folder: BCMM/2020/Company 1				
(202) <u>BCMM Company 1 Sample survey</u>		In-Progress	09/16/2020	



6. To find your report, click the My Documents tab. Click the folder name, and the Plans and Reports tab. Click View to download your report.

Click on folder to the left to display: Plans and Reports; General Reports; and Documents.

Folder: BCMM/2020/Company 1

(Add a New Document)

	Document Label	File Name	Date
<a href="#">View</a>	BCMM Scorecard	BCMM Scorecard_Company 1_20200915_115246.pdf	9/15/2020 11:53:01 AM
<a href="#">View</a>	BCMM Scorecard	BCMM Scorecard_Company 1_20200911_145217.pdf	9/11/2020 2:52:43 PM

Document display depends on the type of browser and browser settings.

## Results

The BCMM® Scorecard includes several components that allow you to review and reflect on your maturity score. The Scorecard includes your maturity scores in aggregate and by level. Finally, the Scorecard includes a statement-by-statement printout of responses to each statement and a comparison score against all assessment participants that complete the BCMM®. Refer to the Appendices for more information on the BCMM framework, appraisal scoring definitions, maturity level descriptions and terminology.

## Benchmarking

Another key feature of the BCMM® is that it allows internal or external benchmarking among all assessment participants or within a specific industry. Given the sufficient historical data from a large number of assessment participants, the maturity levels of similar 'non-identified businesses' can be compared by contacting us at [professionalservices@virtual-corp.com](mailto:professionalservices@virtual-corp.com) or call 973-426-1444.

## Next Steps

After you've reviewed your score, it's essential to develop a corrective action plan on what to do next. An important question that needs answering is: Where do I want to go from here? If your Executive Management requires you to demonstrate maturity improvements, it's important to identify and prioritize which of the BCMM® competencies or programs require immediate attention. Statements with low attribute scores will require the development of a strategy/tactics to foster improvements over the next three months, six months, and 1-year intervals. Document all actions and improvements made within a detailed corrective action plan.

Virtual Corporation is available to review your BCMM® scorecard. If you'd like to receive a free consultation with one of our trained BCMM Assessors or obtain additional information about strategies/tactics other clients have taken to improve their overall BCM program maturity, please contact us at [professionalservices@virtual-corp.com](mailto:professionalservices@virtual-corp.com) or call 973-426-1444.

# Scoring

The BCMM® consists of an assessment with more than 300 statements. Each statement is assigned a weighted value, enabling the computation of a Maturity Model score for each of the competencies, programs, and levels. Based on the calculation of all Maturity Model Scores, a mean Maturity Model Aggregate Score is determined.

## Example Scorecard



Organization Name: Company X							Maturity Score: 3.8	
Date of Assessment: 08/03/2020								
Self-Assessment Results								
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6		
	Self-Governed	Departmental	Cooperative	Compliance	Integrated	Synergistic		
Percent Achieved	100%	58.4%	52.7%	57.6%	52.6%	54.7%	Level Achieved	
Corporate Competencies								
Leadership	100%	42.0%	66.7%	66.7%	41.7%	58.3%	3.7	
Employee Awareness	100%	44.4%	50.0%	50.0%	77.8%	40.0%	3.7	
Program Structure	100%	75.0%	46.7%	46.7%	46.7%	77.8%	4.1	
Program Pervasiveness	100%	75.0%	44.4%	44.4%	70.8%	58.3%	3.9	
Metrics	100%	86.7%	57.1%	28.6%	73.3%	60.0%	4.3	
Resource Commitment	100%	16.7%	33.3%	33.3%	33.3%	44.4%	2.9	
External Coordination	100%	75.0%	53.3%	53.3%	44.4%	66.7%	3.9	
BC Program Content								
Crisis Management	100%	66.7%	50.0%	50.0%	33.3%	60.0%	3.7	
Business Continuity	100%	61.1%	55.6%	55.6%	38.9%	44.4%	3.6	
IT Disaster Recovery	100%	38.9%	55.6%	55.6%	71.4%	50.0%	3.8	
Security Management	100%	61.1%	66.7%	66.7%	46.7%	41.7%	3.7	
							BCMM Online Average Score*	
							3.2	
							3.5	
							3.7	
							3.4	
							3.3	
							3.4	
							3.5	
							3.5	
							3.6	
							2.9	
							2.9	

Percent Complete			
Color Legend:	0-24%	25-49%	50-74%
	75-100%		

\*The provided average score is for comparison purposes and is compiled using all BCMM Assessments submitted by all organizations currently within the system. Further analysis by industry is available. Contact us today to find out more.

## Terminology

The following terms may be used within this document and the BCMM®.

Term	Definition	References
<b>Audit</b>	A systematic, independent, and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.	ISO 27000:2018
<b>Business Continuity (BC)</b>	The capability of an organization to continue delivery of products or services at acceptable predefined levels following a disruptive incident.	
<b>Business Continuity Maturity Model (BCMM)</b>	A tool to measure the level and degree to which BCM activities have become standard and assured business practices within an organization.	BCI Virtual Corp
<b>Business Continuity Plan (BCP)</b>	Documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following a disruption.	ISO 22301:2019
<b>Business Continuity Management (BCM)</b>	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.	ISO 22301:2019
<b>Business Continuity Plan (BCP)</b>	Documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following a disruption.	ISO 22301:2019
<b>Business Continuity Planning</b>	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.	BCI DRJ

Term	Definition	References
<b>Business Continuity Steering Committee</b>	A committee of decision-makers (e.g., business leaders, technology experts, and continuity professionals) tasked with making strategic policy and continuity planning decisions for the organization, and for providing the resources to accomplish all business continuity program goals.	BCI DRJ
<b>Business Function</b>	A description of work that is performed to accomplish the specific business requirements of the organization. Examples of business functions include delivering raw materials, paying bills, receiving cash, and inventory control.	BCI
<b>Business Impact Analysis (BIA)</b>	The process of analyzing business functions and the effect that a business disruption might have upon them.	ISO 22300:2012
<b>Call Tree</b>	A document that graphically depicts the calling responsibilities and the calling order used to contact management, employees, customers, vendors, and other key contacts in the event of an emergency, disaster, or severe outage situation	BCI DRJ
<b>Capability</b>	An umbrella term which generically encompasses business processes or activities, and/or technology systems or applications.	DRJ
<b>Crisis Management</b>	The overall direction of an organization's response to a disruptive event, in an effective, timely manner, to avoid or minimize damage to the organization's profitability, reputation, and ability to operate.	BS 11200:2014 DRJ
<b>Crisis Management Team</b>	A team consisting of key leaders (e.g., media representative, legal counsel, facilities manager, disaster recovery coordinator), and the appropriate business owners of critical functions who are responsible for recovery operations during a crisis.	DRJ
<b>Dependency</b>	The reliance or interaction, directly or indirectly, of one activity, or process, or component thereof, upon another.	BCI DRJ

<b>Term</b>	<b>Definition</b>	<b>References</b>
<b>Disaster Recovery (DR)</b>	The process, policies, and procedures related to preparing for recovery or continuation of technology infrastructure, systems, and applications that are vital to an organization after a disaster or outage.	DRJ
<b>Emergency Operations Center (EOC)</b>	The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place.	FEMA Glossary
<b>Enterprise</b>	A business or company.	Business Dictionary
<b>Executive Management</b>	Person or group of people who have delegated responsibility from the governing body for the implementation of strategies and policies to accomplish the purpose of the organization.	ISO 27000:2018
<b>Incident</b>	An event which is not part of standard business operations which may impact or interrupt services and, in some cases, may lead to disaster.	DRJ
<b>Incident Management</b>	The process by which an organization responds to and controls an incident using emergency response procedures or plans.	DRJ
<b>In-Scope Organization</b>	It involves the planning and organization of a company's resources to complete a specific task, event, or action.	Business Dictionary
<b>Integrated BCM Program</b>	A BCM program that encompasses all four of the BCM disciplines.	Virtual Corp
<b>Maturing BCM Program</b>	An integrated BCM program in which all in-scope departments have completed the first test of their plan and all Corporate Competencies and Program Content disciplines score 3.5 or higher.	Virtual Corp
<b>Maturity</b>	A measurement of the ability of an organization for continuous improvement in a particular discipline.	O-ISM3

Term	Definition	References
<b>Metric</b>	Standards of measurement by which efficiency, performance, progress, or quality of a plan, process, or product can be assessed.	Business Dictionary
<b>Organizational Resilience</b>	The ability of an organization to absorb and adapt in a changing environment.	ISO 22316:2017
<b>Participating Organization</b>	Those functions, services, sites, and other operations that participate in the BCM disciplines underway.	Virtual Corp
<b>Recovery Time Objective (RTO)</b>	The period of time within which systems, applications, or functions must be recovered after an outage. RTO includes the time required for assessment, execution, and verification.	DRJ
<b>Recovery Point Objective (RPO)</b>	The point in time to which data is restored and/or systems are recovered after an outage.	DRJ
<b>Risk Assessment</b>	Process of identifying the risks to an organization, assessing the critical functions necessary for an organization to continue business operations, defining the controls in place to reduce organization exposure, and evaluating the cost for such controls.	DRJ