

Strengthening Business Continuity through Enterprise Risk Management

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Agenda

- The Manitoba Experience
- Context
- Opportunity
- Table Chat – Connecting the Dots
- Summary

Context

- Persistent challenges exist in developing and maintaining a robust BCM/ BCP program
 - Our service environment holds greater complexity
 - Generically, ongoing organizational dysfunction
 - Varying levels of leadership understanding & support
 - Policies that ensure compliance and accountabilities
 - Inconsistent use of staff resources and training tools
 - Re-direction of organizational priorities
 - Professional BCP is undergoing significant disruption
 - Complementary disciplines & uncoordinated outcomes
 - The buzzword “resilience”

Opportunity

- Complexity = Organizational Opportunity
 - Leverage Current Reality
 - Capitalize on organizational restructuring
 - Create viable innovation projects
 - Capitalize on Lean Management and Agile initiatives
- Complexity = Professional Opportunity
 - Re-energize BCP as Operational Risk within ERM
 - Align BCM with ERM governance, process and outcomes
 - Align interpretation of risks, hazards vulnerabilities
 - Strengthen “Community of Practice” efforts

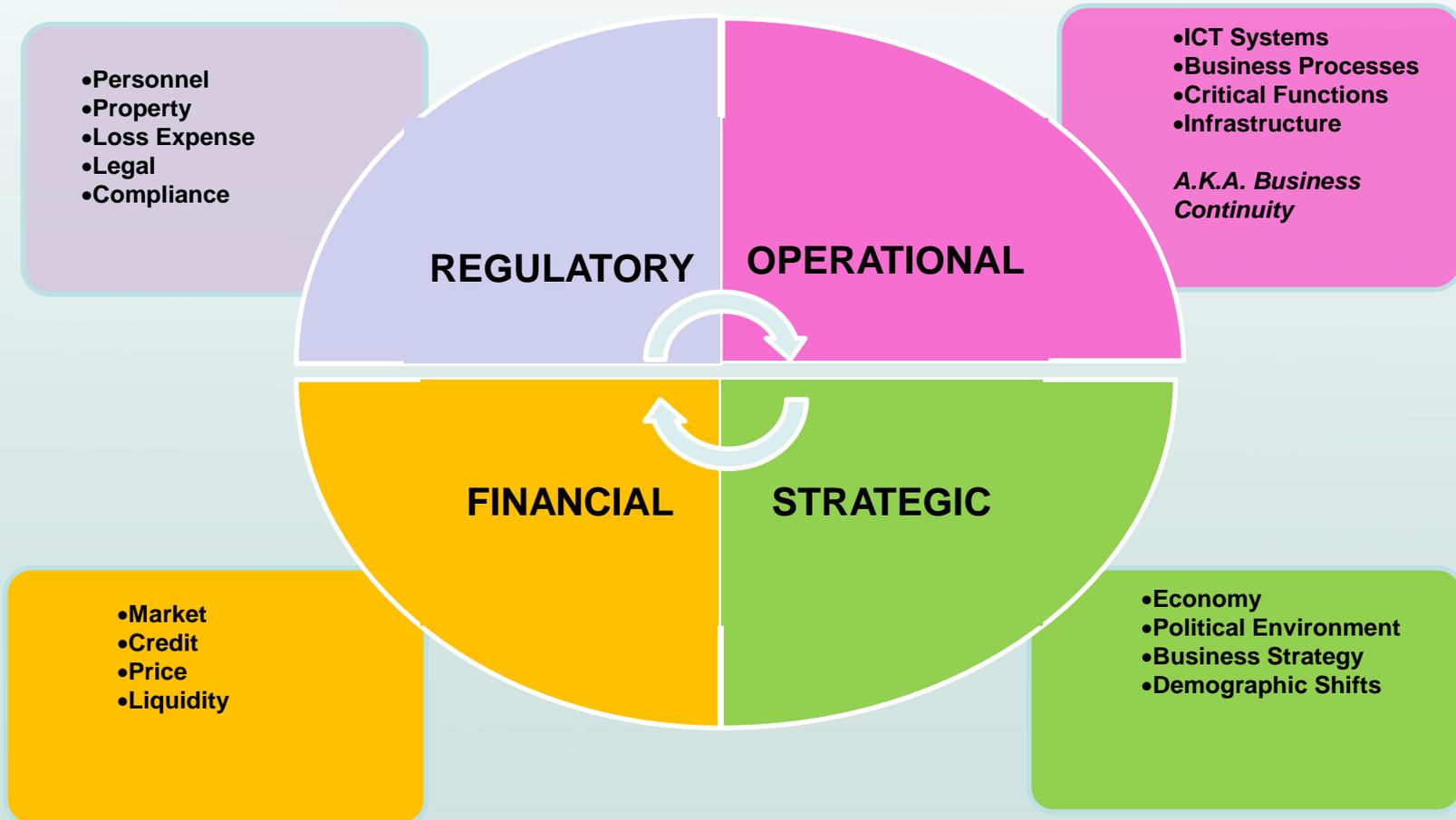
The Promise of BCM & ERM

- ERM and BCM commonly identify, assess and manage interruption risks that may prevent the achievement of organizational objectives (*PWC, 2018*)
- ERM, when integrated within strategic planning, augments the value of BCM and incident management
- ERM risk quadrant approach clarifies correlations, interdependencies and portfolios that directly support BCM
- Numerous platform synergies between ERM & BCM
 - Lifecycle and Process frameworks
 - Governance & Operational Standards
 - Maturity Indices, Compliance and Value Metrics
 - Governance, Risk, Compliance and Continuity software
 - Professional Practice Guidance

The Promise of BCP & ERM

- Alignment between Risk Management and Continuity Cycles
- Combined use of Risk Registers, Heat Maps, Rating Scales
- \$ Value of non-critical functions & Lean Management
- Shared incident management exercises
- Ample opportunity to improve Business Impact Analysis (BIA) functional area data with ERM quadrant-friendly metrics:
 - Impact/ Time
 - \$ Impact - compared to org. strategy
 - Compliance
 - KPI, KRI
 - Value-producing initiatives

Enterprise Risk Management



Challenges

Organizational

- Orthodox creation, classification and placement of “work”
- Continual resistance to horizontal work structures
- Dispersed “ownership” of functions
- Lack of, or ineffectual, use of FTEs and supporting resources

Professional

- Ongoing reality of risk management and continuity silos
- Turf mentality
- Disruption of Business Continuity profession
- Reluctance to revisit tools and templates
- Innovation lag

Practical Measures

- Adopt a risk-based policy and practice standard
- Create centralized ERM governance and reporting
- Experiment with horizontally-based work structures
- Build information connections across organization domains
- Develop 21st. century organizational competencies
 - Strategic viewpoints; Holistic and Integrative Thinking
 - Discipline Comparators to further Inter-disciplinary Practice
 - Financial Acumen and the Creation of Value Metrics (KPI, KRI)
- Ensure ownership of business processes and functions
- Leverage Governance, Risk and Compliance technology
- Leverage cross-disciplinary scenario exercises
- Dare to be unconventional

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Thank You!

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