

**SKILLS FRAMEWORK FOR ENVIRONMENTAL SERVICES
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Business Management					
TSC	Business Continuity Management					
TSC Description	Manage business continuity strategies and plans to establish processes so as to minimise disruptions to business functions and to ensure full functionality of the organisation as soon as possible					
TSC Proficiency Description	Level 1	Level 2	Level 3 EVS-LDR-3001-1.1	Level 4 EVS-LDR-4001-1.1	Level 5 EVS-LDR-5001-1.1	Level 6
			Facilitate the development of organisation's business continuity plan to ensure continuity of critical functions	Manage and evaluate the development of specific risk mitigation strategies for business critical functions	Formulate strategies and guidelines for the development and implementation of business continuity plan	
Knowledge			<ul style="list-style-type: none"> Techniques in reviewing business continuity strategies and plans Facilitation techniques in the development of business continuity plans and strategies Types of disruptive events Process of developing relevant business continuity plans and strategies Relevant international organisation for standardisation for business continuity management 	<ul style="list-style-type: none"> Techniques in the development of business continuity plans Types and impact of disruptive events Relevant international organisation for standardisation for business continuity management Composition of business continuity team Types of business continuity resources Components of business continuity plans Recovery strategies and business continuity strategies Cost-benefit analysis of business continuity plans 	<ul style="list-style-type: none"> Relevant regulatory requirements and leading practice principles of business continuity management Relevant international organisation for standardisation for business continuity management Assessment reporting to relevant stakeholders Types of tests for testing business continuity plans Types and impact of consequences of disruptive events Relevant stakeholders during disruptive events Strategies to manage post-response and/or recovery phase activities 	
Abilities			<ul style="list-style-type: none"> Apply appropriate techniques to support the development of business continuity strategies and plans Interpret business continuity strategies and assist in development of business continuity strategies and plans Implement business continuity plans for 	<ul style="list-style-type: none"> Identify and form the business continuity team Manage synergies and conflicts in resource availability and access in consultation with relevant stakeholders Develop business continuity plans for each business critical operation ensuring appropriate layer of 	<ul style="list-style-type: none"> Establish guidelines for the formulation of risk mitigation strategies for business critical operations Design organisation-wide business continuity policies and framework Ensure alignment of business continuity plans with organisational strategic objectives 	

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			<p>business critical operations</p> <ul style="list-style-type: none"> • Conduct periodic review of business continuity plans to ensure its currency and effectiveness • Propose refinements to business continuity plans in consultation with relevant stakeholders 	<p>defence required by the business</p> <ul style="list-style-type: none"> • Review business continuity plans in accordance with relevant recovery strategies for the development of specific risk mitigation strategy • Evaluate periodic review of business continuity plan to ensure currency and effectiveness • Facilitate the implementation of business continuity plan • Evaluate the impact of disruptive events on critical business functions • Evaluate the effectiveness of business continuity plans against test and exercise criteria • Perform cost-benefit analysis to assess the viability and sustainability of the business continuity plans • Report test findings to management for follow-up action in accordance with organisation procedures 	<ul style="list-style-type: none"> • Establish business continuity management governance to support the development and implementation of business continuity plans and guidelines • Monitor and report on the effectiveness of business continuity plans to management • Provide advice to relevant stakeholders in the post-response and/or recovery phase to minimise disruptions 	
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