

**SKILLS FRAMEWORK FOR RETAIL  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Business Continuity Management					
<b>TSC</b>	Business Continuity Management					
<b>TSC Description</b>	Develop business continuity policies and frameworks which are aligned with the organisation's strategic objectives					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>RET-BCM-3001-1.1</b>	<b>RET-BCM-4001-1.1</b>	<b>RET-BCM-5001-1.1</b>	<b>RET-BCM-6001-1.1</b>
			Support the periodic exercising of crisis response, recovery activities and periodic auditing of business continuity plans	Impact business continuity plans, evaluate the impact of disruptive events on critical business functions and report the findings and recommend refinements to the business continuity plans for the organisation.	Develop business continuity policies and framework to ensure alignment of business continuity plans with organisation's strategic objectives.	Endorse business continuity policies and framework, provide oversight to overall business continuity management within the organisation
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Organisational business continuity framework, strategies, plans, potential risks and disruptive events</li> <li>Business continuity plan implementation procedures, incident response strategies and plans</li> <li>Individual roles and accountabilities for facilitating the implementation of crisis response and recovery activities</li> <li>Types of business continuity plan audits</li> <li>Objectives of business continuity plan audits</li> <li>Formal exercise and plan testing documentation requirements</li> </ul>	<ul style="list-style-type: none"> <li>Organisational business continuity framework, strategies, plans, potential risks and disruptive events</li> <li>Business continuity management practice principles</li> <li>Components of incident response plans</li> <li>Components of crisis management plans</li> <li>Components of business continuity plans</li> <li>Change management techniques</li> <li>Individual roles and accountabilities in implementation of business continuity plans</li> <li>Composition of business continuity teams</li> <li>Types of continuity plans</li> <li>Business continuity resources</li> </ul>	<ul style="list-style-type: none"> <li>Objectives and scope of business continuity management</li> <li>Business continuity management leading practices within the industry</li> <li>Business continuity framework, policies, strategies and plans</li> <li>Business continuity management governance</li> <li>One's role in the conduct of independent reviews and audits of business continuity plans</li> <li>Test results components and how they fit into the overall testing plans</li> <li>Relevant regulatory requirements and leading practices of business continuity management within the industry</li> <li>Types of tests for testing business continuity plans</li> </ul>	<ul style="list-style-type: none"> <li>Objectives and scope of business continuity management</li> <li>Business continuity management leading practices within the industry</li> <li>Business continuity framework, policies, strategies and plans</li> <li>Business impact of disruptive events on the organisation</li> <li>Individual roles and accountabilities in communication with relevant stakeholders</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Apply facilitation techniques to support development of business continuity strategies</li> <li>Interpret business continuity strategies and assist in the development</li> </ul>	<ul style="list-style-type: none"> <li>Identify business continuity teams and relevant roles and responsibilities in consultation with relevant stakeholders to ensure organisational</li> </ul>	<ul style="list-style-type: none"> <li>Establish business continuity processes</li> <li>Establish business continuity plans aligned with business continuity strategies for implementation</li> </ul>	<ul style="list-style-type: none"> <li>Approve activation of the crisis response, recovery activities and stand down procedures to ensure alignment with business continuity strategies and crisis management plan</li> </ul>

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			<p>of business continuity plans</p> <ul style="list-style-type: none"> <li>• Recommend refinements to business continuity strategies and business continuity plans in consultation with relevant stakeholders</li> <li>• Support the periodic conduct of crisis response, recovery exercises and business continuity audits in consultation with relevant stakeholders to ensure organisational readiness during crisis situations</li> <li>• Participate in organisation's business continuity testing for infrastructure and critical business applications on a regular basis in accordance with business continuity testing plans to ensure organisational readiness during crisis situations</li> <li>• Document formal exercise and testing to submit for management review and refinement of the business continuity strategies and plans</li> <li>• Communicate objectives of conducting business continuity exercises and tests to garner support and participation from organisation members</li> </ul>	<p>preparedness for business continuity management</p> <ul style="list-style-type: none"> <li>• Execute business continuity plans in accordance with recovery strategies, business continuity strategies and framework to ensure alignment of activities</li> <li>• Coordinate the organisation's crisis response and recovery activities in accordance with business continuity policies to ensure alignment of activities</li> <li>• Identify and manage synergies and conflicts in resource availability and access in consultation with relevant stakeholders to ensure optimum resource allocation</li> <li>• Implement procedures to communicate with and educate employees on business continuity plans to ensure organisational awareness</li> <li>• Review and refine business continuity plans to enhance organisational effectiveness in business continuity management</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate, summarise and document business continuity plans for senior management review</li> <li>• Advise organisation on requirements for business continuity management in consultation with senior management to seek support</li> <li>• Monitor and report on the effectiveness of business continuity management to determine follow-up actions</li> <li>• Advise organisation and relevant stakeholders in the post response and/or recovery phase to minimise consequences</li> </ul>	<ul style="list-style-type: none"> <li>• Manage communication of disruptive events to relevant stakeholders to ensure alignment with crisis communication plans</li> <li>• Review report to determine business impact arising from disruptive events on the organisation</li> <li>• Direct review of crisis response, recovery activities and stand-down procedures to make improvements for future activation during crisis situations</li> </ul>
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