Business Continuity Professional:
The Next Generation

The Wall Street West Higher Education Consortium

Center for Organizational Continuity

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WALL STREET WEST

Conducted by:
CONTINUITY insights

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EXECUTIVE SUMMARY

The Wall Street West Higher Education Consortium
Center for Organizational Continuity

Background

Industry leaders across all sectors recognize the growing demand for talent with diverse security and risk management skills. Yet, as this rapidly evolving field becomes more defined, critical gaps are emerging between those with the right training, certifications/credentials, and industry demand. Closing this gap is more than just an industry priority. With the pivotal position risk management practitioners have in a volatile global context, it is also an issue of national competitiveness. The Wall Street West Initiative has taken significant steps in building a foundation to address this challenge, further distinguishing Pennsylvania's Northeastern Region as a leader in risk management training and innovation.

In the spring of 2008, GSP Consulting was awarded a Wall Street West (WSW) Gap Investment Grant to support the formation of a WSW Higher Education Consortium. The Consortium was intended to enhance the overall competitiveness of the WSW Region by linking the nation's security and information assurance industry leaders with the region's institutions of higher education (IHE). Twenty-one IHEs agreed to participate, either individually or as part of a regionally affiliated IHE organization. Eleven industry representatives also agreed to serve on a development advisory council.

In consultation with Consortium members, key operational issues, national trends, and opportunities were identified around which future Consortium agenda items could be developed. Based on this information and analysis, the discipline of business continuity emerged as the consortium's primary focus.

> *Business continuity* is an interdisciplinary endeavor which involves the creation and validation of practiced logistical programs (plans, redundancies, processes, etc.) to ensure an organization(s) will recover and restore partially or completely interrupted critical/urgent business functions within a predetermined time after a disaster or extended disruption. Business continuity requires skill sets from many backgrounds, to include managerial, administrative, financial, operational, strategic, and technical. It is broad-based, representing every critical business function within an organization. It is increasingly considered a high-demand, universally-practiced discipline required by every organization and every industry worldwide. Business continuity is standards driven, with numerous federal, international, and industry specific guidelines in place and new standards in development

The Market Need

With a focus on business continuity established, the primary market need to be addressed by the consortium encompasses three major areas: 1) The growing skills gap and general shortage of skilled business continuity practitioners; 2) Employees across all industry sectors lacking a general knowledge and awareness of business continuity issues, trends, best practices, strategies, and tactics related to specific industry sectors; and 3) Private and public organizations lacking internal operational structures, tools, procedures, and certifications to ensure continuity of operations. As the recent news reports have shown, practitioners and organizations must be prepared to address a wide range of threats -- from the impact of a possible pandemic on organizational resources, to the disruptions resulting from natural disasters and system outages.

Operational Model

In light of the market demands identified, the nature of WSW, and national best practice analysis, an ongoing operations plan based on a "center of excellence" (COE) model is proposed. Nationally recognized COEs provide critical research and workforce support to federal agencies, congressional leaders, and industry.

Consortium COE Mission

The proposed mission of Consortium COE is: 1) to contribute to both the regional and national economic competitiveness through Business Continuity research, education, and training; 2) to develop, link, and deploy leading-edge business continuity course content and delivery methods to both individuals and organizations; and 3) to attract new traditional, incumbent, and dislocated worker trainees into the regional workforce system.

The Consortium COE will accomplish its mission through an integrated program of research, education, and outreach. It will serve as a thought center where industries from around the country can engage researchers and workforce professionals, assisting them in the national effort to improve worker and organizational proficiency within the business continuity discipline and to improve the preparedness of entities looking to the COE for industry best practices.

Consortium COE Mission (cont'd)
The Consortium COE will become a global leader in business continuity research and workforce development by effectively responding to industry and government inquiries and developing research proposals designed to directly enhance our nation's industrial competitiveness and resiliency.

Education & Training
Education and training presents a significant and far reaching opportunity for the Consortium COE. The depth and diversity of training providers linked and focused on the high demand disciplines of business continuity and information assurance clearly distinguishes the WSW region and the COE from all others.

The Consortium COE will provide the opportunity for participant members to shape a national education, training, and research initiative in the high demand and critical area of business continuity. The COE will provide benefits to the regional and national economy, prospective students, and industry through public- and private-sponsored research and training opportunities.

- Attract new student recruits interested in WSW programs.
- Increase in placement rates for graduates due to targeted high-demand skill development and recruiting opportunities facilitated through the program.
- Gain global recognition in the marketplace as a thought leader associated with the most current education, training, techniques, and solutions today for preparing graduates for the workforce.
- Exchange ideas with leaders from industry, IHEs, and the business continuity planning/solutions industry.
- Access senior executive officers from business continuity planning and preparedness solution providers.
- Access to new recruits and staff candidates having industry specific training needed to fulfill business continuity planning requirements.
- Provide training and certification courses to both individuals and organizations.
- Exchange ideas with leaders from the business continuity industry in an effort to improve the preparedness of member and regional organizations

Introduction
In partnership with *Continuity Insights* magazine, the Consortium COE created this survey in response to the growing need to profile the "next generation" business continuity professionals. The goal of this project was to ask respondents to share their experience and knowledge with those who may be considering business continuity and its related disciplines as a career choice. *Continuity Insights* and the Consortium COE set out to develop a survey instrument that would profile current business continuity practitioners and generate specific data regarding their education, experience, career path, characteristics, state of the profession, projections, and recommendations.

Methodology
E-mail invitations were sent to the 20,000 readers of *Continuity Insights* magazine during the months of October and November 2009. Respondents were directed to a web site to complete this survey online. The authors limited the number of questions so respondents could complete it within a reasonable time frame. The final questionnaire consisted of 21 questions, with an average time of 12 minutes required to complete the survey. The survey was closed on November 30, 2009, at which time 335 usable responses had been received.

About *Continuity Insights*
Continuity Insights magazine, its conference and electronic media options address the enterprise-wide priorities that mandate the need for business continuity management at the highest levels of the organization. *Continuity Insights* is continuity from a management's perspective. It speaks directly to the strategic view, embracing the issues and concerns of senior-level managers. With its results-oriented approach, *Continuity Insights* achieves a balance of awareness and acceptance for various business continuity initiatives. Its comprehensive review of the vast continuity landscape includes topics such as the integration of critical business and technology issues, public and private sector agendas, management profiles, case studies, executive opinions, lessons learned, best practices, industry trends, and much more. For further information, call (267) 544-4010 or bob@continuityinsights.com, write us at 4936 York Road, Suite 1300, P.O. Box 1005, Buckingham, PA 18912, or visit www.ContinuityInsights.com.

RESPONDENT DEMOGRAPHICS

FIGURE 1—By Business/Industry

Banking/Financial Services	23.41%
Consulting	13.87%
Insurance	9.83%
Government	8.67%
Utilities	4.62%
Other	4.62%
Healthcare (Hospitals/Healthcare Systems)	4.34%
Professional Services (IT/Consulting/Outsourcing)	4.05%
Telecommunications	4.05%
Technology - Software	3.47%
Manufacturing	2.89%
Education	2.31%
Pharmaceuticals/Medical Devices/Other Healthcare Products	2.02%
Aerospace/Defense	1.73%
Business Continuity Vendor/Supplier	1.73%
Communications/Media	1.45%
Healthcare (Managed Care Companies/Organizations)	1.16%
Not for Profit Organization	1.16%
Technology - Hardware	1.16%
Automotive	0.87%
Energy	0.87%
Retail/Wholesale	0.87%
Entertainment/Media	0.58%
Transportation	0.29%
Hospitality	0.00%

Business/Industry

Predictably, the greatest number of respondents to the survey (see Figure 1) were from the Banking/Financial Services sector (23.41 percent) as they represent the single largest readership category of *Continuity Insights* magazine and one of the most heavily business continuity regulated industry segments. Consulting (13.87 percent) and Professionals Services (4.05 percent) collectively represented the second most respondents, which may reflect the prevailing option of many organizations to outsource select business continuity functions during a down economy. Insurance (9.83 percent) and Government (8.67 percent) were fairly close in its response, which may indicate some trending in the convergence of risk management and business continuity; and public and private entity partnerships, respectively. (See Appendix A for verbatim responses to "Other.")

FIGURE 2—By Job Function

Business Continuity Management	52.89%
Consultant/Analyst	10.40%
Planner/Coordinator	7.80%
IT/IS Management	6.07%
Other	6.07%
Risk Management	4.91%
Emergency Management	4.34%
Corporate Management	2.60%
Security/Safety	2.02%
Sales/Marketing	0.87%
Educator	0.58%
Legal/Human Resources	0.58%
Operations/Manufacturing	0.58%
Financial Management	0.29%
Internet/Interactive/New Media	0.00%

Job Function

As a group, Business Continuity Management as well as other management titles, represented over 70 percent of the sample (see Figure 2). The information is consistent with the job function demographic of *Continuity Insights*, where its editorial is a more strategic versus tactical discussion of business continuity. Consequently, only 7.80 percent of the responses were from planners/coordinators, which are typically more entry-level employees. (See Appendix B for verbatim responses to "Other.")

FIGURE 3—By Size of Organization

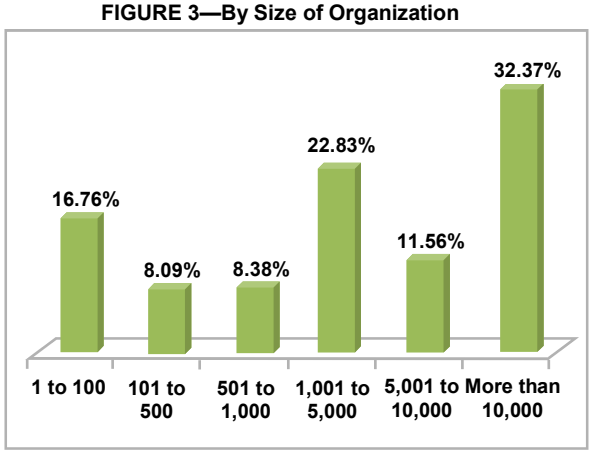
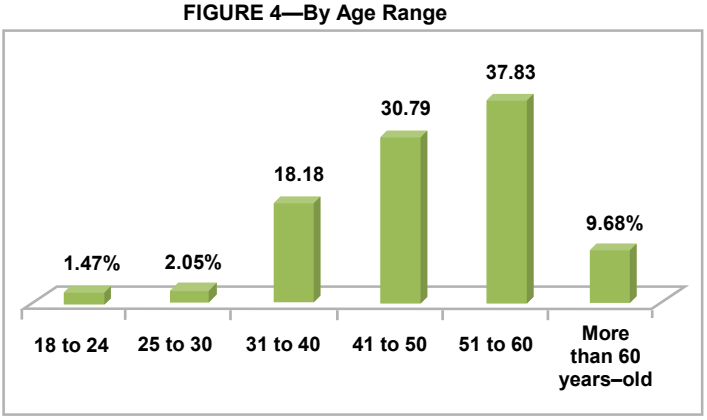


FIGURE 4—By Age Range



Size of Organization and Age Range

Business continuity programs are typically more mature and robust within larger organizations, which is reflected in the Figure 3. More than two-thirds of the respondents originated from larger organizations (1,001 to 5,000 employees: 22.83 percent; 5,001 to 10,000 employees: 11.56 percent; and More than 10,000 employees: 32.37 percent). And consistent with a more mature and veteran practitioner, nearly 70 percent of the business continuity professionals who participated in this survey ranged in age from 41 to 60-years-old (41 to 50: 30.79 percent; 51 to 60: 37.83 percent) (see Figure 4).

RESPONDENT DEMOGRAPHICS (Cont'd)

Years of Business Continuity Experience

Respondents to the survey were notably experienced in the business continuity field (see Figure 5), with a mean of 7.58 years of experience; with a mode of six to 10 years of industry experience.

FIGURE 5—Years of Experience

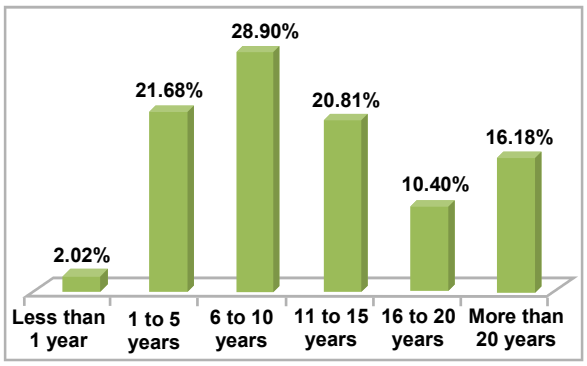
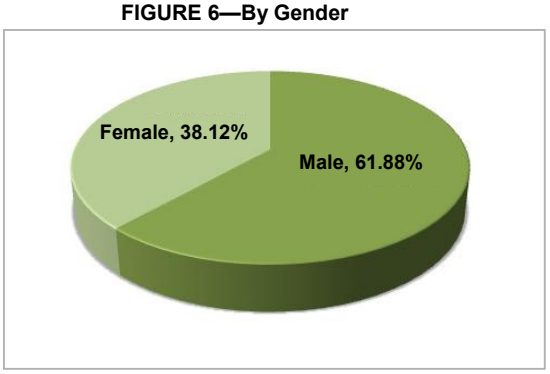


FIGURE 6—By Gender



Respondents by Gender

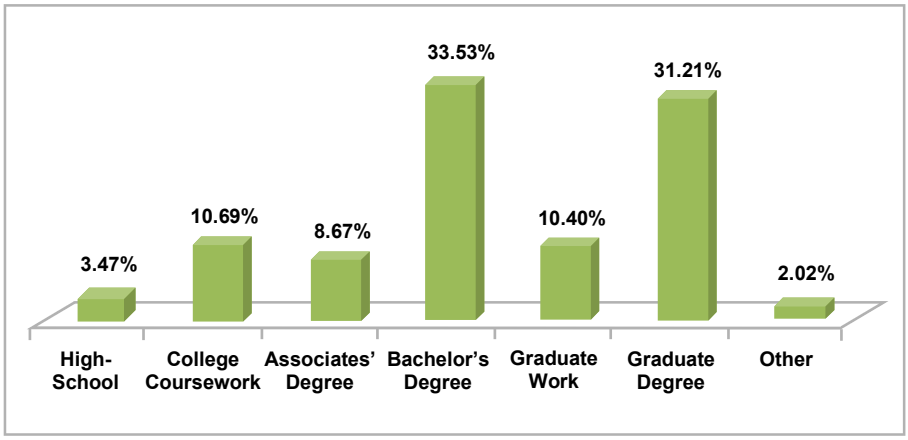
Slightly greater than six in 10 of the respondents to the survey were male, which is in close alignment with the 2009 Edition of the U.S. Bureau of Labor Statistics (BLS). By industry, the BLS notes that within Information Services, 41.6 percent are women, and within Professional and Business Services, 42.4 percent are women.

EDUCATION

Level of Education

The vast majority of business continuity professionals hold a bachelor's (33.53 percent), graduate work (10.40 percent), or advanced degree (31.21 percent) (see Figure 7). This would appear to be both the maturing of the profession and the comprehensive educational background and business experience required to fulfill these responsibilities. (See Appendix C for verbatim responses to "Other.")

FIGURE 7—Level of Education



Degree(s) Earned

Business-related curriculum account for the greatest percentage of degrees earned (42.20 percent), which may reflect the enterprise-wide nature of the business continuity function (see Figure 8). Liberal arts, other, and engineering-related degrees comprise approximately 50 percent of the balance. It is worth noting that within the "other" category (see Appendix D for verbatim responses to "Other"), there is an increasing number of business continuity and emergency management degrees being offered and earned within educational institutions.

FIGURE 8—Degree(s) Earned

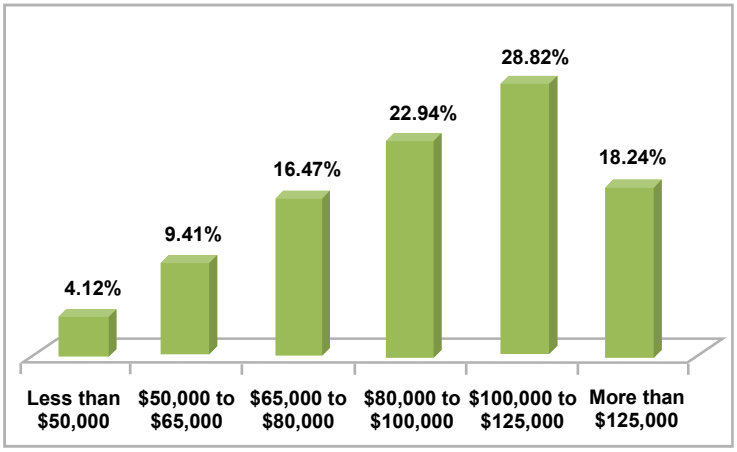
Business (e.g. accounting, finance, etc)	**42.20%**
Liberal Arts and Sciences (e.g. biology, computer science, history, psychology, etc)	23.66%
Other	14.52%
Engineering (e.g. mechanical, computer, civil, etc)	12.37%
Communication (e.g. journalism, TV/film, etc)	3.76%
Education	1.88%
Fine and Performing Arts (e.g. music, art, etc)	1.61%

CURRENT PROFESSIONAL STANDING

Current Annual Salary

It is encouraging to note that over 47 percent of the respondents earned an annual salary in excess of $100,000 (see Figure 9). Additionally, nearly 40 percent more fall within the $65,000 to $100,000 range. The 8th Annual 2009 BC Management Business Continuity Compensation Report® (www.bcmanagement.com) reports a range in salaries from a minimum of $35,000 for an entry-level position to a high of $320,000 for a "C-Level" full-time, permanent employee (FTE) engaged in business continuity responsibilities.

FIGURE 9—Salary Range



Path to Business Continuity

The respondents were asked, "Which of the following best describes how you became involved in the field of business continuity?" From the data (see Figure 11), it appears that business continuity has some professional appeal as a distinct discipline. Noting that one-third of the practitioners (32.94 percent) were promoted and/or recruited into the position, another 21.76 percent voluntarily entered the field, 17.06 percent migrated from a related field such as risk, DR, etc, and another 16.47 percent found their business continuity responsibilities grow from a part-time to full-time assignment. (See Appendix F for verbatim responses to "Other.")

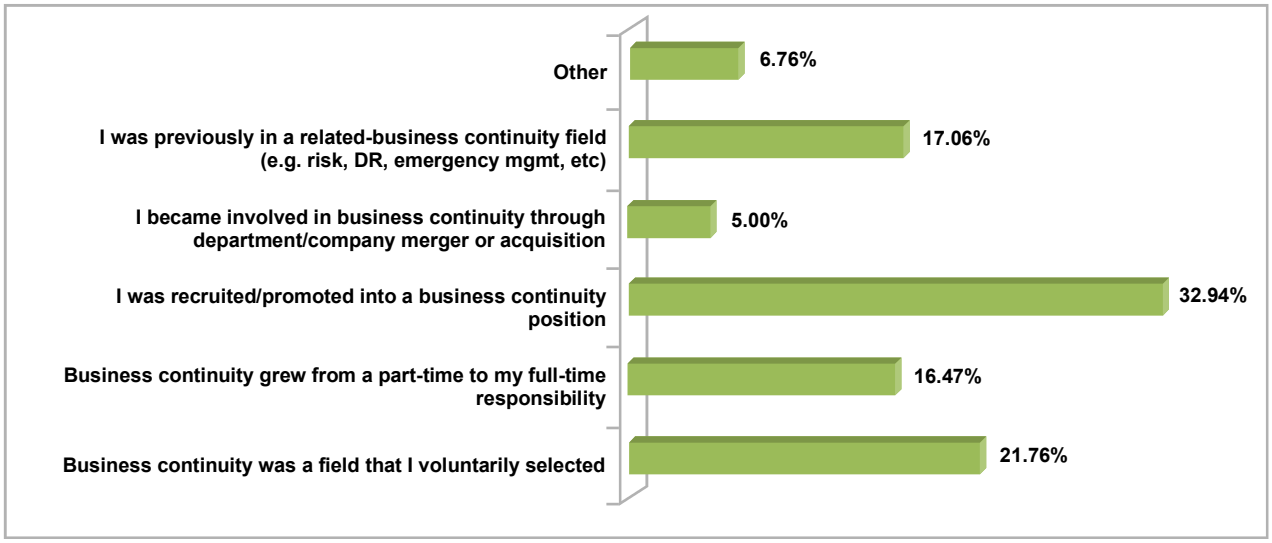
Job Function Prior to Business Continuity

The respondents were asked what business role or profession were they involved prior to their current position in business continuity (see Figure 10). As the business continuity function for many organizations find its roots in the data center and disaster recovery, predictably one in five (20.81 percent) have a IT/MIS background. The diversity of professional backgrounds for the remaining respondents perhaps reflects both the organizational-wide reach and the continuing evolution of the business continuity profession. (See Appendix E for verbatim responses to "Other.")

FIGURE 10—Role Prior to Business Continuity

IT/MIS	20.81%
Other	10.40%
Consulting	8.57%
Customer Service	7.47%
Emergency Management	6.61%
Finance	4.77%
Risk	4.77%
Government	4.04%
Compliance	3.92%
Military	3.92%
Accounting	3.18%
Facilities	3.06%
Physical Security	2.94%
Human Resources	2.82%
Marketing	2.57%
Sales	2.45%
Engineering	2.08%
Records Management	2.08%
Manufacturing	1.59%
Legal	1.22%
None, started right out of college	0.73%

FIGURE 11—Path to Business Continuity

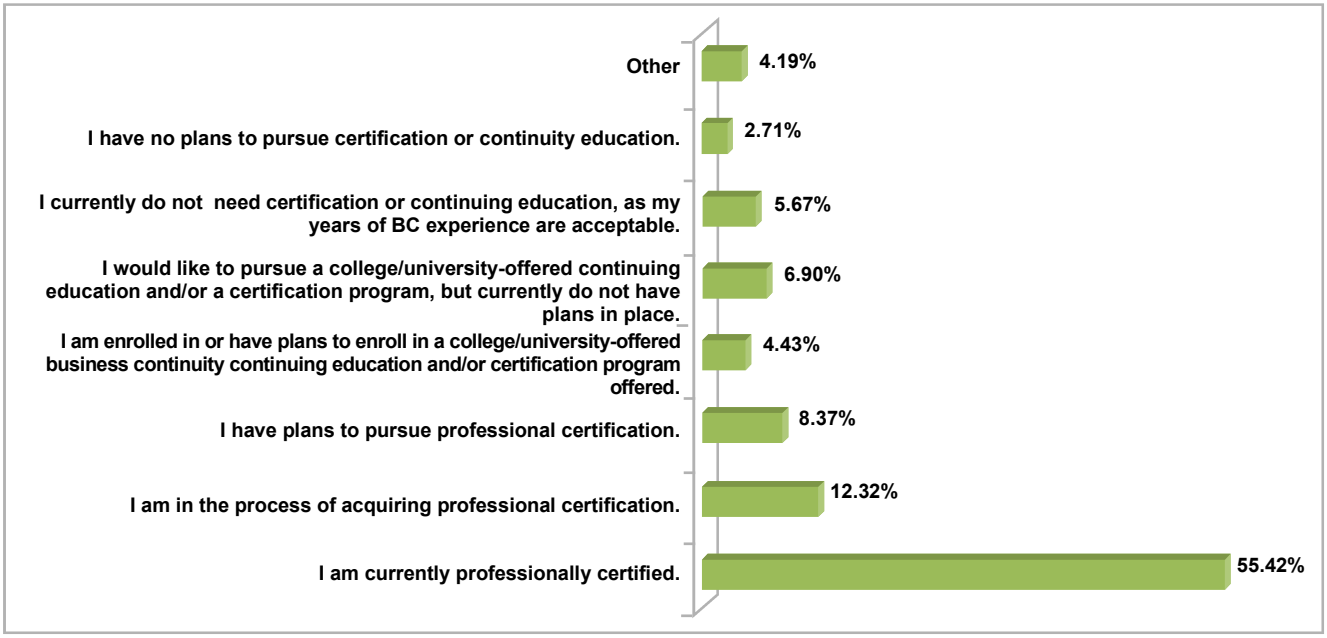


CERTIFICATION STATUS

Certification Plans

When asked, "What are your current plans with regard to certification and/or continuing education," Over 50 percent of the respondents reported that they were already professionally certified (see Figure 12). Collectively another 16.75 percent are currently engaged in acquiring certification (12.32 percent) or enrolled in a business continuity education program (4.43 percent). Only 2.71 percent have expressed no plans to pursue either certification or continuing education. (See Appendix G for verbatim responses to "Other.")

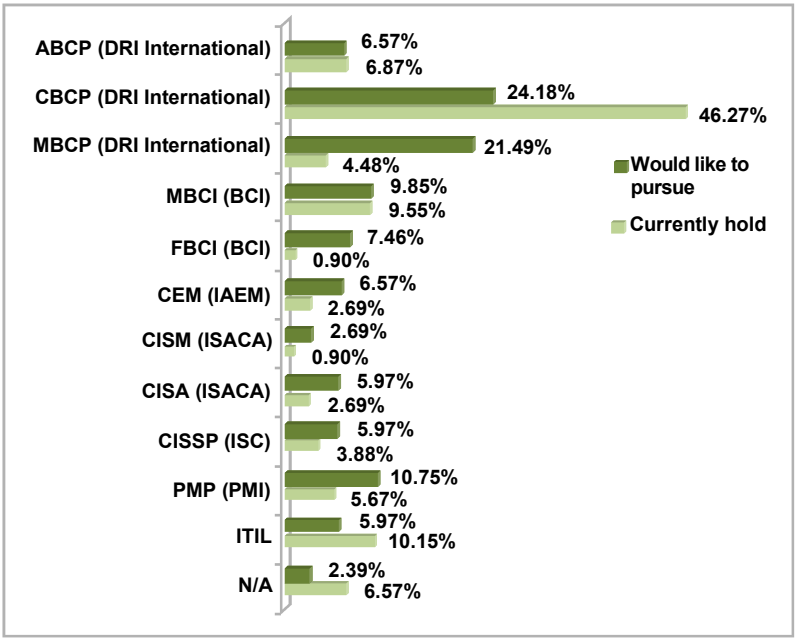
FIGURE 12—Plans for Certification



Certifications Held

The 55.42 percent of those currently certified, in Figure 12 (above), hold the following certifications (see Figure 13). ABCP, CBCP, and MBCP are specific to business continuity and are awarded by DRI International (www.DRII.org). MBCI and FBCI are specific to business continuity and awarded by the Business Continuity Institute (www.TheBCI.org). ITIL, CISSP, CISA, and CISM are computer-security related certifications. CEM is an emergency management certification awarded by the International Association of Emergency Managers (ww.IAEM.org). PMP is a project management certification.

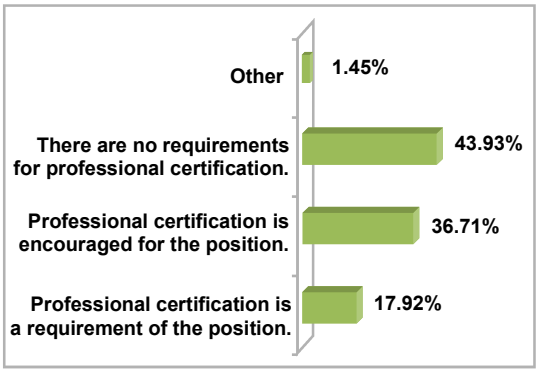
FIGURE 13—Certifications Held



Certification as a Requirement

In Figure 14, 17.92 percent report that being certified is a requirement of their position. Another 36.71 percent note that certification is encouraged by their employer. The 8th Annual 2009 BC Management Business Continuity Compensation Report® notes that those practitioners with at least one professional certification earn an average of 10 percent more than those not certified. (See Appendix H for verbatim responses to "Other.")

FIGURE 14—Certification Requirements



BUSINESS CONTINUITY RESPONSIBILITIES

Business Continuity Activities

"How personally involved in the following business continuity activities," the respondents were asked (see Figure 15). The data clearly illustrates the comprehensive nature of the discipline as levels of involvement vary greatly among organizations.

FIGURE 15—Involvement in Business Continuity-Related Activities

	Very Involved	Involved	Somewhat Involved	Not Very Involved	Not Involved at All
Audit	25.97%	17.61%	22.39%	18.51%	15.52%
Awareness and Training Programs	59.01%	17.73%	15.99%	4.94%	2.33%
Business Impact Analysis	63.19%	15.07%	8.70%	7.54%	5.51%
Compliance and Regulations	31.58%	27.19%	21.64%	11.99%	7.60%
Crisis Communications	50.00%	19.77%	19.48%	7.27%	3.49%
Emergency Management	49.56%	22.87%	17.89%	6.45%	3.23%
Enterprise-wide Business Continuity	68.31%	13.66%	8.72%	5.52%	3.78%
IT Disaster Recovery	38.48%	19.83%	20.41%	14.87%	6.41%
Pandemic Planning and Response	60.29%	21.74%	9.86%	3.77%	4.35%
Physical Security	8.50%	14.08%	27.27%	26.39%	23.75%
Public/Private Partnerships	17.16%	16.27%	23.37%	18.34%	24.85%
Risk Evaluation and Control	24.06%	28.70%	25.51%	14.20%	7.54%
Supply Chain Continuity	12.72%	20.41%	23.67%	22.78%	20.41%
Tests and Exercises	76.88%	14.16%	5.49%	1.45%	2.02%

MANAGEMENT SUPPORT

Role of Business Continuity

The respondents were asked how they believe the function of business continuity was perceived within their organization (see Figure 16). Clearly the increase in management support and the cross functionality of business continuity are encouraging. Given the prevailing economic climate, 29.48 percent of the respondents plan to add to their staff is certainly an encouraging statistic.

FIGURE 16—Business Continuity Recognition

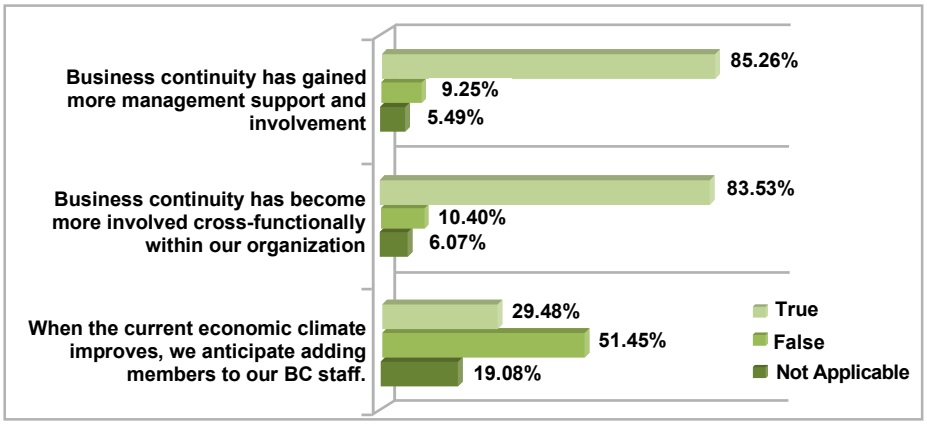
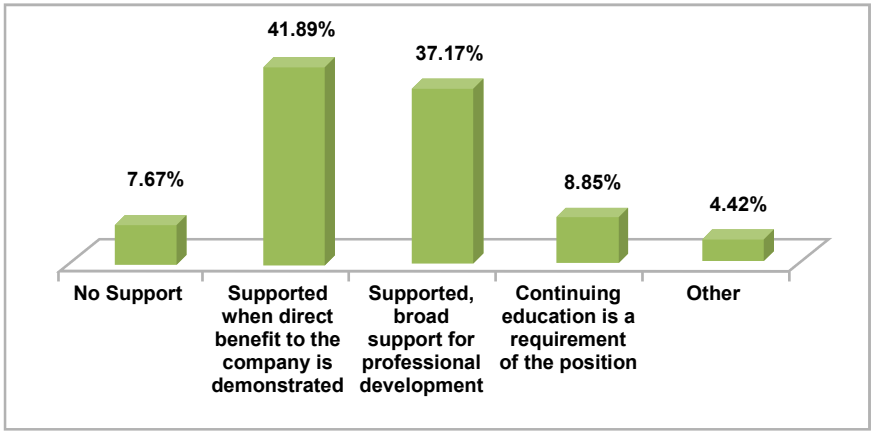


FIGURE 17—Support for Certification and Continuity Education



Certification and Continuing Education Support

The opportunity for practitioners to pursue certification and continuing education clearly available (see Figure 17). With 37.17 percent of management broadly supporting professional development and another 41.89 percent supporting it when Return on Investment (ROI) can be demonstrated. (See Appendix I for verbatim responses to "Other.")

MANAGEMENT SUPPORT (Cont'd)

The Future of Business Continuity

Each of the three statements addressed in Figure 18 are very positive indications to the growth and importance of business continuity as a profession and its value to the organization.

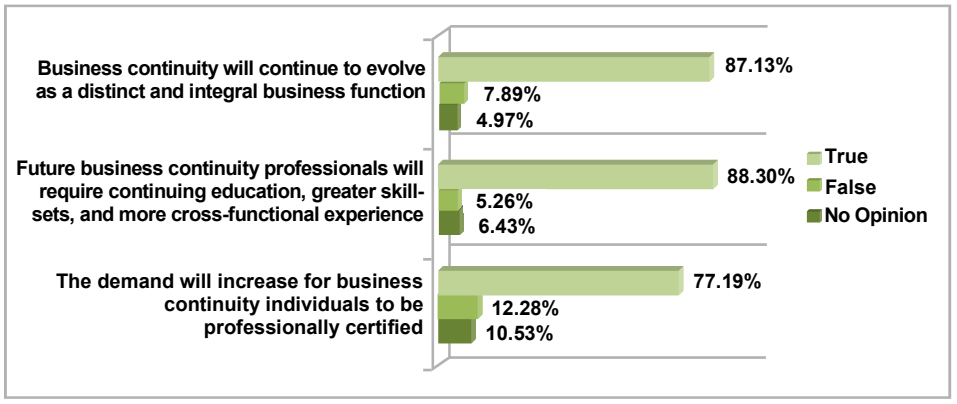


FIGURE 18—Future of Business Continuity

CHARACTERISTICS AND SKILLS

Desired Characteristics

The respondents were asked what they believe to be the five most important personality traits needed to be an effective business continuity practitioner (See Figure 19); and what skill sets they would seek for prospective candidates (see Figure 20). (See Appendices J and K for verbatim responses to "Other.")

FIGURE 19—Personality Traits

Collaborative	**13.16%**
Analytical	12.56%
Adaptive	10.88%
Flexible	10.34%
Articulate	10.16%
Persuasive	9.13%
Confident	7.99%
Assertive	4.87%
Methodical	4.39%
Inventive	3.73%
Withstand criticism	3.06%
Independent	2.88%
Relentless	2.70%
Tolerant	2.46%
Other	1.02%
Spontaneous	0.66%

FIGURE 20—Skill Sets

Business continuity experience	**14.66%**
Planning skills	11.75%
Interpersonal skills	11.21%
Cross-organizational experience	8.12%
Leadership skills	6.54%
Writing skills	6.12%
Experience in your organization's business	5.21%
The traits you noted in the previous question (above).	4.48%
Consulting skills	4.24%
IT/MIS skills and experience	4.18%
Time management skills	4.06%
Professionally certified	3.88%
Management skills	3.21%
Competent public speaker	2.97%
Compliance/regulatory experience	2.00%
Institutional knowledge	1.45%
Report writing skills	1.45%
Educational coursework in business continuity	1.33%
Other	0.91%
College degree in a BC-related major	0.79%
Public sector experience	0.55%
College degree in business continuity	0.36%
Bilingual skills	0.30%
International business experience	0.24%

CENTER FOR ORGANIZATIONAL CONTINUITY

Center for Organizational Continuity

If a formal center of excellence were developed for information on business continuity research, education, training, certification, and various other professional development resources, what type(s) of information should this central resource provide? The respondents shared their thoughts on much needed information (see Figure 21). (See Appendix L for verbatim responses to "Other.")

FIGURE 21—Types of Information Desired from a Center of Excellence

Best practices	**15.76%**
Metrics and other tools	12.23%
Training programs	11.50%
Industry research	10.96%
Case studies	10.10%
Educational opportunities	9.68%
Certification opportunities	9.62%
Benchmarking capabilities	9.31%
Internships	4.08%
Intellectual property	2.98%
No, I do not believe that a central resource is required.	2.50%
Other	1.28%

APPENDIX

Appendix A—Business/Industry (see page 6)

- Professional Employer Organization (PEO)
- Security
- Marketing Research
- Workforce Solutions Research
- IT Disaster Recovery all industries
- Construction
- Service Sector
- Web services, hosting, domains
- Life Sciences / BioTechnology
- Distribution
- Because of the nature of my company (Business Process Outsourcing) I work with multiple LOB's in healthcare, transportation, education and goverment offereings
- Other
- Financial Services & Insurance
- Business Process Outsourcing

Appendix B—Job Function (see page 6)

- Editor
- Client Support
- IT Disaster Recovery (2)
- Security
- Disaster Recovery Coordinator (2)
- Disasster Recovery Administration
- Business Continuity, Disaster Recovery, and Risk Management
- Consultant
- Security and BCP
- manager of small consulting business
- Business Continuity Planning-staff
- EWRM & BCM
- Hybrid - Compliance, Crisis / Emergency Mgmt, and Business Continuity
- IT Business Systems Analyst plus BC/DR Coordinator
- Employee Assistance/Work-life
- Business Continuity Planning / Analysis
- Business Continuity Management and Analyst
- Senior Consultant

Appendix C—Level of Education (see page 7)

- CBCP
- Currently working on PhD
- partial degree & various courses
- UK professional diploma
- M.Sc.
- 3 years
- Currently in Homeland Security PhD program

Appendix D—Degree(s) Earned (see page 7)

- Drama
- Business Continuity
- Health Care Management
- Fire Protection Technology
- BS Emergency Administration and Planning
- Mathematics and Applied Sciences
- Exercise Science
- Organizational Mangement
- undergrad - philosophy and religion grad - emergency management masters in progress
- General studies & speciality classes
- Crisis and Emergency Management
- B.S. Marketing and pursuing M.S. in Business Continuity Mgmt
- B.S. Engineering Technology and M.S. Information Systems Management
- Public Relations, Business, Journalism
- Emergency Management and MPA
- Public Administration
- Emergency Management and Computer Science
- Bachelor of Science - Management & Information Technology
- Organizational Leadership and Human Resource Management
- M.S. Safety, Security & Emergency Management

Appendix D—Degree(s) Earned (see page 7) (cont'd)

- Undergrad: Marketing Graduate: MS in MIS
- Emergency response and Countermeasures to WMD
- Computer Information Systems
- Criminal Justice
- Computer Science
- MS Emergency Services Administration
- Minor Behavioral Science
- Information Technology (3)
- biology, environmental studies
- Computer Information Systems within Business School
- Occupational Science - Fire Safety
- Applied Sciences
- Diplomas in management and computing
- social work
- Social Sciences
- Music
- Information Science
- Writing
- Liberal Arts-Political Science
- Safety Management
- Human & Community Services, Emergency Management
- MBA and Masters Project Management
- Public Safety
- CISA, CBCP
- E-Business, IS
- Disater Managment and Homeland Security
- Business Administration With a Concentration in Management
- ISM
- Master of Science in Emergency Services Admin

Appendix E—Role Prior to BC (see page 8)

- forest ranger
- Retail (2)
- Training (6)
- Info security (2)
- Environmental Safety
- Writer, Editor
- Business Process Management
- Emergency Response
- Teacher
- Problem Management
- telecommunications recovery
- Retail banking
- Information Security (2)
- Administration (2)
- Administrative (4)
- Safety and Health
- Logistics
- Desktop Support
- Psychology
- Project Management (4)
- various
- Education/Training
- Audit (2)
- Banking
- Occupational Safety
- Park Ranger
- environmental cleanup
- counseling, strategic planning
- Business Analyst
- Emergency Response and Counter terrorism- WMD
- Intellectual Property
- Policies & Procedures, Collecitons, Print Management
- project mgt, business analyst
- Aviation
- IT Auditing
- Information Systems Auditing
- Journalism, Tech Pubs
- Meteorology (2)
- Banking & Health Care
- Operations (2)
- Telecom
- Arts
- Mortgage
- Facilities Svs
- Office Manager
- Clinical Care
- Credit Management
- Market analysis and strategy (2)
- Event Planning
- Operations Mgmt.
- Internal audit
- Telecommunications (2)
- Specifcially Data Center Operations management
- Education
- Police Officer
- Clerical
- Banking Operations
- Process Improvement
- Corporate Communications

Note: Duplicate responses are noted in parentheses.

APPENDIX

Appendix E—Role Prior to BC (see page 8) (cont'd)

- Insurance-Claims Adjusting
- Employee Assistance
- Organization Development; Leadership Development
- Urban Planning
- Defense Industry
- Administration, Business Process Reengineering

Appendix F—Path to BC (see page 8)

- I became involved in business continuity / disaster recovery in the early 1970's as a result of how best to address I.T. outages that were impacting the company's business / bottom line.
- Assigned BCP by the VP, Environmental Health and Safety
- I was asked to take it over from the previous employee
- I moved into a job which had emergency management as 10% function and based on my experience developed into a full-fedged BC and EM department.
- Company reorganization
- A company reorganization/ down-sizing presented the opportunity to get involved.
- I ran data centers and had to provide BC/Dr
- Y2k consulting grew into BCP
- Management's request for IT DR planning.
- It was assigned to me
- As a medic (preventive medicine)
- Project Analyst on Y2K
- Project Manager for a BCP Program
- Programming - Y2K
- Became involved as a consultant during Y2K
- Local/Neighborhood Level
- I coordinated recovery from a disaster, sold the company on preparedness, and now own that responsibility
- I was given business continuity along with other project management type tasks in IT.
- selected as Y2K liasion and always been hurricane manager
- Fire in a company facility - wrote a proposal - implemented DR plan - grew over years to BCP
- assumed retiring colleague's part time role and it grew

Appendix G—Plans for Certification (see page 9)

- Primary function is emergency response
- Certified Safety Professional in addition to CBCP
- Enrolled in Norwich University MSBC Program
- Recieved certification from DRII, but have no need to keep it current
- undecided
- I was Grandfathered into the initial CBCP program through DRII.
- I have plans to obtain an Associates' Degree
- Graduate school is a better measure than any certificate.
- I am currently enrolled in graduate coursework for business continuity
- I unfortunately let my CBCP certification expire. I am going recertify in the near future.
- AAS Emergency Management
- Plan to take continuing education courses, but do not need certification
- Associate member of the BCI
- Previously Certified
- BS - Emergency Management
- I have CEM and have completed course for CBCP

Appendix H—Cert. Requirements (see page 9)

- As a consultant it is imperative for credibility
- self employed
- Extensive, varied operational experience
- Nice to have but experience is more important
- I drive the requirements.

Appendix I—Support for Certification (see page 10)

- needed to maintain certification
- supported but not with the current economics and budget restraints
- self-employed
- my company my $$, and I engage in obtaining education
- Thru Federal offerings at no cost
- time allotted but not funding
- Supported for leaders
- self employed
- No money
- some support from client demonstrated at senior management level
- N/A
- Vague
- not till the economy and budgets recover
- usually well supported but due to current economic situation, training is on hold

Appendix J—Personality Traits (see page 11)

- persistent (3)
- Engaging, humorous
- Ability to work well with others
- Listening Skills
- Calm, cool and collected under pressure, Professional - Make sure you know what you are talking about.
- entrepreneurial
- Practical
- LISTEN
- have Integrity, is positive, persistent and realistic
- Common Sense
- PATIENT
- Humour
- business acumen
- Knowledgeable
- Organized & Calm

Appendix K—Skill Sets (see page 11)

- flexible
- Training experience
- Desire and drive to get the work done
- Project Management (2)
- project management skills (4)
- Curiosity; Thank outside box
- communication skills
- Project Management experience
- College degree
- Extremely well organized
- Emergency Management Experience

Appendix L—Types of Information (see page 11)

- Isn't this what DRII and BCI have?
- haven't been here long enough to really know
- Look at ISACA or IIA, that' what it should look like!
- Already exists, through ACP, DRI, BCI, and other sources
- Emergency Management Incident command Classes and drills/training exercises with Audit training for verification
- not certain (2)
- There are already enough resources out there. We don't need another one.
- All of this data already exists
- A knowledge base to encourage networking among professionals; education could be a 'link' to this repository of knowledge
- "center of excellence"? Please explain! I'm not understanding how that is different from DRII or The BCI....
- In the UK we have the BCI in this role
- BC cross so many disciplines a formal center would be difficult or detrimental
- If this is in reference to something outside my company, we already have too many of these. Don't invent a new one. If within a company, then yes, definitely, all of the above.
- Standards and Frameworks
- Integrated Exercises
- Sources like *CI*, BCI and others are already great.
- We already have too many "centers of excellence!"
- Mitigation strategies and how effective they are; cost/benefit analysis training
- I believe certification should be attainable thru study curriculum without all the additional, subjective measures.
- There are current resources already available

Note: Duplicate responses are noted in parentheses.