



The Government of the Republic of Trinidad and Tobago

**Business Continuity Management Policy
for the Public Service**

August 2015

The Government of the Republic of Trinidad and Tobago Business Continuity Management Policy for the Public Service

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Abbreviations

BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
DRP	Disaster Recovery Plan
GoRTT	Government of the Republic of Trinidad and Tobago
HSE	Health, Safety and the Environment
ISO	International Organization for Standardization
IT/ICT	Information Technology/Information and Communications Technology
MPA	Ministry of Public Administration
ODPM	Office of Disaster Preparedness and Management
RTO	Recovery Time Objective

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1. Purpose

“Business Continuity Management is a holistic management process that identifies potential threats to an organisation and the impact to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities”.¹

The Government of the Republic of Trinidad & Tobago (GoRTT) has determined a need for the continuance of critical services by Ministries, Departments and other Agencies across the Public Service, in the event of a unique business debilitating incident. *A unique business debilitating incident is any situation specific to the organisation that might be or could lead to a business interruption, loss, emergency or crisis. During this period of interruption, the rest of the country, and by extension the rest of the Public Service, is functional and therefore users of Public Services expect the availability of services, notwithstanding an incident.* The GoRTT acknowledges that certain business debilitating incidents can escalate to a national or regional disaster, in which instance the organisation facing the incident will be expected to keep the Office of Disaster Preparedness and Management (ODPM) informed of the incident.

The GoRTT recognises that the unexpected could happen, the effect of which could compromise the ability to meet acceptable standards of service. The GoRTT further recognises that it does not have the required business resiliency to ensure seamless continuance of public services, in the event of a unique business interruption during which citizens expect continued public services. To this end, the GoRTT wants assurance that it is protected against such risks and threats that could materially impact upon or disrupt its critical business operations.

For these reasons, the GoRTT is implementing a Business Continuity Management (BCM) Programme across the Public Service to ensure a timely and effective business continuity, disaster preparedness, response and total business recovery, should a significant unique business interruption occur. The Programme minimises exposure to risk, the adverse impact on employees and reputation, and protects the interests of stakeholders and the wider community, while providing for continuity of operations.

This BCM Policy provides the framework on which the BCM Programme is designed and built and identifies the principles to which the GoRTT aspires and provides the context in which the required capabilities will be implemented. The BCM Policy demonstrates the GoRTT’s commitment to BCM.

The BCM Programme utilises a whole of Government approach which promotes the following:

1. A common and consistent methodology for BCM across the Public Service
2. A cost effective approach to implementing business continuity and disaster recovery strategies across the Public Service
3. A centralised oversight and support system to monitor the successful implementation of BCM

The underlying assumptions of the BCM Programme are as follows:

- The business interruption is a unique event during which citizens expect continued delivery of public services
- The normal processing location of the impacted Ministry, Department or Agency is not accessible
- The rest of the Public Service is functional
- A robust Performance Appraisal System is in place to support accountability for BCM implementation by staff of Ministries, Departments or Agencies.

¹ ISO 22301:2012

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2. Policy Goals

The overarching goal of the BCM Policy is to realise continued delivery of public services to citizens in the event of a unique business interruption using this organisational resiliency approach. In so doing the GoRTT expects to achieve:

1. Ongoing mitigation, prevention and reduction of disruption in service to the public
2. Cost effective preparedness and response for any major event that may impact its business activities
3. Effective communication pre, during and after an incident
4. Recovery and continuity of critical business processes at an acceptable level of operation during and after an incident
5. Timely restoration of business system software, hardware, IT infrastructure services and data during and after an incident
6. Accounting for staff in general, and transfer of specific staff to alternative locations to maintain critical business processes following major disruptions or disasters.

To achieve these goals, the BCM Oversight Committee and the BCM Services Division of the Ministry with responsibility for BCM, working in close collaboration with Ministries, Departments and Agencies across the Public Service, will:

- Promote leadership and management commitment to whole of Government BCM implementation
- Develop a Business Continuity Programme that includes risk assessment, plans and schedules that are reviewed at least annually or as the need arises
- Lead, manage, monitor and evaluate the roll-out of the BCM implementation across the Public Service
- Provide planning and implementation guidance inclusive of standardised plans, questionnaires, forms and report templates, to Ministries, Departments and Agencies, on how to integrate Business Continuity requirements into organisational roles
- Lead a strong communications and training program to sustain a high level of BCM awareness and competence in BCM concepts and principles amongst employees
- Identify and secure the requisite staff who will play a role in BCM implementation and ensure that they understand their role and are continually engaged in BCM initiatives
- Identify BCM champions who will be fully engaged in BCM and take an active role in Business Continuity planning and recovery of business processes and provide quality information to the Business Impact Analysis (BIA) process.
- Promote active involvement in relevant professional, community and national activities

3. Target Audience

This BCM Policy is targeted to the Accounting Officers or Administrative Heads of a public service Ministries, Departments and Agencies and includes Permanent Secretaries, Heads of Departments, the Chief Administrator, Tobago House of Assembly or any equivalent, and to Directors, Managers, Facilities Management Officers, Health, Safety and the Environment (HSE) Officers, Information Technology (IT) Officers, Human Resource (HR) Officers and all other persons across the Public Service responsible for the provision of services offered in its business operations.

Elected or selected Heads including the President, Commissioners and other Heads of Constitutional and Other Authorities including the Tobago House of Assembly, Parliamentary Heads and Members, the Chief Justice and other Judiciary Heads, the Prime Minister and Line Ministers are key stakeholders in endorsing this Policy and where applicable, participating in the rollout of BCM, to ensure the continued provision of public services.

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It is the responsibility of the leadership of Ministries, Departments and Agencies across the Public Service to inform staff about the BCM Policy.

It is the responsibility of staff to be aware of, understand and adhere to this Policy.

Each Ministry, Department and Agency is expected to comply with the provisions of this BCM Policy and to develop and/or enhance its capability to continue critical operations in the event of a unique business interruption.

4. Applicability and Scope

The BCM Policy is applicable to the agencies of the following arms of GoRTT, hereinto referred as the Public Service:

- The Office of the President
- Constitutional and Other Authorities including the Tobago House of Assembly
- The Legislature specifically both houses of Parliament (the House of Representatives and the Senate)
- The Judiciary
- The Executive arm specifically all Ministries, Departments, Statutory Boards and Similar Bodies.

The BCM Policy is **not** applicable to State Agencies (wholly owned, majority owned, minority owned or indirectly owned etc). However, State Agencies are free to be guided by this policy framework.

This Policy covers business continuance of the critical processes across the Public Service, and the critical supporting IT/ICT and other systems which must be operational at the primary or alternative locations, in the event of a unique business interruption. A necessary pre-requisite is to identify the business processes critical to each Ministry, Department and Agency across the Public Service; the resources required to effectively perform these processes, and how each Ministry, Department and Agency, can sustain critical service delivery operations during periods of interruption.

Compliance with the provisions of this BCM Policy is mandatory and breaches will be dealt with in accordance with established regulations set out in the Civil Service Act, Chapter 23:01 of the Laws of the Republic of Trinidad and Tobago and other regulations that govern staff performance.

The BCM Policy is aligned to the Comprehensive Disaster Management Policy Framework for Trinidad and Tobago and the National Response Framework. The management of island wide disasters falls under the scope of the Office of Disaster Preparedness and Management (ODPM), a division of the Ministry of National Security. Nothing in this BCM Policy subsumes or cancels the function of the ODPM.

In the event that a unique business interruption escalates, it will be addressed in accordance with the three-level system of response as defined in the National Response Framework, through organisations within the National Disaster network e.g. local government authorities and other first responder Agencies; ODPM's National Emergency Operations Centre (NEOC) and relevant Ministries such as, but not limited to the Office of the Prime Minister and the Ministries of National Security, Foreign Affairs and Finance and the Economy.

The BCM Policy is also in alignment with the Public Service Excellence programme which from 2014 includes the Trinidad and Tobago Diamond Standard Certification, which provides national certification to services of Ministries, Departments and Agencies that exemplifies excellence in delivering public services to citizens and

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other client groups. Services seeking certification will be assessed on the basis on a number of criteria including the level of Business Continuity capability.

5. Governance and Accountability

The BCM Policy will be monitored and evaluated by the BCM Oversight Committee. The BCM Oversight Committee and BCM Services Division of the Ministry with responsibility for BCM will work with Ministries, Departments and Agencies to oversee and coordinate the requirements of this Policy.

This BCM Governance and Operational Framework, diagrammatically shown in Appendix A, consists of three (3) tiers:

- Tier I - BCM Oversight Committee - representing the Governance Structure
- Tier II - BCM Services Division of the Ministry with responsibility for BCM, and
- Tier III- Accounting Officers or Administrative Heads including Permanent Secretaries, Heads of Departments and Head of Agencies across the Public Service.

Tiers II and III represent the Operational Structure.

BCM Governance Structure

The BCM Oversight Committee will be responsible for leadership and oversight of the BCM operations across the Public Service. This Committee will provide strategic direction of BCM across the Public Service, update and set new Policy, make across-government decisions, guide across-government financing decisions relative to BCM, identify and facilitate across-government BCM related synergies, develop the people capacity to ensure the critical mass for sustainability of BCM, resolve across-government issues, set the boundaries for the working relationship between the Ministry with responsibility for BCM, and the Ministries, Departments and Agencies across the Public Service as it relates to business continuity; and monitor and inform the development, continuous improvement, maturity and sustainability of the GoRTT's BCM Programme.

The BCM Oversight Committee will comprise of representatives from the National Operations Centre (NOC) and ODPM (or their equivalent new or restructured agencies) who will ensure direct linkage with the national disaster network. The Committee will provide timely and accurate feedback to the Cabinet of the Republic of Trinidad and Tobago, and facilitate information sharing with Permanent Secretaries, Heads of Departments and Heads of Agencies across the Public Service on BCM matters. This Committee will collaborate with the ODPM to ensure that GoRTT's BCM Policy is incorporated into its deliberations and decision making. This Committee will be chaired by the Permanent Secretary of the Ministry with responsibility for BCM and will work closely with the BCM Services Division.

It is to be noted that government Ministries, in accordance with Section 66 D of Act No 29 of 1999 cited as the Constitution (Amendment) Act of 1999, are required to report to the President and both Houses of Parliament on an annual basis on their operations. As such, information on the BCM matters will be in the public domain.

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BCM Operational Structure

The BCM Division of the Ministry with responsibility for BCM

The BCM Services Division of the Ministry with responsibility for BCM will be responsible for managing and coordinating business continuity implementation across the Public Service. This includes standardisation of business continuity and disaster recovery planning, policy and plan development, validation and compliance, project management, training, and BCM monitoring and evaluation across the Public Service. The BCM Services Division will be headed by a Director BCM Services, who will be responsible for the overall management and coordination of BCM for the Public Service. The Director will report to the Permanent Secretary of the Ministry with responsibility for BCM. The BCM Services Division will be resourced with the requisite skills to roll-out BCM to the Public Service

Ministries, Departments and Agencies across the Public Service

Accounting Officers or Administrative Heads of each Ministry, Department and Agency across the Public Service will be responsible for adherence to this BCM Policy, implementing the BCM methodology as well as for the maintenance of the Ministry's, Department's or Agency's Business Continuity and Recovery Plans. Accounting Officers or Administrative Heads will be supported by the Head of each Division or Business Unit. The Head of each Division or Business Unit will be responsible for ensuring the implementation and maintenance of Divisional or Business Unit Business Continuity and Recovery plans, and adherence by all staff of each Division or Business Unit to this BCM Policy and the plans. Each Ministry, Department or Agency will appoint a BCM Co-ordinator who will liaise with the BCM Services Division of the Ministry with responsibility for BCM and will ensure that the Ministry, Department or Agency's Business Impact Assessment (BIAs) are completed and BCM plans are tested and updated periodically. The BCM Co-ordinator will report to the Permanent Secretary, Head of the Department or Head of the Agency i.e. the Accounting Officer or Administrative Head on BCM matters.

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6. Funding and Resources

Appropriate funding from the GoRTT will be allocated to meet BCM implementation efforts within each Ministry, Department and Agency across the Public Service. Each Ministry, Department and Agency will identify and communicate its BCM funding requirements for developing and strengthening BCM capacity in accordance with the normal budgeting process, for consideration within the Public Sector Investment Programme (PSIP) and GoRTT's Recurrent expenditure budget.

Appropriate staff in terms of skills and numbers, will be identified and allocated to meet the BCM planning, BCM people and skills capacity and implementation requirements across the Public Service. Each Ministry, Department and Agency will make provisions for the requisite training to ensure the BCM capability within the organisation.

All Public Service organisations will make adequate provisions to facilitate staff who are assigned to respond to relevant business interruptions beyond the normal operational hours.

7. Risk Assessments and Business Impact Analysis

Ministries, Departments and Agencies across the Public Service will conduct risk assessments and business impact analysis at least annually as follows:

- A Facilities Risk and Vulnerability Assessment to determine, at a high level, the threats that could result in a significant business interruption and the risk exposure related to these threats. This assessment will adopt an all hazards approach (natural and man-made hazards) and cover the physical environment, facilities issues, power supply, physical security, key personnel availability, equipment failure, information systems, exposure to flooding, civil unrest and other similar threats. Potential risks, including but not limited to crime, fire, flood, physical security, and third party exposure will be assessed for mitigation, transfer or acceptance. The results of the BIA and the Facilities Risk and Vulnerability Assessment will be used as the basis for collaboration and support amongst Ministries, Departments, and Agencies offering related services, alliance management with significant third parties, and the development and evaluation of recovery strategies for Ministries, Departments and Agencies across the Public Service. For greater financial and operational effectiveness, whole of government recovery strategies will also be assessed.
- A Business Impact Analysis (BIA) to identify and understand the impact of a significant business interruption on the Ministry, Department or Agency and associated business units, as well as the impact of significant business interruptions at key third parties; to obtain an inventory of the Ministry, Department or Agency's business processes, to identify the time criticality of each business process, to determine their order of recovery in the event of disruptions, and to identify the minimum supporting data and resources to maintain or recover these critical processes following disruptions.

In consideration of the fact that there are very small and very large public service Ministries, Departments and Agencies, and cognisant of the maturity level of BCM and economies of scale, conduct of risk assessments and business impact analysis may be appropriately scoped, and is to be done in consultation with the BCM Services Division.

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8. Business Continuity, Disaster Recovery and Emergency Response Plans

Business Continuity, Disaster Recovery and Emergency Response Plans will be developed and documented so that business continuity strategies can be implemented and maintained. These plans will also provide scenario based guidance on the sequence of actions to be taken in the event of business interruptions and disaster. These plans will include continuity and recovery measures and teams with their roles, responsibilities, and accountabilities during and after business interruptions. Plans will have clear procedures to deal with significant unique disruptions; including communication with ODPM should these escalate to geographic or national crises. Therefore Crisis Communication Plans will be tightly integrated into BCPs and DRPs, as well as inventories of back up resources for rapid deployment to maintain services to the public.

Business Continuity, Disaster Recovery and Emergency Response Plans will be available in both hard and soft copies at the relevant Ministry, Department and Agency.

9. Post Incident Reviews

Ministries, Departments and Agencies across the Public Service will conduct post incident reviews as soon as practical after an incident. These reviews will be used by each Ministry, Department and Agency to ensure the currency of plans and preparedness, as well as to update the BCM Programme with lessons learnt. The results of these reviews will be documented and maintained in accordance with the GoRTT's policy on data retention. Immediately following completion, both hard and soft copies of these documents will be forwarded to the BCM Services Division of the Ministry with responsibility for BCM

10. Plan Maintenance and Testing

As part of normal operations, each Ministry, Department and Agency across the Public Service will carry out BCM maintenance activities which will include the annual review, updating and testing of BCM Plans to ensure that they remain fit for purpose.

Each Ministry, Department or Agency will have ownership of its business continuity plan and will be responsible for its maintenance and evaluation to ensure that business continuity and disaster recovery strategies are appropriate, and that the plan adequately addresses its service level requirements.

Testing of BCM plans will be conducted by each Ministry, Department and Agency across the Public Service at least annually or more frequently as the need arises and will increase in scope each subsequent year as the BCM Programme matures. Where possible, this can coincide with the National Annual Drill spearheaded by the National Disaster Office. . Between the annual test intervals, components of the overall plan can also be tested in preparation for the full blown exercise. The scope of each test will be discussed and agreed by the BCM Services Division of the Ministry with responsibility for BCM and the relevant Ministry, Department and Agency.

Each test plan will define:

- A key disruption scenario
- Objectives
- Scope
- Roles and responsibilities
- Assumptions and parameters
- Criteria for assessing the outcomes, and

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- Logistics of the test i.e. date, time, venue, transportation and technical support
- Communications, Disaster Declaration and Plan Execution Sequence
- Test activities
- Report of the test results
- Corrective action, where relevant

De-briefing sessions will be held immediately after each test to identify strengths, weaknesses, capacity to meet response time objectives (RTOs), lessons learnt and ways for improving the exercise and/or business continuity/disaster recovery plans.

A report outlining the outcomes of the exercise, lessons learnt and recommendations for improvements will also be prepared and presented to the Permanent Secretary of the relevant Ministry, Head of the Department, or Head of the Agency. When completed a copy of this report will be forwarded to the BCM Services Division of the Ministry with responsibility for BCM.

The results of the tests will be used to identify and correct continuity planning gaps, update existing plan documentation, and procedures.

In consideration of the fact that there are very small and very large public service Ministries, Departments and Agencies and cognisant of the maturity level of BCM and economies of scale, Plan Maintenance and Testing may be appropriately scoped, and is to be done in consultation with the BCM Services Division.

11. Compliance Auditing

Periodic auditing of the BCM Programme will be performed by the BCM Services Division of the Ministry with responsibility for BCM. The scope of each audit will be discussed and agreed by the BCM Services Division with the relevant Ministry/Ministries, Department /Departments or Agency/Agencies within the Public Service.

12. Periodic and Annual Reporting

BCM reporting will be performed semi-annually by each Ministry, Department or Agency across the Public Service as directed by the BCM Oversight Committee and the BCM Services Division. Such reporting will be used to inform the evolution and continuous improvement of the BCM Programme.

The BCM Services Division of the Ministry with responsibility for BCM will prepare and submit an Annual Report on BCM to the Oversight Committee. This Report will address matters such as but not limited to, the following: the BCM activities undertaken, capacity measurements (number of staff involved in BCM activities; number of trained personnel; number of Agencies that have completed, pursuing and/or maintaining BCM; number of tests completed and the results; number of audits conducted and the results, also a record of outages and their impact during the reporting period); BCM maturity of the Ministries, Departments and Agencies and plans for the following year.

13. Communication and Availability

This Policy will be communicated through relevant Public Service publications and other media/channels in accordance with the roll-out plan to implement BCM across the Public Service.

The Policy will be available electronically to staff via the GovNeTT Communications Backbone and hardcopies will be maintained by each Ministry, Department or Agency.

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14. Policy Maintenance

The BCM Services Division of the Ministry with responsibility for BCM will review this Policy annually to ensure its effectiveness in achieving the stated objectives. If necessary, the Policy will be updated between annual reviews to take into account, but not limited to, evolving legal and regulatory requirements and strategic initiatives of the GoRTT. The BCM Oversight Committee will be responsible for approving any amendments to this Policy.

Feedback is welcome and is to be addressed to the Permanent Secretary of the Ministry with responsibility for BCM.

15. Key Disaster Management Legislation and Guidelines

BCM is guided by the legislative framework around disaster preparedness.

The core disaster management legislation is the Disaster Measures Act, 1978 supported by the following plans which were prepared and are monitored by the ODPM

- ODPM Disaster/Emergency Standard Operating Procedures and Contingency Plans
- National Recovery Plan
- Earthquake Contingency Response and Recovery Plan
- Severe Weather Contingency Response and Recovery Plan
- Tropical Storm/Hurricane Contingency Response and Recovery Plan

Additional legislation is as follows:

- The Constitution of the Republic of Trinidad and Tobago
- Civil Service Act of Trinidad and Tobago and Civil Service Regulations
- Exchequer and Audit Act
- Defence Act, 1962
- Police Service Act, 1965 and Mass Casualty Management Plan
- Fire Service Act, 1997 and Disaster/Emergency Standard Operating Procedures and Contingency Plan
- Cadet Force Act and Regulations
- Municipal Corporations Act, 1990
- Environmental Management Act, 2000
- Regional Health Authorities Act
- Trinidad and Tobago Occupational Health and Safety Act 2006
- Water and Sewerage Authority Act
- Telecommunications Act
- Trinidad and Tobago Electricity Commission Act
- National Oil Spill Contingency Plan
- Tobago House of Assembly Act, 1996

16. Relevant Standards and Guidance

This Policy was informed by the requirements of the ISO 22301:2012, Societal Security - Business Continuity Management Systems – Requirements, and other guidelines which are defined in Appendix B. The Trinidad and Tobago equivalent of the standard TTS/ISO 22301:2014 is not currently available to the Public. Once the

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standard is available it will be reviewed, by the BCM Division of MPA who will update the BCM Policy where relevant.

17. Glossary

Refer to Appendix C for definitions of key terms used in this Policy.

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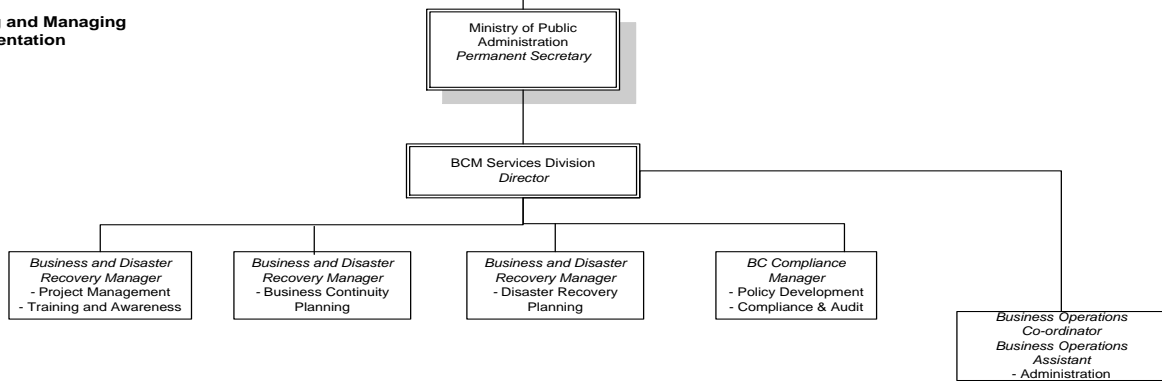
Appendix A – Governance and Operational Framework

GoRTT's BCM Governance and Operational Framework

Tier 1:
Oversight and Monitoring

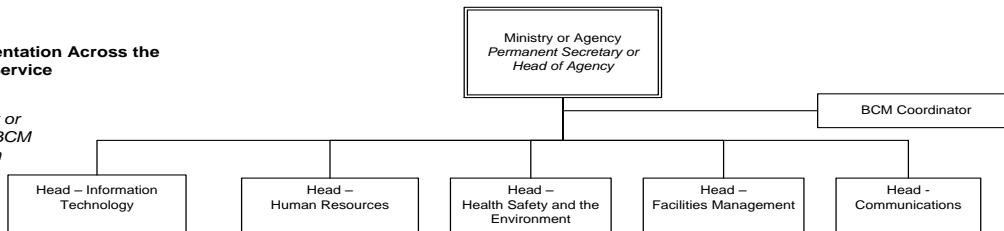


Tier II:
MPA Leading and Managing
BCM Implementation



Tier III:
Implementation Across the
Public Service

Ministry or
Agency BCM
Team



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Appendix B – List of References

In preparing this BCM Policy, across Government and across Industry leading practice information was reviewed. Some of these are:

Governments/Ministries/Agencies

British Columbia Ministry of Finance, “BCM Policy” 2013

Department for Transport, UK “*Business Continuity Management Policy*”. 13 pages. October 2011

Metropolitan Police, London, UK “*Business Continuity Management Policy*” 4 pages. September 2009

National Health Service, UK “*Business Continuity Management Strategy*” 26 pages. August 2013

The Government of the Republic of Trinidad and Tobago, “*Crisis Communications Guidelines and Response Plan*” 124 pages April 2011

The Government of the Republic of Trinidad and Tobago, “National Climate Change Policy” 28 pages July 2011

The Government of the Republic of Trinidad and Tobago “*National Policy on Gender and Development*”. 64 pages June 2009

The Government of the Republic of Trinidad and Tobago. “*National Response Framework*”. 13 pages. December 2010.

The Government of the Republic of Trinidad and Tobago, Ministry of Public Administration. “Green Paper. *Transforming the Civil Service: Renewal and Modernisation*”. 48 pages. May 25 2011.

The Government of the Republic of Trinidad and Tobago, Ministry of Public Administration and Information. Draft Policy on *Governance for the Trinidad and Tobago e-Government Portal*. Version 2.00. 19 pages. November 2006.

International Standards

International Organisation for Standardisation. *Societal security – Business Continuity Management Systems – Requirements*. ISO 22301:2012(E). 24 pages. ISO2012.

Corporations including Energy Companies and Universities

Health, Safety and the Environment (HSE) Policies from a range of Energy companies and BCM Policies and Strategies from select Universities

Methodologies

Pricewaterhouse Coopers. *Business Continuity Management*. [PwC Methodologies](#).

Pricewaterhouse Coopers. *Risk Evaluation and Vulnerability*. [PwC Methodologies](#).

Pricewaterhouse Coopers. *Smart Business Continuity Management*. [PwC Methodologies](#).

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- Lalla, Kenneth R. *The Public Service and Service Commissions*. (Universal Printers (T&T) Limited, 2013).
- National School of Government, September 2008 - Making Policy that Happens - A Policy Toolkit (Draft)
- Office of Disaster Preparedness and Management "National Institutional Disaster Management Framework for Trinidad and Tobago" Nov 2013
- Office of Disaster Preparedness and Management "Comprehensive Disaster Management Policy Framework for Trinidad and Tobago" (Draft) 31 pages

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Appendix C - Glossary

The following are definitions of key terms utilized in this Policy:-

Term	Definition
Agency	A business or organisation providing a particular service on behalf of another business or person. (Source: http://www.oxforddictionaries.com/us/definition/English)
Business	Service(s) delivered by the Ministries, Departments and Agencies, administrative processes; general operations.
Business Interruption	Any event whether anticipated or unanticipated which disrupts the normal course of business operations at the established location. The business interruption will be unique to the location only as the rest of the country will be operational.
Business Continuity (BC)	The capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident. (Source: ISO 22301:2012)
Business Continuity (BC) Planning	An organisation's risk management strategy for threats that may interrupt, terminate or significantly disrupt core business processes. It involves mitigation activities and contingency planning for response and recovery actions.
Business Continuity Plan (BCP)	Documented procedures that guide organisations to respond, recover, resume and restore to a predefined level of operation following disruption. (Source: ISO 22301:2012)
Business Continuity (BC) Programme	The ongoing management and governance process supported by top Management and appropriately resourced to implement and maintain business continuity management. (Source: ISO 22301:2012)
Business Continuity Management (BCM)	A holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities. (Source: ISO 22301:2012)
Business Continuity Management (BCM) Co-ordinator	The BCM Co-ordinator will have delegated authority from the Permanent Secretary, Head of Department or Head of Agency for coordinating the BCM activities of the Ministry, Department or Agency, and will be expected to work in close collaboration with the BCM Services Division of the Ministry with responsibility for BCM. The incumbent will report to the Permanent Secretary of the relevant Ministry, Head of Department or Head of Agency.
Business Impact Analysis (BIA)	Process of analysing activities and the effect that a unique business disruption might have on them. (Source: ISO 22301:2012)
Crisis	A situation with a high level of uncertainty that disrupts the core activities and/or credibility of an organisation and requires urgent action. (Source: ISO 22301:2012)

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Term	Definition
Crisis Management Plan (CMP)	A Crisis Management Plan describes the various actions which need to be taken during critical situations or crisis and the roles and responsibilities of employees and other critical dependencies during crises.
Department	A department of Government not under Ministerial control (Source: Laws of Trinidad and Tobago – Civil Service Act)
Disaster Recovery	This refers to Information Technology (IT) recovery. Disaster Recovery Plans (DRPs) document the process to recover and restore the technology (computer processing, applications and data) needed to support critical business functions.
Emergency Response Plan (ERP)	An ERP is created to facilitate and organise employer and employee actions during workplace emergencies. This involves life safety procedures to protect the well-being of personnel and visitors.
Event	The occurrence of a particular set of circumstances that creates an actual or potential emergency or disaster or other crisis situation.
Incident	Situation that might be or could lead to a disruption, loss, emergency or crisis. (Source: ISO 22300:2012)
Key Performance Indicators (KPI)	Key performance indicators are measures used to gauge performance in terms of meeting goals. Examples of KPIs are as follows: BCM activities undertaken vis-a-vis the BCM Programme; number of Ministries, Departments and Agencies that have completed, pursuing and/or maintaining BCM; number of audits conducted and the results; and BCM maturity of the Ministries, Departments and Agencies
Ministry	A government department headed by a Minister of State (Source: Merriam-Webster)
Public Service	Refers to Ministries, Departments (e.g. Service Commissions Department, Personnel Department) and Agencies (Fire Service, Prison Service, Teaching Service, Judicial and Legal Service and the Police Service.)
Recovery Time Objective (RTO)	The period of time following an incident within which a product or an activity must be resumed, or resources must be recovered. (Source: ISO 22301:2012)
Resilience	Adaptive capacity of an organisation in a complex changing environment (Source: ISO Guide 73)
Risk	The chance of something happening that will have an adverse impact upon objectives.
Risk Assessment	A risk assessment is a process to identify potential hazards and analyse what could happen if a hazard occurs. A business impact analysis (BIA) is the process for determining the potential impacts resulting from the interruption of time sensitive or critical business processes. (Source: http://www.ready.gov/risk-assessment)
Stakeholder	A person, group or unit that has an interest or concern in an organisation. A Stakeholder can inform or be informed by the objectives, policies and decisions of an organisation. Examples of stakeholders are the Cabinet of the Republic of Trinidad and Tobago, Unions, employees