### TSC Category
Business Continuity Management

### TSC
Business Continuity Planning

### TSC Description
Develop business continuity plans and lead the organisation to determine business imperatives that must be addressed in the event of crisis situations

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
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<th>Level 4</th>
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<th>Level 6</th>
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<tr>
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<td>RET-BCM-3002-1.1</td>
<td>RET-BCM-4002-1.1</td>
<td>RET-BCM-5002-1.1</td>
<td>RET-BCM-6002-1.1</td>
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<td>Assist to develop business continuity plans and recommend refinements to the developed plans in consultation with relevant stakeholders.</td>
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<td>Evaluate key risk indicators and their implications on crisis response and recovery activities and manage organisational resources</td>
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<td>Oversee synergies between business continuity plans across functions and consider practical options to maintain business critical operations based on outcomes of the crisis assessment and key risk indicators</td>
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<td>Endorse business continuity plans and provide guidance to determine business imperatives that must be addressed or continued in the event of crisis situations</td>
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### Knowledge
- Business continuity strategies, policies and plans
- Facilitation techniques in the development of business continuity plans
- Types of disruptive events
- Formal exercise and plan testing documentation requirements
- Problem-solving steps in developing business continuity strategies
- Business continuity strategies, policies and plans
- Key risk indicators of disruptive events
- Business continuity management practice principles
- Components of incident response plans
- Components of business continuity plans
- Components of crisis management plans
- Change management techniques
- Business continuity planning guidelines
- Management of crisis response and recovery activities
- Methods of conducting business continuity testing on infrastructure and critical business applications
- Types of business continuity plan audits
- Documentation requirements related to business continuity planning
- Objectives and scope of business continuity management
- Leading practices in business continuity management within the industry
- Design principles of the business continuity frameworks
- Resources available for business continuity management
- Business continuity framework, policies, strategies and plans
- Maturity levels of business continuity management framework

### Abilities
- Support the development of business continuity plans
- Recommend refinements to the business continuity plans
- Apply facilitation techniques to support development of business continuity strategies
- Interpret business continuity strategies and assist in the development
- Analyse key risk indicators and their implications on crisis response and recovery activities for business continuity strategies, policies and plans development
- Utilise key risk indicators of disruptive events to inform and activate crisis response and recovery activities
- Define objectives of business continuity plans
- Develop business continuity strategies, policies and plans
- Define synergies between business continuity plans across business functions
- Conduct periodic exercising of crisis response and recovery activities and periodic auditing of business
- Articulate key principles to guide the design of the business continuity planning framework
- Endorse business continuity strategies, policies and plans
- Align business continuity plans with business strategies
- Ensure business continuity plans and crisis management plans are

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<tr>
<th>SKILLS FRAMEWORK FOR RETAIL TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT</th>
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| of business continuity plans to support business continuity management | • Recommend refinements to business continuity strategies and business continuity plans in consultation with relevant stakeholders to enhance effectiveness of business continuity management |
| continuity plans in consultation with relevant stakeholders |
| alignment to business continuity strategies to ensure organisational effectiveness in responding to disruptive events |
| Approve business continuity framework, policies, strategies and plans for implementation |
| Provide oversight to business continuity management within the organisation to ensure rapid responses during disruptive events |
| Advocate regular review of business continuity framework, strategies, policies and plans to seek improvements that enhance organisational effectiveness in business continuity and crisis management in execution of crisis management plans |

- Prioritise the resources available in the organisation to support business continuity plans |
- Interpret crisis assessment documentation to contribute to business continuity plans |
- Identify critical business functions and their interdependencies during disruptive events |
- Identify and manage synergies between incident response plans, crisis management plans, business continuity plans and organisational operational plans |