Glossary of Terms

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Revision Date: March 8, 2019.

Term	Definition	Notes	PS (Public Sector)	BC (Business Continuity)	DR (Disaster Recovery)	EM (Emergency Management)	CM (Crisis Management)	RM (Risk Management)	Source
Activation	The implementation of business continuity procedures, activities and plans in response to a business continuity emergency, event, incident and/or crisis; the execution of the recovery plan.	See definitions for Invocation, Incident, Emergency, Event and Crisis.							BCI, DRJ
Activity	A process or set of processes undertaken by an organization (or on its behalf) that produces or supports one or more products and services.	This may also be called a Business Activity.							ISO 22301:2012
Alert	Notification that a potential disruption is imminent or has occurred.	Usually includes a directive to act or standby.							DRJ, BCI
Alternate Routing	The routing of information via an alternate cable or other medium (i.e. using different networks should the normal network be rendered unavailable).								BCI
Alternate Site	A site held in readiness for use during/following an invocation of business or disaster recovery plans to continue urgent and important activities of an organization.	NOTE: See also definitions for Hot Site, Cold Site, Warm Site and Recovery Site.							DRJ, BCI
Alternate Work Area	Recovery environment complete with necessary infrastructure (e.g., desk, telephone, workstation, and associated hardware and equipment, communications).	NOTE: See also definitions for Dedicated Work Area, Syndicated Subscription Service and Work Area Recovery							DRJ
Analysis	The Technical Practice within the BCM Lifecycle that reviews and assesses an organization in terms of what its objectives are, how it functions and the constraints of the environment in which it operates.	Good Practice Guidelines Glossary of Terms.							BCI
Annual Loss Exposure/Expectancy (ALE)	A risk management method of calculating loss based on a value and level of frequency.								BCI
Annual Program Review (APR)	A structured yearly opportunity for top management to review the status of important components of the business continuity management program, with the objectives of approving future initiatives, allocating resources and confirming program scope.								DRJ
Application Recovery	The component of Disaster Recovery that deals specifically with the restoration of business system software and data after the processing platform has been restored or replaced.								DRJ
Assembly Area	The designated area at which employees, visitors, and contractors assemble if evacuated from their building/site.								DRJ, BCI
Associate Member Business Continuity Institute (AMBCI)	This certified membership grade is designed for professionals that have at least one year's experience in business continuity and who have taken and passed the Certificate of the BCI (CBCI) Examination.	BCI certification							BCI
Associate Business Continuity Professional (ABCP)	The ABCP level is designed for individuals with less than two years of industry experience, but who have minimum knowledge in continuity management, and have passed the DRII qualifying exam.	DRII certification							DRII
Associate Fellow of the Business Continuity Institute (AFBCI)	This certified membership grade is designed for professionals that have significant experience in business continuity and have held the MBCI membership grade for more than three years.	BCI certification							DRJ
Associate Healthcare Provider Continuity Professional (AHPCP)	The AHPCP level is designed for individuals with less than two years of industry experience, but who have minimum knowledge in continuity management, and have passed the Healthcare qualifying exam.	DRII certification							DRII
Associate Public Sector Continuity Professional (APSCP)	The APSCP level is designed for individuals with less than two years of industry experience, but who have minimum knowledge in continuity management, and have passed the Public Sector qualifying exam.	DRII certification							DRII
Associate Risk Management Professional (ARMP)	The ARMP level is designed for individuals with less than two years of Risk Management experience, completed the DRII Risk Management class, and have passed the Risk Examination.	DRII certification							DRII

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Auditor	A person with competence to conduct an audit.	For a BCM Audit this would normally require a person with formal BCM audit qualifications.							BCI
Awareness	To create understanding of basic BC issues and limitations. This will enable staff to recognise threats and respond accordingly.	Examples of creating such awareness include distribution of posters and flyers targeted at company-wide audience or conducting specific business continuity briefings for top management of the organization. Awareness is less formal than training and is generally targeted at all staff in the organization.							BCI
Backlog	a) The amount of work that accumulates when a system or process is unavailable for a long period of time. This work needs to be processed once the system or process becomes available and may take a considerable amount of time to process.								DRJ, BCI
	b) A situation whereby a backlog of work requires more time to action than is available through normal working patterns. In extreme circumstances, the backlog may become so large that the backlog cannot be cleared.								
Backup (Data)	A process by which data (electronic or paper-based) and programs are copied in some form so as to be available and used if the original data from which it originated are lost, destroyed or corrupted.								DRJ, BCI
Backup Generator	An independent source of power, usually fueled by diesel or natural gas.								DRJ, BCI
Battle Box	A container - often literally a box or brief case - in which data and information are stored so as to be immediately available post incident.	Electronic records held in a secure but accessible location on the internet are sometimes referred to as Virtual Battle Boxes.							BCI
Black Swan	A term popular in BCM, based upon a book of the same name in which the author defines a Black Swan as an event that has not been predicted by normal scientific or probability methods.	BCM professionals need to prepare for "Black Swan" events.							BCI
Building Denial	A situation in which premises cannot, or are not allowed to be, accessed.								BCI
Business Continuity	The strategic and tactical capability of the organization to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level.

The capability of the organization to continue delivery of products or services at acceptable predefined levels following a disruptive incident. | | | | | | | | DRJ, ISO 22301:2012 |
Business Continuity Coordinator	A role within the BCM program that coordinates planning and implementation for overall recovery of an organization or unit(s).								DRJ, BCI
Business Continuity Management (BCM)	Holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.								ISO 22301:2012
Business Continuity Management (BCM) Lifecycle	The stages of activity that an organization moves through and repeats with the overall aim of improving organizational resilience.	Good Practice Guidelines Glossary of Terms.							BCI
Business Continuity (BC) Policy	The key document that sets out the scope and governance of the BCM programme and reflects the reasons why it is being implemented.	Good Practice Guidelines Glossary of Terms.							BCI
Business Continuity (BC) Professional	An experienced individual with responsibilities for practicing and/or managing business continuity.								BCI

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Business Continuity Management Program(me)	Ongoing management and governance process supported by Top Management and appropriately resourced to implement and maintain business continuity management.								ISO 22301:2012
Business Continuity Management System (BCMS)	Part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.								ISO 22301:2012
Business Continuity Management Team	A group of individuals functionally responsible for directing the development and execution of the business continuity plan, as well as responsible for declaring a disaster and providing direction during the recovery process, both pre-disaster and post-disaster.	Similar terms: disaster recovery management team, business recovery management team.							DRJ, BCI
Business Continuity Maturity Model (BCMM)	A tool to measure the level and degree to which BCM activities have become standard and assured business practices within an organization.								BCI
Business Continuity Plan (BCP)	Documented procedures that guide organizations to respond, recover, resume and restore to a pre-defined level of operation following disruption.								ISO 22301:2012
Business Continuity Plan Administrator	The designated individual responsible for plan documentation, maintenance, and distribution.								DRJ, BCI
Business Continuity Planning (BCP)	The process of developing prior arrangements and procedures that enable an organization to respond to an event in such a manner that critical business functions can continue within planned levels of disruption.	The end result of the planning process is the BC Plan.							DRJ, BCI
Business Continuity Programme Board	A management group to give advice, guidance and management authorization to the BC Manager/coordinator/professional.	See BC Steering Committee							BCI
Business Continuity Steering Committee	A committee of decision makers, (e.g., Business leaders, technology experts and continuity professionals) tasked with making strategic policy and continuity planning decisions for the organization, and for providing the resources to accomplish all business continuity program goals.								DRJ
Business Continuity Strategy	An approach selected by an organization to ensure its recovery and continuity in the face of a disaster or other business disruption								DRJ, BCI
Business Continuity Team (BCT)	Designated individuals responsible for developing, execution, rehearsals, and maintenance of the business continuity plan.								DRJ, BCI
Business Function	A description of work that is performed to accomplish the specific business requirements of the organization. Examples of business function include delivering raw materials, paying bills, receiving cash and inventory control.								BCI
Business Impact Analysis (BIA)	Process of analyzing activities and the effect a business disruption might have upon them. Process of analyzing operational functions and the effect a disruption might have upon them.								ISO 22301:2012
Business Interruption	Any event, whether anticipated (i.e., public service strike) or unanticipated (i.e., blackout) which disrupts the normal course of business operations at an organization's location.	Similar terms: outage, service interruption.							DRJ
Business Interruption Costs	The impact to the business caused by different types of outages, normally measured by revenue lost.								DRJ
Business Interruption Insurance (BII)	Insurance coverage for disaster related expenses that may be incurred until operations are fully recovered after a disaster.	Business interruption insurance generally provides reimbursement for necessary ongoing expenses during this shutdown, plus loss of net profits that would have been earned during the period of interruption, within the limits of the policy.							DRJ, BCI

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Business Recovery	Steps taken to resume the business within an acceptable timeframe following a disruption.	In some countries (mainly in North America) the term Business Recovery was popular before the more widespread acceptance of Business Continuity. It is still found in some organizations and can be treated as broadly similar to basic BCM. Where it is used you might also find reference to BR Coordinator, BR Plan, BR Planner, BR Planning, BR Programme and BR Team.							BCI
Business Recovery Coordinator	An individual or group designated to coordinate or control designated recovery processes or testing.								DRJ
Business Recovery Team	A group responsible for: relocation and recovery of business unit operations at an alternate site following a business disruption; and subsequent resumption and restoration of those operations at an appropriate site.								DRJ
Business Recovery Timeline	The approved sequence of activities, required to achieve stable operations following a business interruption. This timeline may range from minutes to weeks, depending upon the recovery requirements and methodology.								DRJ
Business Risk	Risk that internal and external factors, such as inability to provide a service or product, or a fall in demand for an organization's products or services will result in an unexpected loss.								BCI
Business Unit	A business unit within an organization e.g. unit/department/division. A unit, department or division within an organization.								BCI
Business Unit BC Coordinator	A staff member appointed by a business unit to serve as the liaison person responsible for all BCM direction and activities within the unit.								BCI
Business Unit Recovery	A component of Business Continuity which deals specifically with the recovery of a key function or department in the event of a disaster.								DRJ
Call Tree	A document that graphically depicts the calling responsibilities and the calling order used to contact management, employees, customers, vendors, and other key contacts in the event of an emergency, disaster, or severe outage situation.								DRJ, BCI
Call Tree Test	A test designed to validate the currency of contact lists and the processes by which they are maintained.								BCI
Campus	A set of buildings which is are geographically grouped together and might form one inter-connected set of Business Continuity Plans.								BCI
Capability	An umbrella term which generically encompasses business processes or activities, and/or technology systems or applications.								DRJ
Capability Assessment for Readiness (CAR)	This is the process of self-assessment under the US Standard NFPA 1600.	This has applicability mainly in the United States and is a technique recognised by the Federal Emergency Management Agency (FEMA).							BCI
Capability Resilience Level (CRL)	The relative degree to which a capability can be impacted by a single disaster event.								DRJ
Cascade System	A system whereby one person or organization calls out/contacts others who in turn initiate further call-outs/contacts as necessary.								DRJ, BCI
Casualty Bureau	The central police controlled contact and information point for all records and data relating to casualties and fatalities.	This is a term used in specific countries only and is not universally applicable.							BCI
Catastrophe	Occurs when a disaster's effects are widespread and its impact is so great that it overwhelms a community's ability to function.	Can have an unusually high number of deaths, injuries, or property damage, or is large enough to constitute a disaster to a whole region.							DRJ

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Certificate of the Business Continuity Institute (CBCI)	This entry level certified membership grade is for those professionals that have passed the Certificate of the BCI (CBCI) Examination.	BCI certification							BCI
Certified Business Continuity Auditor (CBCA)	The CBCA level is designed for the specialist who can verify the effectiveness of an organization's business continuity program against the landscape of standards, guidelines and industry regulations. The professional should demonstrate a minimum of 2 years of knowledge and experience in the fields of business continuity, emergency management and/or auditing and pass the DRII administered Audit Examination.	DRII certification							DRII
Certified Business Continuity Lead Auditor (CBCLA)	The CBCLA level is designed for audit team leaders. The professional should demonstrate 5 years of experience in the fields of emergency management, enterprise risk management, leadership, business continuity and/or auditing and pass the DRII administered Audit Examination.	DRII certification							DRII
Certified Business Continuity Professional (CBCP)	Certified Business Continuity Professional. The CBCP certification is for individuals with a minimum of two years of Enterprise Continuity Mgmt experience in 5 of the 10 Professional Practice areas, have passed the qualifying exam and have had their DRII - Certification Application approved.	DRII certification							DRII
Certified Functional Continuity Professional (CFCP)	The CFCP level of certification is for individuals who have demonstrated knowledge and working experience in the business continuity/disaster recovery industry. The level requires more than two years of experience. Applicants must be able to demonstrate specific and practical experience in three of the subject matter areas of the Professional Practices.	DRII certification							DRII
Certified Business Continuity Vendor (CBCV)	The CBCV certification is for individuals with some knowledge in business continuity planning, but who are non-practitioners within an organization. CBCVs provide services to the industry and have acquired the experience for certification. An active ABCP, CFCP, CBCP, or MBCP certification is required.	DRII certification							DRII
Certified Healthcare Provider Continuity Professional (CHPCP)	The CHPCP level is designed for the professional demonstrating 2 years of experience in the fields of emergency management, business continuity, management and clinical care principles/healthcare and passing the DRII administered Healthcare Examination. The individual should also demonstrate experience in 5 of the Professional Practices areas.	DRII certification							DRII
Certified Public Sector Continuity Professional (CPSCP)	The CPSCP level is designed for the professional demonstrating 2 years of experience in the fields of public sector recovery planning, emergency management, business continuity and passing the DRII administered Public Sector Examination. The individual should also demonstrate experience in 5 of the Professional Practices areas.	DRII certification							DRII
Certified Risk Management Professional (CRMP)	The CRMP level is designed for the professional demonstrating 2 years of experience specializing in the field of risk management. The individual must pass the DRII administered Risk Management Examination and demonstrate experience in 5 of the Professional Practices areas.	DRII certification							DRII
Checklist	a) Tool to remind and /or validate that tasks have been completed and resources are available, to report on the status of recovery. b) A list of items (e.g., names or tasks) to be checked or consulted.								DRJ

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Checklist Exercise	A method used to exercise a completed disaster recovery plan. This type of exercise is used to determine if the information in the plan (e.g., phone numbers, manuals, equipment) is accurate and current.								DRJ, BCI
Civil Disorder	Event or situation, such as a terrorist attack, riot, violent protest, demonstration, or illegal assembly, which threatens serious damage to human welfare and security in a physical location or environment.								DRJ
Civil Emergency	Event or situation which threatens serious damage to human welfare in a place, environment or a place or the security of that place.								BCI
Cold Site	An environmentally equipped facility that provides only the physical space for recovery operations while the organization using the space provides its own office equipment, hardware and software systems and any other required resources to establish and continue operations. A site (data centre/work area) equipped with appropriate environmental conditioning, electrical connectivity, communications access, configurable space and access to accommodate the installation and operation of equipment by key employees required to resume business operations.	In some countries this is referred to as a literal translation of White Room.							DRJ, BCI
Command Center/Centre	Operational site (physical or virtual) used by a crisis team after the initial phase of an emergency; can also serve as a reporting point for deliveries, services, press and all external contacts.	There could be more than one command center for each event reporting to a single Emergency Operations Center. NOTE: See also Emergency Control Center (ECC); Emergency Operations Centre (EOC).							DRJ
Common Recognized Information Picture (CRIP)	A statement of shared situational awareness and understanding, which is briefed to crisis decision-makers and used as the accepted basis for auditable and defensible decisions.								BCI
Communications Recovery	The component of disaster recovery which deals with the restoration or rerouting of an organization's telecommunication network, or its components, in the event of loss.								DRJ, BCI
Competence	Demonstrated ability to apply knowledge and skills to achieve intended results								ISO 22301:2012
Compliance	Fulfilment of a requirement in a management systems context.								BCI
Conformity	Fulfilment of a requirement of a management system.								BCI
Consequence	Evaluated outcome of an event or a particular set of circumstances.								BCI
Consortium Agreement	An agreement made by a group of organizations to share processing facilities and/or office facilities, if one member of the group suffers a disaster.								DRJ, BCI
Contact List	A list of key people to be notified at the time of disruption or as needed. The contact data used by Call Tree and Cascade processes and systems.								DRJ, BCI
Contingency Fund	A budget for meeting and managing operating expense at the time of a business continuity invocation.								BCI
Contingency Plan	An event specific preparation that is executed to protect an organization from certain and specific identified risks and/or threats. A plan to deal with specific set of adverse circumstances.	A BC Plan is a more general term for dealing with the consequences of a wider range of non-specific interruptions.							DRJ, BCI

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Contingency Planning	Process of developing advanced arrangements and procedures that enable an organization to respond to an undesired event that negatively impacts the organization.								DRJ
Continual Improvement	Recurring activity to enhance performance								ISO 22300:2012
Continuance of Government (COG)	This is a US concept for how government entities plan to continue the key elements of public governance in emergency situations.	This has applicability mainly in the United States. In most countries BC plans are used for both private and public sector bodies including government entities.							BCI
Continuity of Operations (COOP)	Management policy and procedures used to guide an enterprise response to a major loss of enterprise capabilities or damage to its' facilities. It defines the activities of individual departments and agencies and their subcomponents to ensure their essential functions are performed.	The term is primarily used in the public sector.							DRJ
Continuity Of Operations Plan (COOP)	Management policy and procedures used to guide an enterprise response to a major loss of enterprise capabilities or damage to its' facilities. It defines the activities of individual departments and agencies and their subcomponents to ensure their essential functions are performed.	The term is primarily used in the public s ector.							DRJ, BCI
Continuance Of Operations Planning	This has applicability mainly in the United States. In most countries BC plans are used for both private and public sector bodies including government entities. In the US COOP is sometimes used as an alternative term to BCM even in the private sector.								
Continuous Availability	A system or application that supports operations which continue with little to no noticeable impact to the user.								DRJ
Continuous Operations	The ability of an organization to perform its processes without interruption.								DRJ, BCI
Control	The collection of activities, financial, operational and otherwise, established by a Board and company management that carry out an organization's business in an effective and efficient manner, in line with the organization's approved objectives, goals, and risk appetite.	NOTE: Refer to RIMS glossary for definition associated with Risk Management.							DRJ
Control Framework	A model or recognised system of control categories that covers all internal controls expected within an organization.								BCI
Control Review	Involves selecting a control and establishing whether it has been working effectively and as described and expected during the period under review.								BCI
Cordon	The boundary line of a zone that is determined, reinforced by legislative power, and exclusively controlled by the emergency services from which all unauthorised persons are excluded for a period of time determined by the emergency services.								BCI
Corporate Governance	The system/process by which top management of an organization are required to carry out and discharge their legal, moral and regulatory accountabilities and responsibilities.	In recent times a new term GRC (Governance, Risk and Compliance) is becoming popular as a wider form of Corporate Governance.							DRJ, BCI
Corporate Risk	A category of risk management that looks at ensuring an organization meets its corporate governance responsibilities takes appropriate actions and identifies and manages emerging risks.								DRJ, BCI
Corrective Action	Action to eliminate the cause of a non-conformity and to prevent recurrence.	There can be several causes of nonconformity and corrective action is taken to prevent recurrence. This differs from preventive action which is a risk management concept to prevent it occurring.							ISO 22300:2012
COSHH	Control of Substances Hazardous to Health regulations 2002. A European Union directive.								BCI

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Cost Benefit Analysis	A process (after a BIA and risk assessment) that facilitates the financial evaluation of different strategic BCM options and balances the cost of each option against the perceived savings.

Financial technique for measuring the cost of implementing a particular solution and compares that with the benefit delivered by that solution. | | | | | | | | DRJ, BCI |
Counseling	The provision of assistance to staff, customers and others who have suffered mental or physical injury in a disaster or incident.	May also be called trauma counseling.							BCI
Creeping Disaster	A slow degradation of service or deterioration in quality or performance over a period of time which ultimately leads to a business interruption of disaster proportions.								BCI
Crisis	Abnormal and unstable situation that threatens the organization's strategic objectives, reputation or viability.								BS 11200:2014
Crisis Management	The overall direction of an organization's response to a disruptive event, in an effective, timely manner, with the goal of avoiding or minimizing damage to the organization's profitability, reputation, and ability to operate.

Development and application of the organizational capability to deal with a crisis. | | | | | | | | DRJ, BS 11200:2014 |
Crisis Management Team (CMT)	A team consisting of key leaders (e.g., media representative, legal counsel, facilities manager, disaster recovery coordinator), and the appropriate business owners of critical functions who are responsible for recovery operations during a crisis.								DRJ
Critical	A qualitative description used to emphasize the importance of a resource, process or function that must be available and operational either constantly or at the earliest possible time after an incident, emergency or disaster has occurred.								BCI
Critical Activities	Those activities which have to be performed to deliver the key products and services and which enable an organization to meet the most important and time-sensitive objectives.	This is sometimes referred to as mission critical activities.							BCI
Critical Business Functions (CBF)	The critical operational and/or business support functions that could not be interrupted or unavailable for more than a mandated or predetermined timeframe without significantly jeopardizing the organization.

Vital functions without which an organization will either not survive or will lose the capability to effectively achieve its critical objectives. | This term is popular in North America, Australia and Asia. A critical business function can comprise a single process or several processes contributing to a final definable output. A critical business function may involve a single structural unit of the organization, or may involve activities across several structural units. A single structural unit may have responsibility for one or more critical business functions. | | | | | | | DRJ, BCI |
| Critical Component Failure Analysis | A review of the components involved in delivery of an enterprise wide process and an assessment of the relationship dependencies and impact of failure of one component. | | | | | | | | BCI |
| Critical Data Point | The point in time to which data must be restored and synchronized to achieve a Maximum Acceptable Outage. | See recovery point objective.

Not often used except in Australia and Asia, and is basically the same as RPO. | | | | | | | DRJ, BCI |
| Critical Infrastructure | Physical assets (e.g., electrical power, telecommunications, water, gas and transportation) whose disruption or destruction would have a debilitating impact on the economic and/or physical security of an entity (e.g., organization, community, nation). | NOTE: For other countries, search their government websites for additional information. | | | | | | | DRJ, BCI |
| Critical Service | Mission critical office based computer applications. | | | | | | | | BCI |

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Critical Staff	Staff members whose skills, knowledge and/or involvement are necessary to recover a critical business function.	Roles or individuals may be designated as critical.							DRJ
Critical Success Factors (CSF)	A management technique developed in 1970's but still popular, in which an organization identifies a limited number of activities it has to get correct to achieve its primary missions.								BCI
Critical Supplier	Looking back in the logistical process (upstream) of a product or service, any supplier that could cause a disruption or outage to the organization's critical functions as documented in the BIA.	A critical supplier could be anywhere in the logistical input process of the customer's critical business function.							DRJ
Culture	Sets the tone for an organization, influencing the consciousness of its people. Cultural factors include the integrity, ethical values and competence of the entity's people: management's philosophy and operating style; the way management assigns authority and responsibility, and organises and develops its people; and the attention and direction provided by a Board.								BCI
Customer Relationship Management System (CRM)	A computer application or integrated set of applications which brings together all aspects of customer communications and management.								BCI
Damage Assessment	An appraisal of the effects of the disaster or incident on human, physical, economic and operational capabilities.								BCI
Data Backup Strategies	Data backup strategies will determine the technologies, media and offsite storage of the backups necessary to meet an organization's data recovery and restoration objectives.								DRJ, BCI
Data Backups	The copying of production files to media that can be stored both on and/or offsite and can be used to restore corrupted or lost data or to recover entire systems and databases in the event of a disaster.								DRJ, BCI
Data Center Recovery	The component of disaster recovery which deals with the restoration of data center services and computer processing capabilities at an alternate location and the migration back to the production site.								DRJ, BCI
Data Mirroring	The act of copying data from one location to a storage device at another location in or near real time.	Hot sites usually refer to IT and Telecom capabilities. When used in the same context for business users they are more often referred to as Work Area Recovery Sites.							DRJ
Data Protection	Statutory requirements to manage personal data in a manner that does not threaten or disadvantage the person to whom it refers.								BCI
Data Recovery	The restoration of computer files from backup media to restore programs and production data to the state that existed at the time of the last safe backup.								DRJ
Database Replication	The partial or full duplication of data from a source database to one or more destination databases.								DRJ, BCI
DBCI	This certified membership grade is a standalone credential. It is an academic qualification in Business Continuity and a route to higher membership grades of the BCI depending on years of experience.	BCI certification							BCI
Declaration	A formal announcement by pre-authorized personnel that a disaster or severe outage is predicted or has occurred and that triggers pre-arranged response and mitigating actions.	E.g., a move to an alternate site.							DRJ, BCI
Declaration Fee	A fee charged by a commercial hot site vendor for a customer invoked disaster declaration								DRJ, BCI
Decision Point	The latest moment at which the decision to invoke emergency procedures has to be taken to ensure the continued viability of the organization.								BCI
Dedicated Work Area	Work space provided for sole use by a single organization, configured ready for use.								BCI

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			PS (Public Sector)	BC (Business Continuity)	DR (Disaster Recovery)	EM (Emergency Management)	CM (Crisis Management)	RM (Risk Management)	
Denial of Access	Loss of access to any asset (premises, hardware, systems) when no physical damage has been done to the asset.								BCI
Denial of Physical Access	The inability of an organization to access and/or occupy its normal physical, working environment.								DRJ
Dependency	The reliance or interaction, directly or indirectly, of one activity, or process, or component thereof, upon another.								DRJ, BCI
Design	The Technical Practice within the BCM Lifecycle of the BCI Good Practice Guidelines that identifies and selects appropriate strategies to determine how continuity and recovery from disruption will be achieved.	Good Practice Guidelines Glossary of Terms.							BCI
Desk Check	One method of validating a specific component of a plan.	Typically, the owner of the component reviews it for accuracy and completeness and signs off.							DRJ, BCI
Desktop Exercise	Technique for rehearsing teams in which participants review and discuss the actions they would take according to their plans, but do not perform any of these actions.	Can be conducted with a single team, or multiple teams, typically under the guidance of exercise facilitators.							BCI
Differential Backup	Backup process that copies only such items that have been changed since the last full backup.	Note: requires only the last full backup and the latest differential backup for complete restoration.							DRJ
Disaster	Situation where widespread human, material, economic or environmental losses have occurred which exceeded the ability of the affected organization, community or society to respond and recover using its own resources.								ISO 22300:2012
Disaster Declaration	The staff should be familiar with the list of assessment criteria of an incident versus disaster situation established by the BCM or DR Steering Committee and the notification procedure when a disaster occurs.	Usually, for the invocation of 3rd party services or insurance claims there will be need for a formal Disaster Declaration.							BCI
Disaster Management	Strategies for prevention, preparedness and response to disasters and the recovery of essential post-disaster services.	This is particularly used in areas where large-scale natural disasters are prevalent and in common use in Australia. The actual written plans are therefore known as Disaster Plans or Disaster Management plans.							BCI
Disaster Recovery (DR)	The process, policies and procedures related to preparing for recovery or continuation of technology infrastructure, systems and applications which are vital to an organization after a disaster or outage. The strategies and plans for recovering and restoring the organizations technological infra-structure and capabilities after a serious interruption.	Disaster Recovery focuses on the information or technology systems that support business functions, as opposed to Business Continuity which involves planning for keeping all aspects of a business functioning in the midst of disruptive events. Disaster recovery is a subset of Business Continuity. DR is now normally only used in reference to an organization's IT and telecommunications recovery.							DRJ, BCI
Disaster Recovery Plan (DRP)	The management approved document that defines the resources, actions, tasks and data required to manage the technology recovery effort.	Usually refers to the technology recovery effort. This is a component of the Business Continuity Management Program.							DRJ, BCI
Disaster Recovery Planning	The process of developing and maintaining recovery strategies for information technology (IT) systems, applications and data. This includes networks, servers, desktops, laptops, wireless devices, data and connectivity.	Priorities for IT recovery should be consistent with the priorities for recovery of business functions and processes that were developed during the business impact analysis (BIA) process. IT resources required to support time-sensitive business functions and processes should also be identified.							DRJ
Disk Mirroring	Data replication and recovery technique where data is duplicated on a separate disk subsystem preferably separate location, in real time or near real time, to ensure continuous availability of critical information. Data is protected in transit through encryption.	NOTE: See also Database Replication, Journaling.							DRJ

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Disruption	An event that interrupts normal business, functions, operations, or processes, whether anticipated (e.g., hurricane, political unrest) or unanticipated (e.g., a blackout, terror attack, technology failure, or earthquake).	Good Practice Guidelines Glossary of Terms							BCI
Diverse Routing	The routing of information through split or duplicated cable facilities.								BCI
Diversification	A continuity and recovery strategy requiring the live undertaking of activities at two or more geographically dispersed locations.	Good Practice Guidelines Glossary of Terms.							BCI
Downtime	A period in time when something is not in operation.	This is often called Outage when referring to IT services and systems.							BCI
Drop Ship	A strategy for: a) Delivering equipment, supplies, and materials at the time of a business continuity event or exercise. b) Providing replacement hardware within a specified time period via prearranged contractual arrangements with an equipment supplier at the time of a business continuity event.								DRJ
Duty of Care	A corporate governance requirement to take care of the assets of the organization – a duty incumbent on officers of an enterprise.								BCI
Effectiveness	Extent to which planned activities are realized and planned results achieved.								ISO 22300:2012
Efficiency	Relationship between the result achieved and the resources used.								BCI
Electronic Vaulting	The electronic transfer of data to an off-site storage facility.								DRJ, BCI
Embedding Business Continuity	The Management Practice within the BCM Lifecycle that continually seeks to integrate Business Continuity into day-to-day activities and organizational culture.	Good Practice Guidelines Glossary of Terms.							BCI
Emergency	Any incident, whether natural, technological, or human-caused, that requires responsive action to protect life or property.								DRJ
Emergency Control Center (ECC)	The Command Centre used by the Crisis Management Team during the first phase of an event.	An organization should have both primary and secondary locations for an ECC in case one of them becomes unavailable/ inaccessible. It may also serve as a reporting point for deliveries, services, press and all external contacts.							DRJ, BCI
Emergency Coordinator	The person designated to plan, exercise, and implement the activities of sheltering in place or the evacuation of occupants of a site with the first responders and emergency services agencies.								DRJ, BCI
Emergency Data Services	Remote capture and storage of electronic data, such as journaling, electronic vaulting and database shadowing/ mirroring.								BCI
Emergency Marshal	A person responsible for ensuring that all employees, visitors and contractors evacuate a site/building and report to the emergency coordinator when their designated floor/area is clear.	Also called a fire marshal.							BCI
Emergency Operations Center (EOC)	The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. The facility used by the Incident or Crisis Management Team after the first phase of a plan invocation. An organization must have a primary and secondary location for an EOC in the event of one being unavailable. It may also serve as a reporting point for deliveries, services, press and all external contacts.	An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof. This is also traditionally called a Command Centre.							FEMA Glossary, BCI
Emergency Planning	Development and maintenance of agreed procedures to prevent, reduce, control, mitigate and take other actions in the event of a civil emergency.								BCI

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Term	Definition	Notes	PS (Public Sector)	BC (Business Continuity)	DR (Disaster Reecovery)	EM (Emergency Management)	CM (Crisis Management)	RM (Risk Management)	Source
Emergency Preparedness	The capability that enables an organization or community to respond to an emergency in a coordinated, timely, and effective manner to prevent the loss of life and minimize injury and property damage.								DRJ, BCI
Emergency Procedures	A documented list of activities to commence immediately to prevent the loss of life and minimize injury and property damage.								DRJ, BCI
Emergency Response	Actions taken in response to a disaster warning or alert to minimize or contain the eventual negative effects, and those taken to save and preserve lives and provide basic services in the immediate aftermath of a disaster impact, for as long as an emergency situation prevails.								BCI
Emergency Response Plan	A documented plan usually addressing the immediate reaction and response to an emergency situation								DRJ
Emergency Response Procedures	The initial response to any event and is focused upon protecting human life and the organization's assets.								DRJ,BCI
Emergency Response Team (ERT)	Qualified and authorized personnel who have been trained to provide immediate assistance.								DRJ, BCI
Enterprise Risk Management	ERM includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives.	ERM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress. By identifying and proactively addressing risks and opportunities, business enterprises protect and create value for their stakeholders, including owners, employees, customers, regulators, and society overall.							BCI
Enterprise-Wide Planning	The overarching master plan covering all aspects of business continuity within the entire organization.								DRJ, BCI
Escalation	The process by which event-related information is communicated upwards through an organization's established chain of command. The process by which an incident is communicated upwards through an organization's business continuity and/or incident and crisis management reporting process.								DRJ, BCI
Essential Services	Infrastructure services without which a building or area would be considered disabled and unable to provide normal operating services; typically includes utilities (water, gas, electricity, telecommunications), and may also include standby power systems or environmental control systems.								BCI
Estimated Maximum Loss	Insurance policies are written based upon the EML – the maximum amount that can be claimed against an insured peril.	In BI terms this usually means the loss of gross profit after deduction of variable expenses and addition of allowed additional expenditure.							BCI
Evacuation	The movement of employees, visitors and contractors from a site and/or building to a safe place (assembly area) in a controlled and monitored manner at time of an event.								DRJ, BCI
Event	Occurrence or change of a particular set of circumstances.	1. An event can be one or more occurrences 2. An event can consist of something not happening 3. An event can sometimes be referred to as an 'incident' or 'accident' 4. An event without consequences can also be referred to as a "near miss". "incident", "near hit" or "close call".							ISO Guide 73

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Exclusion Zone	Boundary line of an area or zone that is controlled by emergency services personnel, and from which all unauthorized persons are excluded for a period of time determined by emergency services leadership.								BCI
Executive Management	A person or group of people who directs and controls an organization at the highest level. In larger organizations this might be called the Board, Directors, Executives or Senior Managers. In a small organization, the owner or sole proprietor.	See also "Top Management".							BCI
Exercise	Activity designed to execute business continuity or disaster recovery plans and evaluate the performance against approved standards or objectives. Process to train for, assess, practice, and improve recovery performance in an organization.	Exercises can be announced or unannounced, and are performed for the purpose of training and conditioning team members, and validating the business continuity plan. Exercise results identify plan gaps and limitations and are used to improve and revise the Business Continuity Plans. Types of exercises include, e.g.: tabletop exercise, simulation exercise, operational exercise, mock disaster, desktop exercise, full rehearsal. Participants can include an overall controller, directors, players, observers and an umpire.							DRJ, ISO 22300:2012
Exercise Auditor	An appointed role that is assigned to assess whether the exercise aims / objectives are being met and to measure whether activities are occurring at the right time and involve the correct people to facilitate their achievement. The exercise auditor is not responsible for the mechanics of the exercise. This independent role is crucial in the subsequent debriefing.								DRJ, BCI
Exercise Controller (Owner)	-	See Exercise Owner							DRJ, BCI
Exercise Coordinator	The person responsible for the mechanics of running the exercise. Person responsible for planning, execution, and evaluation activities of an exercise.	The coordinator must lead the exercise and keep it focused within the predefined scope and objectives of the exercise as well as on the disaster scenario. The coordinator must be objective and not influence the outcome. They perform the coordination to make sure appropriate exercise participants have been identified and that exercise scripts have been prepared before, utilized during, and updated after the exercise.							DRJ, ISO 22398:2013
Exercise Observer	An exercise observer has no active role within the exercise but is present for awareness and training purposes.	An exercise observer might make recommendations for procedural improvements.							DRJ, BCI
Exercise Owner	An appointed role that has total management oversight and control of the exercise and has the authority to alter the exercise plan.	This includes early termination of the exercise for reasons of safety or the aims / objectives of the exercise cannot be met due to an unforeseen or other internal or external influence.							DRJ, BCI
Exercise Plan	A plan designed to periodically evaluate tasks, teams, and procedures that are documented in business continuity plans to ensure the plan's viability.	This can include all or part of the BC plan, but should include mission critical components.							DRJ, BCI
Exercise Program(me)	Series of exercise events designed to meet an overall objective or goal.								ISO 22300:2012
Exercise Script	A set of detailed instructions identifying information necessary to implement a predefined business continuity event scenario for evaluation purposes.								DRJ, BCI
Expense Log	Record of expenditure enabling loss assessment and adjustment following an incident or crisis.								BCI
Exposure	The potential susceptibility to loss; the vulnerability to a particular risk.								DRJ, BCI

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Extra Expense	The extra cost necessary to implement a recovery strategy and/or mitigate a loss.	An example is the cost to transfer inventory to an alternate location to protect it from further damage, cost of reconfiguring lines, overtime costs, etc.

Typically reviewed during BIA and is a consideration during insurance evaluation. | | | | | | | DRJ, BCI |
Facility	Plant, machinery, equipment, property, buildings, vehicles, information systems, transportation facilities, and other items of infrastructure or plant and related systems that have a distinct and quantifiable function or service.	See also "Infrastructure".							BCI
Fallback	Another (but less popular) term for alternative or alternate. A fallback facility is another site/building that can be used when the original site/building is unusable or unavailable.								BCI
Fellow of the Business Continuity Institute (FBCI)	This prestigious certified membership grade is the highest obtainable, and is designed for professionals with over 10 years of experience and who have made significant contributions to the BCI and the industry.								BCI
FEMA	Federal Emergency Management Agency – the US agency responsible for responding to wide area disasters and emergencies.								BCI
Financial Impact	Actual or potential losses incurred.								BCI
First Responder	A member of an emergency service who is first on the scene at a disruptive incident.	This would normally be police, fire or ambulance personnel.							BCI
Fit-for-purpose	Meeting an organization's requirements.								BCI
Floor Warden	Person responsible for ensuring that all employees, visitors and contractors evacuate a floor within a specific site.								DRJ, BCI
Formal Debrief	A discussion held within weeks of the exercise, addressing the wider organizational issues that identifies learning opportunities.	Good Practice Guidelines Glossary of Terms.							BCI
Full Rehearsal	An exercise that simulates a Business Continuity event where the organization or some of its component parts are suspended until the exercise is completed.								DRJ, BCI
Full Test	A simulation exercise involving a Business Continuity scenario where the organization or some of its component parts are suspended until the exercise is completed.								BCI
Gain	A positive consequence of an event or incident.								BCI
Gap Analysis	A survey whose aim is to identify the differences between BCM/Crisis Management requirements (what the business says it needs at time of an incident) and what is in place and/or currently available								DRJ, BCI
Good Practice Guidelines	A guide to global good practice in Business Continuity. The body of knowledge produced by the Business Continuity Institute.								BCI
Governance, Risk and Compliance (GRC)	GRC is the umbrella term covering an organization's approach across these three areas.	Being closely related concerns, governance, risk and compliance activities are increasingly being integrated and aligned to some extent in order to avoid conflicts, wasteful overlaps and gaps. While interpreted differently in various organizations, GRC typically encompasses activities such as corporate governance, enterprise risk management (ERM) and corporate compliance with applicable laws and regulations.							BCI
Grab List	A list of items that individuals should take with them prior to evacuating a building.	These should only be taken if it does not delay evacuation and must not compromise personal safety.							BCI
Hardening	The process of making something more secure, resistant to attack, or less vulnerable.								DRJ, BCI

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Hazard	A source of potential harm.	The words "threat" and "hazard" are often interchangeable. Threats such as natural disasters or extreme weather conditions are more typically referred to as "hazards." Hazard can be a risk source.							ISO Guide 73
Hazard Assessment	Process of determining, for specific areas, the likelihood of the occurrence of potentially-damaging phenomenon of given magnitudes within a specified period of time	Typically involves analysis of formal and informal historical records, plus skilled interpretation of existing topographical graphical, geological, geomorphological, hydrological, and land-use maps.							DRJ
Health and Safety	The process by which the wellbeing of all employees, contractors, visitors and the public is safeguarded.	All business continuity plans and planning must be cognizant of H&S statutory and regulatory requirements and legislation. Health and Safety considerations should be reviewed during the risk assessment.							DRJ
High-Availability	Systems or applications requiring a very high level of reliability and availability.	High availability systems typically operate 24x7 and usually require built-in redundancy to minimize the risk of downtime due to hardware and/or telecommunication failures.							DRJ, BCI
High-Risk Areas	Areas identified during the risk assessment that are highly susceptible to a disaster situation or might be the cause of a significant disaster.								DRJ, BCI
Horizon Scanning	Systematic examination of potential threats, opportunities and future developments, which might have the potential to create new risks or change the character of risks already identified.								BCI
Hot Debrief	A discussion about the issues and concerns held immediately following an exercise.	Good Practice Guidelines Glossary of Terms.							BCI
Hot site	A facility equipped with full technical requirements including IT, telecoms and infrastructure, and which can be used to provide rapid resumption of operations.	Hot sites usually refer to IT and telecom capabilities. When used in the same context for business users they are more often referred to as Work Area Recovery Sites.							DRJ, BCI
Housekeeping	The process of maintaining procedures, systems, people and plans in a state of readiness.								BCI
Human Continuity	The ability of an organization to provide support for its associates and their families before, during, and after a business continuity event to ensure a viable workforce.	This involves pre-planning for potential psychological responses, occupational health and employee assistance programs, and employee communications.							DRJ, BCI
Human Threats	Possible disruptions in operations resulting from human actions as identified during the risk assessment.	E.g., disgruntled employee, terrorism, blackmail, job actions, riots).							DRJ, BCI
ICT Continuity	Capability of the organization to plan for and respond to incidents and disruptions in order to continue ICT (Information and Communications Technology) services at an acceptable level.								BCI
ICT Disaster Recovery	The ability of the ICT elements of an organization to support its most urgent business functions to acceptable levels within a pre-determined period of time following a disruption.								BCI
ICT Disaster Recovery Plan	A clearly defined and documented plan which recovers ICT capabilities when a disruption occurs.								BCI
Impact	(1) The effect, acceptable or unacceptable, of an event on an organization. (2) Results associated with a disaster or emergency situation over time on an organization. Evaluated consequence of a particular outcome.	The types of business impact are usually described as financial and non-financial and are further divided into specific types of impact. Impact level is usually relative to the existing resilience of the organization.							DRJ, BCI
Impact Analysis	The process of analyzing all operational activities and the effect that an operational impact might have upon them.	This is basically the same as a Business Impact Analysis but for organizations which do not regard themselves as a business (e.g. charities, public sector) it is sometimes preferred terminology.							BCI

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Implementation	The Technical Practice within the Business Continuity Management (BCM) Lifecycle that executes the agreed strategies through the process of developing the Business Continuity Plan.	Good Practice Guidelines Glossary of Terms.							BCI
Incident	An event which is not part of standard business operations which may impact or interrupt services and, in some cases, may lead to disaster.

Situation that might be, or could lead to, a disruption, loss, emergency or crisis. | | | | | | | | DRJ, ISO 22300:2012 |
| Incident Command System (ICS) | A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

The combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. | ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. | | | | | | | FEMA Glossary |
Incident Management	The process by which an organization responds to and controls an incident using emergency response procedures or plans.								DRJ
Incident Management Plan (IMP)	A clearly defined and documented plan of action for use at the time of an incident, typically covering the key personnel, resources, services and actions needed to implement the incident management process.								DRJ, BCI
Incident Management Team (IMT)	A Group of individuals responsible for developing and implementing a comprehensive plan for responding to a disruptive incident. The team consists of a core group of decision-makers trained in incident management and prepared to respond to any situation.								BCI
Incident Manager	Commands the local emergency operations center (EOC) reporting up to senior management on the recovery progress. Has the authority to invoke the recovery plan.								DRJ, BCI
Incident Response	The response of an organization to a disaster or other significant event that may significantly impact the organization, its people, or its ability to function productively.	An incident response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment, and any other measures necessary to bring an organization to a more stable status.							DRJ, BCI
Increased Cost of Working	The additional expenditure incurred following an incident in order to minimize the loss of gross profit.								BCI
Indemnity Period	The period during which insurers will pay for losses following an incident covered as an insured peril.	Insurers are only concerned about this period. To identify a suitable period it is necessary to consider maximum loss scenario, incident management capability, recovery time objectives, lead time for replacement equipment and any other factors which might extend the period of loss.							BCI
Information Security	The securing or safeguarding of all sensitive information, electronic or otherwise, which is owned by an organization.								DRJ, BCI
Information Technology Disaster Recovery (ITDR)	An integral part of the organization's BCM plan by which it intends to recover and restore its ICT capabilities after an Incident.								BCI
Infrastructure	The total environment (real estate, personnel, technological and non-technological) needed for the operation of an organization.								ISO 22301: 2012
Insurance	A contract to finance the cost of risk. Should a named risk event (loss) occur, the insurance contract will pay the holder the contractual amount.								BCI

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Integrated Capability Analysis (ICA)	An analytical methodology which considers concurrent and contextual review of multiple metrics, to provide a more complete picture regarding a particular plan, artifact, or aspect of the business continuity program.								DRJ
Integrated Exercise	An exercise conducted on multiple interrelated components of a Business Continuity Plan, typically under simulated operating conditions. Examples of interrelated components may include interdependent departments or interfaced systems.								DRJ, BCI
Integrated Test	-	See integrated exercise							BCI
Integrated Testing	Examination of a plan that addresses multiple plan components, in conjunction with each other, typically under simulated operating conditions.	See integrated exercise							DRJ, BCI
Integrity	The safeguarding of accuracy and completeness of assets, particularly data records.								BCI
Interested Party	A person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity.	See also Stakeholder							ISO 22301:2012
Interim Site	A temporary location used to continue performing business functions after vacating a recovery site and before the original or new home site can be occupied.	Move to an interim site may be necessary if ongoing stay at the recovery site is not feasible for the period of time needed or if the recovery site is located far from the normal business site that was impacted by the disaster. An interim site move is planned and scheduled in advance to minimize disruption of business processes; equal care must be given to transferring critical functions from the interim site back to the normal business site.							DRJ, BCI
Internal Audit	Audit conducted by, or on behalf of, the organization itself for management review and other internal purposes, and which might form the basis for an organization's self-declaration of conformity.								ISO 22301:2012
Internal Control	All the means, tangible and intangible that can be employed or used to ensure that established objectives are met.								BCI
Internal Hot site	A fully equipped alternate processing site owned and operated by the organization.								DRJ, BCI
Intrusion Detection System (IDS)	Automated system that alerts network operators to a penetration or other contravention of a security policy.	Some IDS may be able to respond to a penetration by shutting down access or gathering more information on the intruder							DRJ
Intrusion Prevention System (IPS)	Automated system that establishes barriers to potential network penetrations or other contraventions of security policies.	Has ability to record the characteristics of attempted penetrations into a database for use in analyzing future events; usually includes IDS capabilities and can be programmed to mitigate further access to the network or associated systems.							DRJ
Invocation	The act of declaring that an organization's business continuity arrangements need to be put into effect in order to continue to deliver key products and services.								ISO 22301:2012
Journaling	Remote capture and storage of electronic data, at a transaction level so that it can be applied to an earlier overall system backup.	Other related techniques include electronic vaulting and database shadowing/ mirroring.							BCI
Just-in-Time (JIT)	System whereby dependencies for critical business processes are provided exactly when required, without requiring intermediate inventory.								BCI
Key Performance Indicators (KPI)	Benchmark measurement based on objectives, targets and defined industry standards.								BCI
Key Tasks	Priority procedures and actions in a Business Continuity Plan that must be executed within the first few minutes/hours of the plan invocation.								DRJ

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Lead Time	The time it takes for a supplier - either equipment or a service - to make that equipment or service available.	Business continuity plans should try to minimize this by agreeing to Service Levels (Service Level Agreement) with the supplier in advance rather than relying on the supplier's best efforts.							DRJ, BCI
Legislative	Actions within a Business Continuity Plan that must be prioritised as a result of legal, statutory or regulatory requirements.								BCI
Likelihood	Chance of something happening, whether defined, measured or estimated objectively or subjectively. It can use general descriptors (such as rare, unlikely, likely, almost certain), frequencies or mathematical probabilities. It can be expressed qualitatively or quantitatively.								BCI
Line Re-routing	A facility provided by telephone service providers (Telco's) to re-route dedicated lines to backup sites or other defined locations.								BCI
Logistics Team	A team comprised of various members representing departments associated with supply acquisition and material transportation, responsible for ensuring the most effective acquisition and mobilization of hardware, supplies, and support materials. This team is also responsible for transporting and supporting staff.								DRJ
Loss	Unrecoverable resources that are redirected or removed as a result of a Business Continuity event.	Such losses may be loss of life, revenue, market share, competitive stature, public image, facilities, or operational capability.							DRJ
Loss Adjuster	Designated position activated at the time of a Business Continuity event to assist in managing the financial implications of the event and should be involved as part of the management team where possible. Invaluable at the time of a Business Continuity incident to assist in managing the financial implications of the incident and should be involved as part of the management team where possible.	Loss Adjusters often have useful contacts within the local community. Involving the Loss adjuster in the planning process can improve the speed and effectiveness of any ensuing insurance claim.							DRJ, BCI
Loss Reduction	The technique of instituting mechanisms to lessen the exposure to a particular risk. Loss reduction involves planning for, and reacting to, an event to limit its impact.	Examples of loss reduction include sprinkler systems, insurance policies, and evacuation procedures.							DRJ, BCI
Loss Transaction Recovery	Recovery of data (paper within the work area and/or system entries) destroyed or lost at the time of the disaster or interruption.	Paper documents may need to be requested or re-acquired from original sources. Data for system entries may need to be recreated or reentered.							DRJ, BCI
Major Incident	UK Emergency Services definition. Any emergency that requires the implementation of special arrangements by one or more of the Emergency Services, National Health Service or a Local Authority								BCI
Management Practices	Policy and Programme Management and Embedding Business Continuity stages of the BCM Lifecycle.	Good Practice Guidelines Glossary of Terms.							BCI
Management System	Set of interrelated or interacting elements of an organization to establish policies and objectives, and processes to achieve those objectives.								ISO 22301:2012
Manual Procedures	An alternate method for continuing critical business services or processes following the loss of technology.	As working practices rely more on computerized activities, the ability of an organization to fallback to manual alternatives lessens. However, temporary measures and methods of working can help mitigate the impact of a business continuity event and give staff a feeling of doing something.							DRJ
Marshalling Area	A safe area where resources and personnel not immediately required can be directed to standby to await further instruction.								BCI

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Revision Date: March 8, 2019.

Term	Definition	Notes	PS (Public Sector)	BC (Business Continuity)	DR (Disaster Reecovery)	EM (Emergency Management)	CM (Crisis Management)	RM (Risk Management)	Source
Maximum Acceptable Outage (MAO)	Time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable.	Mainly suitable for IT Disaster Recovery Planning. Popular in Australia and to a lesser extent in the US. Rarely used in Europe. Sometimes MAD is used (Minimum Acceptable Disruption) in the same context. See also MTPD							ISO 22301:2012
Maximum Tolerable Downtime (MTD)	-	See MAO							BCI
Maximum Tolerable Outage (MTO)	-	Basically the same as MAO or MTD – most often used in Asia and Australia.							BCI
Maximum Tolerable Period of Disruption (MTPD)	The time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing and activity, to become unacceptable.								ISO 22301:2012
Member of the Business Continuity Institute (MBCI)	This certified membership grade is for professionals that have at least three years' experience in business continuity and who have taken and passed the CBCI Examination with merit.	BCI certification							BCI
MBCP	Master Business Continuity Professional. The Master level certification is for individuals with a minimum of five years of Enterprise Continuity Mgmt experience in 7 of the 10 Professional Practices, have passed both the qualifying exam and the Masters case study, and have had their DRII Certification Application approved.								DRJ, BCI
Minimum Business Continuity Objective (MBCO)	A minimum level of services and/or products that is acceptable to the organization to achieve its business objectives during a disruption.								ISO 22301:2012
Minimum Planning Duration (MPD)	A recovery strategy imperative, established by an organization, which mandates how long each contingency plan's recovery strategy is expected to endure, while relying only on resources or dependencies identified in the plan.								DRJ
Minimum Planning Radius (MPR)	A recovery strategy imperative, established by an organization, which identifies the minimum geographic range of an event that its contingency plans must address.								DRJ
Mission-Critical Activity	(1) A critical operational and/or business support activity (either provided internally or outsourced) required by the organization to achieve its objective(s) i.e. services and/or products.\n(2) Activity determined to be essential to an organization's ability to perform necessary business functions.	The loss could have a negative impact on the organization, such as a potential legal and/or regulatory impact.							DRJ
Mission-Critical Application	Applications that support business activities or processes that could not be interrupted or unavailable for 24 hours or less without significantly jeopardizing the organization.	Activity could be application, system, service, function, process, third party							DRJ, BCI
Mitigation	Refer to Risk Mitigation.								DRJ
Mobile Recovery	Transportable operating environment complete with office facilities and technology that can be delivered and deployed at a suitable site on short notice.	NOTE: Often a large trailer.							DRJ, BCI
Mobile Standby Trailer	A transportable operating environment, often a large trailer, that can be configured to specific recovery needs such as office facilities, call centers, data centers, etc.	This can be contracted to be delivered and set up at a suitable site at short notice.							DRJ, BCI
Mobilization	The activation of the recovery organization in response to a disaster declaration								DRJ

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Mock Disaster	One method of exercising teams in which participants are challenged to determine the actions they would take in the event of a specific disaster scenario.	Mock disasters usually involve all, or most, of the applicable teams. Under the guidance of exercise coordinators, the teams walk through the actions they would take per their plans, or simulate performance of these actions. Teams may be at a single exercise location, or at multiple locations, with communication between teams simulating actual 'disaster mode' communications. A mock disaster will typically operate on a compressed timeframe representing many hours, or even days.							DRJ, BCI
Mutual Aid Agreement	A pre-arranged understanding between two or more entities to render assistance to each other.								ISO 22300:2012
N + 1	A fault-tolerant strategy that includes multiple systems or components protected by one backup system or component. (Many-to-one relationship)								DRJ, BCI
Network Outage	An interruption of voice, data, or IP network communications.								DRJ, BCI
Non Compliance	Failure to fulfil an agreed requirement or expectation of a BCM programme.								BCI
Non Conformity	The non fulfilment of a specific requirement defined in a standard, documented practice, agreed procedure or legislation.								BCI
Objective	An overall goal, consistent with the policy that an organization sets for itself.								BCI
Offsite Location	A site at a safe distance from the primary site where critical data (computerised or paper) and/ or equipment is stored from where it can be recovered and used at the time of a disruptive incident if original data, material or equipment is lost or unavailable.								BCI
Off-Site Storage	Any place physically located a significant distance away from the primary site, where duplicated and vital records (hard copy or electronic and/or equipment) may be stored for use during recovery.								DRJ, BCI
Operational Exercise	-	See: Exercise							DRJ
Operational Resilience	The demonstrated and repeated ability of key business units or processes to maintain or return to an acceptable operational status after exposure to disruptive or disastrous events.	A set of techniques that allow people, processes and informational systems to adapt to changing patterns. It is the ability to alter operations in the face of changing business conditions. Operationally resilient enterprises have the organizational competencies to ramp up or slow down operations in a way that provides a competitive edge and enables quick and local process modification.							Gartner
Operational Risk	The risk of loss resulting from inadequate or failed procedures and controls. This includes loss from events related to technology and infrastructure, failure, business interruptions, staff-related problems, and from external events such as regulatory changes.								DRJ
Operations Control	Process, practice or other actions that assure management outcomes.								BCI
Operations Planning	Scheme specifying the approach, management elements and resources to be applied to the management of the organization.								BCI
Orderly Shutdown	The actions required to rapidly and gracefully suspend a business function and/or system during a disruption.								DRJ, BCI
Organization	A person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives.								ISO 22301:2012

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Organizational Culture	The combined assumptions, beliefs, values and patterns of behaviour that are shared by members of an organization. The way in which an organization views itself, its place in its market and the environment in which it operates.								BCI
Organizational Resilience	The ability of an organization to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper.								BS 65000:2014
Outage	The interruption of automated processing systems, infrastructure, support services, or essential business operations, which may result, in the organizations inability to provide services for some period of time.

A period in time when something is not in operation. | This is mainly used for non-availability of IT services and systems. For other plant and equipment "downtime" is a more commonly used term. | | | | | | | DRJ, BCI |
Outsourced Activities	Those processes that are performed by, or in part by, a third party.	Good Practice Guidelines Glossary of Terms.							BCI
Outsourcing	The transfer of business functions to an independent (internal and/or external) third party supplier								BCI
Peer Review	A review of a specific component of a plan by personnel (other than the owner or author) with appropriate technical or business knowledge for accuracy and completeness.								DRJ, BCI
Performance	A measurable outcome								BCI
Performance Evaluation	A process of determining measurable results.								BCI
Plan Maintenance	The management process of keeping an organization's business continuity management plans up to date and effective.	Maintenance procedures are a part of this process for the review and update of the BC plans on a defined schedule.							DRJ, BCI
Plan, Do, Check, Act (PDCA)	A model used to plan, establish, implement and operate, monitor and review, maintain and continually improve the effectiveness of a management system or process.								ISO 22301:2012
Policy	The intentions and direction of an organization as formally expressed by its Top Management.								ISO 22301:2012
Policy & Programme Management	The Professional Practice that defines the organizational policy relating to business continuity and how that policy will be implemented, controlled and validated through a BCM programme.	Good Practice Guidelines Glossary of Terms.							BCI
Post Incident Acquisition	A continuity and recovery strategy where resources are provided following an incident at short notice.	Good Practice Guidelines Glossary of Terms.							BCI
Post-Traumatic Stress Disorder (PTSD)	PTSD is caused by a major traumatic incident where a person experienced, witnessed or was confronted with an incident that involved actual or threatened death or serious injury or threat to the physical integrity of self or others, and the person's response involved intense fear, helplessness or horror.								BCI
Preparedness	Activities implemented prior to an incident that may be used to support and enhance mitigation of, response to, and recovery from disruptions.	It is also often called "Readiness."							BCI
Press Conference	The provision of an organization spokesperson(s) at a specific venue and time(s) to brief and answer any questions or enquiries from the media.								BCI
Preventative Action	An action taken to eliminate a threat or other undesirable situation.								BCI
Preventative Measures	Controls aimed at deterring or mitigating undesirable events from taking place.								DRJ, BCI
Prevention	Countermeasures against specific threats that enable an organization to avoid a disruption.								BCI
Prioritization	The ordering of critical activities and their dependencies are established during the BIA and Strategic-planning phase. The business continuity plans will be implemented in the order necessary at the time of the event.								DRJ

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Prioritized activities	Activities to which priority must be given following an incident in order to mitigate impacts.								ISO 22301:2012
Probability	The chance of a risk occurring.	It is the same as likelihood.							BCI
Procedure	Specified way to carry out an activity.	Procedures would normally be documented by the definition also covers those that are not for any reason.							BCI
Process	A set of interrelated or interacting activities which transforms inputs to outputs.								ISO 22301:2012
Products and Services	Beneficial outcomes provided by an organization to its customers, recipients and interested parties.								ISO 22301:2012
Professional Practices	The activities that make up the six stages of the BCI's Good Practice Guidelines BCM Lifecycle.	Good Practice Guidelines Glossary of Terms.							BCI
Programme	An ongoing process supported by senior management and adequately funded.	A programme typically consists of one or more projects, each of which has defined scope and schedule and deliverables.							BCI
Qualitative Assessment	The process for evaluating a business function based on observations and does not involve measures or numbers. Instead, it uses descriptive categories (e.g., customer service, regulatory requirements) to allow for refinement of the quantitative assessment.	This is normally done during the BIA phase of planning.							DRJ, BCI
Quantitative Assessment	The process for placing value on a business function for risk purposes. It is a systematic method that evaluates possible financial impact for losing the ability to perform a business function. It uses numeric values to allow for prioritizations.	This is normally done during the BIA phase of planning.							DRJ, BCI
Quick Ship	-	See Drop Ship.							DRJ, BCI
Readiness	Activities implemented prior to an incident that may be used to support and enhance mitigation of, response to, and recovery from disruptions.	It is also often called "preparedness." Preparedness is more popular in the United States, readiness more typically used elsewhere.							BCI
Reception Centre	A secure area to which the uninjured can be taken for shelter, first aid, interview and documentation as appropriate to the incident.								BCI
Reciprocal Agreement	Agreement between two organizations (or two internal business groups) with similar equipment/environment that allows each one to recover at the other's location.								DRJ, BCI
Record	A statement of results achieved or evidence of activities performed.								ISO 22301:2012
Recoverable Loss	Financial losses due to an event that may be reclaimed in the future, e.g. through insurance or litigation.	This is normally identified in the Risk Assessment or BIA.							DRJ, BCI
Recovery	Implementing the prioritized actions required to return the processes and support functions to operational stability following an interruption or disaster.								DRJ
Recovery Management Team	-	See: Business Continuity Management (BCM) Team.							DRJ, BCI
Recovery Period	The time period between a disaster and a return to normal functions, during which the disaster recovery plan is employed.								DRJ, BCI
Recovery Point Capability (RPC)	The point in time to which data was restored and/or systems were recovered (at the designated recovery/alternate location) after an outage or during a disaster recovery exercise.								DRJ

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Term	Definition	Notes	PS (Public Sector)	BC (Business Continuity)	DR (Disaster Reecovery)	EM (Emergency Management)	CM (Crisis Management)	RM (Risk Management)	Source
Recovery Point Objective (RPO)	The point in time to which data is restored and/or systems are recovered after an outage. The point to which information used by an activity must be restored to enable the activity to operate on resumption.	RPO is often used as the basis for developing backup strategies and determining the amount of data that may require recreation after systems have been recovered. RPO for applications can be enumerated in business time (i.e., "8 business hours" after a Sunday disaster restores to close of business Thursday) or elapsed time, but is always measured in terms of time before a disaster. RPO for systems typically must be established at time of disaster as a specific point in time (e.g., end of previous day's processing) or software version/release. In purely IT DR terms it can be seen as the precise time to which data and transactions have to be restored (e.g. close of business, last intra-day backup). Can also be referred to as maximum data loss							DRJ, ISO 22301:2012
Recovery Services Agreement / Contract	A contract with an external organization guaranteeing the provision of specified equipment, facilities, or services, usually within a specified time period, in the event of a business interruption.	A typical contract will specify multiple components (e.g., a monthly subscription fee, a declaration fee, usage costs, method of performance, amount of test time, termination options, penalties and liabilities).							DRJ, BCI
Recovery Site	A designated site for the recovery of business unit, technology, or other operations, which are critical to the enterprise.								DRJ, BCI
Recovery Strategy	-	See Business Continuity Strategy.							BCI
Recovery Teams	A structured group of teams ready to take control of the recovery operations if a disaster should occur.								DRJ, BCI
Recovery Time Achieved	-	See also: Recovery Time Capability							DRJ
Recovery Time Capability (RTC)	The demonstrated amount of time in which systems, applications and/or functions have been recovered, during an exercise or actual event, at the designated recovery/alternate location (physical or virtual).	As with RTO, RTC includes assessment, execution and verification activities. RTC and RTO are compared during gap analysis.							DRJ, BCI
Recovery Time Objective (RTO)	The period of time within which systems, applications, or functions must be recovered after an outage. RTO includes the time required for: assessment, execution and verification. The period of time following an incident within which a product or service or an activity must be resumed, or resources must be recovered.	RTO may be enumerated in business time (e.g. one business day) or elapsed time (e.g. 24 elapsed hours). Assessment includes the activities which occur before or after an initiating event, and lead to confirmation of the execution priorities, time line and responsibilities, and a decision regarding when to execute. Verification includes steps taken by a function, system or application owner to ensure everything is in readiness to proceed to live operations. Execution includes the activities related to accomplishing the pre-planned steps required within the phase to deliver a function, system or application in a new location to its owner.							DRJ
Recovery Timeline	The sequence of recovery activities, or critical path, which must be followed to resume an acceptable level of operation following a business interruption.	The timeline may range from minutes to weeks, depending upon the recovery requirements and methodology.							DRJ, BCI
Redundancy	Duplicate technology, facilities, equipment, information or personnel intended to increase reliability or availability and decrease the risk of loss.	NOTE: See also Alternate Site, Backup							BCI
Regulatory	Similar to Legislative or Statutory but usually rules imposed by a regulator rather than through direct government legislation.								BCI
Remediation	The process of planning for and/or implementing measures taken to repair or limit damage or exposure to loss.								DRJ

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Replication	A continuity and recovery strategy where resources are copied to a dormant site, only being brought into live operations after an incident.								BCI
Requirement	A need or expectation that is stated, generally implied or obligatory.								ISO 22301:2012
Residual Risk	The level of risk remaining after implementation of controls intended to lessen impact, probability and consequences	NOTE: Subject to an organization's risk appetite							BCI
Resilience	Ability of an entity to adapt to change or absorb the impact of a business interruption while continuing to provide a minimum acceptable level of service.	See also Business Interruption. (Note: e.g., organization, staff, system, network, activity or process)							DRJ
Resilient	The ability of an organization to absorb the impact of a business interruption, and continue to provide a minimum acceptable level of service.								DRJ
Resources	All assets, people, skills, information, technology (including plant and equipment), premises, and supplies and information (whether electronic or not) that an organization has to have available to use, when needed, in order to operate and meet its objective.								ISO 22301:2012
Response	The reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required.	In addition to addressing matters of life safety and evacuation, response also addresses the policies, procedures and actions to be followed in the event of an emergency.							DRJ, BCI
Rest Centre	A building taken over by the Local Authority for the temporary accommodation of evacuees								BCI
Restart	The procedure or procedures that return applications and data to a known start point.	Application restart is dependent upon having an operable system.							BCI
Restoration	Process of planning for and/or implementing procedures for the repair of hardware, relocation of the primary site and its contents, and returning to normal operations at the permanent operational location.								DRJ, BCI
Resumption	The process of planning for and/or implementing the restarting of defined business processes and operations following a disaster.	This process commonly addresses the most critical business functions within BIA specified timeframes.							DRJ, BCI
Risk	Potential for exposure to loss which can be determined by using either qualitative or quantitative measures. Combination of the probability of an event and its consequence	BCM concentrates more on "Impacts" rather than wider concept of Risk.							DRJ, BCI
Risk Acceptance	A management decision to take no action to mitigate the impact of a particular risk.								BCI
Risk Analysis	The quantification of threats to an organization and the probability of them being realized.								BCI
Risk Appetite	Total amount of risk that an organization is prepared to accept, tolerate, or be exposed to at any point in time.								BCI
Risk Assessment	Overall process of risk identification, risk analysis, and risk evaluation.								ISO Guide 73
Risk Assessment / Analysis	Process of identifying the risks to an organization, assessing the critical functions necessary for an organization to continue business operations, defining the controls in place to reduce organization exposure and evaluating the cost for such controls.	Risk analysis often involves an evaluation of the probabilities of a particular event.							DRJ
Risk Avoidance	An informed decision to not become involved in or to withdraw from a risk situation.								BCI
Risk Categories	Risks of similar types are grouped together under key headings, otherwise known as 'risk categories'.	These categories include reputation, strategy, financial, investments, operational infrastructure, business, regulatory compliance, outsourcing, people, technology and knowledge.							DRJ, BCI

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DISASTER RECOVERY JOURNAL / **bci Business Continuity Institute**

Term	Definition	Notes	PS (Public Sector)	BC (Business Continuity)	DR (Disaster Reecovery)	EM (Emergency Management)	CM (Crisis Management)	RM (Risk Management)	Source
Risk Classification	The categorisation of risk, normally focusing on likely impact to the organization or likelihood of occurrence.								BCI
Risk Concentration	The risks associated with having Mission Critical Activities and/or their dependencies, systemic processes and people located either in the same building or close geographical proximity (zone), that are not reproduced elsewhere i.e. a single point of failure.								BCI
Risk Controls	All methods of reducing the frequency and/or severity of losses including exposure avoidance, loss prevention, loss reduction, segregation of exposure units and non-insurance transfer of risk								DRJ, BCI
Risk Criteria	Terms of reference against which the significance of a risk is evaluated.	Risk criteria are based on internal and external context, and are regularly reviewed to ensure continued relevance. Risk criteria can be derived from standards, laws and policies.							BCI
Risk Management (RM)	The culture, processes and structures that are put in place to effectively manage potential negative events. As it is not possible or desirable to eliminate all risk, the objective is to reduce risks to an acceptable level. Coordinated activities to direct and control an organization with regard to risk.								DRJ
Risk Mitigation	Implementation of measures to deter specific threats to the continuity of business operations, and/or respond to any occurrence of such threats in a timely and appropriate manner. Activities taken to reduce the severity or consequences of an emergency.								BCI
Risk Profiling	The identification and prioritization of threats in a Risk Analysis methodology.								BCI
Risk Ranking	The ordinal or cardinal rank prioritisation of the risks in various alternatives, projects or units								BCI
Risk Reduction	A selective application of appropriate techniques and management principles to reduce either probability of an occurrence or its impact, or both.								BCI
Risk Register	All risks of an organization, listed, ranked and categorized so that appropriate treatments can be assigned to them.								BCI
Risk Source	Element which alone or in combination has the intrinsic potential to give rise to risk.								BCI
Risk Transfer	A common technique used by Risk Managers to address or mitigate potential exposures of the organization. A series of techniques describing the various means of addressing risk through insurance and similar products. Refers to the shifting of the burden of loss to another party through legislation, contract, insurance or other means. It can also refer to the shifting of a physical risk or part thereof elsewhere.								DRJ, BCI
Risk Treatment	Selection and implementation of measures to modify risk.								BCI
Roll Call	The process of identifying that all employees, visitors and contractors have been safely evacuated and accounted for following an evacuation of a building or site.								DRJ, BCI
Safe Separation Distance	An adequate geographical spread between the original and duplicate resources, the various suppliers, the replica operations or the base site and its recovery site.	Good Practice Guidelines Glossary of Terms.							BCI

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Term	Definition	Notes	Category (Not Active until 09/2019)						Source
			PS (Public Sector)	BC (Business Continuity)	DR (Disaster Reecovery)	EM (Emergency Management)	CM (Crisis Management)	RM (Risk Management)	
Salvage & Restoration	The act of conducting a coordinated assessment to determine the appropriate actions to be performed on impacted assets.	The assessment can be coordinated with Insurance adjusters, facilities personnel, or other involved parties. Appropriate actions may include: disposal, replacement, reclamation, refurbishment, recovery or receiving compensation for unrecoverable organizational assets.							DRJ, BCI
Scenario	A pre-defined set of Business Continuity events and conditions that describe, for planning purposes, an interruption, disruption, or loss related to some aspect(s) of an organization's business operations to support conducting a BIA, developing a continuity strategy, and developing continuity and exercise plans.	Scenarios are neither predictions nor forecasts.							DRJ, BCI
Security Review	A periodic review of policies, procedures, and operational practices maintained by an organization to ensure that they are followed and effective.								DRJ, BCI
Self-Insurance	The pre-planned assumption of risk in which a decision is made to bear loses that could result from a Business Continuity event rather than purchasing insurance to cover those potential losses.								DRJ, BCI
Service Continuity	The process and procedures required to maintain or recover critical services such as "remote access" or "end-user support" during a business interruption.								DRJ, BCI
Service Continuity Planning	A process used to mitigate, develop, and document procedures that enable an organization to recover critical services after a business interruption.								DRJ
Service Level Agreement (SLA)	A formal agreement between a service provider (whether internal or external) and their client (whether internal or external), which covers the nature, quality, availability, scope and response of the service provider. The SLA should cover day-to-day situations and disaster situations, as the need for the service may vary in a disaster.

An agreement between a service provider and a customer defining the scope, quality and timeliness of service delivery. | | | | | | | | DRJ, BCI |
| Service Level Management (SLM) | The process of defining, agreeing, documenting and managing the levels of any type of services provided by service providers whether internal or external that are required and cost justified. | | | | | | | | DRJ, BCI |
| Simulation Exercise | One method of exercising teams in which participants perform some or all of the actions they would take in the event of plan activation. | Simulation exercises, which may involve one or more teams, are performed under conditions that at least partially simulate 'disaster mode'. They may or may not be performed at the designated alternate location, and typically use only a partial recovery configuration. | | | | | | | DRJ, BCI |
| Single Point of Failure (SPOF) | A unique pathway or source of a service, activity, and/or process. Typically, there is no alternative and a loss of that element could lead to a failure of a critical function.

Unique (single) source or pathway of a service, activity and/or process; typically there is no alternative, and loss of that element could lead to total failure of a mission critical activity and/or dependency. | | | | | | | | DRJ, BCI |
| Situational Analysis | The process of evaluating the severity and consequences of an incident and communicating the results. | | | | | | | | BCI |
| Social Engineering | Non-technical or low-technology means used to attack or penetrate a system by tricking or subverting operators or users. | Examples: lies, impersonation, tricks, bribes, blackmail, or threats | | | | | | | DRJ |

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Stakeholder	Individual or group having an interest in the performance or success of an organization e.g., customers, partners, employees, shareholders, owners, the local community, first responders, government, and regulators.	See also Interested Party							BCI
Stand Down	Formal notification that the response to a Business Continuity event is no longer required or has been concluded.

A formal announcement that alert status is over and the plan will not be invoked any further. | | | | | | | | DRJ, BCI |
Standalone Test	A test conducted on a specific component of a plan in isolation from other components to validate component functionality, typically under simulated operating conditions.								DRJ, BCI
Standby	A continuity and recovery strategy where a facility is available to be made operational as required.	Good Practice Guidelines Glossary of Terms.							BCI
Structured Walkthrough	Types of exercise in which team members physically implement the business continuity plans and verbally review each step to assess its effectiveness, identify enhancements, constraints and deficiencies.								DRJ, BCI
Subcontracting	A continuity and recovery strategy where third parties are used to produce a product or service, provide process infrastructure and undertake activities.	Good Practice Guidelines Glossary of Terms.							BCI
Succession Plan	A predetermined plan for ensuring the continuity of authority, decision-making, and communication in the event that key members of executive management unexpectedly become incapacitated.								DRJ, BCI
Supply Chain	The complete logistical process (life cycle) of a product or service including: raw materials, transportation, manufacturing, distribution, through end-of-life.

The linked processes that begins with the acquisition of raw material and extends through the delivery of products or services to the end user across the modes of transport. | The process can be traced from the acquisition of the raw material through a business function to the end-of-life of the product or service.

The supply chain may include suppliers, vendors, manufacturing facilities, logistics providers, internal distribution centres, distributors, wholesalers, and other entities that lead to the end user. | | | | | | | DRJ, BCI |
Supply Chain Resilience Analysis	A proactive analysis of vulnerabilities affecting the logistical process of a product or service to establish risk thresholds.	These thresholds are then compared to a company's risk appetite. This analysis would include the identification of critical suppliers and critical customers.							DRJ
Syndicated Subscription Service	Work space shared by a limited number of organizations, configured for general occupation (not for a particular organization).								BCI
Syndication Ratio	Number of times that a work area is sold by the third party providers at a resource recovery location.	A work area's availability at the time of business continuity incident could be allocated on a first-come-first-served basis or a reduced allocation basis.							BCI
System	Set of related technology components that work together to support a business process or provide a service.								DRJ, BCI
System Recovery	The procedures for rebuilding a computer system and network to the condition where it is ready to accept data and applications, and facilitate network communications.								DRJ, BCI
System Restore	The procedures necessary to return a system to an operable state using all available data including data captured by alternate means during the outage.	System restore depends upon having a live, recovered system available.							DRJ, BCI
System Risk	Potential difficulties, such as failure of one participant or part of a process, system, industry or market to meet its obligations, that could cause other participants to not meet their obligations; this could cause liquidity and other problems, thereby threatening stability of the whole process, system, industry or market.								BCI

Glossary of Terms

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Term	Definition	Notes	PS (Public Sector)	BC (Business Continuity)	DR (Disaster Reecovery)	EM (Emergency Management)	CM (Crisis Management)	RM (Risk Management)	Source
Table Top Exercise	One method of exercising plans in which participants review and discuss the actions they would take without actually performing the actions. Technique for rehearsing emergency teams in which participants review and discuss the actions they would take according to their plans, but do not perform any of these actions; can be conducted with a single team, or multiple teams, typically under the guidance of exercise facilitators.	Representatives of a single team, or multiple teams, may participate in the exercise typically under the guidance of exercise facilitators.							DRJ, BCI
Task List	Defined mandatory and discretionary tasks allocated to teams and/or individual roles within a Business Continuity Plan								DRJ
Technical Practices	The Analysis, Design, Implementation and Validation stages of the BCM Lifecycle.	Good Practice Guidelines Glossary of Terms.							BCI
Technical Recovery Team	A group responsible for: relocation and recovery of technology systems, data, applications and/or supporting infrastructure components at an alternate site following a technology disruption; and subsequent resumption and restoration of those operations at an appropriate site.								DRJ, BCI
Test	A pass/fail evaluation of infrastructure (example-computers, cabling, devices, hardware) and\or physical plant infrastructure (example-building systems, generators, utilities) to demonstrate the anticipated operation of the components and system. An exercise whose aim is to obtain an expected, measurable pass/fail outcome.	See Exercise. A test is a unique and particular type of exercise, which incorporates an expectation of a pass or fail element within the aim or objectives of the exercise being planned.							DRJ, ISO 22300:2012
Test Plan	-	See Exercise Plan.							DRJ
Threat	A combination of the risk, the consequence of that risk, and the likelihood that the negative event will take place. A potential cause of an unwanted incident, which may result in harm to individuals, a system or organization, the environment, or the community.	Some threats such as bad weather are more commonly referred to as "Hazards"							DRJ
Threat Analysis	The process of evaluating threats to identify unacceptable concentrations of risk to activities and single points of failure.	Good Practice Guidelines Glossary of Terms							BCI
Top Management	Person or group of people who directs and controls an organization at the highest level.	Top Management has the power to delegate authority and provide resources within the organization.							ISO 22301:2012
Trauma Counseling	The provisioning of counseling assistance by trained individuals to employees, customers and others who have suffered mental or physical injury as the result of an event.								DRJ
Trauma Management	The process of helping employees deal with trauma in a systematic way following an event by proving trained counselors, support systems, and coping strategies with the objective of restoring employees psychological well-being.								DRJ, BCI
Trigger	An event that causes a system to initiate a response.								BCI
Unexpected Loss	The worst-case financial loss or impact that a business could incur due to a particular loss event or risk. The unexpected loss is calculated as the expected loss plus the potential adverse volatility in this value.	It can be thought of as the worst financial loss that could occur in a year over the next 20 years.							DRJ, BCI
Uninterruptible Power Supply (UPS)	A backup electrical power supply that provides continuous power to critical equipment in the event that commercial power is lost. A battery powered backup power supply use to provide short-term temporary power in the event of failure of mains supply.	The UPS (usually a bank of batteries) offers short-term protection against power surges and outages. The UPS usually only allows enough time for vital systems to be correctly powered down.							DRJ, BCI

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Urgent Activity	A term used to cover activities in support of Product and Services which needs to be done within a short timescale.								BCI
Validation	The Technical Practice within the BCM Lifecycle that confirms that the Business Continuity Management (BCM) programme meets the objectives set in the Business Continuity (BC) Policy and that the organization's Business Continuity Plan (BCP) is fit for purpose.	Good Practice Guidelines Glossary of Terms							BCI
Validation Script	A set of procedures within the Business Continuity Plan to validate the proper function of a system or process before returning it to production operation.								DRJ, BCI
Verification	Confirmation, through the provision of evidence, that specified requirements have been fulfilled.								BCI
Virtual Battle Box	An electronic form of a storage location held on the internet, intranet or cloud so that data and information are immediately available post incident and accessible by the Incident/Crisis Management Team.								BCI
Virtual Command Centre	A means of operating when it is physically impossible for members of the Incident Management Team to move to a Command Centre. A virtual command centre working using telephony and internet solutions including a Virtual Battle Box can be established.								BCI
Virus	An unauthorised programme that inserts itself into a computer system and then propagates itself to other computers via networks or disks. When activated, it interferes with the operation of the computer systems.								BCI
Vital Materials	Any materials that are essential for recovery from a disaster or major incident.								BCI
Vital Records	Records essential to the continued functioning or reconstitution of an organization during and after an emergency and also those records essential to protecting the legal and financial rights of that organization and of the individuals directly affected by its activities.								DRJ
Vulnerability	The degree to which a person, asset, process, information, infrastructure or other resources are exposed to the actions or effects of a risk, event or other occurrence.								BCI
Warm Site	An alternate processing site which is equipped with some hardware, and communications interfaces, electrical and environmental conditioning which is only capable of providing backup after additional provisioning, software or customization is performed.

A designated standby site equipped and serviced to a level which will allow the organization to resume essential operations before their non-availability threatens business viability. | There is no definitive definition that distinguishes between a warm and a hot site, although clearly recovery at a hot-site could need to be almost immediate whereas at a warm site this might take several hours to accomplish. | | | | | | | DRJ, BCI |
| Wide Area Disaster | A catastrophic event that impacts a large geographic area and requires emergency services and civil authorities to take control. | | | | | | | | BCI |
| Work Area Facility | A pre-designated space provided with desks, telephones, PCs, etc. ready for occupation by business recovery teams at short notice. | May be internally or externally provided. | | | | | | | DRJ, BCI |

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Work Area Recovery (WAR)	The component of recovery and continuity which deals specifically with the relocation of a key function or department in the event of a disaster, including multiple elements, e.g.: personnel, essential records, equipment supplies, work space, communication facilities, work station computer processing capability, fax, copy machines, mail services. Office recovery environment complete with necessary office infrastructure (desk, telephone, workstation, hardware, communications). Restoration of office activities at an alternative location which provides desks, telephony, office systems and networking capability.								DRJ, BCI
Work Area Recovery Planning	The business continuity planning process of identifying the needs and preparing procedures and personnel for use at the work area facility.								DRJ, BCI
Workaround Procedures	Alternative procedures that may be used by a functional unit(s) to enable it to continue to perform its critical functions during temporary unavailability of specific application systems, electronic or hard copy data, voice or data communication systems, specialized equipment, office facilities, personnel, or external services.								DRJ, BCI

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Category (columns D, E, F, G, H.I):
PS (Public Sector) - The public sector is that portion of an economic system that is controlled by national, state or provincial, and local governments.
BC (Business Continuity) - The planning and preparation of a company to make sure it overcomes serious incidents or disasters and resumes its normal operations within a reasonably short period
DR (Disaster Reecovery) - Involves a set of policies, tools and procedures to enable the recovery or continuation of vital technology infrastructure and systems following a natural or human-induced disaster.
EM (Emergency Management) - The organization and management of the resources and responsibilities for dealing with all humanitarian aspects of emergencies (preparedness, response, and recovery).
CM (Crisis Management) - The application of strategies designed to help an organization deal with a sudden and significant negative event.
RM (Risk Management) - The forecasting and evaluation of financial, operational and other risks together with the identification of procedures to avoid or minimize their impact.

References:
BCI – Good Practice Guidelines 2018 and/or Dictionary of Business Continuity Management Terms 2012
BS 11200:2014
BS 65000:2014
DRII – Disaster Recovery Institute International
DRJ – Business Continuity Glossary by DRJ 2016; or terms approved by the committee since that date
FEMA Glossary – https://training.fema.gov/programs/emischool/el361toolkit/glossary.htm
Gartner
ISO 22300:2012
ISO 22301:2012
ISO 22398:2013
ISO Guide 73

Additional Resources (links):
BCI – Regulations, Standards and Guidelines – http://www.thebci.org/index.php/resources/knowledgebank/cat_view/17-regulations-standards-guidelines
DRJ – BC DR Rules and Regulations – https://www.drj.com/resources/dr-rules-regulations.html
FEMA Acronyms, Abbreviations, and Terms (FAAT Book) – https://training.fema.gov/programs/emischool/el361toolkit/assets/faatbook.pdf

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Term Category		Number Listed by Category
PS	Public Sector	-
BC	BC (Business Continuity)	-
DR	DR (Disaster Reecovery)	-
EM	EM (Emergency Management)	-
CM	CM (Crisis Management)	-
RM	RM (Risk Management)	-
	Not Categorized	442
Total Glossary Terms		442

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