

DRJ's Glossary									
The content provided was compiled by volunteers of the DRJ EAB Glossary Committee, and is as accurate as possible. Please contact <a href="mailto:glossary@drj.com">glossary@drj.com</a> with any updates or suggestions. The content is subject to change without notice. Revision Date: November 24, 2020									
Term	Definition	Notes	Category (Not Active until 09/2019)						Source
			 PS (Public Sector)	 BC (Business Continuity)	 DR (Disaster Recovery)	 EM (Emergency Management)	 CM (Crisis Management)	 RM (Risk Management)	
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.		BC	DR	EM	CM		BCI, DRJ
Alert	Notification that a potential disruption is imminent or has occurred.	Usually includes a directive to act or standby.		BC	DR	EM	CM		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).		PS	BC	DR				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.		PS	BC	DR				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	PS	BC	DR				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.				DR				DRJ
Associate Cyber Resilience Professional (ACRP)	The ACRP level is designed for individuals with less than two (2) years of cyber resilience, business continuity, and/or cybersecurity experience. Applicants must complete a Cyber Resilience for the Business Continuity Professional course and have successfully passed the Cyber Resilience Examination.	DRII certification		BC	DR	EM	CM	RM	DRII
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		BC	DR				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		BC	DR				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		BC	DR				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		BC	DR				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	PS	BC	DR				DRII
Auditor	A person with competence to conduct an audit.	For a BCM Audit this would normally require a person with formal BCM audit qualifications.	PS	BC	DR	EM	CM	RM	BCI
Awareness	To create understanding of basic 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 briefings for top management of the organization. Awareness is less formal than training and is generally targeted at all staff in the organization.	PS	BC	DR	EM	CM	RM	BCI

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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. 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.			BC	DR			RM	DRJ, BCI
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.				DR				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.		BC	DR				BCI
Building Denial	A situation in which premises cannot, or are not allowed to be, accessed.		PS	BC	DR	EM	CM		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.			BC	DR				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.		PS	BC	DR				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.	PS	BC	DR	EM	CM	RM	DRJ
Business Interruption Costs	The impact to the business caused by different types of outages, normally measured by revenue lost.		PS	BC	DR			RM	DRJ
Business Unit	A business unit within an organization e.g. unit/department/division. A unit, department or division within an organization.		PS	BC	DR	EM	CM	RM	BCI
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.		PS	BC	DR	EM	CM		DRJ, BCI
Call Tree Test	A test designed to validate the currency of contact lists and the processes by which they are maintained.		PS	BC	DR	EM	CM		BCI
Capability	An umbrella term which generically encompasses business processes or activities, and/or technology systems or applications.			BC	DR			RM	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).	PS	BC	DR	EM	CM		BCI
Capability Resilience Level (CRL)	The relative degree to which a capability can be impacted by a single disaster event.		PS	BC	DR	EM	CM	RM	DRJ
Cascade System	A system whereby one person or organization calls out/contacts others who in turn initiate further call-outs/contacts as necessary.			BC	DR	EM			DRJ, 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.	PS	BC	DR	EM	CM	RM	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		BC	DR				BCI
Certified Cyber Resilience Professional (CCRP)	The CCRP level of certification is reserved for those professionals that can demonstrate knowledge, experience, and leadership in cyber resilience and business continuity related areas. Qualified applicants should have more than two (2) years of experience and must be able to demonstrate specific and practical experience.	DRII certification		BC	DR	EM	CM	RM	DRII
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		BC	DR	EM	CM	RM	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		BC	DR	EM	CM	RM	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		BC	DR	EM	CM	RM	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		BC	DR	EM	CM	RM	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		BC	DR	EM	CM	RM	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	PS	BC	DR	EM	CM	RM	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		BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM		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.		PS	BC	DR	EM	CM		DRJ, 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.	PS	BC	DR	EM	CM		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.	PS	BC	DR	EM	CM		DRJ
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.				DR				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.		PS	BC	DR	EM	CM		DRJ, 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.		BC	DR	EM	CM		DRJ, BCI
Contingency Planning	Process of developing advanced arrangements and procedures that enable an organization to respond to an undesired event that negatively impacts the organization.			BC	DR	EM	CM		DRJ
Continuous Availability	A system or application that supports operations which continue with little to no noticeable impact to the user.				DR				DRJ
Continuous Operations	The ability of an organization to perform its processes without interruption.		PS	BC	DR	EM	CM		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 preventative action which is a risk management concept to prevent it occurring.		BC	DR	EM	CM		ISO 22300:2012
Cost Benefit Analysis	A process, after a BIA and risk assessment, that facilitates the financial technique for measuring the cost of implementing a particular solution and compares that with the benefit delivered by that solution.			BC	DR	EM		RM	DRJ, 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.				DR				BCI

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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.			BC	DR	EM	CM		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.			BC	DR	EM	CM		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.		BC	DR	EM	CM		BCI
Critical Business Functions	The essential 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.		BC	DR	EM			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.			BC	DR	EM		RM	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.		BC	DR	EM		RM	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.			DR	EM		RM	DRJ, BCI
Critical Staff	Staff members whose skills, knowledge and/or involvement are necessary to recover a essential business function.	Roles or individuals may be designated as critical.		BC	DR	EM	CM		DRJ
Critical Success Factors	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.			BC	DR	EM	CM		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 essential functions as documented in the BIA.	A critical supplier could be anywhere in the logistical input process of the customer's essential business function.		BC	DR	EM	CM	RM	DRJ
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.				DR				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.				DR				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.				DR	EM			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.			DR				DRJ

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Data Protection	Statutory requirements to manage personal data in a manner that does not threaten or disadvantage the person to whom it refers.				DR					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.				DR					DRJ
Database Replication	The partial or full duplication of data from a source database to one or more destination databases.				DR					DRJ, BCI
Diploma of the Business Continuity Institute (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		BC	DR	EM	CM			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.		BC	DR	EM	CM			DRJ, BCI
Declaration Fee	A fee charged by a commercial hot site vendor for a customer invoked disaster declaration			BC	DR	EM	CM			DRJ, BCI
Denial of Access	Loss of access to any asset (premises, hardware, systems) when no physical damage has been done to the asset.				DR	EM				BCI
Denial of Physical Access	The inability of an organization to access and/or occupy its normal physical, working environment.			BC	DR	EM	CM			DRJ
Dependency	The reliance or interaction, directly or indirectly, of one activity, or process, or component thereof, upon another.			BC	DR					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.	PS	BC	DR	EM	CM			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.	PS	BC	DR	EM	CM			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.	PS	BC	DR	EM	CM			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.		BC	DR					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.		PS	BC	DR	EM	CM	RM		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.	PS	BC	DR	EM	CM			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.	PS	BC	DR	EM				BCI

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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.	PS	BC	DR				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.	PS	BC	DR				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.	PS	BC	DR				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.		PS	BC	DR				DRJ
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	PS	BC	DR		CM	RM	BCI
Diverse Routing	The routing of information through split or duplicated cable facilities.		PS	BC	DR				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.	PS	BC	DR				BCI
Downtime	A period in time when something is not in operation.	This is often called Outage when referring to IT services and systems.	PS	BC	DR				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.		PS	BC	DR				DRJ
Electronic Vaulting	The electronic transfer of data to an off-site storage facility.		PS	BC	DR				DRJ, BCI
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	PS	BC	DR	EM	CM		DRJ, BCI
Emergency Data Services	Remote capture and storage of electronic data, such as journaling, electronic vaulting and database shadowing/ mirroring.		PS	BC	DR				BCI

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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 can be called a Command Centre, Ops Center, Emergency Control Center (ECC)	PS	BC	DR	EM	CM		FEMA Glossary, BCI
Enterprise-Wide Planning	The overarching master plan covering all aspects of business continuity within the entire organization.		PS	BC	DR	EM	CM		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.		PS	BC	DR	EM	CM		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.		PS	BC	DR	EM			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".	PS	BC	DR	EM	CM		ISO Guide 73
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.	PS	BC	DR	EM	CM		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.		PS	BC	DR	EM	CM		DRJ, BCI

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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.	PS	BC	DR	EM	CM		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.	PS	BC	DR	EM	CM		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.	PS	BC	DR	EM	CM		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.	PS	BC	DR	EM	CM		DRJ, BCI
Exercise Program(me)	Series of exercise events designed to meet an overall objective or goal.		PS	BC	DR	EM	CM		ISO 22300:2012
Exercise Script	A set of detailed instructions identifying information necessary to implement a predefined business continuity event scenario for evaluation purposes.		PS	BC	DR	EM	CM		DRJ, BCI
Expense Log	Record of expenditure enabling loss assessment and adjustment following an incident or crisis.		PS	BC	DR	EM	CM	RM	BCI
Exposure	The potential susceptibility to loss; the vulnerability to a particular risk.		PS	BC	DR	EM	CM	RM	DRJ, BCI
Extra Expense	The extra cost necessary to implement a recovery strategy and/or mitigate a loss.  Typically reviewed during BIA and is a consideration during insurance evaluation.	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.	PS	BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM		BCI
Financial Impact	Actual or potential losses incurred.		PS	BC	DR	EM	CM	RM	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.	PS	BC	DR	EM	CM		BCI
Full Rehearsal/Full Test	An exercise that simulates a Business Continuity event where the organization or some of its component parts are suspended until the exercise is completed.		PS	BC	DR	EM	CM		DRJ, 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		PS	BC	DR	EM	CM		DRJ, BCI

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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.	PS	BC	DR			RM	BCI
Hardening	The process of making something more secure, resistant to attack, or less vulnerable.				DR			RM	DRJ, BCI
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.	PS	BC	DR	EM		RM	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.	PS	BC	DR	EM	CM	RM	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.	PS	BC	DR				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.		PS	BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM	RM	BCI
Hot Debrief	A discussion about the issues and concerns held immediately following an exercise.	Good Practice Guidelines Glossary of Terms.	PS	BC	DR	EM	CM		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.	PS	BC	DR				DRJ, BCI
Housekeeping	The process of maintaining procedures, systems, people and plans in a state of readiness.		PS	BC	DR	EM	CM		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.	PS	BC	DR	EM	CM	RM	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).	PS	BC	DR	EM	CM	RM	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.				DR			RM	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.				DR			RM	BCI
ICT Disaster Recovery Plan	A clearly defined and documented plan which recovers ICT capabilities when a disruption occurs.				DR				BCI

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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.	PS	BC	DR	EM	CM	RM	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.	PS	BC	DR	EM	CM	RM	BCI
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.	PS	BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM		DRJ, ISO 22300:2012
Incident Management	The process by which an organization responds to and controls an incident using emergency response procedures or plans.		PS	BC	DR	EM	CM		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.		PS	BC	DR	EM	CM		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.		PS	BC	DR	EM	CM		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.		PS	BC	DR	EM	CM		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.	PS	BC	DR	EM	CM		DRJ, BCI
Increased Cost of Working	The additional expenditure incurred following an incident in order to minimize the loss of gross profit.		PS	BC	DR			RM	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.	PS	BC	DR			RM	BCI
Information Security	The securing or safeguarding of all sensitive information, electronic or otherwise, which is owned by an organization.		PS	BC	DR		CM	RM	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.		PS	BC	DR		CM	RM	BCI
Infrastructure	The total environment (real estate, personnel, technological and non-technological ) needed for the operation of an organization.		PS	BC	DR			RM	ISO 22301: 2012

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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.		PS	BC	DR	EM	CM	RM	BCI
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.		PS	BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM		DRJ, BCI
Integrated Testing	Examination of a plan that addresses multiple plan components, in conjunction with each other, typically under simulated operating conditions.		PS	BC	DR	EM	CM		DRJ, BCI
Integrity	The safeguarding of accuracy and completeness of assets, particularly data records.		PS	BC	DR	EM	CM	RM	BCI
Interested Party	A person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity.		PS	BC	DR	EM	CM	RM	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.	PS	BC	DR				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.		PS	BC	DR	EM	CM	RM	ISO 22301:2012
Internal Control	All the means, tangible and intangible that can be employed or used to ensure that established objectives are met.		PS	BC	DR	EM	CM	RM	BCI
Internal Hot site	A fully equipped alternate processing site owned and operated by the organization.		PS	BC	DR				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	PS		DR		CM	RM	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.	PS		DR		CM	RM	DRJ
Invocation	The act of declaring that an organization's contingency arrangements need to be put into effect in order to continue to deliver key products and services.	Paper documents may need to be requested or re-acquired from original sources. Data for system entries may need to be recreated or reentered.		BC	DR	EM	CM		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.	PS	BC	DR				BCI
Just-in-Time (JIT)	Strategy whereby dependencies for critical business processes are provided exactly when required, without requiring intermediate inventory.		PS	BC	DR			RM	BCI
Key Performance Indicators (KPI)	Benchmark measurement based on objectives, targets and defined industry standards.		PS	BC	DR	EM	CM	RM	BCI

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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.		PS	BC	DR	EM	CM		DRJ
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.	PS	BC	DR	EM	CM	RM	DRJ, BCI
Legislative	Actions within a plan that must be prioritised as a result of legal, statutory or regulatory requirements.		PS	BC	DR	EM	CM	RM	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.				DR				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.		PS	BC	DR	EM	CM		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.	PS	BC	DR			RM	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 disruptive 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.	PS	BC	DR		CM	RM	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.	PS	BC	DR		CM	RM	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.	PS	BC	DR				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		PS	BC	DR	EM	CM	RM	BCI
Management Practices	Policy and Programme Management and Embedding Business Continuity stages of the BCM Lifecycle.	Good Practice Guidelines Glossary of Terms.	ps	bc	dr	em	CM	RM	BCI
Management System	Set of interrelated or interacting elements of an organization to establish policies and objectives, and processes to achieve those objectives.			bc	dr	em	CM		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.	PS	BC	DR	EM	CM		DRJ
Marshalling Area	A safe area where resources and personnel not immediately required can be directed to standby to await further instruction.		PS	BC	DR	EM	CM		BCI

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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	PS	BC	DR	EM	CM	RM	ISO 22301:2012
Maximum Tolerable Outage (MTO)	-	Basically the same as MAO or MTD – most often used in Asia and Australia.	PS	BC	DR	EM	CM	RM	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 an activity, to become unacceptable.		PS	BC	DR	EM	CM	RM	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		BC	DR		CM	RM	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.			BC	DR		CM	RM	DRJ, BCI
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.		PS	BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM		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. (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.	PS	BC	DR	EM	CM		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	ps	bc	dr				DRJ, BCI
Mitigation	Refer to Risk Mitigation.		PS	BC	DR	EM	CM	RM	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.	PS	BC	DR	EM	CM		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.	PS	BC	DR	EM	CM		DRJ, BCI
Mobilization	The activation of the recovery organization in response to a disaster declaration		PS	BC	DR	EM	CM		DRJ
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.	PS	BC	DR	EM	CM		DRJ, BCI

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Mutual Aid Agreement	A pre-arranged understanding between two or more entities to render assistance to each other.		PS	BC	DR	EM			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)				DR				DRJ, BCI
Network Outage	An interruption of voice, data, or IP network communications.				DR				DRJ, BCI
Non Compliance	Failure to fulfil an agreed requirement or expectation of a BCM programme.		PS	BC	DR	EM	CM	RM	BCI
Non Conformity	The non fulfilment of a specific requirement defined in a standard, documented practice, agreed procedure or legislation.		PS	BC	DR	EM	CM	RM	BCI
Objective	An overall goal, consistent with the policy that an organization sets for itself.		PS	BC	DR	EM	CM	RM	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.		PS	BC	DR				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.		PS	BC	DR				DRJ, BCI
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.	PS	BC	DR		CM		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.		PS	BC	DR		CM	RM	DRJ
Operations Control	Process, practice or other actions that assure management outcomes.			BC	DR		CM	RM	BCI
Operations Planning	Scheme specifying the approach, management elements and resources to be applied to the management of the organization.		ps	BC	DR		CM		BCI
Orderly Shutdown	The actions required to rapidly and gracefully suspend a business function and/or system during a disruption.		ps	BC	DR				DRJ, BCI
Organization	A person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives.		ps	BC	DR	EM	CM	RM	ISO 22301:2012
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.		ps	BC	DR	EM	CM	RM	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.		ps	BC	DR		CM		BS 65000:2014

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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.	PS	BC	DR	EM	CM		DRJ, BCI
Outsourced Activities	Those processes that are performed by, or in part by, a third party.	Good Practice Guidelines Glossary of Terms.	PS	BC	DR	EM	CM	RM	BCI
Outsourcing	The transfer of business functions to an independent (internal and/or external) third party supplier		PS	BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM	RM	DRJ, BCI
Performance	A measurable outcome		PS	BC	DR	EM	CM	RM	BCI
Performance Evaluation	A process of determining measurable results.		PS	BC	DR	EM	CM	RM	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.	PS	bc	dr	em	CM		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.		PS	BC	DR	EM	CM	RM	ISO 22301:2012
Policy	The intentions and direction of an organization as formally expressed by its Top Management.		PS	BC	DR	EM	CM	RM	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.	PS	BC	DR	EM	CM	RM	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.	PS	BC	DR	EM	CM		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."	PS	BC	DR	EM	CM		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.		PS	BC	DR	EM	CM		BCI
Preventative Action	An action taken to eliminate a threat or other undesirable situation.		PS	BC	DR	EM	CM	RM	BCI
Preventative Measures	Controls aimed at deterring or mitigating undesirable events from taking place.		PS	BC	DR	EM	CM	RM	DRJ, BCI
Prevention	Countermeasures against specific threats that enable an organization to avoid a disruption.		PS	BC	DR	EM	CM	RM	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.		PS	BC	DR				DRJ
Prioritized activities	Activities to which priority must be given following an incident in order to mitigate impacts.		PS	BC	DR	EM	CM		ISO 22301:2012
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.	PS	BC	DR	EM	CM	RM	BCI
Process	A set of interrelated or interacting activities which transforms inputs to outputs.		PS	BC	DR	EM	CM	RM	ISO 22301:2012
Products and Services	Beneficial outcomes provided by an organization to its customers, recipients and interested parties.		PS	BC	DR	EM	CM	RM	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.	PS	BC	DR	EM	CM	RM	BCI

## DRJ's Glossary

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Revision Date: November 24, 2020

Term	Definition	Notes	Category (Not Active until 09/2019)						Source
			 PS (Public Sector)	 BC (Business Continuity)	 DR (Disaster Recovery)	 EM (Emergency Management)	 CM (Crisis Management)	 RM (Risk Management)	
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.	PS	BC	DR	EM	CM	RM	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.	PS	BC	DR			RM	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.	PS	BC	DR			RM	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.	PS	BC	DR	EM	CM		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.		PS	BC	DR				DRJ, BCI
Record	A statement of results achieved or evidence of activities performed.		PS	BC	DR	EM	CM		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.	PS	BC	DR			RM	DRJ, BCI
Recovery	Implementing the prioritized actions required to return the processes and support functions to operational stability following an interruption or disaster.		PS	BC	DR	EM	CM		DRJ
Recovery Management Team	-	See: Business Continuity Management (BCM) Team.	PS	BC	DR	EM	CM		DRJ, BCI
Recovery Period	The time period between a disaster and a return to normal functions, during which the disaster recovery plan is employed.		PS	BC	DR	EM	CM		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.				DR				DRJ
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	PS	BC	DR				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).	PS	BC	DR				DRJ, BCI
Recovery Site	A designated site for the recovery of business unit, technology, or other operations, which are critical to the enterprise.		PS	BC	DR		CM		DRJ, BCI

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			 PS (Public Sector)	 BC (Business Continuity)	 DR (Disaster Recovery)	 EM (Emergency Management)	 CM (Crisis Management)	 RM (Risk Management)	
Recovery Teams	A structured group of teams ready to take control of the recovery operations if a disaster should occur.		PS	BC	DR		CM		DRJ, BCI
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.	PS	BC	DR		CM		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.	PS	BC	DR		CM		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.	PS	BC	DR		CM		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	PS	BC	DR				BCI
Regulatory	Similar to Legislative or Statutory but usually rules imposed by a regulator rather than through direct government legislation.		PS	BC	DR	EM	CM	RM	BCI
Replication	A continuity and recovery strategy where resources are copied to a dormant site, only being brought into live operations after an incident.				DR				BCI
Requirement	A need or expectation that is stated, generally implied or obligatory.		PS	BC	DR	EM	CM	RM	ISO 22301:2012
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)	PS	BC	DR		CM		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.		PS	BC	DR		CM		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.		PS	BC	DR	EM	CM		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.	PS	BC	DR	EM	CM		DRJ, 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.	PS		DR				BCI

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Term	Definition	Notes	Category (Not Active until 09/2019)						Source
			 PS (Public Sector)	 BC (Business Continuity)	 DR (Disaster Recovery)	 EM (Emergency Management)	 CM (Crisis Management)	 RM (Risk Management)	
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.		PS	BC	DR				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.	PS	BC	DR				DRJ, 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.		PS	BC	DR	EM			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.	PS	BC	DR				BCI
Salvage	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.	PS	BC	DR	EM			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.				DR				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.			BC	DR				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.			BC	DR			RM	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.			BC	DR				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.	PS	BC	DR	EM	CM		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.		PS	BC	DR			RM	DRJ, 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			DR				DRJ

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			 PS (Public Sector)	 BC (Business Continuity)	 DR (Disaster Recovery)	 EM (Emergency Management)	 CM (Crisis Management)	 RM (Risk Management)	
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	PS	BC	DR	EM	CM	RM	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.		PS	BC	DR	EM	CM		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.			BC	DR				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.		BC	DR				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.		PS	BC	DR	EM	CM		DRJ, 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.			BC	DR				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.		BC	DR			RM	DRJ
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.				DR				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.			DR				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.				DR			RM	BCI
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.	PS	BC	DR	EM	CM		DRJ, BCI
Technical Practices	The Analysis, Design, Implementation and Validation stages of the BCM Lifecycle.	Good Practice Guidelines Glossary of Terms.		BC	DR				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.				DR				DRJ, BCI

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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.		BC	DR				DRJ, ISO 22300:2012
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		BC	DR			RM	BCI
Trigger	An event that causes a system to initiate a response.				DR			RM	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.		BC	DR				DRJ, 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		BC	DR				BCI
Validation Script	A set of procedures within the <del>Business Continuity Plan</del> <b>Disaster Recovery Plan</b> to validate the proper function of a system or process before returning it to production operation.				DR				DRJ, 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.		PS	BC	DR		CM		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.		PS	BC	DR	EM	CM		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.		PS		DR				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.			BC	DR				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.			BC	DR			RM	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.	PS	BC	DR				DRJ, BCI
Wide Area Disaster	A catastrophic event that impacts a large geographic area and requires emergency services and civil authorities to take control.		PS	BC	DR				BCI

