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This Survey was made possible by a Workforce Innovation for Regional Economic Development (WIRED) Grant awarded by the U.S. Department of Labor, Employment and Training Agency, in partnership with Wall Street West and the National Center for Organizational Continuity.
The Wall Street West Higher Education Consortium
Center for Organizational Continuity

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

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

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

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

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

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

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

The Consortium COE will accomplish its mission through an integrated program of research, education, and outreach. It will serve as a thought center where industries from around the country can engage researchers and workforce professionals, assisting them in the national effort to improve worker and organizational proficiency within the business continuity discipline and to improve the preparedness of entities looking to the COE for industry best practices.
Consortium COE Mission (cont’d)
The Consortium COE will become a global leader in business continuity research and workforce development by effectively responding to industry and government inquiries and developing research proposals designed to directly enhance our nation’s industrial competitiveness and resiliency.

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

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

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

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

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

About Continuity Insights
Continuity Insights magazine, its conference and electronic media options address the enterprise-wide priorities that mandate the need for business continuity management at the highest levels of the organization. Continuity Insights is continuity from a management’s perspective. It speaks directly to the strategic view, embracing the issues and concerns of senior-level managers. With its results-oriented approach, Continuity Insights achieves a balance of awareness and acceptance for various business continuity initiatives. Its comprehensive review of the vast continuity landscape includes topics such as the integration of critical business and technology issues, public and private sector agendas, management profiles, case studies, executive opinions, lessons learned, best practices, industry trends, and much more. For further information, call (267) 544-4010 or bob@continuityinsights.com, write us at 4936 York Road, Suite 1300, P.O. Box 1005, Buckingham, PA 18912, or visit www.ContinuityInsights.com.
Predictably, the greatest number of respondents to the survey (see Figure 1) were from the Banking/Financial Services sector (23.41 percent) as they represent the single largest readership category of Continuity Insights magazine and one of the most heavily business continuity regulated industry segments. Consulting (13.87 percent) and Professionals Services (4.05 percent) collectively represented the second most respondents, which may reflect the prevailing option of many organizations to outsource select business continuity functions during a down economy. Insurance (9.83 percent) and Government (8.67 percent) were fairly close in its response, which may indicate some trending in the convergence of risk management and business continuity; and public and private entity partnerships, respectively. (See Appendix A for verbatim responses to “Other.”)

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

Size of Organization and Age Range
Business continuity programs are typically more mature and robust within larger organizations, which is reflected in the Figure 3. More than two-thirds of the respondents originated from larger organizations (1,001 to 5,000 employees: 22.83 percent; 5,001 to 10,000 employees: 11.56 percent; and More than 10,000 employees: 32.37 percent). And consistent with a more mature and veteran practitioner, nearly 70 percent of the business continuity professionals who participated in this survey ranged in age from 41 to 60-years-old (41 to 50: 30.79 percent; 51 to 60: 37.83 percent) (see Figure 4).
Years of Business Continuity Experience
Respondents to the survey were notably experienced in the business continuity field (see Figure 5), with a mean of 7.58 years of experience; with a mode of six to 10 years of industry experience.

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

Degree(s) Earned
Business-related curriculum account for the greatest percentage of degrees earned (42.20 percent), which may reflect the enterprise-wide nature of the business continuity function (see Figure 8). Liberal arts, other, and engineering-related degrees comprise approximately 20 percent of the balance. It is worth noting that within the “other” category (see Appendix D for verbatim responses to “Other”), there is an increasing number of business continuity and emergency management degrees being offered and earned within educational institutions.
Current Annual Salary

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

Job Function Prior to Business Continuity

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

Path to Business Continuity

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

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

Certification as a Requirement

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

Certifications Held

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

Business Continuity Activities

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

**FIGURE 15—Involvement in Business Continuity-Related Activities**

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

**FIGURE 16—Business Continuity Recognition**

- Business continuity has gained more management support and involvement: 85.26% (True), 9.25% (False), 5.49% (Not Applicable)
- Business continuity has become more involved cross-functionally within our organization: 83.53% (True), 10.40% (False), 6.07% (Not Applicable)
- When the current economic climate improves, we anticipate adding members to our BC staff: 51.45% (True), 29.48% (False), 19.08% (Not Applicable)

**FIGURE 17—Support for Certification and Continuity Education**

- No Support: 7.67%
- Supported when direct benefit to the company is demonstrated: 41.89%
- Supported, broad support for professional development: 37.17%
- Continuing education is a requirement of the position: 8.85%
- Other: 4.42%

**Certification and Continuing Education Support**

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

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

FIGURE 18—Future of Business Continuity

Desired Characteristics

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

FIGURE 19—Personality Traits

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative</td>
<td>13.16%</td>
</tr>
<tr>
<td>Analytical</td>
<td>12.56%</td>
</tr>
<tr>
<td>Adaptive</td>
<td>10.88%</td>
</tr>
<tr>
<td>Flexible</td>
<td>10.34%</td>
</tr>
<tr>
<td>Articulate</td>
<td>10.16%</td>
</tr>
<tr>
<td>Persuasive</td>
<td>9.13%</td>
</tr>
<tr>
<td>Confident</td>
<td>7.99%</td>
</tr>
<tr>
<td>Assertive</td>
<td>6.87%</td>
</tr>
<tr>
<td>Methodical</td>
<td>4.39%</td>
</tr>
<tr>
<td>Inventive</td>
<td>3.73%</td>
</tr>
<tr>
<td>Withstand criticism</td>
<td>3.06%</td>
</tr>
<tr>
<td>Independent</td>
<td>2.88%</td>
</tr>
<tr>
<td>Relentless</td>
<td>2.70%</td>
</tr>
<tr>
<td>Tolerant</td>
<td>2.46%</td>
</tr>
<tr>
<td>Other</td>
<td>1.02%</td>
</tr>
<tr>
<td>Spontaneous</td>
<td>0.66%</td>
</tr>
</tbody>
</table>

FIGURE 20—Skill Sets

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

Center for Organizational Continuity

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

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

<table>
<thead>
<tr>
<th>Type of Information</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best practices</td>
<td>15.76%</td>
</tr>
<tr>
<td>Metrics and other tools</td>
<td>12.23%</td>
</tr>
<tr>
<td>Training programs</td>
<td>11.50%</td>
</tr>
<tr>
<td>Industry research</td>
<td>10.96%</td>
</tr>
<tr>
<td>Case studies</td>
<td>10.10%</td>
</tr>
<tr>
<td>Educational opportunities</td>
<td>9.68%</td>
</tr>
<tr>
<td>Certification opportunities</td>
<td>9.62%</td>
</tr>
<tr>
<td>Benchmarking capabilities</td>
<td>9.31%</td>
</tr>
<tr>
<td>Internships</td>
<td>4.08%</td>
</tr>
<tr>
<td>Intellectual property</td>
<td>2.98%</td>
</tr>
<tr>
<td>No, I do not believe that a central resource is required.</td>
<td>2.50%</td>
</tr>
<tr>
<td>Other</td>
<td>1.28%</td>
</tr>
</tbody>
</table>
APPENDIX

Appendix A—Business/Industry (see page 6)

Professional Employer Organization (PEO)
Life Sciences / BioTechnology Distribution
Security
Because of the nature of my company (Business Process Outsourcing) I work with multiple LOB’s in healthcare, transportation, education and government offerings
Marketing Research
Workforce Solutions Research
IT Disaster Recovery all industries
IT Disaster Recovery Coordinator (2)
Construction
Disaster Recovery Coordinator (2)
Service Sector
Business Continuity, Disaster Recovery, and Risk Management
Web services, hosting, domains
Security and BCP
manager of small consulting business

Appendix B—Job Function (see page 6)

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

Appendix C—Level of Education (see page 7)

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

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

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

Appendix D—Degree(s) Earned (cont’d)

Undergrad: Marketing Graduate: MS in MIS
Emergency response and Countermeasures to WMD
Emergency Mgmt, and
Computer Information Systems
Business Continuity
Criminal Justice
Computer Science
MS Emergency Services Admin-
Information Technology (3)
Minor Behavioral Science
Computer Information Systems
Management
within Business School
Occupational Science - Fire
Occupational Science - Fire
Safety
Applied Sciences
Applied Sciences
Diplomas in management and
computing
Social work
Social Sciences

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

forest ranger
Civil Engineering
Military
Public Safety
Law Enforcement
Banking
Education/Training
Aviation
IT Auditing
Information Systems Auditing
Meteorology
Banking & Health Care
Operations
Telecom
Arts
Mortgage
Facilities Svs
Office Manager
Clinical Care
Credit Management
Market analysis and strategy
Event Planning
Operations Mgmt.
Internal audit
Telecommunications
Specifically Data Center
Operations Management
Education
Police Officer
Clerical
Banking Operations
Process Improvement
Corporate Communications

Note: Duplicate responses are noted in parentheses.
Appendix E—Role Prior to BC (see page 8) (cont’d)

<table>
<thead>
<tr>
<th>Insurance-Claims Adjusting</th>
<th>Urban Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Assistance</td>
<td>Defense Industry</td>
</tr>
<tr>
<td>Organization Development;</td>
<td>Administration, Business</td>
</tr>
<tr>
<td>Leadership Development</td>
<td>Process Reengineering</td>
</tr>
</tbody>
</table>

Appendix F—Path to BC (see page 8)

I became involved in business continuity / disaster recovery in the early 1970’s as a result of how best to address I.T. outages that were impacting the company’s business / bottom line.

Assigning BCP by the VP, Environmental Health and Safety

I was asked to take it over from the previous employee

I moved into a job which had emergency management as 10% function and based on my experience developed into a full-fledged BC and EM department.

Company reorganization

A company reorganization/down-sizing presented the opportunity to get involved.

I ran data centers and had to provide BC/DR

Y2k consulting grew into BCP

Management’s request for IT DR planning.

Appendix G—Plans for Certification (see page 9)

Primary function is emergency response
Certified Safety Professional in addition to CBPP
Enrolled in Norwich University MSBC Program
Received certification from DRII, but have no need to keep it current/undecided
I was Grandfathered into the initial CBPP program through DRII.
I have plans to obtain an Associates’ Degree
Graduate school is a better measure than any certificate.

Appendix H—Cert. Requirements (see page 9)

As a consultant it is imperative for credibility
self employed
Extensive, varied operational

I drive the requirements.

Appendix I—Support for Certification (see page 10)

needed to maintain certification
supported but not with the current economics and budget constraints
self-employed
my company my $$, and I engage in obtaining education
Thru Federal offerings at no cost
Supported for leaders

self employed
No money
some support from client demonstrated at senior management level
N/A
Vague
not till the economy and budgets recover
usually well supported but due to current economic situation, training is on hold

Appendix J—Personality Traits (see page 11)

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

Appendix K—Skill Sets (see page 11)

flexible
Training experience
Desire and drive to get the work done
Project Management (2)
project management skills (4)
Curiosity; Thank outside box

communication skills
Project Management experience
College degree
Extremely well organized
Emergency Management Experience

Appendix L—Types of Information (see page 11)

Isn’t this what DRII and BCI have?
haven’t been here long enough to really know
Look at ISACA or IIA, that’s what it should look like!
Already exists, through ACP, DRI, BCI, and other sources
Emergency Management Incident command Classes and drills/training exercises with Audit training for verification
not certain (2)
There are already enough resources out there. We don’t need another one.
All of this data already exists
A knowledge base to encourage networking among professionals; education could be a ‘link’ to this repository of knowledge
“center of excellence”? Please explain! I’m not understanding how that is different from DRII or The BCI...
In the UK we have the BCI in this role

BC cross so many disciplines a formal center would be difficult or detrimental
If this is in reference to something outside my company, we already have too many of these. Don’t invent a new one. If within a company, then yes, definitely, all of the above.
Standards and Frameworks
Integrated Exercises
Sources like CI, BCI and others are already great.
We already have too many “centers of excellence”!
Mitigation strategies and how effective they are; cost/benefit analysis training
I believe certification should be attainable thru study curriculum without all the additional, subjective measures.
There are current resources already available

Note: Duplicate responses are noted in parentheses.