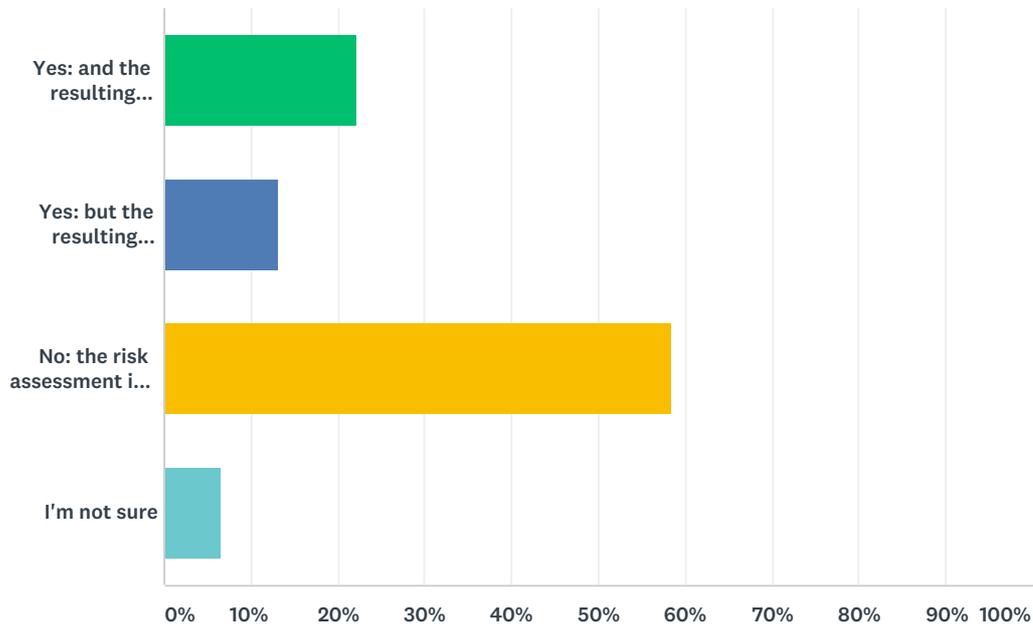


Q3 Do you think that it is possible to omit the risk assessment from the business continuity process?

Answered: 266 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|--|-----------|------------|
| Yes: and the resulting business continuity plan would be fully functional | 22.18% | 59 |
| Yes: but the resulting business continuity plan would be weakened | 13.16% | 35 |
| No: the risk assessment is a vital part of the business continuity process | 58.27% | 155 |
| I'm not sure | 6.39% | 17 |
| TOTAL | | 266 |

| # | IF YOU HAVE TIME PLEASE GIVE YOUR REASONS FOR YOUR ANSWER TO THIS QUESTION: | DATE |
|---|---|-------------------|
| 1 | Critical information is gathered during the Risk Assessment and is needed to produce effective plans. How do you know what to prepare for if you don't assess the possible risks? | 6/18/2019 8:34 PM |
| 2 | ... but it can be performed by other units. The results will be delivered by "as a sidekick" into the BCM process. | 6/14/2019 1:09 PM |
| 3 | The risk assessment is really useful for each critical activity | 6/10/2019 2:45 PM |
| 4 | Ultimately risk does not matter for a BCP setup and plan. But for resilience, often resources are limited so to build resilience risk matters and helps to reduce the impact or likelihood of certain events. | 6/10/2019 8:47 AM |
| 5 | But should be a separate process and addressed as risk - mitigate, plan, insure, etc. Then move on to BC. | 6/9/2019 6:09 PM |
| 6 | Understanding what kinds of "events" have the most likelihood of occurring and translating that to areas of focus in a BC plan is important - not quite a full blown risk assessment, but still being a part of the process. Most of the time, focus is on impact to People, Applications, Vendors, and Physical Locations. | 6/5/2019 10:00 PM |
| 7 | Rather than risks I identify vulnerabilities within the 5 BC pillars: i.e. premises, technology, information, people and suppliers. It's these vulnerabilities that give rise to BC risks which we then need to mitigate. | 6/5/2019 8:07 PM |
| 8 | one must at least to make sure that the continuity solutions are not exposed to same risks as normal operations | 6/4/2019 7:52 AM |

To BIA or not to BIA... revisited

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| 9 | More than a risk assessment, a plan ought to be predicated on the occurrence of any one of 4 worst case scenarios - i.e. loss of or unavailability of personnel, denial of access to work premises, unavailability of critical third party services, and finally loss of or unavailability of supporting technology systems and infrastructure | 6/3/2019 6:23 PM |
| 10 | Assume worst case scenario and all lesser risks are just scenarios | 6/3/2019 2:13 PM |
| 11 | We need to understand the risks to the business in order to support a effective BC process | 6/3/2019 1:50 PM |
| 12 | We run an annual Risk Assessment across our group functions. Focus of these are on the business demands and attainment. Rarely do hazard type of risks come through. We have H&S, Security and Insurance to manage these expecations and mitigate consequences accordingly. Supporting agents are aware of the critical functons and systems needed to support the recovery of the business - there would be very little change or impact under BIA going forward - but the BIA should assist the area plan owners. | 6/3/2019 10:17 AM |
| 13 | Business is focussed on its activities; limited scope for anything else | 6/3/2019 8:29 AM |
| 14 | Risk assessment identifies the risks arising from the threats to the organization at the analysis phase. Often it is mislabeled and misplaced in the lifecycle. Risk management is an ongoing process which is for the ongoing implementation of business continuity across the lifecycle. | 6/2/2019 5:47 AM |
| 15 | A risk assessment is a one time activity for your locations. Unless the location changes or risk changes (you know if your in an earthquake zone or not), it's a waste of time to gain new insights into risk. | 6/1/2019 9:16 PM |
| 16 | Despite being an SME the nature of the threats that we face are multifaceted and a full understanding of the corres[oding risk is essential, Moreover, when a client asks how we have approached a threat analysis / risk assessment exercise I want to be able to give a positive and honest answer. | 6/1/2019 6:43 PM |
| 17 | Risk culture should not be considered as a generic approach. Business Units must be involved as owner into the process of risk assessment and also in its maintenance. Without any risk culture it is impossible to implement a consistent business continuity solution. | 6/1/2019 5:45 PM |
| 18 | The Risk Assessment provides extremely valuable information about the nature and scale of threats facing an organisation. Plans, and other measures, are there to respond to threats and their outcomes. Without understanding of those threats, what do you base your plans on. Ignoring risks means that a one size fits all approach is to be followed. So let's have a generic Business Plan. | 6/1/2019 2:49 PM |
| 19 | If you prepare Risk Assessment formulary to assist the in this business decision | 6/1/2019 11:12 AM |
| 20 | Most leaders in the organization do not know what their risks are | 5/31/2019 4:10 PM |
| 21 | The risk assessment is used as a tool to isolate time critical activities / priorities, and direct where to concentrate the plan. It is possible to miss this out and just ask whoever is in charge for the priorities - whilst this approach can work, its a bit like cleaning your shoes with the laces still in. Good for a one off job, but not as a guiding principle. | 5/31/2019 2:44 PM |
| 22 | When we discuss threats to the operational layers of the clients we consult at, we often find glaring process/people etc errors that would not have been picked up by a traditional risk assessmnet. We also try to focus on horizon scanning threats, which risk management doesn't typically discuss at an operational layer. | 5/31/2019 1:34 PM |
| 23 | The focus/angle of this Risk Assessment is from the viewpoint of business continuity, this contributes in specific measures that should be taken (or not). | 5/31/2019 11:57 AM |
| 24 | If you have appropriate and fit-for-purpose business impact analysis tool which enables you to identify all mission critical processes, resource requirements and inter-dependencies, including the impact non recovery of such processes would be, risk assessment will be dealt afterwards. | 5/31/2019 11:18 AM |
| 25 | you need to know what risks your business is facing to help support the strategy you define for BCM. | 5/31/2019 10:28 AM |
| 26 | We must assess our risks in order to agree treatment. | 5/31/2019 9:26 AM |
| 27 | Risk assessments drive the business appetite for improvement | 5/31/2019 9:01 AM |
| 28 | It depends what is meant by a risk assessment. | 5/31/2019 8:33 AM |
| 29 | Risk assessment is often carried out as a separate process, a corporate risk register often addresses areas, processes that are too detailed for BC | 5/31/2019 8:25 AM |
| 30 | Without analyzing risks the whole exercise is a futile process | 5/31/2019 6:54 AM |
| 31 | Risk assessment will help company to assess impact of their resources once they have been interrupted. | 5/31/2019 3:11 AM |

To BIA or not to BIA... revisited

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| 32 | Helps identify risks where mitigation actions are required to either reduce the severity or the likelihood | 5/31/2019 1:09 AM |
| 33 | We omitted it 4 years ago, with no real problems whatsoever. The only possible downside would be a slight increase in the overall number of BCPs. | 5/31/2019 12:38 AM |
| 34 | These risks are already assessed in the Business risk assessment process, and the continuity planning is about planning for those risks that may disrupt business, no matter how likely they will occur. Also very difficulty to asses likelihood as many of the external events, thus brining into question any risk rating. | 5/30/2019 11:51 PM |
| 35 | Foundational to identify functions and priorities and upstream and downstream dependencies | 5/30/2019 10:26 PM |
| 36 | The risk assessment is at least useful in crisis management planning but also useful in determining which scenarios the organization should incorporate in planning. The RA should include residual risk to ensure the right risks are being planned for. | 5/30/2019 9:46 PM |
| 37 | Risk assessment is vital so as encompass the differentent scenarios of a failure. | 5/30/2019 9:37 PM |
| 38 | The Business Impact assessment is the baseline to support the development of the BCP. | 5/30/2019 9:27 PM |
| 39 | My company develops new or reviews / revises existing ERM documentation. Risk assessments are included in our development process or recommendations. | 5/30/2019 9:13 PM |
| 40 | I'd quantify this by saying that the "current method" of risk assessment should be modified and/or incorporated into the overall gathering of information. | 5/30/2019 8:39 PM |
| 41 | How do you plan for something that you do not understand. Understanding risk also allows risk mitigation or minimisation measures to be put in place. | 5/30/2019 8:17 PM |
| 42 | Risks can be captured through BIA but takes knowledge and is still not as systematic approach as capturing risks in a formalized risk assessment | 5/30/2019 7:19 PM |
| 43 | The risk assessment covers much ground which enables the business continuity process to be more indepth and comprehensive | 5/30/2019 7:13 PM |
| 44 | I think there are some general risks that can be assumed, but if there are mitigation techniques that could be used to lessen the risk, those should be known. | 5/30/2019 6:58 PM |
| 45 | Risks need to be identified, accepted or mitigated and each of these need to be built into the plan accordingly. Either as acceptance or via alternate strategies or mitigate risk | 5/30/2019 6:57 PM |
| 46 | I believe in all-risk planning; i.e. planning for consequences - no work space access, no staff, no connectivity... | 5/30/2019 6:52 PM |
| 47 | It's all about risk. | 5/30/2019 6:21 PM |
| 48 | Unless you know the risks associated with your demographics it would be impossible to hone in on the things you are most at risk for. | 5/30/2019 6:14 PM |
| 49 | Assessing risk and making sure the correct level of continuity planning is in place to mitigate that risk is the primary goal!!!!!!! | 5/30/2019 6:13 PM |
| 50 | In place of a BIA, the risk assessment can provide valuable information (if structured properly). In other instances it can be redundant or unnecessary. | 5/30/2019 6:12 PM |
| 51 | How will you assess the Risks for your mission critical processes? Risk such as people who are critical single points of failure, technology that is fully automated and have no manual workarounds, key reliance on critical suppliers are all vital when determining risks. | 5/30/2019 6:01 PM |
| 52 | The gaps then would be revealed in the back end testing rather than during the risk assessment | 5/30/2019 5:59 PM |
| 53 | It depends on whether the organization has already done ERM. If so, that should be used as consistency across the board. | 5/30/2019 5:27 PM |
| 54 | The BCM Programme is even better because we prepare for unknown risks! | 5/30/2019 4:37 PM |
| 55 | BIA gives out only the impact of eventualities. It doesn't address the risks, which is needed for appreciating which might happen with the likelihood taken into account. Impact assessment and risk assessment are needed for evolving strategies and prioritizing the financial budget commitment part of the whole BCM arrangements. So, Risk assessment is a vital part of the business continuity process. | 5/30/2019 4:27 PM |
| 56 | Yes, business continuity planning is risk mitigation, therefore the business continuity plan should be an output from the risk assessment | 5/30/2019 4:25 PM |

To BIA or not to BIA... revisited

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| 57 | The risk assessment determines the probability of a particular impact... if you plan for worst case scenario.. the risk assessment is moot. Also once you risk assess a location it doesn't change often nor significantly... so even if you do one you might not need to perform it every year. | 5/30/2019 4:21 PM |
| 58 | the risk assessment drives the BC strategies | 5/30/2019 4:20 PM |
| 59 | Without knowing your risk, you are blind to what could impact the business. | 5/30/2019 4:07 PM |
| 60 | However this should be a considered and measured view point to agree the key needs not a long winded individualised process | 5/30/2019 3:31 PM |
| 61 | Without the risk assessment you may miss out on certain contingencies that should be planned for. | 5/30/2019 3:24 PM |
| 62 | In meeting compliance to ISO22301 | 5/30/2019 3:11 PM |
| 63 | We would be unable to omit risk assessment from our BC process due to the requirement for ISO22301. Responsibility for risk assessment does not specifically fall into the BC remit however oversight of the process is required to enable evidence for the standard and to do this we include threat assessment within our BIA. | 5/30/2019 3:03 PM |
| 64 | The purpose of the Risk/Threat Assessment (RTA) process is to identify the threats to which the company is vulnerable and that could, if realised, interrupt critical processes and activities. Having identified the threats the assessment should consider the type of risk posed and, together with any local measures put into place to mitigate them, identify those that may still require further action. | 5/30/2019 2:55 PM |
| 65 | fundamental !!! | 5/30/2019 2:36 PM |
| 66 | We need to understand the nature of risk - 1.) it is not static; 2.) every action we take to mitigate reshapes risk (consider that others are also attempting to mitigate the same risk and you see the need to have an "active analysis" program); 3.) all risk has a financial component (this is all too often overlooked and this component is the one that senior executives are most concerned with). | 5/30/2019 2:35 PM |
| 67 | I think that the business continuity program's approach to the risk assessment process within our organization could be improved, and does not have as big of an impact on the overall program as it should. | 5/30/2019 2:21 PM |
| 68 | As long as your company completes a Risk Assessment, it doesn't have to fall within the BC Process it can be separated within other portions of the organization but still acknowledged in your BC Program. | 5/30/2019 2:12 PM |
| 69 | I advocate using the existing risk process (not creating a new one) and reviewing existing risk registers and then asking if anything is missing. If yes, then push that into the existing risk process rather than creating a new risk register. But then use all that to be informed. | 5/30/2019 1:39 PM |
| 70 | Business continuity is all about risk mitigation. knowing how much and what levels if mitigation to use is all risk based | 5/30/2019 12:56 PM |
| 71 | It only makes sense to identify current areas of weakness and to address those first. This is made harder to do if a risk assessment (at least high-level) is not performed. | 5/29/2019 5:37 PM |
| 72 | I believe that there are other disciplines that do the job of identifying the risks and the degree of exposure of the organization. In Business Continuity, larger scenarios could be used per critical resource, simplifying the maintenance process. | 5/27/2019 2:56 PM |
| 73 | After a RA is completed for the enterprise; the type risk, characterization, and estimated impact to the organization or a specific BC process does not normally vary much over time. The RA doesn't really impact a BC except if a given risk represents a systemic risk to the enterprise in which case the BC would include list risk, what if any mitigation, and residual risk and in that way inform the BC planning | 5/24/2019 7:39 PM |
| 74 | There can be risks that are not identified or overlooked by other risk assessments | 5/24/2019 5:58 PM |
| 75 | Failing to do a risk assessment creates a blind spot in our abilities to protect our organisations from negative impacts. By doing a risk assessment, not only do we create opportunities for organisational improvement, but we also lower the likelihood of risks becoming incidents, or we can lessen the impact if they do. Further, in some jurisdictions and industries, it is a regulatory or legal requirement to notify authorities of risks of a certain type of potential impact. | 5/23/2019 10:24 AM |
| 76 | I think the risk assessment or threat assessment is important, but if not done the BCP would still be functional. | 5/21/2019 11:54 PM |
| 77 | Understanding inherent risks is essential. You cannot adequately plan a resilient business if you don't know the threats. | 5/21/2019 5:27 AM |

To BIA or not to BIA... revisited

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| 78 | I tried both ways. There is no value in the business continuity management. There is some value in emergency management or crisis management but definitely not in the BCM. | 5/15/2019 2:01 AM |
| 79 | A RA conducted after the BIA and relating to the identified critical supporting dependencies, definitely strengthen a BCP, as it identifies current controls, and whether these controls are deemed to be sufficient or need strengthening. | 5/14/2019 1:09 AM |
| 80 | The question is not even viable in that it is the risk assessment that surfaces the reasons and rationale for continuity/recovery in the first place. Best analogy I have is that the teeth are great but the gums have to come out. | 5/10/2019 1:55 PM |
| 81 | The key to the question lies in the definition of "business continuity process." If that means the core "response and recovery" capabilities that are at the heart of, for example, ISO 22301 and NFPA 1600, then the risk assessment adds no value because the operational response side of the business assumes that a disruptive event has occurred, regardless of its nature or probability. If, on the other hand, "business continuity process" means a broader spectrum of activity, including the implementation of impact mitigation measures, then a risk assessment would be useful. | 5/9/2019 7:01 PM |
| 82 | Departments never evaluate on the same way events from the view of the real business interest, needs to be a unique but prompt approach | 5/9/2019 3:12 PM |
| 83 | Identify what the service delivers (known) and create mitigation strategies in the event of specific failures to implement that service/function. | 4/29/2019 5:03 AM |
| 84 | Without the risk assessments taking place we might not be aware of any issues surrounding business processes. If we don't know these we can't do the BIA correctly. | 4/26/2019 3:23 PM |
| 85 | IN a crisis, I'd rather know my dependencies, priorities of recovery, my obligations and the connections rather than a generic plan of action. | 4/25/2019 4:05 PM |
| 86 | Yes and no, there is merit to doing some "impact assessment" based on risk. But to what extent relates to the overall risk appetite of business disruption which is (hopefully) set at a senior level at organisational level. Often the BIA "sits" at the departmental level and is subjective without the overall risk appetite being known by those completing the BIA. | 4/24/2019 1:36 PM |
| 87 | Risk assessment is carried out by Operational Risk team in line with regulatory expectations (not carried out by the BC team). The risk assessment findings help inform the high-level scenarios we plan for (loss of premises, loss of IT etc.) but these are to some extent just common sense ... so does risk assessment really add a lot of value to the BC process? | 4/23/2019 3:55 PM |
| 88 | Gaining knowledge and awareness of the risks that affect your business operations is sufficient. There is no need for an in-depth analysis of when these risks will actually come to fruition or become highly probable enough to garner a reaction towards preparedness. The fact that these risks exist, the company should assign an action (e.g. risk acceptance, risk mitigation, etc.) towards it. | 4/20/2019 8:17 AM |
| 89 | I feel the risk assessment is where you get the greatest buy-in when you try to push mitigation measures (\$\$\$) | 4/18/2019 6:10 PM |
| 90 | Our Risk Assessment is a function of our fully-staffed Risk Department. There is nothing that Business Continuity can provide that either isn't already accounted for, or can be accounted for through any of the existing Risk processes. | 4/17/2019 5:31 PM |
| 91 | Given the application of BCM within my current organisation, the lack of a BIA / Risk assessment process would significantly impact on the identification of critical processes and the possible disruptive events that could impact business areas' ability to deliver services / products to our customers. As it stands at the moment, there is little prioritisation (informed via a strategic BIA) and appropriate risk assessments conducted. | 4/15/2019 9:57 AM |
| 92 | Risk Assessment is vital to be able to assess if existing backup/ redundancy is sufficient to meet RTO. | 4/12/2019 9:44 AM |
| 93 | Yes we can omit, as most often the information is available elsewhere in the organisation (ERM, Risks, Facilities, Operational Risk for insurance purposes, etc.). Plans are based on worst case scenarios, so it is irrelevant to know if the primary cause was an earthquake or a power outage as the result is the same, no access to the building | 4/11/2019 9:27 PM |
| 94 | RA is an input for creating effective BC plan and generally - if followed by creating countermeasures morever than BC plans- to improve resilience. Anyway the mistake to consider only residual risk may lead to a poor and ineffective Continuity capability | 4/11/2019 8:14 AM |
| 95 | it gives the Exec team a chance to align where they see risk and makes the whole process more visible, ownership is easy to identify and can be used to track changes / emerging risks | 4/11/2019 7:42 AM |
| 96 | I say this as I trust our risk management area to carry out independent operational and strategic risk reviews. I can access this information as part of my research | 4/11/2019 5:51 AM |

To BIA or not to BIA... revisited

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| 97 | In my view the risk assessment limits the scope of continuity plans as they then focus solely on the perceived high risks. I take the approach that plans should be adaptable so as to cover as many events and combinations of events as possible. They will of course never be perfect, but the flexibility to manage critical functions in a variety of situations seems to offer the most value. | 4/11/2019 2:53 AM |
| 98 | The RA identifies situations that could threaten the organization's continued operation, their likelihood of occurring and impact to the firm. It also identifies vulnerabilities that could be exploited by a threat actor. The RA helps the development of BC/DR plans by focusing on those threats and vulnerabilities (both internal and external) that should be addressed in the BIA as well in the plans themselves. | 4/10/2019 7:57 PM |
| 99 | If your company is located in a stable environment, the RA doesn't have significant change year-to-year (assumption) . It the initial RA report risks have been communicated to the BU for inclusion \mitigation through the BC-DR plans, it is more a matter of checking that the mitigation still remains in place or that the risk have been accepted by the Board | 4/10/2019 6:29 PM |
| 100 | Without process risk awareness, process risk mitigation activities are thwarted. | 4/10/2019 5:09 PM |
| 101 | Understanding risk and impact is critical to prioritizing the recovery process | 4/10/2019 3:12 PM |
| 102 | How could you possibly know what potential impacts there are to your plan without a risk assessment? | 4/10/2019 2:45 PM |
| 103 | I believe that as long as a group understands and prioritizes their business processes they should be able to define the appropriate continuity strategy. While cataloging risks provides valuable information to help define business priorities that is not a key to effective continuity planning. | 4/8/2019 7:07 PM |
| 104 | I would say yes only on the basis is that it doesn't need to be part of the BCMS process and should rest within a separate RM discipline within the organization which will work closely with BCMS. In my experience BC should focus on the ability to recover the business not how to mitigate the causes (that should be a separate discipline). This would resolve many of the issues I have encountered trying to resolve roles and responsibility debates between BC and ERM teams. | 4/8/2019 6:07 AM |
| 105 | It is not necessary to run a risk assessment by the BC Manger - nevertheless it is a requirement for desiging appropriate BC solutions - before you start writing a BCP. It is a misinterpretation to thing that it is a necessary tool that needs to be managed by the BC professional. If you read the GPG carefully you will find the hint to first check if someoneelse in your company is conducting a risk assessment. I could go on but i think you got my message.... | 4/5/2019 8:03 PM |
| 106 | I think the risk assessment is second stage after we make bia to determine the risk related the process in bia and put solutions and action plan and coractive actions when we make the Bcp I thing the risk assessment it is very important process for bcm | 4/5/2019 3:37 PM |
| 107 | Focus should be on effects not causes - ie loss of premises, people, systems, data, customer/reputation.. Plans address the effects of an incident | 4/5/2019 11:04 AM |
| 108 | Planning for effects and impacts, not their causes is a better approach anyways. | 4/5/2019 1:21 AM |
| 109 | The risk assessment should be the only risk involvement. In Australia BC is dominated by Risk managers thinking they know BC and they simply don't. | 4/5/2019 12:43 AM |
| 110 | We prepare for impacts: loss of staff, loss of premises and infrastructure (ICT systems and applications), critical vendors or a combination of any or all of these. | 4/4/2019 4:02 PM |
| 111 | Any company having a risk management function needs to provide the risk assessment to the BC Manager. The risk assessment identifies known risks and threats. The BC professional considers the risk of disruption, identifying the new threats, i.e. unacceptable levels of risk and single points of failure. | 4/4/2019 3:57 PM |
| 112 | Focus should be on level of preparedness rather then assessing risk . Risk assessment input can at the most help in determining appropriate scenarios . However is you prepare based on impact rather then it mitigates the need for it | 4/4/2019 2:47 PM |
| 113 | The risk assessment is vital to the BC process because it is a font of information regarding potential process disruptions. Though its depth can depend on the resources of the organization, any business continuity analysis that does not involve a risk assessment of any kind leaves the organization vulnerable to forseeable disruptions. | 4/4/2019 1:53 PM |
| 114 | We have a risk management department. | 4/4/2019 1:36 PM |
| 115 | Because it's necessary to identify which risk could affect your critical operation, to plan for mitigate or transfer those risks | 4/4/2019 12:54 PM |
| 116 | Integrate with enterprise risk mgmt program; advanced program mgmt and use of better metrics make for a risk-informed approach program and activities | 4/4/2019 11:17 AM |

To BIA or not to BIA... revisited

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| 117 | Risk assessment provides one of the fundamental bases for continuity solutions. | 4/4/2019 10:03 AM |
| 118 | Yes - because impact of the risk is the issue to protect against, what causes the risk can come from many different directions, not all off them are quantifiable | 4/4/2019 9:53 AM |
