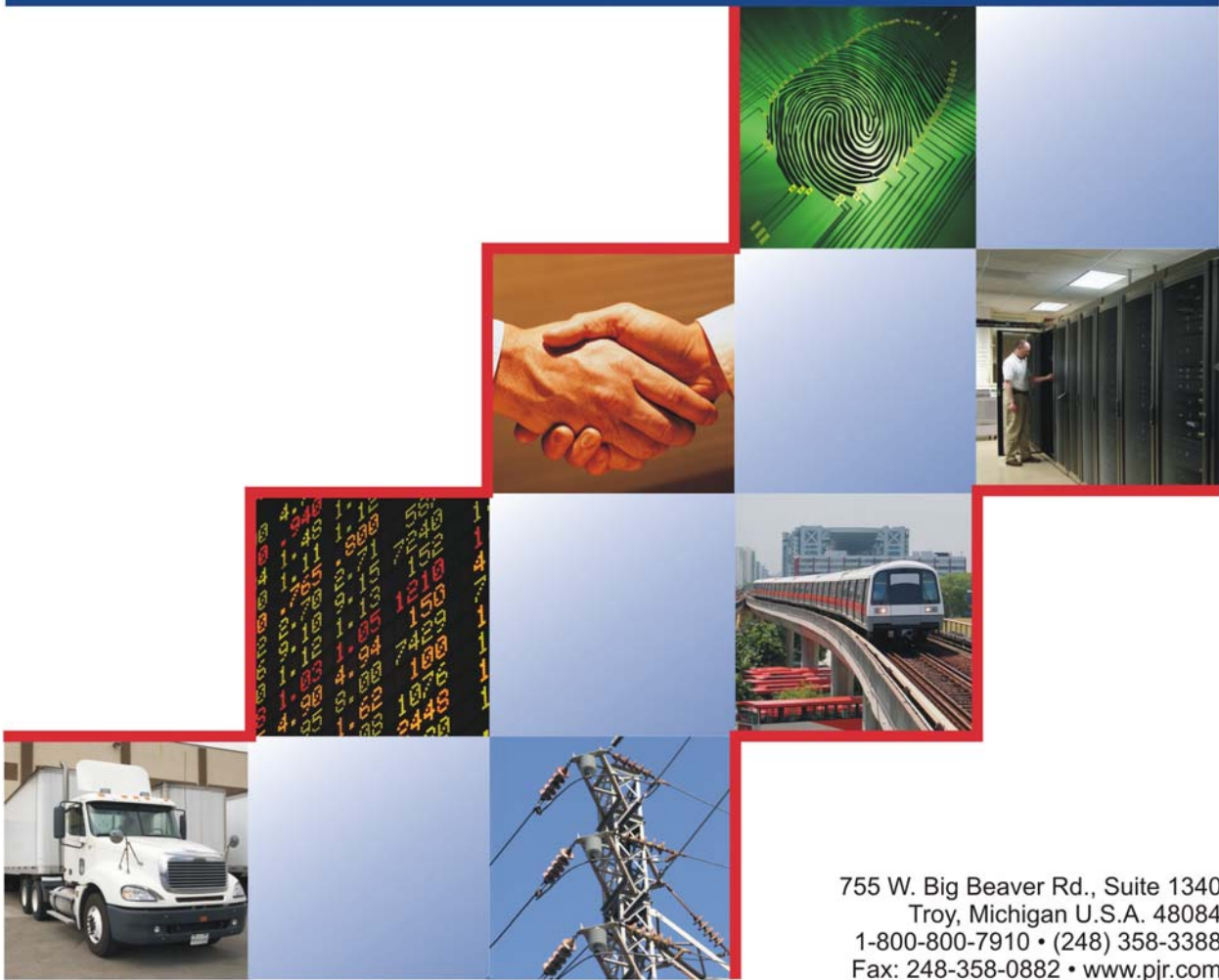


STEPS TO BS 25999 REGISTRATION



755 W. Big Beaver Rd., Suite 1340
Troy, Michigan U.S.A. 48084
1-800-800-7910 • (248) 358-3388
Fax: 248-358-0882 • www.pjr.com

Steps to BS 25999 Registration

Perry Johnson Registrars, Inc.
755 W. Big Beaver Rd., Suite 1340
Troy, Michigan 48084 USA

Copyright © 2009, by Perry Johnson Registrars, Inc.
All rights reserved. No part of this book may be reproduced in any form or by
any means without permission, in writing, from Perry Johnson Registrars, Inc.

Table of Contents

Foreword.....	3
What is BS 25999	4
Importance of BS 25999	5
Approach to BS 25999	6
Benefits of Registration	7
The Road to Registration.....	8
Choosing a Registrar	9
Key Questions to Consider	9
The Importance of Accreditation.....	10
Why are Auditor Qualifications and Competency so Important?.....	10
The Registration Process.....	11
Request for Registration – Application and Proposal	11
Pre-Assessment (optional)	12
The Registration Audit	12
Taking Corrective Action	14
Registration Decision	15
Publicizing Your Registration.....	15
Maintaining Registration	16
Disputes & Appeals	17
Integrated Management Systems	18
How Much Does Registration Cost?	18
How Long Does It Take to Become Registered?	19
Why Do You Need Registration?	19
Conclusion.....	20
About PJR.....	21
PJR Philosophy	21
How PJR Builds Trust	22
A Heritage of Quality	22
Business Experience and Affiliations	23
PJR Home Page.....	23

Foreword

Recent natural disasters and heightened awareness of terrorist activity post – 9/11 have brought to light the paramount importance of business continuity. Disruptions, large or small, must be dealt with quickly and efficiently in order to keep an organization's client base and business partners. The new business continuity standard **BS 25999** offers the framework to develop, implement, maintain, and improve a dynamic Business Continuity Management System that combats business interruption.

BS 25999 is not a guideline specific to any industry or organization. It is general enough to provide the foundation for any organization that recognizes the need for a business continuity system. Manufacturers can develop a plan to diversify supply and distribution chains to ensure the delivery of raw materials and products. Banks and investment firms can create a system that works to prevent confidential information exposure. Governments of all levels – from city to county to state – can create plans to protect their communities in the face of all types of natural disasters. Each of these processes is critical to the respective organization, and each of their needs can be met with **BS 25999**.

Internal benefits such as these are, alone, well worth the effort of developing and implementing a Business Continuity Management System. Taking this one step further, recognition of these improvements by the outside world can be even more rewarding.



What began as an IT recovery system has developed into a comprehensive management system that can be audited to ensure quality and completeness of business continuity. A certification body – such as **PJR** – provides objective evidence that your organization has met the requirements of this rigorous standard. The registration certificate you receive can be used to validate your commitment to business continuity, satisfying existing customers and attracting new ones.

10 Professional Practices¹ have been developed that encompass the important aspects of developing and maintaining a Business Continuity Management System. These principles find themselves in the BS 25999 requirements:

- Project Initiation and Management
- Risk Evaluation and Control
- Business Impact Analysis
- Developing Business Continuity Management Strategies
- Emergency Response and Operations
- Developing and Implementing Business Continuity Plans
- Awareness and Training Programs

- Exercising and Maintaining Business Continuity Plans
- Crisis Communications
- Coordination with External Agencies

This booklet, *Steps to BS 25999 Registration*, was created by **Perry Johnson Registrars** to give companies interested in seeking **BS 25999** registration a clear understanding of the complete process. We hope this booklet will serve as an aid in helping your company become an elite member of the business community – dedicated to business resilience.

¹ From Disaster Recovery Institute International, Inc. at www.drii.org

What is BS 25999?

Business continuity planning has played an important role in business resilience. However recently, an overarching, versatile international standard – **BS 25999** – has been established. This new standard views business continuity as not just a plan, but as a holistic management system that should be integrated into your organization's daily activities.

British Standard Institution's British Standard (BS) **25999** takes the idea of a business continuity plan, and broadens its scope to encompass your entire enterprise. **BS 25999** focuses your organizations objectives, making the development of a Business Continuity Management System (BCMS) more efficient and its implementation more effective. Creating a BCMS involves not only the establishment and implementation of a plan to protect your employees, processes and supply chains, but also the continual improvement of your plan in order to maintain a system vital to your organization's resilience.

BS 25999 is divided into two parts: **BS 25999-1** and **BS 25999-2**. **BS 25999-1**, or the Code of Practice, was published in December 2006 and is a general document that outlines the purpose of the standard. **BS 25999-2**, or the Specification, was released in November 2007 and provides concrete steps a business should follow in order to develop and manage a BCMS.

Because of **BS 25999-2**'s specific instructions, it is the document that external registrars will use to audit your company. It includes four main sections on creating and maintaining a BCMS¹:

1. Planning the BCMS
2. Implementing and operating the BCMS
3. Monitoring and reviewing the BCMS
4. Maintaining and improving the BCMS

BS 25999 is a set of instructions for creating and maintaining a Business Continuity Management System in businesses of any size or type. An organization wishing to use **BS 25999** will find itself better able to provide services and products to its customers while keeping employees safe and productive in a variety of situations.

¹ From BS 25999-2:2007

Importance of BS 25999

The importance of **BS 25999** is the importance of business continuity. Any incident that impairs your business's ability to function can negatively impact your organization long after you resume normal operations. By integrating a business continuity management system into your organization, you will show business partners and customers that you are dedicated to providing the best possible service at all times, regardless of interruption.

At this point you may ask yourself, what organizations stand to benefit from a business continuity management system? In a few words, all of them! The beauty of **BS 25999** is that its framework is specific enough so that every company – large or small – can use **BS 25999** to develop a BCMS that fits its needs, while the guidelines are general enough to be adapted to the business continuity needs of governmental organizations, financial institutions, and manufacturers of all types.

A critical point of **BS 25999** is that it recognizes disruption may occur during incidents other than physical disasters.

- What if customs regulations delay the import/export of critical raw materials/products?
- What if a supplier's laborers go on strike?
- What if your company's payroll system crashes?
- What if a key executive suddenly becomes incapacitated?
- What if your IT system is compromised or shut down for an extended period of time?
- What if the disruption in your service affects the lives of customers or citizens?
- What if a terrorist threatens your organization?

These are just a few of the many different scenarios that your company could face at any time, without a moment's notice. Business Continuity Management has evolved from an IT-based recovery system to include proactive prevention throughout your organization that will increase protection from any threat that your organization deems significant.

If you want to solidify your company's stance as a serious competitor, not only in the United States, where business continuity management is being revolutionized, but also in Europe and elsewhere abroad, then it's imperative that you register your Business Continuity Management System to **BS 25999**.

Approach to BS 25999

What separates **BS 25999** from other business continuity standards is that its guidelines are general enough to work for any size business in any industry. This standard requires the use of a dynamic and systematic process approach to develop a Business Continuity Management System. The standard can be applied independently of other management system standards, or its implementation can be integrated with existing related management system requirements.

BS 25999 stresses – among other things – three important concepts: prevention, integration, and documentation.

BS 25999 emphasizes risk prevention in addition to risk recovery. Through **Business Impact Analysis (BIA)** and **Risk Assessment**, your company can determine which processes and activities may cause potential threats to business continuity, and therefore work to prevent and prepare for them.

No BCMS is effective without the support of executive management and the awareness of all employees. Integration of a BCMS through employee training along with regular exercises will increase employee competency during the invocation of a business continuity plan and encourage constructive feedback. Business continuity plans should not be developed and then forgotten; they should become a part of your organizations everyday activities.

Clear, specific documentation is critical to the implementation of business continuity plans. By keeping well-maintained records of your plans and their revisions, your employees can invoke these plans quickly with minimal operational disruption.

The **BS 25999** approach to a BCMS is a thorough one, and your company should be recognized for its efforts. Third-party certification bodies – such as **PJR** – offer an opportunity to register your organization, providing objective evidence that your organization has established a system that will provide reliable product and services.

Benefits of Registration

By becoming registered to **BS 25999**, your organization stands to gain many benefits.

Access to Global Marketplace

- Your company will gain global recognition in both public and private sectors as an organization committed to business continuity. Your registration certificate issued by an independent, third party registrar such as **PJR** will provide objective evidence of that commitment. A registered BCMS will meet the resiliency audit requirement of Public Law 11053 Title IX requirements set forth by the U.S. government, and your registration will make it easier to bid government work. Also, by registering with **BS 25999**, your organization will be able to answer Requests for Quotations (RFQ) from government entities with confidence. Businesses and customers from all over the world will recognize that your company is reliable and resilient, an achievement that will create many opportunities in the global marketplace.

A Protected Supply Chain

- Whether supply chains exist across a city or a continent, the chance for disruption of these vital lines is great. Registering your BCMS with **BS 25999** ensures that your organization will develop a network of supply chains so that when one link breaks, your business has another ready to take its place.

A Symbol of Achievement

- When your company achieves **BS 25999** registration from a registrar such as **PJR**, you will be presented with a certificate of approval, bearing a registration mark, as well as a customized zinc-etched plaque. You will also receive a registration letter. We also have flags and banners available for purchase. This can be a powerful strategic marketing tool.

Potentially Significant Savings

- Registration with the **BS 25999** standard ensures that your BCMS will run efficiently and that your business continuity plans will be executed effectively. Minimizing unnecessary costs in the management and improvement of your BCMS will save a great deal of money in the long run, and business continuity plans that conform to a proven standard will minimize downtime – and thus expense – for your organization.

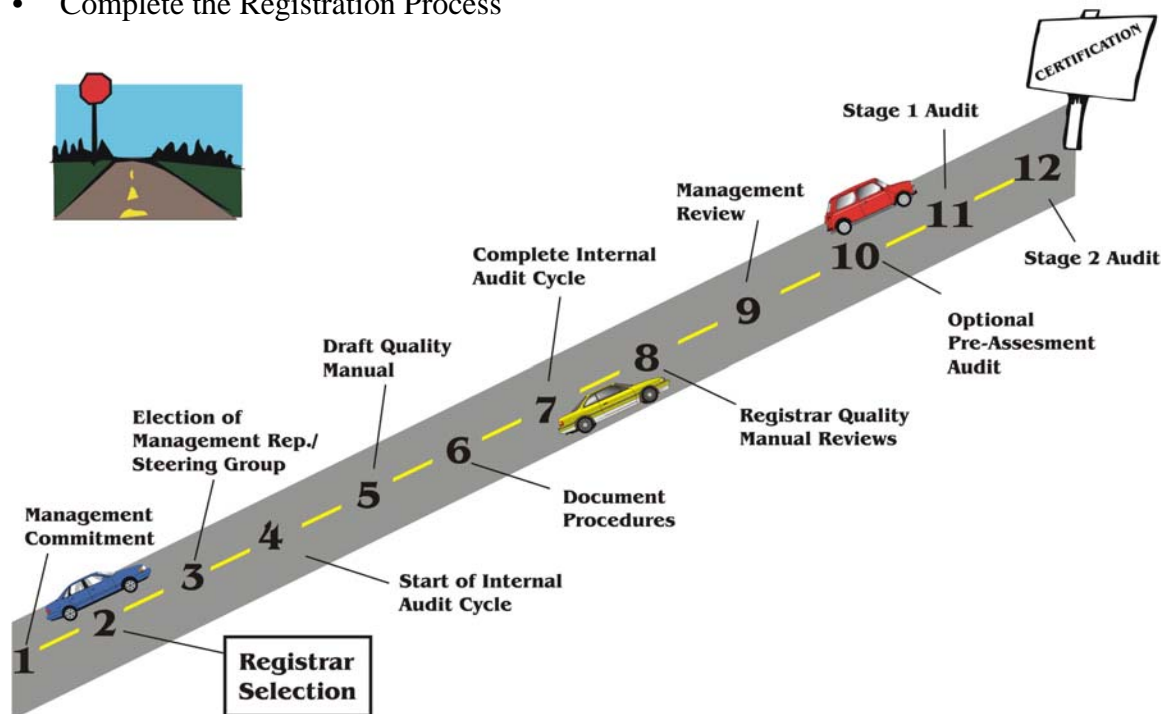
Peace of Mind

- With a registration certificate in hand and a Business Continuity Management System in place, you can approach customers with the confidence and proof that your organization will provide reliable products and services. Businesses and other organizations you work with will know that your company can deal with any business disruption quickly and effectively. By minimizing risk, depending on your specific organization's scope of operation, a proactive certified system such as **BS 25999** may help stave off costly litigation, public embarrassment, or damage to reputation. Most importantly, your company will greatly increase its chances for survival in a competitive world where nothing is certain.

The Road to Registration

The Road to Registration requires an organization to establish clear targets for implementation and assessment. When your company is seeking registration, the following are the basic steps to consider:

- Management Commitment
- Statement of BCMS scope
- Choosing a Registrar
- Completion of a Business Impact Analysis and Risk Assessment
- Creating and Implementing the BCMS
- Training & Consultancy Options
- Development and implementation of a documented management system to meet the requirements of the standard and any customer-specific requirements
- Complete the Internal Audit Cycle & Management Reviews
- Complete the Registration Process



Registration by an independent third party, such as **PJR**, offers objective evidence to the world that your organization has met the requirements of a rigorous standard and is committed to delivering reliable products and services under all conditions.

Once you have completed the registration process and received your **BS 25999** registration certificate, zinc-etched plaque and letter, you will earn valuable recognition in the industry. In addition, because **BS 25999** is an international standard, you will gain a greater footing in the international marketplace.

Choosing a Registrar

Organizations of all kinds – from all levels of government to financial institutions to all members of industry – stand to benefit from a Business Continuity Management System. Until recently, however, there was no way of knowing whether a company's BCMS was fully developed and reliable. With the advent of an auditable standard, **BS 25999-2**, certification bodies now have the ability to provide this assurance.



As mentioned earlier, a key ingredient of the **BS 25999** recipe for business continuity is third-party registration. A company cannot become registered until it hires an accredited registrar such as **PJR** to carry out a complete and thorough audit of its BCMS.

The registrar is responsible for gathering *objective/audit evidence* to determine whether your BCMS conforms to **BS 25999-2** requirements. The registrar ultimately decides whether or not to grant registration to your organization.

Knowing this, you should study potential registrars' credentials carefully. To assist you in selecting a registrar best suited for your company's needs, consider the following questions:

Key Questions to Consider:

- Is the registrar qualified to grant registration to the BCMS model you have implemented?
- Does the registrar have auditors qualified to conduct audits in your industry?
- Does the registrar use BS 25999 confidence criteria for BCMS audit teams?
- Is the registrar willing to provide you with a complete description of its registration process? Find out if there are any policies, contract restrictions or BS 25999 limitations that may affect you.
- Is the registrar's name recognized? Check to see if people have heard of the company. When you buy a car, the manufacturer's name plays a significant role. The same holds true for registrars.
- Is the company financially stable? Will the registrar still be in business during the period that your BS 25999 registration certificate is valid?
- Is the company's registration mark recognized and accepted in the nations where you plan to do business?
- Is the registrar accredited? This is the most important question to ask because accreditation is the guarantee that the registrar is a credible organization, just as your BS 25999 registration certificate is a guarantee to your prospective customers that your Business Continuity Management System meets the highest standards.

The Importance of Accreditation

Just as the integrity and competency of your company are being held to the highest standards through registration, so are the registration bodies that give you this certification. Internationally recognized accreditation is a critical component of any registrar's qualifications.

Accreditation bodies serve as the watchdog of the registrar. These boards formally license or accredit registrars to perform audits for international quality and management standards; they ensure that a registrar is independent, impartial, competent and knowledgeable. Through regular surveillance audits, the accreditation bodies verify that registrars are maintaining a quality registration program with qualified and experienced staff.

Why are Auditor Qualifications and Competency so Important?

There are two bodies recognized worldwide that train auditors – the Business Continuity Institute, in Europe, and the Disaster Recovery Institute International, in America. The Business Continuity Institute, of which **PJR** is a member, trains auditors to objectively evaluate your organization.

It is important for auditors to have business-specific experience in addition to accredited training so they can understand the needs and workings of your organization. **PJR** auditors have a combination of certification, work experience, and educational background. Our auditing team is comprised of auditors from every corner of industry and has the ability to conduct quality audits of our diverse client base.

PJR is accredited by a number of national organizations: ANAB of the United States, RvA of the Netherlands, JAB of Japan, UKAS of Great Britain, INMETRO of Brazil, ACCREDIA of Italy, and ema of Mexico. These organizations have granted **PJR** accreditation to register clients to various standards*.

By seeking an accredited registrar such as **PJR**, you can be assured that your registration certificate will be recognized by customers all over the world.



* *Accreditations vary by standard*

The Registration Process

Let us now examine the **BS 25999** Registration process.

PJR's team works with your organization utilizing a well-defined registration process comprised of the following steps. Each step will be explained in detail on the following pages.

Request for Registration – Application and Proposal



It is usually a good idea to establish a relationship with your registrar in the early stages of implementing your business continuity management system. That way, you can familiarize yourself with its practices and establish a schedule for registration in advance, thereby avoiding possible delays.

The Registration Process

- Request for Registration: Application & Proposal
- Pre-Assessment (Optional)
- The Registration Audit (Stage 1 and Stage 2)
- Taking Corrective Action
- Registration Decision
- Certification & Publicizing Your Registration
- Maintaining Registration & Surveillance Audits

As with most registrars, you will be asked to complete an application. Here are some of the standard questions the registrar, such as **PJR**, will ask:

- What is your desired time frame for registration?
- Describe your business.
- What is your company's scope of operations?
- What is the size of your facility and the number of employees?
- What is the status of your existing Business Continuity Management System?

The Client Profile/Questionnaire used by **PJR** will provide us with information about your organization and each of the sites to be audited.

Using this information, **PJR** will prepare a proposal and a time estimate for completion of the registration audit.

If the proposal is acceptable, the registration contract will be signed, and your relationship with Perry Johnson Registrars will be formalized.



Pre-Assessment (optional)

Sometimes, prior to initiating the registration audit, the company seeking registration may request to have a pre-assessment, or “dry run,” of its Business Continuity Management System.

This gives the registrar an opportunity to identify in advance, any weaknesses that may exist in your BCMS.

Should you select this option, **PJR** will send an audit team to your facility to conduct the pre-assessment. The team composed of certified auditors, will study your facility, BCMS, records and other documentation, alerting you to any concerns that may interfere with a successful registration audit.

The main advantage of a pre-assessment is that it allows you to correct any potential problems before the registration audit begins. But you should remember that a pre-assessment is not required for **BS 25999** registration. It is strictly optional, depending upon your own needs.

The extent of the pre-assessment is also up to you. You may decide that you want a full pre-assessment performed on every aspect of your company’s operations, or, to save on costs, you may decide that all you need is an assessment of part of your BCMS. It is your decision.

While a pre-assessment is optional, it is usually a good idea.

The length of time allotted for a pre-assessment is discretionary; however, **PJR** typically recommends that this activity be equal to 60 percent of the total time required for the registration audit.

In the long run, it can save you time and money by revealing nonconformities that, if corrected before the registration audit, can save you the expense of follow-up actions.

The Registration Audit

The registration audit consists of two stages:

Stage 1 Audit: The goal of this stage is to make sure that all of your BCMS documentation is in compliance with **BS 25999-2**. This stage will also provide a focus and help plan for the second stage of the audit by gaining an understanding of the scope of your organization’s BCMS. During the Stage 1 audit, PJR will need (preferably electronically):

- Audit Scope
- BCMS manual and procedures
- Business Impact Analysis
- Risk Assessment
- Internal audit records

- Proof of competency of internal auditors
- Copy of Management review
- Copy of internal audit

Any nonconformities or concerns after the documentation has been reviewed will be documented in a report so your organization can take correction before the Stage 2 audit.

Stage 2: During this stage of the audit, our team of auditors will verify that the implementation and effectiveness of your organization's Business Continuity Management System reflects the qualifications stated in **BS 25999-2**. The Stage 2 audit consists of three important events: the opening meeting, audit execution and the closing meeting. However, prior to the opening meeting the PJR audit team will confirm that any concerns from the Stage 1 audit have been corrected. If any Stage 1 issues have not been addressed, then the Stage 2 audit may be terminated.

The On-Site Registration Audit Consists of:

- The Opening Meeting
- A detailed examination of your BCMS
- A Closing Meeting

The Opening Meeting

On the first day of your on-site audit, an opening meeting will be held with upper management. Under the direction of the Lead Auditor, the audit team will present an audit process overview, giving you a clear understanding of what can be expected in the days to follow.

The team will review your audit scope and objectives. They will confirm times, schedules and resources with you, and they will go over the procedures for identifying and reporting nonconformities.

At this time, you will be expected to introduce your guide – the person you have selected to accompany the **PJR** team on its audit of your facility.

Audit Observation, Interviews, Objective/Audit Evidence

Following the opening meeting, the audit team will walk through the various areas of your facility to observe activities. Team members may:

- Interview personnel
- Review documentation and records
- Observe processes



Throughout the audit, audit team members will seek objective/audit evidence, such as statements, documented procedures and written policies, to support their observations. Using a process approach – the same approach that will be used in during subsequent surveillance and recertification audits – our auditors will conform the following:

- Is the documented system consistent with the standard? (Do you describe what you do?)
- Are activities consistent with the documented system? (Do you do what you say you do?)
- Do documented systems and non-documented activities help your organization meet its goals and objectives (especially quality objectives)?

The **PJR** Auditors will bring to your attention any nonconformity as soon as possible after it is discovered. At the conclusion of the audit, the auditor will formally document all nonconformities on a nonconformity report.

The Closing Meeting

After the audit team has completed its on-site facility evaluation, a closing meeting will be held. The same people who sat in on the opening meeting usually attend this session.



At the closing meeting, the Lead Auditor will summarize the audit results. The Lead Auditor will explain in detail any nonconformities that were found, and will provide you with a preliminary audit report. The Lead Auditor will also provide a recommendation as to whether your company should be granted registration.

Soon after the audit, you will receive a final audit report. In this report, the audit findings will be reiterated in detail. If any outstanding nonconformities were identified, the registrar should allow you a reasonable period of time, given the nature of the nonconformity, to take corrective action.

Taking Corrective Action

If the audit team indicates that corrective action is required, it is nothing to be alarmed about.

If a nonconformity is identified as minor – a problem that can be easily corrected – you will be asked to locate and fix the cause. The registrar requires the root cause, corrective action & objective evidence of its effective implementation in writing. This is followed by verification at the next surveillance audit, to make sure that the corrective action remains effectively implemented.

If a nonconformity is identified as major – the corrective action process is more involved. A major nonconformity is a deficiency or breakdown in your quality management system that prevents your company from reaching its objectives and goals.



When a major nonconformity is identified, it usually means that you have to make a significant change to either your quality management system or to a procedure. You must investigate the root cause and take corrective action to eliminate the nonconformity. You do not want to apply a Band-Aid to the problem – you want to find the root cause and prevent it from recurring.

After you have corrected the major nonconformity, **PJR** may require a follow-up audit limited to the relevant area, to confirm that the problem has been resolved. The Lead Auditor cannot recommend registration until the objective evidence of corrective action implementation of all nonconformities have been verified.

Registration Decision

After the Lead Auditor has closed out all nonconformities, your registration documents are forwarded to **PJR's** Executive Committee – the registrar's independent decision-making body. The Executive Committee will review your application and the Lead Auditor's recommendation, and decide whether to grant registration to your company.

If the **PJR** Executive Committee determines that you have met all **BS 25999** registration requirements, you will be notified immediately.

A registration certificate and letter will be prepared. The registration certificate will bear the seals of the applicable accreditation bodies of the registrar, as well as the registrar's own logo. The registration letter will be on **PJR's** letterhead.

PJR will also communicate your company's name and your registration status, to a variety of resources, such as the McGraw Hill Information Services of Organizations and www.whosregistered.com (managed by the Quality Systems Digest).

Publicizing Your Registration

You can display your registration mark in advertising, promotional literature and stationery to show customers that your company is committed to your Business Continuity Management System. **PJR** can provide you with camera-ready artwork, together with the procedure covering the reproduction and use of the Registration Certificate and logos. Registration marks cannot be used on products or in such a way that the product is implied to be **BS 25999** certified.

PJR Registration Plaque

PJR will provide your company with a free registration plaque. This three-color, zinc-etched plaque sets forth in embossed lettering your company name, the standard(s) to which your company is registered, the certificate number, the accreditation body seals, the issue date and expiration date. This plaque can be proudly displayed to let the world know that your certified BCMS meets the most rigorous international standards.

PJR Press Release Service

PJR's staff of seasoned writers can write a customized profile of your company, announcing your organization's attainment of registration status. Whether you are in need of a short press release or a detailed article describing your company's journey to registration, we offer this program to our clients free of charge.

Possible Audit Outcomes

Approval – a company has met all the requirements for the **BS 25999** standard. All corrective actions have been closed out.

Disapproval – either a company has not properly implemented its BCMS, or the documentation is inadequate. The registrar must perform a comprehensive re-evaluation before granting registration.



PJR Flag & Banner Program

In addition to being able to announce your registration status in your marketing material, your company can purchase a flag and/or banner for publicity purposes.

Awards Ceremony

This is an excellent vehicle to publicize your company and gain full advantage of your newly achieved status as a registered firm. **PJR** can arrange to have your certificate, plaque and flag presented to top management at a special Awards Ceremony and picture-taking session. The Awards Ceremony is included at no extra charge.



Chukyo Coca-Cola (now part of Coca-Cola Central Japan Co., Ltd) is proud to accept congratulations for their ISO 9000 and ISO 14001 Certifications.

Publication in Internationally Recognized Database Directories

PJR communicates your registration status to a variety of resources, such as the McGraw Hill Information Services of Organizations, www.whosregistered.com (managed by the Quality Systems Digest), as well as in any other organizations that may require notification regarding certification to this specific standard.

Maintaining Registration

Once you have attained **BS 25999** registration, you will be scheduled for periodic surveillance audits. The surveillance audits, which are audits based on a sampling of your Business Continuity Management System, are invaluable, because you learn how to continue meeting the industry-specific demands, as well as the **BS 25999** elements. Registered clients can choose from two different surveillance schedules as follows:

Semi-Annual Surveillance Audits

Most **PJR** clients choose Semi-Annual Surveillance Audits. If you choose this option, the audit visits in the first two years will be more frequent, but typically shorter. The advantage to this method is that your system remains under ongoing maintenance. With shorter intervals between audit visits, your system has less of a chance to break down. In this way there is far less chance of auditors finding any major nonconformities, which can be time-consuming and expensive to correct. At the end of three years, **PJR** will conduct a full reassessment of all **BS 25999** requirements.

Annual Surveillance Audits

PJR offers the annual surveillance plan as an alternative to semi-annual surveillance. For annual surveillance, the auditing guidelines require a minimum of one audit visit per year. Each surveillance audit will cover a sampling of your facility's Business Continuity Management System & customer specific requirements. At the end of three years, **PJR** will conduct a full reassessment of all **BS 25999** requirements.

Recertification Audit

A recertification audit is to be performed at the end of 3 years, to prevent expiry of your certificate. If the recertification audit does not take place within this timeframe, your certificate will no longer be valid and you will have to go through the entire registration process again to get certified.

A Word About Reassessment Requirements

The International Accreditation Forum (IAF) has established rules mandating reassessment to verify continuing effectiveness of an organization's Business Continuity Management System. The rules apply regardless of whether the organization has elected an annual or semi-annual surveillance schedule.

If the organization has elected the continuous (semi-annual) method of surveillance, **PJR** will conduct the reassessment at the fifth and sixth visits. For organizations on an annual program, the reassessment is conducted at the third visit. **PJR** schedules reassessments to conclude approximately 90 days prior to the Registration Certificate expiration date to permit closure of any findings, with no lapse in certification. The amount of time established for reassessment by the rules are equal to 2/3 of the time mandated for an initial audit of the organization, determined as of the time it is to be reassessed. Reassessment time may vary from the mandated 2/3 figure based on "significant factors that uniquely apply to the organization."

Disputes & Appeals

If you believe your company has been unfairly denied registration, or you wish to dispute an audit nonconformity, you can file a dispute. If the results of the dispute are unsatisfactory to your organization, you may file an appeal. All registrars are required to have a board of appeals with an impartial panel. This board is independent of the registrar and will listen to your arguments and re-evaluate your application.

Integrated Management Systems

Many companies have implemented individual management systems based on quality, health and safety, business continuity and the environment. The standards for certification of these systems are very compatible. Some companies operate their separate systems in parallel, while others take the approach of integrating everything into a single business operating system.

By integrating responsibilities and centralizing control, a company may reduce duplication of required processes and records. Thus, you could achieve a reduction in everything from top management time to internal audits to the volume of documentation. The harmonization of standards can potentially lead to economies of scale and thus, fewer auditor days.

Management systems that work especially well with **BS 25999** include ISO 9001:2008 and ISO 27001:2005. ISO 9001:2008 specifies requirements for a quality management system, which are applicable to any type of business. ISO 27001:2005 specifies requirements for an information security management system. Both ISO 27001 and **BS 25999** have requirements related to disaster (IT) recovery.

How Much Does Registration Cost?

When you enter the market for a registrar, you will find a wide range of pricing for registration services, depending on various factors.

Each organization has its own unique characteristics, and these come into play when estimating costs. But in general, there are three key elements that make up the cost of registration.



1. Daily rate
2. Overhead expenses
3. Travel and accommodations

Cost Estimates Should Include:

- Fees for document review
- Fees for optional pre-assessment
- Fees for registration audit
- Miscellaneous fees associated with registration (travel, accommodations, etc.)
- Fees for surveillance

Generally, most registrars will charge a daily rate. This part is straightforward. But when it comes to overhead costs and travel expenses, things can get somewhat clouded. Some registrars will quote a daily rate, and then add on extra charges for office preparation or other services. This creates confusion and presents an inaccurate picture of the total cost.

You must also consider travel expenses. Travel costs are generally added on top of the registration fee. Therefore, you will want to find out if the registrar intends to fly auditors in from out of town, or if the company has auditors located nearby.

Bottom Line: Ask the registrar to give you a quote on all fees expected to be incurred, so you can get an accurate total cost estimate. Be thorough and demand full accounting up front.

How Long Does It Take to Become Registered? _____

Just as cost estimates vary, there is no set timeline for completing a registration audit. The number of required audit days varies, depending on several factors.

Generally, the length of time required to complete a registration audit is determined by company size, the number of employees and the complexity of the company's operations.



For the most part, it takes a company a minimum of one year to prepare for the registration audit. The registration process itself – from the evaluation of your documentation to the issuance of a certificate and letter – takes approximately two months to complete, assuming there are no major problems with your Business Continuity Management System.

The number of days required to complete a registration audit depends on:

- Size of company
- Number of employees
- Complexity of operations

Why Do You Need Registration? _____

Gaining registration to **BS 25999** through **Perry Johnson Registrars** will help your organization flourish. Whether you are looking to operate internationally or to expand locally to accommodate new business, **BS 25999** will help you demonstrate to customers that you have a commitment to the delivery of your products and services. In today's world, a registered Business Continuity Management System is almost necessary to exist as a sustainable organization.

The regular assessment process will ensure you continually monitor, improve and comply with your processes.

Registration can improve overall performance, remove uncertainty and widen market opportunities.



At **PJR**, we have a structured route to registering to **BS 25999**. The **PJR Road to Registration** is designed to make your experience as enjoyable as possible. While a BCMS will revolutionize your business, a **PJR** audit will cause minimal disruption to your business practices.

Conclusion



Business continuity management has exploded in the last few years; organizations of all types are preparing for a variety of disasters. With the arrival of **BS 25999**, there is now an auditable standard that can give a company's Business Continuity Management System the recognition it deserves.

BS 25999 is a framework that will help your organization develop a focused BCMS based on risk prevention, risk recovery, and continual improvement. Business continuity will become part of your organization's daily activities, ensuring your company is always prepared to deal with disruption.

The road to registration for **BS 25999** can seem daunting. A successful Business Continuity Management System can be developed relatively easily, as long as you adhere to the standards requirements and are dedicated to your BCMS's integration and continual improvement.

Once you have completed the registration process and received your **BS 25999** registration certificate and letter, you will gain all the benefits an internationally recognized standard has to offer. As an organization with a registered BCMS, you will have many opportunities to expand your business at home and abroad.

The world today is as demanding and competitive as ever. The success of your organization depends not only on the quality of what your company offers, but also on your ability to provide these goods and services under all circumstances. Registration guarantees the recognition of this dedication. To be part of this global movement, registration is the only way to go.



About PJR

Perry Johnson Registrars, Inc. (**PJR**) is a full-service registrar that has been accredited by the multiple international accreditation bodies.

PJR is also recognized by the International Automotive Task Force (IATF) through the International Automotive Oversight Bureau (IAOB) for: ISO/TS 16949:2002.

In addition, **PJR** provides third-party services for ISO 9001:2008, ISO 14001:2004, OHSAS 18001, RC-14001, Responsible Care[®], ISO 22000:2005, TL 9000, ISO 27001:2005, ISO 13485:2003, and other quality and other management standards.

The scope of **PJR**'s registration scheme and auditor base is broad enough to cover audits in virtually every SIC, EA, and NACE code. **PJR**'s auditors have conducted numerous audits in a wide variety of industries.

Our experts are qualified through academia and professional certifications such as the International Register of Certified Auditors (IRCA), Registrar Accreditation Board and the Quality Society of Australasia (RABQSA), Business Continuity Institute (BCI), and Disaster Recovery Institute International (DRII); industry affiliations such as American Society for Quality Control (ASQC), Society of Manufacturing Engineers (SME), Society of Aerospace Engineers (SAE); hands-on teaching and training experience, and varied industry exposure. They average 15 to 20 years of experience in the quality arena and many possess training experience in the quality industry, having taught many of our competitors' auditors.

PJR's auditors must have a minimum amount of industry experience in addition to meeting the above requirements. This experience is typically gained by working in engineering, design, manufacturing, quality or process control for a major manufacturer, supplier, auxiliary equipment supplier and/or an appropriate governmental agency.

If the auditor lacks the minimum amount of industry background, he or she must take an industry competency course through the registrar.

PJR also has a far-reaching Lead Auditor base in the United States with auditors located within 50 miles of every major city – offering significant savings in travel costs for our clients.

PJR Philosophy

Implementing a quality, environmental, or sector specific management system requires a lot of work, and no organization can get there overnight. In fact, it takes most companies 6 to 18 months to achieve registration.

At **PJR**, we believe the key ingredient to attaining registration is the sincere desire and commitment to succeed. There is no such thing as failure... only giving up.

We recognize that the registration process is a substantial undertaking for most companies, and are committed to being as flexible as necessary to ease the process. We will work within your scheduling needs by offering a wide variety of auditors and scheduling options, while always maintaining a consistent auditing approach.

At **Perry Johnson Registrars**, we want our clients to feel as comfortable about the registration process as possible. That is why every effort is made to keep our clients' Management Representative informed about the entire audit planning process. If you have a full understanding of the registration audit process, there should be no surprises. Registration is a long-term process. You need to feel comfortable and secure with your registrar of choice.

Our entire team at **PJR** from sales, scheduling, operations, auditing, and customer services is dedicated to meeting your needs and strives to provide you with the highest level of service in order to help you achieve success in the global marketplace.

How PJR Builds Trust

At **PJR**, we realize the relationship that exists between your organization and your registrar. There should be a good rapport and comfort level between you and your registrar.

In our efforts to make the registration process gratifying, we believe in involving our clients in all pertinent decisions. In fact, we even let our clients play a large role in selecting the audit team. We, at **PJR**, have no problem in letting clients review the resumes of our audit staff and make recommendations; our clients have the final approval on audit team composition.

Furthermore, our goal is to provide the highest quality of service. We strive to answer all questions within a 24-hour turn-around time, and we never arrive at a facility unannounced. Our clients are always informed of the date or dates on which surveillance audits are to be carried out.

The **PJR** advantage begins with the high level of professionalism and experience that **PJR** auditors provide. Add to that our multiple accreditation status, no application fees, no overtime charges, no travel mark-up... and you have a wealth of advantages difficult to find elsewhere. We offer a full-service registration package that we believe is a value second to none.

A Heritage of Quality

Perry L. Johnson, founder of **PJR** and Perry Johnson, Inc. (PJI), is an internationally recognized ISO/QS-9000 and ISO 14000 educator. He is the author of several publications including - *ISO 9000: The Year 2000 and Beyond, Third Edition*, published by McGraw-Hill in 2000; *ISO 9000: Meeting the New International Standards*, the best-selling U.S. book in the ISO 9000 field, published by McGraw-Hill in 1993; *ISO 9000: Meeting the International Standards, Second Edition*, published by McGraw-Hill in 1996; *The ISO/QS-9000 Yearbook: 1998*, published by McGraw-Hill in 1998; *ISO 14000 Road Map to Registration*, published by McGraw-Hill in 1997; *ISO 14000: The Business Manager's Complete Guide to Environmental Management*, published by John Wiley & Sons in 1997; *Keeping Score: Strategies and Tactics for Winning the Quality War*, published by HarperCollins in 1989; and numerous other workbooks and teaching aids.

Business Experience and Affiliations

PJR maintains memberships/affiliations to several professional organizations related to the quality and environmental industries. Our President and other top Executives within **PJR** attend annual meetings and serve on technical committees within these Bodies:

- American Society of Quality (ASQ)
- Independent Association of Accredited Registrars (IAAR)
- International Accreditation Forum (IAF)
- Association of British Certification Bodies (ABCB)
- American Aerospace Quality Group (AAQG)
- International Aerospace Quality Group (IAQG)
- Pacific Accreditation Conference (PAC)
- RAB/QSA Special Task Force regarding ISO 17024
- Asia Pacific Laboratory Accreditation Cooperation (APLAC)
- International Laboratory Accreditation Cooperation (ILAC)
- Canadian Medical Device Conformity Assessment Scheme (CMDCAS) Forum

PJR Home Page

More information about **PJR** can found on the **PJR** Home Page, located on the World Wide Web at <http://www.pjr.com>. Our Home Page includes:

- Background information on **PJR**
- Important news for customers
- A biography of Perry L. Johnson
- Frequently Asked Questions
- **PJR** Advantages
- Accreditation Scopes
- **PJR** Office Directory
- Client Listing and Testimonials
- Important facts about ISO 9001, ISO 14001, OHSAS 18001, ISO/TS 16949, ISO 22000, ISO 27001, ISO 13485, TL 9000, and other standards.
- Access to Root Cause/Systemic Corrective Action Interactive Module

