

PUBLISHED DOCUMENT

PD 25111 Business continuity management – Guidance on human aspects of business continuity



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**Business continuity
management – Guidance on
human aspects of business
continuity**

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Foreword

Publishing information

This Published Document is published by BSI and came into effect on 30 September 2010. It was prepared by BSI panel BCM/1/-/8, under the authority of Technical Committee BCM/1, *Business continuity management*. A list of organizations represented on this committee can be obtained on request to its secretary.

Use of this document

As a guide, this Published Document takes the form of guidance and recommendations. It should not be quoted as if it were a specification and particular care should be taken to ensure that claims of compliance are not misleading.

It has been assumed in the preparation of this Published Document that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced.

Presentational conventions

The provisions in this Published Document are presented in roman (i.e. upright) type. Its recommendations are expressed in sentences in which the principal auxiliary verb is "should".

The word "may" is used in the text to express permissibility, e.g. as an alternative to the primary recommendation of the clause. The word "can" is used to express possibility, e.g. a consequence of an action or an event.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

This Published Document is not to be regarded as a British Standard.

1 Scope

This Published Document (PD) gives guidance on the planning and development of human resource strategies and policies for the key phases following a disruption:

- coping with the immediate effects of the incident;
- managing people during the period of disruption (the continuity stage); and
- supporting staff after recovery of normal operations.

This PD supports business continuity, as covered in BS 25999, highlighting the needs of people who could be involved in, or affected by, a disruption. It provides guidance for anyone with responsibility for human resources associated with business operations. This covers top management through all levels of the organization: from those with a single site to those with a global presence; from small-to-medium enterprises (SMEs) to organizations employing thousands of people. The extent of application depends on the organization's operating environment and complexity.

This PD is not a definitive guide to managing an incident, but a review of the implications for managing the impacts on staff and others who could be affected. It is not applicable to the activities of emergency planning inasmuch as that topic relates to civil emergencies.

2 Terms and definitions

For the purposes of this Published Document, the following terms and definitions apply.

2.1 business continuity

strategic and tactical capability of the organization to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level

[BS 25999]

2.2 business continuity management (BCM)

holistic management process that identifies potential threats to an organization and the impacts to business operations that those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities

NOTE Business continuity management involves managing the recovery or continuation of business activities in the event of a business disruption, and management of the overall programme through training, exercises and reviews, to ensure the business continuity plan(s) stays current and up-to-date.

[BS 25999]

2.3 business continuity plan (BCP)

documented collection of procedures and information that is developed, compiled and maintained in readiness for use in an incident to enable an organization to continue to deliver its critical activities at an acceptable predefined level

[BS 25999]

2.4 disruption

event, whether anticipated (e.g. a labour strike or hurricane) or unanticipated (e.g. a blackout or earthquake), which causes an unplanned, negative deviation from the expected delivery of products or services according to the organization's objectives

[BS 25999]

2.5 employee assistance programme (EAP)

contracted service provided to organizations, usually by external healthcare providers

NOTE Staff are provided with a freephone telephone number, which is usually 24-7. The telephone line is usually staffed by counsellors who can provide advice over the phone or arrange face-to-face counselling. The EAP maintains a geographical list of affiliated counsellors who provide counselling on its behalf. Callers can also access life management services that provide information on a wide range of issues, such as employment rights, divorce and money management. The organization has to understand what capability the EAP has for responding to incidents and for crisis awareness briefings.

2.6 human aspects of business continuity

elements associated with the management of people involved in, or affected by, a disruptive event in order to minimize trauma and maximize productivity and recovery, and achieve the objectives of business continuity

2.7 human impact analysis

method of determining the likely health and welfare effects of incidents, alternative actions or decisions

2.8 incident

situation that might be, or could lead to, a business disruption, loss, emergency or crisis

[BS 25999]

2.9 incident management plan

clearly defined and documented plan of action for use at the time of an incident, typically covering the key personnel, resources, services and actions needed to implement the incident management process

2.10 incident management team

management team specifically designated before or at the time of an incident to manage the organization's response

2.11 invacuate

move people to predetermined areas inside the building/site in order to protect them from external dangers during an incident

2.12 organization

group of people and facilities with an arrangement of responsibilities, authorities and relationships

EXAMPLE

Company, corporation, firm, enterprise, institution, charity, sole trader or association, or parts or combinations thereof.

NOTE 1 The arrangement is generally orderly.

NOTE 2 An organization can be public or private.

[BS EN ISO 9000:2005]

3 Overview of the human aspects of business continuity

3.1 Introduction

The causes of disruptions are many and varied, which is why business continuity management focuses on developing and delivering plans to manage the consequences of such disruptions through a series of predetermined, exercised and tested responses. Predicting the human response to a given set of events is more difficult, so it is useful to have in place a process that enables those responsible for the human aspects of business continuity to ensure that the needs of everyone who could be affected are taken into account.

Such a process is intended to ensure that the principal business processes of the organization are maintained or recovered within predetermined timescales following the recognition that normal operations have been disrupted, while meeting the needs of the people involved in delivering the business continuity solution.

3.2 The human impacts of disruption

The organization needs to understand the resources that might need to be deployed in order to maintain or recover operations. Business continuity management (BCM) good practice requires a business impact analysis (BIA) to be undertaken to identify the critical activities and processes that support the key products and services of the organization. Prioritizing the welfare and safety of people above other business concerns greatly enhances the organization's brand and its staff's motivation and morale.

However, BIAs might not take full account of the contributions made by different groups of staff members or individuals. Even where key personnel have been identified, the organization should be alert to the assumptions made about the ability or even willingness of these groups to respond in accordance with the business continuity plan (BCP). Therefore, the team responsible for developing BCPs should normally include a person responsible for people [human resources (HR)] in the organization.

The organization should consider the possible wider impacts of a disruption on groups and individuals who are not identified as key personnel for the maintenance or recovery of operations. Not only does the organization have responsibilities (including a duty of care) to a wide range of people, but these people include members of staff, upon whose loyalty the organization depends, and suppliers and customers with whom the organization has to maintain a continuing relationship (see Annex A).

Research by the Chartered Management Institute [1] has consistently shown that the most frequent disruptions to organizations are those involving failure of IT and communications technologies, loss of power and other utilities, and severe weather. BCM is concerned with the consequences of such events, and an understanding of the range of effects on people (see Annex B) will inform an understanding of the human issues that need to be addressed following an incident. It is therefore recommended that the BCM planning process includes a "human impact analysis" to complement the BIA. This should consider

the ways in which people could be affected by disruptions. Examples of the human impacts of the more frequent disruptions are given in Annex B.

In developing the response to a disruptive incident the organization should consider the well-being of the staff [a)] and the communications [b)] required to provide reassurance and motivation to those affected by the disruption. In addition, the organization should ensure that it has in place appropriate support services [c)] that can be activated when required. Each of these considerations should be systematically applied to the groups and individuals identified in Annex A, at each of the phases discussed in Clause 4, Clause 5 and Clause 6.

a) Well-being of staff

- Responding with urgency to assist those most directly affected by the incident.
- Ensuring the welfare and security of people for whom the organization is responsible.
- Responding to individual concerns and anxieties.
- Providing appropriate facilities for those responding to the incident.
- Remaining sensitive to the unpredictable nature of human responses.
- Treating all people with respect and in line with the organization's policies.

b) Communications

- Finding out where people are and determining their current condition and concerns.
- Telling people what has happened and providing reassurance.
- Explaining to people what needs to happen.
- Managing the need for information from staff and other affected persons.
- Taking account of the needs of individuals affected by the incident, recognizing that relevant information of value to the incident management team (IMT) could be forthcoming.

c) Mobilization of support services

- Mobilizing the services required to support and reassure all members of staff and enable the relevant persons to follow the procedures set out in the incident management plans and BCPs.
- Providing clear direction through effective leadership at all levels.
- Ensuring that all staff affected by the incident remain motivated and positively disposed towards the organization.

When an incident is over, it is important for staff involved in the response to receive some degree of reward or recognition. All staff affected by the incident need to know that changes will occur as a result of the incident; that learning has taken place to ensure that the incident is not repeated. Those who are not injured but have worked over and above their hours of work and taken on additional tasks should be thanked in some way for their efforts. This can be done informally and formally. It is usually very positive to involve managers and directors in a formal process of appreciation.

Those staff holding key responsibilities in responding to an incident should be aware of how people can behave when confronted with an unexpected incident. This may be achieved through appropriate training, perhaps psychological first aid or mental health first aid training. Such training should be cascaded to all those with front-line responsibility for staff in a crisis (care teams, first responders, human resources staff, occupational health teams). The training should include details of where front-line staff can off-load their own experiences after managing a crisis.

4 Arrangements for coping with the immediate effects of the incident

4.1 General

For many IMTs, the application of Clause 3 might be no more than what they regard as good management practice. However, under pressure even the most effective people managers can neglect the basic courtesies and respect due to staff members, customers and others.

Additionally, the consequences of certain disruptive incidents can place more complex demands on the IMT, for which even the best-planned exercises or good management practice cannot easily prepare the team. The most frequent of these is where evacuation of working facilities becomes necessary. In some cases, e.g. the threat from an explosive device in the vicinity of the workplace, the decision will be made to “invacuate”.

4.2 Evacuation/invacuation

4.2.1 General

The organization should identify a place(s) of safety where staff/visitors/contractors are to assemble when necessary; this may be away from the site or within the site, depending on the threat.

The organization should ensure that staff/visitors/contractors are aware of the evacuation/invacuation arrangements. Details should be included in induction programmes for new starters, and provided for visitors/contractors.

4.2.2 Evacuation

An evacuation occurs when people immediately move to a place of safety away from the building or site. Emergency procedures or action cards should be put in place to facilitate evacuation in response to, for example, fire, a suspect package, a bomb threat and white powder.

Additional assembly/muster areas should be identified in case the initial assembly/muster area cannot be occupied. Alternative assembly/muster areas should be identified at various distances from the site in case the original assembly/muster area falls within an emergency services cordon. If such a cordon is widened then people can be moved in a coordinated and controlled manner to these predetermined locations. Ideally, the assembly area should not only be easily identifiable and accessible but should offer shelter and protection.

NOTE The organization may establish arrangements with neighbouring businesses for the use of premises to shelter staff from the elements and provide sanitary facilities. The use of local halls, social clubs, canteens, etc., could be considered.

Members of staff should be encouraged where possible to keep key items, such as mobile phones, car keys and wallets containing travel cards and cash, with them or close at hand at all times. Staff should be informed that under no circumstances are they to put themselves or others at risk by returning to collect such items.

a) Well-being of staff

- Ensuring a safe location for all staff, customers and visitors.
- Ensuring any injured staff members are treated and clearly identified for the emergency services.
- Provision of arrangements for accounting for staff, customers, contractors and visitors, such as signing-in books and registers or, where the organization has such high volumes of visitors that it cannot account for all of these, arrangements for demonstrating that the site has been evacuated.
- Where hot-desking is prevalent, local management knowing all the staff working at the site.

b) Communications

- Ensuring all members of staff are briefed at the earliest opportunity.
- Alerting external stakeholders, e.g. suppliers and customers.
- Informing top management/head office.
- Informing corporate/media communications team.
- Encouraging managers and members of staff to contact next-of-kin to inform them that they are safe, thereby reducing worry and distress and possibly reducing distractions to managers from worried family and friends.

c) Mobilization of support services

- Appointing a manager responsible for the assembly area.
- Allocating an appropriate member of staff to liaise with emergency services.
- Identifying alternative locations to which staff can be moved.
- Considering transport arrangement for staff to alternative locations or home.
- Invoking any alternative off-site arrangements.

4.2.3 Invacuation

Invacuation involves the movement of people to pre-identified areas inside the building/site in order to protect them from external dangers during an incident.

The areas should be clearly identified and accessible and, as with evacuation procedures, invacuation should be rehearsed.

NOTE The need to invacuate will be determined by the nature of the incident, which could be a natural event (severe weather, etc.) or man-made (public protest, bombs and disgruntled individuals). A clear method of communicating the message about invacuation has to be established in order to avoid confusion with the evacuation procedure.

a) Well-being of staff

- Moving people away from openings and windows and, where possible, behind furniture or solid walls or into protected stairwell areas. Also consider overhead threat from falling glass, etc.
- Protecting people from blast, flying glass and other fragments. This can be achieved by identifying locations within the site that are of solid construction and/or windowless or do not have external walls.

b) Communications

- Ensuring that designated members of staff know their roles and that they or their deputies are always contactable.
- Familiarizing all staff, including night or temporary staff, with any telephone recording, redial or display facilities and know-how to contact police, security staff and the BCM team, both within and out of hours.
- Providing adequate communications within and between protected spaces by, for example, a public address system supported by standby power, hand-held radio or other standalone systems. Mobile phone communications should not be relied upon as they might not work from within the protected space or be reliably available for public use during a disruption.
- Regularly testing and proving that the methods of communication chosen are available within all protected spaces.

c) Mobilization of support services

- Considering activation of any independent power supplies.
- Providing resources to support people (water and food for protracted periods).

4.3 Telephone enquiry response

The organization should establish a mechanism for transferring incoming calls to alternative locations in the event of an evacuation. This could be provided through existing resources if the organization operates from multiple sites, with a recorded message provided to give details of these arrangements. The message can be pre-recorded and held in readiness.

Consideration should be given to external access to the recorded message via external access. Similarly, the use of an appropriate web-site may be considered.

NOTE This facility would allow the organization to provide advice for staff, families, clients and suppliers. Information for staff who are off-site or about to report into work can be made available. This reduces the pressures placed on managers and staff who can become distracted by large volumes of calls. All information to be placed on any such line has to be coordinated to ensure that it is consistent with any media messages/releases and does not cover personal or sensitive information, as it might not be secure.

4.4 Injuries

4.4.1 The organization should make arrangements for advising the next of kin/significant others and relevant line manager when a member of staff is injured. It might be appropriate to arrange for a suitably competent person to communicate with next of kin/significant others.

4.4.2 Preparation is important to ensure that any person delivering bad news is not overwhelmed by the emotions of the next of kin/significant others, and to ensure that they have explored as far as possible likely family scenarios and are prepared for all eventualities. In this they should also have a support mechanism within the workplace; for example, the organization's occupational health team or employee assistance programme (EAP).

4.4.3 The organization should encourage staff to proactively provide details of their next of kin/significant others and to ensure that these are kept up-to-date. These details should be backed up and available outside the IT system as this could be impacted by the incident. The acquisition and storage of personal information is covered by a large body of legislation and official guidance.

4.4.4 The organization should make arrangements, where practicable, to advise other organizations of any injury to a member of their staff. This may include agency staff or contractors on-site at the time of an incident. These contact details should be held in any visitors' books or key suppliers directories.

4.4.5 The organization should obtain details from the emergency services as to where the injured are to be taken in the event of an incident.

NOTE Where a casualty is conscious and lucid, a colleague may accompany them to hospital to offer support and comfort. However, this will be at the discretion of the emergency services at the scene. For large-scale events with multiple casualties it might be beneficial to send a senior representative to liaise with the emergency services at the hospital. Consideration ought also to be given to those members of staff who undertake any of these functions as they could be put under additional emotional and psychological pressures.

4.4.6 Arrangements should be in place to deal sensitively with members of staff distressed/concerned about injured colleagues. Staff and managers have a key role in supporting distressed colleagues, either by offering psychological first aid or referring them to supporting agencies. Psychological first aid aims to stabilize people who are emotionally distressed by providing practical, compassionate and common sense support.

4.4.7 The organization should ensure that top management are made aware of any injuries that occur so that appropriate action can be taken.

4.5 Death

Death in the workplace can occur as a result of natural causes (health issues), an accident, suicide or a major disruptive event. All deaths in the workplace should be reported to the appropriate authorities.

Death(s) due to accident in the workplace are also investigated by the appropriate police force and regulatory authorities responsible for health and safety. The scene may be preserved for further investigation in cooperation with the police, who might designate the site a crime scene.

The organization should understand the roles and protocols of the authorities, including the emergency services, regarding advice to the next of kin/significant others if death occurs as a result of an incident.

a) Well-being of staff

It is necessary to have in place procedures to ensure that in the event of a death:

- only necessary personnel remain in the area;
- the area(s) is screened or partitioned from other persons;
- any body is treated with dignity and respect and not moved;
- where possible, access to the area is controlled to preserve the scene, which might be designated a crime scene; and
- all staff affected or impacted by the death have information about support networks.

Staff should be encouraged to use their natural networks of support, i.e. colleagues, family and friends, and to talk with each other about the impact of the event. It is helpful if staff can be provided with information about likely physical and psychological reactions to an incident (see Annex C). Alternatively, if competent to do so, their manager or HR representative may organize a short supportive briefing meeting to discuss the impact of the event and provide education about internal and external support networks (which could include the EAP).

b) Communications

It is vital that clear roles and responsibilities are established for communication internally and externally and that the information provided is consistent. If the organization has a dedicated communications team (media/press) this may take on the lead for all external and internal communications matters.

1) Internal communications

When a member of staff dies, it is necessary to inform other members of staff with sensitivity and compassion, avoiding conjecture and assumptions about possible causes.

The organization should put in place processes to:

- i) inform those closest to the dead member(s) of staff first, so that information is not released until the next of kin/significant other have been informed;
- ii) communicate news of the death(s) in a private environment, if possible;
- iii) encourage members of staff affected by the death(s) to seek support from an internal or an external source with appropriate counselling skills, e.g. EAP providers; and
- iv) inform the top management that death(s) has occurred in order that appropriate action can be taken.

If a customer, contractor or visitor who is not directly linked to a group of staff dies on-site it is important to assess the strength of the relationships that the deceased had with the staff group and provide resources and support accordingly. If there were strong ties to the staff group then i) to iv) are applicable. However, if the deceased was an unknown visitor it is important to assess with staff the likely impact and their involvement with ongoing formal and family procedures. Many staff could require support with the procedures and with the event of the death itself.

Internal communication should focus on the:

- facts of the situation, as known;
- feelings that could be experienced by staff: sadness, regret, disbelief, numbness or guilt; and
- future actions and activities that will take place, including any expectations that the organization has of staff.

2) External communications

NOTE While this text is applicable in the event of a death(s), it might also apply in the event of injury.

The organization should put in place a mechanism for ensuring that initial communications are limited to informing key staff members, including those responsible for corporate/media communications who will prepare a statement for release at the earliest opportunity.

Although preparation of the statement is normally the responsibility of the corporate communications or media relations department, BC/HR managers should assist in ensuring that the following elements are considered:

- expressing concern and regret;
- giving a brief outline of what happened;
- explaining that the incident is being investigated;
- reassuring other members of staff, the public, customers, suppliers, etc.;
- detailing how the business will be affected, if at all; and
- avoiding promises, accusations or suggestions (sticking to the facts).

These points should be addressed within the communications department.

Staff should be instructed to refer any media enquiries to a nominated representative of the corporate communications or media relations, or to a media-trained appropriate senior manager. The organization should seek to ensure that members of staff are not put under undue pressure by the media.

The organization may establish a single point of contact for dealing with enquiries from next of kin/significant others. The organization should ensure that any person(s) acting as a single point of contact is fully supported in their role and is able to deal with the stress this could place on them.

5 Arrangements for managing people during the continuity phase

5.1 General

Once the organization has commenced/completed the arrangements for coping with the immediate effects of an incident it should produce BCPs to ensure continuity of its key products and services. In addition to plant, processes, premises and providers, the plans should address the people who are required and their needs during the period of disruption and beyond.

5.2 Well-being of staff

5.2.1 The organization should make arrangements for the following in case staff have to vacate quickly, abandoning their possessions, and are unable re-enter the premises immediately after the incident:

- securing possessions left on the premises;
- arranging with the appropriate authorities to allow staff, visitors and contractors to gain access to the premises, when safe to do so, so that they can recover any personal possessions;
- re-uniting owners with their possessions at a later date if access to premises is not possible immediately after an incident, and advising staff, visitors and contractors of these arrangements;
- cataloguing and recording personal possessions to show their removal for organizational insurance purposes and to minimize the possibility of theft by opportunists;
- gaining emergency access to medicines for staff who have an immediate need but whose access to medicines is prevented due to the incident;
- assisting anyone who is locked out of vehicles or homes if car and house keys are left in the premises after an incident; and
- assisting employees in pursuing insurance claims for lost or damaged possessions where these are not covered by the organization's own insurance arrangements.

5.2.2 Where staff could be required to work at alternative locations or from home:

- the organization should ensure that appropriate counselling services are available to staff and that access to these services is properly communicated;
- managers should be briefed to look for early signs of stress;
- arrangements should be put in place to ensure that managers operating throughout any disruption and those directly managing the incident are properly supported;
- where normal work groups could be disrupted and staff morale negatively affected, the organization may consider how such social structures can be preserved and loyalty to the organization maintained over an extended period of uncertainty;
- if staff associations or unions are present in the organization they should be consulted on the working conditions at any proposed alternative work location, with arrangements put in place to keep them informed on all issues that affect staff when working at any alternative location;
- the organization should recognize the impact this could have on members of staff and their private caring responsibilities;
- arrangements should be made to ensure that staff have access to HR services while working away from their normal place of work, including rooms for private meetings where alternative locations are used; and
- the organization should make arrangements to allow staff to discuss the impact of any incident on them and the organization, both formally and informally; if necessary, obtaining advice on such arrangements from an EAP provider or a relevant professional body.

5.3 Communications

Where business continuity arrangements are invoked, it is essential that a flow of communication is maintained covering the members of staff displaced. The organization should therefore:

- maintain an appropriate communications system that keeps members of staff informed during the first hours following an incident (see Annex D) and allows them to share concerns and provide information about the incident that could help those managing the incident;
- establish a process to inform staff about subsequent return to work arrangements;
- use a dedicated number, separate from its usual contact number, which is pre-published and can be used by members of staff to obtain information; the internet or intranet may also be used for this purpose;
- maintain an up-to-date list of staff and contact details that is accessible independently outside the normal IT system which could be impacted by the incident; and
- make arrangements to ensure members of staff are kept informed about the condition of any colleagues who are injured.

5.4 Mobilization of resources

5.4.1 Succession planning

The organization should:

- a) ensure that trained deputies/replacement staff are identified for key positions;
- b) ensure that the contact details of deputies/replacement staff are available;
- c) make arrangements to record the skills and knowledge required to perform key roles; and
- d) identify and record sources of temporary cover, including agency staff or retirees.

The organization may:

- 1) record the skills and knowledge that staff have acquired in previous roles to identify staff who can be redeployed to fill key roles; and
- 2) use cross-training to develop a pool of staff who can fill key roles.

5.4.2 Working from home

During a period of disruption staff may be asked to work from home. The organization should therefore consider the following.

- Ensuring that employment contracts allow for this.
- Making members of staff who could be required to work from home during an incident aware of the health and safety requirements associated with home working.

- Undertaking appropriate risk and security assessments around home working and, as necessary, arranging for public and personal liability insurance to be extended to cover these working arrangements.
- Putting in place measures, such as shift working, if the IT system is unlikely to cope with large numbers of home workers logging on simultaneously.
- Putting in place measures for communicating with those working from home who might otherwise feel isolated.

5.4.3 Working at alternative locations

During a period of disruption staff may be asked to work from alternative locations. Alternative working facilities can become crowded as the organization seeks to maximize use of the limited space available. Some members of staff used to their own office space could find themselves working in unfamiliar open-plan arrangements. While initially supporting the creation of a strong team spirit, by day three it is likely that stresses will emerge, so attention should be given to the needs of both the group and individual members of staff.

The organization should therefore consider the following for alternative working locations.

- Ensuring that employment contracts allow for this.
- Arranging transport for staff from their normal place of work, possibly providing emergency transport for staff who might need to return to their normal location during the working day, e.g. for family reasons.
- Putting in place arrangements for familiarizing staff with alternative locations and the transport and other local facilities available.
- Arrangements for car parking.
- Making arrangements for the payment of travel expenses.
- Ensuring that welfare facilities appropriate to the needs of disabled, ethnic and religious groups are available, including facilities for guide dogs, prayer rooms, etc.
- Ensuring that staff are advised of any hazards or precautions and are aware of the applicable evacuation procedures.
- Ensuring that there is adequate provision of trained fire wardens and first aiders.
- Arranging for drinks and snacks to be available when staff first arrive.
- The longer-term catering arrangements, which may be provided directly or through local suppliers or external facilities.
- Ensuring that there are sufficient toilet facilities available to cope with the influx of staff, and that these are serviced at an appropriate frequency.
- Providing adequate and secure facilities for the storage of outdoor clothing and personal possessions.
- Ensuring that appropriate counselling services are available to staff, and that access to these services is properly communicated.

It is good practice to establish a rota so that, in the event that the organization operates under business continuity arrangements for an extended period, all staff take turns working at the alternative location if there is insufficient capacity to scale up fully.

5.5 Pay and compensation

5.5.1 The organization should develop arrangements to ensure that staff receive their pay and expenses on time if payroll systems are impacted by an incident. While payment of salaries and expenses might not be high on the organization's agenda, this will be very high on the staff members' priorities.

5.5.2 The organization should establish a policy that sets out the pay and compensation arrangements for those required to work at alternative locations. In developing such a policy, the following should be considered.

- If travel to alternative sites exceeds normal travel distances will expenses be met?
- Are staff expected to travel in their own time?
- If staff use their own transport what expenses can be claimed?
- Will travel on the organization's time and at its expense be considered as business travel?
- What vehicle insurance cover will staff need for business travel?
- If this is an additional cost to staff will this be covered by the organization?
- Will bursaries be required to assist staff with additional travel costs?
- Will the staff's personal possessions be covered by the organization's insurance at the alternative locations?

5.5.3 Other issues relating to staffing policies that might require modification are discussed in Annex E.

5.6 Training

Arrangements should be put place to familiarize staff with the working environment and technology at alternative locations. Staff should be made aware of the site's health and safety arrangements, e.g. evacuation arrangements and fire alarms. This may be through visits or exercises. It is important to rotate those involved in visits and exercises to ensure that all staff are familiar with the facilities.

5.7 Other issues to be considered

5.7.1 The HR department should ensure its own business continuity processes are appropriate. There are a number of HR functions that will need to continue in the event of a disruption. These are the HR department's critical functions, e.g. ensuring that key restructuring remains on track, that grievance procedures continue to be supported and that the payroll is processed on time. These vary from organization to organization and are situation-dependent.

Similarly, there are a number of HR functions that will be designated as not needing to continue or which can be scaled down in the event of a disruption, e.g. non-critical training and recruitment in the short term. These resources can be reallocated to supporting the HR critical functions and/or the incident management response phase.

5.7.2 An incident could disrupt the organization’s training programmes. Prolonged periods of disruption to training programmes can leave the organization non-compliant and short of key staff. The organization may therefore make arrangements to ensure that key training is maintained during extended periods of working at alternative locations.

5.7.3 If critical HR processes are outsourced to third-party providers it is essential that these suppliers have the capacity and are experienced to deal with incidents. The organization should seek assurance that the third-party suppliers understand the organization’s needs during a disruption prior to any incident occurring and ideally at procurement stage.

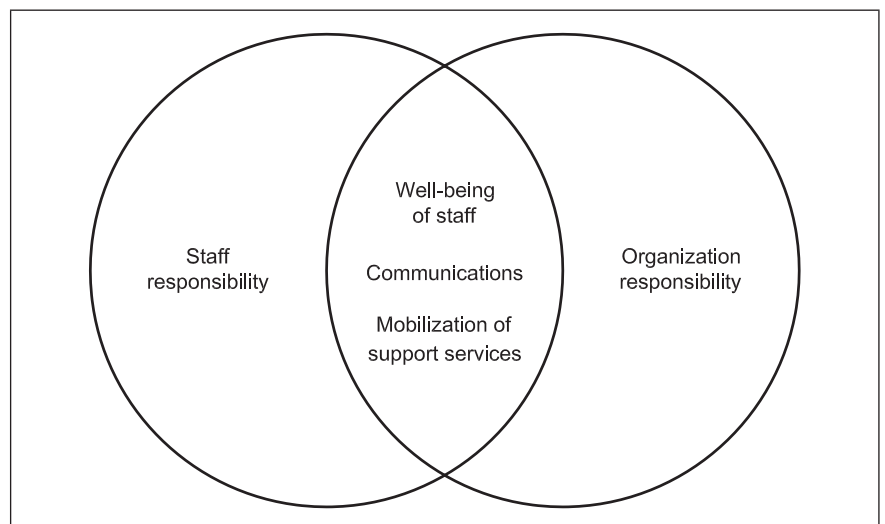
The organization should ensure that third-party suppliers have appropriate BCM arrangements in place.

It might be appropriate to involve third-party HR suppliers in the organization’s training and exercise programmes.

6 Support for staff after recovery

Following a return to “business as usual” after an incident, staff might be assumed to return to normal and individual recovery patterns and needs overlooked. Three interlocking areas of focus should be addressed when planning support for staff after recovery from an incident: staff responsibility, the organization’s responsibility and support services (see Figure 1).

Figure 1 Areas of focus for staff support



A wide variety of circumstances affecting staff and others could emerge from an incident, ranging from anxieties about employment through to trauma arising from a death in the workplace. Different responses are required for each situation and, whatever the circumstances, those affected have to be handled with sensitivity and compassion. There is a strong case for enlisting professional advice and help from agencies such as EAP providers.

It is impossible to provide individually tailored guidelines for every business continuity incident that could occur, or indeed every member of staff affected by an incident. However, items a) to c) do offer an approach to supporting people that can be applied to any incident, whether a bomb threat, flooding or pandemic flu.

a) Well-being of staff

After an incident staff naturally look to their management to reinstate the working relationships, the work routine and the many unspoken boundaries of the workplace. It is important therefore that managers are *active, aware, informed* and *present*. This management role is essential for supporting staff after an incident. If key management personnel are absent, others should be available to take on this role in the short term.

Managers should recognize that recovery of staff members is greatly influenced by the quality of their recovery environment. Hence, the importance of identifying the support they have at home and at work. If members of staff are isolated and do not have a natural support network, managers need to encourage them to utilize services from within and external to the organization. Managers might have to develop "buddy" systems of support.

Understanding who might be vulnerable is essential for planning support services; however, vulnerability depends to some extent on the incident and each staff member's involvement with it. Vulnerable staff can include those who have underlying physical or psychological ill health. Managers cannot assume that certain staff are vulnerable or are recovering well; it is necessary always to check this on a person-by-person basis (see Annex F).

Managers should consider the wider effects of an incident on members of staff who are away from the workplace when an incident occurs. Those on sick leave or secondment could be coming back to a workplace that is significantly different to how it was when they left. Managers should prepare returning staff for changes in both the physical and psychological state of the team affected by an incident.

Managers should consider their own psychological and physical health and their own needs at this time. Managing staff after an incident is unpredictable and exhausting, and requires skills that are not normally in the forefront of managing business. Therefore, managers should have the opportunity to share their experiences during this time in a confidential and supportive environment, and to inform their own managers of the weight and range of managerial duties to be undertaken.

An incident can create a range of reactions in people depending on the specific circumstances. Therefore, individuals need to gain awareness

and knowledge of the reactions they are likely to experience and a sense of when these are normal reactions to an abnormal event, or whether they need further help. Help can be obtained from professionals or written material. The vast majority of people are resilient and do bounce back after an incident, and the workplace can provide much needed stability and security.

Staff should be advised of what support systems are in place to support them throughout this time. The organization should provide a range of support services [see item c)], but established community support is generally available through, for example, GP services, the NHS, trauma support services and national helplines.

b) Communications

Managers should recognize the importance of significant anniversaries. The week, month and year after an incident require some acknowledgement by the manager. This can be done verbally or in writing (see Annex G).

It is important for managers to be informed about the likely reactions of staff following an incident. Managers should arrange for staff to have a short, supportive, educational input about the impact of an incident in the short and long term. This can be provided either by managers themselves or HR, occupational health (OH) or EAP professionals. Managers are not expected to be doctors or counsellors, so using a trauma leaflet with staff can be a helpful first approach. Any trauma leaflet used should describe common symptoms and reactions after a trauma, and contain helpful dos and don'ts (see Annex C).

Managers should be aware of:

- the policies and procedures within the organization for supporting staff, e.g. whether the sick leave policy is still relevant for staff who have experienced an incident within the workplace; and whether counselling support is available to staff and, if so, who provides it, what feedback there is to the organization, and whether staff have to pay for this;
- how to recognize when a member of staff is not coping within the workplace and needs further help (see Annex H);
- how to refer staff to support agencies, either formally or informally.

Members of staff should be encouraged to communicate their needs to their managers in the weeks and months after an incident. The workplace might not be able to fulfil all their requirements, but realistic expectations can be set. In addition, managers should proactively check with staff how they are coping and responding to the workplace and their work, asking what they need from the workplace at this time, and thereby set realistic expectations.

Managers should communicate with staff about the present and the future as far as possible, using the "Fact, Feelings, Future" model outlined in Annex I.

Managers should communicate with other relevant departments or agencies about the situation that members of staff are experiencing in order to manage expectations.

c) Mobilization of support services

Managers should take the relevant and appropriate action that is required in the particular circumstance; for example, if members of staff have died, the organization could:

- 1) arrange for flowers in the workplace;
- 2) invite family members to come into the workplace at an appropriate time to meet colleagues and visit the workplace;
- 3) arrange for a condolences book to be available for staff to write in, which is then presented to the families of the deceased; and
- 4) communicate funeral arrangements and authorize time off for staff to attend the funeral.

The organization has a responsibility to provide a range of support services to staff depending on their particular needs and the nature of the incident. However, members of staff are more likely to use services they are familiar with, so it is important to reiterate the use of the existing services, such as EAP helplines, as well as new incident-specific services.

Incident-specific services provided by the organization in conjunction with external providers may include:

- i) incident helplines;
- ii) on-site trauma counselling;
- iii) on-site trauma management advice; or
- iv) on-site group/team counselling.

Existing services that can be useful after an incident include:

- occupational health support;
- human resources support;
- EAPs; and
- in-house incident care teams.

External community support can include:

- GPs;
- NHS trauma support services; and
- national helplines, such as the Anti-bullying Hotline or the Samaritans.

Annex A (informative) **Groups of people that might be affected by a disruptive incident**

Table A.1 **Groups of people that might be affected by a disruptive incident**

Group	Well-being	Communication	Mobilization
The IMT Critical staff	Identify particular circumstances that could affect their ability to contribute as expected.	Provide a clear explanation of what has happened and what they are required to do. Ensure that what is required has been properly understood. Ensure that key staff are in communication with their family.	Respond promptly to concerns about the task(s) in hand.
Non-critical staff (not on IMT or involved with emergency planning)	Account for all staff and provide appropriate care and concern.	Provide a clear explanation of what has happened. Understanding and explaining expectations.	Ensure that members of staff are aware that they too have legal responsibilities.
Contractors	Understand and act upon their responsibilities as defined by the duty of care.	Ensure that relevant organizations are informed of the circumstances of the disruption and impacts on their staff.	
Visitors, staff and customers		Ensure that enquiries from family members are well managed.	
Family		Encourage all staff to call family members to advise them of their situation. Ensure that personnel records are up-to-date with family and ICE (in case of emergency) contacts.	
Media	Ensure that media are provided for in respect of safety, security and comfort.	Remember that the organization's reputation might be at stake: "people first".	

Annex B (informative) Examples of human impacts of the most frequent disruptions

Table B.1 Human impacts of disruptions

Type of disruptive event	Examples	Possible human impacts
Technology failure	Utility failure (electricity, phones, water supply); loss of IT services	Unable to meet (agreed) deadlines, causing stress and potentially unreasonable expectations of overtime working
Loss of access to workplace (because of physical damage)	Fire; flood; bomb; contamination	Anxieties over job security; loss of, or damage to, personal belongings
Loss of access to workplace (because of other circumstances)	Cordon; suspect vehicle; incident in adjacent property	Unable to meet deadlines; frustration; maverick behaviour
Transportation failure		Unable to reach workplace; loss of earnings
Severe weather	Ice storm Wide-scale flooding	Concern for family is greater than concern for organization; ability to travel
Epidemic	Pandemic influenza	Concern for self and family
Serious injury or fatalities to work colleagues (away from normal workplace)	Traffic accident; death in service of key personnel	Distress; additional work
Threatening actions by external agent(s)	Campaign groups; cyber attacks	Fear
Incident impacting reputation of organization	Fraud; product recall	Blame; loss of employment
Inability to carry out normal work tasks or meet work objectives.	Supply-chain failure	Loss of employment
Creeping crisis		Concern that organization is not taking action; whistle-blowing

Annex C (informative) Example trauma leaflet

A guide to helping you through a distressing time

The advice contained in this guide is based on expert knowledge and experience, and is intended to help you come to terms with the aftermath of a traumatic event.

However, you also have 24-hour freephone access to expert counsellors on 0800 XX XX XX.

Common responses to a traumatic event

No two people respond to a traumatic event in exactly the same way, but experience shows that there are a number of common reactions.

Fear:

- of being damaged or scarred by the experience;
- of being left alone, leaving loved ones, “breaking down” or “losing control”;
- of a similar event happening to you again.

Helplessness:

- at being powerless during the event when you expected to be strong.

Sadness, memories and longing**Guilt and regret:**

- at having survived or avoided injury when others did not;
- at things said (or unsaid) and things not done.

Shame:

- for having been exposed as helpless, “emotional” and needing others, or for not having reacted as you would have wished.

Anger:

- at what happened or whoever caused it or allowed it to happen;
- at the injustice and senselessness of it all;
- at the shame and indignities.

Mood swings

Understanding that these emotions are normal is the first step in a psychological healing process that might take some time to complete.

Possible physical reactions

The body can react in a variety of ways. These could immediately follow the event or take months to develop before showing themselves.

At first, you might feel numb and the event could seem dreamlike or unreal. Treating the event as such might be interpreted by others as being “strong” or “uncaring” when this is not the case.

Potential physical reactions include tiredness, sleeplessness, bad dreams, fuzziness, palpitations, shakes, breathing difficulties, choking sensations, nausea, diarrhoea, muscular tensions (which could cause pain), menstrual disorders and change in sexual interest.

These reactions are usually temporary and pass within a few weeks. If they last longer you should seek help from a professional, such as your GP or employee support.

Possible changes in family and social relationships

Although a traumatic event can bring people together, it could place a great strain on relationships, resulting in conflict. Your alcohol and drug intake could increase due to extra tensions, and this can cause problems with friends and family.

Some expert advice on getting through it

The following is useful advice from experts in the field of trauma support.

Do:

- express your emotions
- take every opportunity to review the experience within yourself and with others – never exclude people who care about you
- take time out to sleep, rest and think; spend time with your family and friends
- express your needs clearly and honestly to family, friends and professional helpers
- try to keep your life as normal as possible
- drive more carefully and be more careful around the home (accidents are more common after periods of severe stress)

Don't:

- “bottle up” your feelings
- avoid talking about what happened
- let your embarrassment stop you giving others the chance to talk
- expect the memories to go away quickly; these might stay with you for a long time to come

Positive steps you can take to help yourself

- Keep yourself active.
- Face up to the reality of the situation.
- Accept support and share experiences.

Indications that you should seek professional help

- If you experience any of the following, don't hesitate to call our Trauma Support team on 0800 XX XX XX.
- If you feel you cannot handle overly-intense feelings or physical sensations.
- If, over time, you sense that you are not gaining control over your emotions or feel tense, confused, “empty” or exhausted.
- If you continue to have physical symptoms over a period of several weeks.
- If, after a month, you continue to feel numb and empty, or if you feel that keeping active is your only way to cope with the traumatic event.
- If you continue to have nightmares and sleep poorly.
- If there is no one with whom you can share your feelings and emotions, and you feel the need to do so.
- If your relationships seem to be suffering badly, or sexual problems develop.
- If you smoke, drink or take drugs to excess since the event.
- If your performance at work is suffering.

- If you notice that those around you are particularly vulnerable or they do not seem to be coping or coming to terms with the event.
- If as a helper you are suffering exhaustion.

No matter how you are feeling, never forget that you are still the same person that you were before the event occurred, and you can rely on the trauma support counsellors to give you all the help you and your family need.

Annex D (informative) **Communicating with staff in a crisis**

Communicating with staff in a crisis is seldom simple. It is essential to devote sufficient time, expertise and resources beforehand to getting it right. In a large organization people receive information via a range of different methods, and the problem is compounded by a proportion of the workforce being absent at any one time through sickness, vacations, shift work, etc.

Regular reviews of staff communications methods are recommended, particularly the following.

- Is the organization's internal communications structure fit for its normal task regardless of crisis communications?
- Are there any new methods that ought to be examined or adopted, or old methods that ought to be discarded?
- Is it simple enough to work in a crisis?
- Are communication methods fast enough?
- Are there back-up methods for incidents such as IT failure?
- Are the internal reporting and feedback systems adequate (i.e. do people know the importance of reporting upwards before and during a crisis, and how to do so)?

Examples of communications methods to choose from include:

- email;
- intranet;
- dedicated staff website;
- public website;
- social media;
- SMS text messaging;
- phone-in to recorded management updates;
- internal news service;
- management presentations to large groups;
- cascade;
- briefing groups;
- staff newspaper/newsletter; and
- printed memos.

A general rule of communication is that the more basic the method, the better it works, e.g. talking face-to-face is more effective than email.

It is recommended that a message goes to all staff at the start of an incident, asking them to limit all communication, especially email traffic, to what is essential.

It is also suggested that the appropriateness of current advertising campaigns/sales drives is reviewed in light of the incident.

Annex E (informative)

Other staffing issues policies that might need modification

In order to ensure that direction is set for changes required to the organization's policies, that each such decision is logged and that progress is monitored, the following issues have to be considered.

- Overtime payments.
- Travel payments.
- Childcare allowances.
- Leave/Holidays.
- Legal contractual implications.
- Expenditure.
- Compensation claims.
- Medical claims.
- Friends and family at scene or otherwise required to attend at the request of staff members (reimbursement of costs policy).
- Company HR policies relaxation, i.e. religious leave.
- Does the organization encourage people to take holidays and increase their holiday entitlement?
- Special leave for staff whose families are also involved.
- Temporary accommodation cost reimbursement, i.e. hotels.
- Severe weather policies.
- Overtime and flexitime reimbursement.
- Flexible working hours.
- Reduced work hours.
- Time off for counselling, etc.
- Dress policy (relaxation).
- Payment/continuance of salary payment.
- Life insurance, pension and other company benefits (payment, receipt, etc.).
- Conditions for bonuses.
- Cash loans or advances to employees (for travel home, etc.).
- Childcare issues (time/payments).
- Temporary changes to job descriptions.
- Relocation aid (if required).

Annex F (informative) Vulnerable people and behaviour

Behaviour that might signify being overwhelmed or disorientated.

Observe individuals for signs of being disorientated or overwhelmed.

Signs include:

- looking glassy eyed and vacant; unable to find direction;
- unresponsiveness to verbal questions or commands;
- disorientation (e.g. engaging in aimless, disorganized behaviour);
- exhibiting strong emotional responses, uncontrollable crying, hyperventilating, rocking or regressive behaviour;
- experiencing uncontrollable physical reactions (shaking or trembling);
- exhibiting frantic searching behaviour;
- feeling incapacitated by worry;
- engaging in risky activities.

At risk populations. Individuals who are at risk during an incident include:

- children (especially children whose parents have died or are missing);
- those who have had multiple relocations and displacements;
- medically frail adults;
- the elderly;
- those with serious mental illness;
- those with physical disabilities or illness;
- adolescents who might be risk-takers;
- adolescents and adults with substance-abuse problems;
- pregnant women;
- mothers of babies and small children;
- professionals or volunteers who participated in the response and recovery efforts;
- those who have experienced significant loss;
- those exposed first hand to disturbing scenes or extreme threat of life.

Annex G (informative) Example of anniversary communication

Many of you will be aware that this Friday is the first anniversary of Peter's tragic death.

Obviously, a traumatic time last year for all of us involved and, 12 months on, I think many of us look back with considerable sadness, but also with fond memories of a very respected person who lived his life to the full and was very much at the heart of our team in Scotland.

I thought you would all like to know that the Company has sent flowers to Peter's family, expressing our sincere wishes on this difficult anniversary. We have also made a corporate donation to the memorial fund.

Last January I think many of us found the counselling service very helpful. Should any of you wish to use the services again, we have reopened the helpline. Also, it goes without saying but should any of you wish to discuss things with me or any of the senior team, please do.

Annex H (informative) **Signs of distress**

After an incident members of staff might show signs of distress in the workplace.

At work staff could have difficulty with:

- punctuality (being consistently late or early);
- compromise;
- concentration;
- performance;
- learning new tasks;
- relaxing with others;
- taking responsibility;
- prioritizing tasks;
- managing conflicts and arguments;
- making decisions;
- humour.

Distressed members of staff might:

- withdraw from the team;
- make negative or cynical comments;
- be irritable and moody;
- be accident prone;
- work too long;
- be absent.

When staff are distressed it often shows itself through ill-health. For example:

- | | |
|-----------------------------------|----------------------------------|
| • excessive tiredness | • stomach ulcers |
| • inability to sleep | • irritable bowel syndrome (IBS) |
| • nightmares | • hyperactivity |
| • overuse of alcohol or drugs | • acute perspiration |
| • severe worry | • muscle aches |
| • asthma | • lots of infections |
| • eczema | • hair loss |
| • eating disorders | • shingles |
| • overeating or not eating enough | • heart disease |
| | • stroke |

Annex I (informative) Facts, feelings and the future

Your priorities, will be:

To communicate **THE FACTS**

- What has and is happening.
- Where it is being communicated from, where the gaps are in the information.

To empathize and normalize, as far as possible, **THE FEELINGS**.

Anxious, upset members of staff might not be able to take in all the information. It is important to empathize with their feelings in a way that "normalizes" an abnormal situation and helps them to understand what to do next (especially if that is to sit tight and wait for further updates). Checking for understanding is important.

To give information about **THE FUTURE**

- What will happen next.
- What staff need to look out for in terms of anxiety symptoms, etc.
- Any action staff need to take.
- Who will support staff.
- Plans for staff to meet relatives.

Bibliography

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For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

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This Published Document (PD) gives guidance on the planning and development of human resource strategies and policies for the key phases following a disruption:

- coping with the immediate effects of the incident;
- managing people during the period of disruption (the continuity stage);
- supporting staff after recovery of normal operations.

This PD supports business continuity, as covered in BS 25999, highlighting the needs of people who could be involved in, or affected by, a disruption. It provides guidance for anyone with responsibility for human resources associated with business operations. This covers top management through all levels of the organization; from those with a single site to those with a global presence; from small-to-medium enterprises (SMEs) to organizations employing thousands of people. The extent of application depends on the organization's operating environment and complexity.

This PD is not a definitive guide to managing an incident, but a review of the implications for managing the impacts on staff and others who could be affected. It is not applicable to the activities of emergency planning inasmuch as that topic relates to civil emergencies.



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