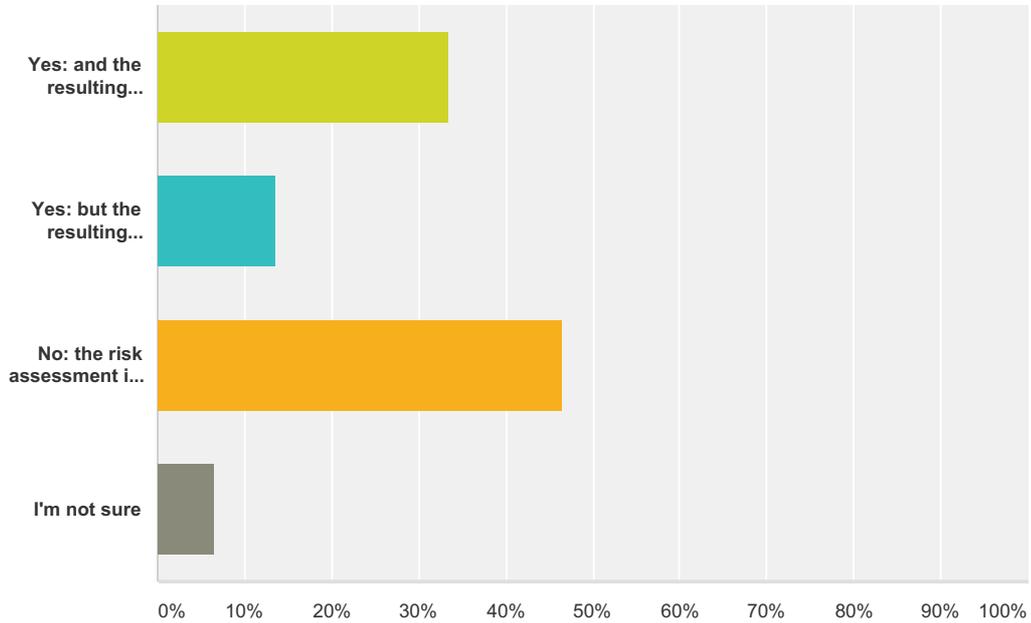


Q3 Do you think that it is possible to omit the risk assessment from the business continuity process?

Answered: 213 Skipped: 1



Answer Choices	Responses
Yes: and the resulting business continuity plan would be fully functional	33.33% 71
Yes: but the resulting business continuity plan would be weakened	13.62% 29
No: the risk assessment is a vital part of the business continuity process	46.48% 99
I'm not sure	6.57% 14
Total	213

#	If you have time please give your reasons for your answer to this question:	Date
1	Risks change over time and with the seasons. Quite often a risk does not become apparent until an incident, which raises it's profile on the corporate agenda. Planning for specific risks is best carried out by practitioners who understand the underlying business functions / technologies. Planning for a datacentre fire or cyber attack (for example) could be seen as two risks whereas the real risk is the loss of IT systems. I would prefer to plan for high level disruptors and leave experts to undertake their own risk analysis and mitigation.	6/19/2017 4:41 PM
2	When done effectively, the BIA gives you the organization's recovery priorities which can be compared to current recovery capabilities for a full understanding of gaps. These gaps, when compared to firm risk appetite provide the risk intelligence needed for continuity, recovery investment trade off decisions. It's a far more efficient process than building plans without this intelligence. Also, when you force survey/interview responders into classifying recovery priorities into only a few categories (say 3-4), you can use that information to IT design criteria. I have seen this process called Design for Criticality. Extremely efficient in aligning business leaders with IT in an understandable manner. It also changes the nature of the discussion with business owners by placing the investment decisions with them (to pay for the criticality level they want for their application) vs. IT being accountable for that decision.	6/15/2017 10:36 PM
3	The risk assessment can be replaced with the organisations risk register and process.	6/14/2017 3:06 PM
4	We conducted a BIA and a Risk Assessment years ago. It matched exactly what we had already determined as our tier 1 (4 to 48 hour recovery) applications. The dollars didn't matter. The company determined that these core business units needed to be recovered regardless of what either the BIA or Risk Assessment said.	6/13/2017 11:02 PM
5	One could do a BC Planning without a RA and still have a good working BC Plan/Procedures in place. To omit the RA from the BC process is in my opinion possible, however, it is not that the resulting BCP would be weakened, it is more that a RA would strengthen the resulting BCP. If you would do it perfect you would do both, but commercial and practical reality is sometimes different.	6/13/2017 1:53 AM

To BIA or not to BIA...

6	An approach of focusing on effect of loss instead of its cause forces you to look at measures to overcome the loss instead of patching to prevent it at all times. However, preparing for specific risk scenarios as identified in a risk assessment may allow for more versatile and efficient BC plans (a BCP fully geared on loss of staff/building will not identify a need to let staff safely stay inside the office in case of typhoon)	6/12/2017 9:43 AM
7	It would be ok to simplify the process and just do impact analysis (BIA) against standard set of contemporary risks.	6/11/2017 7:25 AM
8	Essential to identifying single points of failure.	6/9/2017 11:12 PM
9	CAVEAT: stand-alone "number-crunching" risk assessments (RA) are useless when they are done purely within BCMP framework. Many organizations now have an Organizational Risk Management group or role. Sometimes the ORM group and BCM Group are two silos covering complementary information/results. Why duplicate effort? Don't use a BCMP RA as a scare tactic or to justify BC in the organization. Remove RA from BC process. Get ORM group to take a wider perspective, and provide risk info to BCMP. Change "WHY" risk is important to BC. Use it to feed the BC Plan (get management to support all important high-level issues) and to feed the BC Management Program (get management to support ongoing program and maintenance, and reset priorities.) Also use RA to support Situational Awareness and decision-making when a crisis hits.	6/9/2017 10:33 PM
10	It may be weakened some and perhaps it is promoting lazy thinking to omit the risk analysis, but in the end if my facilities are not available why do I care what impacted them?	6/9/2017 6:21 PM
11	The risk assessment allows the company to determine which risks need more effort to control and also identifies the lack of controls in other cases. Without directors are likely to act on their gut instinct rather than a truer evaluation. The risk score can be similar to that used by H&S professionals which doesn't necessarily have to be based on actual probabilities.	6/9/2017 4:33 PM
12	One of the primary objectives of BCM is to eliminate or mitigate obstacles to the Organization's mission. The risk assessment/management process supports this objective.	6/9/2017 4:09 PM
13	Otherwise you run the danger of planning for risks that are negligible or not planning for those that are potentially catastrophic, the risk register enables you to measure the level of risk and therefore the appropriate level of response	6/9/2017 4:07 PM
14	You need to know your risk and the financial impact to ensure the solution being considered address the risks.	6/9/2017 3:47 PM
15	What else collates this level of information reliably? Who else knows how to interpret the information effectively?	6/8/2017 2:30 PM
16	Risk Assessments could be completely omitted if the organization has an ERM in place. (as is in the case with large organizations) RA would work fine with smaller companies	6/7/2017 8:22 AM
17	If both the Board oversight and executive management oversight is based on the knowledge of nature, scope and environmental issues surrounding the business they are in, the BCP would be able to identify the processes that are important/critical to the survival of the organisation without necessarily having to undertake BIA.	6/7/2017 8:08 AM
18	Without assessing the risk how are we supposed to take preventive measures?	6/7/2017 7:55 AM
19	it is important to assess the vulnerability of certain incident or potential crisis and prioritize response plan	6/7/2017 2:17 AM
20	It might lead managers to prepare for the wrong risks and threats	6/6/2017 7:49 PM
21	If you're not actually going to implement cost effective risk controls, which should be one output from the risk assessment process, what inherent benefit is there to spending a bunch of time completing risk assessments? To check a box? In my experience, risk assessments are an unnecessary step in the overall process - if you just want to jump into BIA, Strategies, and developing plans.	6/6/2017 5:33 PM
22	Although we use an "all-hazards" approach we need to know what events could impact which areas of you organization, as you cannot put in place alternatives for all resources and all aspects of your organization. The RA is one part to help prioritize your BC efforts	6/6/2017 4:45 PM
23	You could ask your senior team what keeps them awake at night and get the same answer as these will be their key risks	6/6/2017 4:18 PM
24	I agree that the focus on threat scenarios should go. It is irrelevant what caused the disruption. Focus should be on what is services of the company are impacted. and some sort of assessment needs to be done to implement proactive measures or controls for those 'critical services', at a minimum, to cushion the impact and level of work/collaboration required especially immediately after a disruption.	6/6/2017 3:54 PM
25	Most scenarios used in plans are generic in nature by design. For instance, generally the reason a building is inaccessible doesn't lead to different planning steps for the recovery of the business. (i.e weather event, civil unrest) What is driving the recovery is that the building is inaccessible. This hold true for most scenarios so why try and identify the specific risk?	6/6/2017 3:47 PM
26	The Risk Assessment is valuable to align with the overall Risk Strategy the company adopts.	6/6/2017 3:17 PM
27	English is not my mother language, so it tool me some time to understand you suggest removing risk assessment and not risk management. I agree that continuity/response strategies do not need to consider detailed sets of threats, although it has proved valuable to focus in the "effects" side (i.e. proactively work on disaster scenarios like "loss of people" or "loss of facilities") which, in my eyes, is managing the risk.	6/5/2017 1:17 PM

To BIA or not to BIA...

28	We spend a lot of time and resource on managing the risks in the business to keep them within tolerance. However, this is not BC. BC comes in when your controls have failed: i.e. something you believed had an acceptable residual risk occurred because the controls were inadequate (and maybe could never be adequate). Thus the RA is irrelevant. You prepare BC plans on the assumption that a resource is not available - regardless of why it may not be available	6/5/2017 10:52 AM
29	There is only so many resources and so much money available. The RA provides a good look at what needs to be protected and against what.	6/5/2017 3:31 AM
30	Risk Assessment should be a separate and distinct process - BC plans should be based on criticality of ongoing service/product delivery, not potentiality and consequence.	6/5/2017 12:04 AM
31	I think the risk assessment should be a separate function but the results should be visible to the BCM manager for information	6/4/2017 11:53 PM
32	In the company I work for we do not use risk assessment in designing the strategy on which the plan should be based. We instead focus on the form main risk groups, loss of facilities, loss of IT, loss of staff and the loss of vendors. The advantages of this is that we can focus on the solution to each of these risk areas. The disadvantage is that if a business unit, which is at high risk of all for these areas, may have a BCP that is more larger and complex than may be a plan should be.	6/2/2017 4:10 PM
33	I think we need to look at it broad. Risk assessment process is critical for any organization (the depth of the analysis may vary based on the industry and the size). Leadership need to understand what their key exposures are and that should guide their budget allocation for risk mitigation initiative (including business continuity planning as one of the strategies). That is why if organization does risk assessment as part of their Enterprise Risk Management then yes, there is no need to replicate the process in the business continuity planning. If organization does not have risk assessment then it must be integrated into a business continuity process.	6/2/2017 3:24 PM
34	In most larger corporates there is already a Risk Management System in place.	6/1/2017 2:55 PM
35	without a detailed risk assesment your mitigating measures will not be as accurate. BCM should be like a well-fitted suit.	6/1/2017 1:20 PM
36	Trying to map BC to Agile thinking will result in a disaster. You need considered prior thought to identify risk and mitigation.	6/1/2017 1:12 PM
37	The business continuity plan would still be functional as the plan includes recovery strategies for the types of impact that could result from a disruption, eg loss or lack of staff, loss of primary site, loss of ICT services, loss of essential suppliers. Whatever the risk or threat is that may cause a disruption, you are planning to minimise the resulting impact. Managing risk is the responsibility of Corporate Risk Management.	6/1/2017 3:30 AM
38	How else do you concretely inform yourself and leadership of the vulnerabilities you have? Or how to analyze threats for efficacy and impact? or what mitigation efforts to prioritize? You can sell a "brand new idea" about eliminating a time-intensive process, but in the end, you still have to educate yourself and leadership. this is nothing but snake oil.	5/30/2017 7:30 PM
39	Everything depends on context. Many RA we have engaged with within the BC process do seem to intuitively detached from the reality of what actually occurs. In addition, in our oil and gas industry, RA are conducted all the time for multiple purposes, so adding another RA is perhaps unnecessary, and what we need to have is a more logical process of extracting relevant data from existing RA results.	5/30/2017 8:05 AM
40	I struggle with the risk assessment component, I figure my colleagues in risk management are doing these appropriately and I plan for all consequences	5/29/2017 10:49 PM
41	Provides a "sanity check" to confirm that the BCP has captured the correct elements and provides prioritisation for work on risks.	5/26/2017 6:05 AM
42	There are too many variables in play. That said, I have conducted more than 900 BIAs and RAs traditionally using face to face interviews since 1994. I have also conducted leadership driven workshops/discussions to met out critical services and RTOs in lieu of BIA initiatives. Neither are perfect in measuring true impacts no matter what type or size of industry, tool used, or the experience of the practitioner. Leaders may know critical services, but may not understand all of the inherent dependencies and risks at a business unit level where critical business activities support delivery of products/services. A BIA serves to connect the dots in a world where the only constant threat is that of change. Now factor in the IoT, disruptive/innovative technologies, and other threats of globalization in the picture. The BIA is the foundation for which all planning and strategy is based - if I was on the Board, I would not trust a handful of leadership/top management to connect the dots at a high level and get it right. And as for doing away with the RA, why not just make your organization's tag line "Yeah, we dont care about protecting our brand reputation either".	5/25/2017 12:23 AM
43	all risks can be channelled to the ERM team and captures in their system, rather than having to duplicate the effort via BC's risk assessment	5/23/2017 10:29 AM
44	Without the Risk Assessment it is difficult to truly understand the potential impact that can be caused. Yes companies in earthquake zones know it but do they understand the full potential impact that could be caused to them?	5/22/2017 8:49 PM

To BIA or not to BIA...

45	I haven't found a useful risk assessment for BCM that had an outcome that we didn't expect already.	5/22/2017 1:50 PM
46	Overtime departments cut costs and corners (despite was agreed previously) and we need some way to understand extra risks entering the system.	5/22/2017 1:23 PM
47	I dont care how i lose a facility, i just care that i have lost the facility.	5/22/2017 7:32 AM
48	I'm not convinced that any organisation would be able to protect against its biggest strategic and operational risks without properly understanding what they are through a risk assessment and using these risks to make ensure they are appropriately mitigated against and a plan is made to protect against the risk if it should materialise.	5/21/2017 10:29 PM
49	The BIA is key to prioritize business processes and applications. This is a way to do it systemically and objectively as opposed to based on opinions or who has the most important title.	5/21/2017 3:07 PM
50	As mentioned in the article, the operation understand what needs to be recovered	5/19/2017 6:30 PM
51	Risk assessment is a requirement to plan for the unknown	5/19/2017 4:57 PM
52	Usually risks are generic and are the same for certain geographic locations and industries	5/19/2017 4:50 PM
53	As a consultant for the past 14 years i have used the risk assessment process amongst others to evaluate existing controls to ensure its adequacy/effectivenss	5/19/2017 3:46 PM
54	it provides for structured thought and analysis- and at the very least it provides for a refresher for items tht the Adaptive BCM camp identifies as already known.	5/19/2017 3:31 PM
55	You don't have to do a risk assessment to be successful; particularly if you are working on an all-hazards approach to planning. However, there are specific risks that may be more prevalant than others due to your location or industry. Doing an assessment helps you understand the risk and fine-tune response to those risks. It also helps you identify the best most-likely scenarios for exercising.	5/19/2017 3:30 PM
56	Changing mindsets on this point will be hard. Board Audit Committees, even regulators still require a RA process to be considered. Yes we can remove the RA process, but functionally I'm not sure the alternate paradigm would hold up against scrutiny.	5/19/2017 1:06 AM
57	Most probably, the information resides elsewhere in the organization either in the CSA (Control self assesments) or in the Risk activities. The strategies should address four different types of scenarios: Loss of access to building, major loss of staff, loss of technology and loss of critical Third party.	5/18/2017 9:20 PM
58	It should be done by identifying critical business functions and prioritizing them within each strategic business unit.	5/18/2017 6:52 PM
59	The plan itself may not be weakened but our ability to predict/mitigate/prepare for specific scenarios would be diminished.	5/18/2017 6:42 PM
60	You can write plans based on no risk assessment, but they would be full of assumptions. or (worse) they would be so complex (trying to cater for every possible eventuality) that they would not be useful	5/18/2017 5:43 PM
61	Without risk assessment one have no idea, what to prepare for. All the effort put into building business continuity plan may be in vain. Of course you can prepare for natural disasters, blackout, or unavailability of critical system, but there is a risk, that you will omit something important, underestimate something or exaggerate investment in unnecessary controls.	5/18/2017 5:19 PM
62	Frankly, all I need is a map and a pair of eyes to get a good enough idea of the risks associated with any of our locations. Precise risk measurements don't bring in the trailers when the building burns down. Risk assessments are for the risk department.	5/17/2017 4:34 PM
63	Some form of risk assessment or discussion is helpful to bring context to the organisational responses that are developed and when planning continuity exercise scenarios.	5/17/2017 2:55 PM
64	The RA, in my world, is post the BIA and is vital to identify any known risks and ensure that the BCPs and BRPs are acid tested against.	5/17/2017 9:50 AM
65	I believe the BIA is useful at prioritizing response with limited resources after a disaster. I don't believe it necessary to to create a BR plan.	5/17/2017 2:30 AM
66	Risk is assessed in other areas of the business. In my organization which has a well established and effective risk management function - all the risks are available for the BC function to use without going through the pain of a BIA.	5/16/2017 4:57 PM
67	Business Continuity is about addressing risk. It is about being adaptive enough to mitigate risk with minimal impact to the business whilst exploiting unforeseen benefits that may arise. Removing risk management from the process simply introduces information silos which impair the whole process. This proposal indicates a misunderstanding about risk management. We prepare for impacts - we do not create playbooks for every type of risk that may manifest.	5/16/2017 11:41 AM

To BIA or not to BIA...

68	The above indicates that it should not be a part of the BC practitioner's responsibilities which is absolutely fine as you rightly indicate that it may be beyond the skillset of the individual. But this doesn't mean that it is not a vital tool in informing against the exposures of a business and therefore the holistic BC process. Somebody more functionally informed than the BC practitioner may produce the risk assessment but it should be brought into the mix. These assessments need not be totally refined e.g. understanding the risks associated with a function or a process but it is still important in my view to grasp the broad categories of risk exposure an enterprise is open to. It might for example highlight over reliance on technology or an offshore processing HUB, point to risks inherent in the supply chain or even lead to enlightened discussions around previously unconsidered risks. All of which can lead to more resilient decisions being made in future deployments of resources. I would politely suggest also that the options you give above (Yes, Yes, No, Not sure) tend towards the validation of the adaptive BC process. I might for example say 'No' but not necessarily think that it is a VITAL part of the process. It is however IMPORTANT. Semantics maybe but it somewhat dilutes the validity of any straw poll you intend to develop on the basis of tick box feedback. Many will not be bothered to provide comments...	5/16/2017 2:55 AM
69	As long as we can get risk assessments from the risk group, I do not see the need to have duplicative assessments.	5/15/2017 6:32 PM
70	The company I work for now has never conducted any kind of risk assessment (probability of threat and impact) on there seven office locations. I was asked by our Risk Management team to perform a RA.	5/15/2017 3:19 PM
71	Business continuity is a form of risk management so the idea that you can develop a meaningful set of controls to manage the risk without knowing what they are is ridiculous	5/15/2017 3:15 PM
72	Using a high level Hazards and Vulnerability Threat and Risk assessment tool should be an essential element of creating an BC plan. Agreed we could get deep into the weeds, however based on historical data, coordination with local county/city Emergency Managers, I believe we can develop with relative accuracy a picture of what areas we can provide mitigation efforts.	5/15/2017 2:46 PM
73	I agree that Risk Assessment is a Risk Management process and should be left to that group. BC really is becoming nebulous and I think they are latching on to related disciplines to gain relevance when the reality is proper BC makes itself relevant.	5/15/2017 1:55 PM
74	You need to learn and understand your organization to be able to plan for the worst case scenario.	5/15/2017 8:13 AM
75	While there is a relationship between risk management (RM) and business continuity management (BCM), there is the risk that a RM approach may steer efforts towards preparing for and mitigating threats that never materialise while other non-identified threats materialise instead. Therefore a more generic approach is preferred. The BCM practitioner should be able to see the results from the area's (separate) risk assessment however.	5/15/2017 4:43 AM
76	In my previous and current roles I have deliberately neglected this step as I find it encourages too much focus on determining specific scenarios, resulting in many long-winded discussions among business leaders with generally non-useful outcomes and a lot of denial in some areas. I prefer to provide several worst case scenarios (combinations of human, systems, political and structural) and work through how they would be managed. This results in more comprehensive and adaptable plans. As I advise in all workshops, plans should be written to be nimble and useful in a wide variety of scenarios.	5/15/2017 3:23 AM
77	While risk assessment is a vital part, the yearly update does render it impractical. The risk should be an ongoing process and tied to change management.	5/15/2017 2:41 AM
78	Impact based planning covers many threats without regard to risk. Most people can instinctively know which impact is most likely based on past experiences rather than guessing at the future.	5/15/2017 12:48 AM
79	Broad risk categories can be identified without risk assessment (eg, building - short term/long term, staff - short term, internal/long term, internal/external, ...) and for each of the categories a strategy then needs to be defined. It doesn't matter if a risk category is twice as important as another one - just prepare for all	5/14/2017 9:34 PM
80	RA is for me Not about identifying Risk - therefore you have established a Risk Management Department in many organisations. RA in BCM for me is about identifying the Strategie options that will work at a specific location and the specific threads at Location (is Thread a River Neal by or is the location in an earthquakes area).	5/14/2017 10:01 AM
81	Big and medium organizations have enterprise risk management programs which performs routine operational risk assessments; hence, BC program risk assessment is a repetition for what's already being done be subject matter experts (risk managers). Moreover, recently, the central bank in Saudi Arabia published a BCM framework which mandates performing a detailed BC RA for each business unit. This has lead to consuming significant capacity of BC limited capacity for focusing on RA instead of BCP.	5/14/2017 8:48 AM
82	It is such an integral part of the process. I am of the opinion that the terminology should be change to Threat Assessment instead of Risk Assessment	5/13/2017 10:23 AM
83	It will become a big mess if you do not prioritize the activities and mitigate the risks associated with those.	5/13/2017 9:52 AM
84	Didn't do one ever	5/13/2017 9:13 AM

To BIA or not to BIA...

85	If I have a solid foundational BIA data set I will have confidence in leadership knowing priorities and plans and resources set up to respond to an incident. Plans are developed on the principle it doesn't matter what has happened we just can't operate as normal. Plans are based on four/five scenario principles not the 'library of' risks an RA can contain. An RA is important but can at a pinch be left out of the BCM process (which is a subset of the organisations overarching risk management framework)	5/13/2017 7:29 AM
86	Managing multiple contracts with different service level agreements provide the basis for critical prioritization of business recovery objectives and timeframes.	5/13/2017 6:01 AM
87	RA is an independent process from BIA and it could, but doesn't have to be a BC function. It could fall under the realms of any department. So long as one entity, or cross-working group, is considering risk... the data could be used any number of ways.	5/12/2017 9:52 PM
88	It's not the Threats that are important - it's the impacts. We don't need to understand likelihood of a Threat to understand which Resources (people, facilities, business processes, IT applications, suppliers) are critical to maintaining the products and services our business thrives on. Effective risk analysis is just as much a science as an art. As a BCM professional, I'm neither - so why would I try to create something I don't really have the skill or knowledge to create (except in a very rudimentary - and probably erroneous - manner!)	5/12/2017 7:41 PM
89	A BC plan should be designed to respond to the loss of critical business functions regardless of what specific hazards result in that loss. From this perspective a risk assessment is only really necessary to identify the causes of loss for the purpose of developing loss prevention plans. There is value in knowing the nature of a cause of loss however, because the cause can impact employees on a personal level which can remove them as an important available resource in your BC plan.	5/12/2017 7:12 PM
90	Continuity planning at its core is preparation for any interruption. Risk assessments can be valuable to various corporate functions, such as facility security; but are not needed to create viable continuity plans.	5/12/2017 6:13 PM
91	Recognizing this as an overgeneralization - human beings do not deal well with abstract concepts. In order to make a potential consequence of disruption 'real', we need to establish a context. Without the 'why' or 'how', the disruption remains abstract and difficult to internalize. A risk assessment allows BC and COOP planning to include the realm of the probable for an organization. It sets the context for answering "why should we even plan?". The impact assessment addresses the 'so what?' questions that come out of the risk assessment. A purely academic application of BC practices could survive without the risk or impact assessments - research and planning for the sake of research and planning. Unfortunately that does not work in the real world where multiple programs and interests are competing for the same limited resources. A solid business case for investing in continuity activities cannot be realistically written without including risk and impact.	5/12/2017 5:58 PM
92	Without a risk assessment how do you warrant a business continuity / disaster recovery program? Executives need to know what the risks are before they can justify the program and its budget, resources, etc.	5/12/2017 5:11 PM
93	The RA process provides information that isn't typically captured in the BIA process; for example external risks such as age of surrounding infrastructure. These broad risks that could impact the entire company aren't typically considered during the BIA process and would if included cause the BIA to lose focus	5/12/2017 5:05 PM
94	Risk assessment is required to prioritise activities when assessing their loss over time. Without it you would be guessing, which is what adaptive BC is. A bit like cleaning your shoes and leaving the laces in. Possible, but lazy and comes with risk.	5/12/2017 4:49 PM
95	I approach business continuity by thinking in terms of the BIG "consequences" of an incident (e.g. loss of access to your building, loss of people, loss of IT, loss of key suppliers, etc) and plan to be prepared for those consequences. I have not found endless debates over the level of risk helpful. Does it matter what the risk is of a plane crashing onto your building is versus an unexpected flash flood? The consequence the organisation needs to be prepared for is that it cannot continue its operations from that building. I'm generalising, but it usually doesn't matter to business continuity plans what caused the problem. The exception is where there is a clear risk e.g. your organisation is on a flood plain and there is a history of flooding. In that case, there is a clear risk and the formal risk assessment will assist decision makers to determine to what extent they want to reduce / mitigate the risk. So there is a place for risk assessment but I don't think it needs to drive business continuity planning.	5/12/2017 4:22 PM
96	It would prevent individuals focusing on ill-informed scenario based planning which is often the outcome of a RA.	5/12/2017 4:20 PM
97	Because without considering threats and the risk of them taking place no control measures will ever be developed. Also if no risks are assessed why have business continuity at all!!!	5/12/2017 4:13 PM
98	I think the risk assessment can provide some valuable insights into potential risks that could impact the organization, but as highlighted a lot of the risks that are identified are never realized, therefore you have to question the point of performing a risk assessment.	5/12/2017 4:12 PM
99	If you cannot identify, or know, the risks your organization faces, large or small, likely or unlikely, you cannot effectively plan business strategies and/or long-term goals. Ignoring or even eliminating risk assessment is kind of like hiding your head in the sand and keeping a lucky talisman around your neck.	5/12/2017 4:10 PM
100	Most companies have some type of Risk Management organization that is effective in conducting an Enterprise Risk Management function, even down to the local levels. This would then be used to help analyze the various mitigation options developed in a BC Plan.	5/12/2017 4:08 PM

To BIA or not to BIA...

101	See comment for Q4 below.	5/12/2017 4:02 PM
102	The main purpose of risk assessment from a BCP perspective is to identify the risk profile of the company site so that any alternative sites proposed as solutions can be checked to ensure they are not subject to the same risks. Without assessment of risk you may not know that your recovery site is likely to be affected by the same events that would affect your main site.	5/12/2017 3:57 PM
103	Without a risk assessment, the entity undertaking the continuity endeavor is missing a key element of understanding their vulnerability; thus whatever measures are adopted will not create a resilient environment.	5/12/2017 3:51 PM
104	The ranking of critical threats will be done purely "seat-of-the-pants" and will unrealistically skew the ranking of threats.	5/12/2017 3:51 PM
105	It is not about a deep dive risk assessment but risks that may present themselves while doing the BIA that are important and are more likely to be otherwise overlooked i.e. a standalone printer/scanner or one knowledgeable person doing a specific critical process or activity (SPOF).	5/12/2017 3:37 PM
106	"possible to omit", yes, based on the statement that we need to plan for the effect rather than the cause. It is important, however, to keep the cause in mind so that plans or playbooks can be developed and exercised for both generic and specific situations.	5/12/2017 3:37 PM
107	Need more thought about this.	5/12/2017 3:35 PM
108	The focus of an organisation to remain in business should be for management to enhance resilience to be able to deliver goods and services based on the company's strategic objectives and not on any cause of disruption.	5/12/2017 3:31 PM
109	changes, upgrades, etc. often missed in the assessment would be covered in the plan update? I'll do an assessment when its a new location, but after that changes and upgrades- hardware/software, work flow and processes would be covered in the normal plan updates. I've been doing it this way for 21 years - and always was able to recover.	5/12/2017 3:25 PM
110	Risk assessment is about mitigation, and preventing things from happening, ie helping to target resources to reduce the risk of a particular incident occurring. Having said that, if this questionnaire was looking at a broader business continuity management system, with continual improvement, then a risk assessment would be an integral part. Question is flawed, as it asks in 2 parts about weakening the plan, and in another about the process	5/12/2017 3:25 PM
111	The risk assessment identifies the most likely and most impactful events to affect your organization. Many factors influence those threats such as geographic location, urban vs rural... The NFPA 1600 (2016) has made the Risk Assessment and BIA mandatory.	5/12/2017 3:24 PM
112	But this does depend upon what you really mean by risk assessment. Yes, I agree you do not need to score the risk, but you do need to understand, in broad terms, what the sources of threat/disruption may be and more importantly what are the key generic types of impacts the organisation can be subject to.	5/12/2017 3:23 PM
113	Mapping of critical processes provides a detailed and comprehensive view of the organization and is essential in the time of crisis to have the information on mitigating risks and work arounds in place.	5/12/2017 3:20 PM
114	We were able to identify gaps and opportunities while going through the process of RA and addressed them within our BCP. Without that, we would have only potentially identified those gaps during a crisis event. Our RTC would have been longer.	5/12/2017 3:20 PM
115	Measuring the risk is important in knowing what thresholds a company should consider in activating it's plan and crisis team.	5/12/2017 3:12 PM
116	The RA belongs to the risk management team and my focus is the effect (building or systems unavailable) not the cause (fire, tornado, earthquake).	5/12/2017 2:05 PM