



BUSINESS CONTINUITY & DISASTER RECOVERY MANAGEMENT POLICY

1 Purpose

Business Continuity Management (BCM) is critical to responsible management practice and an important element in AFTRS' integrated approach to risk management.

Business Continuity Management deals specifically with business disruption risks.

AFTRS recognises that some events may exceed the capacity of routine (internal) management methods and structure. This policy and associated documents aim to provide a mechanism for the development and implementation of contingent capacity and plans that will enable management to focus on maintaining and resuming AFTRS' most critical functions; whilst working in a planned way toward eventual restoration of operations and ensuring unaffected operations are able to continue.

2 Scope

This policy applies to all functions of AFTRS and to all members of AFTRS involved in the delivery of these functions including staff, students, visitors and contractors.

3 Policy Statement

AFTRS will consider Business Continuity and Disaster Recovery requirements in all activities through the conduct of risk assessments in order to identify and minimise the possibility of Critical Incidents.

When a Critical Incident is declared, AFTRS will convene specialist management groups and manage its activities according to the predefined processes and plans to return business operations to normal as quickly as possible.

3.1 Risk Assessment & Mitigation

Risk assessments are a regular process conducted at AFTRS for a range of purposes and in a range of contexts. These risk assessments must consider the possibility of interruption to operations and take appropriate measures to minimise or remove the likelihood of those risks and reduce or remove the impact of those risks.

It is the responsibility of all staff conducting risk assessments to include business continuity in their assessments and it is the responsibility of approving officers to confirm that business continuity is not threatened.

3.2 Incident Declaration & Management

It is the responsibility of the Critical Incident Director and the CEO to declare a Critical Incident and invoke the Critical Incident Management Procedure.

Wherever possible and reasonable, management of unplanned events and emergencies should be managed through usual management practices. Where the event has, or is likely to have, significant impact to usual business operations then a Critical Incident may be declared. Whenever an event could be or could lead to a Critical Incident it must be immediately reported to a member of the Critical Incident Director and the CEO.

In the event that a Critical Incident is declared the Critical Incident Coordination Team will be convened and will lead the response according to the Critical Incident Management Procedure. This team will retain authority for management of the response and the general activities of AFTRS until the team releases this authority or as directed by the CEO or Council.

3.3 Emergency Management

The management of Emergencies will be handled through established and maintained Emergency Management Procedures. These incidents will be generally considered usual business operations until it is decided that the impact or likely impact of the incident warrants declaring a Critical Incident.

All emergencies must be reported to a member of the Critical Incident Director and the CEO immediately.

3.4 Roles and Responsibilities

The Technology and Infrastructure and Corporate Services divisions are responsible for the implementation of business continuity management including the oversight of appropriate documentation, training, testing and monitoring of the BCM program.

Everyone at AFTRS has a responsibility to report anything that has or is likely to cause a Critical Incident and to follow all directions from the Critical Incident Coordination Team during a Critical Incident.

The following table outlines the key senior responsibilities across AFTRS with regard to Business Continuity Management:

Function (Title)	Key Responsibilities
AFTRS Council	Responds to reports and recommendations of the CEO.
CEO	Directs overall response to business disruption or disaster recovery through the Critical Incident Director and continue to direct any business as usual operations. Provides advice and status reports to the AFTRS Council and Government.
Director, Corporate Services	Provides advice and status reports to divisions and CEO. Acts as Critical Incident Director jointly with the Director of Technology & Infrastructure.
Director, Technology & Infrastructure	Makes the final decision concerning technical impacts (e.g. shutdown or total network, data centre or facility shutdown of network link, server or partial network or a partial systems facility) Acts as Critical Incident Director jointly with the Director of Corporate Services.
Division Directors	Division Directors must: Ensure their division considers business continuity in all risk assessments, planning and operations Ensure their division maintains documentation and records necessary for disaster recovery Support the Critical Incident Coordination Team and follow the CICT's directions.
Head, ICT & Services	Supervises the recovery of ICT services including: Network services Security & Authentication services Communications services Database services Application services Implements recovery plans through: Deployment of on-call staff Liaison with service providers Provides advice, recommendations and status reports to the Director of Technology & Infrastructure.

Function (Title)	Key Responsibilities
Facilities Services Manager	Supervises the recovery of facilities including: Security & Access services Workspace facilities Teaching facilities Implements recovery plans through: Liaison with service providers Instigating contract provisions Provides advice, recommendations and status reports to the Director of Corporate Services.
Student Services Manager	As required, implement secondary Student Management Systems to ensure continuity of AFTRS responsibilities to students. Provides advice, recommendations and status to the Director of Corporate Services.
Human Resources Manager	As required, implement secondary HR systems to ensure continuity of employer responsibilities including liaising with relevant external service providers. Provides advice, recommendations and status reports to the Director of Corporate Services.
Finance Manager	As required, implement secondary Financial & Payroll systems to ensure continuity of employer and supplier payments including liaising with relevant external service providers. Provides advice, recommendations and status reports to the Director of Corporate Services

3.5 Review and Testing

The Business Continuity Management Program will be reviewed by the Critical Incident Coordination Team and will cover all relevant policies and procedures.

Additionally, all recovery plans will be reviewed and tested at least annually according to the procedures included in those plans.

4 Definitions

The following definitions apply to this policy:

- **Business Continuity Management (BCM)** means a whole of organisation process for managing AFTRS operations to ensure that critical functions can, in the event of a material disruption arising from internal or external events, be maintained, or restored in a timely fashion with minimal impact to staff, students and the general AFTRS community.
- **Critical Incident** means any event that has caused or is likely to cause an unplanned interruption to the normal operation of AFTRS activities.
- **Critical Incident Management** means the processes and procedures outside of usual business management that are used to manage and resolve a Critical Incident and return AFTRS to business as usual operations.
- **Critical Incident Director** means the AFTRS officer appointed to convene all Critical Incident Management activities. The Director of Corporate Services and the Director of Technology & Infrastructure hold this role jointly.
- **Deputy Critical Incident Director** means the Facilities & Services Manager and the Head of ICT & Services who will act in place of their division's Director when the Director is unavailable.
- **Disaster Recovery** means the plans, processes and procedures used to recover functions, systems and services when they have failed as a result of internal or external events.

Authorisation and Distribution

Authorisation	Chief Executive Officer
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Contact Officers	Director, Corporate Services and Director, Technology & Infrastructure
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Associated Documents	Critical Incident Management Framework Relevant Disaster Recovery Plans Emergency Management Procedure

