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レジリエンス協会 定例会

BCI Good Practice Guidelines 2018年版

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Good Practice Guidelines とは？

- 事業継続マネジメント（BCM）に関する実践的ガイドライン
 - 世界で最も認知され、活用されているガイドラインのひとつ
- The Business Continuity Institute（BCI）発行
 - 2001年に初版が発行されて以来、数年ごとに改訂されている
- 英国国家規格（PAS 56 --> BS25999）や国際規格（ISO 22301 / 22313）に多大な影響を与えてきた
 - これらの規格に整合するための改訂も行われてきた
- BCIにおけるBCMの知識体系（Body of Knowledge）
 - BCIの資格試験（CBCI exam.）のベース
- BCI会員には無償配布 / 非会員には有償（30 GBP）

#GPGonTour



BCI @TheBCEye · 2017年10月25日

Taking a break from reading #Australia #GPGonTour

🌐 英語から翻訳



BCI India Chapter @BCIIndiachapter · 2017年11月2日

Good morning #Budapest! #GPGonTour



BCI US Chapter @BCI_US_Chapter · 2017年11月6日

And we finally arrived in #London...let's have a look around before the launch event...#GPGonTour

🌐 英語から翻訳



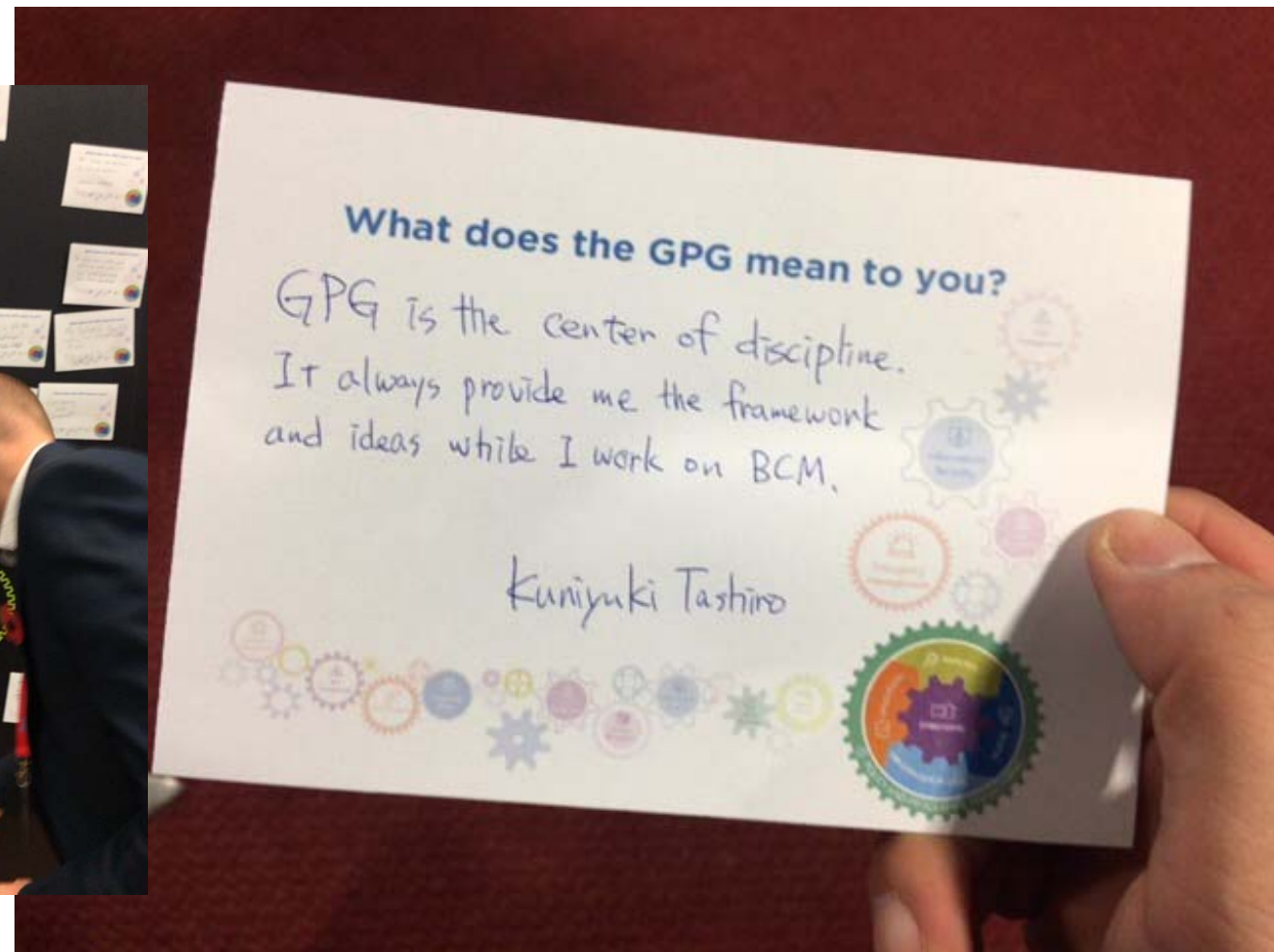
#GPGonTour





自称
日本で最初に
GPG 2018 年版を
受け取った男

What does the GPG mean to you?



BCM Lifecycle



GPG の構成

(PP: Professional Practice)



PP1 - Policy and Programme Management

(方針とプログラムマネジメント)



PP2 - Embedding

(適用)



PP3 - Analysis

(分析)



PP4 - Design

(デザイン)



PP5 - Implementation

(導入)



PP6 - Validation

(妥当性の確認)

GPG と ISO との項目構成の比較

GPG での Professional Practice	ISO 22301/22313 における項目
PP1 - Policy and Programme Management (方針とプログラムマネジメント)	8.1 Operational planning and control (運用の計画及び管理)
PP2 - Embedding (適用)	7.2 Competence (力量) 7.3 Awareness (認識)
PP3 - Analysis (分析)	8.2 Business impact analysis and risk assessment (事業影響度分析及びリスクアセスメント)
PP4 - Design (デザイン)	8.3 Business continuity strategy (事業継続戦略)
PP5 - Implementation (導入)	8.4 Establish and implement business continuity procedures (事業継続手順の確立及び実施)
PP6 - Validation (妥当性の確認)	8.5 Exercising and testing (演習及び試験の実施)

各 PP 中の構成



General Principles

(一般原則)



Concept and Assumptions

(概念と前提)



Process

(プロセス)



Methods and Techniques

(方法論と実践的手法)



Outcomes and Review

(成果とレビュー)

個々の PP 中に「成果」と「レビュー」が含まれている
--> PP 中に継続的改善のしくみが組み込まれている

PP3 - Analysis

Initial BIA:

To provide a high-level analysis that can be used to develop a framework for the more detailed BIAs. It can also be used to clarify the scope of the business continuity programme (This is typically only required the first time an organization conducts a BIA).

Product and Service BIA:

To identify and prioritise products and services and determine the organization's business continuity requirements at a strategic-level.

Process BIA:

To determine the process or processes required for the delivery of the organization's prioritised products and services.

Activity BIA:

To identify and prioritise the activities that deliver the most urgent products and services, and to determine the resources required for the continuity of these activities.

(2013年版での呼び方)

Strategic BIA

Tactical BIA

Operational BIA

資源 (resources)

ISO 22301 / 22313 との
統合が図られた

- People.
- Information and data.
- Buildings, work environment and associated utilities.
- Facilities, equipment, and consumables.
- ICT systems.
- Transportation.
- Finance.
- Partners and suppliers.

(2013年版での整理)

- People (skills and knowledge);
- Premises (buildings and facilities);
- Resources (IT, information, equipment, materials); and
- Suppliers (products and services supplied by third parties).

Business Continuity Solutions の例

ISO 22301 / 22313 では
Business Continuity Strategies と呼んでいる

People

Diversification	People in separate locations that are concurrently undertaking the same activity.
Replication	People in another location that are experienced and able to undertake the same activity, but not yet doing so.
Standby	Individuals in another location that have been trained to do the same activity, but are not yet experienced and will require guidance.
Post-incident acquisition	External people skilled in undertaking an activity that can be hired, or internal personnel that can be trained to undertake an activity.

Information and communication technology systems and data

Table 7.

Diversification	Two copies of a system and its data in separate locations that are kept synchronised and live.
Replication	An operational copy of a system and its data held in a separate location that is periodically synchronised with the live version and needs switching to be made live.
Standby	An operational copy of the system held in a separate location and a backup of its data that needs to be loaded and tested with manual switching to be made live.
Post-incident acquisition	Backup copies of the system and its data that need to be installed on equipment acquired after the incident.

Exercise の種類

- Discussion-based exercises
- Scenario exercises
- Simulation exercises
- Live exercises
- Test

BCI website

<http://www.thebci.org>