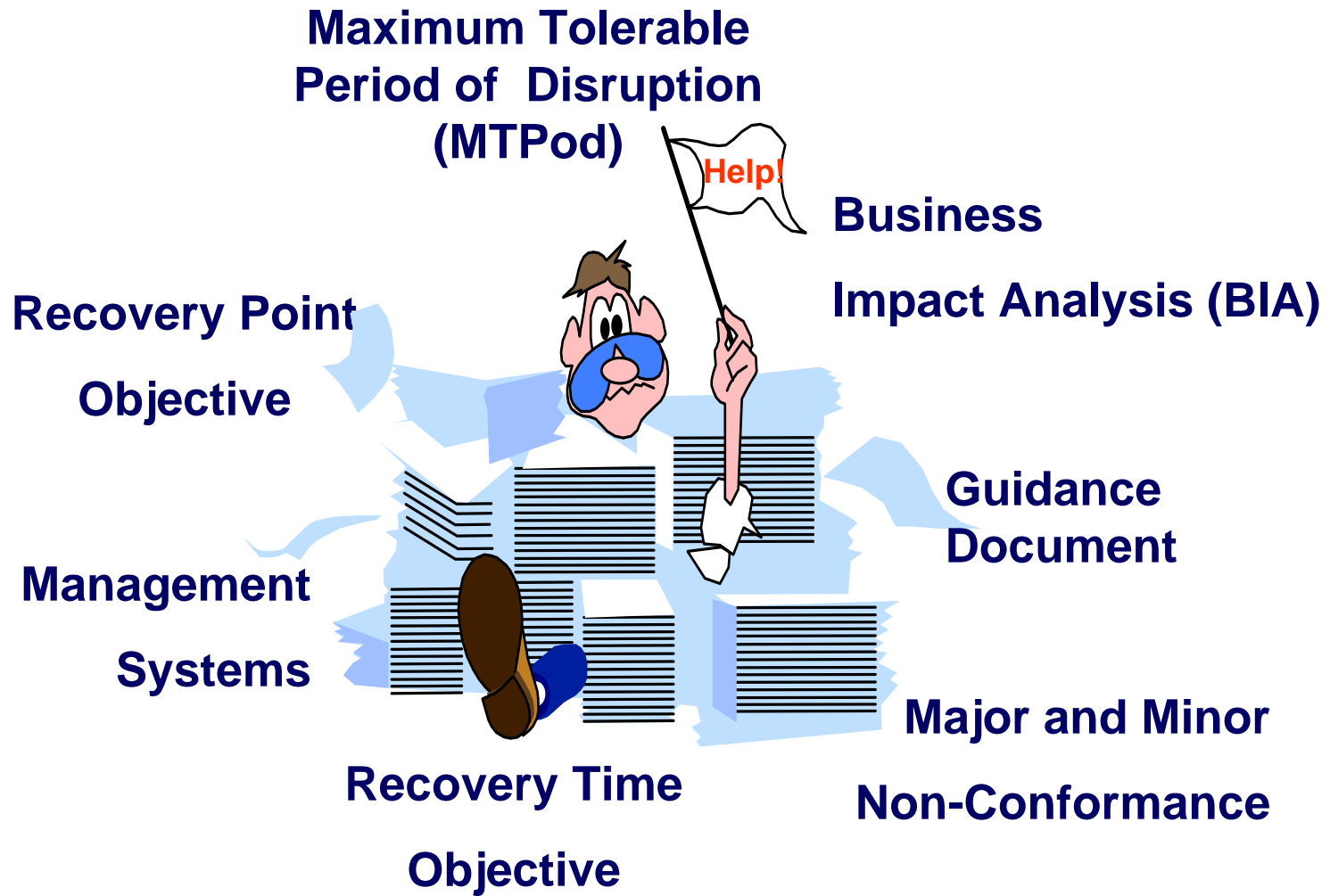


# Supply Chains and Small Business



# One Aspect of the Small Business Challenge

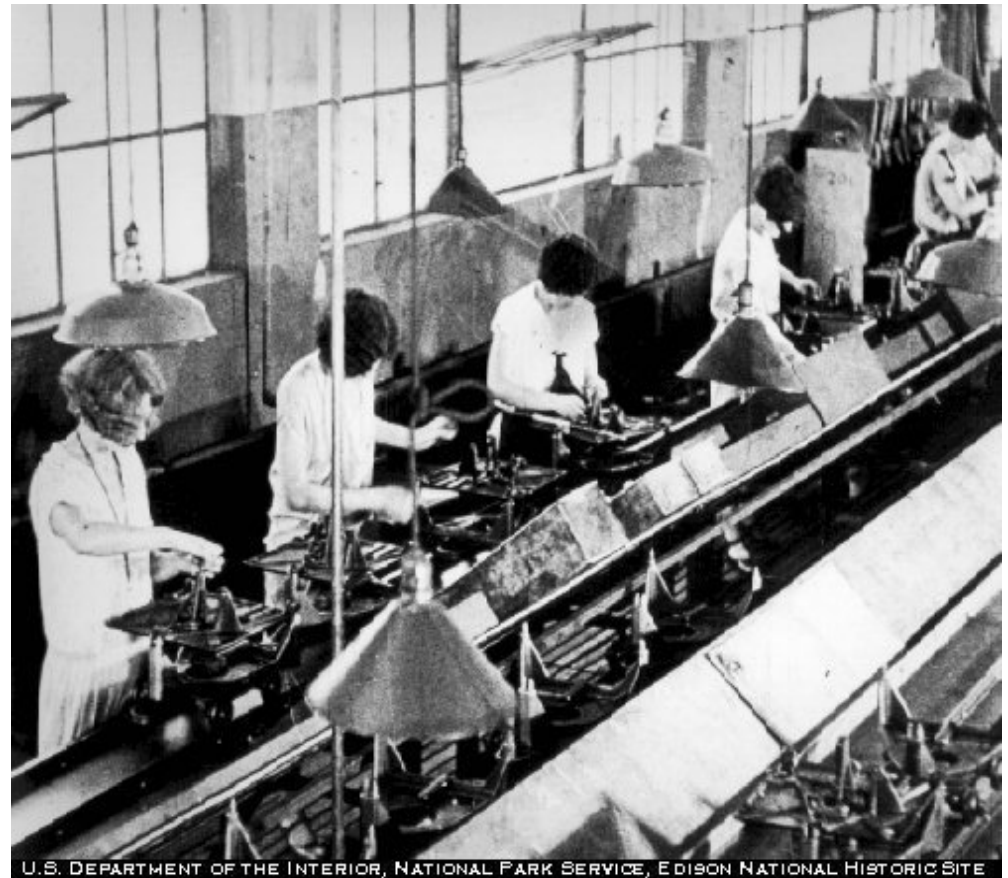


# Preparedness - 3<sup>rd</sup> Wave Imperative



## Market-Driven, Process Improvements

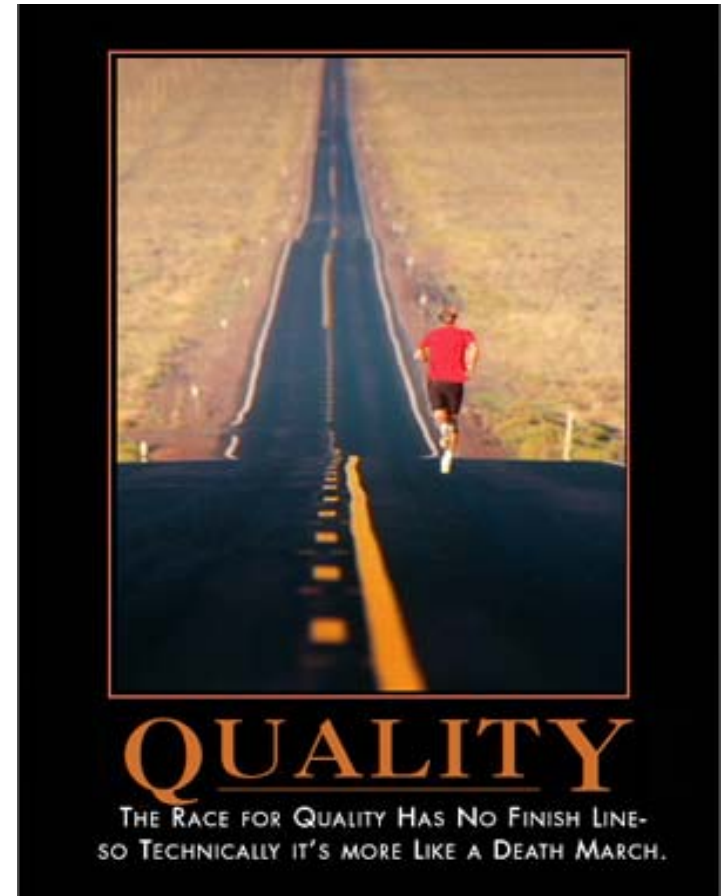
- Focus on Cost and Volume
- Theory “X” Management
- Assembly Lines
- Trade Unions
- Wealth came from “raw materials” and production facilities



U.S. DEPARTMENT OF THE INTERIOR, NATIONAL PARK SERVICE, EDISON NATIONAL HISTORIC SITE

## Market-Driven Product Improvements

- Cost and Volume is assumed
- Theory “Y” Management
- Quality Circles
- Shift to Low Cost Labor Sites
- Development of Outsourcing
- Wealth comes from Process “Know-How”



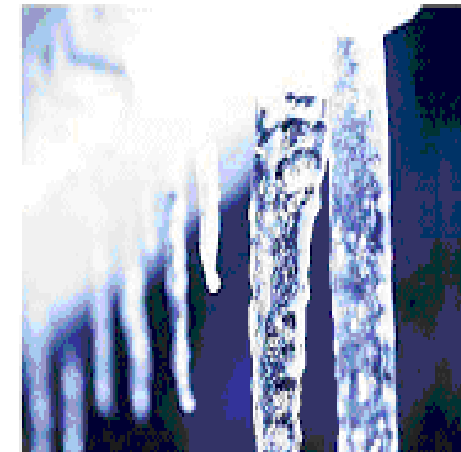


- In the United States and Europe, supply chains are 4 to 7 layers deep (Farm to Fork)
- Some are dozens deep.



## Can You Be Depended On?

- Cost & Volume is Assumed
- Quality is Assumed
- Regulation is Increasing
- Shift to Reliable Sites







- Huge Financial Impact



# The New Corporate Office - HomeSourcing

A new dimension in the preparedness challenge

According to the *Brookings Institute*, 15% of the value of an enterprise resides in tangible assets, while 85% rests in intangible assets - the largest part of those intangibles being information.



# A Stair-step Approach to Preparedness



Focus on education and incremental development

# A Mentoring Role: 2<sup>nd</sup> Party Assessments

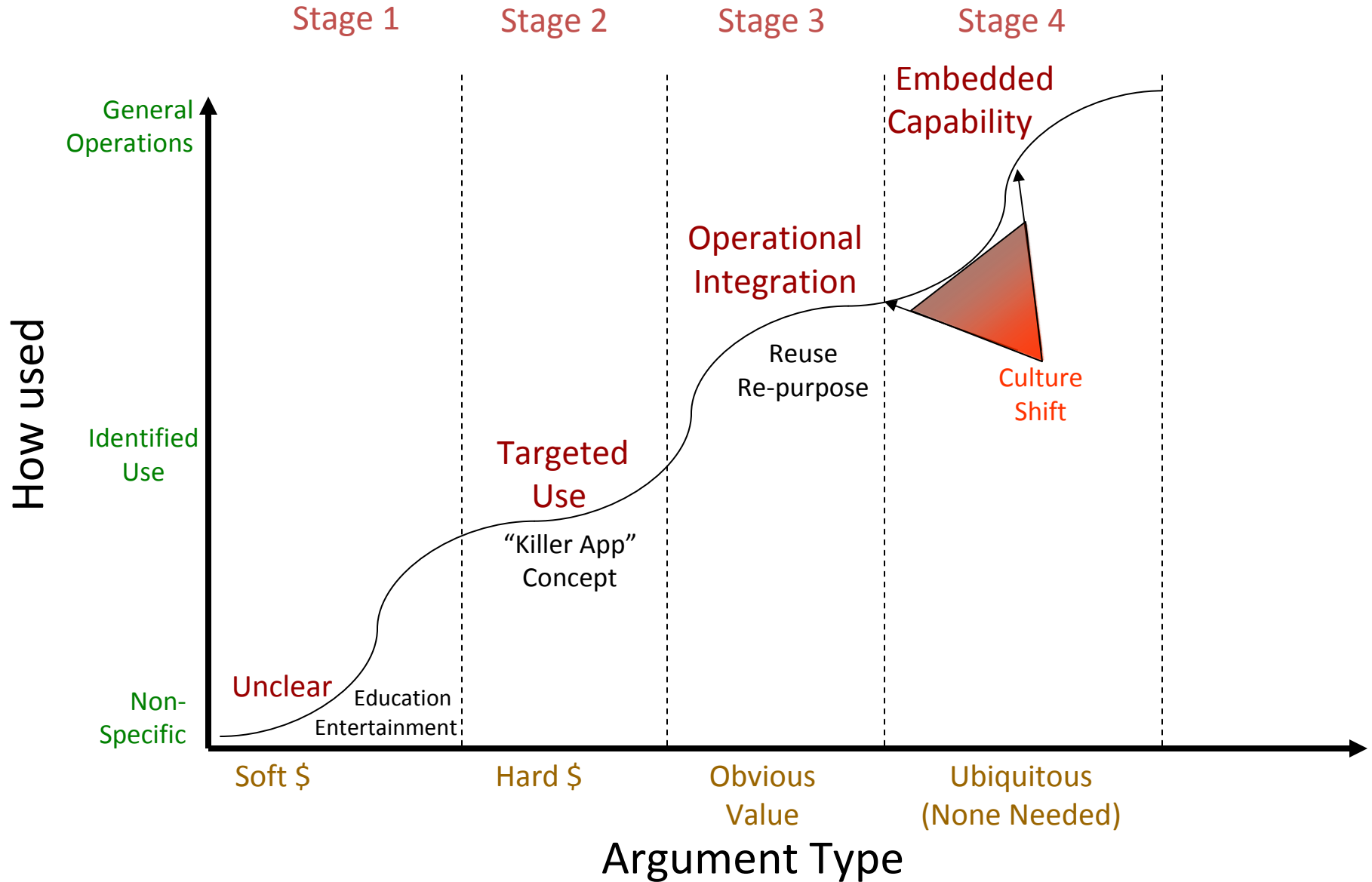


# Dealing with Executive Resistance?

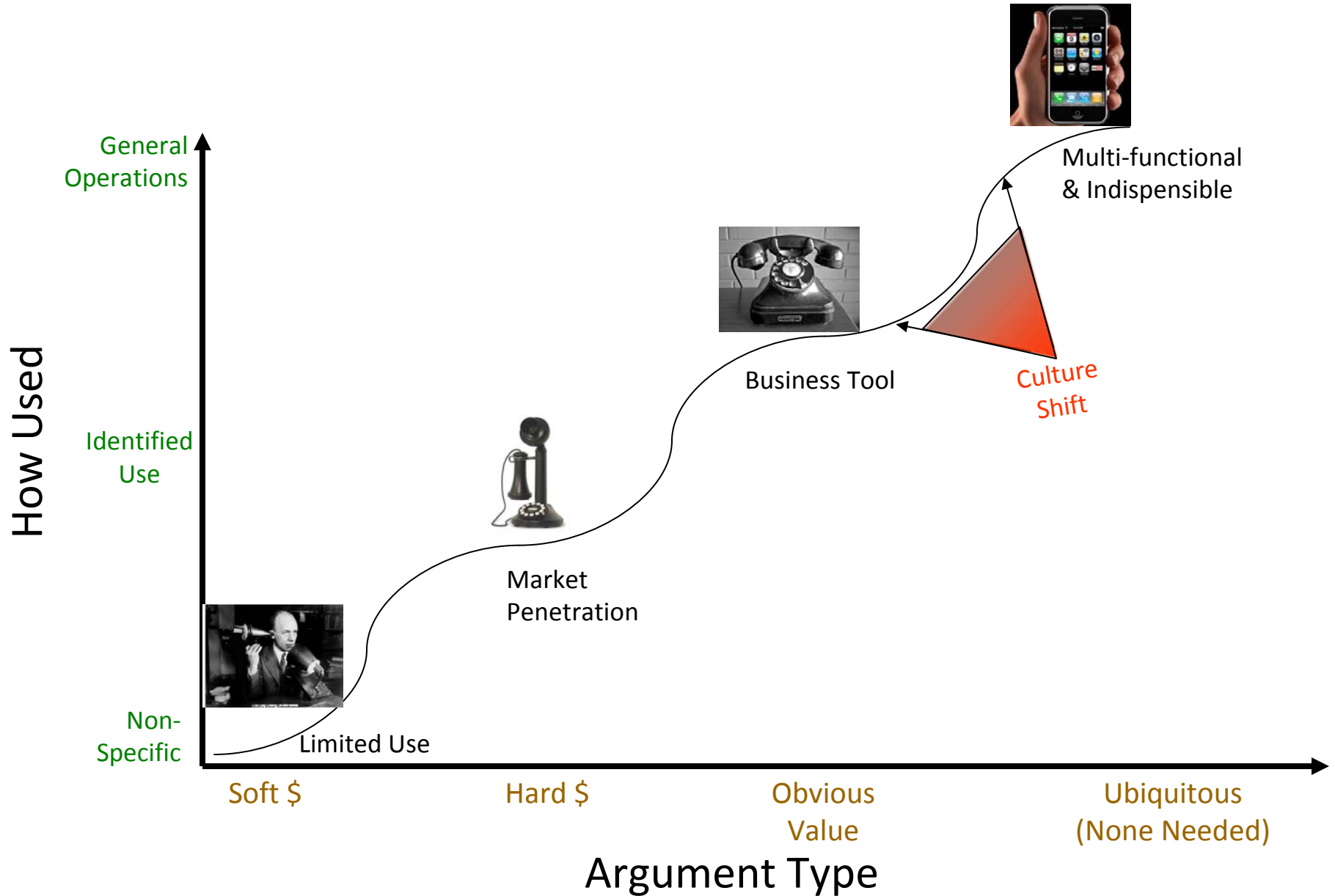




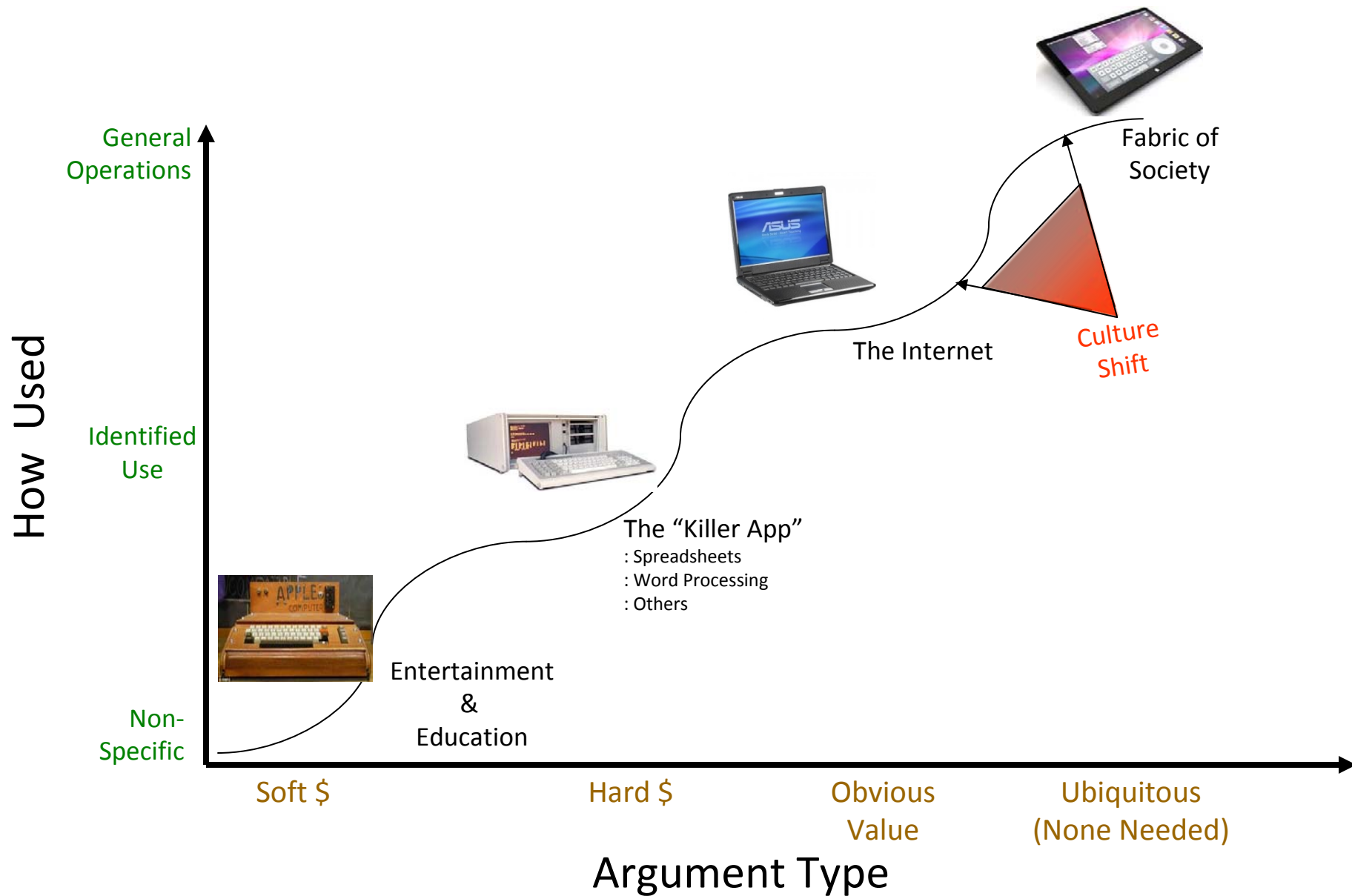
# Evolution of Justification Argument - General



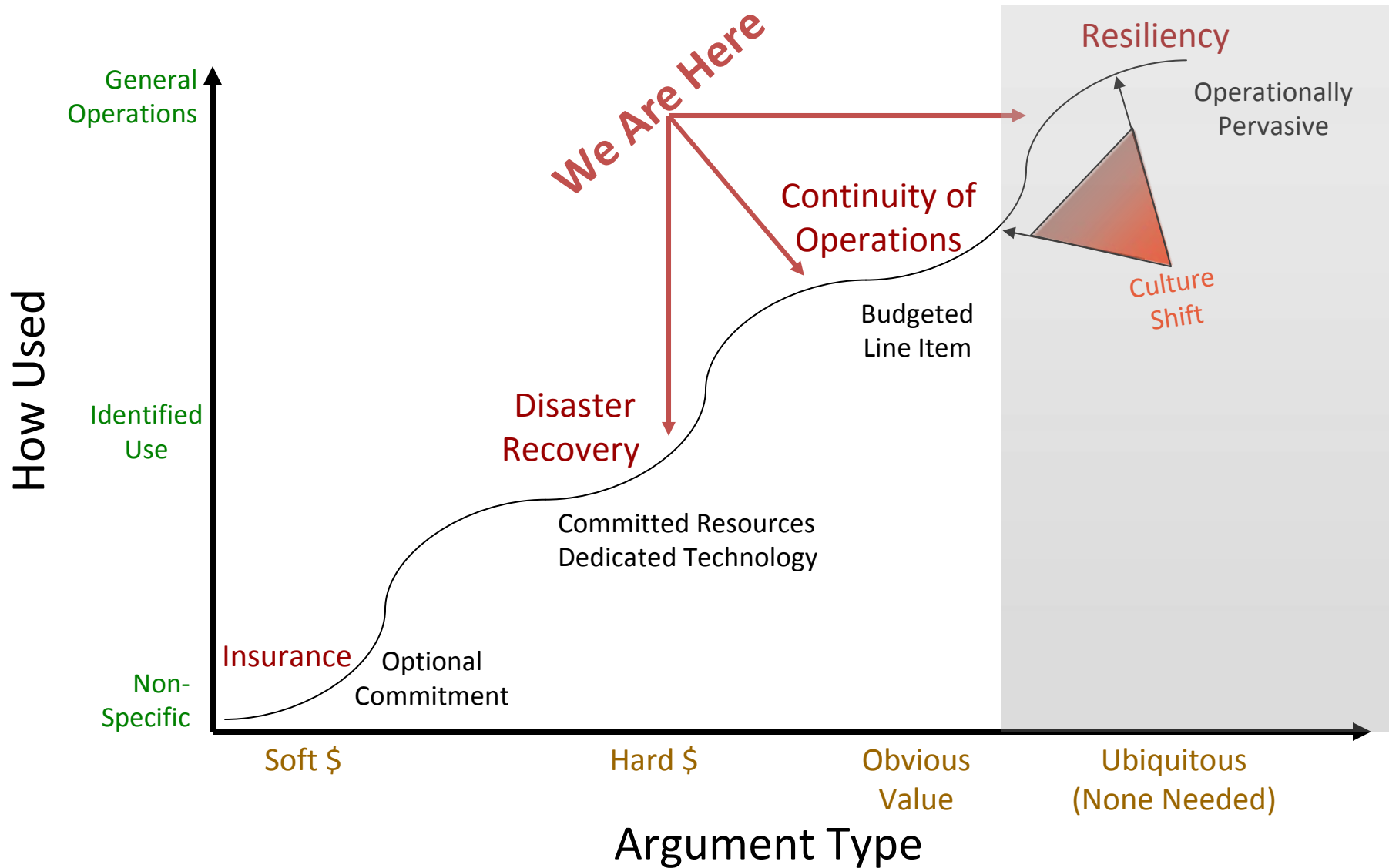
# Example 1: The Telephone



# Example 2: The PC



# Small and Large Business Preparedness

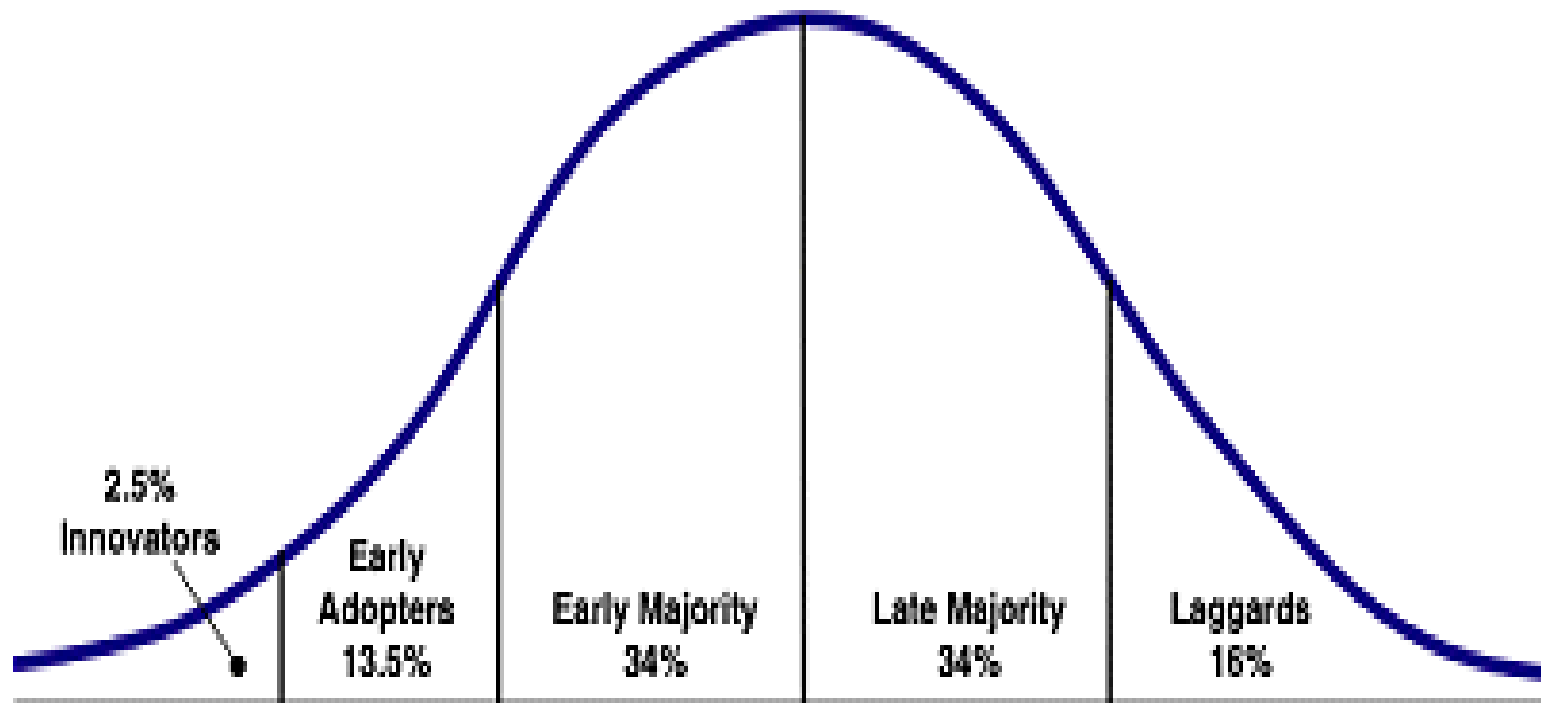




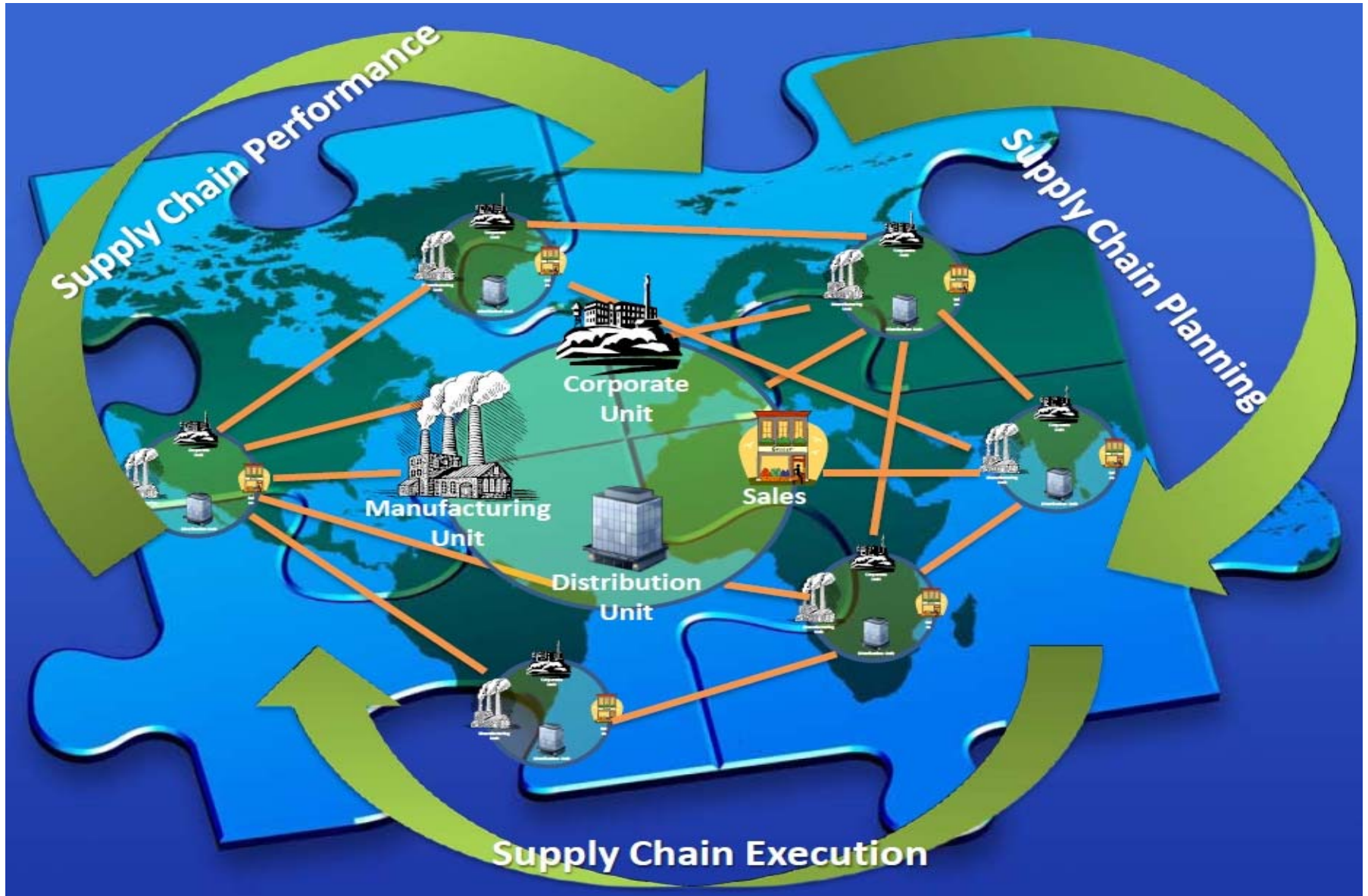
## The works of two authors

Malcolm Gladwell: *The Tipping Point*

Geoffrey A. Moore: *Crossing the Chasm*



# Supply Chain Leads the Way



## The Other Arguments

- Governance
- Valuation
- Compliance
- Risk Management
- Liability
- Supply Chain



Part of the necessary evolution of Public-Private collaboration and executive acceptance of the value of preparedness



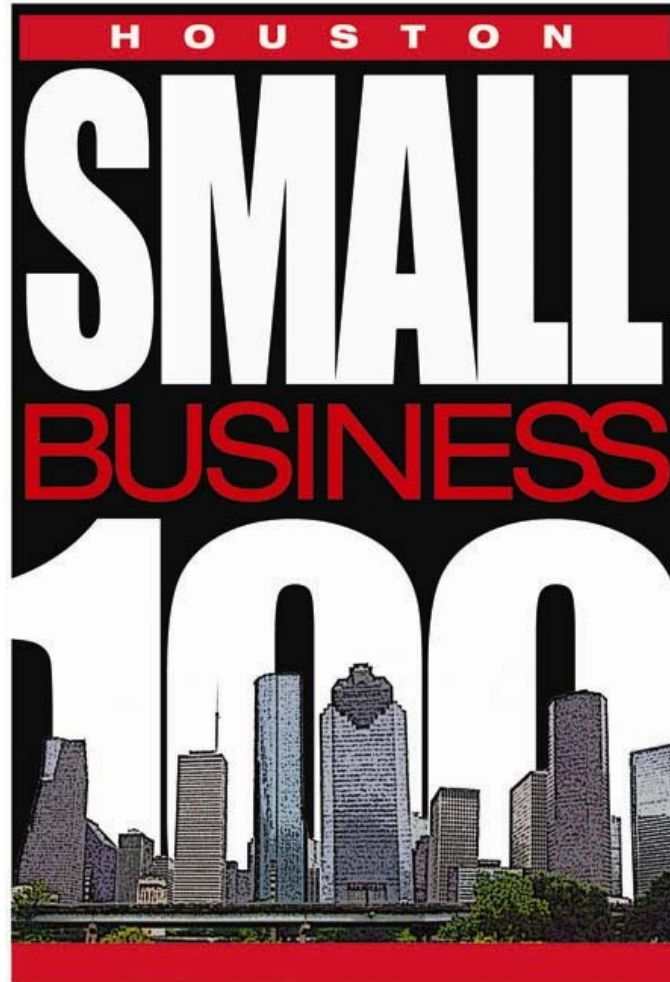




# Making Progress, But More to Do!



# The Small Business Challenge



# The Mechanics of ISO Auditing



# There Are 9 Types of Audits





## 3<sup>rd</sup> Party Audits consist of 2 “stages”

- Stage 1: Document Review
- Stage 2: Onsite inspection and discussions. Evidence-based
  - No claim of statistical significance can be made!
  - Some standards establish guidelines (ISO 28001)
  - PS Prep standards **do not** use these guidelines (ANAB decision)
- ***No consulting can take place!***

Audit plan must be submitted in advance and agreed to by both parties. Discusses location, logistics, and process.

Management should be present for the beginning and end as well as for discussion on an “as needed” basis.

Have your paperwork ready. This is **not** covered in a Stage 1



# Stage 2: On-site Audits



- Executive Interviews
- Team discussions
- Survey's
- Record inspections  
- Not Statistical Sampling
- Documentation review
- Training records
- Contracts review
- Observations
- Customer correspondence

Audit Number:	Auditee:
Date of Audit:	Location:
Lead Auditor:	Team Member(s):



## BS 25999-2 STAGE 1 AUDIT REPORT

1. Complete the following table of locations to be included in the scope of the audit. Confirm information with the organization; DO NOT RELY ON INFORMATION INCLUDED IN THE F-27. Note: If distinct addresses exist for adjacent buildings, then these must be listed.

	Address	Description of activities	# of employees	# of Shifts
1				
2				
3				
4				
5				

### Planning the Business Continuity Management System

2a. Has the organization defined the scope of its business continuity management system (BCMS)?	<input type="checkbox"/> CONFORMS <input type="checkbox"/> NONCONFORMS <input type="checkbox"/> CONCERN
	Evidence of conformity, nonconformity, or concerns for follow-up at Stage 2: _____
	Document the scope here: _____
	List any exdusions here: _____
b. Has the organization identified the key products and services within the scope of its BCMS?	<input type="checkbox"/> CONFORMS <input type="checkbox"/> NONCONFORMS <input type="checkbox"/> CONCERN
	Evidence of conformity, nonconformity, or concerns for follow-up at Stage 2: _____
c. Has the organization set business continuity objectives that reflect consideration of the following: requirements for business continuity; organizational objectives and obligations; acceptable level of risk; statutory, regulatory and contractual duties and interests of its key stakeholders?	<input type="checkbox"/> CONFORMS <input type="checkbox"/> NONCONFORMS <input type="checkbox"/> CONCERN
	Evidence of conformity, nonconformity, or concerns for follow-up at Stage 2: _____
d. Has the organization documented a business continuity management policy that	<input type="checkbox"/> CONFORMS <input type="checkbox"/> NONCONFORMS <input type="checkbox"/> CONCERN

# Opening and Closing Meetings

This is where the work really begins

Auditors will expect management to be present

They will ask for confirmation of the scope statement

Suggestion:

- Don't volunteer to activities that are out of the plan
- Don't let someone who is not briefed on the protocol, speak!

The auditors will follow a prescribed format



[REDACTED]

**Auditee Name:** [REDACTED]  
**Address:** [REDACTED]  
**Phone Number:** [REDACTED]  
**Management Representative:** [REDACTED]  
**Audit Number:** [REDACTED]  
**Audit Criteria/Standard:** [REDACTED]  
**Type of Audit:** Registration, Surveillance #, etc.  
**Audit Date(s):** [REDACTED]  
**Lead Auditor:** [REDACTED]  
**Audit Team:** [REDACTED]  
**Technical Expert(s):** [REDACTED]  
**Employee Count:** [REDACTED]  
**Number of Shifts:** [REDACTED]  
**Revision of the audit plan:** [REDACTED]  
**Audit Scope:** [REDACTED] auditor-days ([REDACTED] days on-site/ [REDACTED] days off-site) of [REDACTED]'s management system for the insert descriptive scope statement here.  
**SIC/EANACE Code:** [REDACTED]  
**Audit Objectives:** To assess the adequacy, effectiveness and conformance of [REDACTED]'s management system, by reviewing the extent to which:

- The organization adheres to its own policies and procedures,
- The organization conforms with the requirements of the standard/technical specification, and
- The organization is effectively achieving its own objectives.
- insert any other objectives here
- insert any other objectives here

**Reference Documents:** The audit will be conducted in accordance with:

- ISO 19011: 2002, *Guidelines for quality and/or environmental systems auditing*
- PJR-4, *Handbook for Quality, Environmental, and Occupational and Safety Management System and Responsible Care* © Auditors
- PJR-11 *Audit Matrices*, Rev. [REDACTED] Dated [REDACTED]
- PRO-3, *PJR Registration Mark/Logo Use Procedure*
- insert any other reference documents here
- insert any other reference documents here

**Audit Working Language:** [REDACTED]  
**Audit Reporting Language:** [REDACTED]  
**Matters Related to Confidentiality:** Except where required by law, statute or the regulations of its accreditation bodies, PJR treats as strictly confidential any information that comes into its possession during pre-audit, audit, and post-audit activities.

**Resource Requirements:** Please provide a hard copy of your documentation, a simple lunch on-site, access to photocopy and facsimile equipment, and a private work area for auditor review.  
**Note 1:** The times, processes and elements audited are subject to change as conditions warrant.  
**Note 2:** Auditors assume all information included on this audit plan is correct, unless notified otherwise by the auditee.

**Form #** F-184      **Issued:** 05/09/05      **Revised:** 09/22/06      **Rev. 1.3**  
**Effective:** 09/22/05      **Transmittal:** N/A      **Page 1 of 4**

**Date:** September 30, 2008  
**Site Name:** [REDACTED]

Time	Process <small>Process names must mirror those processes used in the Auditee's Interaction of Processes. Titles or clauses from the appropriate standard are not acceptable nor are generic process names.</small>	Clause Numbers Likely to be Audited	Auditor (Name, title and/or initials)	Auditee (Name, title and/or initials)
9:00am	Opening Meeting -- Re-verification of Scope: facilities, employees, services -- Introduction of PJR audit team and UA BCM team -- Introduction and ground-rules for UKAS witness team			
9:30	PLANNING / BCM OBJECTIVES -- UA key business processes / products / services -- UA policy and objectives -- statutory/regulatory/contractual duties -- Internal Audit Findings—focus for verification -- Management Review -- opportunity for improvement (action items) -- preventive and corrective actions -- BIA/ Risk Analysis Review	3.1, 3.2, 6.1, 6.2, 6.1, 6.2, 4.1, 4.2	DB / LB	
11:00	COMPLIANCE PROCESS -- Risks, Criticality, Disruptions/Impact, MTD, RTO -- Dependencies / Outsourcing—links with Toledo -- Resources -- Incident response / management plans -- Exercising -- Competency -- Records / Document Controls	4.1, 4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	DB	
11:00	TRADING PROCESS -- Risks, Criticality, Disruptions/Impact, MTD, RTO -- Dependencies / Outsourcing—links with Toledo -- Resources -- Incident response / management plans -- Exercising -- Competency -- Records / Document Controls	4.1, 4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	LB	
12:30pm	WORKING LUNCH—AUDITOR CAUCUS			
1:15	TRADING PROCESS -- Risks, Criticality, Disruptions/Impact, MTD, RTO -- Dependencies / Outsourcing—Links with Toledo -- Resources -- Incident response / management plans -- Exercising -- Competency	4.1, 4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	DB	

Extending longer working hours in a single day can not be used as a strategy to decrease the required auditor-days except in the case of auditing production on off-site.  
 In addition to this audit plan, the organization's sequence and interaction of processes could be carried by each auditor and referred to throughout the audit, as needed.  
**Form #** F-184      **Issued:** 05/09/05      **Revised:** 09/22/06      **Rev. 1.3**  
**Effective:** 09/22/05      **Transmittal:** N/A      **Page 2 of 4**

# Audit Plan Continued

	--Records / Document Controls			
1:15	SCANNING / TELEPHONY -- Risks, Criticality, Disruptions/Impact, MTD, RTO --Dependencies / Outsourcing—Links with Toledo -- Resources --Incident response / management plans --Exercising --Competency --Records / Document Controls	4.1,4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	LB	
4:00	AUDITOR CAUCUS---Verification of training records; review of exercise records and BCM arrangements / change controls. Review for Day 2		DB/LB	
4:45	Day 1 Review with UA/BCM Team			
DAY 2	October 1, 2008			
9:00am	Arrive at site—Identify any audit plan changes			
9:15	CLIENT INTERFACE & CLIENT PAPERWORK PROCESSES -- Risks, Criticality, Disruptions/Impact, MTD, RTO --Dependencies / Outsourcing—Links with Toledo -- Resources --Incident response / management plans --Exercising --Competency --Records / Document Controls	4.1,4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	DB	
9:15	MAIL HANDLING PROCESS -- Risks, Criticality, Disruptions/Impact, MTD, RTO --Dependencies / Outsourcing—Links with Toledo -- Resources --Incident response / management plans --Exercising --Competency --Records / Document Controls	4.1,4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	LB	
11:30	MARKETING PROCESS -- Risks, Criticality, Disruptions/Impact, MTD, RTO --Dependencies / Outsourcing—Links with Toledo -- Resources --Incident response / management plans --Exercising --Competency --Records / Document Controls	4.1,4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	LB	
12:30pm	WORKING LUNCH—AUDITOR CAUCUS			
1:15	CLIENT DATABASE & WEB-SITE MANAGEMENT PROCESSES -- Risks, Criticality, Disruptions/Impact, MTD, RTO --Dependencies / Outsourcing—Links with Toledo -- Resources --Incident response / management plans	4.1,4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	DB	

	--Exercising --Competency --Records / Document Controls			
1:15	FINANCIAL MANAGEMENT PROCESS -- Risks, Criticality, Disruptions/Impact, MTD, RTO --Dependencies / Outsourcing—Links with Toledo -- Resources --Incident response / management plans --Exercising --Competency --Records / Document Controls	4.1,4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	LB	
3:00	BCMS MONITORING PROCESS—INTERNAL AUDIT PROGRAM MANAGEMENT --plans/schedules --procedures --auditor competency --review of CA/PA documentation /procedures	4.1,4.2, 4.3, 4.4, 3.4, 3.3, 3.2.4	LB	
4:00	AUDITOR CAUCUS---Verification of training records and BCMManagements /change controls.			
4:45	Day 2 Review with UA/BCM Team			
DAY 3	October 2, 2008			
9:00am	REVIEW OF INCIDENT RESPONSE STRUCTURE AND VERIFICATION OF CONTINUITY / INCIDENT PLANS --resources --stakeholder communication --strategies --media interface	4.3, 4.4, 4.4.3, 3.4.3, 3.4.2, 3.2.4	DB/LB	
10:30	AUDITOR CAUCUS, FOLLOW-UP ISSUES, REPORT PREPARATION—Pre-Closing Meeting with Auditee		DB/LB	
12:30pm	CLOSING MEETING			
1:00pm	End of Audit---Leave Site			

# A Typical Audit Module

<Enter Name of Organization, Institution, Company Here>												
NRS Models				Additional Material	Audit Performance					Timeline		(Red) Major Non Confor (Lavendor) Minor Non Conf (Orange) Observation (Green) Item documented, n (Black) Not applicable.
RMM Priority	12 Areas of Control	Zone Priority	NFPA 1600 Standard on Disaster / Emergency Management & Business Continuity Programs	Sample Evidence	Major NonCom	Minor NonCom	Observation	Conforms	N/A or Out of Scope	Corrective Action Timeframe		
1-5		1-5			0	0	0	0	0	Month	Year	
<b>Chapter 4 - Program Management</b>												
	Governance		<b>4.1 Leadership and Commitment</b> 4.1.1 The entity leadership shall demonstrate commitment to the program to prevent, mitigate the consequences of, prepare for, respond to, and recover from emergencies.  4.1.2 The leadership commitment shall include the following: (1) Policies, plans, and procedures to implement and maintain the program. (2) Resources to support the program. (3) Reviews and evaluations to ensure program effectiveness. (4) Correction of deficiencies.  4.1.3 The entity shall adhere to policies, execute plans, and follow procedures developed to support the program. 4.1.4 Leadership shall integrate with, complement and not replace policies, plans, procedures or defined responsibilities.									
			<b>4.2* Program Coordinator.</b> The program coordinator shall be appointed by the entity and authorized to administer, evaluate and maintain the program. <b>4.3* Program Committee.</b> 4.3.1 * A program committee shall be established by the entity in accordance with its policy. 4.3.2 The program committee shall provide input to or assist in the coordination of the preparation, implementation, evaluation, and revision of the program. 4.3.3 The program committee shall include the program coordinator and others who have the expertise, knowledge of the entity, and the capability to identify resources from all key functional areas within the entity and shall solicit applicable external representation.									
			<b>4.4* Program Administration.</b> The entity shall have a documented program that includes the following: (1) Executive policy including vision, mission statement, roles and responsibilities, and enabling authority (2) Program goals, objectives, and method of program evaluation (3)*Program plans and procedures to include the following: 1. Anticipated cost 2. Priority 3. Time to accomplish 4. Resources required (4) Applicable authorities, legislation, regulations, and industry codes of practice									

- **Auditors have 5 options**
  - **Conforms** to Standard – Goal of every audit!
  
  - **Minor (Partial) Non Conformance**
    - Single lapse, isolated incident, not likely to cause systemic failure
  
  - **Major Non Conformance**
    - Systemic breakdown
    - Pattern of failure or breakdown of policy/ procedure
    - Absence of a required or necessary control/ procedure/ policy
  
  - **Observation** – comment on out of scope item (rare)
  
  - **Not Applicable** – asked to comment on an out of scope item

- Identify appropriate sources of information
- Collect/review an *appropriate* amount of information
  - This **is not** a statistically significant sampling exercise
  - Evidence may be gathered in many ways
    - Interviews
    - Records, including meeting minutes, sign-in sheets, copies of presentation material, post-meeting follow-up notes, emails, copies of contracts (esp. if SLA are involved), etc.
    - Team/Department meetings and discussions
    - Observations
- The goal is not to find problems, but indications and patterns

- Occasionally, auditors may ask for a chance to “huddle.” Please provide a private location for this.
- Auditee can also call for a “time out” to review issues and discuss performance of the audit team
- At the closing meeting each day, ask for a detailed progress report.
- Make sure there is sufficient time at the closing meeting to get clarification on all findings.
- Stay on top of the auditor to deliver written findings in a timely and professional manner.



United Kingdom Accreditation Service – Assessment Report – Continuation sheet BE No. 75651 UKAS Ref. No(s) 0105C		
Appendix 3 - Witness assessment checklist		
<b>WITNESSED ASSESSMENT CHECKSHEET</b>		Date: 26-27 February 2008
Certification/Notified Body: PJR Japan	Number: 0105C	CB/NE Assessment Team: Lead: <u>Yashuhide Nagamatsu</u> Others: <u>Masamichi Shinohara</u> (BCM contract auditor) <u>Ryo Fujita</u> (BCM contract auditor trainee) <u>Tsuji</u> (PJR management observer)
Client company: EPCO Co Ltd, <u>Mtsui</u> , Life Insurance <u>Senju</u> Bldg: 4/F <u>Senju Nakamachi</u> 41-1, Adachi-Ku, Tokyo  Site at Okinawa also visited.  Company size: Recorded as 242 in company supplied overview across 4 sites; Tokyo, Okinawa, <u>Shen</u> Zhen and Hong Kong. Proposed that only Japan offices in scope (but see comments later). Differing figures obtained during audit totalling 158 Japan and 189 China No. of days: 4 man-days planned for stage 2 : ~3 effective man-days delivered		
Audit standards and scope (i.e. <u>EAP/ACE</u> ): <i>Is the scope and any exclusions correct for the client?</i> BS 25999-2: 2007 Scope: Type of audit: Initial Stage 2 audit for BCM		Accreditation/Assessment standard(s): ISO/IEC 17021: 2006 (E)
UKAS Assessment team and roles Martyn Cheesbrough – Lead John Sharp – Technical Expert BCM <u>Mayuko Inokuchi</u> - Translator provided by PJR <u>Miyuki Sasaki</u> - Translator provided by PJR		UKAS Assessment manager <u>Brian Hough</u> (not attending)
<b>Audit Plan</b> (is the plan clear and achievable, for ISO 9001 is it process-based)? The plan was structured against the clause requirements of BS 25999-2 for each of the two sites, and indicated where it was planned for each auditor to work independently		
Does the plan include provision to close-out any previous findings? No specific provisions were included to close out findings from stage 1, although these could be addressed within the clauses listed.		
<b>Opening Meeting</b> (does it cover all aspects in accordance with ISO 19011?): A well-conducted opening meeting, covering all relevant elements of ISO 19011. A suitable review was presented at the end of day 1 and opening meeting on day 2.		
<b>Audit Team activities</b>		
Overall preparedness	Both members of the team had suitable equipment and materials. No specific H&S requirements	
Interactions within team	There was little evidence of either formal or informal interaction within the team, other than to start and complete sections as allocated within the plan. During day 1 the lead auditor performed 95% of the audit questioning, this including the site tour. At times, even when working separately the auditors appeared to be reviewing material in duplicate- e.g. internal audit and management review. On the last day there was one example where the team reviewed the plan to ensure review of preventative actions was not duplicated. Hence	

United Kingdom Accreditation Service – Assessment Report – Continuation sheet BE No. 75651 UKAS Ref. No(s) 0105C	
Appendix 6 - Summary review by UKAS technical expert	
Overall Observations	
1/	There is a clear mismatch between what the EPCO directors and [redacted] auditors see what BS25999-2 and BCM covers and the intention of the standard. Japan looks on BCM as disaster recovery following major incidents, e.g. earthquake. The standard covers prevention of disruptions and recovery from any disruptive incident.
2/	In the main the EPCO audit looked at the BCMS and the areas covering emergency management and IT failures.
3/	The scope of EPCO certification was not clearly defined at Stage 1 and still appeared to miss key elements at Stage 2.
4/	Consideration was not given to the role of EPCO suppliers, partners and customers in supplying service to the home occupier when considering the call centre. Also the assumption was made if the EPCO Tokyo office is destroyed so would the major customers and suppliers premises. This is more than likely not to be the case in non-earthquake situations.
5/	EPCO staff awareness was only tested around the existence of the policy document and what actions would be taken in the case of an earthquake or 'blackout'. BCM awareness was not tested by the auditors at either location.
6/	I have no confidence that BCPs for EPCO were complete and covered the totality of the call centre operations or Design Services. The auditors did not verify this.
7/	The importance of exercising was not fully appreciated by EPCO and there appeared to be no 'lessons learnt' reports as a result of tests already carried out. The auditors did not pursue this important issue.
8/	EPCO internal audit of BCM was not effective at the time of audit, lack of training.
9/	Concerns with the way auditors, (both lead and technical), did not 'funnel down' on BCM issues within EPCO. There was more in depth investigation on the BCMS and IT areas by the lead auditor.
10/	Auditor was expressing opinion and giving advice to EPCO in the areas where he was experienced, management systems and IT.
11/	There is a major concern about the serious lack of BCM training across all areas of responsibility within [redacted]. The planned courses however will be of an appropriate standard and will be cascaded from auditors to other areas of responsibility.
12/	The [redacted] sales documentation and procedure manuals were satisfactory.
13/	Individual contracts, job descriptions and career histories were in place for all [redacted] employees interviewed.
14/	Contracts, confidentiality agreements and codes of practice were in place for external contractors.

Certification/ Registration is awarded!

- surveillance audit scheduled

Provisional Certification/ Registration is awarded!

- One (or more) **minor** non-conformance areas
- Requires a program of *Preventative* and *Corrective* actions
- Time-sensitive re-examination
- May require a re-audit (more expensive)

Failed Audit

- **One** or more **major** non-conformance areas
- Multiple (?) minor non-conforming areas



The Goal  
: SDoC

Choices

Sample  
Evidence

Self-Assessment#1 : PS-PREP Evaluation: British Standard (BS) 25999 More Info

Technical Help  
Search  
Glossary  
Save  
Print  
E-mail (Enterprise Use Only)  
Other Relevant Assessments  
Run Report

**Question 1 of 4**  
**Standard Specification – (Clause 4.1.1) Business Impact Analysis**

*"There shall be a defined, documented and appropriate method for determining the impact of any disruption of the activities that support the organization's key products and services (see 3.2.1)."*

**Statement of Conformance**  
*Referencing the above clause of the standard, my organization is in*

Conformance     Minor Non-Conformance     Major Non-Conformance     Not Applicable

*with the standard*

**Sample Evidence:**  
*The following are examples of the type of evidence needed to substantiate a claim of*  
**Conforms** *to this section of the standard:*

- Can you produce proof that BIA interviews were conducted?
- Do you have records showing that BIA workshops were held?
- Do you have records showing when and how BIA surveys were used?
- Do you have worksheets showing who conducted the BIA?
- Does your BIA include RTO and MTPOD calculations?
- Can you provide evidence that shows interdependencies in the BIA?

**Notes and Observations:**

Self Assessment Content			BS 25999: 2007, Part 2 Specification	Self Assessment Findings				Self Assessment Documentation	
Reference Clause	Element	Standard Area of Practice		Conforms	Minor NonCom	Major NonCom	N/A or Out of Scope	Illustration of Acceptable Evidence	Note and Observations on Additional Evidence
4.1.1	Implementing and Operating the BCMS	BIA	"There shall be a defined, documented and appropriate method for determining the impact of any disruption of the activities that support the organization's key products and services (see 3.2.1)."					<input checked="" type="checkbox"/> Can you produce proof that BIA interviews were conducted? <input checked="" type="checkbox"/> Do you have records showing that BIA workshops were held? <input type="checkbox"/> Do you have records showing when and how BIA surveys were used? <input checked="" type="checkbox"/> Do you have worksheets showing who conducted the BIA? <input type="checkbox"/> Does your BIA include RTO and MTPOD calculations? <input type="checkbox"/> Can you provide evidence that shows interdependencies in the BIA?	
4.1.2	Implementing and Operating the BCMS	BIA	Risk Assessment Description.					<input checked="" type="checkbox"/> Can you produce proof that BIA interviews were conducted? <input checked="" type="checkbox"/> Do you have records showing that BIA workshops were held? <input type="checkbox"/> Do you have records showing when and how BIA surveys were used? <input checked="" type="checkbox"/> Do you have worksheets showing who conducted the BIA? <input type="checkbox"/> Does your BIA include RTO and MTPOD calculations? <input type="checkbox"/> Can you provide evidence that shows interdependencies in the BIA?	
4.1.3	Implementing and Operating	BIA	(Clause 4.1.3) Description.					<input type="checkbox"/> Can you produce proof that BIA interviews were conducted? <input type="checkbox"/> Do you have records showing that BIA workshops were held? <input type="checkbox"/> Do you have records showing when and how BIA surveys were used?	

