

2008 Continuity Insights/KPMG Business Continuity Benchmarking Report



Study Methodology

The sample for the Continuity Insights/KPMG Business Continuity Management Benchmarking Study was obtained from the circulation of Continuity Insights magazine via its printed publication, its website, direct mail and email notification efforts. Respondents were directed to a website to complete this survey online. The survey consisted of 47 questions, with an average time of 17 minutes required to complete the questionnaire. As an incentive, respondents were offered a copy of the study results and the opportunity to benchmark their responses to specific study criteria of their selection. The study was closed on January 23, 2008, at which time 872 usable responses had been received.

Preparation of the online survey, tabulation, and reporting was conducted by TriMedia Worldwide. For more information on study methodology, contact us at info@trimediaww.com.



About Continuity Insights

Continuity Insights magazine, its conference and electronic media options address the enterprise-wide priorities that mandate the need for business continuity management at the highest levels of the organization. *Continuity Insights* is continuity from a management's perspective. It speaks directly to the strategic view, embracing the issues and concerns of senior-level managers. With its results-oriented approach, *Continuity Insights* achieves a balance of awareness and acceptance for various business continuity initiatives. Its comprehensive review of the vast continuity landscape includes topics such as the integration of critical business and technology issues, public and private sector agendas, management profiles, case studies, executive opinions, lessons learned, best practices, industry trends, and much more. For further information, call (215) 230-9556 or bob@continuityinsights.com, or visit www.ContinuityInsights.com.



About KPMG Advisory Services

In a competitive environment, few organizations can afford costly interruptions to business processes or capabilities. But the continuity of core services, technologies, and operations is constantly threatened by technology infusions, security breaches, rapidly evolving processes, and new business ventures. KPMG has developed a proactive approach to help mitigate risks, provide for change control, and establish continuity of business functions and capabilities. Our highly skilled Advisory Services professionals help clients maintain control of their businesses while reducing systems-related risk. They have the knowledge and experience to help organizations maintain security, reliability, and availability of crucial technology systems, while growing their businesses. KPMG LLP, the audit, tax and advisory firm (www.us.kpmg.com), is the U.S. member firm of KPMG International. KPMG International's member firms have 103,000 professionals, including 6,700 partners, in 144 countries. To learn more about how KPMG can help, contact us at us-advisoryservices@kpmg.com or visit www.us.kpmg.com.



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Q1**Did you participate in last year's survey? (Fill in only one)**

Yes	40.44%
No	59.56%
	100.00%

Q2**Did you use last year's survey results to enhance and/or generate executive support for your BCM Program? (Fill in only one)**

Yes	20.16%
No	79.84%
	100.00%

PART A - Company/Government Agency Overview**Q3****Which best describes your primary type of business? (Fill in only one)**

Aerospace/Defense	0.46%
Automotive	0.46%
Banking/Financial Services	21.96%
Communications/Media	1.59%
Education	6.14%
Energy	1.59%
Entertainment/Media	0.57%
Government (Local Municipality)	3.64%
Government (State)	6.26%
Government (Federal)	4.66%
Healthcare (Hospitals/Healthcare Systems)	6.26%
Healthcare (Managed Care Companies/Organizations)	0.57%
Human Resources	0.11%
Insurance	8.65%
Manufacturing - Consumer Goods	2.16%
Manufacturing - Industrial Goods/Technology Products	2.84%
Not-for-profit organization	0.80%
Pharmaceutical/Medical Device/Other Healthcare Products	1.48%
Professional Services (Business Continuity Consulting/Operational Risk Consulting)	5.35%
Professional Services (IT/Business Process Outsourcing)	0.34%
Professional Services (Hospitality/Legal/Real Estate)	1.37%
Professional Services (Other)	0.46%
Retail/Wholesale	2.62%
Technology - Services	3.19%
Technology - Software/Hardware	2.50%
Technology - ASP/ISP	0.80%
Telecommunications	2.62%
Transportation	2.39%
Utilities	3.30%
Other	4.89%
	100.00%

Q4**How many people are employed (at all locations)? (Fill in only one)**

Less than 25	7.67%
25 to 99	4.01%
100 to 499	6.99%
500 to 999	7.56%
1,000 to 4,999	25.43%
5,000 to 9,999	12.14%
10,000 to 19,999	13.29%
20,000 or more	22.91%
	100.00%

Q5**Which best describes your type of entity or enterprise? (Fill in only one)**

Public company	43.74%
Privately-held company	26.98%
Government agency or authority (e.g. PA Turnpike)	17.80%
Not-for-profit organization	11.48%
	100.00%

Q6**What is the geographical range of your companys operations? (Fill in only one)**

Regional - Single site operation in one location in the U.S.	4.35%
Regional - Multi-site operations in one region in the U.S.	28.64%
National - Multi-site operations throughout the U.S.	19.70%
North America - Multi-site operations throughout the U.S., Canada and Mexico	9.39%
Americas - Multi-site operations throughuot North and South America	1.03%
Global - Multi-site operations worldwide	36.88%
	100.00%

Q7**What are your companys approximate annual revenues? (Fill in only one)**

Less than \$10 million	12.94%
\$10 million to \$50 million	6.76%
\$50 million to \$100 million	4.81%
\$100 million to \$500 million	10.08%
\$500 million to \$1 billion	10.31%
\$1 billion to \$5 billion	22.79%
\$5 billion to \$10 billion	18.79%
More than \$10 billion	5.73%
Not Applicable	7.79%
	100.00%

PART B - Respondent Overview

Q8

Which best describes your primary job function? (Fill in only one)

Business Continuity Management or BC Coordinator in Corporate Program Office	42.73%
Business Continuity Coordinator in Business Unit/Site/Support Group	8.93%
Corporate Management	5.27%
Compliance/Internal Audit	0.57%
Crisis Management/Emergency Management	5.84%
Customer Service/Operations/Manufacturing/Distribution	0.11%
Enterprise Risk Management	1.37%
Employee Health and Safety	2.06%
Facilities Management/Real Estate	0.34%
Finance/Accounting	2.75%
Human Resources	0.11%
Insurance/Liability Management	0.11%
IT/IS Management (not dedicated to IT Disaster Recovery Planning)	5.73%
IT Disaster Recovery (IT DR) Planning	10.65%
Information Security	1.26%
Legal	0.34%
Records Management	0.00%
Security Management	1.72%
Consultant/Analyst	5.50%
Other	4.58%
	100.00%

PART C - Business Continuity Management Program and Governance Overview

Q9

How long has the BCM Program or initiative been in place in your company? (Fill in only one)

Less than 1 year	12.83%
1 year to 3 years	23.83%
3 years to 5 years	22.68%
5 years to 10 years	25.20%
10 years to 20 years	13.06%
More than 20 years	2.41%
	100.00%

Q10

What are the primary reasons that your enterprise has established a BCM program? (Select all that apply)

Audit finding	11.00%
Continuity of business operations	83.62%
Customer request or requirement	23.25%
Government regulations/Compliance	45.36%
Industry standard	28.52%
Reputation	13.97%
Required by law	6.30%
Unique competitive advantage	14.55%
Establishment of internal policy and associated procedures	10.42%
Other	6.64%
	100.00%

Q11**How do you measure the performance of your BCM program? (Select all that apply)**

Audit findings	51.78%
Benchmarking/comparison to industry norms	31.84%
Maturity modeling	15.81%
Metrics program (including executive reporting)	30.58%
Performance reviews	22.68%
Business Continuity Plan exercises	71.71%
Service level monitoring	13.75%
Review program capabilities vs standards	8.71%
Technology recovery test results	16.61%
N/A - We do not measure BCM performance	13.97%
	100.00%

Q12**Does your organization have a designated program coordinator authorized to administer and keep the BCM Program current? (Fill in only one)**

Yes	93.70%
No	6.30%
	100.00%

Q13**Does your organization have a Senior Management Advisory or Steering Committee that provides input and assistance in the preparation, implementation, evaluation and revision of the BCM Program? (Fill in only one)**

Yes	66.51%
No	33.49%
	100.00%

Q14**Which best describes the job title of the program coordinator for BCM in your organization? (Fill in only one)**

Director, Manager, Vice President of Business Continuity Management	18.46%
Director, Manager, Vice President of Risk Management	14.68%
Director, Manager, Vice President of Information Technology	12.04%
CEO/President	4.24%
Chief Operating Officer	2.75%
Chief Financial Officer	1.03%
Chief Information Officer	4.13%
Chief Risk Officer	2.52%
Chief Security Officer, VP/Director	5.85%
Other Corporate/Executive Management	7.11%
Specific Department Manager/Director	11.93%
Other	15.25%
	100.00%

Q15

**Which best describes the job title of the executive champion for BCM in your organization?
(Fill in only one)**

CEO/President	17.75%
Chief Operating Officer	3.32%
Chief Financial Officer	3.32%
Chief Information Officer	13.06%
Chief Risk Officer	7.22%
Chief Continuity Officer	11.34%
Emergency Management	1.60%
Vice President, Information Technology	7.10%
Other Corporate/Executive Management	17.07%
Specific Department Manager/Director/VP (not a C-Level executive). Please identify the business function (name of department):	18.21%
	100.00%

Q16

Which best describes the C-Level executive with ultimate reporting responsibility for your BCM program? (Fill in only one)

CEO	16.28%
Chief Administrative Officer	1.38%
Chief Compliance Officer	1.03%
Chief Operating Officer	11.81%
Chief Financial Officer	11.47%
Chief Information Officer	18.81%
Chief Information Security Officer	1.26%
Chief Risk Officer	7.11%
Chief Security Office, VP/Director	6.65%
Chief Technology Officer	0.92%
General Counsel	1.49%
President	2.06%
Other C-Level Executive (Please identify the corporate/executive management title)	19.72%
	100.00%

Q17

For the following question, please estimate the number of Full Time Equivalent (FTE) headcount who are dedicated to your BCM program in your Corporate Program Office AND in your various Business Units/Functions (including contractors and/or consultants).

A. CORPORATE PROGRAM OFFICE

0 to 2 FTEs	64.38%
3 to 5 FTEs	17.87%
6 to 9 FTEs	8.82%
10 to 20 FTEs	3.78%
More than 20 FTEs	5.15%
	100.00%

B. VARIOUS BUSINESS UNITS/FUNCTIONS

0 to 2 FTEs	57.00%
3 to 5 FTEs	17.55%
6 to 9 FTEs	9.75%
10 to 20 FTEs	6.54%
More than 20 FTEs	9.17%
	100.00%

PART D - Current Program Budget

Questions 18 and 19 address approximate annual budget for BCM capabilities, products and services. Note: In some organizations, the Information Technology Disaster Recovery (IT DR) program is integrated within the BCM program framework. When answering Questions 18 and 19, please DO NOT include those budget dollars associated with the IT DR program in determining your response.

Q18

As a follow-up to Question #17 (above), please estimate the budget for the staff that are in place in your Corporate Program Office AND in Business Units/Functions (including contractors and/or consultants). (Please include in your estimate loaded salary, benefits, overhead, travel and living expenses.)

A. CORPORATE PROGRAM OFFICE

Less than \$250,000	42.61%
\$250,000 to \$500,000	29.90%
\$500,000 to \$1 million	11.80%
\$1 million to \$5 million	12.14%
\$5 million to \$10 million	2.18%
\$10 million to \$50 million	1.03%
More than \$50 million	0.34%
	100.00%

B. VARIOUS BUSINESS UNITS/FUNCTIONS

Less than \$250,000	54.47%
\$250,000 to \$500,000	24.77%
\$500,000 to \$1 million	8.60%
\$1 million to \$5 million	7.68%
\$5 million to \$10 million	2.87%
\$10 million to \$50 million	0.92%
More than \$50 million	0.69%
	100.00%

Q19

Please estimate individually your budget for the following components of your BCM Program. (Fill in one only for each line)

A. BCM Program Third-Party Consultants (Include program assessments, improving capabilities, etc)

Less than \$250,000	89.22%
\$250,000 to \$500,000	5.39%
\$500,000 to \$1 million	3.21%
\$1 million to \$5 million	0.57%
\$5 million to \$10 million	1.15%
\$10 million to \$50 million	0.11%
More than \$50 million	0.34%
	100.00%

B. BCM Software and Hardware (Include plan-related document repository and emergency notification solutions)

Less than \$250,000	84.63%
\$250,000 to \$500,000	7.91%
\$500,000 to \$1 million	4.24%
\$1 million to \$5 million	2.87%
\$5 million to \$10 million	0.00%
\$10 million to \$50 million	0.00%
More than \$50 million	0.34%
	100.00%

C. Work Area Recovery (Include recovery site costs, third-party service providers, etc)

Less than \$250,000	77.52%
\$250,000 to \$500,000	10.55%
\$500,000 to \$1 million	5.28%
\$1 million to \$5 million	3.90%
\$5 million to \$10 million	1.49%
\$10 million to \$50 million	0.34%
More than \$50 million	0.92%
	100.00%

D. Training and Awareness Programs (Include internal training and related costs, external training, registration fees, travel and living expenses for conference attendance, etc)

Less than \$250,000	94.27%
\$250,000 to \$500,000	2.29%
\$500,000 to \$1 million	1.83%
\$1 million to \$5 million	1.15%
\$5 million to \$10 million	0.00%
\$10 million to \$50 million	0.11%
More than \$50 million	0.34%
	100.00%

E. BCM Program Exercises (Include planning, conducting exercises, third-party participation, travel and living

Less than \$250,000	88.07%
\$250,000 to \$500,000	5.50%
\$500,000 to \$1 million	4.13%
\$1 million to \$5 million	1.49%
\$5 million to \$10 million	0.46%
\$10 million to \$50 million	0.00%
More than \$50 million	0.34%
	100.00%

PART E - Current BCM Program Scope and Program Status

Q20

Which best describes how funds are allocated for business continuity initiatives? (Fill in only one)

On a case-by-case basis based on individual needs.	45.85%
As an individual line item in each functional budget.	15.28%
On a hybrid chargeback basis with a base fee plus additional usage charges.	4.81%
As a percent of IT budget.	4.81%
As a percent of risk management budget.	4.81%
As a percent of individual functional budget.	3.49%
Importance of data and systems at risk.	13.12%
Other, please briefly describe how funds are allocated.	7.82%
	100.00%

Q21

Does your organization currently make strategic marketing use of its business continuity management program? (Fill in only one)

Yes	27.95%
No	72.05%
	100.00%

Q22

Which best describes the impact to your company of the NFPA 1600 Standard on Disaster/Emergency Management & Business Continuity Programs (2007 Version)? (Fill in only one)

We are not aware of NFPA 1600	26.32%
We are aware of NFPA 1600 but have not enhanced our program to address NFPA 1600	41.95%
We are enhancing our program to address NFPA 1600	15.63%
We have already enhanced our program to address NFPA 1600	10.11%
We believe that our program is compliant with the 2007 Version of NFPA 1600	5.98%
	100.00%

Q23

Which best describes your company's current BCM program status? (Fill in only one)

There is no business continuity management program in place.	4.47%
We are currently in the process of establishing a BCM Program, defining program governance, scope, objectives, budgeting and format for plans.	11.23%
We are currently in the Assessment phase (i.e. Risk Assessment, Business Impact Analysis, Strategy Selection) for the first time in the program's lifecycle.	6.53%
We are currently developing Business Continuity Plans, Crisis Management Plans and Disaster Recovery Plans .	19.59%
We have a BCM Policy, Senior Management Steering or Advisory Committee, Business Continuity, Crisis Management and Disaster Recovery Plans in place and have developed a process for updating those plans on a regular basis to reflect changes in the business and lessons learned from exercises, tests or real events.	58.19%
	100.00%

Q24

If your company currently has business continuity plans, what best describes the plan scope? (Fill in only one)

There are business continuity plans in place for certain departments and sites.	44.44%
There are business continuity plans in place for all departments and sites.	17.14%
There are enterprise-wide business continuity plans in place.	19.27%
There are enterprise-wide plans in place that include interdependencies with critical service providers and suppliers	19.15%
	100.00%

Q25

Has your BCM Program been enhanced this past year due to the threat of Avian flu? (Fill in only one)

Extremely	7.67%
Very much	21.53%
Somewhat	47.88%
Not at all	22.91%
	100.00%

**PART F - Integration of BCM Program with Related
Risk Management Program Capabilities**

Q26

**How well integrated is the BCM Program with the following capabilities?
(Fill in one answer for each line)**

A. Compliance/Audit

Extremely	17.09%
Very much	27.48%
Somewhat	42.38%
Not at all	13.05%
	100.00%

B. Corporate Security

Extremely	19.98%
Very much	37.08%
Somewhat	33.41%
Not at all	9.53%
	100.00%

C. Crisis Management

Extremely	29.38%
Very much	36.98%
Somewhat	26.38%
Not at all	7.26%
	100.00%

D. Employee Health and Safety

Extremely	17.22%
Very much	36.74%
Somewhat	36.97%
Not at all	9.07%
	100.00%

E. Enterprise Risk Management

Extremely	16.03%
Very much	33.22%
Somewhat	38.64%
Not at all	12.11%
	100.00%

F. Facilities/Real Estate Management

Extremely	16.30%
Very much	36.28%
Somewhat	35.36%
Not at all	12.06%
	100.00%

G. Information Technology Management

Extremely	38.28%
Very much	44.60%
Somewhat	14.37%
Not at all	2.76%
	100.00%

H. Information Security Management

Extremely	21.25%
Very much	40.53%
Somewhat	29.91%
Not at all	8.31%
	100.00%

Q26 (cont'd)**I. Strategic Sourcing/Procurement**

Extremely	4.73%
Very much	21.25%
Somewhat	48.38%
Not at all	25.64%
	100.00%

J. Strategic Planning

Extremely	9.07%
Very much	26.87%
Somewhat	43.17%
Not at all	20.90%
	100.00%

K. Relationships with Third Party Service Providers (Utilities, Telecommunications, Information Technology Service Providers or Business Process Service Providers)

Extremely	6.95%
Very much	26.52%
Somewhat	52.73%
Not at all	13.80%
	100.00%

L. Relationships with Public Authorities (Police, Fire, EMS, Local Emergency Management Agencies)

Extremely	9.91%
Very much	23.62%
Somewhat	47.70%
Not at all	18.78%
	100.00%

M. Management of Insurance Coverage

Extremely	10.53%
Very much	25.26%
Somewhat	39.42%
Not at all	24.80%
	100.00%

Q27

**What best describes the extent that the business continuity plans for 3rd party service providers (Utilities, Information Technology or Business Process Service Providers) are integrated within your business continuity management program?
(Fill in only one)**

Not integrated	25.32%
In the process of being integrated	23.94%
Integrated for certain mission critical 3rd party service providers	35.40%
Integrated for all mission critical 3rd party service providers	12.49%
Integrated for all 3rd party service providers	2.86%
	100.00%

Q28

What best describes the extent that the business continuity plans for key supply chain stakeholders that you rely on to deliver your products or services to market are considered and being managed within your business continuity management program? (Fill in only one)

Not integrated	34.02%
In the process of being integrated	29.10%
Integrated for certain supply chain stakeholders	32.99%
Integrated for all supply chain stakeholders	3.89%
	100.00%

PART G - Risk Assessments and Business Impacts

Q29

How often does your organization conduct Risk Assessments? (Fill in only one)

Annually	38.83%
Semi-annually	8.02%
In response to business changes	11.91%
Every two years	17.64%
Never	10.42%
Other	13.17%
	100.00%

Q30

How often does your organization conduct a Business Impact Analysis? (Fill in only one)

Annually	31.04%
Semi-annually	4.47%
In response to business changes	13.06%
Every two years	21.42%
Never	11.11%
Other	18.90%
	100.00%

Q31

How much would you estimate business disruptions have cost your enterprise in both outlays and internal (soft) costs in the past 12 months? (Fill in only one)

Less than \$100,000	42.73%
\$100,000 to \$499,000	16.61%
\$500,000 to \$999,999	6.19%
\$1 million to \$5 million	6.19%
More than \$5 million	2.06%
Do not know	26.23%
	100.00%

Q32

What would you estimate a major disruption would cost your company per hour? (Fill in only one)

Less than \$50,000	19.82%
\$50,000 to \$100,000	13.86%
\$100,000 to \$250,000	10.88%
\$250,000 to \$500,000	7.67%
\$500,000 to \$1 million	6.19%
\$1 million to \$5 million	6.41%
More than \$5 million	3.21%
Do not know	31.96%
	100.00%

PART H - Plan Activation

Q33

Have you experienced an interruption in the past year that caused you to activate any documented business continuity plans, crisis management plans or disaster recovery plans? (Fill in only one)

Yes	49.71%
No	50.29%
	100.00%

Q34

Have you experienced an interruption in the past year that caused you to activate any of the following documented recovery plans? (Select all that apply)

Application Recovery	28.78%
Data Center Recovery	15.02%
Data/Storage Technology Recovery	18.35%
Email Recovery	19.15%
Messaging Recovery	8.14%
Network Recovery	25.11%
Telephony Recovery	19.50%
Work Area Business Recovery	27.75%
None	40.60%

Q35

For the most recent interruption that required you to activate one or more business continuity plans, how well were your recovery time objectives met? (Fill in only one)

Completely	20.05%
Mostly	29.90%
Somewhat	12.71%
Not at all	3.44%
Not applicable	33.91%
	100.00%

PART I - Exercising Business Continuity Plans and Testing IT Disaster Recovery Plans

Q36

How often do you exercise the people aspects of your Business Continuity Plans? (Fill in only one)

Annually	51.09%
Semi-annually	15.92%
No exercise(s) within past year	15.92%
Never	9.28%
Other	7.79%
	100.00%

Q37

What other organizations were involved with your BCP exercises and/or IT DR tests? (Select all that apply)

None	44.61%
Public sector agencies (i.e. - police, fire, CDC, local and state emergency management, FEMA)	24.31%
Supply Chain partners (i.e. - suppliers, partners, joint ventures, parent company)	18.69%
Service Providers (i.e.- outsourced business process service providers, outsourced information technology service providers, utilities, telecommunications network service providers)	38.65%

Q38

When did your organization last conduct an exercise of the Business Continuity Plans including representatives from other key stakeholder organizations (e.g. supply chain partners, service providers, public sector agencies)? (Fill in only one)

In the past six months	26.00%
Within the last year	19.93%
Within the last two years	5.96%
More than two years ago	6.41%
Never	34.59%
Do not know	7.10%
	100.00%

Q39

When did your organization last conduct a test(s) of the IT Disaster Recovery Plans including representatives from other key stakeholder organizations (e.g. supply chain partners, service providers, public sector agencies)? (Fill in only one)

In the past six months	33.56%
Within the last year	18.79%
Within the last two years	6.30%
More than two years ago	4.35%
Never	26.46%
Do not know	10.54%
	100.00%

Q40**How often do you test the technology aspects of your IT DR plans? (Fill in only one)**

Annually	43.07%
Semi-annually	27.38%
No test within past year	11.34%
Never	6.07%
Other	12.14%
	100.00%

Q41**What elements of your BCM Program have you exercised and/or tested at least once in the past year? (Select all that apply)**

Departmental business recovery exercise	55.85%
Site-specific business recovery exercise	47.48%
Alternate site (work area recovery) exercise	43.00%
Mock crisis/emergency management exercise	46.90%
None	14.22%

Q42**What elements of your technology environment have you tested at least once in the past year? (Select all that apply)**

Application recovery tests with interdependent organizations (e.g. key suppliers)	38.42%
Disaster recovery test of all critical systems	51.72%
Redundant data centers tested and used as primary for duration of test	35.89%
Specific application recovery test	65.60%
None	7.45%

PART J - Training and Awareness**Q43****Did your employees get sufficient disaster/emergency management and business continuity management training in the past year? (Fill in only one)**

Yes	39.45%
No	60.55%
	100.00%

Q44**What was your organizations investment in disaster/emergency management and business continuity management training this past year in comparison to the year before? (Fill in only one)**

We spent more money in 2007 than in 2006	38.95%
We spent approximately the same amount of money in 2007 as in 2006	46.39%
We spent less money in 2007 than we did in 2006	14.66%
	100.00%

Q45

What types of training have your employees utilized? (Select all that apply)

Attend industry conferences	75.46%
Attend association meetings	60.78%
Attend continuing education courses at colleges/universities	23.05%
Internal company training	61.47%
Traning provided by third-party companies	26.26%
Pursue professional certification courses	45.87%
Undergraduate degree or graduate degree program	8.14%

PART K - Summary Questions

Q46

Would you like to receive a FREE copy of the studys final results? (Fill in only one)

Yes	95.65%
No	4.35%
	100.00%

Q47

Would you also like the oppportunity to benchmark your organization against the studys final results, FREE with complete confidentiality and without obligation? (Fill in only one)

Yes	56.36%
No	43.64%
	100.00%

APPENDIX

Q3 - Other (## notes the number of identical responses)

Which best describes your primary type of business? (Fill in only one)

Aerospace
 Beverage
 Biotechnology (2)
 Casinos
 Consulting (3)
 Consulting-Insurance
 Contact Centers
 contractor
 Data Services
 DB Mktg
 Defense
 distribution
 Distribution, promotions, and logistics
 Emergency Services
 Engineering
 Entertainment (2)
 Export Credit Insurance and Financing
 fast food
 Gaming/Hotel
 Hospitality
 information/workflow
 Internet - hosting
 Int'l financial
 ISP
 IT Services
 lodging
 Mine
 Mobile recovery
 Non-Profit
 Outsourcing
 Payroll
 Publishing
 Risk management
 Technology mfr
 Trading
 transportation
 UNICEF
 Wholesale
 Wireless

Q8 - Other (## notes the number of identical responses)

Which best describes your primary job function? (Fill in only one)

Account mgr
 BC Management in IS Department, BC mgr, BC/DR Coordinator in central group within IT, BCM to dedicated client, BCP Project Manager, BCP/DR, Business Continuity and Disaster Recovery Coordinator in Operations, Business Continuity Manager in the Office of Risk Management, Business Continuity Professional & Emergency Manager, Business interruption Management
 COG
 Compliance and Audit
 COOP Manager, COOP Program Coordinator for state agency
 Crisis Management/Emergency Management/Business Resumption Coordination for Sector
 Currently doing both Contingency Planning and Disaster Recovery Planning
 Director of both Business Continuity & Disaster Recovery, corporate level

APPENDIX (cont'd)

Q8 - Other (cont'd) (## notes the number of identical responses)

Director Records Management
 Director, Business Continuit
 DR/BC/Risk Management
 EM
 Emergency Management including BCP, Emergency Preparedness Coordinator
 Global BCM
 Government Liaison
 Govt
 IT Disaster Recovery Management
 law enforcement
 Office Services Manager
 Project Manager
 Public sector
 Quality Assurance
 Safety, Security, Emergency Management and Business Continuity
 Sales
 Security / emergency management / records management combined
 Senior consultant
 Sr. Programmer Analyst / Business Continuity
 State Agency
 Technical Communication

Q10 - Other (## notes the number of identical responses)

What are the primary reasons that your enterprise has established a BCM program? (Select all that apply)

2003 Northamerican Blackout
 Audit (1), Audit committee, auditor, bad audit
 BC consultant
 best practices
 Board directive for construction of additional corporate office space in same location instead of seperate locations
 Board of directors (12)
 Common sense
 compliance
 Consulting (2)
 COOP (2)
 corporate governance
 crisis management
 Demonstrate to customers how important it is to have one.
 Directive from Headquarters (2)
 Distributed to centralizd IT operations
 Don't have one
 Executive Order
 Fiduciary Responsibility
 good business practice
 Hurricane Katrina and Rita
 image
 impact of Hurricane Katrina
 Mitigate risks
 na
 Natural disasters
 not completed
 Originally it was the result of an incident (fire)
 Pandemic
 Past Incidents, e.g., fire, ice storm, power outages

APPENDIX (cont'd)

Q10 - Other (cont'd) (## notes the number of identical responses)

Power (2)
 Reputation (2)
 request by Sr. Programmer Analyst
 Restoration
 Resumption of business activity after an event.
 Safety is stated as one of our corporate values - BCP/DR is a logical fit
 shareholders and employees
 various (2)
 We do not have an active plan, We do not have an established BCM program
 Y2000

Q14 - Other (## notes the number of identical responses)

Which best describes the job title of the program coordinator for BCM in your organization? (Fill in only one)

Administration, VP
 Administrative Services Mgr.
 Agency COOP Administrator
 Analyst (4)
 Assistant Vice President

 BCM Analyst, BCP (3), BCP Coordinator (5), Broker - Managing Partner, Bus Continuity Services Manager
 Business Continuity Analyst, Business Continuity Manager (6), Business Continuity Officer, Business Continuity Planner
 Business Continuity Specialist (non-manager), Business Resilience Program Manager, Business Continuity Specialist (non-
 manager), Business Resilience Program Manager
 Chief Administrative Officer
 Chief Compliance Officer, Compliance Auditor, Compliance Officer
 Chief of Management
 Chief, Office of Emergency Response & Recovery
 Clients Services Senior Manager
 Communication Coordinator
 Consultant
 Continuity of Business Program Manager
 Continuity Program Coordinator
 Continuity Program Manager
 COOP Program Coordinator
 Corporate Security Manager
 Crisis Comm
 Deputy Director
 Director
 Director - Risk Management (2)
 Director Information Security Svcs
 Director of Emer Response & Recovery
 Director, Operations
 Director of Risk
 Director, Business Continuity
 Director, within each business
 Director, Information Technology

 Director, Office of Emergency Management , Emergency DR Manager, Emergency Management (4), Emergency
 management coordinator (2), Emergency Management Program Coordinator, Emergency Planning Manager, Emergency
 Preparedness Coordinator
 Disaster Recovery Coordinator (2), Disaster Recovery Manager, DR, DR Specialist
 Environmental Health and Safety Manager
 Executive Steering Committee
 Government Liaison
 Health, Safety, Security & Environmental Manager

APPENDIX (cont'd)

Q14 - Other (cont'd) (## notes the number of identical responses)

HIPPA & Compliance
 Information Security Manager
 IS Director IT, IT Compliance, IT Consultant, IT specialist, IT VP
 Manager
 Manager of Enterprise Information Security
 Manager, Emergency Planning (2)
 na
 none (2)
 not a dedicated role
 Operations Manager
 Ops
 Owner
 partner
 Program Manager
 Program Services specialist - non management
 program specialist
 Proj Management Supervisor
 Project Manager
 Project Specialist
 Public
 Recovery VP
 Risk Management (2)
 Risk Management Dir
 Risk Manager
 Safety
 Security & Contingency Administrator
 Security (2)
 Senior Manager, Quality Assurance & Compliance
 Senior Mgr
 Senior Security Specialist
 Snr Mgr, Business Continuity
 SPC Manager to client
 Sr Dr Analyst
 Sr. Business Continuity Planner
 Sr. IT Advisor
 Sr. Programmer Analyst
 Sr. Vice President Real Estate
 Supervisor BCM
 Technical Unit Leader
 Treasurer
 Vice President Internal Audit
 VP BCP (2)
 VP Information Technology (3)
 VP of DR and BCP
 VP of Risk

Q15 - Other (## notes the number of identical responses)

**Which best describes the job title of the executive champion for BCM in your organization?
(Fill in only one)**

Administrative Information Services
 Agency Director
 Assistant Deputy Minister
 Assistant Director, Systems
 Auditor

APPENDIX (cont'd)

Q15 - Other (cont'd) (## notes the number of identical responses)

AVP Computer Operations
 Board
 Business Continuity, Business Continuity Management
 Chairman of the Board
 Chief Administrative Officer, Chief Legal Officer, Chief of Administrative Services, Chief Security Officer, Chief Security Officer - Sergeant-at-Arms, Chief Technology Officer, Chief Technology Officer/Deputy CIO
 City Manager
 Corporate Administrative Services, Corporate Architectures, Corporate Audit, Corporate Real Estate, Corporate Secretary, Corporate Security (2)
 Deputy Director
 Deputy Minister
 Emergency Management, Director of IT, Director of IT Operations, Director Risk Mgmt, Director, Customer Service, Director, Facilities
 Education
 Emergency Management (3), Emergency Preparedness
 Enterprise BC Program Manager, Enterprise Program, Senior V.P., Enterprise Systems Mgr
 Ethics and Compliance
 EVP
 Executive Director
 Facilities (2)
 Finance and Administration
 Fire Department
 Global Operations, Global Production, Global Security
 Governor
 Head of Business Continuity
 Human Resources (3)
 Information Security (2)
 Information Technology (5)
 Mayor
 na
 none (4)
 Office of Emergency Management
 Operational Excellence
 Operations (3)
 partner
 Person left and now no one fills that role
 Police/Rescue
 Risk
 Risk Management (3)
 Safety
 Safety and Loss Control
 Safety, Health and Environment Dept.
 Security
 Security Mgr
 Senior Legal VP
 Shared Services
 Sr VP (4)
 Sr. Emergency management coordinator
 Steering Committee
 Supervisor Corporate Continuity
 SVP Audit
 The Inspector General

APPENDIX (cont'd)

Q15 - Other (cont'd) (## notes the number of identical responses)

VP, VP - Corporate Safety and Security, VP - Risk Management , VP - Strategic Business Services, VP Admin, VP Administration, VP Business Enterprise , VP Corporate & Financial Services, VP Customer Service, VP Facilities and Real Estate, VP Global Operations, VP Human Resources, VP IT (2), VP of DR and BCP, VP of HR (2), VP of Strategic Planning, VP Operations (2), VP Risk Control, VP Risk Management, VP Special Projects , VP, Audit & Compliance, VP Env. Health & Safety, VP, Security, VP, Treasury

Q16 - Other (## notes the number of identical responses)

Which best describes the C-Level executive with ultimate reporting responsibility for your BCM program? (Fill in only one)

Administration
 Administration, VP
 Agency COOP Administrator
 Assistant Deputy Minister (2)
 Assistant Director, Systems
 Audit
 Auditor
 AVP Risk management
 BCM Program Manager, BCM Program Manager, BCM Project Manager, BCM Manager
 Board of Management
 Business unit executive
 C Development and Integration Officer
 CAO
 Chairman of the Board
 Chief of Police
 Chief Administrative Officer (8), Chief Compliance Office (3), Chief Information Security Officer, Chief Legal Officer, Chief of Administrative Services, Chief of Corporate Security, Chief Quality Officer , Chief Security Officer - Sergeant-at -Arms, Chief Technical Officer, Chief Technology Officer (3), CIO
 City Manager
 City Manager and Fire Chief
 Commissioner
 compliance director
 Compliance Officer
 Continuity of Government Chairperson
 Corporate Risk Manager
 County Commissioners
 Deputy Coordinator, OEM (2)
 Deputy Minister (4)
 Dir Global Continuity Services
 Director (7), Director of IT, Director of IT, Director of IT Infrastructure Services, Director or Colonel, Director BCP (2)
 Disaster Operations
 Division VP
 Don't have one
 don't know
 DR
 Emergency Management (2)
 Emergency Preparedness Manager
 EVP Business Development
 EVP Legal
 EVP technology
 Exec Dir Occupat Safety Environ Health, Executive Director (2), Executive Director - Planning and Research, Executive Vice President, Strategy and Development, Executive VP
 Fire Chief
 General Counsel (3)
 General Manager (2)

APPENDIX (cont'd)

Q16 - Other (cont'd) (## notes the number of identical responses)

Global Corporate Services
 Global Operations
 Group President
 HR (3)
 Inspector General for Admn
 IT
 Legal (2)
 Legal and Compliance
 Manager, Continuity Services
 Managing Director of IT
 n/a
 No C-Level
 None (4)
 Not applicable (2)
 Operations
 Operations Manager
 Opertions VP
 Other Corporate Executive
 Owner
 partner
 Personnel
 President (2)
 Risk Mgr
 Risk Specialist
 Security & Contingency Administrator
 Security Mgr
 Sen. VP
 Senior Director (2)
 Senior VP Management of Information Systems
 Shared Services
 Sr. Programmer Analyst
 State agency director
 Steering Committee
 Snr EVP Client Services Group, Sr Exec V P, Sr VP (2), SVP Audit, SVP BC, SVP Delivery Systems, SVP Human Resources (2), SVP of Administration, SVP Operations, SVP Planning
 System VP,Risk Management
 Tax
 Treasurer and CIO
 Varies over 300 internal companies,
 Vice Chairman
 VP (5), VP Administration (5), VP Automotive, VP Operations, VP BC, VP Business Enterprise, VP Corporate Audit, VP IT (3), VP Manufacturing,
 World Wide Operations

Q20 - Other (## notes the number of identical responses)

Which best describes how funds are allocated for business continuity initiatives? (Fill in only one)

A percent of the Environmental Health and Safety budget annually
 As a allocated dollar amount in the IT budget
 as a percentage
 As necessary
 As part of IT Department overhead
 As required

APPENDIX (cont'd)

Q20 - Other (cont'd) (## notes the number of identical responses)

Assigned n one employee's contract alongside day-to-day functions.

Based on recovery strategy

based on tests planned for the upcoming year

BC is separate budget

BCM Budget, BCP budget

BoD

Budgeting does not exist here

Business Continuity Office has it's own budget

By Business Units

By impact per major business division

By project and department

don't know (2)

EM cost center

Exec review and six sigma

funding a single project

funds are allocated within Corporate Services Budget (where BC is housed) for corporate activities, funds are additionally allocated for DR specific items in IT budget. There may be additional funds allocated in business function budgets

Identified by the BIA/RA and approved by the BCP Steering Committee and allocated throughout the five (5) hospitals identified through FTE

I'm in DR, not sure of BC

impact upon the business

included in the bc budget

IT

just enough to get by

Limited to software and personnel.

Line item in Emergency Planning Budget and Capital Budget Project

Line item in IT budget

Line item in single cost centre budget and capital project budget

Little to no budget allocated

new projects are case by case on ongoing

No active BCM budget

No budget has been established

no change year to year

no established

No funding allocated to date. Under initial consideration

no funding provided

None (6)

none allocated for BC initiatives

Not applicable

Other than one person's salary, there is no BC budget

Part of normal business operations, difficult to separate out

Project proposal approval by the Office of the President.

Support of mission critical functions; incident management initiatives

The budget is developed to meet the BIA requirements.

There are no funds for BCM. Q 18,19 should contain a \$0.00 field.

Through a project/capital expenditure requests (CoLo build out & contract services)

Unknown

w/IT no budget

We do not have funds allocated for business continuity initiatives

We have no funding specific for these initiatives

When needed after an event

Yearly budget

APPENDIX (cont'd)

Q29 - Other (## notes the number of identical responses)

How often does your organization conduct Risk Assessments? (Fill in only one)

2003
 3 to 5 years (2)
 3 yrs
 a new environment for some - behavior change
 about every 7 years
 ad hoc
 Annually (2)
 As Needed (20)
 As Business Processes Change
 as major changes happen
 As recommended to customers
 As required (5)
 As Required by the Business
 As required in a change environment
 At program inception
 At the start of this
 by issue
 case by case, no formal schedule
 conducting first, plan to conduct annually
 Constantly, follow a schedule
 continually
 Continuous
 Depends on project undertaken
 doing second one in the last few years
 done informally on an ongoing basis.
 don't know (3)
 ERM procedures are
 every 18 months
 every 3 years (2)
 Every 3 years and/or as needed
 Every five years
 every month
 Four years
 four years ago
 haven't determined yet
 In Process Now (2)
 insufficient data
 Just beginning (7)
 just started program in Aug. - it will be done yearly
 Last one was 2002
 More than 2 yrs apart.
 no formal schedule
 no regular frequency. was conducted when program started, 3+ yrs ago
 No set schedule
 None
 not consistently
 not started
 not sure (3)
 Not Sure how often an enterprise wide Risk Assessment is completed
 Occassionally (3)
 on a project by project basis
 On demand for applications and processes
 once
 Once in ten years (2)

APPENDIX (cont'd)

Q29 - Other (cont'd) (## notes the number of identical responses)

one in the last 10 years
 ongoing
 ongoing/integrated business process
 per need
 Quarterly (6)
 rarely
 related to SOX
 tbd--we are a very young program at this stage
 Unknown (2)
 varies
 varies between departments
 when it occurs to us
 when new sites are brought online
 when requested by clients
 Will be implementing an annual requirement at a min
 yearly

Q30 - Other (## notes the number of identical responses)

How often does your organization conduct a Business Impact Analysis? (Fill in only one)

2000, 2002 (3), 2003, 2004 (2)
 1 in 9 years , 4 years ago, 1 partial completed 3 years ago - New, Annual , 3 to 5 years, 3 years ((4), 3-5 years, 4 to 5 years, 4 years, 5 years (3)
 Annually (4)
 annually and as new sites, products, etc. come online
 Annually and in response to change
 annually starting in 2007

As Business Processes Change, As needed (17), As needed based on a set of criteria, As needed but not a on an established cycle, As needed due to organization changes, As recommended, As required (4), As Required by the Business

At program inception
 based on need
 by issue
 Case by case (2)
 changes in buseinss
 Conducted at program initiation
 conducted first,plan to conduct annually
 conducting first BIA
 Constantly, follow a schedule
 continually
 Continuous BIA - 3 year cycle
 continuous process
 Currently in-process
 Depends on the project being undertaken.
 doing our first currently
 don't now (2)
 Dynamic process
 each enterprise program
 every 18 months
 Every 18 months or whenever significant organizational changes occur
 every 2 yrs
 Every 3 years (5)

APPENDIX (cont'd)

Q30 - Other (cont'd) (## notes the number of identical responses)

First one was conducted in June 07, need to determine update frequency
 First year doing BIA
 five years ago (3)
 Formally done seven years ago
 four years
 Haven't established cycle
 in progress (2)
 In the next 3 months
 In the process of conducting our first one.
 Information Technology only
 infrequent
 Initial work but not on-going
 irregularly when environment change
 IT/IS
 it's been 3+ years since last one
 jsut started BIA rollout in Nov. - will be done yearly, Just finished (4), just finished last year, Just finished second, Just finished first, Just started
 Last performed in 2001
 monthly
 More than 2 yrs apart.
 New Plan, timing unclear
 no decided yet
 no formal schedule
 no frequently
 No longer conduct BIA
 no regular frequency. was conducted 3 years ago
 No set schedule
 none
 not consistently (2), Not certain, Not defined, not started, Not Sure how often an enterprise wide BIA is completed
 Occasionally (3)
 on demand
 once (3)
 Once, three years ago
 ongoing
 Ongoing and refreshed as changes made
 ongoing right now
 Per Project
 Quarterly (3)
 rarely
 Still Defining
 three year intervals
 three years
 tied with when we do risk assessments
 uncertain
 Unknown (3)
 updated as needed
 upon major changes
 varies
 varies by department (2)
 We did one in the late '90s, but we determine RTOs based on benchmarks against other similar businesses
 We're doing the first one
 We're starting our first.
 when needed, When requested, when requested by clients
 Will be implementing an annual requirement at a min.
 year and half ago

APPENDIX (cont'd)

Q36 - Other (## notes the number of identical responses)

How often do you exercise the people aspects of your Business Continuity Plans? (Fill in only one)

1 - 3 yrs depending upon risk, 2x year, 4 times, 5 tests per year, 50+ annual exercises
 annually (2)
 As needed
 Based on criticality
 based on prioritization
 Based on RTO
 bu BU 1 every 2 years
 business unit each month
 Certain components are exercised
 constantly
 continually
 Critical Depts Annually / Non-Critical Semi-Annually
 Depends on client
 Depends on recovery priority
 Do not conduct BCPs just IT DRP's
 every other month
 every two months
 Exercised COOP Plan
 Full exercise annually, partial exercise semi-annually
 JCAHO requirements
 Just beginning
 Just starting - annual
 Local Government- ESF exercises monthly
 Monthly (4)
 monthly functional tests
 Monthly with different business units
 multiple exercises per year
 multiple times a year
 No longer conduct exercises
 No set timeframe
 None
 not started
 not sure
 Once (2)
 One in last year, none before that
 People aspects are only Part of the testing approach, done
 annually
 per need
 Plan development still in progress
 Quarterly (10)
 semi annual
 Semi-Annual Table top
 Several times every year
 sporadic activation by various business units (2)
 Twice a year
 two years
 We conduct departmental table top exercises weekly.
 When requested
 working on program

APPENDIX (cont'd)

Q40 - Other (## notes the number of identical responses)

How often do you test the technology aspects of your IT DR plans? (Fill in only one)

2 times per year, ?, ???, 12 segmented tests at CoLo & alternate sites., 12 times, 2x per year, 3-4 times a year
 4 technology tests each year , 4 tests per year (min.), 4 times a year (2), 8 scheduled DR exercises in 2007
 almost annually
 Annually but depends on recovery priority
 As acquired, As needed (2), as required (2)
 Based on RTO
 bi-monthly
 certain tests monthly
 Constantly
 continuous cycle
 Depends on client
 Do not know (9)
 every month
 Every Quarter
 First time this year
 four times a year
 Full test annually
 handled by corporate
 in process
 Just starting
 Mainframe twice/year; critical client/server quarterly
 mixed based on criticality
 Monthly (13)
 Monthly due to size and number of sites involved
 Monthly ... as needed
 more often than annually
 multiple times a year
 none
 not started
 Not sure (2)
 not yet
 Occasionally (2)
 once to date
 Ongoing (2)
 Only selective testing annually
 other corporate department responsible
 Our first Test is scheduled for 06/2008
 per defined schedules
 Quarterly (160)
 Quarterly depending on the Tier, otherwise annually
 quarterly scheduled weekend outages
 Rarely
 Several times per year
 six times a year
 some are tested
 some parts tested
 The most frequent is quarterly.
 Unknown (2)
 weekly
 when requested by clients
 When something changes