
REPORT

2021 BCM Career + Professional Development

Tips to Ensure Your Career Resiliency



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Study Partner



ABOUT CASTELLAN

As the largest provider of business continuity management solutions – spanning consulting, software, managed services, and staffing – Castellan is uniquely positioned to help clients find the right balance of risk tolerance and resilience to protect their employees, brand, and bottom-line. Leveraging a proprietary proven process for driving business continuity success, Castellan partners with clients to establish a clear vision, drive real results, and provide on-going support from their community of business continuity experts. Castellan helps clients replace uncertainty with confidence.

For more information, visit castellanbc.com.

ABOUT THE REPORT

This report focuses on assessing career paths, competencies, and professional development within the Business Continuity profession. Within this report you'll find data points highlighting the hard and soft skills most prevalent in the profession, trends in career assessment and management, tips on training and personal development, and an assessment of the top skills in demand by hiring managers. The data highlighted throughout this report was gathered in BC Management's 1st Edition BCM Career & Professional Development Study between April 14, 2021 through June 30, 2021.

This report is available as a complimentary report.

As a thank you to all of our study respondents we provided each participant with a complimentary, customized BCM Peer Benchmarking Data Dashboard, of which all study participants could choose their top three preferences by either job title or by years of Business Continuity expertise. If you haven't participated in this study and you'd like to receive a customized dashboard, you may still participate via our [on-line study](#). Our dashboards highlight a tremendous amount of data points that are not included within this complimentary report.

Like our research analytics?

Be sure to visit our website to download other complimentary reports and sign up for our study alerts. All study participants will receive customized peer dashboards for the corresponding studies they contribute to.

Please feel free to direct any inquiries to info@bcmanagement.com. We hope you enjoy this report.

Study Partners



ABOUT CONTINUITY INSIGHTS

Continuity Insights is an essential information sharing resource for business continuity professionals. Business resilience is an organizational imperative, not just to safeguard the enterprise, but its resulting cause and effect on employees, customers, shareholders, partners, reputation, public/private partners, regulatory bodies, and many other entities. Our mission is to foster information-sharing among these various constituents as the lynchpin for their success. Therefore, creating a forum to share timely, compelling, meaningful, and usable information is vital.

For more information about Continuity Insights, visit continuityinsights.com.



ABOUT DISASTER RECOVERY JOURNAL

DRJ is the industry's largest resource for business continuity, disaster recovery, crisis communication, and risk management, reaching a global network of more than 138,000 professionals. Offering weekly webinars, the latest industry news, resources, podcasts, an official mentoring program, a quarterly magazine, DRJ Academy, and two annual live conferences, DRJ is leading the way to keep professionals up-to-date and connected in an ever-changing world. Our mission is to give business continuity professionals the insight, information, and inspiration they need to make smarter decisions concerning the overall protection of their organization. Subscribe or follow us on social media today.

For more information about Disaster Recovery Journal, visit www.drj.com.

Executive Summary



Executive Summary

We want to thank all of those who responded to the survey, our International Research Advisory Board, and everyone from the BC Management/Castellan Solutions team for their efforts in developing this valuable report. Also, a special thank you to Continuity Insights and Disaster Recovery Journal for partnering with BC Management on this very important research endeavor.

This complimentary report highlights key findings and trends within career planning, professional development, and the skills/competencies in demand within the Business Continuity profession. Those who confidentially participated in our study also received a customized BCM Peer Career Assessment Dashboard, which provides a full data review customized to either job title or years of Business Continuity planning expertise. We encourage you to [participate](#) in our BCM Career & Professional Development study if you'd like to receive a more in-depth, customized data assessment within a dashboard.

This study, the first of its kind, highlighted some very intriguing data findings. One is that 38% of professionals with less than 15 years total work experience indicated that they chose Business Continuity as a career path in college or shortly after college. Additionally, 89% of these professionals have over 6 years Business Continuity planning expertise. This data point is contrary to the more experienced individuals of which 39% of professionals with over 16 years total work experience entered the Business Continuity profession because it was an additional responsibility that gradually became a primary focus. And, although more professionals are choosing Business Continuity as a career, we still struggle as a profession in embracing career growth planning, mentorship, and professional development. The data indicated that 35% of the professionals view their role as a career in which they'd like to do more, but they struggle in professional growth. At the same time, networking and mentorship opportunities are not utilized as much as they could be with 41% of the professionals being active members or leaders in a Business Continuity association or user group. Additionally, only 14% are a mentee and 24% are currently a mentor.

HIGHLIGHTS

38% are in Business Continuity planning **after an additional responsibility became a primary focus**

35% view their role as a career in which they'd like to do more, but **it's hard to grow professionally**

19% are **active leaders within a BC association** or user group

32% of professionals **spend 4-8 days per year attending training classes, conferences, or meetings**

KEY HARD SKILLS

→ Hiring managers seek out experienced program management skills when hiring entry-level professionals, but then **target program design strategy skills when hiring senior-level professionals.**

KEY SOFT SKILLS

 **CHANGE AGENT**

 **EMOTIONAL INTELLIGENCE**

 **SITUATIONAL AWARENESS**

Our BCM Career & Professional Development study assessed not only hard skills (general and BCM domain specific), but also the soft skills that practitioners felt they were most effective in. The respondents attributed the highest self-rating scores to communication, customer engagement, and analytical skills (for general hard skills) and BCM plan updates/maintenance and exercising/testing (for BCM domain specific skills). When assessing soft skills, passion for the role and team/player rated high while change agent and emotional intelligence were given the lowest self-rating. When reviewing the data findings by job title, we discovered that entry-level/planners believed their greatest soft skill was passion for the role (motivation and intellectual curiosity), while program managers ranked being a team player/client focused (flexible, developing trusted partnerships, and accountable) highest and VP/ CXOs were focused on accountability (team player) and results oriented (business management).

While it's important to understand self-assessments, our study also focused on what skills hiring managers credit leading to the most successful hire – and the results were compelling. For entry-level roles, hiring managers indicated that program management (documentation storage, tool knowledge, and plan updates/maintenance) hard skills were of the most important while also demonstrating passion for the role (intellectual curiosity) and business management (being organized) for the soft skills. At the mid-level, hiring managers desired individuals who can assist in elevating and assessing the program, promoting BCM awareness, and program governance in addition to risk assessments and gap analysis for the hard skills. Exhibiting a wide range of soft skills (change agent, situational awareness, team player, passion for the role, and emotional intelligence) was also in demand at the mid-level. Hiring managers believed at the senior-level; however, that professionals who excelled at program design and advanced program management skills (executive program engagement and horizon scanning) for hard skills coupled with situational awareness (deep

understanding of the business & culture, big picture thinker, and calm under pressure) and emotional intelligence (influence/persuasion) for soft skills would be most successful in the role.

When cross referencing the soft skills in demand by hiring managers to those skills receiving the highest self-rating by practitioners, we discovered a clear disconnect between the two. As a profession we are challenged in developing certain soft skills that organizations want their Business Continuity leaders to exhibit (emotional intelligence, change agent, and situational awareness). And, although many of these traits do come naturally, there is always room for improvement and practice over time. Soft skills make up your unique brand and, when combined with your knowledge and training, will elevate your marketability at any point of your career.

Since 2001, we have been fortunate to have received more than 25,000 responses from more than 50 countries that have supported over 45 industry leading surveys. Each of these reports created new insights and allowed for new trends to be identified in program maturity, compensation, and professional career growth while supporting the larger resiliency profession. We hope you find this report valuable in assessing your own career goals and professional development strategy. And as always, we're here to help you in meeting your career aspirations in any way that we can. Please do not hesitate to contact us with any questions you might have.



Cheyene Marling, Hon MBCI
Managing Director,
BC Management

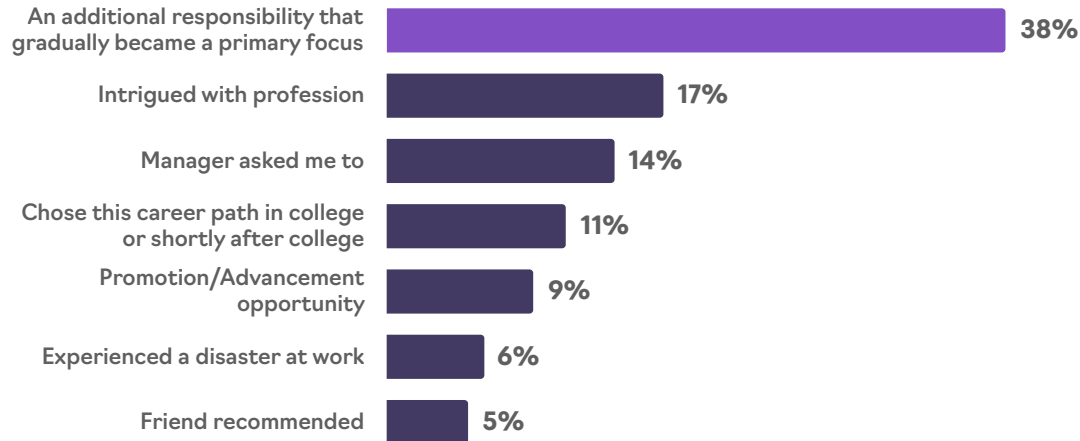
cmarling@bcmanagement.com

Career Assessment, Management, & Aspirations



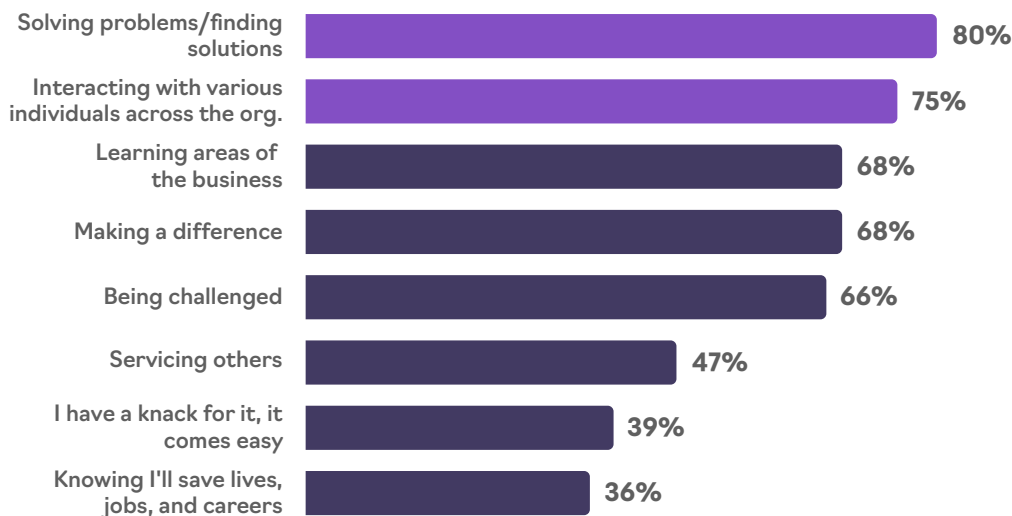


Main Reason for Entering the BC/Resiliency Profession



What is Most Enjoyable About Your Role?

(Will exceed 100% due to multiple selections.)

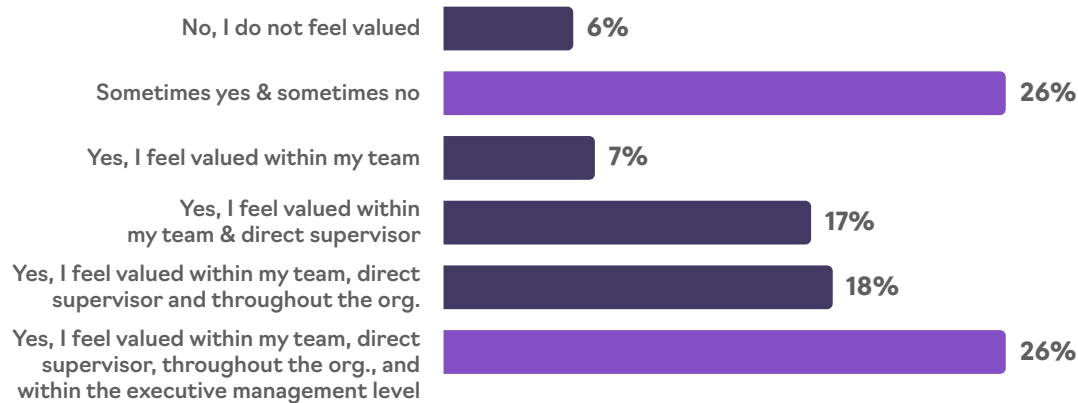


INSIGHTS

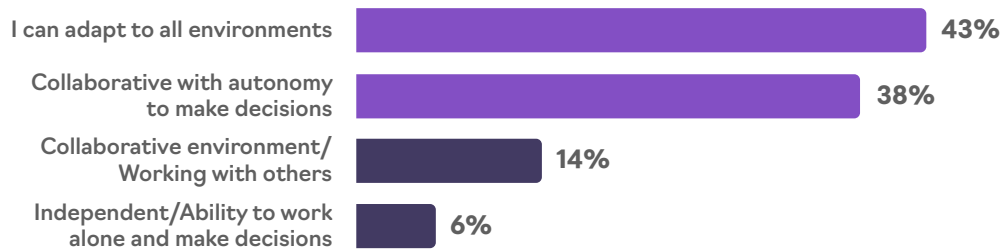
- A majority of professionals who noted 15 years or less total work expertise also indicated that they chose Business Continuity as a career path in college or shortly after college (38%) and 89% of these professionals have over 6 years Business Continuity planning expertise. The more experienced professionals entered the Business Continuity profession because it was an additional responsibility that gradually became a primary focus (39% of professionals with over 16 years total work experience).
- Women were more likely to enter the profession due to an additional responsibility gradually becoming their primary focus (44%), promotion (12%), or a friend recommended (9%) versus their male counterparts who indicated 35%, 8%, and 2% respectively.
- 71% of entry-level/planners noted that Business Continuity was an additional responsibility that gradually became a primary focus.
- 24% of global managers/CXOs entered the Business Continuity field after experiencing a disaster at work.
- The data indicated that women enjoy solving problems (85%), making a difference (74%), and being challenged (71%) more so than the men who indicated 75%, 63%, and 62% respectively.



Do You Feel Valued?



Preferred Work Style



INSIGHTS

→ **Men overwhelmingly feel more valued within their organization** as 31% of the male respondents indicated “yes, I feel valued within my team, direct supervisor, throughout the organization, and within the executive management level” compared to only 21% of the women indicating the same. A majority of women (35%) noted that they sometimes feel valued.

WHO FEELS VALUED

43% of entry-level/planners sometimes feel valued

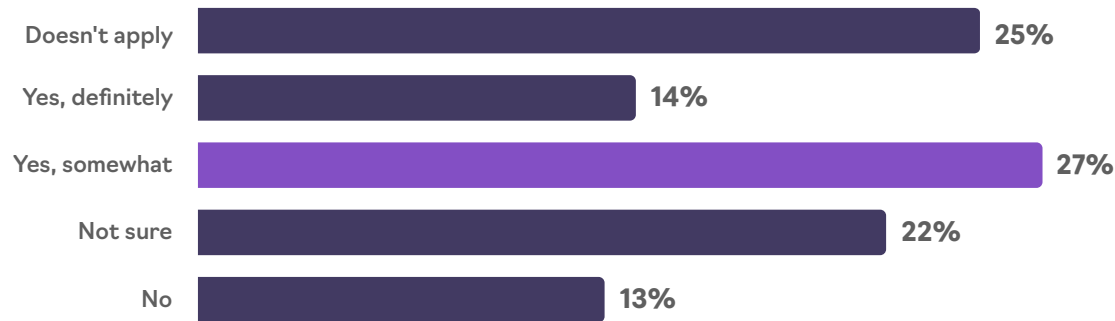
47% of global managers/CXOs feel valued across the entire organization

WHO ADAPTS BEST

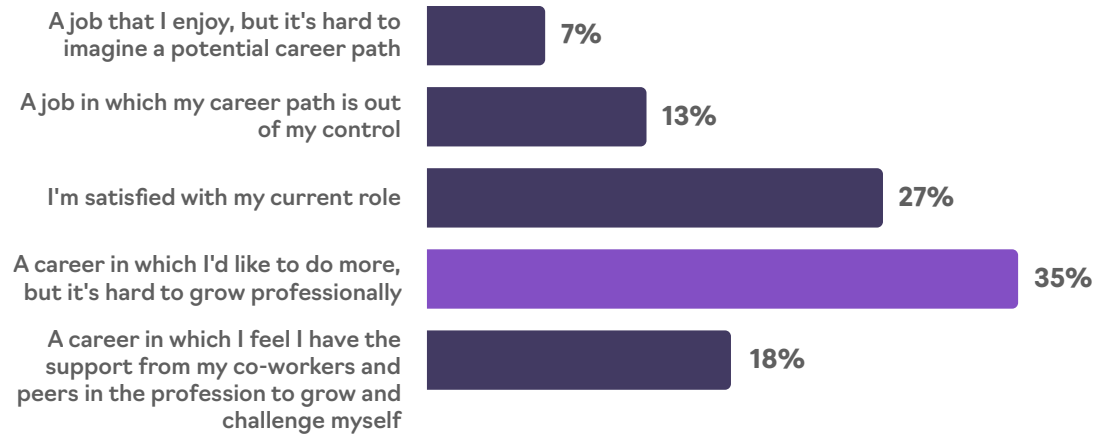
Indicated “I can adapt to all environments” for Preferred Work Style.

- 1 **Entry-level/Planners** (57%)
- 2 **Program Managers** (41%)
- 3 **Directors** (36%)
- 4 **Global Managers/CXOs** (24%)

Do You Have a Desired Career Trajectory with Current Employer?



View of Current Role & Responsibilities



INSIGHTS

→ The less experienced Business Continuity professionals seem to be more unsure if their current employer meets their desired career trajectory in comparison to their more senior counterparts. The data highlighted that 30% of professionals with less than 10 years Business Continuity planning expertise noted "not sure" in comparison to 14% of professionals with more than 20 years Business Continuity planning expertise.

→ **Increasing job satisfaction seems to come with more Business Continuity planning expertise** as 13% of professionals with less than 10 years Business Continuity expertise indicated that they were satisfied with their current role while 30% of those with 11-20 years, and 36% with over 20 years noted the same.

JOB SATISFACTION BY ROLE

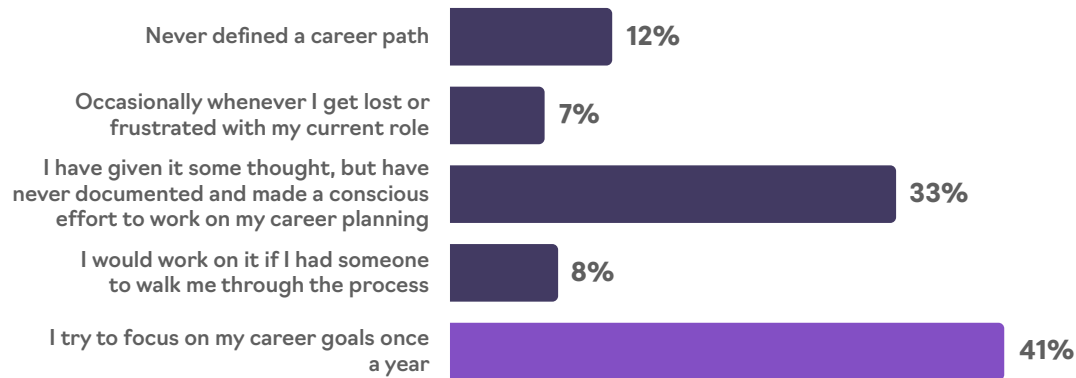
43% of **Entry-level/planners** noted hard to grow professionally

41% of **Program Managers** satisfied with current role

27% of **Directors** believe they have the support to grow and challenge themselves

47% of **Global Managers/CXOs** noted hard to grow professionally

Career Plan in Place Outlining Desired Career Path



INSIGHTS

→ The data shows that the **more experienced Business Continuity professionals strive to focus on their career goals once a year** (54% of professionals with over 20 years Business Continuity planning expertise and 42% of professionals with 11-20 years) compared to 23% of professionals with less than 10 years experience. The less experienced Business Continuity professionals tend to give it some thought, but then never document or make a conscious effort to work on career planning (41%).

PRO TIP



Career planning is important at every stage of your career. A great approach is to add a 6-month or annual reminder to your calendar to assess your career goals. Where do you want to be in 3 years? What skills or competencies are needed to get you to the next level? What areas can you improve upon? It's also important to consider your personal life. Do your professional goals blend well with your personal life? The blending of your professional and personal life can change over time too.

S-W-O-T CAREER ASSESSMENT



Strengths



Weaknesses

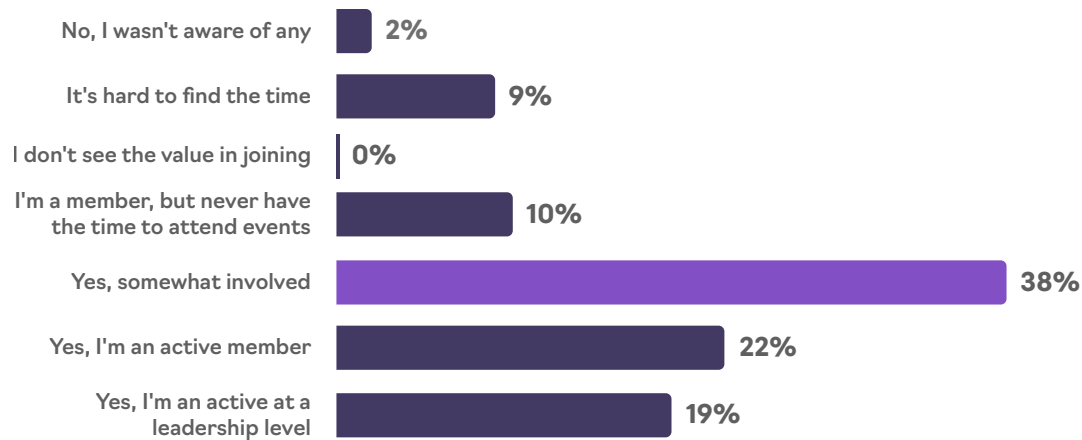


Opportunities



Threats

Active with Business Continuity Associations or User Groups



INSIGHTS

→ The data highlighted that those professionals with either increasing expertise in Business Continuity or increasing job titles tend to take on leadership positions in associations or user groups. None of the respondents noting either entry-level/planner or less than 10 years Business Continuity expertise are active in a leadership role within an association or user group while 14% of professionals with 11-20 years and 43% with over 20 years noted the opposite.

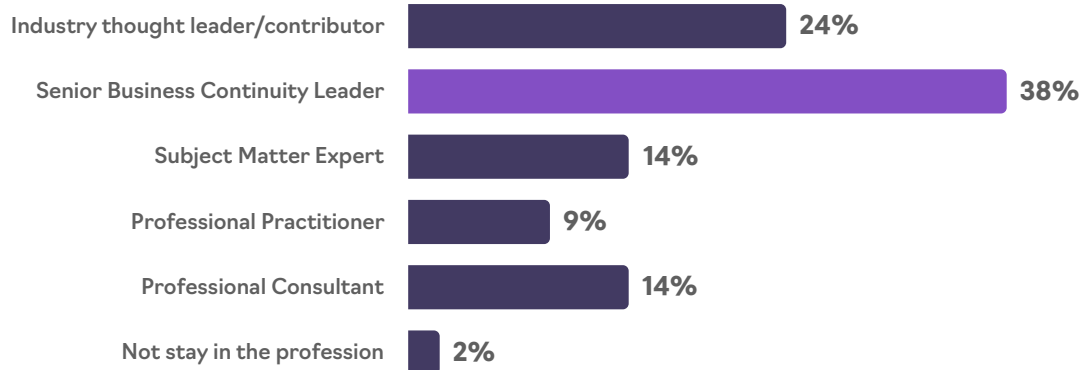
PRO TIP



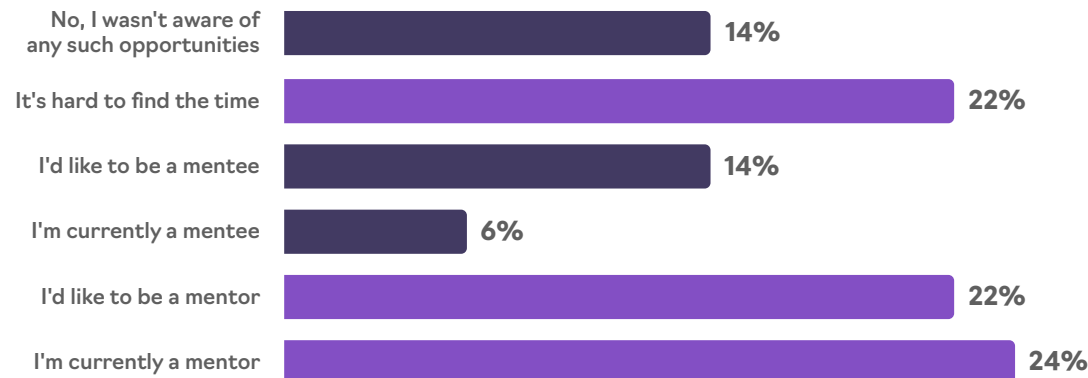
It's never too late or too early to develop your leadership skills.

Serving in a leadership role within an association or user group is an excellent way to challenge yourself while also giving back to the profession.

Desired Career Aspirations within the Business Continuity Profession



Currently a Mentor or Mentee within the Business Continuity Profession



INSIGHTS

- The data highlights that women and men equally want to serve as industry thought leaders/contributors, but that women are more motivated to aspire to be a senior Business Continuity leader, 44% compared to 38% of men.
- According to the data, regardless of years experience or job title, professionals equally desire to become a Business Continuity leader. Interestingly though, the more experienced professionals strive to be thought leaders (4% of professionals with less than 10 years Business Continuity expertise compared to 32% with more than 20 years expertise.)

KEY CAREER STATS

39% of professionals with **20+ years Business Continuity expertise** are currently serving as a mentor

Skills/Competency Self Assessment

Skills are learned ability to perform an action with determined results with good execution often within a given amount of time, energy, or both.



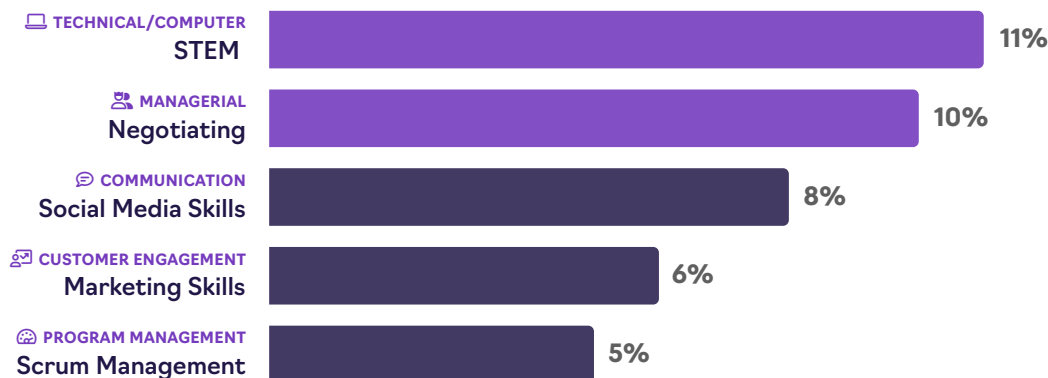
All Respondents - General Hard Skills

Based on a Self-Rating. Percent of respondents indicating 9 or 10 on a scale of 1 to 10 with 1 meaning "very little knowledge" and 10 meaning "expert knowledge".

TOP GENERAL HARD SKILLS



CHALLENGING GENERAL HARD SKILLS



HARD SKILLS (also called technical skills) - Any skills relating to a specific task or situation. It involves both understanding and proficiency in such specific activity that involves methods, processes, procedures, or techniques. [View Appendix for full list >](#)

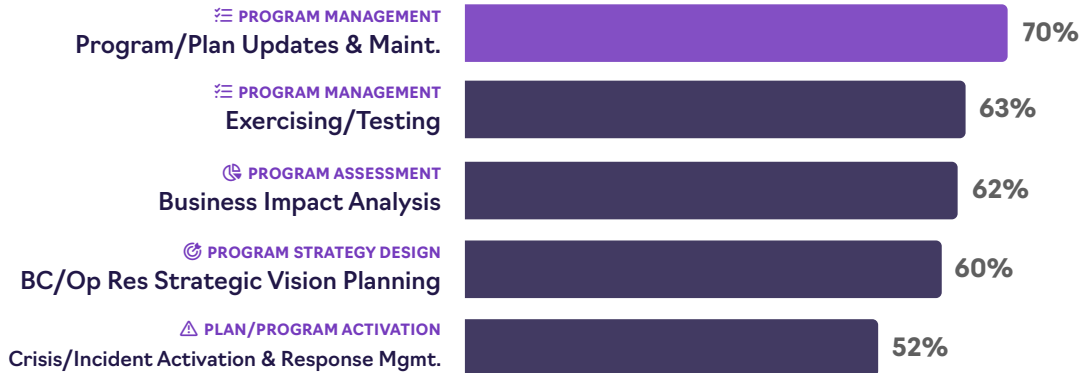
INSIGHTS

- **Hard skills may be tested and entail a professional, technical, or academic qualification.** One example of a hard skill is domain general. Domain general skills may be transferable between disciplines and thus many professionals acquire several domain general skills before settling into their current Business Continuity career. Project management is an excellent example of a domain general hard skill in which professionals may achieve a certification in.
- In assessing the data by job responsibilities, we discovered that those professionals with increased responsibility also rated themselves more experienced in language, problem solving, business writing, and presentation while listening skills decreased.
- When a cross section of the data was assessed by less than 20 years total work experience, we discovered that these professionals were more skilled with Zoom/WebEx (53% indicating 9 or 10 on the self-rating scale) versus professionals with over 35 years total work experience (24% indicated the same.)

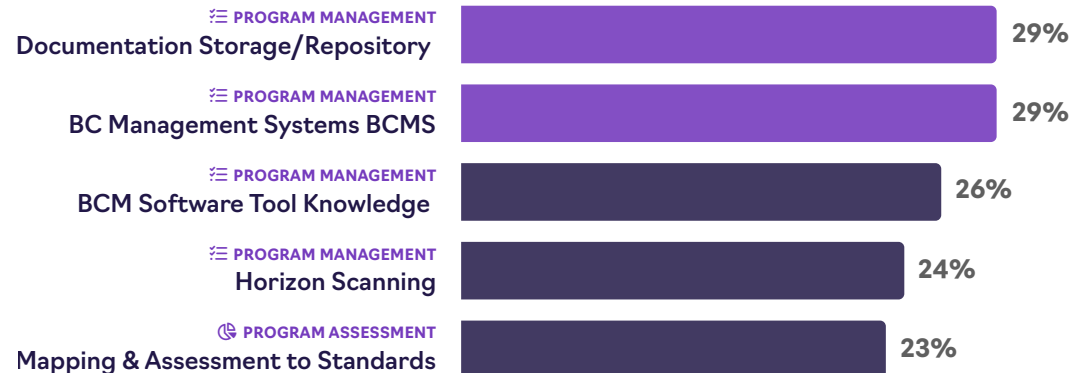
All Respondants - Domain BCM Hard Skills

Based on a Self-Rating. Percent of respondents indicating 9 or 10 on a scale of 1 to 10 with 1 meaning "very little knowledge" and 10 meaning "expert knowledge".

TOP BCM HARD SKILLS



CHALLENGING BCM HARD SKILLS



INSIGHTS

- Another example of hard skills are domain specific. Domain specific hard skills are used within a unique discipline and these skills may be tested to quantify a knowledge base.
- The data indicated that those respondents with more years Business Continuity expertise and increasing job responsibilities tended to give themselves a higher self-knowledge rating on the various BCM domain hard skills.

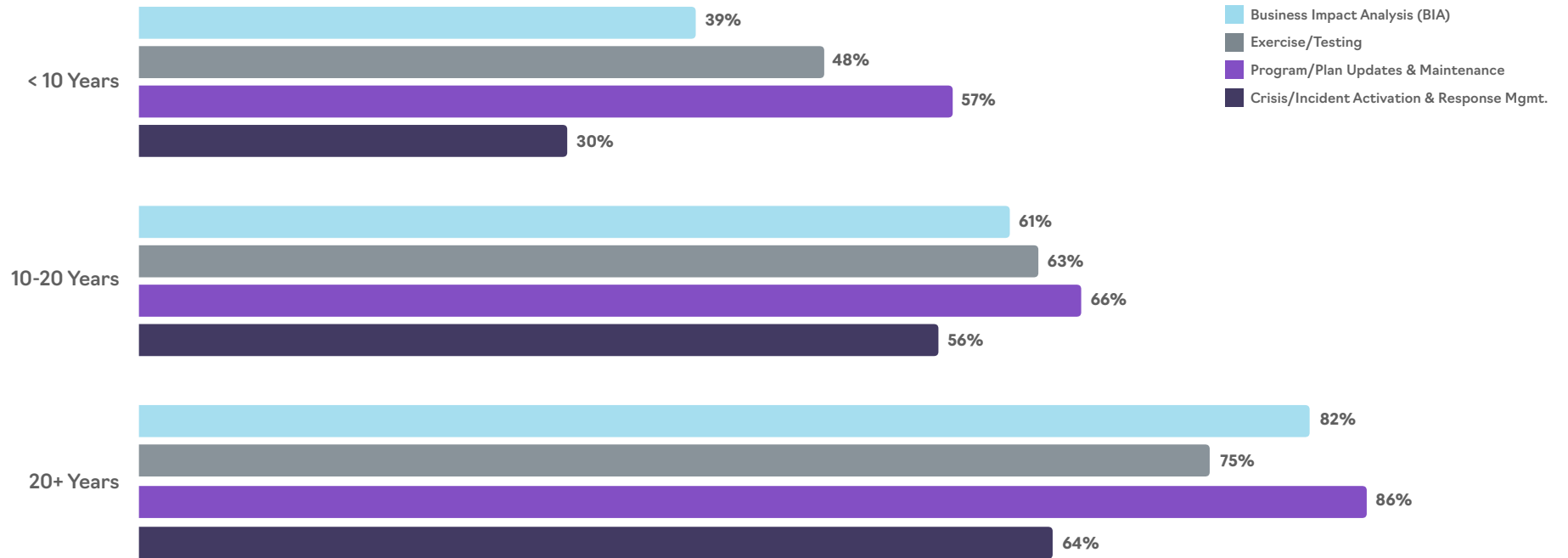
[View Appendix for full list of BCM Hard Skills >](#)

TOP BCM HARD SKILLS DOMAIN

PROGRAM MANAGEMENT: Program Implementation, Promoting/Training BCM Awareness, Exercising/Testing, Program/Plan Updates & Maintenance, Program Governance & Compliance, Horizon Scanning, Documentation Storage/Repository, BCM Software Tool Knowledge, Business Continuity Management Systems (BCMS), Executive Program Engagement/Program Updates

Respondents Indicating “Very Knowledgeable” by Years BCM Expertise

Based on a Self-Rating. Percent of respondents indicating 9 or 10 on a scale of 1 to 10 with 1 meaning “very little knowledge” and 10 meaning “expert knowledge”.



Top BCM Hard Skills by Role

Based on a Self-Rating. Percent of respondents indicating 9 or 10 on a scale of 1 to 10 with 1 meaning “very little knowledge” and 10 meaning “expert knowledge”.

ENTRY-LEVEL/PLANNER



PROGRAM MANAGER



INSIGHTS

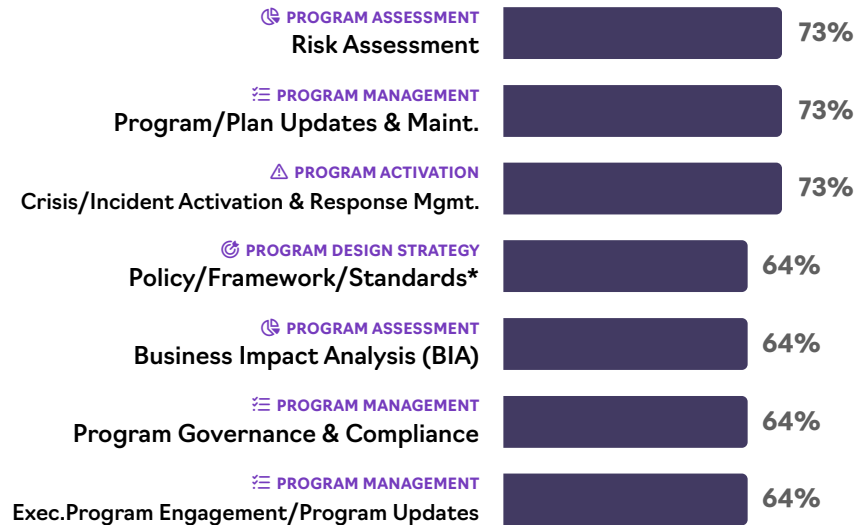
- Entry-level/planner professionals gave themselves the highest self-knowledge rating for exercising/testing (71% indicated a 9 or 10). In comparison, this data point dropped to 60% for program managers, 55% for vice president/directors, and 53% for global managers/chief officer.
- The data indicates a substantial knowledge growth between entry-level/planner to program manager, especially as it pertains to skills included within program assessment and plan/program activation.

[View Appendix for full list of BCM Hard Skills >](#)

Top BCM Hard Skills by Role

Based on a Self-Rating. Percent of respondents indicating 9 or 10 on a scale of 1 to 10 with 1 meaning “very little knowledge” and 10 meaning “expert knowledge”.

VP/DIRECTOR



* Company Standards - Not ISO

GLOBAL MANAGER/CXO



INSIGHTS

→ Vice president/directors indicated a stronger knowledge base within program assessment, program management, and plan/program activation while global manager/chief officer level individuals excelled at all three in addition to program strategy design.

[View Appendix for full list of BCM Hard Skills >](#)

All Respondents - Soft Skills

Based on a Self-Rating. Percent of respondents indicating 5 on a scale of 1 to 5 with 1 meaning "barely effective" and 5 meaning "extremely effective".

TOP SOFT SKILLS



CHALLENGING SOFT SKILLS



SOFT SKILLS - A combination of interpersonal people skills, social skills, communication skills, character traits, attitudes, career attributes, and emotional intelligence. [View Appendix for full list >](#)

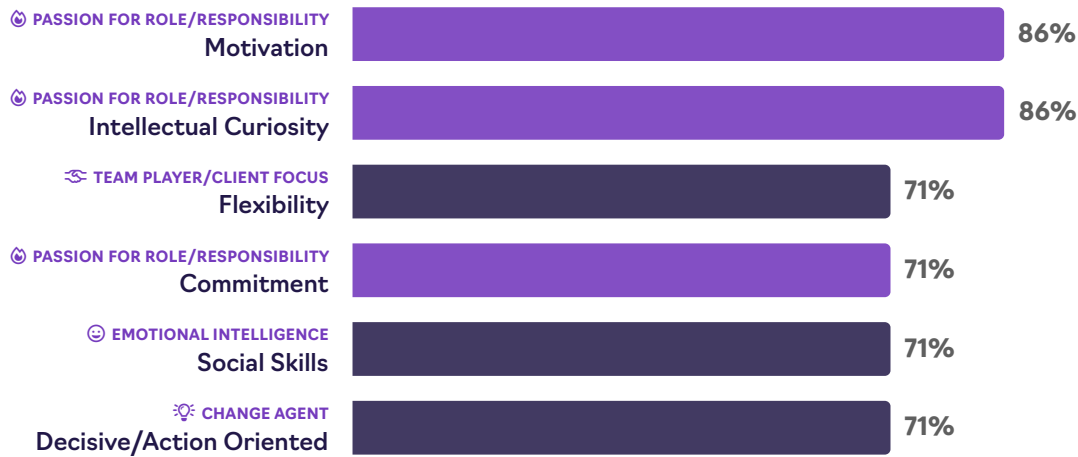
INSIGHTS

- **Soft skills really define who you are as an individual – it's your unique brand.** Although many of these traits come naturally, there is always room for improvement with practice and time. For example, taking a communications class is well worth the time and money and it's one of the most crucial competencies in any position.
- The data highlighted that professionals rated themselves quite high in the soft skills associated with being a **team player/client focused** and **passion for the role**, which isn't surprising considering that as a Business Continuity practitioner one is working across the entire organization. Being passionate about the role is crucial too because if you're not passionate and excited about the work you're doing, how do you expect to get anyone else within the organization excited about Business Continuity planning?
- It isn't surprising that **change agent** and **emotional intelligence** are rated the most challenging/barely effective. These skills are crucial within business continuity. Emotional intelligence is imperative at every level within the profession due to the interaction across the entire organization.

Entry-Level/Planner - Soft Skills

Based on a Self-Rating - Percent of respondents indicating 5 on a scale of 1 to 5 with 1 meaning "barely effective" and 5 meaning "extremely effective".

TOP SOFT SKILLS



CHALLENGING SOFT SKILLS



INSIGHTS

→ **Passion for the role scored the highest in terms of most effective for entry-level/planners.** Additionally, general business management soft skills also ranked high (organized (57%), detail oriented (57%), and business etiquette (57%)) in comparison to the other job titles.

→ Entry-level/planners seem to struggle the most in being a change agent along with influencing others, which isn't surprising as these skills are seldomly used at this level.

[View Appendix for full list of Soft Skills >](#)

PRO TIP



Elevating many soft skills can be a challenge, but it's possible.

When considering passion for the role, emotional intelligence, change agent, and situational awareness you may want to assess what attributes you admire from a manager or co-worker and become more conscious on how your actions are viewed within your team and across the organization.

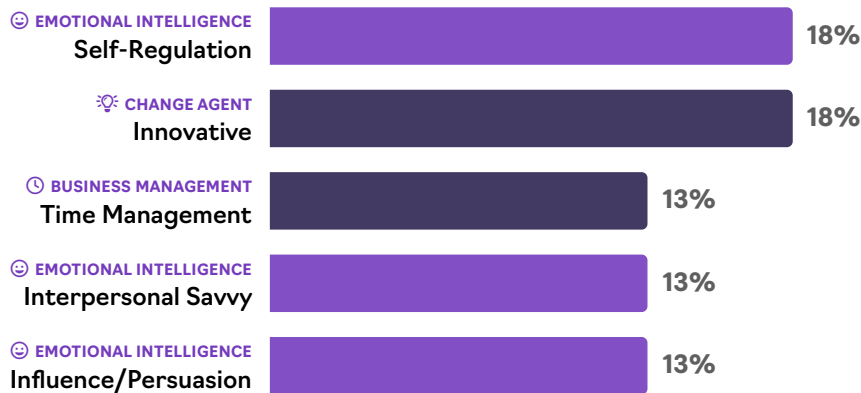
Program Manager - Soft Skills

Based on a Self-Rating. Percent of respondents indicating 5 on a scale of 1 to 5 with 1 meaning “barely effective” and 5 meaning “extremely effective”.

TOP SOFT SKILLS



CHALLENGING SOFT SKILLS



INSIGHTS

- Program managers rate their top skills as being related to team player/client focus and passion for the role. Many of these skills also aligned to the top skills for the entry-level/planners. The biggest difference between the two is that **program managers put a heavy focus on developing trusted partnerships/relationships while the planners were more focused on communicating with various audiences.**
- Program managers, vice president/directors, and global managers noted a significant challenge in a variety of skills associated with emotional intelligence, although vice presidents/directors seemed to struggle with these soft skills more so than program managers. Perhaps we can assume it's because program managers were defined within the study as managing the program only – no staff management.

[View Appendix for full list of Soft Skills >](#)



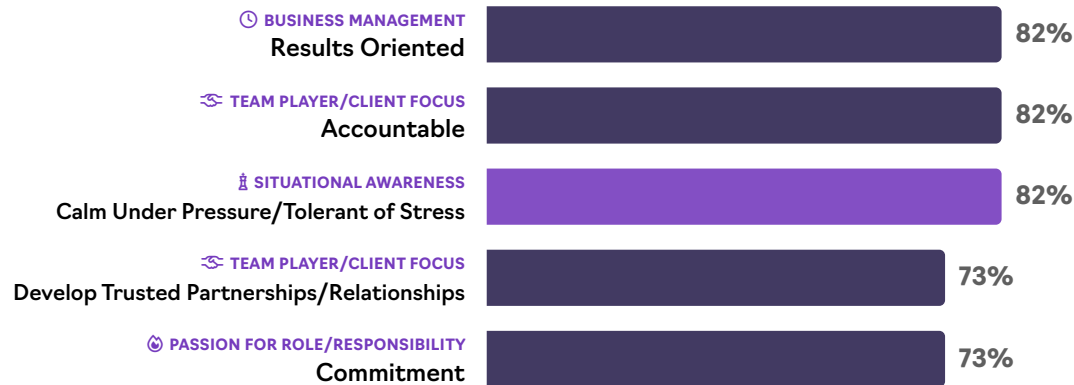
Program managers mostly manage a Change to be delivered in a planned manner with support of resources. So specific characteristics related to managing change – Accountability, Flexibility, Partnership, Focus, and Teamwork is required.

— Sanjiv Tripathy (Advisory Board)

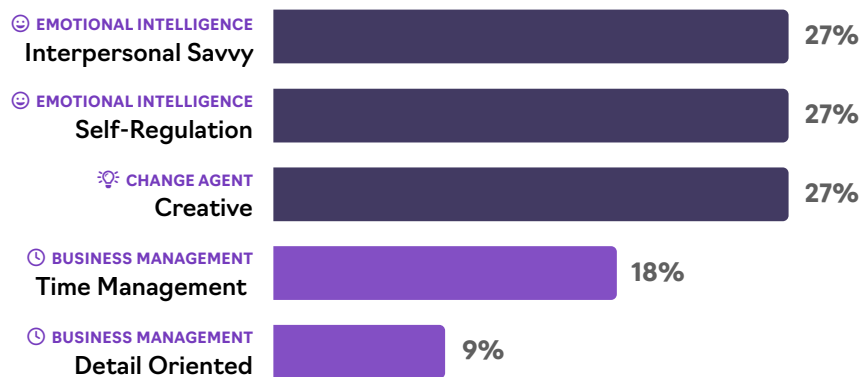
Vice President/Director - Soft Skills

Based on a Self-Rating. Percent of respondents indicating 5 on a scale of 1 to 5 with 1 meaning "barely effective" and 5 meaning "extremely effective".

TOP SOFT SKILLS



CHALLENGING SOFT SKILLS



INSIGHTS

- Vice president/directors ranked themselves most effective across multiple categories (team player/client focus, passion for role/responsibility, and change agent). They also scored themselves higher on average in comparison to the program managers. Additionally, those noting a **vice president/director on average self-rated themselves the highest for being calm under pressure/tolerant of stress (82%).**
- In addition to the vice president/directors being more challenged (in comparison to the program managers) in emotional intelligence skills, these individuals seemed to also struggle in managing their time.

[View Appendix for full list of Soft Skills >](#)

PRO TIP



Block your schedule to address your daily tasks. Time management, organization, and being detail oriented can be elevated in planning your workday the day before and blocking your schedule to address your daily tasks.

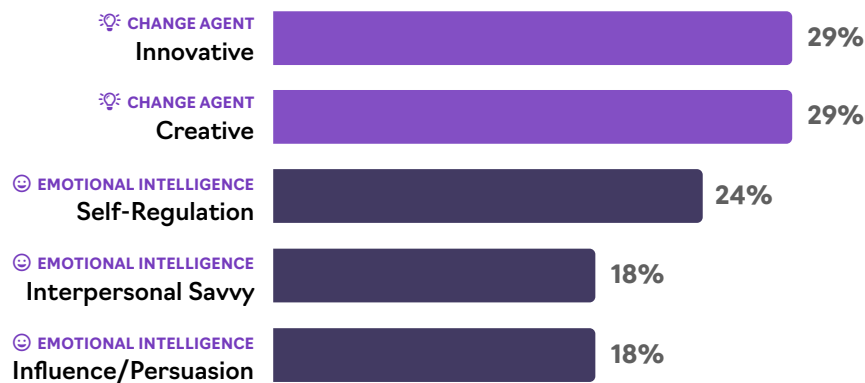
Global Manager/CXO - Soft Skills

Based on a Self-Rating. Percent of respondents indicating 5 on a scale of 1 to 5 with 1 meaning "barely effective" and 5 meaning "extremely effective".

TOP SOFT SKILLS



CHALLENGING SOFT SKILLS



INSIGHTS

→ Global managers/CXOs noted that their greatest challenge is being a change agent – being innovative and creative in their approach to Business Continuity planning. This skill is especially important at the senior executive level as it closely aligns to the program design and strategy – creating a program that is simple, actionable, and works.

[View Appendix for full list of Soft Skills >](#)

CHALLENGING SOFT SKILL DOMAINS

CHANGE AGENT: Innovative, Creative, Organizational Agility, Decisive/Action Oriented, Embrace New Ideas, Challenge Oneself

EMOTIONAL INTELLIGENCE: Interpersonal Savvy, Diplomacy, Self-Awareness, Empathy, Social Skills - Communicating with Various Audiences, Self-Regulation, Influence/Persuasion

Hiring Manager Assessment on Most Valuable Skills

Only Those Respondents Who Currently Hire and Directly Manage Personnel Dedicated to the Business Continuity/Resiliency Program (66%) Received the Questions in this Section

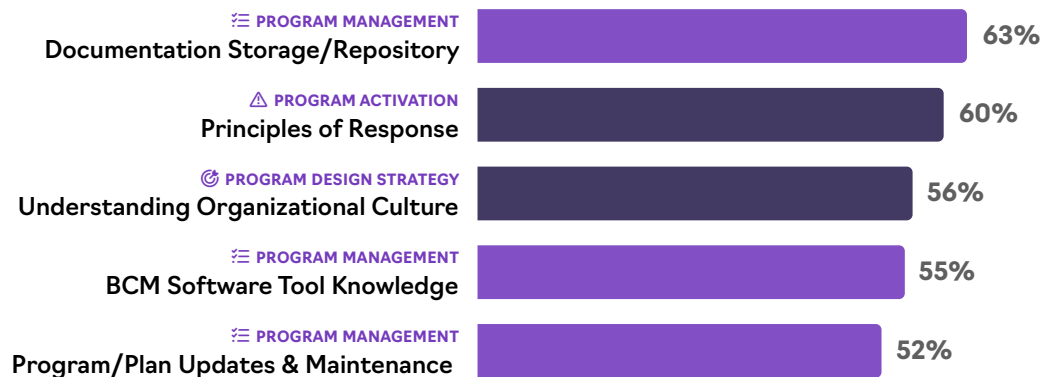




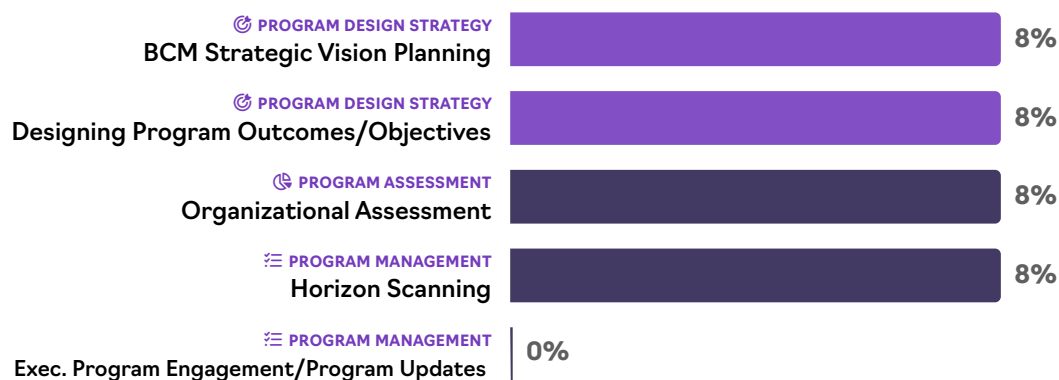
Entry-Level - BCM Hard Skills that Lead to the Most Successful Hire

Percent of hiring managers indicating skills leading to the most successful hire.

MOST IMPORTANT BCM HARD SKILLS



LEAST IMPORTANT BCM HARD SKILLS



INSIGHTS

→ Hiring managers indicated that program management skills attributed to the success for entry-level professionals. These skills were primarily focused on plan documentation storage, tool knowledge, and plan updates/maintenance. Program design strategy and providing executive program updates were least important as these responsibilities are likely being managed by a more senior-level practitioner.



Business Continuity is not an easy topic to pick up and master at the entry-level. This requires a great amount of self-drive that comes out of passion for the role. Unlike other roles, BCM is always on the edge and could be called upon at any point. Ability to prioritize and be organized are some of the most important elements to be a good BC Manager.

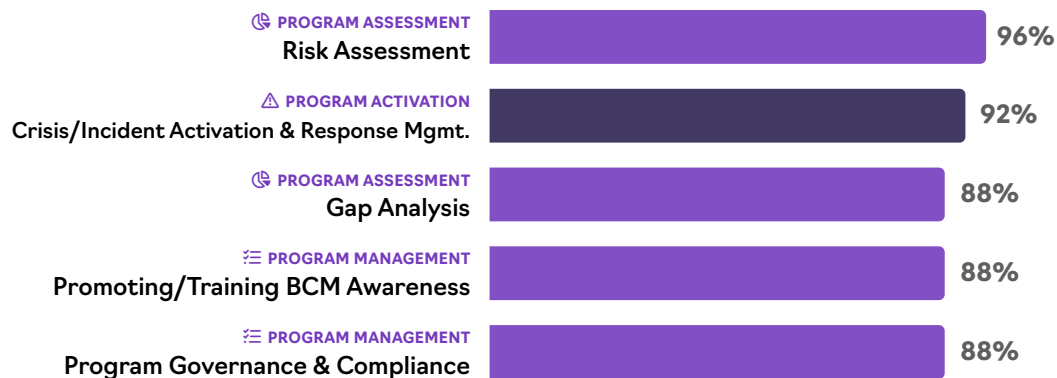
— Jayaraj Puthanveedu (Advisory Board)



Mid-Level - BCM Hard Skills that Lead to the Most Successful Hire

Percent of hiring managers indicating skills leading to the most successful hire.

MOST IMPORTANT BCM HARD SKILLS



LEAST IMPORTANT BCM HARD SKILLS



INSIGHTS

→ At the mid-level, hiring managers were more concerned in hiring professionals who can assist in elevating and assessing the program, promoting BCM awareness, and program governance in addition to risk assessments and gap analysis. Some of the skills that were more important for entry-level practitioners (tool knowledge and documentation storage) were less important at the mid-level; however, these skills still received substantially high ratings of 64% and 63% compared to 55% and 63% (entry-level ratings).



At the mid career level many BC professionals are considered to be “in the engine room” of the program. The results shown in the report here therefore are indicative of what is to be expected at that level within the profession. Many of the technical skills are extremely important to this group. Skills such as risk assessment, incident response, gap analysis, and training and awareness reside at the tactical level and are absolutely essential to the success of the program.

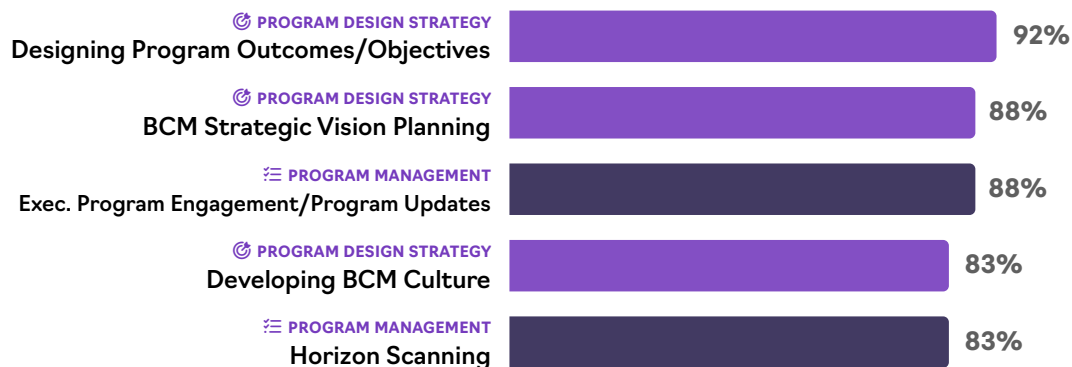
— Malcolm B. Reid (Advisory Board)



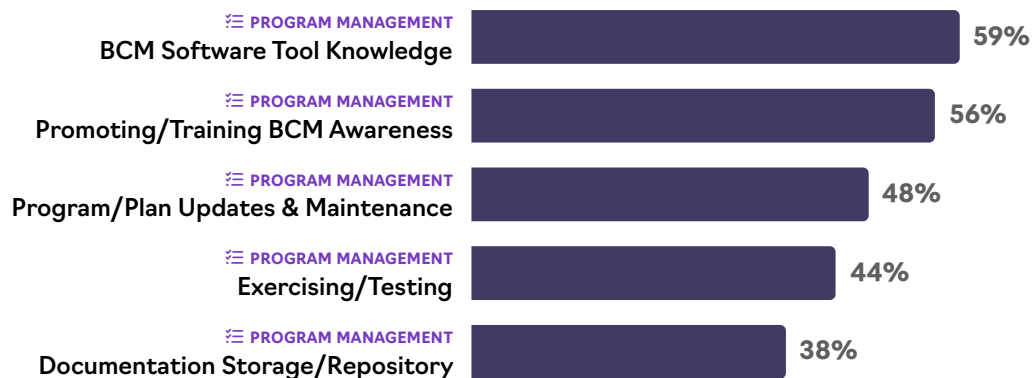
Senior-Level - BCM Hard Skills that Lead to the Most Successful Hire

Percent of hiring managers indicating skills leading to the most successful hire.

MOST IMPORTANT BCM HARD SKILLS



LEAST IMPORTANT BCM HARD SKILLS



INSIGHTS

→ At the senior-level, organizations target professionals who are experienced in program design strategy and advanced program management skills (executive program engagement and horizon scanning). They are less concerned with the fundamental program management skills that rated high for entry and mid-level professionals.



Successful senior-level career candidates often have more high level experience and skills such as strategic thinking, ability to articulate vision, and drive cultural shifts than they do with some of the other “lesser important” hard skills like managing tools and updating plans. The most successful leaders have leveraged their experience with the “lesser important” tactical skills to be more visionary, proactive, strategic, and forward thinking.

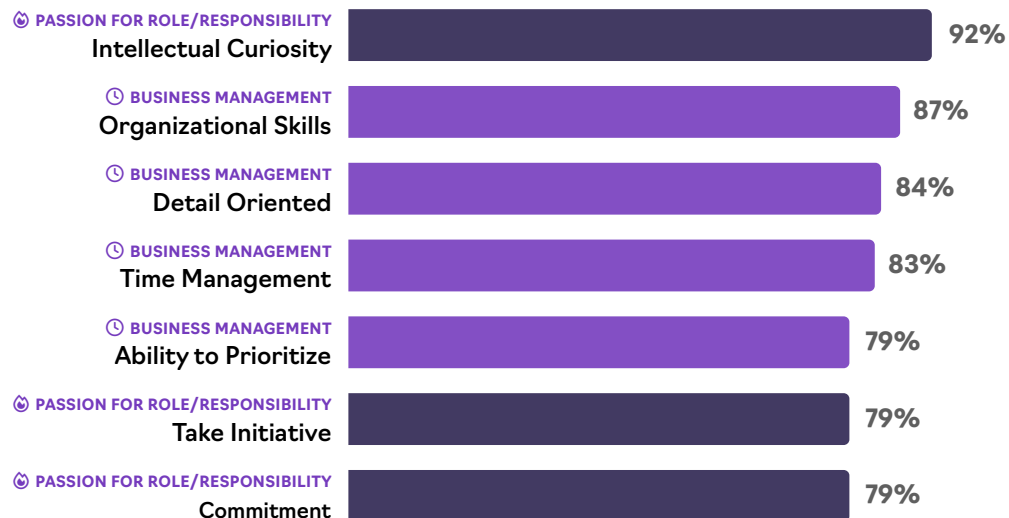
— Kevin Cunningham (Advisory Board)



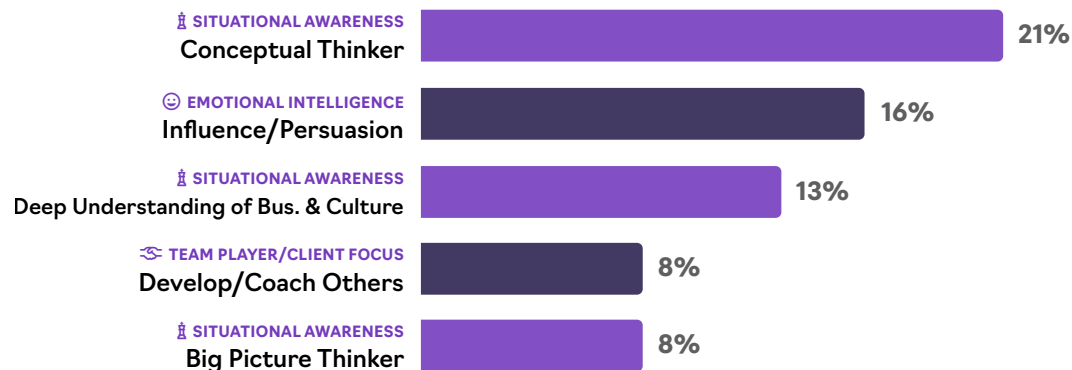
Entry Level - Soft Skills that Lead to the Most Successful Hire

Percent of hiring managers indicating skills leading to the most successful hire.

MOST IMPORTANT SOFT SKILLS



LEAST IMPORTANT SOFT SKILLS



INSIGHTS

- Organizations are motivated to hire professionals who will champion the program forward at every level. It's really about having the right person in the right job and the soft skills are just as (if not more) important as the hard skills.
- For entry-level hires we discovered that hiring managers believe individuals who exhibit **passion for the role** (intellectual curiosity, take initiative, and commitment) as well as **business management** (organizational skills, detail oriented, time management, and ability to prioritize) resulted in the most successful hire. These attributes help entry-level Business Continuity practitioners in documentation, plan updates, and program maintenance. Passion for the role, however, is the secret sauce. Loving what you do can be contagious within your team and organization.



It's more important to have the passion than other industry skills. It takes determination to get the required information out of people who think the need for BC plans is not necessary. Truly believing in what you are doing is a must. Then they can learn about how to work it to the business.

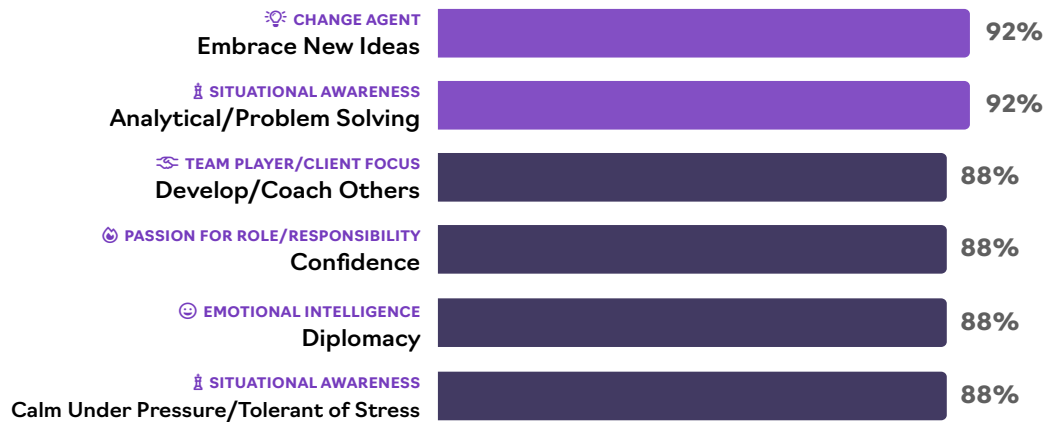
— Gayle Hedgecock (Advisory Board)



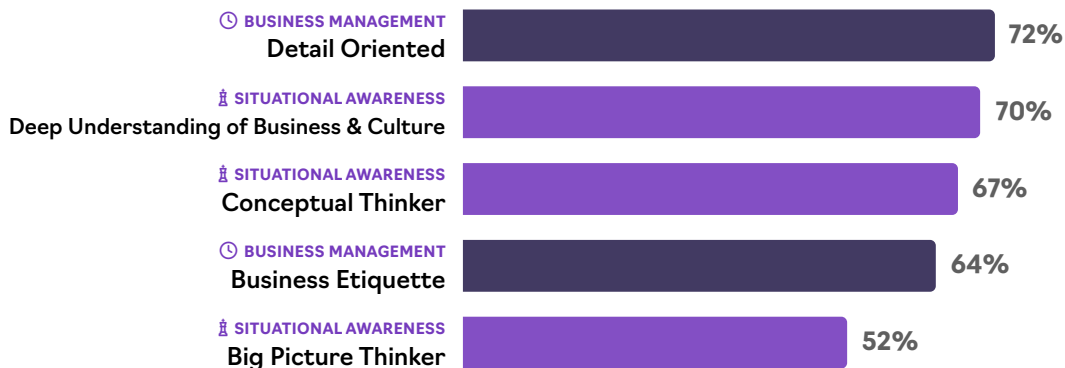
Mid-Level - Soft Skills that Lead to the Most Successful Hire

Percent of hiring managers indicating skills leading to the most successful hire.

MOST IMPORTANT SOFT SKILLS



LEAST IMPORTANT SOFT SKILLS



INSIGHTS

→ Hiring managers prefer mid-level Business Continuity professionals with a mix of soft skills that are imperative when assessing programs, managing program governance/compliance, and promoting BCM awareness. **Driving the program forward with emotional intelligence is the key to defining a top talent at the mid-level, though.**



Often mid-level related BCM roles have a few direct reports but a vast network of indirect reports through BC Champions or BC Coordinators. Being highly emotionally intelligent ensures that they are able to progress the program of work effectively, even if there is no direct line management control. By ensuring they are in tune with their stakeholders, these mid-level managers are able to influence and prioritise activities while improving relationships and working across functions to remove silos (preserved or actual).

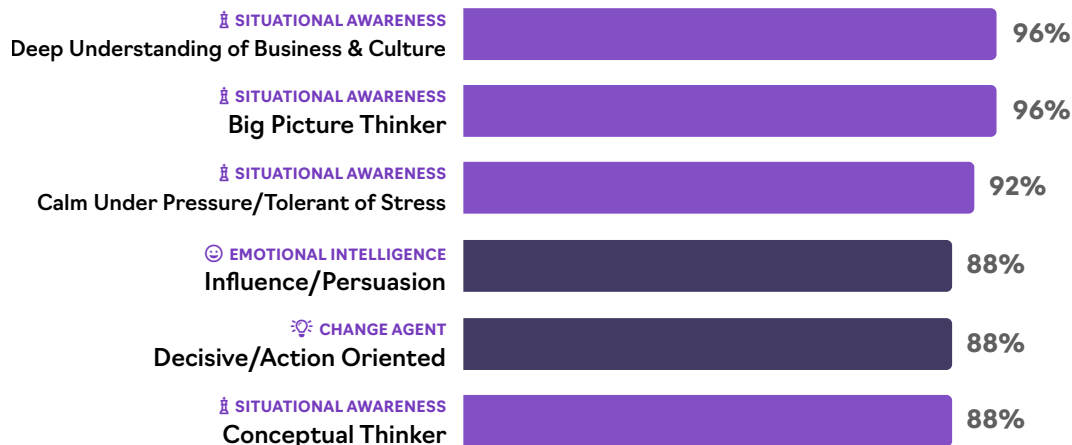
— Nicole Lawrence (Advisory Board)



Senior-Level - Soft Skills that Lead to the Most Successful Hire

Percent of hiring managers indicating skills leading to the most successful hire.

MOST IMPORTANT SOFT SKILLS



LEAST IMPORTANT SOFT SKILLS



INSIGHTS

→ At the senior-level, however, our hiring managers favor experts with **situational awareness**. **Emotional intelligence** and being a **change agent** also rated high. These attitudes are not surprising when you consider that senior-level Business Continuity advisors are focused on program design strategy (designing program outcomes/objectives, BCM strategic vision planning, and developing BCM culture) along with engaging executives and activating programs during a crisis.



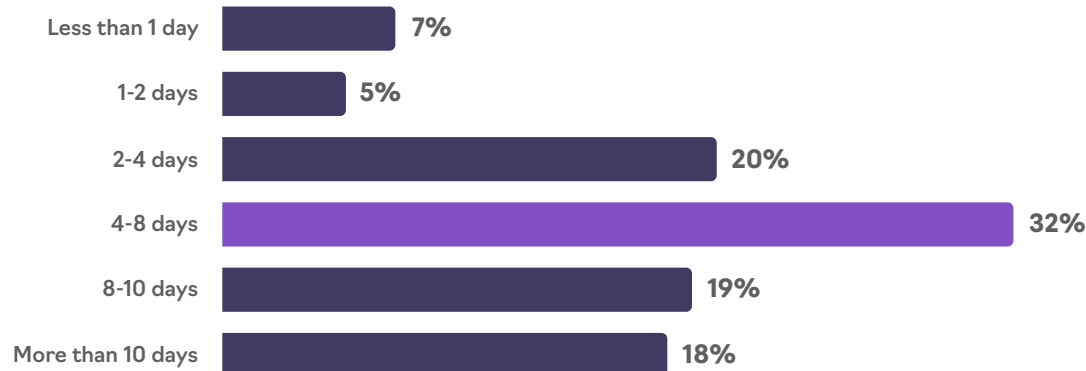
With globalization, situational awareness and emotional intelligence skills are more significant than ever when teams are cross-cultural and global. Post-pandemic, while leaders of the future will still require the ‘traditional’ leadership skills, they’ll also need a greater degree of situational awareness and emotional intelligence such as empathy and trust in order to meet evolving employee expectations moving forward.

— Sohail Khimani (Advisory Board)

Training + Personal Development



Time Spent Attending Training Classes, Conferences, or Meetings Focused on Your Career Growth Per Year



Training Content or Subject Matter Most Likely to Attend

TOP CHOICES

- 1 Advanced Level BC Planning Content
- 2 Innovative Strategies & Techniques
- 3 Individual Skill & Competency Improvement
- 4 Governance
- 5 Compliance
- 6 General Business Associate Practices
- 7 Entry-Level BC Planning Content

INSIGHTS

→ Professionals are more concerned about the subject matter (85%) when selecting a course followed by the cost (63%), timing when offered (45%), methodology being covered (28%), and length of training (22%). Additionally, practitioners were equally interested in on-line live (76%) or live in classroom (73%) delivery mechanisms, but were significantly not interested in audio only (podcast) training delivery (7%).

KEY TRAINING & DEVELOPMENT STATS

56% of organizations **have a budget dedicated to associate education and career growth**

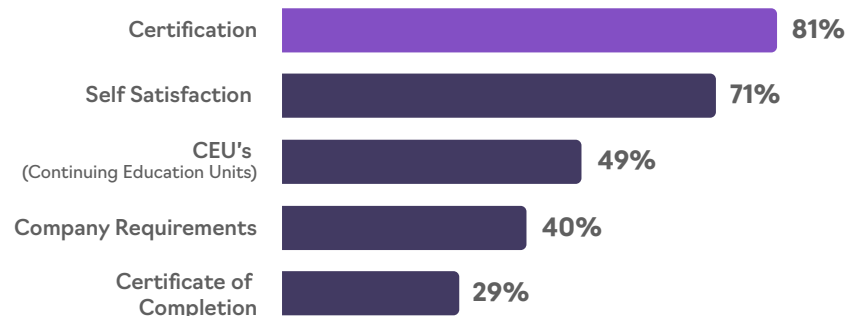
56% of hiring managers **schedule performance reviews** in which there is a focus on career growth and aspirations

37% of organizations are **very committed to retaining current employees** and its always a discussion point within management teams



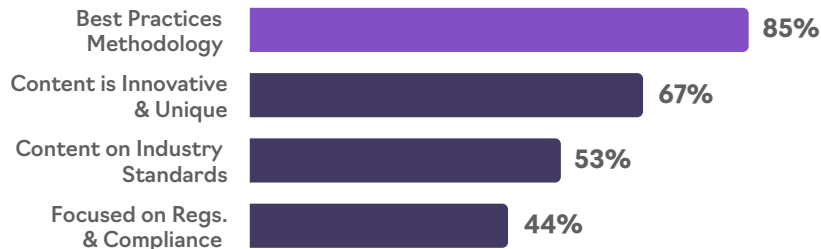
Greatest Value When Completing a Course

Percent of respondents indicating 4 or 5 on a scale of 1 to 5 with 1 meaning "lowest value" and 5 meaning "highest value".



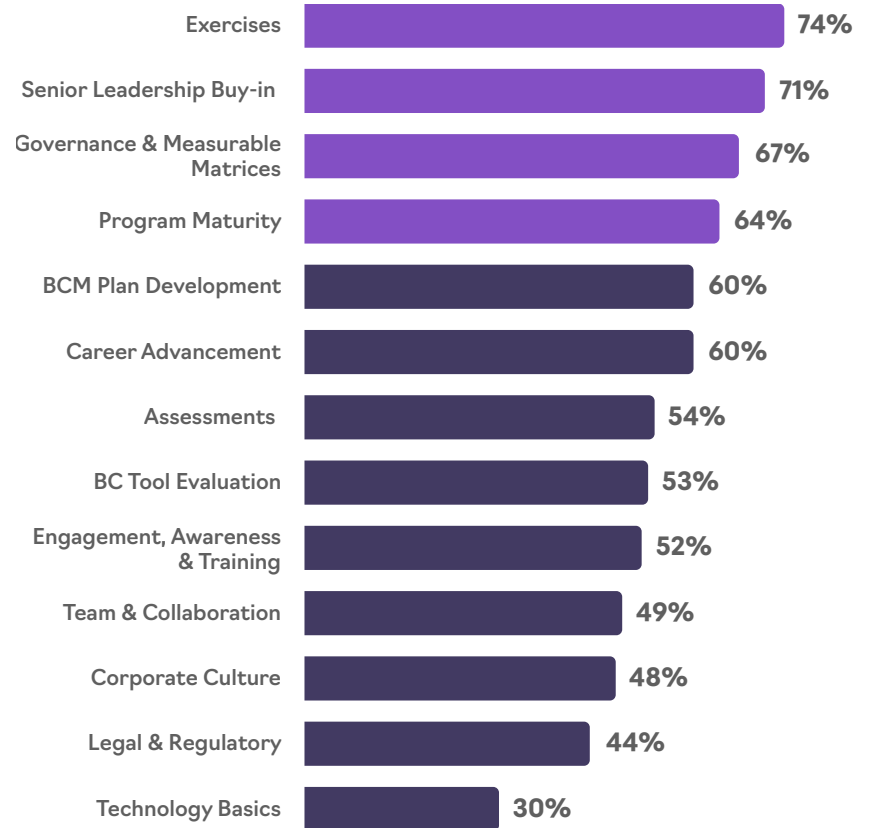
Greatest Value When Considering a Course

Percent of respondents indicating 4 or 5 on a scale of 1 to 5 with 1 meaning "lowest value" and 5 meaning "highest value".



Interest in Receiving Training in the Following Specialized Areas

Percent of respondents indicating 4 or 5 on a scale of 0 to 5 with 0 meaning "no interest" and 5 meaning "highest interest".



INSIGHTS: Professionals are most interested in learning and growing in Business Continuity (81%) followed by Crisis Management (71%), and Risk Management (68%) while indicating very little interest in Environmental Health & Safety (33%) and Data Security (38%).

Demographics

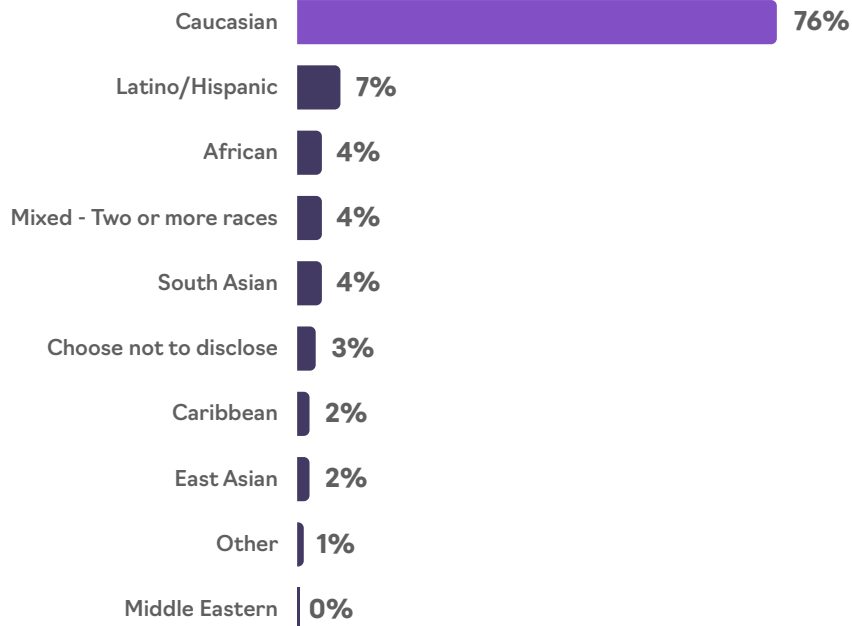


Percent of Survey Respondents

Gender Identity

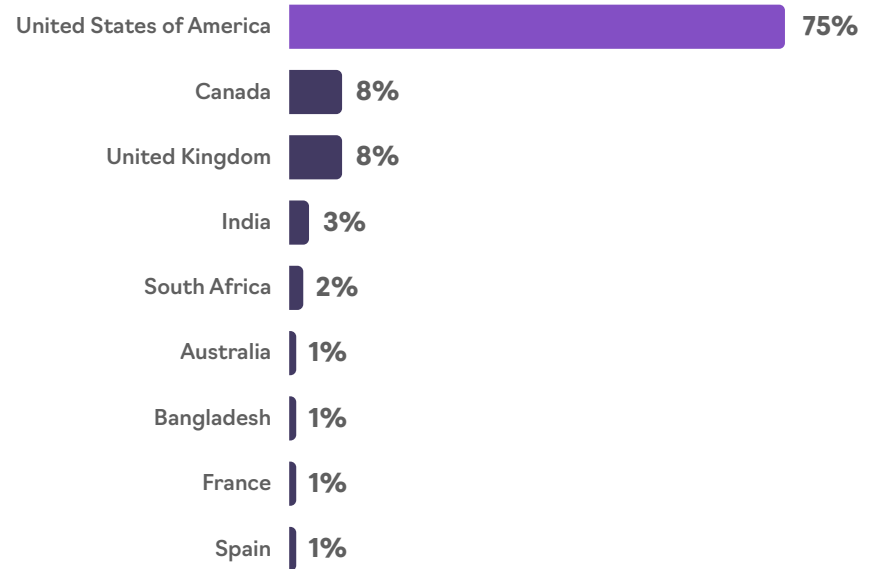


Ethnicity

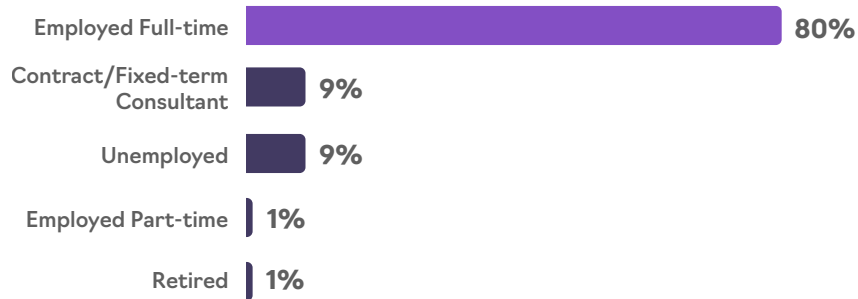


Country

TOP COUNTRIES

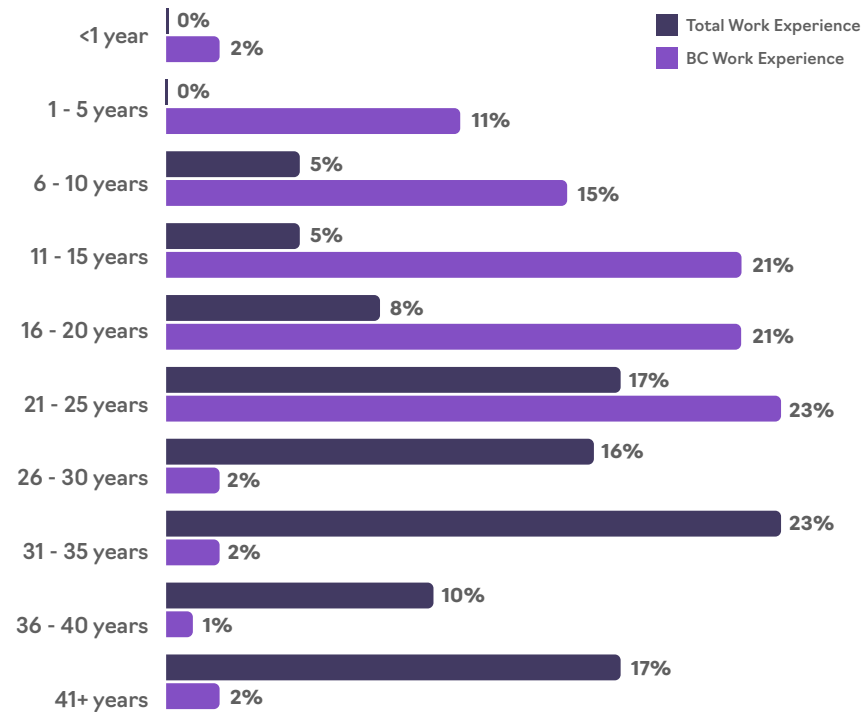


Employment Status



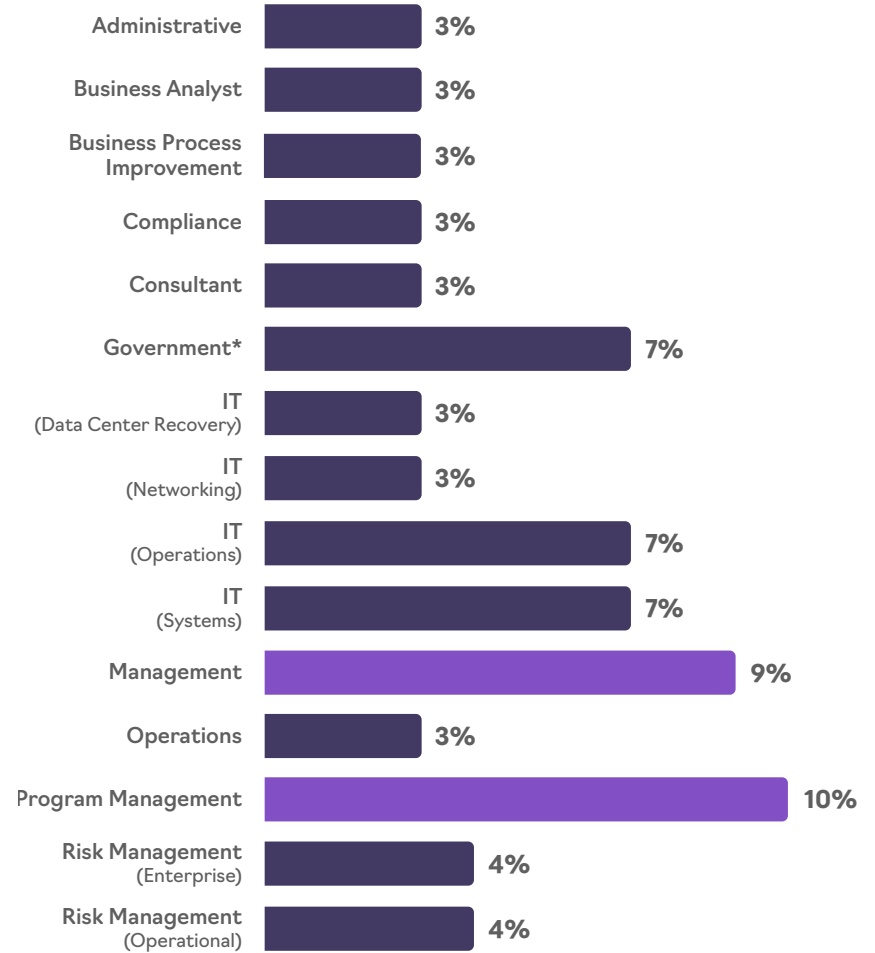
Years of Expertise

(Total Work Experience & Business Continuity (or Related Role) Experience)



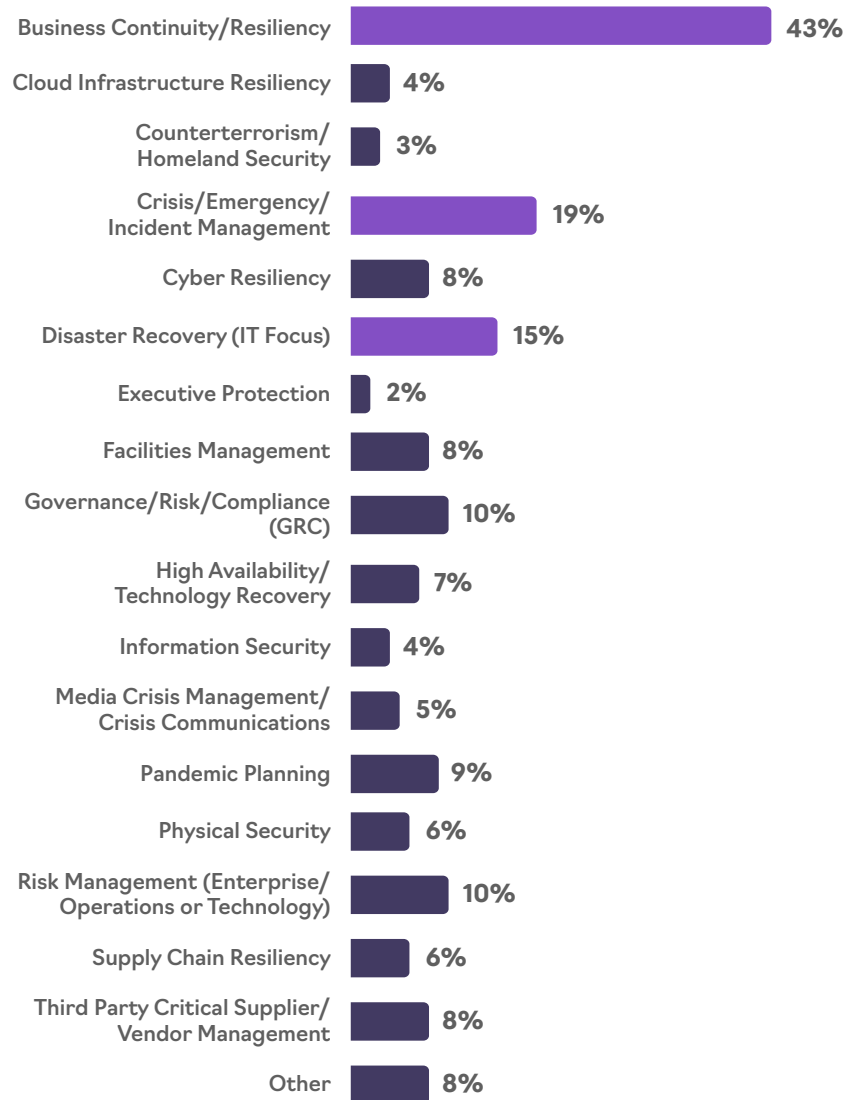
Career Focus Prior to Being Dedicated in a Business Continuity or Related Role

TOP 15 PREVIOUS CAREERS



* City, County, State/Province, National, or International

Breakout of Responsibilities and Focus as a Percent of Job Focus (Will not equal 100% - Each category is an average for those who indicated that discipline.)



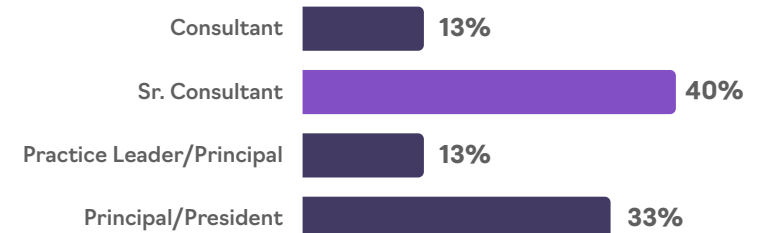
Current Role

[See Appendix for Role Descriptions >](#)



CONSULTANT/PROFESSIONAL SERVICES

(Respondents continued to the follow-up question on consulting level)



Appendix



Key to Hard Skills Included in the Study

General Hard Skills

COMMUNICATION

Language (Grammar, Punctuation, Spelling, Vocabulary)
 Business Writing Skills (Reports, Presentations, Proposals)
 Technical Writing
 Social Media Skills

TECHNICAL/COMPUTER

STEM (Science, Technology, Engineering, Math)
 MS Office
 MS Teams
 Zoom/WebEx

ANALYTICAL

Research
 Problem-Solving
 Forecasting
 Data/Metrics Interpreting

CUSTOMER ENGAGEMENT

Listening
 Marketing Skills
 Customer Support & Follow-up
 Presentation Skills

PROGRAM MANAGEMENT

Project Lifecycle Management
 Resource Management
 Workflow Development
 Measurable Matrix Development (Dashboard)
 Business Process Re-Engineering
 Scrum Management

MANAGERIAL

Strategic Planning
 Performance Tracking
 Budget Management
 Staff Management
 Hiring
 Negotiating

BCM Hard Skills

PROGRAM DESIGN STRATEGY

Understanding Organizational Culture
 BCM Strategic Vision Planning
 Developing BCM Culture
 Program Lifecycle Design Strategy
 Policy/Framework/Standards (Company - Not ISO)
 Designing Program Outcomes/Objectives

PROGRAM ASSESSMENT

Organizational Assessment
 Business Impact Analysis (BIA)
 Risk Assessment
 Gap Analysis
 Critical Supplier/Vendor Assessment
 Standard (ISO22301) Mapping & Assessment

PROGRAM MANAGEMENT

Program Implementation
 Promoting/Training BCM Awareness
 Exercising/Testing
 Program/Plan Updates & Maintenance
 Program Governance & Compliance
 Horizon Scanning
 Documentation Storage/Repository
 BCM Software Tool Knowledge
 Business Continuity Management Systems (BCMS)
 Executive Program Engagement/Program Updates

PROGRAM ACTIVATION

Principles of Response
 Crisis/Incident Activation & Response Management
 Crisis Communications
 Emergency Notification Systems

Key to Soft Skills Included in the Study

Soft Skills

BUSINESS MANAGEMENT

- Organizational Skills
- Ability to Prioritize
- Time Management
- Detail Oriented
- Business Etiquette
- Results Oriented

TEAM PLAYER/CLIENT FOCUS

- Collaborative
- Flexibility
- Develop Trusted Partnerships/ Relationships
- Accountable
- Identify Value for Others
- Develop/Coach Others

PASSION FOR ROLE/ RESPONSIBILITY

- Motivation
- Engaging Personality
- Confidence
- Take Initiative
- Commitment
- Intellectual Curiosity

EMOTIONAL INTELLIGENCE

- Interpersonal Savvy
- Diplomacy
- Self-Awareness
- Empathy
- Social Skills - Communicating with Various Audiences
- Self-Regulation
- Influence/Persuasion

CHANGE AGENT

- Innovative
- Creative
- Organizational Agility
- Decisive/Action Oriented
- Embrace New Ideas
- Challenge Oneself

SITUATIONAL AWARENESS

- Deep Understanding of Business & Culture
- Analytical/Problem Solving
- Big Picture Thinker
- Conceptual Thinker
- Calm Under Pressure/Tolerant of Stress

Current Role Descriptions

Entry-level/Analyst

Assists with program only for the departments, organization, or government sector (includes local country and/or global). No project management responsibilities. No staff management.

Planner/Coordinator/Administrator

Partial program management for a department of a corporation or government sector (includes local country and/or global). No staff management.

Subject Matter Expert/Technologist/Engineer (Non-manager)

Expertise in one aspect of the program (business or technology-focused). No involvement in program management or staff management. May serve as a subject matter expert within a defined niche specialty.

Solution Architect

Responsible for the end to end design and implementation of an IT resiliency solution. This may include: network, storage, systems, as well as specialized hardware or software. May or may not manage staff.

Manager/Assistant Vice President/Program Manager

Program management for an entire division, corporation, or government sector (local country only). No staff management.

Vice President/Director

Program management for an entire division, corporation, or government sector (local country only). Direct staff management.

Regional Lead Manager

Manages and oversees the program on a regional basis including a geography of multiple countries. With or without direct staff management.

Global Program Manager

Manages and oversees the entire program globally with no regional support leads. No direct staff management.

Global Program Head

Manages and oversees the entire program globally - including direct staff management.

Chief Officer

Executive level within a corporation. Includes Chief Continuity Officer, Chief Risk Officer, and Chief Security Officer.

Consultant/Professional Services

Respondents continued to the follow-up question on consulting level.

- **Consultant** - Assists client companies with a variety of BC/DR engagements. No staff management.
- **Sr. Consultant** - May manage a client engagement through a full-life cycle and indirectly manage staff.
- **Practice Leader/Principal** - Manages a regional or national practice with managing client engagements, staff management, and business development. Direct staff management.
- **Principal/President** - Partial or full owner of a consulting practice.

BCM Research Overview



BCM Research Overview

REPORTING HISTORY

Since 2001, BC Management has been gathering data on business continuity management programs and compensations to provide professionals with the information they need to elevate their programs. Each year our organization strives to improve upon the study questions, distribution of the study and the reporting of the data collected.

STUDY METHODOLOGY

The on-line study was developed by the BC Management team in conjunction with Castellan Solutions and the BC Management International Research Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. The study was launched on April 14, 2021 and it will remain open through November 2021. Participants were notified of the study primarily through e-newsletters and notifications from BC Management, Castellan Solutions, Continuity Insights, Disaster Recovery Journal, and from many other industry organizations. All participants are given the option of keeping their identity confidential.

ASSESSMENT OF DATA & REPORTING

BC Management is continuously reviewing and verifying the data points received in the study. Data points in question are confirmed by contacting the respondent that completed that study. If the respondent did not include their contact information, then their response to the study may be removed. Data findings in many of the figures were rounded to whole numbers, thus the total percent may not equal 100%.

PARTICIPANT OVERVIEW

106 professionals participated in our 1st Edition BCM Career & Professional Development Study.

Responses were received from **9 countries**. The most significant responses are bolded and associated with a response.

Australia, Bangladesh, **Canada** (8%), France, India, South Africa, Spain, **United Kingdom** (8%), and **United States of America** (75%).

Advisory Board + Distributing Organizations



Thank you to BC Management's International Research Advisory Board

BC Management's International Research Advisory Board was instrumental in reviewing the study to ensure it focused on the topics that are of the greatest interest to continuity professionals today. The goal was to develop a credible reporting tool that would add value to the business continuity profession.

Larry Chase

CBCP, Comp TIA A+ (USA Focus)

Larry is the Senior Vice President of Operational Risk Management for Enterprise Resilience at Citigroup. An eight year United States Air Force veteran, Larry is a recognized and a regarded industry leader in Operational Risk and Resiliency Management for nearly 30 years. Credited with establishing global programs at Pfizer, Motorola, and most recently with Humana – His professional accomplishments include the 2017 BCI Continuity & Resiliency Team of the Year, 2015 DRI Program Leader of the Year, 2010 BCI Asia Group Excellence Award and the 2005 W.E Upjohn Award for Leadership. Larry has been a guest speaker at industry conference for 20 years consecutively, and continues to serve the industry through numerous industry positions. He spends a good portion of his downtime serving in industry leadership roles, and is credited with co-founding the DRI Foundation's Veterans Outreach Program, providing scholarships to our returning heroes. Larry has been a Certified Business Continuity Professional in good standing since 2003.

Kevin Cunningham

MS, CEM, CBCP (USA Focus)

Kevin is currently the Director of the Business Continuity Program Officer at Equinix Inc. Previously, he had spent 4 years as Vice President and Head of Global Business Continuity, Crisis Management and Emergency Services at NBCUniversal. Until May of 2013, he was Americas Regional Head of Business Continuity, Crisis Management for UBS AG. Prior to his tenure at UBS, Mr. Cunningham worked for the City of New York as a Preparedness Specialist for the New York City Office of Emergency Management.

Ing. Jorge Escalera

MBA, CT31000, MBCP, LA 22301 (Mexico)

Jorge Escalera Alcazar is President of the Organization Resilience Institute (IRO), Practice leader of Enterprise Risk Management, Business Continuity Management Systems, IT Disaster Recovery, Risk Management, and Insurance. More than 25 years of experience. Consultant for private sector multinational corporations and public-sector institutions. Chemical Administrator Engineer from Tec de Monterrey. MBA from EGADE Business School. Master Business Continuity Professional (MBCP) and Instructor by Disaster Recovery Institute International. Certified Risk Management Professional and Trainer (RM31000) by IRO. Former President of the Mexican Technical Committee ISO/TC262 Risk Management. Coordinator of WG2 Business Continuity of ISO/TC292 Security and Resiliency. Convenor of the Spanish Translation Task Force of ISO TC262/STTF – Risk Management. First President and founder of the RIMS Mexico Chapter.



Robert Fucito

(USA Focus)

Experienced executive with a demonstrated history of working in the financial services industry. Skilled in Crisis Management, Enterprise Risk Management, IT Service Management, and IT Strategy. Strong professional with a Certificate focused in Design Thinking & Problem Solving from Massachusetts Institute of Technology - Sloan School of Management.

Guy Gryspeerdt

AMBCI (USA Focus)

Guy Gryspeerdt BA (Hons), AMBCI, has a strong experience in aligning the risk, business resilience, and crisis management functions to the organization's strategic business goals and managing both the change process and subsequent organizational systems. He is outcome focused and sees a robust resilience program as a key business enabler to deliver a competitive advantage to the organization and value to customers. He has worked internationally across industry sectors, managing risk, business resilience, crisis management, and security in the financial, retail, manufacturing, and government sectors and has managed high level projects in these areas for leading organizations globally. Organizations have included Ernst & Young, Goldman Sachs, Reinsurance Group of America, The Westfield Group, and Bridgewater.

Gayle Hedgecock

(UK Focus)

Gayle has over 20 years of Business Continuity experience in Financial services and less than 6 months in legal services, covering the full continuity lifecycle from completing BIA's through to creating and implementing BC policies and everything in between. Gayle was the chair of the BCI London Forum for 4 years.

Ashley Helmick

AMBCI (USA Focus)

Over the past four years, I have worked with a variety of organizations to implement and maintain successful Business Continuity and IT Disaster Recovery Programs. I have helped clients identify and mitigate risk and respond to disruptions. I have also worked to integrate business continuity and IT disaster recovery into organizations' cultures. The industries in which I've worked include healthcare, manufacturing, utilities, technology services/software, legal services, and financial services. I have also worked with several international organizations.

Evan Hicks

CBCP (USA Focus)

Evan began his Business Continuity career in Blacksburg, VA implementing Emergency Notification Systems across the United States for local government agencies. Motivated by the events of the 2007 Virginia Tech shooting, Evan moved to New York City to pursue a Master's Degree in Emergency Management from John Jay College of Criminal Justice. While completing his graduate studies, Evan held positions at Goldman Sachs' Crisis Management Center and NYC OEM's Training & Exercise division. This unique experience in both the public and private sector, led him to Washington, DC where he held multiple roles across Fannie Mae's Corporate Incident Management Team, Business Continuity Office, Risk and Controls, and Credit Portfolio Disaster Relief Team. In 2016, Evan pursued an opportunity in Portland, OR to establish a Business Recovery program for Nike's world headquarters and global business operations. During his tenure with Nike, Evan elevated Business Continuity to the Board of Directors, authored the COVID-19 Return to Work Playbook, and implemented a global continuity planning process inclusive of incident management, third party risk, technology recovery, facility management, enterprise risk management, supply chain, HR, and other enterprise partners. Today, Evan is applying his crisis management expertise to his community in Portland where he's helping local charities address and resolve the social vulnerabilities revealed by COVID-19 and the BLM movement.



Alberto Jimenez

CBCP, PMP (USA Focus)

Alberto is a founder and director with MiaTomi, a provider of business continuity management consulting services. Alberto has over 20 years of cross-industry experience, helping clients meet their business continuity, risk, compliance, and IT transformation needs. Prior to founding MiaTomi, Alberto was a national practice director at Datalink, Senior Manager at SunGard, Associate Director at Protiviti, and technology manager at Accenture.

Sohail Khimani

**MBA, MBCP, AFBCI, OSSNHS, ISO 22301 LA
(Middle East Focus –Based in UAE)**

An award-winning risk and resilience luminary with over 16 years of experience in all facets of risk and resilience. He is considered as an expert in providing and implementing bespoke end-to-end risk solutions and is a qualified and well-versed risk and resilience thought leader assisting organizations survive and thrive in challenging times.

Nicola Lawrence

BCom, MBCI (UK Focus)

Nicola Lawrence a business continuity professional that has worked in the Banking and Finance industry for 18 years, involved all aspects of resilience from planning and implementing BCM program to developing training and awareness opportunities. She is an active member of both The Investing and Saving Alliance (TISA) and Investment Association (IA) Operational Resilience Working Groups with the purpose of developing guidance for its member firms regarding the upcoming regulatory changes to Operational Resilience in the UK.

Irfan Mirza

(USA Focus)

Irfan Mirza leads the enterprise continuity and resilience program across Microsoft. He has over 25 years of experience in the software and technical services industries in roles ranging from policy and compliance leadership in security, privacy, continuity, to software and service development, alongside enterprise, system and business architecture. He lectures frequently on technology topics and about policy design, implementation and measurement, as well as delivering periodic university lectures in political sociology.

Desmond O'Callahan

FBCI (Canada Focus)

Des O'Callahan, FBCI, is a practitioner with 30 years of experience in building, leading, and assessing business continuity programs in Canada. Much of his career has involved directing in-house programs in the financial sector. He also has over 10 years of wide ranging consulting experience across multiple sectors. Des has been an educator in BCM for over 12 years, teaching at George Brown College in Toronto for 4 years and currently delivering Business Continuity Institute courses across North America. Des became a Fellow of the BCI in 1996 and is presently Vice President and Secretary of the Canadian Chapter, He was appointed as Lead Assessor for the BCI in 2018. Des frequently presents at conferences and has received a national Canadian Award of Excellence in 2009 and a gifted grade Global BCI Achievement Award in 2015.



Jayaraj Puthanveedu

CISSP, MBCI, ISO Lead Auditor (UK Focus)

Jayaraj is a Senior Executive with over 21 years of experience in Cyber Security, Risk Management and Resilience, primarily focused on helping board level and CXO stakeholders in Tier1 Financial Services institutions in shaping their digital strategy to improve their Cyber Security and Resilience posture. In his current role as the Managing Director in BNP Paribas, he is the Global Head for Cyber Fraud, Cyber Resilience, Third Party Tech Risk, Data Breach Management, Business Continuity, IT Resilience, and overall Operational Resilience. Prior to this, he has held various leadership roles in Deutsche Bank, Goldman Sachs, Northern Trust etc. covering Operational Risk, Cyber & Technology Risk, and Resilience areas.

Malcom B. Reid

FBCI, CBCP, CPP, CFE (USA Focus)

Malcolm is a globally recognized, risk and resiliency thought leader. Among his many accomplishments includes the national critical infrastructure assessment of one of the top Liquefied Natural Gas (LNG) exporting nations. He has also led enterprise business continuity, security and risk advisory engagements for large global organizations. Malcolm is a graduate of the United States Military Academy at West Point and holds Masters degrees from Norwich University, Webster University and the University of Reading. He is a Fellow of the Business Continuity Institute and is Board Certified in Security Management. Malcolm is a member of a number of industry and community based boards including that of the BCI-USA chapter and the 2020 global board of ASIS International.

Wong Tew Kiat

CBCP, FBCI, CITBCM(S), CITPM(S), COMIT(S), Fellow SCS (Asia Pacific Focus – Based in Singapore)

More than 30 years of experience in IT Infra, Data Centre Infrastructure & Operations, Business Continuity Management, Pandemic Preparedness, Crisis & Incident Response, IT Disaster Recovery, Emergency Management, and Data Centre (DC) Risk & Health Check. Managed a 100,000 sqft Data Centre for the 30 years. Currently appointed as Chairman for the Data Centre Special Interest Group (DC SIG) by Singapore Computer Society (SCS) as a national platform for DC professionals to network and share research & innovative ideas to meet the changing trends of the DC landscapes. A CBCP by DRII(USA) since 1997 and Fellow of BCI-UK since 2005. Also a Certified IT Project Manager, Certified Outsourcing IT Manager, and Certified ITBCM Manager (CITBCM) by SCS. He was the President for the Business Continuity Group, a chapter in SCS from 2005–2008 & 2010–2011. In addition, he chaired the CITBCM Resource Panel to develop the Body of Knowledge and also chairs the Board of Assessors and he is also the authorised training provider for this CITBCM Certification Course.

Gilberto Tiburcio Freire

Junior (LATAM Focus)

More than 45 years of experience with solid business knowledge in Sales of IT Services, with experience in IBM Brazil, IBM United Kingdom, and REGUS. More than 20 years working as People Manager leading Services Organization (Infrastructure Services, Business Resilience Services, Business Continuity, Disaster Recovery, IT Security). He was responsible to implement a Business Recovery Organization in a IBM Brazil, afterwards he was responsible for this Business in all Latin America for more than 10 years. He is currently responsible in REGUS (IWG Parental company) for Workplace Recovery services in Latin America since 2016.



Sanjiv Tripathy

(India Focus)

Sanjiv is a senior Risk leader and has managed Resilience & BCM for a global banks India set up (RBS Technology) comprising of ~15000 headcount size distributed over multiple locations working with Senior management / Silver & Gold global Incident management teams, partnering with businesses such as Banking business, Operations, Financial services, and Risk services for India wide organisation (~25000 team size). Conceptualized & implemented fit for purpose Business Resilience, BC and Disaster Recovery strategies, reviewed them and implemented improvements as part of major incident review and Regulatory review. Fostered strong stakeholder relationships, developed specialised team, managed Resilience & BC critical processes, reviewed BCM program framework and standards, assessed large global critical 3rd party service providers BCM capabilities, assessed organizations effectiveness of BC / Resiliency, and presented BCM preparedness to Internal audit, External auditor and Regulators.

Thomas Wagner

CBCP, MBCI (USA Focus)

Tom is a recognized expert and innovative thought leader in the Business Continuity Management space with over 25 years' experience as a practitioner, management consultant, and technology executive in the financial services industry. Tom is currently the Managing Director for a major trade association and he previously served in senior BCM roles at HSBC, Marsh, Gartner, Booz Allen, and the NYSE. While at Booz Allen, Tom consulted to the President's Commission for Critical Infrastructure Protection (PCCIP), the White House Critical Infrastructure Assurance Office (CIAO / Homeland Security), and Intelligence Communities where he conducted risk assessments and helped develop strategies to protect the financial services industry from terrorism and natural disasters. Tom is also a recognized thought-leader in the IT Controls and Risk Management space having served as a SME with ISACA ITGI for the on-going development of CobiT and the IT Risk and Governance frameworks.

Kiyoshi Yoshikawa

(Asia Pacific Focus – Based in Japan)

Mr. Yoshikawa has been a BCM professional for over 15 years in the financial and manufacturing industries. He started his career as an IT network engineer and build backup data centers and sites. He brings a sound knowledge of the financial regulations of the APAC countries and understands the residual risks in the production lines and supply chain.

Thank you to those organizations that assisted with this global effort.

Distributing Organizations: BC Management also greatly appreciates the efforts of those organizations that assisted in this global effort. Below is a list of participating organizations that assisted in distributing our annual study. The contribution of each individual organization does not indicate an endorsement of the study findings or the activities of BC Management. This is NOT a complete list of distributing organizations.



About BC Management

BC Management, founded in 2000, is an **executive staffing** and **research firm** solely dedicated to the business continuity, disaster recovery, risk management, emergency management, crisis management, and information security professions. With decades of industry expertise, our staff has a unique understanding of the challenges professionals face with hiring, benchmarking, and analyzing best practices within these niche fields.

Why BC Management



We're "In" Business Continuity!

We have 35 years of experience focusing exclusively on Business Continuity and Disaster Recovery. We understand the language and can identify the skills needed to be successful.



We're Fast

We have a proven process that gets results - quickly. We also communicate frequently - so you always know the status of your search.



The Hidden 60,000

We have the largest network of passive resiliency candidates in the world! Many won't be found actively looking for a job or on LinkedIn.



Global Reach

From Detroit to Delhi - We have worked in dozens of countries.

Our Services



Temporary Staff

Skilled resources for as long as you need them.



Contract to Hire

Start with a contractor with the flexibility to move to FTE.



Permanent Placement

The right long term fit for your organization.



*Now you're ready.*TM

As the largest provider of business continuity and operational resilience management solutions – spanning consulting, software, managed services, and staffing – Castellan is uniquely positioned to help clients find the right balance of risk tolerance and resilience to protect their employees, brand, and bottom-line. Leveraging a proprietary proven process for driving business continuity success, Castellan partners with clients to establish a clear vision, drive real results, and provide on-going support from their community of business continuity experts. Castellan helps clients replace uncertainty with confidence.

For more information, visit castellanbc.com.



CONTACT US

✉ info@bcmanagement.com

🌐 bcmanagement.com

📞 +1.714.969.8006