

The Business Recovery Planners of Southeastern Wisconsin



From the President's Desk

by Jeff Puetz

2009 has come to a close and some of the economic turmoil associated with 2008 / 2009 is showing small signs of healing. I'm sure many of our members were directly affected by the downturn in the economy both personally and professionally. Your board of directors and Program Committee continue to look for ways to provide value to you as members of BRPASW. One of our goals is to make BRPASW a high value, low cost resource for our members in their professional lives. We continue to work on two priorities which are:

- Providing quality programming for our members

Making sure the web site is a valuable resource.

We'll be conducting a short survey to help us identify what you find valuable. Look for the survey to be sent shortly after this newsletter.

The Program Committee organized and conducted three meetings this fall to kick off the 2009 / 2010 program year. The Program Committee is now working on programming for winter / spring of 2010. The January meeting notice has been sent to all members and information on the January meeting is contained on the BRPASW web site <http://www.brpasw.com>. As always, the Program Committee welcomes your ideas for topics you find valuable. You can send your suggestions to Jerry Reick at JReick@rwbaird.com.

The BRPASW Officers

2009-2010

President - Jeff Puetz
 Vice-President—Greg Collyard
 Secretary - Don Groth
 Treasurer - John Scholz
 Past President - Ray Krukowski
 BET Committee Chair – Eva Hendrix

Inside this issue:

Getting to know Ray Krukowski	2
2010 BRPASW Program Year	3
BRPSW Program	4
State Of The Checkbook: From the Treasurer	4
Conferences	5
Using the BRPASW Group on LinkedIn	6
Blogs of Interest	6
Mapping COBIT and ITIL to your IT disaster recovery process	7

Our web site has been completely re-designed and phase one has been delivered. Similar to our prior web site, the new web site contains general details about our organization and resources from prior meetings for members to access. New to the web site are the treasurer's report and the membership roster. We've also included hyperlinks to the LinkedIn profiles for our board members.

In addition to our web site, we've created a BRPASW group on LinkedIn. The BRPASW group on LinkedIn is open only to BRPASW members, so you don't have to worry about being spammed or high pressure sales tactics. LinkedIn is a professional networking site which allows you to establish and maintain contacts and relationships with other professionals, collaborate and seek employment. We plan on using much of the functionality on LinkedIn as a compliment to our web site. LinkedIn is free to join. Another article in this newsletter

(Continued on page 5)

• MEETINGS

BRPASW meets on the second Tuesday of the month from 1:30 to 3:30 p.m. Meetings are held nine times a year from January through June, and September through November at various locations in the Milwaukee area. The meeting format usually includes a brief meeting followed by an educational program.



Your Newsletter!

Paul Kamikawa – Editor

We need articles. The issues are getting smaller. We need company profiles and additional members to volunteer to be interviewed. I have included a white paper on ITIL and CORBIT I ran across. If you come across an article or white paper from an external source let me know and I will try to get permission to reprint it or reference it. I would like to include more local content if possible. Please consider contributing to our next issue.

Next deadline - March 30.

Please send your content to Paul Kamikawa pkamikawa@hughes.net

Getting to Know Ray Krukowski Better

by Lorie Alioto



How long have you worked in the Business Continuity Planning field?

I have been in this field for over 12 years, all with my current company. I started out as an analyst working on BIA's, recovery plans, and coordinating exercises. Three years ago I became the manager for our team. Now most of my time is spent on project management, presenting and working with our clients and potential clients, and lots of future planning.

You may note that throughout this article I am referring to "my current company" or just "my company". As of the time I'm answering these questions I am working for Metavante Corporation. By the time this article is published Metavante will have closed, or very soon to close, on the merger with Fidelity Information Systems and will be working for FIS.

How long have you been a BRPASW member?

I've been a member of BRPASW for about 10 years. I've held the office of Vice-President, President, and what seems to be a lifetime as Past President. During the past three years the current president during those times never completed their term of office to take over as Past President. I'm hoping the fourth time is a charm.

What is your current title and job responsibilities?

I am the Manager of Business Continuity at my company. My responsibilities include managing the Business Continuity Program at my company. This includes ensuring all Product and Business Unit owners are in compliance with the company's Business Continuity Governance. In addition, we coordinate and support all recovery exercises for all facilities.

I am also the Chairperson of our company's Pandemic Advisory Board and of the Business Continuity Advisory Committee. Current the Pandemic Advisory Board is keeping me very busy these days. The Business Continuity Advisory Committee is made of up of managers throughout the organization who have business continuity responsibilities. This committee recommends changes to the Governance.

Tell us about your job history and some of the different positions that you have held along the way?

I've been in Data Processing, or Information Technology, for over 40 years. Started out as a computer operator back in 1968 at what was then the Marine National Exchange Bank on Wisconsin Ave. Afterwards I was employed at several other companies in the Milwaukee area working in computer operations.

Most of my career was in the Milwaukee area but from 1976-1981 I was a Operations Manager in Erie PA. Afterwards my career took a more technical turn. I became network analyst and later Manager for Network Operations at Bucyrus-Erie Company. I've held positions as Network Systems Programmer and Database Analyst.

In 1985 I started to work at what was then M&I Data Services as an analyst supporting non-financial clients. Some of these clients included my former company, Bucyrus-Erie, a toy distributor, a alcoholic beverage manufacturer, and food vendor. I then was in capacity planning before transferring to business continuity.

What do you like most about what your current position?

The best part is managing projects which improve or effect the direction of business continuity within the company. Each project seems to help me learn more about the business and the company. I'm also in a position to work with our clients and enjoy doing presentation for them about our Business Continuity Program.

This position also provides me with a variety of learning and teaching situations. I enjoy this variety to keep me thinking, learning, and growing in this field.

What is the biggest challenge in your position?

I think the biggest challenge is to keep business continuity in everyone's mind. Being a service organization things are really centered on supporting the production environment and projects. And I understand the need to keep our clients happy and to bring in revenue to the company.

Advocating business continuity and making sure new projects or changes to existing environments take into consideration the business continuity requirements is a never-ending challenge. Although I am probably preaching to the choir for this audience.

What was your least favorite position and why?

My least favorite position was when I was a 2nd Shift Operations Supervisor. I didn't like 2nd shift. It seems that during the week it was just sleep, doing a few chores around the house, and then work. That was a period of time when I lost a lot of contact with my friends, who all worked 1st shift. What little time we had for visiting and going out was just on the weekends. And a lot of that time was taken up with the family.

(Continued on page 3)

(Continued from page 2) *Getting to Know Ray Krukowski Better*

Do you travel, if so what are some of the places that you have been too?

I travel enough to be enjoyable but not enough that I am away for too long. It has also afforded me the opportunity to have my wife come out at the same time and extend my business travels to a few days of vacation. I've been to the popular locations, New York City, Boston, Orlando, Las Vegas, San Diego, Los Angeles, Phoenix, Denver, Chicago, Minneapolis, Seattle, Toronto, New Orleans, Tampa, San Francisco, and Nashville. Just to name a few.

I have been to New York City many times and love going there. There is so much to see and do. But it definitely is not a place I would want to live. I have gone to Phoenix numerous times and really enjoy the southwest, especially during winter. I had the rare opportunity of going to New Orleans, for a business continuity conference, four months prior to Katrina and then going there eight months after. On the second trip the conference attendees were able to tour some of the devastated sites. It was really eye-opening to compare the before and after Katrina.

I've also had the pleasure of going to such exotic locations as Columbus OH, Evansville IN, Jamestown ND, and Pocatello ID. Not that these are bad locations, but I can say at these locations I didn't extend my stay with vacation days. And at some of these locations I was able to go via the corporate jet, which is the only way to really travel.

What is the strangest experience you have had in your career?

The strangest experience I had in my career was during the early to mid 1980's. At that time I was a 3rd shift operations supervisor at Bucyrus-Erie. I hired a computer operator who eventually was promoted to the 2nd shift operations supervisor. Eventually he became a manager at one of our remote site. I was promoted as a manager at another remote site. And eventually this person I hired was promoted to Operations Manager and I was now working for him. Also during the time before he was made manager he married one of the operators who worked for me while I was the 3rd shift supervisor.

As time went on, and he left the company, he ended up working for a company that my wife was working at and eventually he became her manager. So the guy I hired, I ended up working for. And while his wife use to work for me, my wife use to work for him. Thank goodness we all remained friends, and still are today.

What does a typical day in the life of Ray Krukowski look like?

I'm an early riser. So I beat the traffic and I get into work around 6:30 am. That gives me the opportunity to get some things done before the phone starts ringing. The rest of the day depends on what is going on at the time. There isn't a typical day were its repetitive, which is probably the reason I like this job.

I make sure to respond to any of our clients who have questions regarding our Business Continuity Program. They are the number one priority. After that, it's escalating any Governance issues with management. Then reviewing project status and providing the necessary help to my staff. Finally working on any projects I have going on. In addition, in between all the other activity, I keep an eye on the current H1N1 situation here in Milwaukee and at all of our sites.

Of course, there are the never ending number of meetings to go to. It seems like you go to one meeting, get work assigned to you, and go the next meeting. And the cycle continues. There are those days which just seem to be nothing but meetings and getting work assigned to you. But I think this audience knows what I'm talking about

At the end of the work day, I try to prepare for what I need to do the next day, knowing that plan can be thrown out the window at a moment's notice. And then drive through the Milwaukee rush hour in order to have dinner with my wife and relax. Of course since I've been in rush hour traffic in New York City, Boston, Chicago, and Los Angeles, going the speed limit in Milwaukee doesn't seem so bad. "Rush Hour" is relative to where you live and what you are use to I guess.

Tell us about your home life outside of work?

I've been married to my lovely wife, Mary, for over 38 years. Currently she is retired. I have three children, a daughter and two sons, ages 37, 35, and 29. I have three grandchildren, all boys, ages 11 and the other two are both 7. We spend a lot of time with the grandchildren. They all live within, or near, the Milwaukee area so we see the kids and grandkids a lot. We really enjoy the time we have with our family and friends.

As empty-nesters my wife and I have the opportunity to be able to travel. We take advantage of every opportunity to do that. Our favorite place to go to is Sedona Arizona. But we like to travel around the US. But most of the time we take short trips just around the Midwest. In the recent years we have been taking family vacations with all the kids and grandkids which has been a lot of fun. And we are planning a Mediterranean cruise for our 40th wedding anniversary.

(Continued on page 4)

(Continued from page 3) *Getting to Know Ray Krukowski Better*

I've given up cutting grass, on really hot days, and shoveling snow, on any kind of day, and we now live in a condo, which also allows us to travel whenever we can. I'm currently the Treasurer of our condo association.

Even though I live in a condo I still get like to do projects around the home. I've remodeled the kitchen and have installed ceramic tile floors in the several rooms. In addition, if I'm not doing something at my home I'm helping the kids with projects around their homes.

Tell us about your hobbies, what do you like to do in your spare time.

During the warmer days I love bicycling. I own a recumbent bike and have several 15, 20, and 30 mile routes that I like to ride. Living close to the lake I take advantage of the bike paths in Milwaukee. My favorite route is along Lake Michigan going on the trails along the south shore.

In addition, I like photography. I especially like to take candid pictures of the family and friends. I then like to create slideshows of these pictures on DVD for the family.

And believe it or not, after spending a lot of time at work on the PC, I like coming home and spending time on my home computer. My current project is investigating our family genealogy and building a history of our families.

2010 BRPASW Program Year

Date	Location	Topics and Presenters
January	Service Master, 2215 S 162 nd Street, New Berlin, WI 53151	Topic: Disaster Restoration and a facility tour Presenter: Mark Cyganiak – Service Master
February	Citizens Bank 5450 S Moorland Road New Berlin, WI 53151	Presenter: Mike Costello – Patrick Cudahy Presenter: Maureen French – iJet

We're always looking for speakers and program topics to complete our calendar for this year and next. Contact Jerry Reick

State Of The Checkbook: From the Treasurer

by Scholz, John

Fall is usually an "expense" time of the year for us at BRPASW. Because most of our revenues come from membership renewals, we receive the largest chunk of our operating revenues in the 1st quarter of the year.

We have had some new memberships come in fall this year. However, for the most part it has been a quiet fall with most of our expense going toward our new web site. By the way, it looks great! If you haven't had a chance to check it out, please do so (www.brpasw.com). As we begin our 2010 revenue year we have begun to receive renewals for 2010 a little ahead of 2009 so far. I am hopeful that we will have a strong renewal year.

With the new web site, I am planning to put our financial information on the website so that our members have easy access to this information. That way our members can check to be sure that BRPASW money is being spent wisely. In the past, I have brought copies of the financial report to the monthly meetings. However there had not been too much interest in this information in paper form. I will continue to bring a couple copies to the monthly meetings as I have in the past, but please use the web site to access this information.

As always, if there are any questions about our finances please feel free to contact me or Jeff Puetz at any time. I can be reached via email, you can tap either of us on the shoulder at one of the meetings. Have a great 2010

Conferences*By Paul Kamikawa*

Conference	Date	Website	Description
World Continuity Congress 2010	Tuesday March 09, 2010 Thursday March 11, 2010 Grand Copthorne Waterfront Hotel 392 Havelock Rd Singapore, 169663 SG	http://www.worldcontinuitycongress.com/wcc08/	Economies and businesses within Asia Pacific and the rest of the world are being disrupted by some of the most devastated disaster. They are the major earthquakes in Indonesia, the typhoons and flooding in the Philippines, the lost of the submarine cables off Taiwan. Not spared from the economic recession, disasters and crises continue to disrupt our businesses.
DRJ Spring World 2010	March 21 - 24, 2010 in Orlando, Florida at Disney's Coronado Springs Resort March 21 - 24, 2010 in Orlando, Florida at Disney's Coronado Springs Resort	http://www.drj.com/index.php?option=com_content&task=view&id=2840&Itemid=941	Spring World 2010 offers the most educational opportunities, networking events and cutting-edge information in the industry. Spring World 2010 offers the most educational opportunities, networking events and cutting-edge information in the industry.
Enterprise Disaster Recovery / Business Continuity—Designing the Resilient Framework	March 18, 2010 9:00 a.m. to 5:00 p.m. Donald E. Stephens Convention Center Rosemont (O'Hare) Illinois	http://camconferences.com/events/2010/disaster1.htm	Strategies to help design, implement and manage disaster recovery and business continuity framework to protect your organization's core IT assets, people, and processes
The World Conference on Disaster Management	June 20 - 23, 2010 in Toronto, Canada, June 20 - 23, 2010 in Toronto, Canada,	http://www.wcdm.org/	In 2010 the WCDM will be celebrating 20 years as the premier annual event for disaster management professionals, providing a global perspective on current issues and concerns in the industry. The event will take an in-depth look at how disaster-related professions have evolved over the past twenty years, the lessons we have (or not) learned as well as looking into future trends and threats.
Disaster Recovery Business Continuity Forum	Mon. July 26 to Mon. July 26, 2010 Soldier Field, Chicago, IL, US	http://www.forumnetworkingevents.com/site/reservations.aspx	This event is an exclusive, executive level networking function. The format for this meeting is unlike any traditional tradeshow platform and will expose you to more new information in a day than otherwise possible. Suppliers from all areas of DRBC Planning will be in attendance with an emphasis on the attendees actual requests.

(Continued from page 1)

shares more details about LinkedIn and how we plan on leveraging its value for our members.

From the President's Desk

We have established a three person Vendor Marketing Committee. The purpose of the committee is to recommend a benefit program for vendors in exchange for fees. Our hope is to increase our annual revenue without raising member dues. We have tentatively earmarked additional revenue for paid presenters / professional speakers at our monthly meetings. We have an accepted set of recommendations and the committee is now working on the logistics for implementing the recommendations. They will query some vendors to gauge interest in the program.

I am happy to report our membership levels reached new highs in 2009. I think a growing membership is a reflection of the value the organization provides. A growing membership adds more perspectives and experience upon which other members can draw and helps perpetuate the organization. As I'm sure you are aware, we're finalizing membership renewals for 2010.

If you have any feedback for me, please send me an email at jpuetz@wbmi.com.

Using the BRPASW Group on LinkedIn

The Business Recovery Planners Association of Southeastern Wisconsin (BRPASW) is developing a network group on LinkedIn. For those who may not be familiar with LinkedIn, it is an interconnected network for professionals to assist in exchanging information, ideas, and opportunities. For additional information regarding this website, or to create your personal account, go to <http://www.linkedin.com/>.

Members who want to utilize the BRPASW network group on LinkedIn will be able to ask other members of the group questions, create discussion threads, share articles of interest, and provide opportunities for employment. Now instead of networking with your peers several times a year during one of our meetings you can interact with them more frequently.

Of course this network group will only be effective as our members want it to be. As I have seen many times during our meetings there is a great deal of interacting and exchanging of ideas from both those new to the field and those more experienced. The network group is no different. If you join I encourage you to participate as much as possible. Not only in asking questions but in responding to others.

The BRPASW network group will only be available to active members of the organization. At anytime should you no longer be a member of BRPASW your access to this particular group will be removed. In addition, the BRPASW Code of Conduct applies to the use and content of this network group. Members of BRPASW will manage and monitor this network group should questions come up regarding access or use.

Once you have an account on LinkedIn do a search for Groups using the keyword "BRPASW". Then request to join the group. The group manager will verify your BRPASW membership and approve you to join the group.

Once connected to the group, you will be able to start a "Discussion" by entering a topic or question. This discussion thread will be out on the Group site and included in the "digest e-mail" for group members that selected scheduled updates of the group. It's up to you to ask questions, participate in discussion, help others, and to help yourself. Enjoy the benefits of networking with your peers

The BRPASW Group includes several RSS news feeds from related industry organizations including Continuity Central, Disaster Recovery Journal, and others. Articles from these news feed are included in the "digest e-mail". If you know of other RSS feeds that may be of interest, please feel free to recommend they be added.

The BRPASW Group also provides a "Jobs Board" for all Group Members. The Job Post managed in the Group is free but will expire after 14 days. If you need additional time for your post you can easily resubmit. Should you want to expand your job post beyond the BRPASW Group, LinkedIn allows this with many more features, but also for a fee. The Job Post in the BRPASW group includes the ability to post job openings, track interest and comments regarding your job post, follow other job posts, and comment on any of the postings. If you are looking for a job, it is suggested to post it in your "My Discussions".

As with any social network (i.e. Facebook, Twitter, etc.) the information you place out there is on the internet, even if you restrict who can be in your network, or network group. For those members representing the public or private sectors I would suggest you make sure what policies you have in place to use such networks and what type of information is restricted for these sites.

Ray Krukowski
BRPASW Membership Chairperson

Blogs of Interest

by Paul Kamikawa

In this brave new world of blogs it is hard to keep up with all the information on Disaster Recovery and Business Resilience. I have subscribed to a few sites that alert me to white papers and articles relevant to my job. Granted some of the white papers are written by vendors with a slant toward their products, but they contain good ideas. Here are a few examples of titles from these sites. You will need to register and pick your preferences.



- Top 5 Business Continuity Planning and Management Tips of 2009
- Top 5 DR and Storage Tips of 2009
- Hosted PBX systems offer cost-effective telephone DR with caveats
- Free Download: Pandemic Recovery Plan Template and Guide
- Leveraging cloud computing for disaster recovery purposes
- Jon Toigo: Tape backup continues to be an important aspect in data backup and disaster recovery plans

(Continued on page 7)

(Continued from page 6)

IThound.com
the business technology library

- The importance of an information strategy
- Improving Disaster Recovery with Virtualization
- Adopting a Solid Disaster Recovery Plan to Ensure Business Continuity
- Analyst report: The new wave of hacker exploits
- Virtualised network security
- Microsoft Sharepoint data protection best practises
- Practical Guide to Cost Effective Disaster and Data Recovery Planning



- Cloud Storage Services: One size does not fit all
- Disaster Recovery Is Not Just About The Data
- SMBs: Key Considerations for Disaster Recovery Preparedness
- Virtualization As Cloud-Service Enabler
- Extending On-Premise Backup Offsite

Send me your favorite source for information

Mapping COBIT and ITIL to your IT disaster recovery process

by Paul Kirvan

About this author: Paul Kirvan, CISA, CISSP, FBCI, CBCP, has more than 20 years experience in business continuity management as a consultant, author and educator. He is also secretary of the Business Continuity Institute USA Chapter

A key aspect of business continuity (BC) and disaster recovery (DR) management is measuring performance. Expanding our thinking on the use of metrics, this article examines how IT disaster recovery might be mapped to two widely used frameworks: Information Technology Information Library (ITIL) Version 3 and Control Objectives for Information and related Technology (COBIT) Release 4.1. These two frameworks provide measurable controls that can be applied to the IT disaster recovery process. Why is this important? Assuming you want to build IT disaster recovery plans that are consistent with accepted industry standards and controls, these two frameworks provide solid starting points.

COBIT 4.1

COBIT 4.1 is a globally accepted framework for IT governance based on industry standards and best practices. Once implemented, executives can ensure IT is aligned effectively with business goals and better directs the use of IT for business advantage. Developed by the IT Governance Institute, COBIT provides a common language for business executives to communicate goals, objectives and results with audit, IT and other professionals. COBIT provides best practices and tools for monitoring and managing IT activities. It also helps executives understand and manage IT investments throughout their lifecycle and provides a method to assess whether IT services and new initiatives are meeting business requirements and are likely to deliver the benefits expected.

ITIL V3

ITIL V3 is a framework for IT service management that addresses planning, sourcing, designing, implementing, operating, supporting and improving IT services that are appropriate to business needs. ITIL provides a comprehensive, consistent and coherent best practice framework for IT service management and related processes. ITIL also promotes a high-quality approach for achieving business effectiveness and efficiency in IT service management. Developed in the U.K. by the Office of Government Commerce (OGC), the ITIL frame-

(Continued on page 8)

(Continued from page 7)

work describes approaches, functions, roles and processes upon which organizations may develop and measure their own IT practices.

Mapping IT disaster recovery to COBIT and ITIL

The IT disaster recovery process is fairly well defined. To determine where the relevant components of COBIT and ITIL overlap with IT DR, we have constructed a "crosswalk" as shown in "Detailed Mapping of IT Disaster Recovery to COBIT and ITIL." With this crosswalk map, you can refer to the detailed content within the two frameworks as they align with specific IT DR activities. If you already utilize one or both of these frameworks, we are not suggesting you develop your overall IT [DR program and plans](#) differently than you otherwise would. Like most current standards, practices and frameworks, COBIT and ITIL are prescriptive. They describe "what" needs to be done, but not "how" to do it. You can use the frameworks as a checklist to ensure that you have not missed any key activities.

Example: Testing IT disaster recovery plans

[Testing and exercising DR plans](#) are among the most important -- and often neglected -- activities in the disaster recovery process. For example, COBIT DS4.5 explained the importance of testing and exercising your DR process. If we examine COBIT DS4.5, it says:

"Test the IT continuity plan on a regular basis to ensure that IT systems can be effectively recovered, shortcomings are addressed and the plan remains relevant. This requires careful preparation, documentation, reporting of test results and, according to the results, implementation of an action plan. Consider the extent of testing recovery of single applications to integrated testing scenarios to end-to-end testing and integrated vendor testing," COBIT DS4.5.

By contrast, if we explore ITIL provisions, we see that ITIL endorses a framework called IT Service Continuity Management (ITSCM). ITSCM addresses risks that could cause a sudden and serious impact to the IT infrastructure, such that a disruption could threaten the continued operation of the business. According to ITIL, ITSCM must be aligned to the business continuity lifecycle. ITSCM focuses on protecting the technology infrastructure, while business continuity focuses on risks that could disrupt business operations. SD 4.5.5.3 and SD 4.5.5.4 address the activities, methods and techniques that enable ITSCM. They also describe planning, protection and optimization actions for the Stage 3 Implementation (SD 4.5.5.3) and the Stage 4 Ongoing operation (SD 4.5.5.4) of the ITSCM lifecycle.

In this case, the COBIT and ITIL guidance can be used as part of the IT disaster recovery testing process. COBIT 4.1 provides more specific details on the objectives of a test. And ITIL delineates the basic management processes without going into specific detail. In both cases, however, the guidance describes what should be done, not how to do it.

An important thing to do is to determine if your organization already supports these frameworks or is planning to do so. If your organization supports them, you can ensure that your programs are compliant with the frameworks. If your organization does not support COBIT and/or ITIL, you can still use the frameworks to structure your program development efforts according to industry accepted practices.

Table 1: Detailed mapping of IT disaster recovery to COBIT and ITIL

IT Disaster Recovery activity	COBIT		ITIL	
	Control objective	Name	Control objective	Name
Enterprise-wide and consistent approach to IT continuity management	DS4.1	IT continuity framework	SD 4.5 SD 4.5.5.1 CSI 5.6.3	IT service continuity management Stage 1: Initiation IT service continuity management
Individual continuity plans based on framework Business impact analysis Resilience, alternative processing and recovery	DS4.2	IT continuity plans	SD 4.5.5.2 SD 4.5.5.3	Stage 2: Requirements and strategy Stage 3: Implementation
Focus on critical infrastructure, resilience and prioritization Response for different time periods	DS4.3	Critical IT resources	SD 4.4.5.2 SD 4.5.5.4	The proactive activities of availability management. Stage 4: Ongoing operation
Changing control to reflect changing business requirements	DS4.4	Maintenance of the IT continuity plan	SD 4.5.5.4	Stage 4: Ongoing operation
Regular testing Implementing action plan	DS4.5	Testing of the IT continuity plan	SD 4.5.5.3 SD 4.5.5.4	Stage 3: Implementation Stage 4: Ongoing operation
Regular training for all concerned parties	DS4.6	IT continuity plan training	SD 4.5.5.3 SD 4.5.5.4	Stage 3: Implementation Stage 4: Ongoing operation
Proper and secure distribution to all authorized parties	DS4.7	Distribution of the IT continuity plan	SD 4.5.5.3 SD 4.5.5.4	Stage3: Implementation Stage 4: Ongoing operation
Planning for period when IT is recovering and resuming services Business understanding and investment support	DS4.8	IT services recovery and resumption	SD 4.4.5.2 SD 4.5.5.4	The proactive activities of availability management Stage 4: Ongoing operation
Offsite storage of all critical media, documentation and resources needed in collaboration with business process owners	DS4.9	Offsite backup storage	SD 4.5.5.2 SO 5.2.3	Stage 2: Requirement and strategy Backup and restore
Regular management assessment of plans	DS4.10	Post-resumption review	SD 4.5.5.3 SD 4.5.5.4	Stage3: Implementation Stage 4: Ongoing operation

As you can see, the table shows how certain IT disaster recovery activities map to COBIT and ITIL. While your overall IT DR program will probably address more issues than these, they provide a solid foundation.

Organizations wishing to adopt best practices for IT operations, including disaster recovery, can benefit from the use of management frameworks. The frameworks provide consistent and measurable approaches. They are also likely to ensure successful outcomes, especially in the aftermath of an unplanned IT service disruption. The examples offered in this article can help you get started. The level of detail depends on your company, how it conducts business and how it measures performance.