Halderstone

Training module

Auditing Business Impact Analysis

Assess whether business impact analyses produce credible recovery priorities and recovery objectives in an ISO 22301 BCMS

Do BIAs exist but recovery priorities still feel arbitrary?

Overview

The business impact analysis (BIA) is the analytical foundation of business continuity management in ISO 22301. It identifies which activities are critical, evaluates the consequences of disruption, and defines recovery priorities and recovery objectives that guide continuity arrangements.

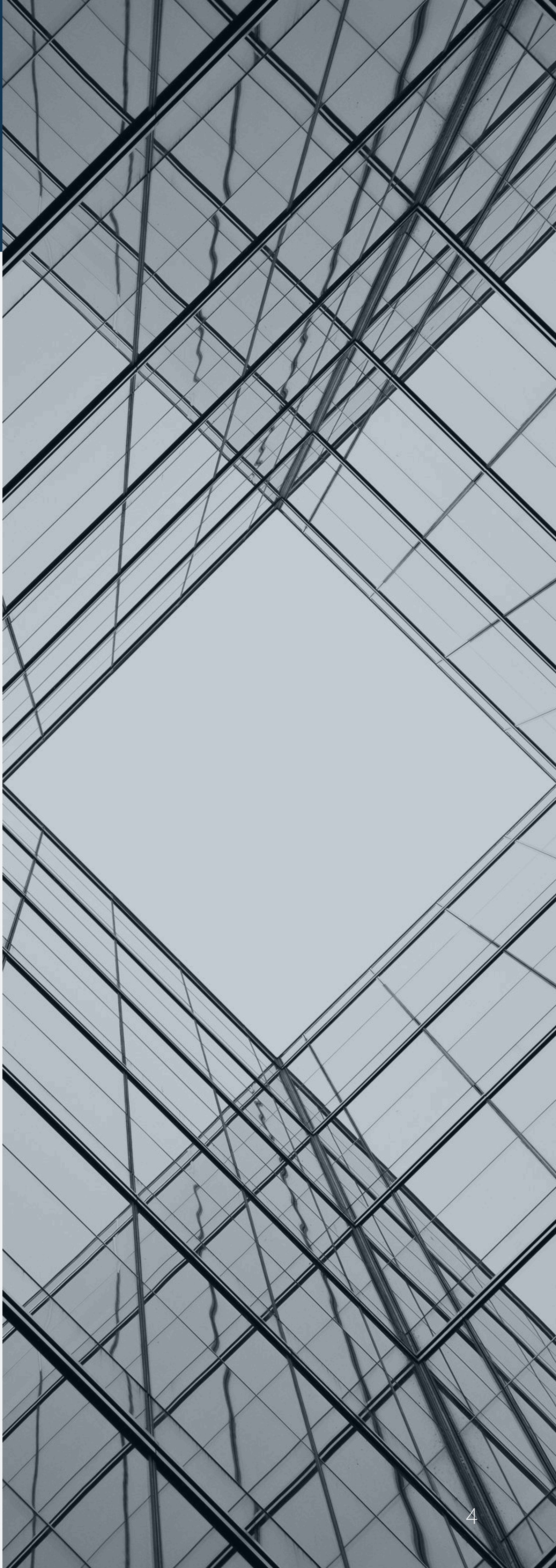
In practice, BIAs frequently appear well documented while decision logic remains weak: critical activities are inconsistently prioritised, recovery objectives are copied from assumptions, and dependencies are not realistically considered.

This module develops the capability to audit whether a BIA produces credible recovery priorities and recovery objectives. Participants first review the purpose and structure of BIA within ISO 22301 and then learn how auditors test prioritisation logic, impact reasoning, dependency coverage, and recovery objective credibility.

Target audience

- Aspiring auditors who want to audit business continuity management systems against ISO 22301 following best practices
- Practising ISO 22301 auditors who want to strengthen their audit knowledge, judgement, and effectiveness

Is this module for you?



It is a good fit for you if you...

- audit business continuity management systems under ISO 22301.
- seek to judge whether BIA outputs support credible recovery priorities.
- want to test recovery objective credibility using impact and dependency logic.
- focus on evidence for prioritisation rather than document completeness.
- expect to strengthen audit conclusions on continuity decision logic.

It may be less suitable for you if you...

- prefer to conduct BIAs or determine recovery priorities yourself.
- are looking for methods to calculate impacts or define recovery objectives.
- focus primarily on resilience design or continuity planning.
- do not intend to audit business impact analysis processes.

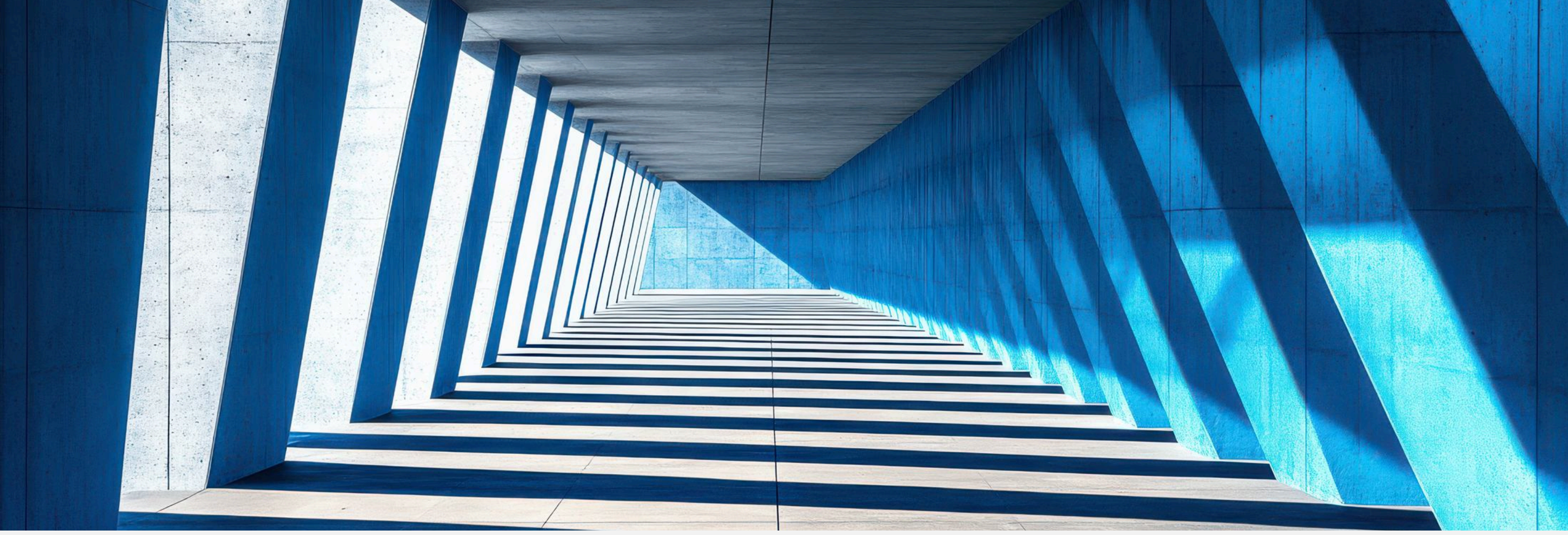
Learning outcomes

Key outcomes

- Assess whether business impact analyses identify critical activities and disruption impacts coherently
- Test recovery time and recovery point objectives for plausibility using impact and dependency evidence
- Trace BIA outputs to recovery priorities using defensible audit evidence

Additional capabilities

- Evaluate whether dependencies are sufficiently reflected in BIA impact reasoning
- Detect common BIA failure patterns such as copied recovery targets or inconsistent prioritisation
- Select meaningful sampling targets when auditing BIA outputs across functions or sites
- Formulate defensible audit conclusions on BIA credibility and decision usefulness



Agenda

Business impact analysis in ISO 22301

How BIA identifies critical activities, evaluates disruption impacts, and establishes recovery priorities and recovery objectives within a continuity management system

Effective auditing of business impact analysis

How auditors judge whether BIA outputs provide credible continuity priorities rather than relying on document completeness

Critical activity identification

How to test whether the BIA covers relevant activities, services, and supporting processes across organisational units

Impact evaluation logic

How to evaluate whether disruption impacts are assessed consistently across financial, operational, legal, and reputational dimensions

Recovery objective credibility

How to test whether recovery time and recovery point objectives are supported by impact logic and dependency constraints

Dependencies and supporting resources

How to evaluate whether people, technology, facilities, suppliers, and data dependencies are realistically reflected in BIA outputs

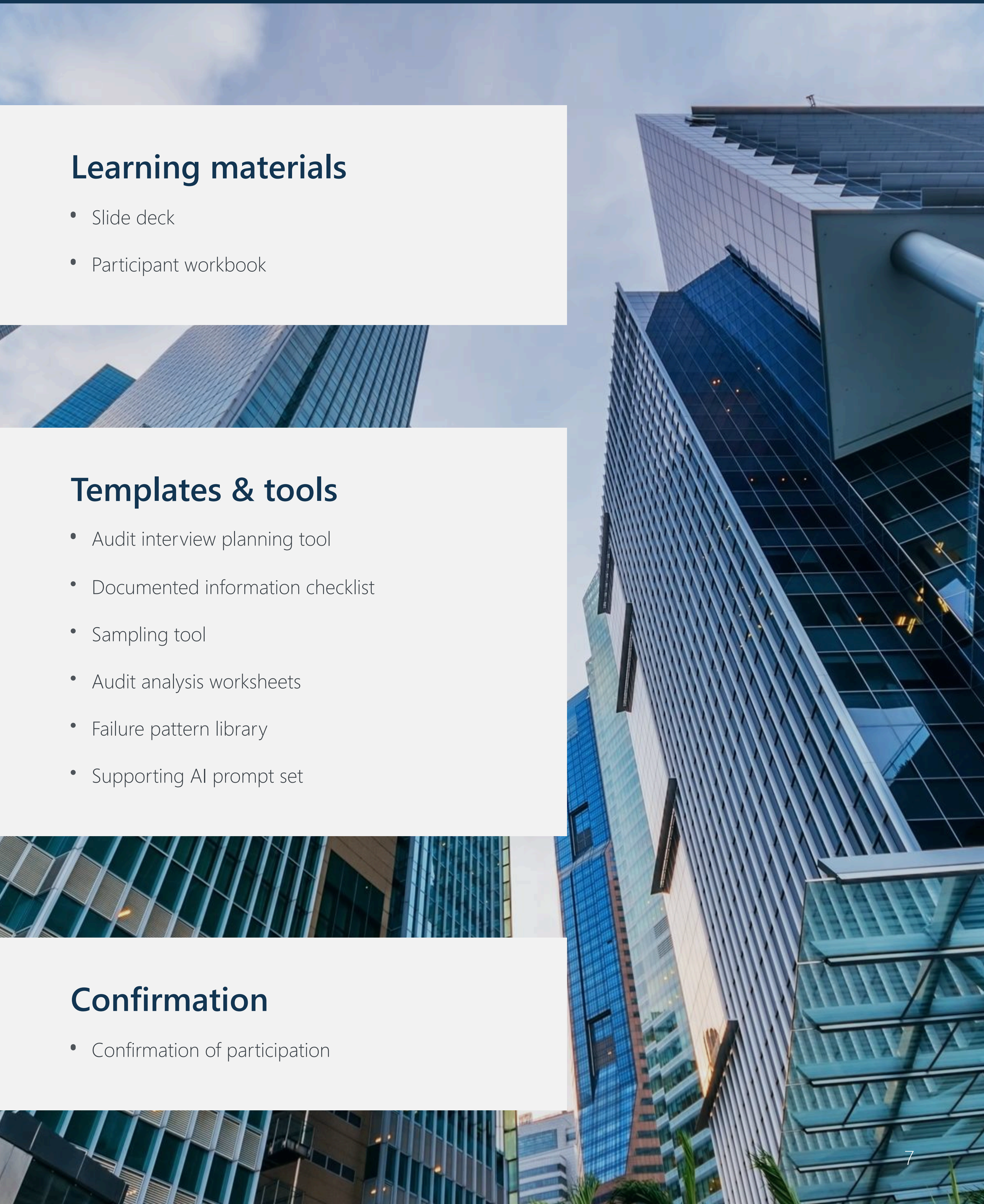
Common BIA failure patterns

How to detect copied recovery objectives, incomplete coverage, inconsistent prioritisation, and unrealistic assumptions

Case-based audit simulation

Applying the learned concepts, methods, and approaches in a realistic case setting

Included materials



Learning materials

- Slide deck
- Participant workbook

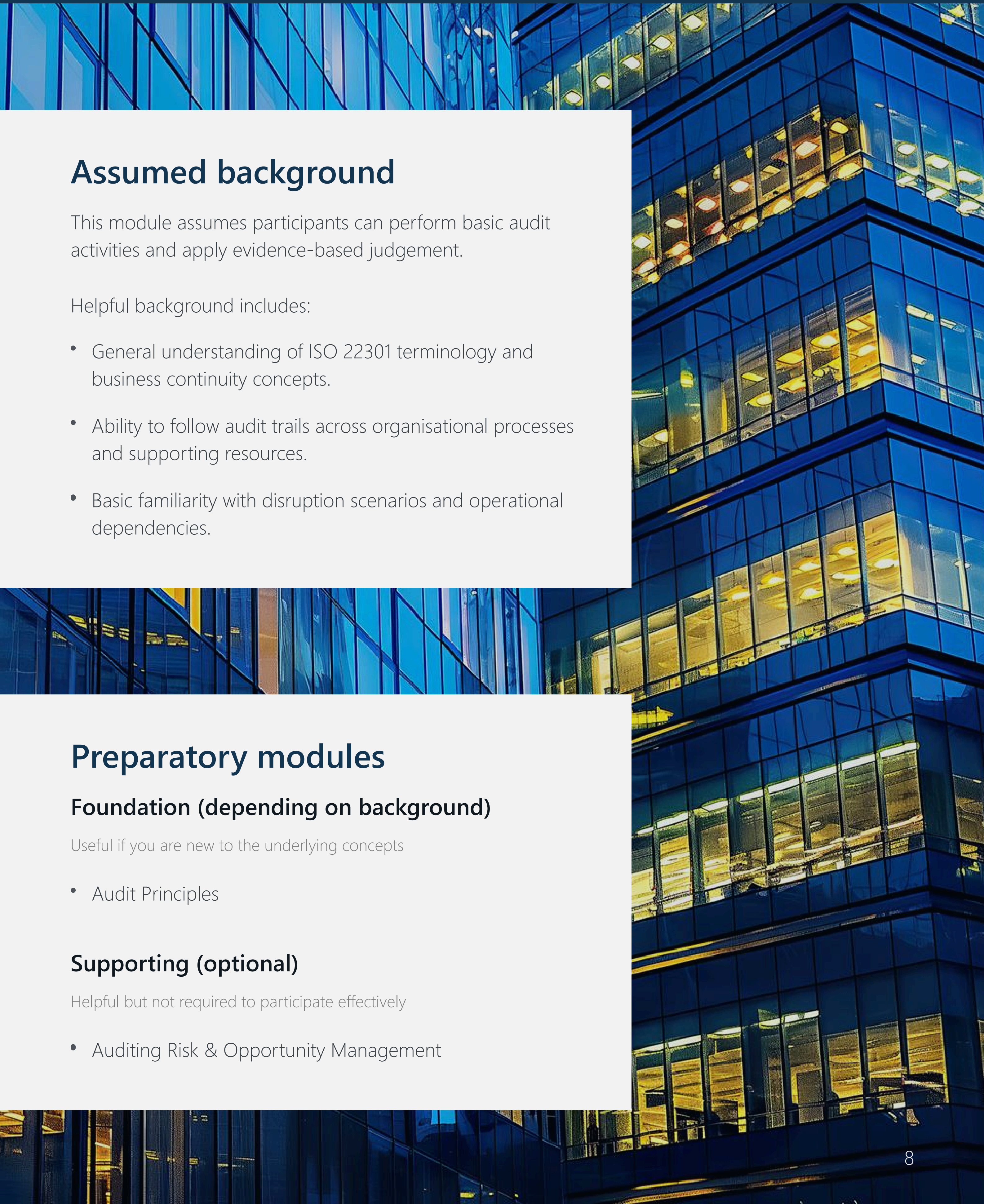
Templates & tools

- Audit interview planning tool
- Documented information checklist
- Sampling tool
- Audit analysis worksheets
- Failure pattern library
- Supporting AI prompt set

Confirmation

- Confirmation of participation

Preparation guidance



Assumed background

This module assumes participants can perform basic audit activities and apply evidence-based judgement.

Helpful background includes:

- General understanding of ISO 22301 terminology and business continuity concepts.
- Ability to follow audit trails across organisational processes and supporting resources.
- Basic familiarity with disruption scenarios and operational dependencies.

Preparatory modules

Foundation (depending on background)

Useful if you are new to the underlying concepts

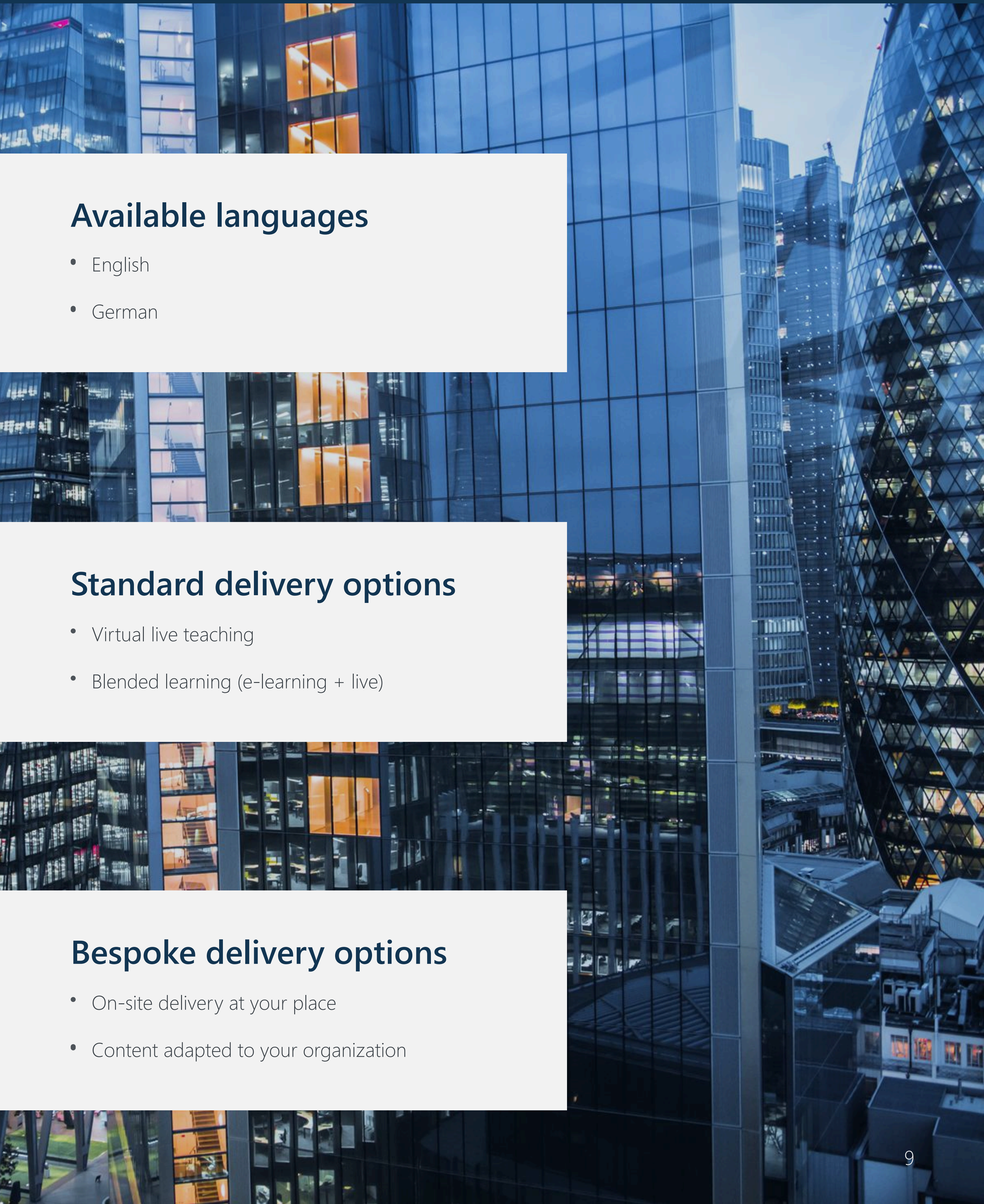
- Audit Principles

Supporting (optional)

Helpful but not required to participate effectively

- Auditing Risk & Opportunity Management

Logistics



Available languages

- English
- German

Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization

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