

Business Continuity Compensation Report - Canada



*Compensation Review
May 2011*

~ Complimentary Summary ~

*Data collected between March – December
2010 with a focus on 2009 compensations.*



Benchmarking. Plan Ahead. Be Ahead.

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Please enjoy this BCM Compensation Report- Summary, compliments of BC Management. This report is designed to give your organization a brief overview on business continuity compensations. BC Management also offers a comprehensive Canadian BCM Compensation Report (43 pages), which is available for purchase at <http://www.bcmanagement.com/compensation-research-data.html>. The comprehensive report was distributed to individuals who completed BC Management’s BCM Annual Study as a thank you for their participation. An outdated version of this comprehensive report may be viewed at <http://www.bcmanagement.com/complimentary-reports.html> - Comprehensive Review - Published March 2010. For inquiries or information on ordering a BCM Comprehensive Compensation Report, please contact a BC Management representative at info@bcmanagement.com.



Reporting History

Since 2001 BC Management, Inc. 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. Below is a timeline detailing BC Management's eight years of business continuity reporting expertise.

2001 - First BC Management Study Launched

- BC Management's first annual business continuity management study was launched. The study focused exclusively on the factors that impact compensations within business continuity and related disciplines.

2005 - Program Management Section Added

- The study expanded to also include issues of importance in managing a business continuity program.
- BC Management published the first Business Continuity Management Benchmarking report.

2006 - Study Gained International Recognition

- BC Management launched an international distribution campaign to increase respondents worldwide.
- For the first time BC Management published customized business continuity compensation reports for Canada, the United Kingdom, India, and Asia Pacific.
- BC Management began offering customized program management benchmarking reports tailored to a companies specifications including, but not limited to industry, revenue, number of company employees and or number of company locations.

2009 - Study Elevated with Benchmarking Advisory Board and Advancement in Reporting

- The BC Management International Benchmarking Advisory Board * was formed to review the study and reporting to ensure it reflects topics of importance.
- WorldAPP Key Survey, a leader in survey technology, was selected to host the on-line study and assess the data. The reporting technology built into the study has significantly enhanced our ability to assess the data and thus given BC Management the ability to offer a true business intelligence dashboard assessment tool tailored for business continuity.
- The study was distributed in 5 languages, including: English, Spanish, French, Japanese and Chinese.

** The advisory board is composed of 22 international thought leaders coming from the United States of America, Canada, Latin America, the United Kingdom, Singapore, Australia, China, Japan, India, Middle East, Eastern Europe and Africa. Our board is comprised of professionals in not only business continuity, but also risk management, emergency management, high availability and environmental health and safety.*



Study Methodology

The on-line study was developed by the BC Management team in conjunction with the BC Management International Benchmarking Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. The study was launched in March of 2010 and the study remained open through December 2010. Participants were notified of the study primarily through e-newsletters and notifications from BC Management and from many other industry organizations. A listing of participating organizations is included within this report. The study has been translated in five languages and it accommodates professionals who are permanently employed on a full-time or part-time basis, self-employed as an independent contractor or unemployed. Respondents receive a unique path of branching questions, which is dependent upon their experience and employment status. The study is coded with extensive logic to ensure a correct question branching path and to eliminate unintelligible data. It is comprised of two sections spanning over 100 questions. The first section focuses on the factors that impact compensations within the business continuity and related professions. The second section focuses on business continuity program management initiatives, which includes budgets, dedicated personnel, organizational reporting structure, maturity of the program, exercises, auditing, vendor utilization, program activation during an event and much more. Respondents to the study have the option to complete one or both sections. Only those respondents who manage a program within business continuity or a related discipline qualify to complete the program management portion of the study. 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, than their response to the study may be removed. With our eight years of expertise in collecting and assessing such data points, BC Management has an exceptional understanding of what is considered questionable or unintelligible data. To date BC Management has contacted over 200 professionals to confirm their individual study response. We then have the ability to log into the respondent's study and update their answers on their behalf to ensure valid data points.

WorldAPP Key Survey built a customized reporting tool for BC Management, which enables us to quickly assess data and prepare reports. We have the ability to prepare reports with no data filtering or analyze the data in applying any combination of filters from any of the study questions. **Data findings in many of the figures were rounded to whole numbers, thus the total percent may not equal 100%.**



Participant Data & Respondent Characteristics

2,644 study participants from 50 countries as of December 15, 2010. Incomplete/ partial study responses were included as appropriate within the report. Study was divided into 2 sections.

- Business Continuity Compensation – 1,946 professionals participated in the compensation section from 57 countries. Incomplete study responses were included within this report along with the completed responses.
- Business Continuity Program Management – 1,135 professionals participated in the program management section from 41 countries. Incomplete study responses were included within this report along with the completed responses.
 - Complete responses were received from the following countries: Australia, Bahrain, Bermuda, Brazil, Canada, Cayman Islands, China, Costa-Rica, Egypt, Finland, France, Germany, Greece, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kenya, Kuwait, Luxembourg, Malaysia, Mauritius, Mexico, Netherlands, New Zealand, Nigeria, Pakistan, Philippines, Poland, Russia, Saudi Arabia, Singapore, Switzerland, United Arab Emirates, United Kingdom, and United State of America.

BC Management's 9th Annual BCM Study received over **2,600** participants internationally. **1,946** professionals participated in the compensation portion of the study. **302** professionals from Canada participated in the compensation study while **161** professionals from Canada completed the compensation section of the study. Of those respondents, **149** were full-time employees (FTE), **10** were independent contractors, **0** were part-time employees (PTE) and **2** were unemployed. **INCOMPLETE STUDY RESPONSES WERE INCLUDED WITHIN THIS REPORT ALONG WITH THE COMPLETED RESPONSES.**

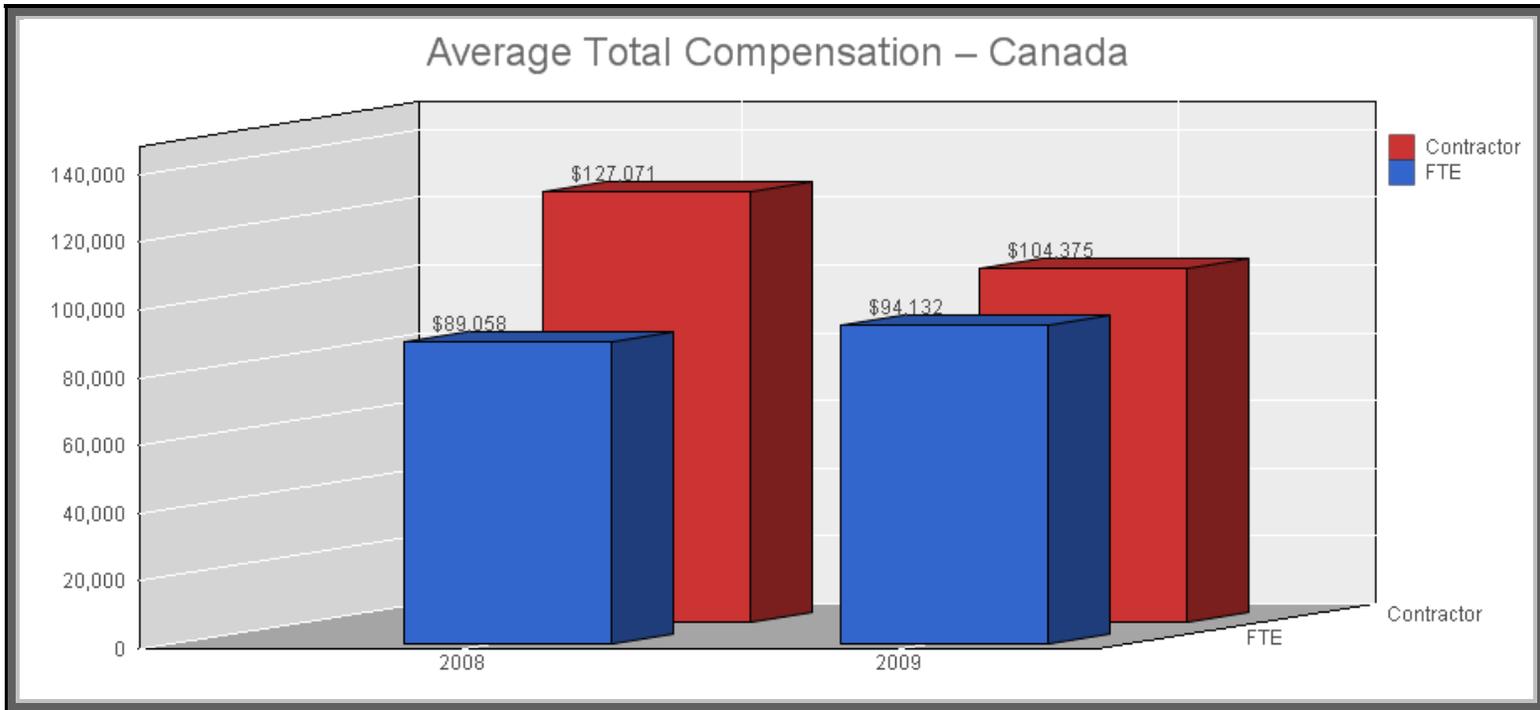
* * * * *

A special thanks to all the professionals who continue to participate in our annual study. This incredible support has aided in the enhancement of our reporting format. This report is, without a doubt, our most extensive compensation report. As always, we appreciate the opportunity in providing the business continuity profession with informative reports and we welcome your feedback – info@bcmanagement.com.

*Sincerely,
The BC Management Team*

*BC Management's 9th Annual Business Continuity Compensation Study received over 2,600 participants in over 50 countries. Over 150 business continuity management and related professionals across Canada completed the study, which gathered data on 2008 and 2009 compensations. Total compensation includes base, bonuses and any commissions earned. Other job related benefits, such as stock options and profit sharing are not included. All compensation references within this report are in Canadian Dollars. BC Management's study remained open all year. The data displayed throughout this report reflects the most recent data findings. **The 2010 study closed in December 2010.***

INCOMPLETE STUDY RESPONSES WERE INCLUDED WITHIN THIS REPORT ALONG WITH THE COMPLETED RESPONSES.

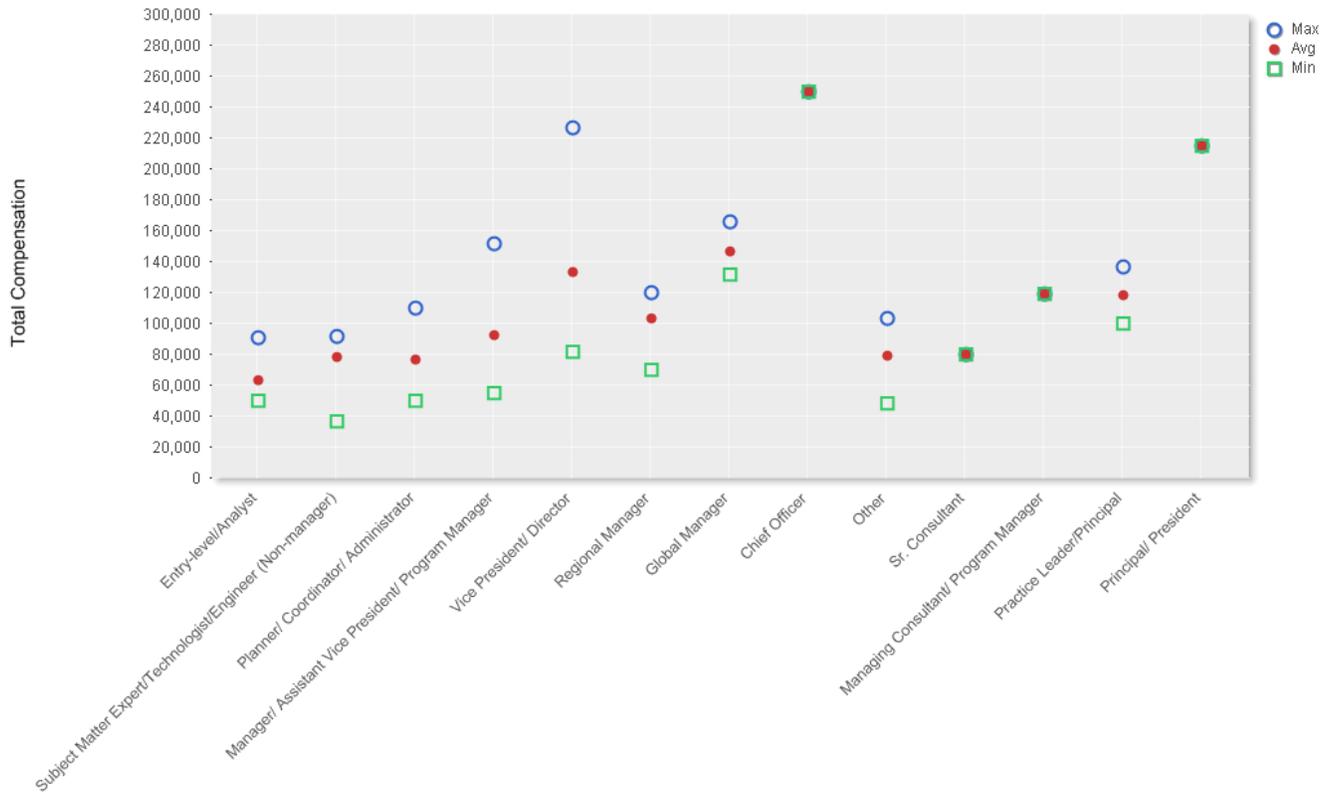


The findings from BC Management's 9th Annual BCM study indicate that although we're still working through a very challenging economic environment, there are positive signs toward a recovery. These positive signs are scattered throughout this report. Please note that all data figures are in Canadian dollars.

The 2010 data results for Canada showed a more substantial increase in average total compensation for full-time employees (FTE) between 2008 and 2009 (5.7%) compared to the small 2.6% increase in average total compensation for USA respondents. Independent contractors were the hardest hit, though, with a 17.8% decrease in their average total compensation. It appears that the market was tougher for independent contractors in Canada than in the USA. In the USA the drop in total average compensation for independent contractors was at 10.4%. On a positive note, the average total compensation for FTE was the highest ever reported at \$94,132 CAD. Previous study results going back to 2006 reported an average total compensation for FTE between \$82,252 CAD and \$90,244 CAD.

Job Title

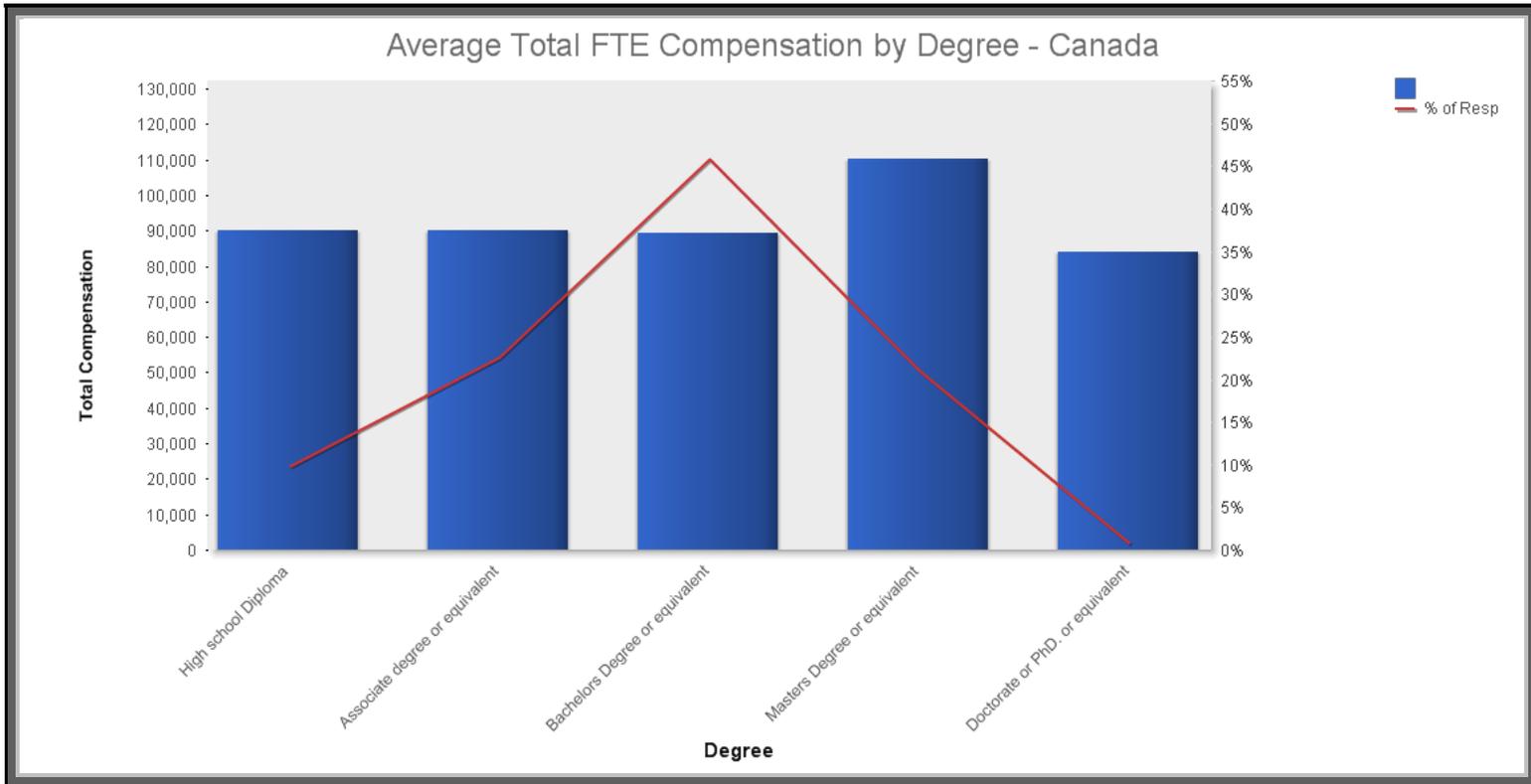
Total FTE Compensation by Job Title – Canada



The bar graph and table chart on the previous page (page 10) highlights the average total compensation based on job title. As in previous years, we see a fairly steady climb upwards based on level of position. Study respondents were provided with generic job titles and corresponding job descriptions to assess what level position their current role would be classified as. Interestingly enough, in comparing the 2009 and 2010 study results we discovered that the average total compensation, minimum and maximum total compensation almost always increased over the two years regardless of the job title. This indicates that on average business continuity professionals are noticing higher compensations, regardless of their job title.

In 2010 BC Management added two new job title classifications – “Subject Matter Expert/Technologist/Engineer (non-manager)” and “Regional Manager”. These new job title classifications were added to further distinguish between the different responsibilities within the business continuity management profession.

Degree



Average Total Compensation and % of Respondents by Degree					
	High school Diploma	Associate degree or equivalent	Bachelors Degree or equivalent	Masters Degree or equivalent	Doctorate or PhD. or equivalent
2009 Comp	\$89,898	\$90,072	\$89,221	\$110,231	\$84,000
% of Resp	9.77%	22.56%	45.86%	21.05%	0.75%

The graph above does not seem to indicate a trend based on degree. When comparing the 2009 study results to 2008 we discovered that the average total compensation slightly decreased for those professionals indicating an Associate degree, Bachelor degree, or Doctorate/ PhD. However there was a large increase in total compensation with those professionals indicating a Masters degree. The bar graph also indicates a high concentration of study respondents who have obtained their Bachelors Degree.

Certifications

Average Total Compensation for Certified Professionals: \$95,406

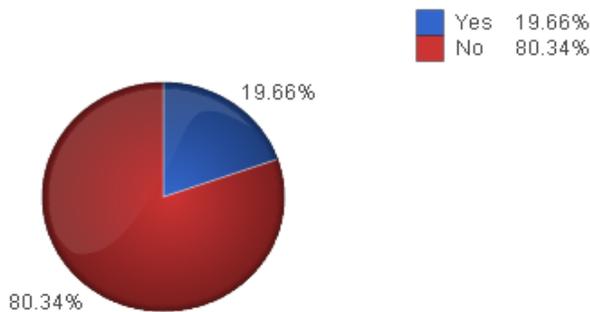
Compensation Increases from Obtaining a Certification

Max= \$20,000

Avg= \$8,175

Min= \$2,000

Increase in Compensation as a Result of Certification



Our survey data indicated that 19.66% of the respondents attributed an increase in their compensation to earning a certification. This data statistic is down slightly from the 2009 data findings (25.84%). Assessing how certification impacts earning potential continues to be an interesting trend as more and more business continuity professionals seek one or more certifications to maintain their marketability in a still very challenging job market. Hiring managers seek the best talent to manage their business continuity programs. As a result, more job descriptions state certifications as a requirement. Hiring managers depend on certifying bodies to verify and endorse a professional's knowledge and credentials more than ever before.



Thank you to BC Management's International Benchmarking Advisory Board

BC Management's International Benchmarking 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.

BC Management's International Benchmarking Advisory Board

Clyde Berger, CBCP (USA Focus) - [President, Imagine Continuity Enterprises Inc.](#) (A Resiliency Management Consulting Company). Director, Worldwide Business Continuity Management, Pfizer Inc. Global Business Continuity Program Director at Avaya Inc. Business Continuity and IT Disaster Recovery Consultant. Americas Regional Director of BCP at Credit Suisse First Boston and Deutsche Bank. Global Vice President of BCP & IT DR at Salomon Smith Barney / Citigroup. BCP Lead Program Manager at Chemical Bank (prior to JP Morgan Chase mergers). Certified as a Business Continuity Professional in 1993 with the Disaster Recovery Institute International (DRII). Currently active member in DRII, Contingency Planning Exchange of NYC, Association of Contingency Planners NYC Chapter, member Worldwide Benchmark Study Group – BC Management. Frequent business continuity conference speaker: Continuity Insights, Strohl User Group, Disaster Recovery Journal, Association of Contingency Planners.

Philip Bigge (USA Focus) – Philip Bigge is the Vice President for Business Continuity at OneWest Bank, FSB. Philip joined OneWest Bank in May 2009, continuing his thirteen consecutive years as a leader of international business continuity programs. In his current role, Philip is responsible for leading business continuity, crisis management, technology recovery, and safety at OneWest Bank. He has spoken at numerous industry conferences demonstrating how companies can improve their business continuity practices while decreasing cost to accomplish their goals. Philip holds a Bachelor's degree from West Chester University of Pennsylvania and is a Certified Business Continuity Planner (CBCP) from the Disaster Recovery Institute, International.

Linda Klug, MBCP (USA Focus) - Linda Cerni Klug, MBCP, has been in the disaster planning, response and recovery industry for 20 years. Her former employers include the American Red Cross, FEMA, and the United Nations, as well as EMC, Symantec, VERITAS, and Comdisco. She has developed, implemented, and validated Disaster Recovery and Business Continuity programs for IT environments, enterprises, and governments. Linda has supported several Fortune 500 clients including United Airlines, Nike, Microsoft, Northwest Airlines, Charles Schwab, Wells Fargo, and Fidelity Investments.

Jeff Dato, MBCP (USA Focus) - Jeffrey M. Dato has been Vice President of Risk Management and Corporate Real Estate for Pinnacle Airlines Corp. since January 2010. He is responsible for Enterprise Risk Management, Business Continuity and Emergency Response, Dangerous Goods, Environmental Protection, Occupational Health and Safety, Workers Compensation, Records Management, Corporate Real Estate, Physical Security, and Corporate Sustainability for the holding company and its operating subsidiaries Colgan Air, Inc. Mesaba Aviation, Inc., and Pinnacle Airlines, Inc. Previously at Pinnacle Airlines, Jeff served as Vice President of Risk Management and Information Technology from November 2006 to December 2009. Prior to joining Pinnacle, Jeff lead advisory practices for several Big 4 accounting firms where he consulted over 100 domestic and international companies and governments across a dozen industries in managing and monitoring financial, operational and technology risks. He holds a Bachelor of Business Administration degree in Accounting and Finance from the College of William and Mary and is one of less than 100 professionals globally to have obtained a Master Business Continuity Professional (MBCP) certification from the DRI International.

Renata Davidson, ABCP (Eastern Europe Focus) - The co-founder and President of Davidson Consulting LLP- company specializing in Business Continuity, Risk Management and Business Process Modeling. She has worked with domestic and international companies to develop business continuity and disaster recovery plans since 1998. Ms Davidson studied at the Warsaw University in Poland and is one of less than 100 professionals globally to qualify for a Master Business Continuity Professional (MBCP) certification from the Disaster Recovery Institute (application pending).

Angela Devlen (USA Focus) – Angela is the Managing Partner of [Wakefield Brunswick, Inc.](#), a healthcare management consulting firm and President of [Mahila Partnership](#), a non-profit organization she co-founded in 2008. She has worked with several universities supporting curriculum development, research and instruction in emergency management and business continuity. A passionate advocate for humanitarian, healthcare and women’s issues, she has served as an international healthcare disaster preparedness expert for the ProVention Consortium, held leadership positions on the board of several non-profit organizations, and currently advises US Federal Agencies, International NGOs, and large Healthcare Systems. Previously, she held positions leading emergency management and business continuity at Partners Healthcare and Caritas Christi.

Greig Fennell, FBCI (USA Focus) – President, Weakest Link. Recognized leader in the development of enterprise-wide operational risk and business continuity management programs, including disaster recovery, incident management and crisis management. He has 20 years of hands-on experience in creating or enhancing management decision making frameworks to identifying, assess and prioritize company risks and in developing cost effective strategies and solutions to minimize impacts to supply chains, business operations and services. Greig has been both a consultant to companies and has created and lead ERM and business continuity programs at two fortune 100 companies. His diverse background includes extensive involvement in manufacturing, distribution and logistics, the apparel industry, healthcare and telecommunications. He is a results-driven executive with experience in bringing management teams and technology enablers together to develop cost-effective and risk-tolerant solutions designed to achieve positive results for companies.

Nathaniel Forbes, MBCI CBCP (Asia Pacific Focus – Based in Singapore) - Director, Forbes Calamity Prevention Pte Ltd [www.calamityprevention.com](#). Nathaniel is the author of the *Calamity Prevention* blog, consistently the most interesting online source of fact and opinion about business continuity and emergency management in Asia. He is also a very entertaining speaker and presenter. He is President of the Asia Council of the International Association of Emergency Managers (IAEM) [www.iaem.com.sg](#), which administers the worldwide Certified Emergency Manager® (CEM®) program. Nathaniel is certified as a Member of the Business Continuity Institute (MBCI) [www.thebci.org](#), and as a Certified Business Continuity Planner (CBCP) by the DRII. He was President of the Singapore Computer Society’s Business Continuity Group from 1999 to 2001. Nathaniel manages Forbes Calamity Prevention (FCP) Pte Ltd, which provides business continuity and emergency management training, consulting and support to multinational companies outside the United States. He has lived and worked in Singapore since 1996.

Gideon For-mukwai, CBCP, CEM (Africa Focus – Based in USA) – Gideon For-mukwai is the founder and Chief Knowledge Facilitator of XtraMile Solutions, LLC, a resiliency and crisis management training company that helps organizations to build and sustain a culture of resiliency by understanding the human aspects of disasters. He has conducted training programs for organizations in the Middle East, South East Asia, Southern Africa and Northern America. A former commissioned fire officer with the Singapore Civil Defense Force, Gideon is a Certified Emergency Manager. He has worked with clients from industries such as petrochemicals, pharmaceuticals, hospitality, banking and finance, professional associations and non-profit organizations. He is the immediate past President of the International Council of the International Association of Emergency Managers (IAEM) and he is the author of *Facing Adversity with Audacity: Thriving in Odds, Obstacles and Opportunities*.

Denis Goulet, CBCP, MBCI (Canadian & European Focus – Based in Canada) – Denis Goulet is the President and Founder of ContinuityLink. He is a recognised expert in the Business Continuity Management field with over 22 years of experience. Since 1999, Denis has provided BCM consulting, training and coaching services to a variety of customers, from all industries, in North America, the Middle-East and Europe. Denis has the CBCP certification (1992) and the MBCI (2008). In 2007, Denis has created BCMIX, a virtual international Business Continuity Management community with now over 6,000 members.

Prashant Jha, CBCP, BS25999 LA, ITIL V2 service manager (Middle East & India Focus) - A BCM and resilience expert with 8 plus years of experience in the field of business continuity and IT service management. Extensive exposure to financial/ banking domain. Currently working on develop a Business resilience frame work for organization to ensure the continuity of business and overall resilience. Prashant is a CBCP from DRII and a BS25999:2 Certified Lead Auditor from BSI. He is also an ITIL V2 service manager certified by Exin. Recently completed the assignment with the largest banking group in the United Arab Emirates and is on a look out for new projects.

Alberto Jimenez, CBCP, PMP (Latin America Focus – Based in USA) - Alberto Jimenez is a strategic engagement manager with SunGard Consulting Services. He's a former director and founder of MiaTomi, LLC; a former associate director with Protiviti, and manager at Accenture. Alberto has led a variety of business risk management, business continuity and IT strategy efforts at global organizations, including the delivery of Business Continuity, Crisis Management, disaster recovery, pandemic preparedness, project risk management, and audit solutions. His industry experience includes Banking, Brokerage, Insurance, Healthcare, Biotech, Energy, Manufacturing, Transportation, Telecommunications, Retail, and Media and Entertainment. Additionally, Alberto is certified project manager (PMP), and business continuity professional (CBCP).

Takashi Kase (Japan Focus) – Takashi is an expert in business continuity and security solutions and he is an active professional in growing the business continuity field throughout Japan. Prior to entering the business continuity profession, Takashi served as a Senior Engineer for Japan Manned Space Systems and a Liaison, Flight Control Team Lead Trainee with NASA. He received his MBA from the Thunderbird School of Global Management and his BS degree in Electrical Engineering from Shibaura Institute of Technology.

Sohail Khimani, CBCP, MBCI (Middle East Focus) - Sohail Khimani is a BCM expert and a dynamic professional in developing the BCM and EM disciplines throughout Pakistan and in the Middle East region. With over 09 years of industry experience both nationally and globally within sectors ranging from banking and finance industry, telecommunications, IT & management consultancy, pharmaceuticals and manufacturing, he is currently heading BCP implementation at United Bank Limited, which is one of the largest financial institutions in Pakistan (1100+ domestic and 17 overseas branches). In addition, he is affiliated as specialist BCM Educator with various institutions and Country Representative at International Association of Emergency Managers (IAEM). He is also a part of instructor cadre of Disaster Recovery Institute (DRI) International and is vigorously facilitating certification course on BCM. Mr. Sohail also upholds prestigious CBCP and MBCI Certifications from Disaster Recovery Institute (DRI) International and The Business Continuity Institute (BCI) respectively and actively contribute articles on BCM discipline, being published by local and international associations.

Roger King, MBCI (Asia Pacific Focus – Based in Australia) - Roger V King is currently a Solution Architect in Global Sales Support with EDS Australia (now HP), has a Bachelor of Information Technology degree and has been a Member of the Business Continuity Institute since 2003. Roger is also certified to ITIL Foundations level and a certified Quality Auditor. Since 2005 he has been working closely with the EDS sales team responding to new and add-on business opportunities in the IT disaster recovery and business continuity disciplines. From 1997 to 2005 Roger was a Senior Consultant in business continuity management with EDS Australia. Prior to 1997 Roger was a Program Manager in Commonwealth Bank of Australia with responsibility for Operational Risk management and Smartcard implementation.

Ann Pickren (USA Focus) – Ann Pickren currently serves as Executive Vice President with Firestorm Solutions, LLC. In this role, she serves as a Senior Business Continuity and Preparedness advisor in the Business Continuity industry for all Firestorm clients. As the EVP, Solutions for Firestorm, Ann is responsible for the development of standards and methodology, the oversight of all delivery and the creation of custom solutions for Firestorm's clients. Prior to Firestorm, Ann was employed by SunGard Availability Services for 17 years. Ann joined SunGard, through their acquisition of Comdisco in 2001. She remained at SunGard through 2008. Her responsibilities included the management, development and support of software products for business continuity as well as the management of SunGard's business availability consulting practice.

Jayaraj Puthanveedu, CISSP, CISA, MBCI, CGEIT, ITIL (India Focus) - Jayaraj Puthanveedu is the Head of CSBC - India and Sri Lanka at Deutsche Bank, responsible for a portfolio comprising Operational Risk, Business Continuity, Crisis Management, Corporate Security, Anti Fraud Unit, Protective Intelligence and CERT. Prior to joining Deutsche Bank, he worked with Northern Trust Bank as the APAC Head of Business Continuity with additional responsibilities for Corporate Operational Risk activities in India. In the past, Jayaraj has held various senior management and technical positions at Goldman Sachs and Cable & Wireless in the areas of Business Continuity, Information Security, and Technology Risk etc.

Wang Qi, CBCP (Asia Pacific Focus – Based in China) - Jason Wang (Wang Qi), Vice president and Principle Consultant of Global Data Solutions Limited. first Certified Business Continuity Professional in China, author of several national and industrial BC/DR standards and guidelines in China, years of experience in providing Crisis Management, Disaster Recovery and Business Continuity Management for banks, insurance companies, securities firms, aviation, manufactory, multi-national enterprises and government agencies in Asia.

Jerome Ryan, CBCP (USA Focus) - Jerome Ryan is a Senior Manager with Pfizer's Worldwide Business Continuity Management group. In this capacity he is responsible for partnering with Pfizer divisions to implement business continuity management programs globally. Jerome has also worked at Marsh Inc. in their Risk Consulting Practice and PricewaterhouseCoopers in their Global Risk Management Solutions (GRMS) consulting practice. He is currently the Vice Chairman and member of the Board of Directors at Disaster Recovery Institute International (DRII) where he is responsible for promoting education, certification and awareness globally. He has a Bachelor of Science degree with concentrations in Finance, Management Information Systems and Marketing from Syracuse University. He is currently pursuing his Masters of Business Administration (MBA) degree at Syracuse University's Whitman School of Management.

Kenny Seow, CBCP (Asia Pacific Focus – Based in Australia) - Kenny Seow is an independent business continuity consultant, currently contracting with RiskCover, Government of Western Australia. He is responsible for providing advice, training and assisting state government agencies in the development and implementation of their business continuity management programs. Kenny has over 19 years of international experience in crisis management, disaster recovery and business continuity. Prior to joining RiskCover, he was the Director and Regional Head of BCM at Deutsche Bank, with responsibility for 16 countries in the Asia Pacific region. He is the current BCI Area Representative for Western Australia.

David Spinks (European Focus – Based in United Kingdom) – EMEA, Operational Risk Sales Support Executive. Responsibility for Operational Risk (Security and Business Continuity) capabilities in the sales process including specification, design and implementation of Security and Business Continuity Management in large scale complex global IT and BP Outsourcing deals. My clients include Energy, Telecommunications, Transportation and Financial Services organisations. Our services in this area includes provision of work area recovery sites across 40 countries, 200 data centres and another 400 service sites including business operations from call centres to operation of emergency services and support for UK MoD and US DoD. Worldwide we have over 2,000 experienced and qualified security staff many of whom are also BCI or DRI certified.

Thomas Wagner, CBCP (USA Focus) Tom has over 25 years experience as a business continuity and operational risk management expert in the Financial Services Industry. Tom is currently a Senior Vice President with HSBC and Regional Head of Business Continuity Management for Global Banking and Markets in the Americas. Tom is 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 Risk IT and IT Governance frameworks. Tom also participates in the SIFMA Business Continuity and Best Practices Committees and speaks at many industry conferences on Business Resiliency.

 **Thank you to our sponsors and organizations that assisted with this global effort**

A special thanks to our sponsoring organizations that assisted in translating our study. Without these organizations the study may not have been available in Chinese, Japanese and Spanish.



Global Data Solutions LTD
Sponsored the Chinese translation



Risk Managers and Consultants Association
Sponsored the Japanese translation



MiaTomi
Sponsored the Spanish translation

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, Inc. This is NOT a complete list of distributing organizations.

Associations



Association of Contingency Planners –
www.acp-international.com



Association of Risk Management - Japan –
www.arm.gr.jp/



BCMIE Australia Inc. –
www.bcmie-australia.org



Business Recovery Association of Virginia



Business Recovery Managers Association –
www.brma.com



Business Recovery Planners Association of Southeastern Wisconsin –
www.brpasw.com



Canadian Centre for Emergency Preparedness –
www.ccep.ca/



Contingency Planners of Ohio –
www.cpoohio.org



Contingency Planning Exchange –
www.cpeworld.org



Disaster Recovery Information Exchange –
www.drie.org



The Association of Shareholder-Owned Electric Companies

– www.eei.org



MidAmerica Contingency
Planning Forum



MidwestContingencyPlanners.org

Midwest Contingency Planners –
www.midwestcontingencyplanners.org



NorthEast Disaster Recovery Information X-Change –
www.nedrix.com



South East Business Recovery Exchange –
www.sebre.net



TVBCP
Treasure Valley Business Continuity Planners –
www.tvbcp.org

Certifying Organizations



– www.thebci.org



BCI Asia



BCI Australia



BCI Brazil



BCI Canada



BCI India



BCI Japan



BCI Spain



– www.drii.org



– www.dri-australia.org



– www.dri.ca



– www.dri-malaysia.org



– www.dri-singapore.org



– www.iaem.com



– www.theicor.org

Business Continuity/Disaster Recovery Service Providers



– www.allhands.us



– www.avalution.com



– www.bcpasia.com



– www.continuityleadership.com



– www.continuitylink.com



– www.sdr.com.mx



– www.ehdf.com



– www.calamity.com.sg



– www.fusionriskmgmt.com



– www.ketchconsulting.com



– www.rentsysrecovery.com



– www.sirius-tech.it



– www.wakefieldbrunswick.com

e-Groups

B2-ORM Yahoo e-group – Operational Risk Managers in Financial Services – <http://groups.yahoo.com/group/B2-ORM/summary>



– Virtual e-group – <http://www.bcmix.org>



BCPDRPIndia – Yahoo e-group – <http://finance.groups.yahoo.com/group/BCPDRPIndia/>

UK-BCP Yahoo e-group – <http://finance.groups.yahoo.com/group/uk-bcp/>

Periodicals/Media



– www.contingencyplanning.com



– www.continuitycentral.com



– www.continuityinsights.com



– www.drj.com

DISASTER RESOURCE GUIDE

PREVENTION • MITIGATION • RESPONSE • RECOVERY

– www.disaster-resource.com



– www.norwich.edu



About BC Management, Inc.

BC Management, Inc., 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.

[BC Management's Complimentary Research](#) - BC Management has been collecting data on the factors that impact compensations and business continuity programs since 2001. To download our current complimentary reports please visit www.bcmanagement.com.

[We Value Your Comments](#) - Thank you for participating in our annual study. Your contribution adds value to our comprehensive reporting and allows us the opportunity to assess industry trends. Please share any comments or suggestions on how we can improve at info@bcmanagement.com.



Customize Your Compensation and/or Program Management Benchmarking Report

As a result of our advancement in reporting technology with World APP Key Survey, BC Management is able to offer a true benchmarking service exclusively for the business continuity management profession. Our benchmarking service includes a report (similar to this report) customized to your specific filters used to drill down to the data points that compare to your compensations or program planning initiatives. As a part of our benchmarking service, BC Management is also offering a business intelligence dashboard technology in which you will receive all the data points (based on your filter specifications) for further independent assessment. This technology will allow your organization to further assess the data within a flexible, intelligent, user friendly format.

COMPENSATION RESEARCH DATA:

[Benefits of Our Customized Compensation Benchmarking Service](#)

- Saves time and money in assessing compensations for current and future personnel.
- Provides a fair comparison on compensation bands based on expertise, degree, certification and geography.
- Assists in retaining current personnel based on compensations in the same geography and job title.

[Filters Available to Customize Your Compensation Report](#)

- **Employment Status** – may choose from full-time permanent, part-time permanent, independent contractor and unemployed.
- **Geography** – may choose country, state/providence, or city.
- **Job Title/ Position** – may choose from a selection of job titles.
- **Discipline** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Years of Experience** – may choose from an experience band of your choice.

PROGRAM MANAGEMENT RESEARCH DATA:

[Benefits of Our Customized Program Management Benchmarking Service](#)

- Allows you to assess the maturity of your business continuity program focusing on industry best practices, dedicated staff, budget breakouts, reporting structure, vendor utilization, program activation and much more.
- Provides assistance in presenting business case objectives to your executives to substantiate and expand your program.

- Prioritizes key initiatives in elevating the maturity of your programs.
- Assists in building a road map to advance your program and meet your goals.
- Makes you more efficient by eliminating the need to do research on your own.
- Provides an unbiased source on how your company compares to the industry; specifically other “like” organizations, which can be used to support your recommendations.

Filters Available to Customize Your Program Management Report

- **Industry** – may choose more than one industry.
- **Company Revenue** – may choose a revenue band of your choice.
- **Number of Employees** – may choose a selection from number of company employees.
- **Number of Locations** – may choose a selection from number of company locations in either operational and/or retail interfacing.
- **Geographic Distribution** – may choose multiple countries as well as how the company locations are dispersed (global, multi-country, one country, regionally within one country, statewide or citywide).
- **Disciplines within program** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Scope of program** – may choose a combination of the following: global, multi-country, one country or regionally within one country.
- **Maturity Rating of Program** – may choose on a scale of 1 to 5 with 1 being Very Immature and 5 being Very Mature (please note this is a self rating by the study participant).
- **Names of Organization** – may choose a list of company names that have participated in our study and completed the program management portion of the study. Please keep in mind that not all respondents indicated their company name. Many respondents kept their organizational name private. Also, not all study respondents qualified for the program management portion of the study. Only those respondents who managed a program were encouraged to participate in the second section of the study. **ALL RESPONDENT CONTACT INFORMATION IS KEPT CONFIDENTIAL AND IS NEVER REVEALED!**

Inquiries

For more information or to order a report please email us at info@bcmanagement.com or call us at (714) 969-8006 or toll free within the United States (888) 250-7001

Complimentary Summary Report

This report is designed to give your organization a brief overview on business continuity compensations. BC Management also offers a more extensive business continuity compensation report. The extended report was distributed to individuals who completed BC Management’s BCM Annual Study as a thank you for their participation. An outdated version of the extended report may be viewed at <http://www.bcmanagement.com/complimentary-reports.html> - Comprehensive Review - Published March 2010. For inquiries or further information, please contact a BC Management representative at info@bcmanagement.com.