

What do you get...

- 93 modules and 53+ hours of eLearning
- Compressed 4-day instructor course
- 4 international certifications
- Multiple tools, templates and examples

ADVANCED RESILIENCE AND BUSINESS CONTINUITY LEADERS COURSE

Accelerate strategic knowledge
across multiple disciplines....



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information video



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more information



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course dates

Accelerated Knowledge Production for Resilience Leaders

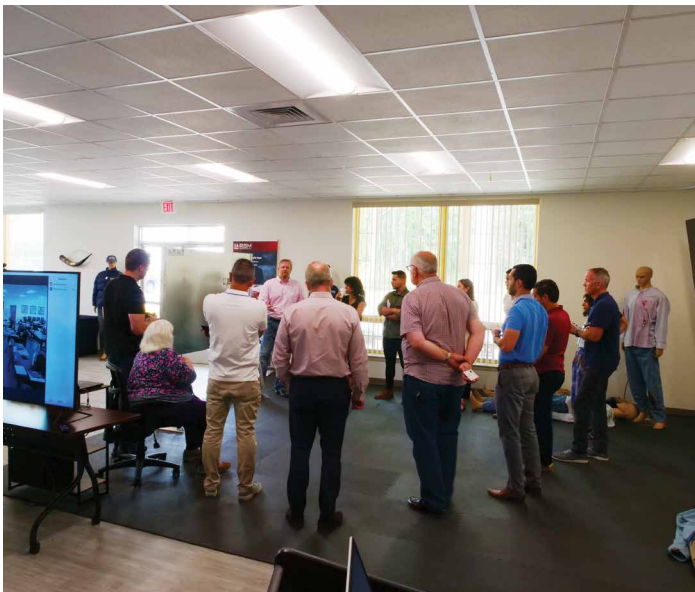
In today's dynamic world, organizations at all scales and in all sectors face challenges like never before. Proxy state actors and non-state actors challenge our cyber security, compounding vulnerabilities associated with our reliance on the availability and integrity of data, climate change and environmental degradation is creating more intense and more frequent natural hazard events, pandemics and epidemics impact society at a national and global level, trans-national criminal and terror organizations pose a physical threat to our people and operations at home and abroad, and globalization creates supply chain vulnerabilities that have the potential to disrupt or stop business and operations. In this world, a new professional the "Resilience Leader" is a strategic influencer.

For those seeking to rapidly accelerate knowledge, learning opportunities are often incremental or opportunistic in nature – rather than through a focused and structured methodology which accelerates strategic leadership knowledge. The **Advanced Resilience and Business Continuity** (ARBC) leadership program is designed to provide focused learning against core thematic areas within a multi-sector environment, enabling the cross-pollination of ideas, strategies, and experiences. The program empowers leaders to speak the language of their functional peers with sufficient fluency to shape effective and integrated outcomes. The course provides you with:

- Knowledge within strategic areas of resilience and business continuity
- The ability to communicate fluently across functional boundaries
- Credibility within the resilience profession
- Effective action-based outcomes to advance organizational strategies
- The ability to network across sectors to gain transdisciplinary knowledge

Who is the course for:

This course is designed for any leader who owns aspects of the organizational risk portfolio, whether a security professional or function lead (e.g., HR, Operations, Finance, Legal, Communications, or a COO or CEO).



Who is RSM...

Risk and Strategic Management, Corp (RSM) is a world leader in designing ISO compliant business continuity management systems and operationalizing these through a range of training and exercising solutions across multiple sectors and industries. We operate in over 75 countries, supporting more than 800 organizations in addressing complex and dynamic risks. Holding Approved Training Center status with the Institute of Leadership Management (ILM), the Human Resource Certification Institute (HRCI), the Society for Human Resource Management (SHRM), and the City and Guilds 'Assured Program'; our training is validated by four awarding bodies and comes with multiple certifications. Our training is also recognized by [ASIS International](#), [International NGO Safety and Security Association](#) (INSSA), [Security Executive Council](#) (SEC) and [DisasterReady](#) for Continuing Professional Education (CPE) credits.



Our design and training team

Our design team is led by Dr Mike Blyth, DBA who combines practitioner expertise in 45+ countries supporting hundreds of cross-sector organizations with a Doctorate focused on organizational resilience. Mike is also a published author with Wiley and Sons and writes for multiple academic journals and professional magazines on organizational resilience, crisis management and knowledge production. Mike is supported by a cadre of experts spanning multiple areas of technical excellence to provide professionals a well rounded program of instruction. Our designers and instructional staff bring a unique blend of executive to field level experience and have all managed multiple forms of complex crisis.



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our publications

The Course

The course is designed to rapidly accelerate knowledge and its practical application in a broad range of specialist subjects, providing participants with a robust basis for applying an integrated and intelligent approach to managing diverse threats – protecting people, assets, information, business interests, operations and organizational reputation. The program allows practitioners to both understand their specific role within the framework of organizational resilience – but also critically to contextualize the needs, concerns and practices of other risk owners. The program offers the adaptable tools to support transformative change to an organization's approach to tackling the complex problem of designing and implementing resilience (and security risk management) programs.

The course addresses a range of recognized standards to enable participants to understand how to leverage existing best practice, including:

ISO 31000:	ISO 22317:	ISO 22301:	ISO 27001:	ISO 22320:
Risk management	Business impact analysis	Business continuity management	Information security management (and 27031 for ICT business continuity)	Emergency management
ISO 34001:	ISO 22316:	ISO 18788:	ISO 31030:	BSI 17091:
Security and resilience	Organizational resilience	Management systems for private security operations	Travel risk management	Crisis management

The course combines theory, discussion groups and tabletop exercises using a wide range of learning tools, including presentations, eLearning, adult videogames, practical team exercises, RSM's proprietary crisis *eXercising* program, role players and insightful guest speakers. The program includes:

Instructor-led Program

A four-day instructor led program delivered by recognized organizational resilience, business continuity and security risk management experts. The course includes unique guest speakers who bring knowledge to life with real-world experiences, culminating in a half day crisis management exercise to put knowledge to practice.

CPD credits

Over 85 Continuing Professional Development (CPE) credits for members of ASIS, INSSA, HRCI and SHRM. The credits are also recognized across a range of other awarding or professional bodies such as the SEC.

Peer Sharing

Cross-pollination of sector and industry experience, standards and practices, enabling the process of 'borrowing' and 'boundary spanning' of best practice and interdisciplinary knowledge sharing, accelerating new knowledge and practice creation.

eLearning

Access to 53+ hours of eLearning for 2 years covering 93 topics of organizational resilience, business continuity and security risk management – creating the ability for participants to explore subjects in detail during a self-governed learning journey.

International Recognition

Four international certifications which demonstrate technical competence across a range of critical knowledge areas: [1] Crisis Leadership, [2] Family Liaison in Crisis Events, [3] Senior Leadership in the Management of Risk, and [4] Investigations Management.

Templates and Handouts

The course provides participants multiple templates, studies, articles, sample job specifications and infographics which can be used to advance resilience, risk, security, business continuity and emergency and crisis management standards and practices.

Participant Feedback

RSM values the feedback of our participants to ensure the quality of our course exceeds expectations:

Jason O'Connor

Deputy Director, Americans Global Interagency Security Forum

The ARBC program will send you back to your organization armed with an action plan to implement and/or improve policies, plans, and guidance. The course had a mix of participants from the corporate and NGO sectors who were willing to share their experiences and approaches to mitigating risks and managing crises which was invaluable. The guest speakers (Steve Dennis and Jessica Buchanan) provided powerful personal accounts which clearly illustrated what organizations should do to improve their approaches to duty of care before, during, and after an incident. If you're making decisions that impact either the safety and security of your staff or the ability of your organization to endure crises this course is highly recommended.

Daniel Beale

Vice President, Corporate Security Halliburton

RSM have succeeded in blending a broad and often complex subject matter into a practical, highly coherent and thoroughly engaging product. The ARBC program is in my professional opinion one of the best on the market today. RSM delivers the training in a state-of-the-art facility in Virginia and through subject matter experts along with guest speakers succeeds in arming and conditioning risk practitioners in both the public and private institutions with the processes, framework and mindset to foster greater margin resilience in their organization. Institutions cannot anticipate or prepare for all crises but by investing in those that will play key roles in the management of disruptive events, you can move the needle in terms of the speed and efficiency in which an organization responds, the by-product of which is generally improved human and commercial outcomes. If you have a crisis or resilience orientated role in any organization, I would highly recommend you consider this program.

Mar Aguilar

Global Administration, Director Population Council

Duty of Care is a topic that is in the front and center of any organization's priorities. Having a comprehensive Business Continuity Management System is a must to be able to respond, manage and transition out of a challenging situation with minimal adverse consequences. The ARBC program definitely provides a solid foundation and understanding of the plans and tools needed to better prepare and protect your staff and organization. This course equips you with a wealth of information, clearly organized, that allows you to improve your systems and overall organization's resilience. The trainers are experienced and command the information provided making it easy to digest. The exercises are interesting, interactive, they allow you to change impressions and experience with other participants, and they guide you to identify gaps (or validate processes) your organization may have. The simulated experiences are intense and well thought out to illustrate emergency topics, and the speakers invited shared real-life experiences that demonstrate how important is to be prepared and effectively trained when talking about security, duty of care and business continuity. Excellent course!

Kenya Casey

Sr. Associate Director, Overseas Operations Carter Center

The ARBC program provides a wealth of valuable information and resources. I had no idea the course was going to be this robust! Not only did we learn from the skilled trainers the diverse group of attendees had varied skills and expertise that added value to the discussions and practice exercises. There was a true exchange of industry wide best practices. In regard to the course content, the course helped attendees determine strengths and areas for growth within their organizations, gaps in policies and procedures and tools needed to address areas of improvement. I highly recommend this program for anyone in a leadership role with a focus on global Duty of Care and safety/security.

Lucas Galindez

Security Operations Manager, Center for International Private Enterprise

I have taken many training programs throughout my career, but the ARBC program was by far the most engaging and educational course I've taken. The real-world examples, the experience and capabilities of RSM's instructors, and the interactive dialogue with high level participants were essential to improve our understanding of risks and the way organizations can withstand and adapt to sudden changes.

What you will learn...

The 4-day course compresses weeks of strategic learning into a condensed, focused, and interesting series of micro-learning sessions. Tabletop discussions, practical sessions, professional role players, digital media, guest speakers and exercising is used to contextualize and reinforce learning outcomes. The course includes:

DAY 1

- Course introduction and key learning objectives.
- Principles of organizational resilience and business continuity management systems.
- International standards and their practical application.
- The value of the 'pracademic': blending practitioner and academic excellence.
- The crisis 'flow' of prepare and prevent, respond and manage, and transition and recovery.
- The hierarchy of resilience and security practitioners and professionals.
- The risk assessment process and the Business Impact Analysis (BIA) process.
- The importance of duty of care, both for the individual and the organization.

DAY 2

- Strategies used for designing resilience document systems: thematic and cross-cutting.
- Intellectual and sensitive information risks and requirements.
- The methodologies for designing performance management systems.
- Critical stakeholders and vendors mapping, evaluation and engagement.
- The concept of 'action and evidence'.
- Building, implementing and sustaining awareness and competency strategies and plans.

DAY 3

- Arrest and detentions.
- ICT Disaster Recovery and cyber security
- Fatality and repatriation management.
- Natural disasters.
- Fraud and corruption.
- Kidnap and ransom.
- Political risks.
- Family liaison and management.
- Crisis communications and media management.
- Financial resilience and anti-terrorist financing and support.
- Investigations management and stakeholder coordination.

DAY 4

- Serious injuries and mass casualty events.
- Active shooter and armed aggressor threats.
- Planning and leading, or supporting, resilience audits.
- Activating a Local Incident Management and Crisis Management Leadership Teams.
- Crisis Management Team exercise where the group can select from one of 35+ scenarios.
- The resilience and business continuity organizational "value proposition".
- End of course BBQ and drinks.

Guest Speakers

We include multiple guest speakers into our course to breathe life and context into the content, including:



Steve Dennis

Steve Dennis was kidnapped and shot while working for the Norwegian Refugee Council (NRC) in Kenya. Held for four days in Somalia before being rescued by a mixed government and militia force, the subsequent legal proceedings several years later culminated in the Oslo Courts finding the NRC grossly negligent with a €465,000 settlement case which highlights the need for effective duty of care and organizational resilience.



Jessica Buchanan

Jessica Buchanan was kidnapped and held for 93 days while working for the Danish Refugee Council (DRC) before being rescued by SEAL Team 6. The case study illustrates both successes and failures across multiple agencies and organizations in risk prevention measures, crisis response, and longer-term crisis management. The case highlights poor risk controls, a lack of a security culture and how leadership teams can fail their staff.

The eLearning Program

RSM provides participants 2 years access to 53+ hours and 93 elective topics of advanced eLearning to support self-directed and just-in-time learning and development, spanning a wide range of thematic areas:

CODE	Business Continuity Management eLearning Courses	TIME (MINS)
BC:001	Creating an ISO 22301 Compliant Business Continuity Management System	73
BC:002	Activating Crisis Management Leadership Team	12
BC:003	Critical Event Planning: Looking Ahead at Predictable Risks	41
BC:004	Critical Incident Reporting (Pre-Planned Responses)	76
BC:005	Critical Incident Management (Pre-Planned Responses)	89
BC:006	Natural Disaster Management and Business Continuity	53
BC:007	Kidnap and Ransom Business Contingency Management	59
BC:008	Fraud and Corruption Business Continuity Management	60
BC:009	Extortion, Intimidation and Coercion Business Continuity Management	80
BC:010	Detention, Arrest and Exit Denial Business Continuity Management	57

CODE	Business Continuity Management eLearning Courses	TIME (MINS)
BC:011	Fatality and Repatriation Business Continuity Management	52
BC:012	Creating and Running Crisis and Incident Management Exercises	43
BC:013	Crisis Communications and Media Management	51
BC:014	Pandemic, Epidemic and Infectious Disease Business Continuity Management	51
BC:015	Facility Business Continuity Management (specific to clients)	36
BC:016	Preparing for a BCMS (ISO 22301) 1st, 2nd or 3rd Party Audit	27
BC:017	Managing Stakeholder Engagement - Business Continuity Management	53
BC:018	Contingency Planning and Incident Management	53
BC:019	Civil Disturbance Business Continuity Management	22
BC:020	Mass Casualty Events Business Continuity Management	54

CODE	Business Continuity Management eLearning Courses	TIME (MINS)
BC:021	Intellectual Property and Sensitive Information Business Continuity	68
BC:022	Information, Communications and Technology Disaster Recovery Plan (ICT DR Plan)	40
BC:023	The Crisis Management Protocol	12
BC:024	The Incident Notification System or SITREP	9
BC:025	The Transition and Recovery Plan	6
BC:026	The Crisis Event File and Dossier	6
BC:027	Managing Intimidation and Death Threats	67
BC:028	Roles and Responsibilities - Crisis Management Incident Commander	24
BC:029	Roles and Responsibilities - Human Resources	25
BC:030	Roles and Responsibilities - Legal Counsel	20
BC:031	Roles and Responsibilities - Corporate Communications	20
BC:032	Roles and Responsibilities - Finance	18
BC:033	Roles and Responsibilities - HSE or EH&S	18
BC:034	Roles and Responsibilities - IT	16
BC:035	Roles and Responsibilities - Facilities	26
BC:036	Roles and Responsibilities - Security	21
BC:037	Roles and Responsibilities - Operations and Projects	20
BC:038	Roles and Responsibilities - Business Continuity Lead	12
BC:039	Roles and Responsibilities - The Recorder	20
BC:040	Roles and Responsibilities - The Trip Team Leader	26
BC:041	Action and Evidence - A Results and Proof Based Approach	15
BC:042	Financial Resilience and Continuity Management	40
BC:044	A Detailed Introduction to the ISO 22301 BCMS [Tutorial - Detailed version [55mins]	55
BC:045	Command and Control for Leaders	21
BC:046	Family Liaison and Management During and Following a Crisis	65
BC:047	Role of the Security Focal Point and Business Continuity Representative	32
BC:048	A Manager's Approach to Conflict Resolution: Avoidance and Response	37
BC:049	Establishing and Sustaining a Performance Monitoring and Evaluation Program	34
BC:050	Project Management: The Design and Development of an ISO 22301 BCMS	45
BC:051	Active Shooter and Armed Aggressor Business Continuity Management	59
BC:052	Activating, Launching and Implementing an ISO 22301 BCMS	12
BC:053	Political Risk Management and Business Continuity Management	45
BC:054	Business Continuity Management and the Zombie Apocalypse	45
BC:055	Ethical and Appropriate Conduct Business Continuity Management	86
BC:056	After Action Reviews and Knowledge Management	25
BC:057	Developing a Risk Register and Treatment Plan	13

CODE	Business Continuity Management eLearning Courses	TIME (MINS)
BC:058	Anti-Terrorism Finance and Support Business Resilience for Leaders	62
BC:059	Stakeholder and Relationship Management	35
BC:060	Media Management Business Continuity Management	30
BC:061	Crisis Communications for Executive Leaders	30
BC:062	Risk Management as a Business Enabler	12
BC:063	An Introduction to Program Risk Management	48
BC:064	An Introduction to Risk Management for Chiefs of Party and Country Directors	53
BC:065	Understanding and Protecting Against Reputational Risk	14
BC:066	Resilience and the Art of Influencing Decisions	26
BC:067	Understanding Threats, Vulnerabilities and Risks: An A-Z for Leaders	23
CMLP 1.1	Crisis activation and process management	28
CMLP 1.2	Cross-cutting crisis management considerations	34
CMLP 2.1	Active shooter and armed aggressor attack crisis management	20
CMLP 2.2	Anti-terrorist financing support and denial of prohibited party's crisis management	20
CMLP 2.3	Arrest, detention and exit denial crisis management	17
CMLP 2.4	Serious assaults and violence against individuals' crisis management	20
CMLP 2.5	Bomb threat crisis management	20
CMLP 2.6	Chemical, biological, radiological and nuclear incident crisis management	20
CMLP 2.7	Civil disorder crisis management	20
CMLP 2.8	Cyber security incident crisis management	20
CMLP 2.9	Intimidation, extortion and coercion crisis management	20
CMLP 2.10	Intellectual property and sensitive information loss crisis management	20
CMLP 2.11	Ethical misconduct crisis management	20
CMLP 2.12	Fatality and repatriation crisis management	21
CMLP 2.13	Kidnap, ransom and hostage taking crisis management	22
CMLP 2.14	Serious injury and mass casualty crisis management	20
CMLP 2.15	Imminent severe natural hazard events	20
CMLP 2.16	Natural disaster crisis management	20
CMLP 2.17	Pandemic and serious disease outbreak crisis management	20
CMLP 2.18	Youth incident crisis management	20
SM:001	Developing Policies, Plans and Procedures: A Structured and Effective Approach	24
CI:001	Forensic Interviews: Investigations Management	31
CI:002	Evidence Gathering and Presentation – Investigations Management	35
CI:003	Investigating Ethical Misconduct Incidents	60
GFM000	An Introduction to Guard Force Management: Mission, Roles and Professional Standards	85
GFM001	Guard Force Management: Mission and Goals	15
GFM002	Security Team Leadership	44