
	<b>COJ BUSINESS CONTINUITY PLAN</b>		
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	Revision Number: 01	Approved By: CEO Document Owner: ISO Documentation Team	Last Revised: December 2026


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## 1. Introduction

### 1.1 Business Continuity Planning

The COJ Business Continuity Planning (BCP) provides a framework for the resumption of normal business operations following a major disaster, or disruption. COJ is the registrar of companies for Jamaica and facilitates the registering and regulating companies and businesses. The COJ also maintains accurate and up to date records on commercial entities and is the administrator for the National Security Interests in Personal Property Online Registry and the Beneficial Owner Online Registry. The Company operates out of two locations namely Kingston (1 Grenada Way, Kingston) and Montego Bay (Unit 3, the Annex Plaza, Alice Eldemire Drive, Fairview, Montego Bay).

In Jamaica, a major disaster/disruption can take many forms, hurricanes (typically from June – November), earthquake, fire, flooding, civil unrest or looting. Other types of disasters not typically seen in Jamaica but which are possible include: bomb blasts, pandemics (for example COVID 19), terrorists' acts, kidnapping/hijacking and tidal waves.

The BCP will be used in conjunction with the Crisis Management Plan and will provide the next steps after the Crisis has been brought under control as set out in the Response Plan. The BCP Team will typically involve all persons relevant to the day-to-day operations.

### 1.2 Premise and Assumptions Made for the Plan to be Viable


Certain assumptions have been made for this document as it is recognised that there are limitations to the BCP document.

#### *Assumption 1*

The document has been prepared assuming that some staff are still available for decision making and acting on the recovery/continuity procedures. Thus if there is a natural disaster it is assumed that there will be staff available post incident.

#### *Assumption 2*

It may be assumed that a fall-back facility has been identified and arranged. Therefore, if the Management team decides there is no budget to set up the fall-back facility, the BCP may not work as intended.

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### 1.3 Definition of a Disaster

A "DISASTER" is any loss of utility service (power, water), connectivity (system sites), or catastrophic/crisis event (weather, natural disaster, fire, vandalism) that causes an interruption in the service provided by COJ.

Level 1 - Total loss of the building and everything in it except staff.

Level 2 – Local environmental disaster affecting normal business operation

Level 3 – Denial of Access; people are fine, building is fine, technology is running but no one can get into the building.


Level 4 - Technology Interruption – building and machinery are fine but the systems/networks fail

These definitions will be used in conjunction with the Crisis Response plans and the definitions there will supersede these if they are already pre-existing alert conditions

## 2. Threats and Scenarios

The BCP plan considers the following general threats that could occur:

- Natural disasters, including fire, flood, hurricanes, earthquake or storm damage
- Impact from nearby accident, such as explosions or vehicle crashes
- Equipment failures including computer, satellite, communications, electrical power supply or air-conditioning failure
- Major software failures; whether accidental or deliberate including computer viruses/hacker/legal restraint
- Sabotage or terrorists' attacks
- Extortion including threats to individuals, processes or equipment
- War, riot, vandalism, looting or other civil disturbances
- Strikes, demonstrations or other forms of public protest impacting normal business activities
- Kidnapping

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➤ Uncontrolled release of product/gas in and around the environment

The assessment of the risk demonstrates that having two locations is a plus however the hub (Kingston) is where majority of the agency’s function are distributed from and if issues develop at this location it can seriously affect the organization.

The concept of Business Continuity requires the organization to effectively serve its customers, continue operations and ensure adequate management of staff and other stakeholders’ interests in any of the circumstances listed above.

Arising from some of these threats are likely scenarios, which would have a serious impact on business integrity and continuity in COJ, see below:

Scenario
1. Partial or total loss of facility infrastructure (Building, etc.)
2. Loss of personnel
3. Loss of services – phone, IT, electricity, water, etc.
4. Disruption due to fire
5. Loss of supply from main local/overseas suppliers
6. Building may be flooded

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**Main COJ operational services –**


The tables below illustrate the action that can be undertaken if there is a disaster.

**Office – Continuity**

Office location	Issue	Alternate Source 1	Alternate Source 2	Response	Contingencies
Pan jam building	The facility may be fully quarantined/ damaged/ inaccessible	Grenada way building	Other off-site location	Customers will be re-routed to utilize the website/online services and or use the other office site	Ensure site location can manage customers and ensure website is effectively working
Grenada way building	The facility may be fully quarantined/ damaged/ inaccessible	Pan jam building	Other off-site location	Customers will be re-routed to utilize the website/online services and or use the other office site	Ensure site location can manage customers and ensure website is effectively working
Montego Bay	The facility may be fully quarantined/ damaged/ inaccessible	Kingston offices	Other off-site location (Montego Bay)	Customers will be re-routed to utilize the website/online services and or use the other office site	Ensure site location can manage customers and ensure website is effectively working

**Immediate & Short-term Action Items**

1. Ensure Web service contracts are up to date
2. Increase staff compliment as necessary
3. Have staff flexibility so that persons can move from Kingston to Montego Bay or vice versa in the case of a disaster
4. Train persons within each department to ensure cross-functionality

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## 2.1 Risk Ranking

It is impossible to develop a BCP around every possible or likely scenario. Therefore, the list of possible threats have been grouped and ranked using a Risk rating graph of Level of Impact against Likelihood of this event occurring. A risk Score has also been developed as follows:

- Low or Low medium– Decide whether Action is necessary otherwise effort is better spent elsewhere
- Medium or Medium/High – Judgement required. Risk may be significant enough for us to put plans in place as appropriate
- High – BCP is required to reduce risks. Some contingency planning will almost certainly be necessary.


From the risk rating the general threats that will be used to develop the BCP have been identified and are more focused around:

1. Damage from Fire, Hurricanes or Earthquake
2. Disruption to Telecommunication Services
3. Disruption in IT services arising from natural disasters or viruses/hackers
4. Suspension of business due to demonstrations, looting or other acts of civil unrest, a pandemic etc.

Appendix 1 Gives a detailed assessment of the impacts along with the contingency and mitigation measures for controlling such an eventuality.

In addition to the above, the following threats have been assessed as not having a significant impact on business integrity and continuation.

1. Demonstration in front of the Head Office
2. Blockage of any access roads
3. Damage to any major bridges

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NB. Although an act of war or terrorism is not being considered in the event that there is such an occurrence the National Crisis Response and Recovery Plan should guide the Business.

### 3. BCP Critical Processes

The BCP will be developed for Priority 1 processes only (see Appendix 2 – Critical Business Functions). For the purposes of this document the categorization of business priorities will be as follows:


Priority 1 -Critical Processes; this means if the business is not able to execute this process for a short period of time, it will have serious consequences e.g. major financial impacts, legal liabilities. This process is critical to the survival of the organisation and must be recovered as soon as possible following an outage/stoppage.

Priority 2 – Necessary Processes; this means the unavailability of this process for a short time may be managed/contained but will become more severe over time. This process is not essential for survival but should be resumed once critical processes are recovered.

Priority 3 – Desirable; this means the unavailability of this process over a short or medium period will not severely impact the organisation’s business. Resumption of this business process may be deferred until after the major disruptive event or all critical and necessary processes have been recovered.

Within the COJ, the critical business processes in the document intake to cash process that have to be maintained in the event of a disaster have been identified. For each of these processes a mitigation plan will be developed to ensure the continuity of business:

- i) Document intake
- ii) Cash Collection and Deposit (cashiering)
- iii) End product Delivery (certificates, letters etc.)
- iv) Pricing Information

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### 3.1 Document intake and Cash Collection Mitigation Planning

#### 3.1.1 Procedure

- i) Identify an alternative means of communication and taking request /customer contact – cellular/email
- ii) Identify an alternative means to operating – Going Manual
- iii) Identify critical data that will be required to effect transactions – DPMIS, Customer information
- iv) Identify alternative method of payment – Direct debit/Electronic wire transfer
- v) Identify alternative means for invoicing and order confirmation

#### 3.1.2 Services and Facilities Critical to Service Delivery

- i) Equipment – telephone, computers, e-mail, banks, courier services/collectors (Tara or alternative courier)
- ii) Services – DPMIS, Great Plains
- iii) Facilities/ Buses – Offices locations, mobile operation
- iv) People – Cashiers, CSR, etc.


### 3.2 Cash Collection and Deposit Mitigation Planning

#### 3.2.1 Procedure

- i) Identify alternative means for tracking receivables
- ii) Identify alternative method of payment
- iii) Identify alternative method for collection
- iv) Identify alternative method for bank deposit

#### 3.2.2 Services and Facilities Critical to Cash Collection

- i) Equipment /Software– computers, telephone, Great Plains

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- ii) Service – couriers, collectors, CSR’s, banks
- iii) People – Finance, couriers
- iv) Facilities – vault, offices

### **3.3 Key Supporting Services Mitigation Planning**

#### **3.3.1 Procedure**

- i) Identify alternative method for processing queries or customer requests
- ii) Identify alternative method for managing revenue collections
- iii) Identify alternative method for managing payments
- iv) Identify alternative method for making salary payments
- v) Identify alternative method for managing Treasury Operations and Documents
- vi) Identify alternative method for managing internal/external communications
- vii) Identify any other key support services

#### **3.3.2 Facilities Critical to Support Services**

- i) Equipment – computers, offices, vault, telephone, email
- ii) Services – banks
- iii) People – Finance, Credit staff, Sales/ Delivery, HR, IT Operations, IT Admin



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### 3.4 Business Critical Processes Mitigation Plan

#### 3.4.1 Document Intake and Order Processing

Current Situation			Mitigation Plans	
Process	Equipment used	Services	Kingston	Montego Bay
Document Intake and Order processing	Computers, servers, telephone, email	Great Plains  Local Telephone Company	Manual order taking - record in note book  Assign a cell phone for use if internal phone system is working - CSR  Ensure at least 1 cell phone with other providers – IT/ HR	Manual order taking -record in note book  Assign a cell phone for use if cellular system is working - CSR  Ensure at least 1 cell phone with other providers -IT/ HR
Invoice Payment	Computer, telephone	Great Plains  Local Telephone  Mail, bearer	Manual invoicing - CSR  Generate Great Plains Reports – receivables  Deliver invoices – Bearer	Manual invoicing - CSR  Generate Great Plains Reports – receivables  Deliver invoices – Bearer



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Current Situation			Mitigation Plans	
Process	Equipment used	Services	Kingston	Montego Bay
Process Payment	Computer, telephone	Great Plains	Manual  Generate Great Plains Reports monthly – customer acct status	Manual  Generate Great Plains Reports monthly – customer acct status

### 3.4.2 Cash Collection Deposit and Payments

Current Situation			Mitigation Plans	
Process	Resources	Services	Kingston	Montego Bay
Cash Collection and Deposit	Security trucks Vault Computer Office	CSRs Cashiers Great Plains Bank	Direct collection of cash payments  Use courier service for same day pick up –	Drivers, Sales collect payments  Use courier service for same day pick up – Guardsman



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Current Situation			Mitigation Plans	
Process	Resources	Services	Kingston	Montego Bay
			<p>Reconcile cash and customer accounts manually</p> <p>Generate GP Reports monthly – customer invoices due/overdue amounts</p>	<p>Reconcile cash and customer accounts manually</p> <p>Generate GP Reports monthly – customer invoices due/overdue amounts</p>
<p>Payments &lt;\$10,000</p>	<p>Computer</p> <p>Vault</p>	<p>Great Plains</p> <p>Cheque Book</p>	<p>Issue Cheque for payment Otherwise make arrangement with Bank to issue cheques</p> <p>Courier Service to transport cash from bank to office for petty cash payments</p>	<p>Courier Service to transport cash from bank to office for petty cash payments</p> <p>Reconcile manually</p>



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Current Situation			Mitigation Plans	
Process	Resources	Services	Kingston	Montego Bay
			Or make payment with credit card  Reconcile manually	
Payments >\$10,000	Computer	GP  Payment Requisition  Purchase Order  Cheque Book	Purchasing raise P.O. And also process payment  Issue cheque locally or arrange electronic funds transfer	Purchasing raise P.O. And also process payment  Issue cheque locally or arrange electronic funds transfer



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### 3.4.3 Supply of service

Current Situation		Mitigation Plan						
Office	Departments/Units	Power Outage	Loss of IT Systems	Phone Systems Down	Fire	Riot/Strike	Earthquake (Loss of Infrastructure)	Road Block
Grenada Way Office	CS, Bus. Reg, IT OPS, IT ADMIN, Dispatch, CEO's Office	- Calls and manually record books used	- IT back plans engaged	- Manual communication channels used  Assign a cell phone for use if internal phone system is not working	- Re-route all customers and staff	-Employee Reassignment  (Cross training)	N/A	- Re-route all customers and staff
Montego Bay Office	CS, Bus. Reg, IT OPS, IT ADMIN, Dispatch, CEO's Office	- Calls and manually record books used	- IT back plans engaged	- Manual communication channels used  Assign a cell phone for use if internal phone system is not working	- Re-route all customers and staff	-Employee Reassignment  (Cross training)	N/A	- Re-route all customers and staff



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Panjam Building	HR, Finance, AML/CFT, internal Audit, Corporate planning	- Calls and manually record books used	- IT back plans engaged	- Manual communication channels used  Assign a cell phone for use if internal phone system is not working	- Re-route all customers and staff	-Employee Reassignment  (Cross training)	N/A	- Re-route all customers and staff
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### 3.4.4 Key Support Services

Current Situation			Mitigation Plans	
Process	Resource	Services	Kingston	Montego Bay
Payroll Processing	Computer	HR, Finance	Generate staff list monthly – payroll data  Get contractor listing from Labour Providers  Bank Instructions for payment	Generate staff list monthly – payroll data  Get contractor listing from Labour Providers  Bank Instructions for payment
Office Services	Building  Furniture	HR	Identify location for emergency office	Identify location for emergency office

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#### 4. BCP Activation and Management Process

The COJ team at each location will serve as the Crisis Team comprised mainly of members of the management/ supervisor team at the branch. This team will therefore be responsible for executing the BCP, as it is an integral part of the Crisis Plan providing the roadmap for Business Continuity. The composition of the crisis team is detailed in Appendix 1.

Each critical business process has a BCP that determines the systems that must be in place as well as the actions that must be taken once normal operations have been disrupted. After the disaster has been controlled or once facilities have been restored, operations shall revert to normal as described in the process BCP.

The table below sets out some guidelines on when to activate the BCP following an incident:



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	Action	WHEN	WHAT	HOW	WHO
1.	<b>Alert/Alarm raised followed by Verification</b>	Incident	Loss of service reported.	Head Office-Call to one of: <ul style="list-style-type: none"> <li>• Telephone Operator/ Reception desk</li> <li>• IT department</li> </ul>	Any staff member  Member of Public
2.	<b>Emergency Procedures</b>	Up to four hours	Loss of service recognized as affecting a significant number of people.	Depends on nature of incident. At some stage this will become evident.	Most likely to be senior managers
		Up to 8 hours (Less depending on the nature of the damage/loss)	Local Crisis Team (CCT) alerted	Senior managers recognizing extent of loss of service informs CEO/GOJ officials that they suspect that an incident has the potential to seriously disrupt business for a significant number of people	As above.
		Greater than 8 hours (Less depending on the nature of the damage/loss)	CCT meeting called.	CEO/CCT team lead calls immediate meeting of any available CCT members.  Should include IT and Security representatives as applicable.	As above.



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	Action	WHEN	WHAT	HOW	WHO
3.	<b>Disaster Declaration</b>	Confirmed by ODPEM or OPM	<p>CCT meets to assess nature of loss and decide next steps, which would normally include:</p> <ul style="list-style-type: none"> <li>Assessment of number of staff and parts of business affected.</li> <li>Analysis of root cause and actions required limiting damage and/or initiating recovery.</li> <li>Takes decision to declare disaster and invoke BCP</li> <li>Facilitation of movement of critical staff according to disaster recovery arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>Telephone damage assessment teams for information.</li> <li>Set up sub-team with co-opted technical resources</li> <li>Set up IT representatives to work with damage assessment teams.</li> <li>Assesses damage and potential impact on the business</li> </ul>	CCT



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	Action	WHEN	WHAT	HOW	WHO
			CCT manages the ongoing situation: <ul style="list-style-type: none"> <li>• Monitor the work of the teams and resolve issues as required.</li> <li>• Keep all staff informed.</li> </ul>	<ul style="list-style-type: none"> <li>• Set up “crisis room”</li> <li>• Email if available</li> </ul>	CCT

### 4.1 Disaster Recovery Plan

The following disaster recovery arrangements are to be in place for the COJ in the event that the office is damaged or unavailable:

	Location	Kingston Grenada way	Kingston Pan Jam Building	Montego Bay
1.	Office Facility	1. Pan Jam Building 2. Rent Space	1. Geneda Way 2. Rent Space	1. Rent space
	Provision	Meeting Room Office space for at least 8 desks (see point 4 below)	Meeting Room Office space for at least 8 desks (see point 4 below)	Meeting Room Office space for at least 5 desks (see point 4 below)



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	Location	Kingston Grenada way	Kingston Pan Jam Building	Montego Bay
	Responsible for Preparation	HR Director	HR Director	HR Director
2.	Technical Facilities for Office	Electricity, water supply air conditioning	Electricity, water supply air conditioning	Electricity, water supply air conditioning
	Responsible for Preparation	HR Director & Deputy CEO	HR Director & Deputy CEO	HR Director & Deputy CEO
3	Communication Facilities	Telephone, fax, email, cell phone	Telephone, fax, email, cell phone	Telephone, fax, email, cell phone
	Responsible for Preparation	IT Director	IT Director	IT Director
4	Furniture, fittings, and equipment required	Main Cashier – 1 CSR – 3 Finance – 1 IT- 1 Bus reg – 1 Compliance – 1	Main Cashier – 1 CSR – 3 Finance – 1 IT- 1 Bus reg – 1 Compliance – 1	Cashier – 1 CSR – 3 Manager – 1
	Responsible for Preparation	HR Director	HR Director	HR Director



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	Location	Kingston Grenada way	Kingston Pan Jam Building	Montego Bay
5	Computers services (hardware and software) required	Back up servers, network equipment, internet connectivity, computers, laptops to be leased if necessary	Backup network equipment, computers to be leased if necessary	Back up network equipment, computers to be leased if necessary
	Responsible for Preparation	IT Director	IT Director	IT Director
6	Applications software and data required	Backup tapes restored to back up servers	Backup tapes restored to back up servers	Backup tapes restored to back up servers
	Responsible for Preparation	IT Director	IT Director	IT Director
7	Appropriate Security	Security Guards	Security Guards	Security Guards
	Responsible for Preparation	HR Director	HR Director	HR Director
8	Sundry Supplies	Stationery, food – coffee/tea, water	Stationery, food – coffee/tea, water	Stationery, food – coffee/tea, water
	Responsible for Preparation	HR Director	HR Director	HR Director

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## 5. Team Organization

The BCP Team will be the same as Crisis Team and follow the internal hierarchy. The CEO or delegate will lead disaster assessment teams where applicable otherwise the Deputy CEO or delegate will lead it.


### In the event of a crisis the CCT will:

Immediately:

1. Convene at the Crisis room at Head Office **or** convene at a designated location if the Head Office is not available
2. Obtain a damage assessment from the relevant damage assessment teams and make the decision whether or not to activate the BCP
3. The quorum (**at least 5 persons one the areas outlined below**) required to make such a decision is
  - The CEO or Deputy CEO
  - 1 representative from HR (HR Director or designate)
  - 2 representative from IT (IT Director or designate and IT Admin supervisor or designate)
  - 4 representative from Operations [CS Kingston, CS Mobay/Bus Reg/Compliance] - (Deputy CEO or designate and manager of each unit or designate)
  - 1 representative from FRAM (FRAM Director or designate)
4. The CEO or designate is responsible for activating the BCP (as per decision of the quorum in Point 3 above)

## 6. Review and Update BCP

The BCP will be reviewed annually or as the business experience major changes. The revisions will reflect plan changes that occur because of changes in status of mitigation efforts, review of individual plans, and needed adjustments stemming from contingency plan testing.

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All plan changes and updates to the BCP will be done by the BCP owner.

### Historic Review

Dates	Dates	Dates	Dates
June 2023			
December 2025			

	<b>Name</b>	<b>Function</b>	<b>Signature</b>	<i>Date</i>
<b>Reviewed by</b>	Wiford Morrison	IT Director		
<b>Reviewed by</b>	Heather Mae Sutherland	Compliance Manager		
<b>Reviewed by</b>	Kaysia Anderson	FRAM Director		
<b>Reviewed by</b>	Sabrena Stewart-Graham	Customer Service Manager		
<b>Reviewed by</b>	Toni-Ann Stewart-Alexander	Branch Manager (Montego Bay)		
<b>Reviewed by</b>	Kerrith Davis	HR Director		
<b>Reviewed by</b>	Yolande Rowe-Fender	Data Protection Officer		
<b>Reviewed by</b>	Inger Hainsley-Bennett	AML/CFT Manager		
<b>Reviewed by</b>	Akeem Grant	Manager, Corporate Planning, Quality Assurance and Control		



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<b>Reviewed by</b>		Business Registration Manager		
<b>Reviewed by</b>	Laurie Ann Jackson	Deputy CEO/Director of Operations		
<b>Reviewed by</b>	Shellie Leon	CEO/Registrar of Companies		

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## Appendix 1: Crisis Coordination Teams

Function	Kingston Pan Jam Building	Kingston Grenada Way	Montego Bay
Location Team Lead	<b>Kerrith Davis</b> <i>HR Director</i>	<b>Wilford Morrison</b> <i>IT Director</i>	<b>Toni-Ann Stewart-Alexander</b> <i>Branch Manager</i>
CEO	Shellie Leon	N/A	N/A
Finance Director	Kaysia Anderson	N/A	N/A
Compliance Manager	N/A	Heather Mae Sutherland	N/A
Business Registration Manager	N/A	N/A	N/A
Customer Service Manager	N/A	Sabrena Graham-Stewart	N/A
Deputy CEO/Director of Operations	Laurie Ann Jackson	N/A	N/A
AML/CFT Manager	Inger Hainsley-Bennett	N/A	N/A
Corporate Planning, Quality Assurance & Control Manager	Akeem Grant	N/A	N/A
Chief Internal Auditor	Devrick Ivey	N/A	N/A
Crisis Room	Conference Room	Conference Room	Conference Room

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## Appendix 2: Critical Business Functions

Identify the system's critical business functions, the maximum time period that the Business Continuity Plan needs to account for after which these critical business functions will be impacted.

Critical Business Functions	Maximum Acceptable Outage Time	Recovery Priorities	Priority
Cashing & Collecting payments from Customers – ability to invoice, collect payments and issue receipts to/ from customers	1 day	Very High	1
Dispatching and service delivery – ability to deal customers and dispatch certificates, letters etc.	1 day	Very High	1
Bus Reg. – Ability to register business etc.	1 day	High	1
IT – ability to scan documents and provide the requisite IT support	1 day	High	1
Finance – Ability to produce financial reports	10 days	High	2
Finance – Ability to prepare payroll and transfer staff payments to the bank	2 days	Very High	1