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ISO 22301:2019 Gap Analysis Template

Business Continuity Management Systems

Downloadable Website Resource for BCMS Readiness and Certification Planning

Standard	Purpose	Prepared by
ISO 22301:2019	Gap analysis and action planning	Pacific Certifications

This gap analysis template helps organizations compare their current Business Continuity Management System with ISO 22301:2019 requirements. It can be used to identify missing controls, incomplete documentation, weak evidence, ownership gaps and readiness concerns before independent certification assessment.

Pacific Certifications provides independent third-party certification assessment and certificate issuance services. This template is a general readiness resource and does not replace the official ISO 22301:2019 standard, legal requirements, contractual continuity obligations or organization-specific risk decisions.

How to Use This Gap Analysis Template

Review each requirement area and compare it with the organization’s current BCMS arrangements. Mark the current status, list existing evidence, record the gap, define corrective actions, assign responsibility and set a target date for closure.

- Use Implemented where the requirement is fully established, communicated, maintained and supported by objective evidence.
- Use Partially Implemented where processes exist but are incomplete, inconsistent, not fully documented or not supported by adequate records.
- Use Not Implemented where the requirement has not been addressed or evidence is not available.
- Use Not Applicable only when a documented justification is available and the exclusion does not affect the BCMS scope or intended outcomes.
- Use the final action plan to prioritize business impact analysis, continuity strategy, plan development, testing, exercises, supplier continuity and management review actions.

Organization Details

Organization Name		**Prepared By**	
Location / Site		**Date**	
BCMS Scope		**Review Type**	Gap Analysis
Critical Products / Services		**Key Interested Parties**	

Suggested Gap Rating

Rating	Meaning	Typical Evidence Condition	Priority
Implemented	Requirement is addressed and maintained.	Evidence is current, controlled and consistently applied.	Monitor
Partially Implemented	Requirement is addressed in part.	Evidence is incomplete, inconsistent or not fully communicated.	Medium
Not Implemented	Requirement is missing.	No adequate process, record or accountable owner is available.	High
Not Applicable	Requirement is not applicable.	Justification is documented and approved.	Review

Clause 4 - Context of the Organization

ISO 22301 Area	Requirement Focus	Current Status	Evidence Available	Gap / Risk Identified	Action Required	Owner / Target Date
4.1	Determine internal and external issues affecting business continuity objectives and BCMS outcomes.					
4.2	Identify interested parties and their relevant continuity, legal, regulatory and contractual requirements.					
4.3	Define the BCMS scope, including boundaries, locations, activities, products and services.					
4.4	Establish, implement, maintain and continually improve the BCMS and its required processes.					

Clause 5 - Leadership

ISO 22301 Area	Requirement Focus	Current Status	Evidence Available	Gap / Risk Identified	Action Required	Owner / Target Date
5.1	Demonstrate leadership commitment, accountability and integration of BCMS requirements into business processes.					
5.2	Establish a business continuity policy aligned with organizational purpose and continuity objectives.					
5.3	Assign and communicate BCMS roles, responsibilities and authorities across relevant functions.					

Clause 6 - Planning

ISO 22301 Area	Requirement Focus	Current Status	Evidence Available	Gap / Risk Identified	Action Required	Owner / Target Date
6.1	Address risks and opportunities that may affect BCMS intended outcomes and continuity performance.					
6.2	Set measurable business continuity objectives and plans to achieve them.					
6.3	Plan changes to the BCMS in a controlled manner, considering consequences and resource needs.					

Clause 7 - Support

ISO 22301 Area	Requirement Focus	Current Status	Evidence Available	Gap / Risk Identified	Action Required	Owner / Target Date
7.1	Determine and provide resources needed for the BCMS.					
7.2	Define competence requirements and retain evidence of competence for persons affecting BCMS performance.					
7.3	Ensure personnel are aware of the BC policy, contributions, implications and continuity responsibilities.					
7.4	Establish internal and external communication processes relevant to the BCMS and disruptions.					
7.5	Control documented information required by ISO 22301 and the organization’s BCMS.					

Clause 8 - Operation

ISO 22301 Area	Requirement Focus	Current Status	Evidence Available	Gap / Risk Identified	Action Required	Owner / Target Date
8.1	Plan, implement and control BCMS operational processes, including outsourced processes where applicable.					
8.2	Conduct business impact analysis and risk assessment to understand priorities, impacts and disruption risks.					
8.3	Determine business continuity strategies and solutions for prioritized activities and resources.					
8.4	Establish and maintain business continuity plans and procedures for response, communication and recovery.					
8.4.4	Develop warning and communication procedures for incident response and stakeholder communication.					
8.5	Establish and maintain exercise and testing programmes to validate continuity capability.					
8.6	Evaluate continuity documentation and capabilities after exercises, tests and actual disruptions.					

Clause 9 - Performance Evaluation

ISO 22301 Area	Requirement Focus	Current Status	Evidence Available	Gap / Risk Identified	Action Required	Owner / Target Date
9.1	Monitor, measure, analyze and evaluate BCMS performance and effectiveness.					
9.2	Conduct internal assessments at planned intervals to determine BCMS conformity and implementation.					
9.3	Conduct management review covering BCMS suitability, adequacy, effectiveness and improvement needs.					

Clause 10 - Improvement

ISO 22301 Area	Requirement Focus	Current Status	Evidence Available	Gap / Risk Identified	Action Required	Owner / Target Date
10.1	Identify nonconformities, take action, correct consequences and evaluate the need for root-cause action.					
10.2	Continually improve the suitability, adequacy and effectiveness of the BCMS.					

Gap Analysis Summary and Action Plan

Use this section to summarize the major gaps identified during the review. Prioritize actions that directly affect continuity capability, including business impact analysis, recovery priorities, continuity solutions, communication arrangements, exercising and supplier dependencies.

No.	Major Gap / Issue	Risk or Impact	Corrective Action	Responsible Person	Target Date / Status
1					
2					
3					
4					
5					
6					
7					
8					

Certification Readiness Notes

- Confirm that the BCMS scope is clear and aligned with critical products, services, locations and dependencies.
- Confirm that business impact analysis and risk assessment outputs are current and approved.
- Confirm that business continuity plans are exercised and records of results, lessons learned and improvements are retained.
- Confirm that internal assessment, management review, nonconformity handling and continual improvement records are available before certification assessment.

Contact Pacific Certifications

For ISO 22301:2019 certification assessment and certificate issuance, contact Pacific Certifications at support@pacificcert.com or visit www.pacificcert.com.