



Introduction to Business Continuity Planning

Business Continuity Management

- Ensure continuity and survival of our organization in the event of an emergency event:
- Essential elements:
 - Risk identification and prevention/mitigation before an emergency occurs
 - Preparing to respond to an emergency
 - Preparing to recover from an emergency

Why Have a Business Continuity Plan (BCP)?

- Safeguard human life
- Minimize confusion and enable effective decision-making during a time of crisis
- Reduce dependency on certain staff for critical operations
- Minimize loss of data and assets
- Facilitate timely recovery
- Ensure continued regulatory compliance
- Retain public confidence

BCP Success

- Must be an ongoing, living program that consists of several interdependent and reiterative projects
- Dependent on executive support
- Participation of all employees
- Core competency of organization
- Ongoing funding

Basic Steps

1. Develop team and project plan
2. Assess and reduce risks (HIRA – hazard identification and risk assessment))
3. Assess the business impact (BIA – business impact analysis))
4. Prioritize critical functions
5. Develop strategies to deliver critical functions
6. Establish Teams & Tasks
7. Write the plan
8. Train and exercise
9. Review and revise

Step 1: Develop Project Team and Project Plan

- Select overall project manager/lead
- Functional leads (core service programs, information technology, finance, human resources)
- Reporting structure
- Scope of plan
- Key deliverables
- Timelines

Step 2: Hazard Identification and Risk Assessment (HIRA)

- Develop organizational hazards (NFPA 1600 standard a good guide)
- Develop magnitude of consequences
- Develop scale of likelihood
- Create matrix:

$$\text{Risk} = \text{Consequence} \times \text{Likelihood}$$

HIRA Terminology

- **Hazard:** The danger inherent in an activity that is otherwise deemed beneficial, combined with an undesirable event.
- **Likelihood:** Chance of whether or not the undesirable event will occur.
- **Consequence:** Impact of the undesirable event.

HIRA Matrix

	High Risk
	Medium Risk
	Low Risk

L I K E L I H O O D	L4	4	8	12	16
	L3	3	6	9	12
	L2	2	4	6	8
	L1	1	2	3	4
	X	C1	C2	C3	C4
CONSEQUENCE					

Step 3: Business Impact Assessment (BIA)

- To communicate the inherent vulnerabilities of the business units, business processes and systems that comprise an organization
 - Identify critical business functions and workflow
 - Identify interdependencies
 - Determine qualitative and quantitative impacts of a disruption
 - Prioritize and establish recovery time objectives (RTOs)

SAMPLE BIA

Activity	Delivered By	Provided To	Dependencies	Minimum Functionality	RTO < 4 hours <24 hours < 1 week <30 days
Snow plowing of County Roads	Snowplow drivers	County residents	<ul style="list-style-type: none"> ■ Fuel ■ Vehicle Maint. 	10 Snowplows	< 4 hours
Ambulance Services	Paramedics	County residents	<ul style="list-style-type: none"> ■ Trained staff ■ Dispatch ■ Trained supr. ■ Fuel ■ Vehicle Maint. ■ Roads Maint. ■ Ambulance Supplies 	14 Ambulances	< 4 hours

Step 4: Prioritize Critical Functions

- Sort functions across organization by RTO
- Prioritize within common RTOs

Step 5: Develop RTO Strategies

- Once you have prioritized functions, determine how you can achieve desired RTO
 - E.g. can staff performing less critical functions be redeployed?
 - If so, what cross-training needs to take place?

Step 6: Establish Teams and Tasks

- Emergency Response Team – first aid, CPR, fire suppression, security, evacuation
- Damage Assessment Team – IT, facilities, insurance adjusters
- Functional Response Teams – staff designated to deliver critical functions
- Crisis Communication Team – internal and external
- Functional Recovery Teams – leading return to normal operations

The Rest is Easier!

- Step 7: Write the plan
 - Present HIRA and BIA in a cogent format for executive decision-makers
- Step 8: Train and Exercise
 - Make BCP a part of staff orientation and exercise annually
- Step 9: Review and Revise the plan annually