

# Business Continuity Guidelines

## 1. Determine recovery requirements

Conduct a Business Impact Analysis (BIA)

- a. Identify all functions performed for all in-scope departments.
- b. Identify all personnel that staff each function
- c. Identify the system(s), data, and databases, documents used for each function
- d. Determine how long the function could be performed without each system identified in 1(d). It's understood that each function relies on certain systems, but think outside the box and figure out if manual or semi-manual processes could be implemented to reduce the reliance on each system even if such alternate methods would only work for a day or 2.
- e. Determine the amount of time the loss of each function would become unacceptable. Don't limit this only to revenue loss or service loss, think also in terms of loss of reputation, loss of reporting to higher authority, or causing many hostile customers
- f. Identify any operational peaks where the function becomes more important because "it's that time"
- g. Identify any operational ebbs where the recovery of each function could be delayed.
- h. Identify any single points of failure, whether it's because a single person does the function, there's a single "go to" SME who is relied upon to solve issues, a single workstation has access to the necessary system, if there's a single internet gateway, single commercial power feed, etc.

## 2. Determine recovery strategies

Determine the recovery strategies that meet the Recovery Time Objectives for each function.

- a. What will you do if you cannot physically access the building without notice?
- b. What will you do if the systems and data you rely on, are no longer available?
- c. What will you do if telecommunications connectivity (to include the internet) is no longer available?
- d. What will you do if your key people are suddenly not available?
- e. What will you do if your key vendors / suppliers are unavailable?

## 3. Develop your Business Continuity Plan

- a. Determine your recovery organization. Ensure you have a command/crisis management team staffed with key department heads and a damage assessment team that is staffed to assess technical and functional damage / operational impacts
- b. Determine other necessary recovery teams to accommodate corporate-level, shared resources such as IT, functional recovery at the department level. Note that recovery at the department level will be based on tiered staffing from your most critical to your lesser critical functions.
- c. Determine who will staff your recovery teams.
- d. Develop the procedures for:
  - i. Activating recovery teams and a command center
  - ii. Damage assessment

# Business Continuity Guidelines

- iii. Disaster declaration criteria
- iv. IT Recovery for hardware, software and data, network infrastructure
- v. Functional recovery in the event of; loss of key personnel, denial of physical access to the facility, disruption of services provided by key vendors
- vi. Damage repair, return to primary facility, and normalization

## 4. Develop Exercise Plan

Exercise plans should include:

- a. Scenario
- b. Type of exercise. Exercises can be either.
  - vii. tabletop discussion
  - viii. Parallel processing where a select number of personnel operate under recovery conditions while others operate as normal
  - ix. Operational simulation which is the stress test of actually ceasing operations under normal operations and operating solely under recovery conditions
- c. Participants
- d. Objectives
- e. Method for evaluating the exercise against objectives