



# Business Continuity Program

Departmental Business Continuity Planning



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## PREFACE

This template was developed to facilitate the initiation of a **departmental-level business continuity strategy** that will assist in the resumption of critical functionality following a major disruption of operations and recover full capabilities within prescribed time frames.

The template was prepared by WG Advisory Services and intended as a guide to compliment an overarching Business Continuity Management (BCM) program that encompasses a series of plans that may include:

- **Business Continuity Plans (BCP)** – Focuses on maintaining service delivery within the organization.
- **IT Disaster Recovery Plan (DRP)** – Plans covering the restoration of IT systems after a major disruption.
- **Incident Response Plan (IRP)** – A plan specific to the preparation, detection, and recovery from a cyber incident.
- **Crisis Management Plans (CMP)** - Plans may include crisis response drills and evacuation plans.
- **Crisis Communication Plans (CCP)** - Detailing what/when to release information – who/how to make the release.
- **Emergency Management Plan (EMP)** – Plans focus on safety & protection of life, assets, and the environment.
- **Pandemic Response Plan (PRP)** - A continuity plan specific to a widespread outbreak of an infectious disease.
- **Supply Chain Interruption Plan (SCIP)** – A continuity plan used to identify primary and secondary suppliers and alternate resources.

A Business Continuity Plan is a tool to assist in preparing for "disasters" that could leave resources such as personnel, records, information, and physical facilities unavailable for both short term or extended periods.

Use this document to learn about the issues involved in planning for continuity of the department and its functions, as a checklist of preparation tasks, for training personnel, and for recovering from a disaster.

This template is divided into the following sections:

**Part 1 – Business Impact Analysis Questionnaire** – this section will help each department define critical services/processes, the impact to the organization resulting from a disruption of each service/process, and the IT technology required to support them.

Key outcomes include:

- Definition of a departments services/processes
- Recovery Time Objectives (RTO)
- Recovery Point Objectives (RPO)
- Identification of IT technology dependencies
- Identification of cloud service dependencies

**Part 2 – Departmental Continuity Planning** – contains a series of worksheets to capture critical resources and contacts.

Key outcomes include:

- Identification of key resources and cross-training capabilities
- Modes of communication
- Internal and external contact lists
- High-level team action plan at time of disruption/disaster

## **Part 1 - BUSINESS IMPACT ANALYSIS QUESTIONNAIRE**

## BUSINESS IMPACT ANALYSIS (BIA) DEPARTMENTAL QUESTIONNAIRE

This questionnaire is part of the BIA initiation process and is intended as a starting point in the gathering of the organizational information required to develop the overarching Business Continuity/Disaster Recovery Plan.

Follow-up interviews may be required once the completed questionnaires have been reviewed.

Business Continuity Terms (reference chart):

Business Continuity Terms	Definitions
<b>Time critical service/process</b>	<ol style="list-style-type: none"> <li>1. Services/processes which generate time sensitive revenue sources that contribute to the institution's financial sustainability and growth;</li> <li>2. Services/processes which, if interrupted, would seriously harm the organizations reputation and brand; and</li> <li>3. Services/processes which have service delivery legal, contractual and regulatory, or health and safety requirements.</li> </ol>
<b>Recovery Time Objective (RTO)</b>	<ul style="list-style-type: none"> <li>• The time it will take before an outage prevents an organization from achieving its business objectives.</li> <li>• The RTO defines the maximum time an organization can survive without a time critical business function before recovery procedures must commence.</li> </ul>
<b>Minimum Service Levels (MSL)</b>	<ul style="list-style-type: none"> <li>• A pre-approved temporary level of service delivery expressed as a percentage of normal service.</li> </ul>
<b>Recovery Point Objective (RPO)</b>	<ul style="list-style-type: none"> <li>• The point to which the information used by an activity must be restored to enable the activity to operate on resumption.</li> <li>• How far back IT must go, stretching back in time from the disaster to the last point where data is in a usable format</li> <li>• The maximum tolerance for data loss.</li> </ul>

### DEPARTMENT QUESTIONNAIRE

<b>Department:</b>			
<b>Contact:</b>			
<b>#Staff:</b>		<b>Date:</b>	

1. Provide a high-level description of how your business line supports the organization:

**2. List ALL services/processes provided by your department and the impact to the organization if the service could not be delivered FOR ANY REASON:**

Service/Process	Describe the key purpose of the service/process and any critical dates - include estimated target RTO if service suspended in order to avoid a major impact to the organization (include impact details)	
<i>EXAMPLE: Payroll</i>	<i>Pay employees. Service could not be down longer than 1-day (if during a payroll period). If disrupted could cause financial issues for staff, legal issues for the organization and reputational damage.</i>	
<b>A.</b>		
	Critical Dates:	
<b>B.</b>		
	Critical Dates:	
<b>C.</b>		
	Critical Dates:	
<b>D.</b>		
	Critical Dates:	
<b>E.</b>		
	Critical Dates:	
<b>F.</b>		
	Critical Dates:	

**NOTE:** If you require additional rows please refer to [Appendix A – Additional Services](#)

3. Please explain for your department only, what informal “manual” steps would be taken today if a disaster were to occur resulting in no access to any corporate technology (including cellular/landline phones):

Service/Process	Activity (include time to complete)	Responsibility
<i>EXAMPLE: Payroll</i>	<i>We could run payroll from an offsite location w/ Internet access</i>	<i>Payroll Clerk</i>
<b>A.</b>		
<b>B.</b>		
<b>C.</b>		
<b>D.</b>		
<b>E.</b>		
<b>F.</b>		

**NOTE:** If you require additional rows please refer to [Appendix B – Manual Steps](#)

4. Explain any issues that would impact these steps:

*EXAMPLE: Payroll – we would require a laptop or desktop with provided Internet access from the offsite location. If either of these were unavailable payroll would not be processed.*

**5. INFORMATION REQUIRED - List ALL applications/databases/paper records required to deliver the service/process – include the maximum tolerance for data loss (RPO):**

Service/Process	Applications/Database/Paper – Please Specify	RPO
<i>EXAMPLE: Payroll</i>	<i>Require access to the Payroll system (cloud portal hosted by ADP)</i>	<i>1-Day</i>
<b>A.</b>		
<b>B.</b>		
<b>C.</b>		
<b>D.</b>		
<b>E.</b>		
<b>F.</b>		

**NOTE:** If you require additional rows please refer to [Appendix C – Information Required](#)

**6. TECHNOLOGY REQUIRED (HARDWARE) - For each service/process please list ALL hardware required to deliver the service/process – include the number of devices required to meet the MSL:**

Service/Process	Laptop/Desktop/Mobile Devices/	#
<i>EXAMPLE: Payroll</i>	<i>Laptop w/ Internet access</i>	<i>2</i>
<b>A.</b>		
<b>B.</b>		
<b>C.</b>		
<b>D.</b>		
<b>E.</b>		
<b>F.</b>		

**NOTE:** If you require additional rows please refer to [Appendix D – Technology Required \(Hardware\)](#)

**7. TECHNOLOGY REQUIRED (LOCAL APPLICATIONS)** - For each service/process please list ALL locally installed applications required to deliver the service/process (i.e. applications installed on your laptop/desktop/mobile device):

Service/Process	ONLY local applications required to deliver service/process
<i>EXAMPLE: Payroll</i>	<i>Microsoft Office, Adobe Reader</i>
<b>A.</b>	
<b>B.</b>	
<b>C.</b>	
<b>D.</b>	
<b>E.</b>	
<b>F.</b>	

**NOTE:** If you require additional rows please refer to [Appendix E – Technology Required \(Local Applications\)](#)

**8. TECHNOLOGY REQUIRED (CLOUD APPLICATIONS)** - For each service/process please list ALL cloud services required to deliver the service/process (i.e. applications hosted/delivered by a third-party provider):

Service/Process	ONLY cloud applications required to deliver service/process
<i>EXAMPLE: Payroll</i>	<i>ADP cloud service (software-as-a-service)</i>
<b>A.</b>	
<b>B.</b>	
<b>C.</b>	
<b>D.</b>	
<b>E.</b>	
<b>F.</b>	

**NOTE:** If you require additional rows please refer to [Appendix F – Technology Required \(Cloud Applications\)](#)



**DOWNSTREAM DEPENDENCY** – a services/process **that requires the support** of another service/process for delivery

[illegible]

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## **Part 2 - DEPARTMENTAL CONTINUITY PLANNING**

## CRITICAL RESOURCES, PERSONNEL, AND MODES OF COMMUNICATION

The following section lists both the people and items needed for normal (N) operations and minimal (M) requirements for restoring critical operations and related services in a disruption or disaster situation.

## Worksheet #1: Essential Personnel and Cross-Training

*List primary resource(s) responsible for the service/process and others who are or can be cross-trained*

[illegible]

## Worksheet #2: Internal Contact List

*List all INTERNAL contacts required at the time of disruption/disaster*

[illegible]

### Worksheet #3: External Contact List

*List all EXTERNAL contacts required at the time of disruption/disaster*

[illegible]

**Worksheet #4: Modes of Notification and Communication***List all modes of notification and communication e.g. contact lists, phones email, conference bridge etc.*

System	How to Use	Support Items	Access List

**Worksheet #5: Department Support Equipment***Examples: Workstations, Phones, Laptops, Printers, Fax Machines, Copiers, Scanners, Shredders*

System	Normal	Minimal	Comments

**Worksheet #6: Special Equipment and Supplies***Examples: Unique or special order items*

Item	Description/Location	Normal	Minimal	Vendor

## TEAM ACTION PLAN

The Business Continuity Team Action Plan outlines the action to be taken and resources to be used to facilitate the continuity of critical business activities **within the Primary Office** in the event of prolonged business interruption due to major incident impacting core services.

This plan is not a complete, step- by-step, how-to-do it manual since each crisis situation is unique, with varying levels of threats and business impact.

The plan suggests action to take and is only guidelines to serve in managing incident. Real life decision for reacting to a major incident must be guide ultimately by the sound judgment and discretion of involved manager and staff.

Procedures for dealing with day-to-day problems are not dealt with in this plan. Such problems should be taken up under the corporation standard operating procedures.

### Strategy

*Please list any informal steps that might be taken within the Primary Office in the event of a disruption of services*

Day 1	Day 2	Day 3	Day 7

## APPENDIX A – ADDITIONAL SERVICES

Service/Process		Describe the key purpose of the service/process and any critical dates - include estimated target RTO if the service was suspended to avoid a major impact to the organization (include impact details)	
EXAMPLE: Payroll		Pay employees. Service could not be down longer than 1-day (if during a payroll period). If disrupted could cause financial issues for staff, legal issues for the organization and reputational damage.	
G.			
		Critical Dates:	
H.			
		Critical Dates:	
I.			
		Critical Dates:	
J.			
		Critical Dates:	
K.			
		Critical Dates:	
L.			
		Critical Dates:	

## APPENDIX B – MANUAL STEPS

Service/Process		Activity (include time to complete)	Responsibility
<i>EXAMPLE: Payroll</i>		<i>We could run payroll from an offsite location w/ Internet access</i>	<i>Payroll Clerk</i>
<b>G.</b>			
<b>H.</b>			
<b>I.</b>			
<b>J.</b>			
<b>K.</b>			
<b>L.</b>			



## APPENDIX C – INFORMATION REQUIRED

Service/Process	Applications/Database/Paper – Please Specify	RPO
<i>EXAMPLE: Payroll</i>	<i>Require access to the Payroll system (cloud portal hosted by ADP)</i>	<i>1-Day</i>
<b>G.</b>		
<b>H.</b>		
<b>I.</b>		
<b>J.</b>		
<b>K.</b>		
<b>L.</b>		

## APPENDIX D – TECHNOLOGY REQUIRED (HARDWARE)

Service/Process		Laptop/Desktop/Mobile Devices/Printers – Please Specify	#
<i>EXAMPLE: Payroll</i>		<i>Require Internet access for laptops/desktops</i>	<i>2</i>
<b>G.</b>			
<b>H.</b>			
<b>I.</b>			
<b>J.</b>			
<b>K.</b>			
<b>L.</b>			

## APPENDIX E – TECHNOLOGY REQUIRED (LOCAL APPLICATIONS)

Service/Process		ONLY local applications required to deliver service/process	
<i>EXAMPLE: Payroll</i>		<i>Require Microsoft Office, Adobe Reader</i>	
<b>G.</b>			
<b>H.</b>			
<b>I.</b>			
<b>J.</b>			
<b>K.</b>			
<b>L.</b>			

## APPENDIX F – TECHNOLOGY REQUIRED (CLOUD APPLICATIONS)

Service/Process		ONLY cloud applications required to deliver service/process
<i>EXAMPLE: Payroll</i>		<i>ADP cloud service (software-as-a-service)</i>
<b>G.</b>		
<b>H.</b>		
<b>I.</b>		
<b>J.</b>		
<b>K.</b>		
<b>L.</b>		