Welcome!

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Learn More
- Continuity Guidance Circular
- Continuity Resource Toolkit: www.fema.gov/continuity-resource-toolkit,
Objectives

- Identify purpose of a Business Impact Analysis (BIA)
- Discuss development and delivery BIA processes
- Provide a basic understanding of BIA findings
Definitions

Continuity Of Operations (COOP)
- Ensures an organization can continue to perform its essential functions, provide essential services, and deliver core capabilities during a disruption to normal operations.

Mission Essential Functions (MEFs)
- Essential functions directly related to accomplishing the organization’s mission and must be continued or resumed quickly after a disruption of normal activities.

Essential Supporting Activities (ESAs)
- Functions that support performance of MEFs, but do not reach the threshold of MEFs.
Definitions

**Disaster Recovery (DR)**
- A set of policies and procedures to enable the recovery or continuation of vital technology infrastructure and systems following any disaster, which focuses on IT/technology supporting critical business functions (i.e. MEFs).

**Business Impact Analysis (BIA)**
- Identifies and evaluates the consequences of failing to perform a critical business function and gathers information needed to develop recovery strategies.

**Recovery Time Objective (RTO)**
- The targeted duration of time within which a business function/process must be restored after a disaster (or disruption) to avoid unacceptable consequences if not continued.
Recovery Point Objective (RPO)

- It is the maximum targeted period in which data might be lost from an Information Technology service due to a major incident.

- Concept – Recovery Time Objective looks forward and the Recovery Point Objective looks back.
Why a BIA?

- Identify time sensitive or critical functions and the financial and operational impacts resulting from disruption of those functions.
- Gather information about resource requirements to support the time sensitive or critical business functions from each program.
- Set prioritized timeframes for resuming these functions; considering time which the impacts of not resuming them would become unacceptable.
Why a BIA?

- Business function requirements are compared to critical support application capabilities, resource availability and other factors which reveal gaps
- Gap analyses and risk analyses are performed cross-functionally with leadership and staff
- Enables Candidate MEF identification and prioritization for recommendation for review, validation and final prioritization by leadership
Now You See it

For the risks you can see, and the ones you can’t.

Now You Don’t!
BIA Process

Probably the longest-running and most critical among all continuity activities; iterative process

Is an extensive data gathering and deep analysis across an entire organization
BIA Process

Data Gathering Tools

- Organizational charts
- Interviews
- Questionnaires
- Data flow diagrams
- BIA software
PHASE 1: INITIATION OF BIA

- Secure **Senior Leadership support** and sponsor the BIA process
- Define the BIA **Goals and Objectives**
- Form a BIA **Project Team**
BIA Phases

PHASE 2: DATA GATHERING

- **Develop a BIA Questionnaire** for delivery to senior managers, team leaders, supervisors, subject matter experts and task performers with knowledge about the functions

- **Facilitate meetings** with respondents to update and/or validate responses; invite executive leadership

- Begin to **develop a draft BIA Report** with the information collected
PHASE 2: QUESTIONNAIRE DESIGN

- Develop in a software tool for managed distribution and monitored completion
- Design an Excel or Word document to collect responses
- Questions drive responses to meet objectives and goals

Sample Data Collection Questionnaire

<table>
<thead>
<tr>
<th>Name of the Process:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of the Process:</td>
</tr>
</tbody>
</table>

1. What department does this function belong in?
2. What is needed to run this process?
3. What does this process produce?
4. What is the maximum level of downtime allowed for this process before it begins to impact business operations?
5. What kind of impact will loss of this function have on operations and finances?
6. What is the required manpower needed to support this process?
7. What is the required technological resources needed to support this process?
8. Is there a Public Relations, legal or compliance impact due to outage?
9. Have there been previous outages of this process? What was the impact?
10. Is there an alternate system that can be used until the system recovers?
10a. What is it?
PHASE 3: ANALYSIS OF INFORMATION

- Review and analysis can be completed through a computer or manually, whichever is available while also practical and reliable
- Identify functions with shorter RTOs and most severe impact(s) to begin a prioritized list (MEFs – Tier Levels)
- Identify required human and technology resources to maintain optimal level of operations (ESAs)
- Review expected RTOs and adjust responses where needed
PHASE 4: DOCUMENTATION OF FINDINGS

- Develop a BIA Report for presentation to executive leadership
- There are no rules or standards, recommendations of items to include:
  - Executive Summary
  - Explanation of Purpose and Processes used
  - Analysis of the information collected and reviewed
  - Detailed findings with impacts, acceptable RTOs and recommendations for top tier MEFs
MEF Prioritization

MEF PRIORITIZATION INFLUENCES

- Business Function RTOs
- Support of Organizational Core Mission(s)
- Regulatory Requirements
- Management Preference
- Impacts if Not Conducted
MEF Prioritization

Prioritize all actions:

- **Tier 1** – Critical
  - Restore within 12 hours
- **Tier 2** – Vital
  - Restore within 24 hours
- **Tier 3** – Necessary
  - Restore within 3-7 days
- **Tier 4** – Desirable
  - Restore within 10 days
- **Tier 5** – Low Priority
  - Restore as resources become available
Leadership Approval

The executive summary provides an overview of the purpose of the effort, the process that was followed, and materials contained in the package.

The prioritized candidate MEF Data Sheets present the details of each candidate MEF.

Supporting documentation outlines the details of the process used to develop and prioritize the MEFs.

Additional materials required by the organization for leadership approval.
Leadership Approval

- Executive Summary
- Mission Essential Function Data Sheet
- Supporting Documentation
THANK YOU!

If you would like more information about this presentation, please feel free to contact:

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