Business and people priorities toolkits for the 'new normal'

Post pandemic (Covid-19)

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Business and people priorities

STRATEGIES FOR THE NEW NORMAL

PEOPLE STRATEGY

1. **Well-being**
2. **Leadership resilience**
3. **Talent attraction**
4. **Talent development**
5. **Talent retention**
6. **Employee engagement**

BUSINESS STRATEGY

7. **Company culture**
8. **Employer branding**
9. **Competitive advantage** (business transformation & innovation)
10. **Business continuity** (diversity, localization & new business opportunities)

BUSINESS PROCESSES

11. **Work function** (changes to policies & processes)
12. **Productivity**
13. **Technology adoption** (digitalization, use of big data, IoT etc)

Business Strategy Toolkit

Company culture

Business continuity

Competitive advantage

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Tips on toolkit

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01 Analyze

Review the learni

Business Continuity toolkit

Business Continuity

In the world after Covid-19 as we emerge through the crisis

The drastic impact from COVID-19 has driven a paradigm shift and will continue to transform the way businesses operate over the coming months. Although the crisis has introduced unprecedented challenges, it has also formed a silver lining as the catalyst for change for many organizations.

This toolkit has been designed to formulate a robust business continuity plan that allow organisations to continue their operations amidst uncertainties.

This toolkit includes the following material:

Purpose & Benefits of Business Continuity

Six-Step Business Framework to build an effective Business Continuity Plan

Case study, Sample templates and Guiding questions for practical application

Purpose & Benefits

This toolkit is targeted at business leaders and HR leaders alike, as they prepare for the new normal post pandemic. We recognize that most businesses will be fighting hard focusing on immediate priorities as they battle through a pandemic and the resultant economic turbulence. As a result, they may not be able to pause, look ahead and plan for future.

Business continuity plans have formed essential part of business especially during crisis period. Threats, disruptions and disasters can lead to a loss in revenue and higher cost, which in turn can affect profitability. A proactive plan will create positive impact on the business in three different areas:

- The business will be in a better position to manage unexpected situation.

- The business will have a way forward plan to continue providing acceptable service during the disruption period.

- The business will be better to preserve its corporate reputation, image and management team.

With an effective BCP implemented, your organization can minimize disruptions to your operations and ensure business remains competitive advantage during such crisis.

Business Continuity

A Business Continuity Plan (BCP) is a process that outlines the potential impact of the disruption situations, develop policies to respond to them and helps business recover quickly so they can function in the new normal. Business Continuity Plans are complex and vary from company to company.

- Policy, Purpose and Scope
- Goal and Objectives
- Key roles and responsibilities
- Risk management plan
- List of tasks require to keep operations going
- Details of where to go during emergency
- Information of data backup
- Contact information of management personnel
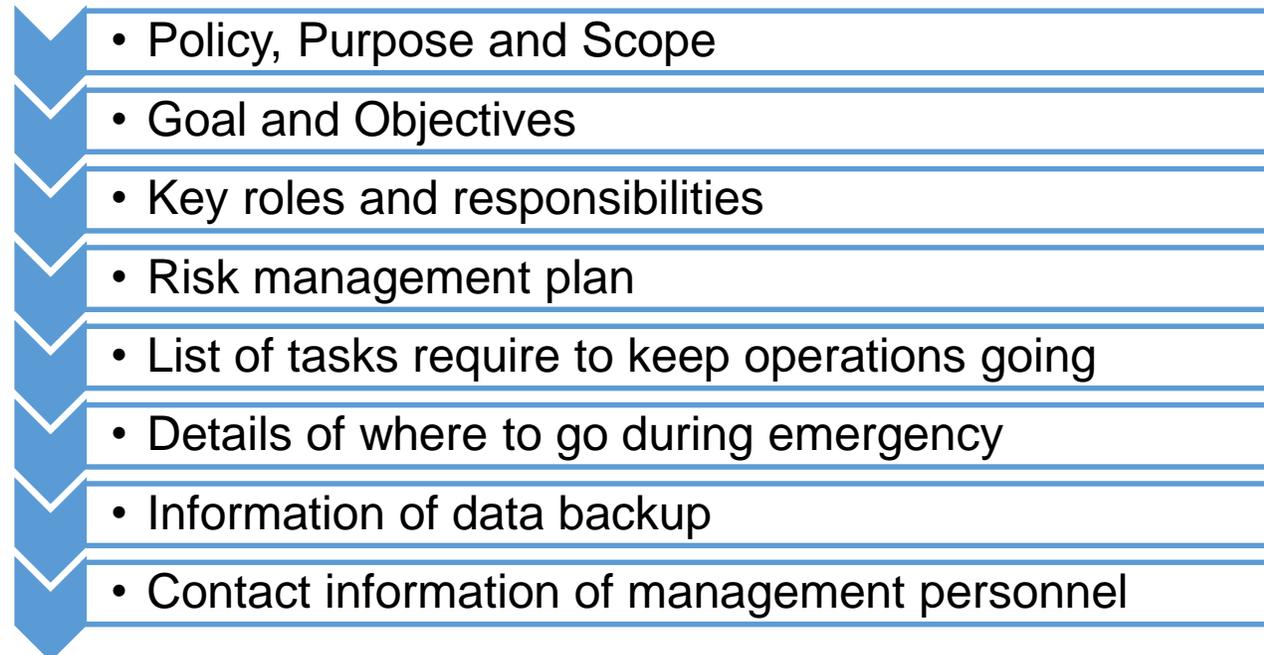
The above diagram shows an example of what a Business Continuity Plan may consist of.

Business Continuity framework

1. Form Business Continuity Team

2. Conduct Risk Assessment

3. Conduct Business Impact Analysis

4. Implement of Recovery Strategies

5. Planning and Development

6. Test and Assess Business Continuity Plan

Business Continuity Plan

This is a six steps framework that focuses on building an effective business continuity plan

Step 1 - Form Business continuity team
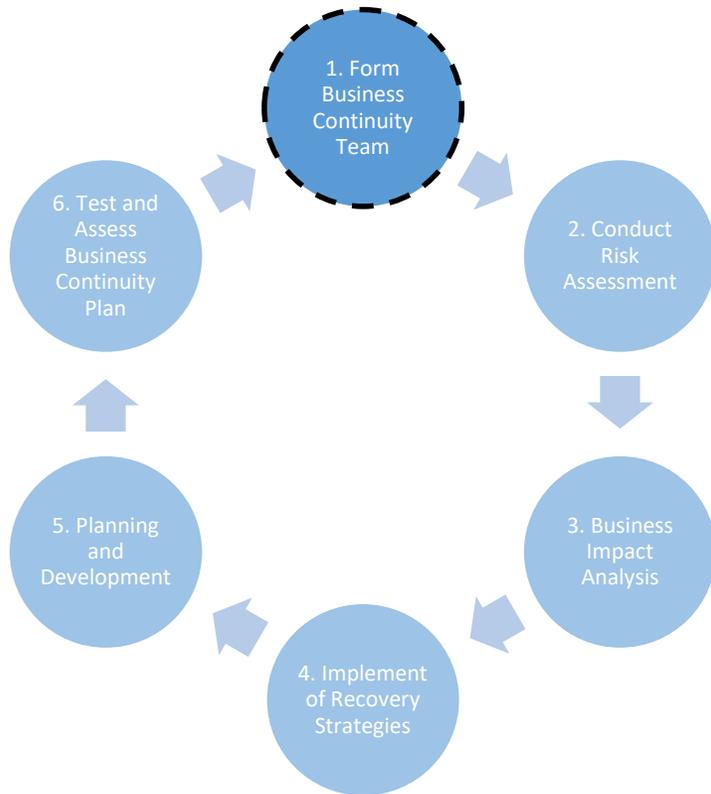
The business continuity team is formed to strategize, implement and execute the business continuity plan. The makeup of your team is dependent upon the size of your company and how you plan to roll out the program. Every organisation is different but in general, your business continuity team should at least have one representative from each department.

The team members will identify the current and possible challenges, prepare standards for the project, train additional team members, and implement processes to make the project flow smoother. If your organization is medium or large in size, you may include additional personnel on the team and disperse responsibilities accordingly.

Questions to consider
1)   Have you identified your Business Continuity Team members ?
2)   Do you have at least one member from each department ?
3)   Have you list out key roles and responsibilities of each team member ?
4)   Has the team established the objectives of Business Continuity Plan ?

Supporting Materials:
Appendix 1 : Guide to creating a business continuity plan

Step 2 – Conduct risk assessment
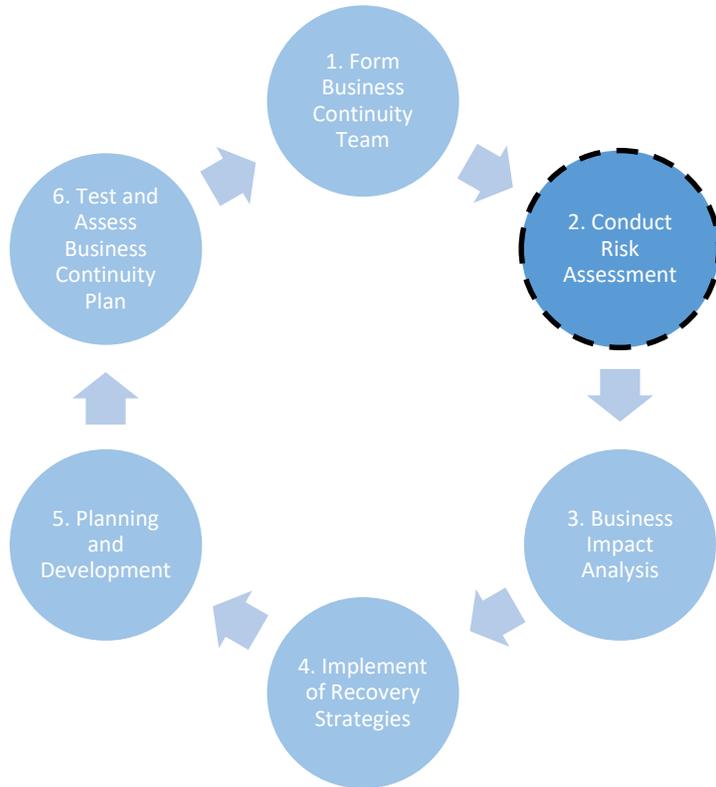
The second step of business continuity planning is understanding the operational, financial and physical risks to your company should a disruption occur.

Engage your team to brainstorm and conduct Risk Assessment to identify the possible risks and threats to your business. Once you've created a list of potential risks to your organization, discuss how these risks could affect operations.

Steps to conduct an effective Risk Assessment:
1) Complete an evaluation of the organisation's risks and exposures.
2) Take different business disruption situations under review and estimate the potential impact on your business.
3) Categorize the risk based on likelihood and severity of impact to your business
4) Once the scenarios have been identified, shortlist the threat they impose on the business and probability of their occurrence.

Supporting Materials:
Appendix 2: Risk Categorization Matrix
Appendix 3: Risk Profile – Self Assessment Template

Step 3 – Conduct Business impact analysis

The business impact analysis is a great start to help organisations to identify the impact of the disruption to your business and will facilitate making decisions that are in the best interest of your organisation.

Risks, threats and potential loss scenarios regarding operations, financial performance, employees and supply chain will be identified and outlined.

Steps to conduct an effective Business Impact Analysis:
1) Design a questionnaire to help gather information for each business unit and compile the findings. Focus on the following areas:
- Identify critical business process and priorities them
- Identify key systems, equipment's & applications associated with the critical business processes
- Identify potential impact if a disruption occurs and associated recovery time
- Identify interdependence associated with organization, its processes and stakeholders.
2) Analyse, evaluate and confirm the data gathered. If required conduct follow up interviews.

Supporting Materials:
Appendix 4: Business Impact Analysis Questionnaire
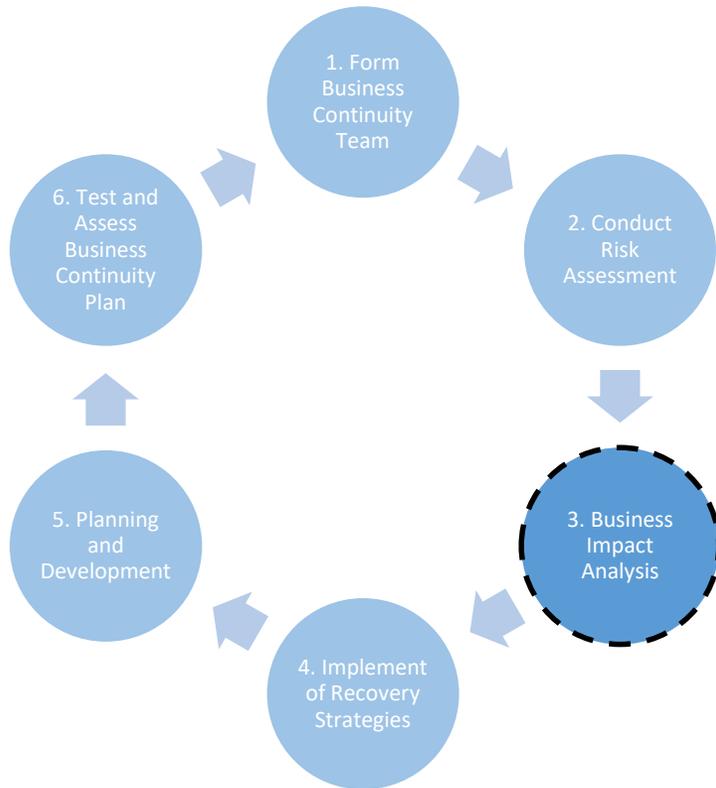
Step 4 – Implement of recovery strategies
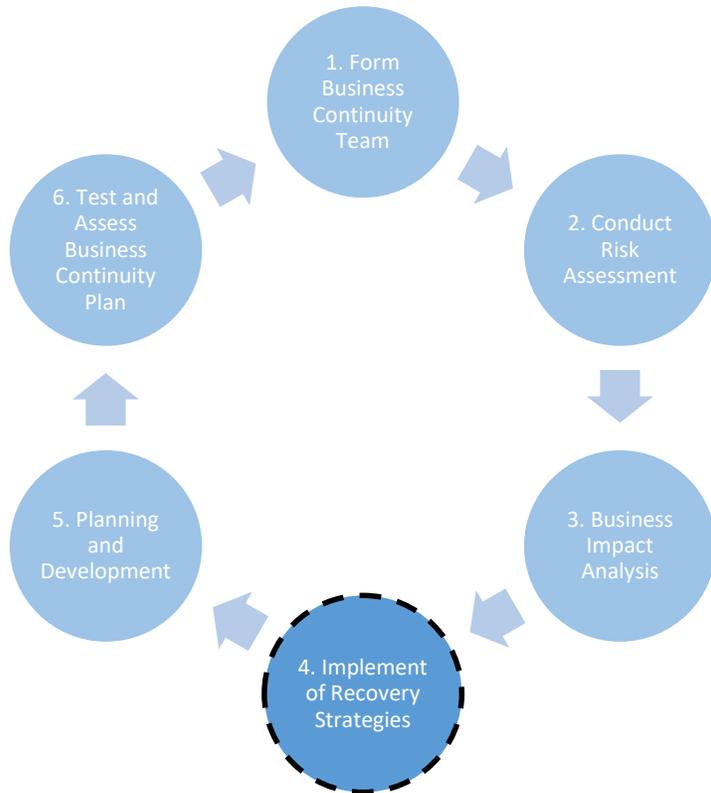
Knowing risks to your organisation is important but knowing how to react and recover is essential to bouncing back after an unanticipated event. This step identifies recovery strategies for your business.

Steps to draft out Recovery Strategies:
1) Identify and highlight resources requirement, which you can achieve with the help of your business impact analysis.
2) Conduct a gap analysis to identify the cracks between the existing capabilities of the organisation and the recovery requirements. A gap analysis identifies a company's recovery requirements versus its current resources.
3) Research Recovery Strategy options that are suitable for your business.
4) Shortlist Recovery Strategies and present to senior management for approval.

Supporting Materials:
Appendix 5: Recovery Planning Template

1. Form Business Continuity Team

2. Conduct Risk Assessment

3. Business Impact Analysis

4. Implement of Recovery Strategies

5. Planning and Development

6. Test and Assess Business Continuity Plan

Step 5 – Planning and development
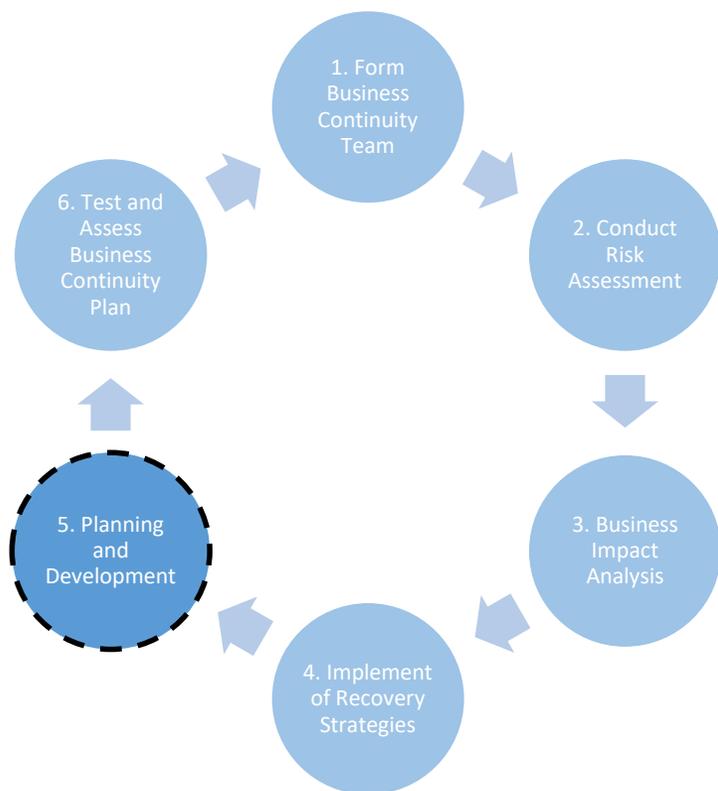
The planning phase is in a rigorous and meticulous development of strategies to clearly define the approach that the organisation is adopting. While the development phase will involve the insights from different key employees of different departments before sending to the management for approval to ensure the plan is align with the organisation goals.

Steps to draft out Planning and Development:

1) Establish a framework for the Business Continuity Plan
2) Engage a execution team to ensure the development and implement is execute successfully.
3) Document a standard procedure for Business Continuity and IT recovery during any disruption of service.
4) Develop and document a manual workaround to the initial plan.
5) Once completed, assemble the plan and get it approved by the senior management before implementation.

Step 6 – Test and assess BCP
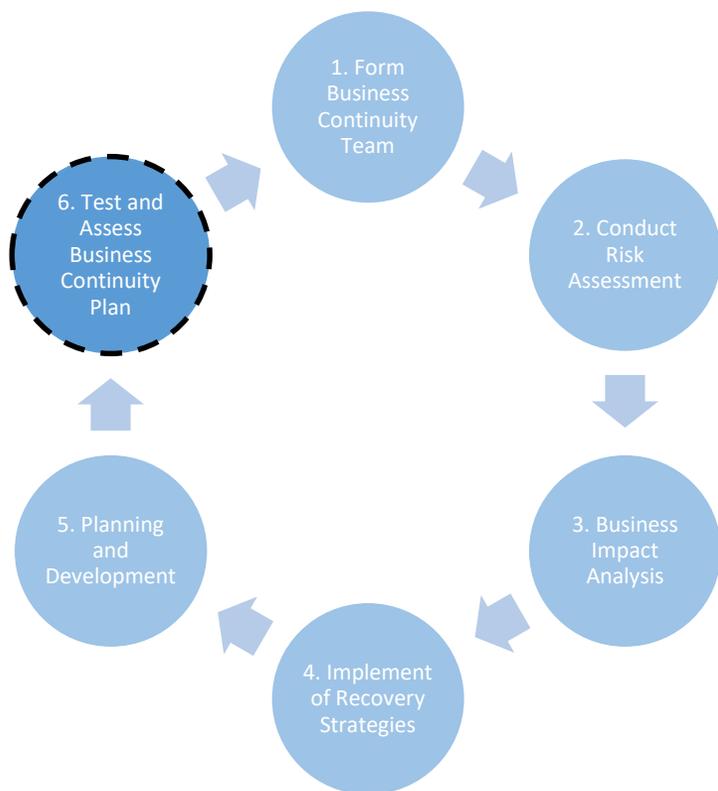
Testing of the Business Continuity Plan is the only option to ensure it is effective and create opportunity to identify potential gaps and provide insights to improve for the better.

Steps to draft out Planning and Development:

1) Create testing and implementing requirements, followed by developing maintenance standards.
2) Conduct training for the Business Continuity Team along with orientation exercise to help them familiar with the processes
3) After conducting tests, document the results obtained from testing.
4) Include any lessons learned from testing and exercises in your Business Continuity Plan to keep it updated and reliable for future use.

Supporting Materials:
Appendix 6: Business Continuity Quiz

The circular diagram shows:
- 1. Form Business Continuity Team
- 2. Conduct Risk Assessment
- 3. Business Impact Analysis
- 4. Implement of Recovery Strategies
- 5. Planning and Development
- 6. Test and Assess Business Continuity Plan

Case Study

Case Study

We spoke to several HR professionals to get an **overview of how companies in Singapore dealt with the pandemic and how prepared they are now** in terms of their Business Continuity Plans.

A lot of the SME's or small company's we spoke to had no formal BCP plan or had a very basic plan prior to Covid19. For these firm's, the starting point was to try and survive the initial shock of Covid19. The approach was to ensure that the critical units can function, and employees are safe. But once things settled, they embarked on the journey of creating a robust BCP for the new normal.

Below is an overview of some key considerations, challenges and advice that was shared.

Key Considerations for an effective BCP:

Most HR professionals, talked about the need to **understand the critical business process and units**. It is important to understand the different needs as well as the exceptions and these can make an effective BCP.

Continuous engagement was another factor that was highlighted. It is important engage not only with internal stakeholders but external stakeholders and vendors as well. There will be dependencies and it is only through discussion with the different parties involved can a holistic view of the business needs can be arrived at.

Taking into consideration **the existing IT & collaboration tools and figuring out the gaps** was found to be very useful by the companies. IT companies for most companies had a crucial role to play through the process. Getting them involved early is key.

Most companies had thought of different eventualities but post Covid19 it was realized that there were gaps. Hence it is important to conduct a **complete business impact analysis (BIA)** to identify potential threats and its impact.

Financial Planning and reserve was found to be key for a lot of SME's. There should be enough reserve to ensure that any unknow situation can be dealth with without reliance on aids and loans. Hence as part of the BCP, financial and operational readiness needs to be measured robustly.

Case Study

Challenges:

When we talked about challenges a common theme was the **challenge or resistance that HR faced**. The business unit leaders did not understand the government advisories and the associated protocols. It was all perceived as a blocker to the day to day functioning of their business.

Lack of IT infrastructure to facilitate remote working was another issue that companies faced at the start. This coupled with culture of the company around flexible working made remote working not so attractive for most managers. There was a preconceived notion of such arrangements not being productive.

Although there were support available, for some smaller SME's the main problem was some of **the toolkits and support are not tailored** to their needs. For a lot them the main challenge was the key man risk and how do they manage that.

Operational readiness for the **ever increasing regulatory and government defined protocol** was another challenge. There was so much changing so fast
that being on top of all the information was one of the main tasks to start of with.

Advice on dealing with these challenges

Most professionals we spoke to talked about having an **open mind**. There was a lot unknown and line of responsibility between departments was blurred. HR can play an important role in **bringing everyone together in the journey**.

Keeping everyone **updated and explaining the implications** is important. Help the busines **understand the risks** to the business and the employees.

There will be a need to **find innovative ways of dealing with the resistance** from the business. **Involving the business leaders** is an effective
was of handling this challenge. **Form committees and involve people so that there is accountability**. There may be no immediate solutions but getting people to talk about the issues is a good start.

 Communication is an important part of BCP and HR can play an important role here. It is important to have clear communication across all levels of the organization. Different modes can be used like team huddles, emails, banners and sms/video messages.

Another important aspect for HR is **support for line managers** – it may be a new experience for many of them. HR can help by drafting communication, joining team meetings to support and also scripting communication for the line manager conversations.

Case Study

Ongoing management

Most companies believed that **this is not a one-time process**. As we return to the new normal it is important that **the BCP is continuously reviewed and managed.**

HR can play an important role in **keeping the business updated with knowledge** of relevant changes and government advisories.

Complacency is what needs to be avoided. Hence testing and doing different **stimulation exercise** should be built in an important part of the process. One of the companies mentioned how **spot checks** helps to keep things in review.

Ongoing training and communication is important to re-inforce and embed the BCP culture in an organization. All staff must be made aware of the BCP through such training program.

An interesting tip that was shared in one of the conversations was **getting information bottom up** – use your **employees on the ground to feedback on the risk** and ongoing issues. Committees can be formed with employees on the ground to feedback on the BCP as part of the review process. Such activities can highlight risks which otherwise may not be discovered. Similarly senior management should immediately highlight any potential risk or threat that in a timely manner.

Having an **effective evaluation criterion** is key to measuring the robustness of the company's BCP plan.

Conclusion:

The new normal makes it imperative that companies learn to deal with fluid situation and the **only way to do this is to continuously evaluate, assess, fix and embed the BCP.**

Appendices

Guides &Templates

Quiz

1. Guide to create your Business Continuity Plan

1. COVER PAGE

Organization's name and logo

"Business Continuity Plan" Title

Version Number

Date of most recent version

2. TABLE OF CONTENTS

Company information

Introduction

Business Continuity Strategies

Incident Response Protocols

Critical Task to Business Resumption

Plan specifications

Recovery Team

Recovery Procedures

Appendices

3. COMPANY INFORMATION

Company name

Name and contact information of Business Continuity Manager (BCM)

Departments

Number of staff

Minimum number of staff

Issue and review date

4. INTRODUCTION

Objectives, Purpose, Scope, Policy

Strategy

Maintenance of the plan

Plan testing procedures

Plan training procedures

Plan distribution list

5. BUSINESS CONTINUITY STRATEGIES

Introduction

Business function recovery priorities

Relocation strategies

Alternate Business site

Recover plan phases

Backup and protection of Vital records, files and forms

Online access to the organisation systems

Communication strategies

6. INCIDENT RESPONSE PROTOCOLS

Disaster declaration procedures

Crisis management team information

Emergency notification procedures

Emergency contact information

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1. Guide to create your Business Continuity Plan

7. CRITICAL TASKS TO BUSINESS RESUMPTION

Details of critical tasks

8. PLAN SPECIFICATIONS

Hardware and software requirements

Office equipment inventory

Vital records inventory

Vendor Contacts

Insurance information

Testing procedures

Training procedures

Maintenance procedures

Network diagrams and related documents

Employee lists

9. RECOVERY TEAMS

Purpose and objective

Recovery team descriptions and responsibilities

Team contact information
- Administration Team
- Building Management Team
- Business Continuity Coordinator
- Emergency Response Team
- Finance and Purchasing Team
- Human Resource Team
- IT Recovery Team
- Legal Team
- Operations Team
- Risk Management Team
- Safety and Security Team
- Communication Team

Recovery team assignments

Minimum number of staff

Issue and review date

10. RECOVERY PROCEDURES

Purpose and objective

Recovery activities and tasks
- Disaster occurrence
- Plan activation
- Alternate site operations
- Transition to primary operations

11. APPENDICES

Alternate site accommodations information

Alternate site recovery resource requirements

Alternate site transport information

Business Impact Analysis

Computer System reports

Critical software resources

Desktop computer configurations

Emergency operations center locations

Employee telephone lists

Forms and supplies

Recovery priorities for critical business functions

Recovery tasks lists

Severity impact assessments

Vendor list and Vital records

2. Risk Categorization Matrix Template

Probability of Occurrences			Severity				
			Catastrophic	Critical	Moderate	Minor	Insignificant
Likelihood	Meaning	Value	(A)	(B)	(C)	(D)	(E)
Frequent	• Risks that occurs frequently • Will be continuously experienced unless action is taken	5	5A	5B	5C	5D	5E
Likely	• Risks that are highly likely to occur • Occurs less frequently if corrective action is taken	4	4A	4B	4C	4D	4E
Occasional	• Occurs sporadically • Discovered through surveillance	3	3A	3B	3C	3D	3E
Seldom	• Unlikely to occur • Rarely reported	2	2A	2B	2C	2D	2E
Improbable	• Highly unlikely to occur • Never previously reported	1	1A	1B	1C	1D	1E

Explanation of Risk Levels:

Risk is High for codes 5A, 5B, 5C, 4A, 4B, 3A (in red);

Risk is Medium High for codes 5D, 5E, 4C, 3B, 3C, 2A, 2B (in orange);

Risk is Medium Low for codes 4D,4E,3D, 2C, 1A, 1B (in yellow);

Risk is low for codes 3E, 2D, 2E, 1C, 1D, 1E (in blue)

Part 1: Establish your risk profile - Self-assessment

Indicate your answers to the yes/no questions below with an **X**. There are four sections composed of a total of 60 questions structured around the "4Ps" 'People, Processes, Profits and Partnerships'. You can estimate your vulnerability level by adding up the number of times your answer was "yes" in each questionnaire.

Answer YES if you are not sure or don't know.

I. People: Risk Matrix

Safe working environment

1. There are current personal safety risks such as a high number of COVID-19 cases in the geographical area of your operations. ☐ Yes ☐ No

2. It is physically unsafe for workers to come and go from the workplace (e.g. using shared public transport etc). ☐ Yes ☐ No

3. There has been an increase in sick leave/absenteeism. ☐ Yes ☐ No

4. Due to the nature of my business, it is not possible to re-arrange work so workers can work from home (telework). ☐ Yes ☐ No

5. You are experiencing difficulties sourcing sufficient sanitation facilities (washing facilities, sanitizers, hand gels, gloves, masks etc). ☐ Yes ☐ No

6. Vehicles used for your business (e.g. delivery, staff movement) have not yet been fitted with sanitizers and processes for regular cleaning. ☐ Yes ☐ No

7. Workers have increased care/family responsibilities due to school closure or sick family members. ☐ Yes ☐ No

8. There have been cases of internal transmission of COVID-19 by staff members or their immediate family members. ☐ Yes ☐ No

9. Workers are less motivated due to a stressful working environment resulting from measures taken to address COVID-19. ☐ Yes ☐ No

10. Workers are leaving their jobs because of potential or actual safety concerns and/or incidents. ☐ Yes ☐ No

11. Discriminatory/stigmatization behaviour among workers have led to threats and intimidation of fellow workers. ☐ Yes ☐ No

12. Close physical contact with customers/suppliers is necessary. ☐ Yes ☐ No

13. Workers have experienced personal trauma such as death or sickness of family members as a result of COVID-19. ☐ Yes ☐ No

14. Close proximity in the workplace is necessary for production/service delivery purposes ☐ Yes ☐ No

15. There is no staff member responsible for daily review of official advice on risks and recommendations in relations to COVID-19. ☐ Yes ☐ No

16. There are no or few procedures to conduct self-inspections to identify hazards that could result in COVID-19 spreading (e.g. regular health and safety check-ups conducted). ☐ Yes ☐ No

17. There are no or few regular audits in your premises to identify current or emerging hazards (e.g., areas requiring frequent physical touch). ☐ Yes ☐ No

18. Workers are currently not provided with direct training (or access to training) on COVID-19 preparedness and basic measures to protect themselves and others. ☐ Yes ☐ No

19. My business does not have a process for reporting to public health authorities any known or suspected instances of workers or the public confirmed with COVID-19 on the business premises. ☐ Yes ☐ No

Total _____ / 19

II. Processes: Risk Matrix

Buildings and machinery

20. You have faced difficulties accessing the necessary equipment and machinery to run your business from suppliers. ☐ Yes ☐ No

21. There has been disruption or significant delays to support services that you need for maintenance of key equipment and machinery. ☐ Yes ☐ No

22. Your business (e.g. workers, equipment and livestock) is neither partly nor fully insured. ☐ Yes ☐ No

Stock and raw materials

23. A high percentage of your raw materials are imported. ☐ Yes ☐ No

24. You have experienced delays in securing raw materials/ necessary production inputs through ports. ☐ Yes ☐ No

25. You have experienced difficulties in securing your key stock and raw materials. ☐ Yes ☐ No

26. Your enterprise has been negatively impacted by increased government restrictions/demands (for example increased Health checks delaying delivery of products coming/going from your premise). ☐ Yes ☐ No

27. Your main stocks and/or raw materials are located in only one location. ☐ Yes ☐ No

III. Profits: Risk Matrix

Markets

28. COVID-19 disruptions are negatively impacting your clients and their ability to buy your products or services. ☐ Yes ☐ No

29. Official government measures relating to health concerns for the overall population are negatively affecting your business sales. ☐ Yes ☐ No

30. You have a high percentage of goods/services that serve non-domestic markets. ☐ Yes ☐ No

31. These markets are located in medium to high-risk countries. ☐ Yes ☐ No

32. There has been a decrease in sales to these markets. ☐ Yes ☐ No

Suppliers

33. Disruptions are negatively impacting on your main suppliers and their ability to supply inputs to your enterprise. ☐ Yes ☐ No

34. You have experienced disruptions in your supplies due to increased government restrictions. ☐ Yes ☐ No

35. You have only one supply route to access your key suppliers. ☐ Yes ☐ No

36. You do not have alternative suppliers that could provide goods and services in case of disruption. ☐ Yes ☐ No

37. You rely heavily on foreign suppliers for most of the key inputs and raw materials needed for your business (over 75 per cent of key inputs) ☐ Yes ☐ No

Total _____ / 8

26

Society

38. There has been a rise in "societal" intolerance and prejudice as evidenced in the media, street demonstrations and political discourse, among others. ☐ Yes ☐ No

39. The current media environment has negatively influenced the working environment. ☐ Yes ☐ No

Economic environment

40. COVID-19 is impacting on economic activity that directly impacts your business or the markets you operate in or you expect it to. ☐ Yes ☐ No

41. Unemployment rates are rising in the markets you operate in. ☐ Yes ☐ No

42. There has been an increase in actual criminal activity or increased risk of criminal activity directed at your enterprise as a result of depressed economic activity. ☐ Yes ☐ No

43. There has been a sudden increase in the price of inputs and other goods required to conduct your business operations. ☐ Yes ☐ No

Total _____ / 16

IV. Partnerships: Risk Matrix

Public utilities (water, electricity, health, sanitation)

44. There has been significant or ongoing disruptions of key public utilities (water, electricity, telecoms, health and sanitation) that has negatively impacted your business or the markets you operate in. ☐ Yes ☐ No

45. There has been significant or ongoing disruptions of key public utilities (water, electricity, telecoms, health and sanitation) that has negatively impacted your workers (i.e. sanitation facilities at home). ☐ Yes ☐ No

46. There has been negative or sudden change of the costs related to public utilities. ☐ Yes ☐ No

47. There has been an increase in corruptive practices for access to public utilities or public infrastructure (such as health care). ☐ Yes ☐ No

Third parties (costumers, competitors and financial providers)

48. COVID-19 disruptions are negatively impacting your competitors and their ability to remain competitive. ☐ Yes ☐ No

49. There is limited or no scope to collaborate with competitors – to share health and safety practices/equipment. ☐ Yes ☐ No

50. There is limited or no scope to collaborate with competitors –to share stock. ☐ Yes ☐ No

51. There is limited or no scope to collaborate with competitors –to share equipment. ☐ Yes ☐ No

52. It is more difficult to access finance or the behaviour of financial services providers (e.g. increased lending obligations, less choice of providers, etc.) is negatively impacting your enterprise operations. ☐ Yes ☐ No

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Public infrastructure (telecommunications, roads, ports)

53. Restrictions to accessing public infrastructure have been put in place that negatively impacts your enterprise or the markets you operate in or your workers. ☐ Yes ☐ No

54. There is increased costs of using key public infrastructure that negatively impacts your enterprise or the markets you operate in. ☐ Yes ☐ No

Political and regulatory environment

55. There has been any negative or sudden change of regulations (i.e. laws and regulations) that negatively impacts your enterprise or the markets you operate in. ☐ Yes ☐ No

56. There is an increased uncertainty in policy/regulatory environment that could negatively impact your enterprise or the markets you operate in. ☐ Yes ☐ No

57. Has there been any negative or sudden change of regulations (i.e. laws and regulations) that negatively impacts on your workers? ☐ Yes ☐ No

58. The government has not yet introduced subsidies (e.g. rent or wage subsidies) that could help my business and workers during the COVID-19 outbreak. ☐ Yes ☐ No

Overall health

59. Measures such as "State of Emergency' or major restrictions on freedom of movement have been put in place or threatened to be put in place? ☐ Yes ☐ No

60. My business does not have a contingency plan for situations of crises. ☐ Yes ☐ No

Total _____ / 17

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Total _____ / 17

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From this exercise, you will have identified which of the 4P's (people, processes, profits and partnerships) your enterprise is most vulnerable too (and which aspects or variables in particular). To calculate your total vulnerability, add up the times you answered "yes" in the four vulnerability self-assessments. Insert this sum in the cell below.

Risk score

People	Processes	Profits	Partnerships	Total score
/ 19	/ 8	/ 16	/ 17	/ 60

Interpretation of your score: your risk profile

This score does not rate whether your enterprise is good or bad. It is simply a benchmark of your enterprise and its vulnerability to COVID-19 that helps in the identification of areas where your enterprises' overall resilience to the COVID-19 crisis could improve. Most importantly it will tell you where you are most at risk – your workers, your supply chains, your reliance on third parties.

Below is overall view of your score. If you score yes to:

40-60   Your enterprise is highly vulnerable to the negative impacts of the COVID-19 crisis. Your enterprise is quite likely to be severely impacted, which may cause long-term disruption in the event of a deterioration of the situation. Your next plan of action should be to identify whether you are most vulnerable to internal or external threats and take measures to reduce risk and vulnerability to COVID-19.

20-40   Despite having taken some action to increase preparedness, your enterprise remains vulnerable. Understand whether your threats are internal or external and make sure to prioritize your elements of vulnerability when establishing your business continuity plan.

0-20   You are on the right path towards becoming more resilient, but there are still some areas where you could reduce your vulnerability. Make sure to establish your business continuity plan in a way to manage risk of your internal and external threats.

30

BUSINESS IMPACT ANALYSIS

Date of Interview:
Department:
Department Location (Building, Floor):

Department Participants

Unit Manager/Title:

Phone:
Email Address:

Interviewee/Title:

Phone:
Email Address:

Interviewee/Title:

Phone:
Email Address:

Interviewee/Title:

Phone:
Email Address:

BUSINESS IMPACT ANALYSIS QUESTIONNAIRE

Please fill out the following discussion questions to the best of your ability as they pertain to your specific department or unit. Direct questions to your assigned business continuity coordinator.

Key Business Processes

List key processes in your department (internal and external) that are necessary to continue critical business functions in the wake of a crisis or disruption. Describe each process in a short, concise phrase.

Notes:

Interdependencies Among Units/Processes

For each key process listed, define any interdependencies between other processes, units, or systems. Specify if the interdependency is internal or external (such as supply chains or vendors) to the organization. List dependencies on facilities, IT systems, funding, critical personnel, vendors or suppliers, etc.

Notes:

Criticality and Timeliness of Business Processes

Prioritize key processes using a scale of 1 to 10 (1 = least important, 10 = most important).
How crucial is each process to the success of everyday operations and to the organization?
Determine minimum acceptable recovery time frames for each process.

Notes:

Alternative Processes and Resources

State alternate procedures that can be used in lieu of the principal process. Describe alternate procedures for all business processes, staffing requirements and resources. Examples may include using paper work orders/forms, temporary staffing, access to alternate operating resources, etc.

Notes:

Work Backlog

In the event of a disruption or crisis, how long would it take (in minutes or hours) to process daily backlogs for each day or downtime? State a timeframe for each critical business process, application or system.

Notes:

Critical Records

Specify critical business records by name, media type, location and alternate location (as necessary).
Are records stored in a safe location? Are they able to be easily recovered in a natural disaster, like a tornado or flood?
Note: Physical files and records should be scanned and uploaded to a cloud-based document repository for safekeeping.

Notes:

Reporting Requirements

What specific internal/external reporting is required within your unit on a day-to-day basis?
Does your unit have regulatory reporting requirements? If so, specify.
Include the report name, author(s), recipient(s), frequency, delivery requirements, variances allowed and penalties (if any).

Notes:

Potential Recovery and Restoration Issues

Define any potential recovery issues in terms of 1) difficulty to recover operations, 2) time needed to recover and 3) resources needed to recover. Define any potential restoration issues in terms of difficulty to restore operations to an as-normal or near-normal state.

Notes:

4. Business impact analysis questionnaire template

Outage Tolerances

If a crisis were to occur (such as the destruction of the organization's headquarters), how many hours or days could your business unit, system or application remain unusable before its loss would significantly impact the organization, its stakeholders, suppliers and regulators? Discuss and clarify below.

Notes:

Maximum Disruption Time Allowed

Determine the maximum amount of time (i.e. hours, days, weeks, months) that your unit's functions, processes, systems, employees and office space could remain unavailable before the organization would experience significant loss of business, market share, revenues and customers.
List maximum disruption time for all business functions, processes and systems.

Notes:

Disruption Impact by Timeframe

Define the impact to your unit and the organization if a crisis were to occur at specific times of the year, or on certain days of the month. Would specific time frames, days, weeks, months or holidays contribute to additional disruptions in productivity? State any busy or time-sensitive occurrences.

Notes:

Disruption Impact by Incident Type

List and discuss various outages and disruption types (i.e. tornado, flood, power outage, active shooter or intruder, bomb threat, compliance breach, theft, cyberattack, employee injury, a sudden change in the chain of command, etc.) Based on the information provided in this document, specify the degree of severity each disruption would have on your unit's productivity and ability to function.

Notes:

Disruption Impact by Operation

Define operational impacts to your unit if a crisis were to occur. Examples include impacts to cash flow, competitive position, public image, reputation, staff morale, employee hiring and retention, financial reporting, stakeholder perceptions and shareholder perceptions.

Notes:

Financial Impacts

If a disaster were to occur, determine the estimated impact to your department's earnings, profits, expenses, etc. in a variety of time frames, such as days, weeks and months.

Notes:

Minimum Acceptable Staffing Levels

Specify the minimum number of people needed for your unit to operate as-normal or near-normal following a crisis, disruption or unanticipated event.

Notes:

Minimum Infrastructure Requirements

Specify such items as power, HVAC, voice and data communications, water supplies, food supplies and medical equipment needed in case of an emergency.

Notes:

Minimum Number of Systems and Tools Needed

Specify minimum number of physical systems to resume limited operations following a crisis. List the number of servers, routers, switches, workstations, laptops, phones, electronics, tools and copiers needed.
Specify minimally necessary operating systems, databases, applications, utilities, etc. needed for employees and operations.

Notes:

Minimum Acceptable Workspace Requirements

Specify such items as office supplies, furniture, lighting, phone/data connections and electrical outlets needed following a crisis.
Is there a possibility that your unit can continue to function by working in an alternative location? If so, where?

Notes:

Anticipated Changes to Business

Provide details on special situations that may affect the organization's recovery (i.e. mergers, acquisitions, planned physical moves, etc.)

Notes:

Additional Information

Specify any other issues or concerns that may affect the ability of your unit or organization to recover after a crisis.

Notes:

Note: This document is intended to foster discussion amongst supervisory staff and leadership in your organization. It is not intended to be an all-inclusive questionnaire. Your organization may choose to add to, remove or edit these questions to meet its specific needs.

5. Recovery plan template

Resource Category	Resource Details	Normal Quantity	Quantity Needed Following Disaster			
			24 hours	72 hours	1 week	Later (specify)
Managers						
Staff	Primary site, relocation site and recovery site					
Office space						
Office equipment	Furniture, phone, fax, copiers					
Office technology	Desktops and laptops (with software), printers with connectivity; wireless devices (with email access)					
Vital records, data, information	Location, backups, and media type					
Production Facilities	Owned, leased, or reciprocal agreement					
Production machinery & Equipment	Especially custom equipment with long replacement time					
Dies, patterns, molds, etc. for machinery & equipment						
Raw Materials	Single or sole source suppliers and possible alternates					
Third party services						

1. Do you have a business continuity plan in place?

A. Yes. We have a complete plan in place.

B. Somewhat. We have a basic plan, but we haven't been able to flesh it out or finalize it.

C. No. We don't have a formal plan.

2. When was your plan last updated?

A. Relatively recently. We update our plan regularly to account for emerging threats, business changes, new regulations, etc.

B. Not for a while. We revisit our plan occasionally, but it probably needs to be updated to account for some recent changes.

C. I don't know. We have no record of plan updates, so I'm not sure how out of date it might be.

3. Is the plan easily accessible for relevant employees?

A. Yes. Members of our business continuity management (BCM) steering committee, as well as other key employees, can access the plan whenever or wherever they need it using a mobile device.

B. Not quite. Our plan is stored in binders or on our intranet, so employees have to be on site and/or have intranet access to view it.

C. No. Our plan is stored in a single location, such as an office, and employees cannot access it at will.

4. Is the plan actionable?

A. Yes. The plan includes full-fledged playbooks that provide relevant information and guide stakeholders through their individual roles.

B. Somewhat. Stakeholders have access to the information they need, but it's not in a user-friendly or easily referenced format, which can slow them down.

C. No. Stakeholders cannot readily access the information they need to help keep the business operational.

5. Does the plan segment information by role, situation, location, etc.?

A. Yes. Our plan is segmented by role, situation, and location and clearly defines who is in charge—locally, regionally, and/or nationally—of various key functions.

B. Somewhat. The plan is broken down into segments, but it still requires a lot of searching to find the right information.

C. No. Our documents are long-winded and bulky, and employees often struggle to find the information they need.

6. Does the plan account for all potential threats?

A. Yes. Before writing our plan, we performed a full business impact analysis (BIA) to identify all time-sensitive and business-critical functions and processes, as well as the resources that support them.

B. Somewhat. We had a general idea of the threats facing our company, and we built our plan to account for them. However, there may be additional or new threats that are not currently accounted for.

C. No. We did not perform a BIA, and we are not sure if our plan accounts for all potential threats.

7. Does the plan prioritize critical business functions and processes?

A. Yes, there's an emphasis on those functions and processes that are mission-critical.

B. Somewhat, but we still have work to do.

C. No. We still need to identify business-critical aspects.

8. Does the plan enable quick, reliable communication among stakeholders?

A. Yes, we use mobile technology to communicate.

B. Somewhat. We use email and some text messaging.

C. No. We use landlines, intranet announcements, and email.

9.How often is your plan reviewed and tested?

A. Regularly.

B. Not as often as it should be.

C. Never.

10. Do you have a training program in place for your business continuity plan?

A. Yes, we have a robust training program.

B. Somewhat. We train key stakeholders, but the program could use some improvement.

C. No, we do not have a training program in place.

To determine your score, tally your total number of *As*, *Bs*, and *Cs*.

If you answered mostly As:

Congratulations—your organization is well-prepared. You have prioritized your company's mission-critical resources, and you have an up-to-date plan in place for ensuring resilience. Your plan is easily accessible for all relevant employees, and business continuity leaders can reliably communicate during an incident. Be sure you stay prepared by regularly training your people and updating your plan as needed.

If you answered mostly Bs:

Your organization is somewhat prepared. However, there is room for improvement. It's important that your planning efforts account for all potential threats to the business and include an actionable, up-to-date plan. If your stakeholders have difficulty accessing and referencing your plan during an incident, consider implementing a mobile business continuity platform that provides role- and situation-based digital playbooks and anytime/anywhere access. Be sure to look for a solution with real-time messaging and push notifications to ensure a fast, confident response.

If you answered mostly Cs:

Unfortunately, your organization is unprepared. You urgently need to work on strengthening your business's resilience to ensure it can survive a crisis. Consider creating a business continuity plan using a mobile BCM platform, which allows you to create actionable, digital playbooks that are conveniently segmented by role, situation, and location. Employees will have instant access to the information they need to help get the business back to normal, as well as real-time messaging, incident reporting, and push notification features that enable seamless communication among stakeholders. Meanwhile, updates can be made and pushed out instantly, and training is simplified and easier to track.

If your organization isn't truly ready for its next crisis, now is the time to explore ways to enhance your preparedness. In an ideal world, your organization would be fully ready at any moment, with an operationalized, well-orchestrated plan that is readily accessible to everyone who needs it. By strategically deploying a BCM app, your business will be able to make that goal a reality.

Sources

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Business strategy toolkits master

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Thank you