



Resilience Capability - Critical Business Analysis

Briefing Document

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1 Introduction

This document details how a comprehensive and authoritative set of business requirements for business continuity planning or disaster recovery management can be gathered using the accompanying Excel spreadsheet xx_crit_bus.xls. This document is to be used by those undertaking a Critical Business Analysis and/or providing information for a Critical Business Analysis. The purpose of this document is to provide a guideline only for collation of Critical Business Analysis information.

2 Critical Business Analysis

2.1 Purpose of Critical Business Analysis

A Critical Business Analysis is a document created by an area of business in an organisation and details the key dependencies (systems, processes or entities) for critical business functions. The document serves as a guide in decision making for business continuity, disaster recovery and crisis management.

2.2 Completion of Critical Business Analysis

The initial Critical Business Analysis is completed by having a designated party conduct interviews with key people in the business and in ICT to collate the required information and populating the xx_crit_bus.xls spreadsheet. A peer review of the document is also required.

For completeness, a Critical Systems Analysis should be completed after the Critical Business Analysis.

A Critical Business Analysis should be reviewed annually and/or when there is a major change in business environment by having the respective parties review and update the xx_crit_bus.xls spreadsheet.

2.3 Common Requirements

The common requirements of a Critical Business Analysis include:

- Data are presented in an Excel spreadsheet for ease of searching and filtering.
- Content to be written in English with correct grammar and spelling.
- Document to be easy to read and informative for end users.
- Standard document information should be tracked including date of last edits.
- Document should focus on critical issues.

2.4 Elements of a Critical Business Analysis

The main elements of a Critical Business Analysis relate to the following:

- Risks – Information about major risks (low likelihood of occurrence but high impact, e.g. loss of building), their likely impacts and any actions required for addressing the consequences should a risk become an issue¹.

¹ A risk is something that has the potential to impact the delivery of a required outcome, whilst an issue is a converted risk and is something that is actually impacting.



- Critical Buildings – Details around key buildings and the dependency of key business functions on these buildings.
- Contingencies – Pertinent information about sustainable contingencies in the event they need to be activated.

3 Risks

Use the “risks” tab in the xx_crit_bus.xls spreadsheet to collate risk details. The purpose is to gather details around business impacts for major risks identified. Focus on the appropriate business area. The information required is as shown in Table I.

Field	Details
Industry Specific Risk	Rename the field with any industry specific risks, e.g. loss of fleet. Repeat for each unique industry specific risk and populate the following fields accordingly.
Critical Functions Impacted	List critical (absolute must have) business functions only impacted by that risk, e.g. warehouse operations.
Critical Dependencies	For the critical business functions listed, list the critical dependencies for that risk, e.g. building name or system name.
Mitigation Required	State any mitigation (actions to be implemented) to minimise the occurrence of that risk or acceptance of the risk.
Response Required	State any actions to be implemented to respond to the risk so that consequences of the risk can be minimised.

Table I. Information for low likelihood but high impacting risks in a Critical Business Analysis.

Repeat for each of the risks identified. Where an enterprise wide response is required, e.g. a war, indicate accordingly, otherwise the actions will be for business area identified.

4 Critical Buildings

For information on critical buildings use the “critical_buildings” tab in the xx_crit_bus.xls spreadsheet. The information required is as shown in **Error! Reference source not found.**

Category	Field	Details
Building Significance	Building Name	Enter the name or code of the building.
	Building Type	State the building type. Select from list (Depot, Factory, Hangar, Office, Operations Centre, Plant, Shop, Special Use, Terminal, Warehouse).
	Significance to Business	Detail the significance to the business. Select form list (Critical, Important, Routine, Non-Essential).



Category	Field	Details
Building Capacities	Emergency Capacities (lighting stairwells etc)	Detail the emergency capacities of the building, e.g. emergency lighting in stair wells. Aim is to establish if minimal regulatory requirements are met.
	UPS Duration	Detail the Uninterruptable Power Supply (UPS) duration for the building under normal work load. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
	Generator Duration	Detail the duration of the backup generators for the building under normal work load. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
	Backup Power Duration - Lighting	Detail the duration of the lighting on backup power for the building under normal work load. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
	Backup Power Duration - Plant	Detail the duration of any plant operations on backup power for the building under normal work load. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
	Backup Power Duration - Air-conditioning	Detail the duration of the air-conditioning on backup power for the building under normal work load. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
	Backup Power Duration – Equipment	Detail the duration of equipment on backup power for the building under normal work load. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
	Water Supply Duration	Detail the water supply duration for the building under normal work load. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
	Gas Supply Duration	Detail the gas supply duration for the building under normal work load. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
	Special Equipment Required	Detail any special equipment required by the business in that building, i.e. if we were to duplicate the capabilities of the building what specialities would be required.
Backup Connectivity	Describe the network backup connectivity to the building, e.g. dual backbone at different entry points.	

Table II. Information for key buildings in a Critical Business Analysis.



Where required, duplicate the name of the business function. Some may choose to do all buildings for completeness with the appropriate significance to business rating.

5 Contingency Analysis

A Contingency Analysis details what the business contingency is when a system (process, function, entity) is lost and for how long the contingency can be maintained. It is the gap in the business contingency and the time to recover a system that is important. A contingency that cannot be maintained for more than 6-hours at about 80% of business as usual capacity is not really a contingency.

Use the “contingency” tab in the xx_crit_bus.xls spreadsheet. The information required is as shown in Table III.

Field	Details
Risk	Enter the name of the high impacting but low likelihood of occurrence risk, e.g. loss of people (see risks tab).
Risk Details	Enter additional details to describe that risk as required, e.g. industrial action.
Business Function	Name the business function that would be impacted. This should be critical business functions only, e.g. accounts payable or payroll.
System (process, function or entity)	Name of the system used by the critical Business Function, e.g. Oracle Financials or warehouse workers
Significance to Business	Detail the significance to the business. Select from list (Critical, Important, Routine, Non-Essential).
Maximum Acceptable Outage	State how long (approximately) a business function can sustain a loss of system (process, function or entity) for, before the loss significantly impacts the business. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days).
Information Loss	State approximately the acceptable period for a loss of information. This maybe a function of permanent information loss and/or temporary loss. Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days, N/A).
Sustainable Contingency (>6 hours)	Describe the contingency to be used in the event that a system is lost, e.g. for a failure of the door access and control system a statement like “place security guards on key doors and access points” would be



Field	Details
	appropriate. A statement of manual process is not sufficient. A contingency should be maintained for more than 6-hours at about 80% of business as usual capacity.
Contingency Tested	State the date when the contingency was last tested. A blank date assumes unknown or not done in the last 2-years.
Estimated Recovery Time	State how long (approximately) it would take to recover a system (process, function or entity). Select from list (<2 hours, 2-4 hours, 4-12 hours, 12-24 hours, 1-2 days, 2-5 days, >5 days).

Table III. Information for contingency analysis in a Critical Business Analysis.

6 Terminology

The following terms and references are used in this Critical Business Analysis.

6.1 Terms

The following terms are used:

- Maximum Acceptable Outage – States how long a business can sustain a loss of system (process, function or entity) for, before the loss significantly impacts the business.
- Recovery Time – The stated time to recover a system (process, function or entity).
- Sustainable Contingency – A contingency to be implemented in the event of a loss of system (process, function or entity) that can be sustained for more than 6-hours at about 80% of business as usual level.

6.2 Periods

Use the following periods as a guide:

- <2 hours
- 2-4 hours
- 4-12 hours
- 12-24 hours
- 1-2 days
- 2-5 days
- >5 days

An upper criterion of 5-days is used because:

It is about buying time to manage a crisis whilst more sustainable alternatives are implemented.

If an impact is not seen before 5 days, then it is a very low priority.



If something takes more than 5-days to recover then what are the alternatives?

6.3 Significance to Business

Use the following periods as a guide:

- **Critical** – Must have systems (function, processes or entities) to support the most important business functions, i.e critical business operations come to a halt without it.
- **Important** – Necessary systems (function, processes or entities) to support the most important business functions, i.e critical business operations can work around the loss for a reasonable period of time while the problem is fixed.
- **Routine** – A system (function, processes or entities) that is background to critical business functions, i.e. critical operations keep going for extended periods of time without it.
- **Non-Essential** – Something that critical areas of business are NOT reliant upon or can function without for an extended period of time.

