BUSINESS CONTINUITY PLANNING

PROVIDED BY:

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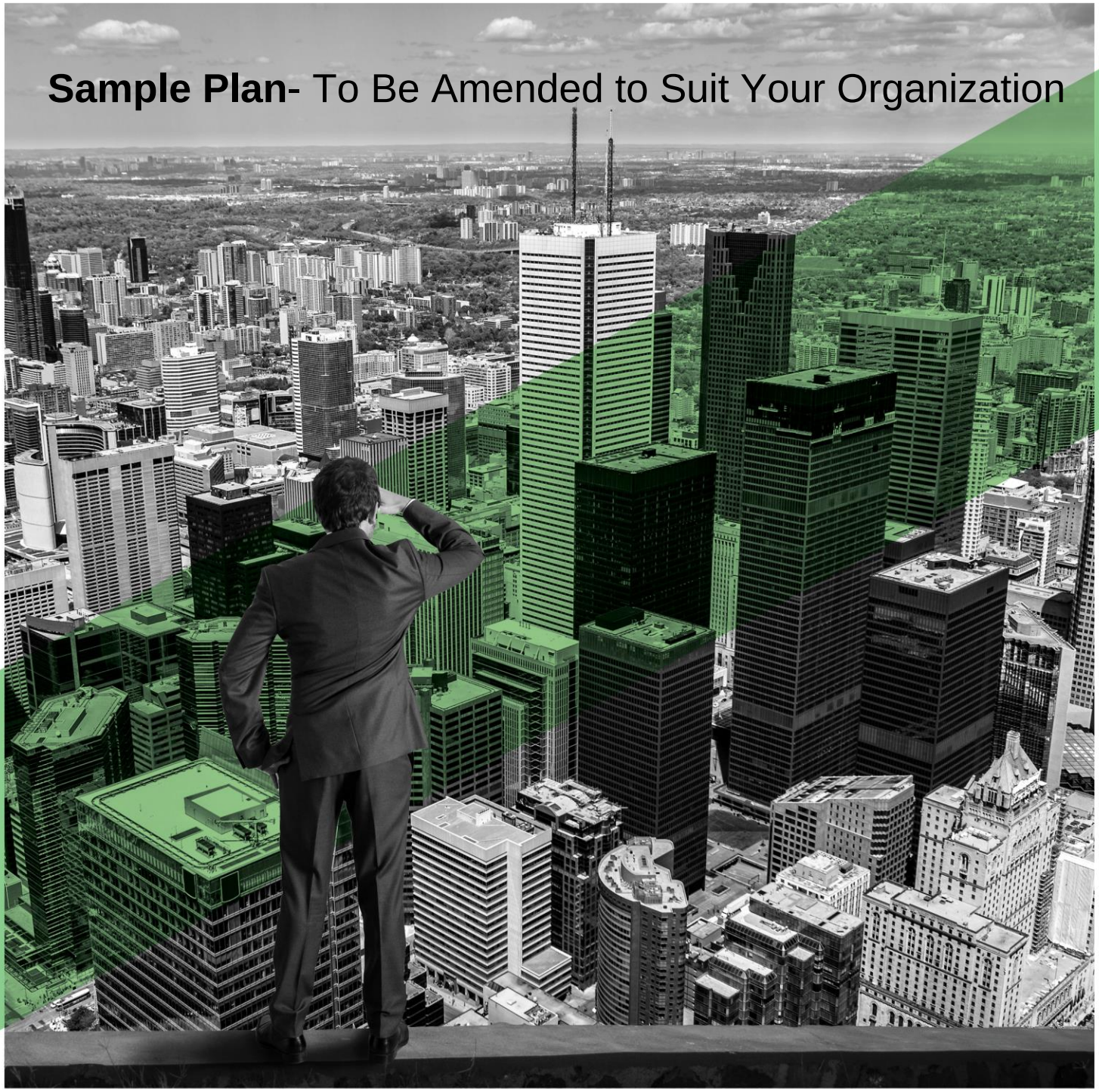

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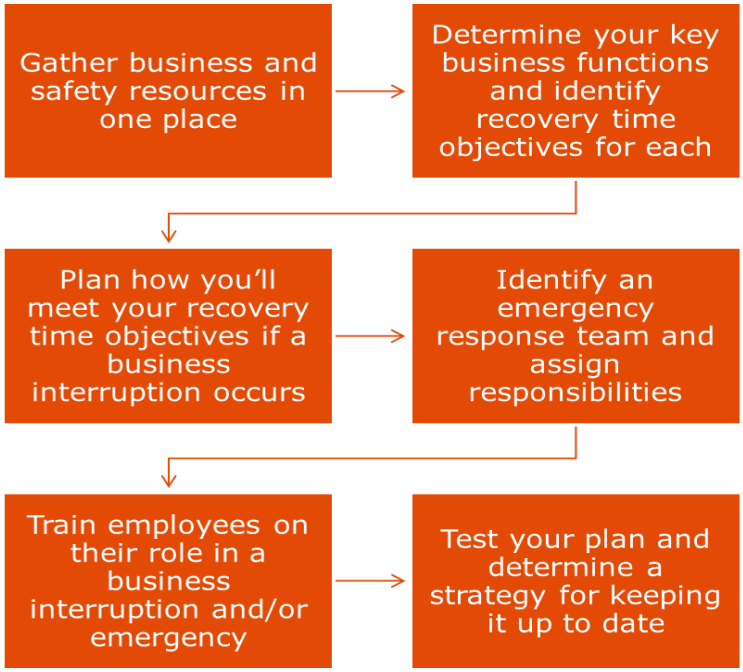
What is business continuity planning?

Business continuity planning is the process of identifying the parts of your company that are most vulnerable in order to create a plan to recover them if a business interruption occurs. Your company's business continuity plan, in conjunction with business interruption insurance, form your business continuity management (BCM) program. Businesses with strong BCM programs are more resilient in the face of emergencies and disasters.

The steps involved in creating, implementing and maintaining a business continuity plan are listed to the right. The process of creating the plan is in itself a beneficial exercise. The resulting plan, if implemented and maintained, can be the difference between recovering from a business interruption and going out of business.



Why is continuity planning important?

Did you know that 1 out of every 4 businesses impacted by a disaster never reopens its doors? And in the past year, nearly 1 in 5 companies has reported experiencing a business interruption. A business interruption can be as benign as a short power outage or as severe as a hurricane. Companies that are prepared to face all types of incidents—small or large—are more likely to stay in business.

How do I use this sample plan?

This document is a template to help you begin the continuity planning process for your company. Sample text has been provided for the majority of the sections to serve as a starting point. You will want to review all of this sample text and customize it to fit the needs of your company. Any text listed in red must be replaced with company-specific information.

This document pairs nicely with another tool: the Business Continuity Planning Toolkit. The Toolkit provides descriptions of the purpose of each section of your continuity plan. It follows the same format as this sample plan. Refer to the Business Continuity Planning Toolkit for additional instructions and guidance as you customize this sample plan.

You will likely find that you need to communicate with other departments or internal resources to gather the materials necessary to complete some sections of the plan. There is no need to complete the plan in the order it is listed in this sample. Customize and adapt this sample to fit the needs of your business. If you have questions as you work, contact your Benson Kearley IFG representative.

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Direction and Control

Business Mission Statement

<Company mission statement>

Business Continuity Policy

The purpose of the business continuity policy is to maintain business functions in the event of an emergency. The policy applies to , its subsidiaries, all locations and all employees.

In the event of an emergency, the Emergency Management Group will be responsible for declaring emergencies, evacuating or shutting down facilities as necessary and contacting employees. The Emergency Management Group will be led by the Incident Commander and will operate out of the designated Emergency Operations Centre.

The Emergency Management Group has the authority to identify critical business functions impacted by the emergency and initiate the process for recovering each function in the order laid out in the Business Continuity Plan.

The Business Continuity Plan is enacted with the purpose of ensuring continued business activity in the event of an emergency and ensuring the safety of all employees. Failure to comply with the Business Continuity Plan or any directives issued by the Emergency Management Group may result in verbal reprimands, official write-ups and termination, as deemed appropriate.

Emergency Management Group

The Emergency Management Group is responsible for controlling all technical aspects of emergency response. The group will be led by the Incident Commander. Members of this group (and only these designated members) have the authority to:

- Order facility shutdown
- Initiate evacuation of employees and customers
- Declare that an incident has ended
- Communicate with the media
- Initiate the emergency response phone tree

The following employees comprise the Emergency Management Group:

- <Employee name and role>
- <Employee name and role>
- <Employee name and role>
- <Employee name and role>

In the event that these individuals are not available, the following employees may serve as alternative members of the Emergency Management Group:

- <Employee name and role>
- <Employee name and role>

Incident Commander

The Incident Commander is responsible for communicating with internal and external resources in the event of an emergency. This individual has the authority to declare an emergency, shut down company facilities and communicate with the media.

- <Employee name> is the Incident Commander.
- In the event that <Employee name> is not available, <Employee name> shall serve as the Incident Commander.

Team Processes and Procedures

<Team processes and procedures>

Incident Commander Workflow

In the aftermath of an emergency, immediately take the following steps to resume operations:

- Organize a recovery team and list your business' top priorities for resuming operations.
- Ensure the safety of personnel on the property by evaluating any remaining hazards and controlling security at the scene of the incident.
- Conduct an employee briefing.
- Maintain detailed records. Record all decision making and videotape or photograph the damage.
- Account for all damage-related costs by establishing charge codes for purchases and repair work.
- Follow your notification procedures. Notify employees' families about on-duty personnel, notify off-duty personnel about their work status and alert insurance carriers and appropriate government agencies.
- Protect undamaged property by closing building entrances and exits, restoring sprinkler systems, re-establishing power, guarding property against moisture and removing smoke, water and general debris.
- Coordinate your restoration actions with appropriate government agencies.
- Regulate salvage operations by segregating damaged property from undamaged property and retaining damaged goods until an insurance adjuster can view them. However, you should move material outside if it impedes traffic and can withstand exposure to the elements.
- Perform an inventory count on damaged goods with an adjuster or the adjuster's salvor. Obtain a signed inventory listing the quantity and type of goods if you release any to the salvor.
- Restore equipment and property. Do not undertake any major repair work without consulting the insurance adjuster and appropriate government agencies.
- Assess the value of any damaged property and the financial impact of business interruption.
- Maintain constant contact with customers and suppliers to instil confidence.

Emergency Operations Centre

will designate two Emergency Operations Centres. These centres will serve as a centralized location where the Emergency Management Group can gather in the event of an emergency. The primary centre will be on campus and the secondary centre will be located off campus. In the event that the primary centre is not able to be utilized, the Emergency Management Group will utilize the secondary centre.

Both locations will be stocked with the following resources:

- Three cellphones
- Three cellphone chargers
- Copy of the emergency management plan
- Blueprint of the facility
- Map of the surrounding area
- Chain of command list and contact information
- Security information for the building, including the alarm code and activation/deactivation procedures
- Phone tree for contacting employees
- Emergency generator and gasoline
- Three flashlights equipped with spare batteries
- First-aid kit
- 30 litres of clean water

Access to the primary and secondary Emergency Operations Centres is limited to members of the Emergency Management Group. The Incident Commander and the Human Resources Manager will have keys to each facility.

- The primary emergency operations centre is located here: <Address>.
- The secondary emergency operations centre is located here: <Address>.

Communication

Emergency Communications

understands the importance of clear communication in an emergency situation.

The Emergency Operations Centre will be stocked with mobile phones and laptops and equipped with wireless internet. It will be equipped with a backup generator to ensure Internet access even if the power goes out.

Notification

will ensure that all employees know the proper notification procedures for a variety of scenarios.

Employees should report an emergency by contacting <Employee name>. In the event <Employee name> is not available, employees should contact <Employee name>.

To aid employees in their notification efforts, will post emergency telephone numbers <Location> and provide the emergency contact list of employees (the phone tree) <Location>.

The designated employees, <Employee name>, < Employee name> and <Employee name> are responsible for monitoring the local radio/weather report in the event that bad weather is approaching.

In the event of an emergency that requires a facility-wide evacuation, will send out the following announcement to all employees:

- Due to a developing emergency, asks you to please calmly exit the building and reconvene at our designated meeting point located at <Address>. Bring with you only that which is necessary, such as medication or clothing for inclement weather. Assist your co-workers in assuring that your area of the building is completely evacuated and that everyone is calmly heading for the company meeting spot. We will release more information at that time. Thank you.

Warning

has the following warning system to alert all employees: <Warning system details>. We will test the warning system and record the results <Number> times a year.

The warning will sound like <Warning sound> and look like <Warning visual>. To help alert people with certain disabilities that may have difficulty perceiving the warning, we have augmented our warning system to include <Warning accommodations>.

Emergency exits will be marked with <Exit signage details> to attract attention and guide evacuating employees.

When customers or other visitors are also in the building when a warning is issued, employees should do the following to ensure everyone evacuates safely: <Customer evacuation procedure>.

Confidentiality Requirements

<Existing agreements with other companies or vendors that require confidentiality>

Organizational Chart

<Organizational chart>

Customer Lists

<Customer lists>

Utility Provider Information

<Utility provider information>

Suppliers and Equipment Providers

<Supplier and equipment provider information>

Life Safety

Evacuation Planning

In the event of an emergency that requires a facility-wide evacuation, will send the following announcement to all employees:

- Due to a developing emergency, asks you to please calmly exit the building and reconvene at our designated meeting point located at <Primary evacuation location address>. Bring with you only that which is necessary, such as medication or clothing for inclement weather. Assist your co-workers in assuring that your area of the building is completely evacuated and that everyone is calmly heading for the company meeting spot. We will release more information at that time. Thank you.

The warning will sound like <Warning sound> and look like <Warning visual>. To help alert people with certain disabilities that may have difficulty perceiving the warning, we have augmented our warning system to include <Warning accommodations>.

Emergency exits will be marked with <Exit signage details> to attract attention and guide evacuating employees.

Primary and secondary evacuation routes are marked with <Exit signage details>. Emergency lighting will illuminate exits in the event that power fails. Employees are required to exit the building through designated evacuation routes when at all possible.

If customers or other visitors are also in the building when a warning is issued, they should be guided to evacuate along with employees to <Address>.

Assembly and Accountability

Following the declaration of a facility evacuation, employees should meet at <Address> in order to account for all personnel after the evacuation. All employees must sign in via paper logs or by emailing the Emergency Management Group upon arrival at the evacuation location.

The names and last-known locations of personnel not accounted for should be determined and given to the Emergency Management Group, who will then attempt to contact those employees. After two hours, the Emergency Management Group will alert local authorities about any personnel still not accounted for.

In the event the incident expands, further evacuation by means of <Further evacuation plan> will be required.

Any customers, vendors or other visitors evacuated from the facility with employees will be asked to sign in and out prior to departing the assembly area.

Shelter

In the event of severe weather, employees should report to designated shelter areas. Shelter areas are indicated on facility maps posted on the back of each facility entrance.

Employees who are located off-site are encouraged to take shelter in a manner appropriate to the type of emergency. They should check in with a direct supervisor as soon as it is safe to do so.

Employee Training

employees will be thoroughly trained on emergency evacuation and business restoration procedures. Specifically,

- All employees will review disaster preparation and emergency action plan procedures with department heads.
- New employees will be introduced to emergency action plans during employee orientation.
- Mock disaster training will be conducted annually and will involve local police and fire authorities.
- Quarterly training will involve all of the following drills and culminate in full-scale mock disaster training.
    - Walk-through drills: The business continuity planning team, department heads and recovery teams will perform their emergency response functions.
    - Functional drills: These drills will test specific functions such as medical response, emergency notifications, warning and communication procedures and equipment, though not necessarily at the same time. Facility shutdown procedures will be tested, reviewed and modified as needed. Personnel are asked to evaluate the systems and identify problem areas.
    - Evacuation drills: Personnel walk the evacuation route to a designated area where procedures are tested for accounting for all personnel. Participants are asked to make notes as they go along on what might become a hazard during an emergency, such as stairways cluttered with debris and smoke in the hallways. Plans are to be modified accordingly, and problem areas are to be corrected as soon as possible.
    - Full-scale exercises: A real-life emergency situation is simulated as closely as possible. These exercises involve company emergency response personnel, employees and management, and community response organizations.

Family Preparedness

will assist employees in preparing their families for emergency situations by <Company plans to assist families in an emergency>.

After an emergency has occurred, will <List action company will take to assist families – e.g., flexible work hours, cash advance, etc.> in order to aid employees and their families.

Property Protection

Protection Systems

The following protection systems are in place at :

- Fire Protection System
  - <Details>
  - <Plans to maintain and test system>
- Water-level Monitoring System
  - <Details>
  - <Plans to maintain and test system>
- Overflow Detection Devices
  - <Details>
  - <Plans to maintain and test system>
- Automatic Shutoffs
  - <Details>
  - <Plans to maintain and test system>
- Emergency Power Generation Systems
  - <Details>
  - <Plans to maintain and test system>
- <Other protective system>
  - <Details>
  - <Plans to maintain and test system>
- <Other protective system>
  - <Details>
  - <Plans to maintain and test system>

Mitigation

Upon review of the vulnerability analysis and risk assessment, the following steps should be taken in order to mitigate the chances of an emergency evacuation occurring:

- Fire Hazards
  - Fire safety information will be distributed to employees: how to prevent fires in the workplace, how to contain a fire, how to evacuate the facility and where to report a fire.
  - Maps of evacuation routes will be posted in prominent places.
  - Smoke detectors will be checked for proper operation once per month, and batteries will be replaced every six months.
- Hazardous Material Handling
  - Hazardous materials are substances that are flammable or combustible, explosive, toxic, noxious, corrosive, oxidizable, irritants or radioactive. A hazardous material spill or release can pose a risk to life, health or property. An incident may necessitate evacuation of a few people, a section of the facility or the entire surrounding neighbourhood.

- Identify and label all hazardous materials stored, handled, produced and disposed of by your facility. Follow all government regulations that apply to your facility. Safety Data Sheets (SDS) for all hazardous materials at your location should be stored in a centralized location where all employees have access.

- <Risk mitigation technique>
- <Risk mitigation technique>

Facility Shutdown

The Emergency Management Group is responsible for controlling all technical aspects of emergency response and is the only group with the authority to declare a facility shutdown.

Prior to declaring facility shutdown, the Emergency Management Group will investigate all options for reducing production or staffing in order to fit the demands of the current emergency situation. If reduction in production or staffing will not be advantageous to operations or will be insufficient in ensuring employee or community safety, the Emergency Management Group will declare a facility shutdown and enact the following procedures:

- <Emergency shutdown procedure>
- <Emergency shutdown procedure>
- <Emergency shutdown procedure>
- <Emergency shutdown procedure>
- <Emergency shutdown procedure>
- <Emergency shutdown procedure>
- <Emergency shutdown procedure>

Records Preservation

Backup data facilities have been identified at the following location:

- <Name of company>
- <Main contact>
- <Phone number>
- <Email address>
- <Street address>
- <City>
- <Province>
- <Country>

The identified location of the backup site will be accessible for a minimum period of <Insert period> from initial date of occupancy after disaster declaration. It will be available for 24-hour access and retrieval and be protected by: security, fire suppression, water detectors, heating, air and ventilation.

will have access to the backup site facility within <Number of hours> after notification and guaranteed occupancy shall be at least <Period of time>.

This storage facility will be reviewed for effectiveness annually.

The off-site storage process will include, but is not limited to, the following. All files vital to the operations of will be stored at this backup site.

- Backup tapes – weekly backup tapes of ALL DISK FILES, including mainframe, mid-range, servers and PCs (mandatory and with at least two generations)
- System, program product and in-house developed software manuals and guides
- Legal – copies of contracts, leases, legal and critical correspondences
- Insurance – policies, riders and addendums
- Financial – general and private ledgers, year-end financial statements, tax returns, bank records
- Recovery plans – a complete set
- Assets – complete fixed asset listings
- Referenced items – copies of any item referenced within your recovery team plans
- Floor plans
- Architectural drawings, including mechanical plans
- Photos of facility and various work areas
- Other crucial documents or data critical to the operation of business

Building Information

<Building information including blueprints, emergency exit routes and neighbourhood information>

Community Outreach

Mutual Aid Agreements

The following is an agreement between and <Local response agency and/or local business> to assist in an emergency situation by <Action to be taken>.

<Employee name> will be in charge of activating the command as the chain of command.

The following communication procedures should be followed:

- <Procedure>
- <Procedure>
- <Procedure>
- <Procedure>

The following agencies will participate in facility training exercises whenever possible:

- <Agency name>
- <Agency name>
- <Agency name>
- <Agency name>

Public Information

The following serves as public information regarding 's business function and the manner in which our company will respond in the event of an emergency.

- <List what facility does>
- <List the hazards facility presents to the community>
- <List company's emergency response programs>
- <List how an on-site emergency can affect the community>
- <List assistance that may be required from the community>
- <List active partnerships with local fire and police authorities or other emergency responders>

Media Response

In the event of an emergency, the following is a guide on how will interact with the media in order to protect personnel while also communicating important information.

- <Designated spokesperson>
- <Alternate spokesperson>
- <Briefing area>
- <Security procedures>
- <Information will be considered ready for public release when <Action> has already taken place>.

- <Form of communication>
- <Background information to be shared about >

Local Emergency Information

The following designated employees are responsible for maintaining updated contact information for local emergency authorities.

- <Employee name>
- <Employee name>
- <Employee name>

Emergency personnel contact information will be posted in the following conspicuous places:

- <Location>
- <Location>
- <Location>

Emergency information for the local fire, police, ambulance and poison control will be posted.

Employees who wish to serve as corporate emergency responders may sign up with the risk manager. These employees are required to be certified in first aid, CPR and AED use. The following employees are emergency responders:

- <Employee name>
- <Employee name>
- <Employee name>
- <Employee name>
- <Employee name>
- <Employee name>
- <Employee name>
- <Employee name>
- <Employee name>

Recovery and Restoration

Procurement, Logistics and Distribution

Procurement, logistics and distribution are the activities associated with obtaining and storing inputs, and storing and transporting finished products to customers. This can include sourcing goods and services, purchasing those goods and services from suppliers, storing goods in warehouses and transporting your finished products to customers.

The following functions encompass all functions related to procurement, logistics and distribution. The list is prioritized with the most important functions listed first.

- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>

<Attach a completed copy of the Business Impact Analysis Template (appendix) for each function.>

<Attach any raw materials and supply lists that are necessary to recovering each function.>

Operations

Operations are those activities associated with transforming inputs into final outputs, which can be either goods or services. This can include processing, refining and packaging your products.

The following functions encompass all functions related to operations. The list is prioritized with the most important functions listed first.

- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>

<Attach a completed copy of the Business Impact Analysis Template (appendix) for each function.>

<Attach any raw materials and supply lists that are necessary to recovering each function.>

Product or Service Development

Product or service development is the activities associated with bringing a new, improved or redesigned product or service to market. This can include research, marketing analysis, design and engineering.

The following functions encompass all functions related to product or service development. The list is prioritized with the most important functions listed first.

- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>

<Attach a completed copy of the Business Impact Analysis Template (appendix) for each function.>

<Attach any raw materials and supply lists that are necessary to recovering each function.>

Marketing, Sales and Customer Accounts

Marketing, sales and customer accounts are thee activities associated with informing existing or potential buyers. This can include promotion, advertising, telemarketing, selling and retail management.

The following functions encompass all functions related to marketing, sales and customer accounts. The list is prioritized with the most important functions listed first.

- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>

<Attach a completed copy of the Business Impact Analysis Template (appendix) for each function.>

<Attach any raw materials and supply lists that are necessary to recovering each function.>

Customer and Aftersales Services

Customer and aftersales services are the activities provided to customers after they purchase your goods or services. This can include training, help desk services, call centre services and customer support for guarantees and warranties.

The following functions encompass all functions related to customer and aftersales services. The list is prioritized with the most important functions listed first.

- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>

<Attach a completed copy of the Business Impact Analysis Template (appendix) for each function.>

<Attach any raw materials and supply lists that are necessary to recovering each function.>

General Management and Firm Infrastructure

General management and firm infrastructure are the activities associated with corporate governance. This can include accounting, building services, management and administrative support.

The following functions encompass all functions related to general management and firm infrastructure. The list is prioritized with the most important functions listed first.

- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business unction>

<Attach a completed copy of the Business Impact Analysis Template (appendix) for each function.>

<Attach any raw materials and supply lists that are necessary to recovering each function.>

Human Resource Management

Human resource management is the activities associated with managing your employees. This can include recruiting, hiring, training, compensating and dismissing personnel.

The following functions encompass all functions related to human resource management. The list is prioritized with the most important functions listed first.

- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>

<Attach a completed copy of the Business Impact Analysis Template (appendix) for each function.>

<Attach any raw materials and supply lists that are necessary to recovering each function.>

Technology and Process Development

Technology and process development are the activities associated with technical knowledge and maintenance. This can include automating, designing or redesigning equipment, hardware, software and procedures.

The following functions encompass all functions related to technology and process development. The list is prioritized with the most important functions listed first.

- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>
- <Business function>

<Attach a completed copy of the Business Impact Analysis Template (appendix) for each function.>

<Attach any raw materials and supply lists that are necessary to recovering each function.>

Implementation and Maintenance

Integrate the Plan into Company Operations

will educate all new hires and existing employees about the importance of continuity planning. Details of the plan will be stored in a public place, accessible to all employees upon demand. Company-wide review of emergency operations will be conducted annually as well as any time the plan is significantly modified.

pledges to do the following for our staff:

- Provide a safe working environment
- Implement emergency alerts in the event of a disaster
- Conduct a damage assessment in order to decide the best response and recovery plan possible
- If a shutdown occurs, provide employees with aid and resources to best accommodate losses incurred
- Build upon agreed strategies in order to restore business operations
- Provide backup storage for data
- Communicate all procedures in event of emergency shutdown

Business Interruption Insurance

<Business interruption policy information>

Conduct Drills and Exercises

The following timeline indicates when training and drills for employees will take place.

- Management Orientation - Review
  - <Month><Year>
- Employee Orientation
  - <Month><Year>
- Contractor Orientation
  - <Month><Year>
- Community - Media Orientation
  - <Month><Year>
- Management Tabletop Exercise
  - <Month><Year>
- Response Team Tabletop Exercise
  - <Month><Year>
- Walk-through Drill
  - <Month><Year>
- Functional Drills
  - <Month><Year>

- Evacuation Drill
  - <Month><Year>
- Full-scale Exercise
  - <Month><Year>

Train Employees

All employees are required to actively follow this policy for their own health and well-being. encourages its employees to take a proactive approach in identifying potential hazards by promptly reporting them to their supervisors.

New hire and periodic employee training will be offered. All employees are required to actively participate in identifying training needs as well as program development. Programs will consist of education sessions, drills and exercises. General training for all employees will address:

- Individual roles and responsibilities
- Information about threats, hazards and protective actions
- Notification, warning and communication procedures
- Means for locating family members in an emergency
- Emergency response procedures
- Evacuation, shelter and accountability procedures
- Location and use of common emergency equipment
- Emergency shutdown procedures

Business continuity planning requires special risk management controls. Risks associated with emergency evacuation and a subsequent shutdown can be minimized if users take basic safety precautions.

Employees will be taught to:

- Familiarize themselves with the emergency evacuation plan
- Know the pathway to at least two alternative exits from every room or area at the workplace
- Recognize the sounds or signalling method of the fire and evacuation alarms
- Know who to contact in an emergency and how to contact them
- Know how many desks or cubicles are between a workstation and two of the nearest exits to facilitate escape in the dark, if necessary
- Know where the fire and evacuation alarms are located and how to use them
- Report any damaged or malfunctioning safety systems and backup systems

Opportunity to review these skills will be provided at least annually. Members of the Emergency Management Team and the Incident Commander will receive additional training.

Annual Plan Audit

A formal audit of this business continuity plan will be conducted annually, as well as evaluation and modification after each training exercise, emergency, changes in personnel responsibilities, changes in facility layout or design and changes in policies or procedures. Personnel will be briefed every time changes or modifications have been made to the plan.

The employee who conducts the plan audit will provide the risk manager with a signed and dated copy of the plan with notes regarding necessary modifications. Upon review, the plan will be updated online. Three copies will be printed. One will reside on company premises; the other two will be stored at the primary and secondary Emergency Operations Centres.

Appendix

FORM

Business Impact Analysis

Definitions:

- Business Impact Analysis (BIA): examines the potential result of disruption to key business functions and collects the information necessary to determine short-term and long-term recovery objectives. A BIA includes analysis of both operational and financial impacts that could stem from the loss of key business functions. The following impacts should be considered as part of a BIA:
    - How many personnel are impacted (potential for outsourcing, overtime labour)
    - Lost or delayed sales
    - Regulatory fines
    - Financial and relationship penalties for not fulfilling contractual obligations
    - Customer dissatisfaction
    - Customer loss
    - Delay of new business plans
- Business Function: an operation or process that is necessary to the ongoing success of an organization. Examples of business functions include:
    - Customer service call centres
    - Print and web advertising plans
    - Maintenance of relationships with suppliers
    - Employee recruitment
- Recovery-time Objective: the time within which a business function must be restored after a business interruption in order to prevent irreversible damage.

How to use this document:

Every business has distinct business functions in place in order for the company to operate and thrive. Some businesses will identify just a few key functions, while others will identify many. Copy and paste the table on Page 2 onto subsequent pages as needed. When complete, reorder the pages by priority, with the highest priority business functions listed first. Delete this initial direction page prior to saving.

How to save this document:

It is recommended that this document be added to your Business Continuity Plan as a PDF to discourage readers from modifying the content. To do this, go to File>Save As. In the “Save as Type” menu, select “PDF.”

Save an editable version to a safe location as well.

Prepared by Benson Kearley IFG

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Business Impact – Key Function Priority 1

<table>
<tr><td>Business Function:</td><td>Recovery-time Objective:</td></tr>
<tr><td colspan="2">Business Category (delete all that do not apply):
Procurement, Logistics and Distribution
Operations
Product or Service Development
Marketing, Sales and Customer Accounts
Customer and Aftersales Services
General Management and Firm Infrastructure
Human Resource Management
Technology and Process Development</td></tr>
<tr><td>Departments Impacted:</td><td>Key Personnel:</td></tr>
<tr><td rowspan="2">Lost Sales and Income:
One week estimate:
One month estimate:</td><td>Regulatory Fines:</td></tr>
<tr><td>Contractual Penalties:</td></tr>
<tr><td colspan="2">Short-term Recovery Plans:</td></tr>
<tr><td colspan="2">Long-term Recovery Plans:</td></tr>
</table>