

## **BUSINESS IMPACT ANALYSIS**

### **Introduction**

A Business Impact Analysis (BIA) is an assessment by the Business of the potential financial and non-financial impact of an outage. It is designed to define the basic requirements for the survival of the business itself.

### **Assumptions**

The recovery solution should be one that permits the business to sustain operations at the recovery site for a period of four weeks. During this time plans will be made for a return to the primary production site or arrangements made for expansion into a more long term recovery solution.

The recovery solution is compromised of a combination of seats, technology and records to permit the following Business Objectives to be met.

- \* Settlement. (committed trades and Bank of Canada)
- \* Maintain funding / liquidity for the Bank
- \* Fulfill funding obligations to clients
- \* Client contact
- \* Trade / Deal execution

### **The Process**

The purpose of the following questionnaire is to gather the information concerning the exposure and impact to the company as a whole that will result if the Business Unit experiences a significant disruption. Assume that the building is destroyed and unusable for or at least 6 months.

An interim solution will be established at the Recovery site, and a longer term one planned for a period beyond that.

The combined BIA's will be analysed to provide the following from an overall company perspective:

- assessment of the operational, reputational and financial impacts should a disruption occur;
- definition of the priorities for the resumption of business activities following a major disruption;
- provision of a draft statement of continuity requirements to enable resumption of business.

The follow-up interview with the respondent and eventual risk analysis will:

- identify specific areas of operational risk;
- identify areas where operational practice can be improved to give greater resilience.

**Thank you for your co-operation.**

<b>Completed by</b>		<b>Date</b>	
<b>Title</b>			
<b>Department</b>			
<b>Team</b>			
<b>Business Activity</b>			
<b>Telephone No.</b>			

## BUSINESS IMPACT ANALYSIS

### Operational and Reputational Impacts

What impact would the incident have on your team's operation and hence the company's cash flow?  
You should assume the worst scenario and that no resumption of this activity takes place.

Please indicate what level of adverse impact to the company as a whole you consider will occur at each stage, using the timeframes indicated below. There is no need to enter a value in every box - only those where there is a change.

Mark the appropriate boxes with a number 1-5 that represents the level of impact (see table at foot of page).

	Cash Flow	Public image	Financial Reporting	Client Services	Competitive Advantage	Industry Image	Legal/Contractual Violations	Regulatory Requirements	Employee Morale	Third Party Relations
0.5 day										
1 day										
2 days										
3 days										
1 week										
2 weeks										
1 month										
3 months										
6 months										

#### Levels of adverse impact:

1	No impact
2	Detectable impact but no resulting losses
3	Some impact with consequential loss
4	Significant impact on company results
5	Major impact threatening the survival of the company

Notes

**BUSINESS IMPACT ANALYSIS**

**Financial Impacts**

Following a disruption to your business activity it is possible that some level of financial impact will result.

For each type of impact listed below that would result from a disruption to your business activity, estimate the cumulative financial impact/exposure to your team only at the various points in time shown.

Assume that the disaster occurs at the worst possible time for this activity and that the disruption lasts for up to 6 months.

*All amounts should be entered in \$000.*

Category	0.5 day	1 day	2 days	3 days	1 week	2 weeks	1 month	3 months	6 months
None									
Inability to settle o/s trades									
Loss of new business									
Loss of existing business									
Cancelled existing sales									
Compensation payments									
Contractual penalties/fines									
Availability of operating funds									
Loss of operating funds									
Drop in share value									
Lost interest on funds									
Lost productivity									
Extraordinary expenses									
Other (please specify)									

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## BUSINESS IMPACT ANALYSIS

### Monthly Impact Profile

Please consider the severity of impact to your team following a disruption to your business activity. You should assume the worst scenario and that no resumption of your activity takes place. What we are looking for is seasonal variations in likely impact.

Using the scale below please indicate what level of adverse impact you would expect each month.

Enter a cross in the appropriate box.

Scale: **1** represents low impact, **3** average impact and **5** very severe impact.

	1	2	3	4	5
January					
February					
March					
April					
May					
June					
July					
August					
September					
October					
November					
December					

NOTES:

## BUSINESS IMPACT ANALYSIS

### Work Backlog

For EACH DAY of the disruption to your business activity indicate how long it will take to handle any backlogged work which needs to be done before normal operations resume once your activity is back in operation again.

Only include time attributed to the backlog and exclude normal work for the day of resumption.

Assume that only the normal resources for this activity are available.

Place an "X" in one box only.

<b>No backlog</b>	<input type="checkbox"/>
<b>2 hours</b>	<input type="checkbox"/>
<b>4 hours</b>	<input type="checkbox"/>
<b>8 hours</b>	<input type="checkbox"/>
<b>16 hours or over</b>	<input type="checkbox"/>
<b>Not possible to re-process</b>	<input type="checkbox"/>

How will you have to handle the backlog when your business activity resumes? (Place an "X" in one box only.)

<b>You must handle the backlog prior to addressing current work</b>	<input type="checkbox"/>
<b>You will be able to establish priorities at the time of business resumption</b>	<input type="checkbox"/>

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## BUSINESS IMPACT ANALYSIS

### Lost Data

When centralized computer services are resumed after major business disruption the potential exists that some previously processed data will be lost. Depending on your backup methodology the time required to re-enter or reconstruct data may or may not be significant. For example, a whole day's data may be lost if the disruption occurs before the backup tapes are sent off-site.

How much time will it take your area to re-enter or reconstruct lost data entered on a busy day?

Assume that any work in progress (files and working documents) are unavailable unless secured remotely.

**Place a "X" in one box only.**

2 Hours	<input type="checkbox"/>	6 Days	<input type="checkbox"/>
4 Hours	<input type="checkbox"/>	1 Week	<input type="checkbox"/>
8 Hours	<input type="checkbox"/>	2 Weeks	<input type="checkbox"/>
24 Hours	<input type="checkbox"/>	3 Weeks	<input type="checkbox"/>
2 Days	<input type="checkbox"/>	4 Weeks	<input type="checkbox"/>
3 Days	<input type="checkbox"/>	Over 4 Weeks	<input type="checkbox"/>
4 Days	<input type="checkbox"/>	Not Possible	<input type="checkbox"/>
5 Days	<input type="checkbox"/>		

Notes:

**BUSINESS IMPACT ANALYSIS**  
**Workaround Procedures**

Following a disruption, both centrally provided IT services and some business operations may be halted.

Does your area have DOCUMENTED procedures (or a proven method) for "working around" a disruption to centrally provided computer services and/or business operations?

**Yes**

**No**

**If YES:**

How long will this activity be able to operate using these procedures and maintain an acceptable level of business?

**1 hour or less**

**Up to 2 hours**

**1 day**

**Less than 5 days**

**5 to 10 days**

**10 to 15 days**

**Over 15 days**

**Never**

**Within 6 Months**

**Within 1 Year**

**Within 2 Years**

**Over 2 Years**

When were these procedures last:

Updated?    Tested?    Used for  
 Training?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Place an "X" in one box only.

NOTES:



**BUSINESS IMPACT ANALYSIS**  
**Business Recovery Requirements**

**NOTES**

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## BUSINESS IMPACT ANALYSIS

### Services

Please indicate the dependence of your business activity on the following services in maintaining day-to-day operations. Please add any services that are missing from the list.

Rate dependence as **1** "Low" if your activity has little or no dependence on the service.

Rate dependence as **5** "High" if your activity cannot operate without the service.

Place a "X" in the appropriate box.

Service	1	2	3	4	5
Internal E-mail (ability to send/receive)					
External E-mail (ability to send/receive)					
Access to E-mail folders					
Access to archived E-mail messages					
Voice mail					
Internet					
Intranet					
Extranet					
Video conferencing					
Voice recording					
Mobile 'phones					
Pagers					
IT Help Desk					
Document scanning					
Microfiche					
Telex					
Post Room					
Couriers					
Travel booking					
Other (please specify)					

### NOTES

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**BUSINESS IMPACT ANALYSIS**

**Internal Dependencies**

Please indicate the dependence of your business activity on other functions and business units for daily operations.

Indicate only where there are dependencies on the business personnel, not on information or computer systems.

Rate dependence as **1** "Low" if your activity has little or no dependence on the business unit.

Rate dependence as **5** "High" if your activity cannot operate without the other business unit.

Please list the business units on which you depend and the type of the service you receive from them and place a "X" in the appropriate box according to your level of dependence on them.

Business Unit Name	Service Provided	1	2	3	4	5

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## BUSINESS IMPACT ANALYSIS

### External Dependencies

Please indicate the dependence of your business activity on external organisations for daily operations.

These dependencies could involve suppliers, service companies, information providers (e.g. Reuters, Bloomberg), custodians, banks, utilities, service providers, etc.

Rate dependence as **1 "Low"** if your activity has little dependence on the organisation.

Rate dependence as **5 "High"** if your activity cannot operate without the organisation.

Please list the organisations on which you depend and the type of the service you receive from them and place a "X" in the appropriate box according to your level of dependence on them.

Organisation Name	Service Provided	1	2	3	4	5

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**BUSINESS IMPACT ANALYSIS**

**NOTES/QUESTIONS/COMMENTS**

Please comment on any areas where you wish to expand your answers, list questions you have or any other applicable information.