

Name of Business

Business Recovery Plan

Updated as of October 7, 2003 ■

Session Participation Information

Business Process:	
Business Process Manager/s:	
Date of Facilitation Session:	
Plan Completion Date:	
Plan Developer:	
Participants:	
Facilitators:	

Table of Contents

CHAPTERS

I GLOSSARY	5	VI PLAN IMPLEMENTATION & MANAGEMENT	32
II FACILITATOR'S GUIDE	9	RESPONSIBILITIES.....	32
III BUSINESS PROCESS DESCRIPTION.....	14	COMMUNICATION	33
BUSINESS PROCESS DESCRIPTION.....	14	TRAINING.....	33
BUSINESS PROCESS FLOW DIAGRAM.....	14	PLAN VALIDATION AND MAINTENANCE PROCEDURES	33
SUPPORTING SYSTEMS	15	VII APPENDIX	34
BUSINESS PROCESS OBJECTIVES	15	APPENDIX 1 - BUSINESS PROCESS ORGANIZATIONAL CHART.....	34
PRODUCTS AND/OR SERVICES PROVIDED	15	APPENDIX 2 - BUSINESS PROCESS RECOVERY MAP	34
BUSINESS PROCESS MAPPING	16	APPENDIX 3 - KEY DATE CALENDAR	34
IV BUSINESS IMPACT ANALYSIS.....	17	APPENDIX 4 - TABLE 1 EMPLOYEE CALL LIST	35
MAXIMUM ACCEPTABLE OUTAGES (MAO)	17	APPENDIX 5 - TABLE 2 VENDOR CALL LIST.....	35
MINIMUM ACCEPTABLE LEVELS OF SERVICES.....	18	APPENDIX 6 - TABLE 3 VITAL RECORDS	35
RISK ANALYSIS	19	APPENDIX 7 - TABLE 4 FORMS	35
<i>Marketing and PR Impact.....</i>	<i>19</i>	APPENDIX 8 - TABLE 5 EQUIPMENT	36
<i>Regulatory & Contractual Impact.....</i>	<i>19</i>		
<i>Financial Impact.....</i>	<i>20</i>		
BUSINESS PROCESS PLANNING SCENARIOS.....	21		
BASE PARAMETERS.....	21		
V RECOVERY PLANS.....	22		
SCENARIO - <i>No BUILDING</i>	22		
SCENARIO - <i>No COMPUTERS</i>	24		
SCENARIO - <i>No NETWORK</i>	26		
SCENARIO - <i>No STAFF</i>	28		
SCENARIO - <i>No STUFF</i>	30		

I GLOSSARY

ALTERNATE SITE

Another physical location pre-designated or decided following the impact of an event which results in the inability to use our normal facilities. *(Also known as an interim site or temporary site)*

ASSUMPTIONS

A set of basic facts or premises. They are provided to each business unit or are established in the course of continuity planning sessions. These premises eliminate the need to consider certain elements during the building of continuity plans.

BASE PARAMETERS

These are the key guidelines that include assumptions. Base parameters establish a foundation on which continuity plans are built.

BUSINESS CONTINUITY PLAN

A plan of action detailing how to react to and recover from a disaster or crisis which threatens to disrupt our normal business activities. The plan steps restore operations to our core business processes. *(A continuity plan is also referred to as resumption plan or contingency plan)*

BUSINESS CONTINUITY PROGRAM

The advanced planning and development of a Business Continuity plan(s) and any guidelines which when implemented will ensure the timely and orderly resumption of our core business processes.

BUSINESS IMPACT ANALYSIS (BIA)

The process that analyzes all business processes then measures the quantitative and/or qualitative impact that specific events may have on our business.

BUSINESS INTERRUPTION

The effect of a crisis or event which results in the disruption of the normal flow of business operations.

COMMAND CENTER

A designated location where business disruptions are reported, damage assessments are forwarded, and from which if the crisis escalates will generate management decisions in response.

CORE BUSINESS PROCESS

Critical business activities or functions, which (if interrupted or unavailable for a sustained period of time) could jeopardize the business's ability to operate. These activities are what make our business run. *(Core Business Processes are also known as Critical Business Functions).*

CRISIS

A circumstance, event, or series of episodes that has the potential to affect the way our organization conducts business. The event and its aftermath may significantly damage our organization's employees, products, services, profitability, and reputation. A crisis can escalate and become a disaster.

CRISIS MANAGEMENT TEAM (CMT)

A group of senior managers who set policy, create strategies, and make decisions that minimize the impact of business interruptions. These decisions can be made before, during, and after a crisis.

DAMAGE ASSESSMENT

Following a disaster, this is the process of assessing damage to computers, hardware, vital records, office facilities, etc. Next is determining what can be salvaged, restored, and what must be replaced.

DISASTER

Any accidental, natural or malicious event that threatens or disrupts core business processes for a sufficient time to affect significantly, or to cause failure of, our business. Impacts may effect lost revenue, life or both. Outside resources will be needed to respond and potentially recover from this event.

EVENT

A circumstance, crisis, or series of episodes that has the potential to affect the way our organization conducts business. The event and its aftermath may significantly damage our organization's employees, products, services, profitability, and reputation. An event can escalate to be a disaster.

EVENT MANAGEMENT

The process of managing our business's preparation, response, restoration of the work environment and our recovery from a crisis or disaster. The guidelines for managing an event are detailed in the recovery plan.

EXERCISE

An activity, announced or unannounced, that provides an opportunity for participants to validate their business continuity plans, practice their crisis management skills, and strengthen team and organizational performance in a crisis. This activity will identify areas of needed improvement in a safe environment.

EMERGENCY OPERATIONS CENTER (EOC)

An operational center, located in close proximity to the crisis or disaster, staffed to carry out event management decisions and directives.

EMERGENCY RESPONSE TEAMS (ERT)

Employees trained to protect the lives of our building's occupants by responding to an event (e.g. fire evacuation, injuries resulting from falling objects in an earthquake).

HAZARD

An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, interruption of business processes, and other types of harm or loss.

HOT SITE

An alternative facility that has been configured, prior to a crisis, to duplicate the computer work environment of the original site. Core business processes may transfer their work to this site to establish continuity of their processes. Most often used in a data processing context. This is not an alternate physical location. (A hot site is also known as backup or recovery site)

INFRASTRUCTURE

The technology, facilities and other support services needed to create a sustainable company work environment.

LOST DATA

Data entered into a computer between the time of last backup and the event occurrence. This data needs to be reentered or it will be permanently lost.

MAXIMUM ACCEPTABLE OUTAGE (MAO)

The maximum period of time a given resource or function can be unavailable before our business sustains unacceptable consequences (e.g. financial losses, lowered customer service levels).

MINIMUM ACCEPTABLE LEVELS OF SERVICE

The minimum amount/level of outputs and service expected by our customers and regulators. Going below this established level may result in the ceasing of some other business functions, effecting unacceptable consequences.

MITIGATION

Actions taken to manage, reduce, or eliminate risks to our employees, customers, and/or assets. The threat of business interruption may be natural or man-made. An earthquake

cannot be mitigated, which leads to the Preparedness process.

PREPAREDNESS

Actions taken to ready employees before an event that can include training, exercises, and equipment to assist during a disaster (e.g. first aid kits). When an event occurs, this leads to Response.

RECIPROCAL AGREEMENT

A written arrangement between organizations or agencies in which they agree to assist one another upon request, by furnishing personnel and equipment. *(Also known as a mutual aid agreement).*

RECOVERY

The process in which regular business operations and "lost" data are restored. At this point, other technological issues are resolved enabling our business processes to begin addressing their backlog of work. Lessons learned from each event will build Mitigation efforts to prevent future losses.

RECOVERY SUPPORT PLANS

(For larger a larger business that has units). These plans ensure the required technology and infrastructure components are in place to allow business units to restore, recover, and resume the core business processes. There are two types of recovery support plans: 1) Technology 2) Infrastructure. Recovery Support Plans are organized around designated team members and specific objectives.

1) Infrastructure Plans

These plans outline guidelines for managing events to assess damage, repair as necessary, and to sustain the work environment.

2) Technology Plans

These plans outline how to restore the physical aspects of our business operations, such as our electrical systems, computer networks, and other

technology support items. (Also known as disaster recovery plans.)

RESPONSE

A planned reaction to a crisis or disaster which: provides protection for our employees and assets; assesses damage or impacts; and provides notifications or declarations of the event. Response is followed the Recovery process.

RESTORATION

The process of restoring the work environment or establishing a temporary work area as necessary. This stage focuses on technology recovery efforts to restore platforms and simultaneously directs employees to minimize core business process interruptions due to lack of platform availability.

RESUMPTION

The stage when processing the backlog of work is complete, all related issues have been resolved, and normal core business processes can start up or resume.

RISK MANAGEMENT

The process of a business identifying, measuring, monitoring and controlling its exposures to ensure that risks are understood and tolerances established by upper management/president/board of directors. This process ensures that capital allocation is consistent with risk exposures. The process can align the strategic direction of a business's performance incentives with risk tolerances, which ensures that risks taken are compensated by the expected return. Continuity planning is one of many activities that support a business's risk management program.

STORE/FORWARD

A preexisting automated system for capturing data with capability to transmit the data when systems are restored.

VITAL RECORDS

Records or documents which, for legal, regulatory, or operational reasons, if irretrievably lost or damaged, would materially impair our

business's ability to conduct business.

II FACILITATOR'S GUIDE

Page	Section	Comments
	Plan Cover Page	↓ Make certain the DATE on the cover is correct.
	Session Participation Information	↓ Fill in session INFORMATION, including participant names. If you have facilitators present, to help guide you through this process — list their names and department also.
	Table of Contents	↓ Briefly cover the CONTENTS. This will provide an overview of the session.
	Glossary	↓ Read and understand the terms used to create and maintain your continuity plan
I	Business process Description	↓ New Section
	■ Business process Description (Mission Statement)	↓ Agree to a DRAFT version of your MISSION STATEMENT, return later to polish.
	■ Business process Flow Diagram	→ Create a high level view of the business process flow.
	■ Supporting Systems	↓ Start making a LIST of all your supporting systems.
	■ Business process Objectives	→ List all business process objectives.
	■ Products and/or Services of the Business process	→ List all business process products and services created.
	■ Business process Mapping	→ Start with INPUT, determine TASKS, and then describe OUTPUTS. Cover the mission-critical inputs, tasks and outputs. Keep it high-level! <ul style="list-style-type: none"> • INPUTS are the drivers of Tasks (they are the initial actions which drive tasks. They can be an action, a request, a requirement, a regulatory obligation, a customer or internal department inquiry, etc.). • The TASK is the actual function of doing—or meeting the input obligation. • The OUTPUT is the product or service that is derived from the Task. The business process mapping exercise is the heart of the Plan. The Tasks outlined here, will be copied into the Operational Impact Analysis and then assigned a MAXIMUM ACCEPTABLE OUTAGE chronology ranking in the section that follows — OPERATIONAL IMPACT ANALYSIS.

Facilitator's Guide / Optimum Facilitation Session Flow (continued)

Page	Section	Comments	
II	Operational Impact Analysis	↓	New Section
	■ Maximum Acceptable Outages	→	The MAXIMUM ACCEPTABLE OUTAGE of a particular TASK refers to the maximum period of time that it can be unavailable before <i>your business</i> will sustain unacceptable consequences (financial losses, client services, etc.). The time frames represent when the task would need to be restored. The TASKS covered here, are the same ones described in BUSINESS PROCESS MAPPING. Copy and paste those TASKS here (maintain the identical number sequence).
	■ Minimum Acceptable Levels of Outputs and Services	→	Maximum Acceptable Outage is “how long” can you go without operating. MINIMUM ACCEPTABLE LEVELS OF OUTPUTS AND SERVICES is the bare minimum you think you can do, and still be a viable business process.
	■ Risk Analysis	↓	
	1. Marketing and PR Impact	↓	State the high level mission-critical aspects of the impact.
	2. Regulatory / Contractual Impact	↓	State the high level mission-critical aspects of the impact.
	3. Financial Impact (optional)	↓	State the high level mission-critical aspects of the impact.
	■ Business process Planning Scenarios	↓	These are the scenarios that will be covered, in detail, in the next section.
	■ Base Parameters	↓	These are company established guidelines, by which all continuity plans will be written.

Facilitator’s Guide / Optimum Facilitation Session Flow (continued)

Page	Section	Comments	
III	Continuity Plans Development	↓	New Section
	■ Scenarios	↓	
	• Description of Scenario	↓	Copy the scenarios (from the OPERATIONAL IMPACT ANALYSIS section) one at a time, as you begin to work on each. Or originate a new one, after the five basic scenarios (provided) have been covered.
	• Assumptions	↓	Your assumptions are what you expect to be working (or not working) as you begin to formulate your scenario. Remember that BASE PARAMETERS (covered at the end of the OPERATIONAL IMPACT ANALYSIS section) are common to ALL scenarios. The assumptions you originate now, are unique to your scenario and are beyond the scope of those listed in under BASE PARAMETERS.
	• Alternatives Considered	↓	Discuss the alternatives available to you. (This will provide a basis for specifying the CONTINUITY ACTIVATES you will need to establish, in the next part of this section.)
	• Primary Strategy Selected	↓	This is a brief summary statement (high-level) of what you plan to do.
	• Detailed Continuity Plan	↓	
	1. Start Times (Scenario-oriented MAO and level of service)	↓	How soon do you need to start the activity? (This is your scenario-specific MAXIMUM ACCEPTABLE OUTAGE chronology and THE MINIMUM LEVEL OF SERVICE.)
	2. Recovery Activities: Implementation Stages	↓	This is what you plan to do to actually start recovering from an interruption: Immediate Response, Physical Restoration, Data Recovery, Business Resumption and follow-up with Mitigation.
	3. Resources Required	↓	How many people will you need to accomplish your goal? (For vendors, vital records, forms, supplies, equipment and third party servicer — use the tables that cover these, in APPENDIX 4 Employee Call List.
	4. Responsible Department	↓	What department, within the business process, will be responsible for doing the work?

Facilitator's Guide / Optimum Facilitation Session Flow (continued)

Page	Section	Comments	
IV	Plan Implementation & Management	↓	New Section
	■ Responsibilities	↓	Name the manager or champion who is accountable for the plan's completion. And designate who will be responsible for keeping the plan fresh.
	■ Communication	↓	These are the procedures by which to initiate communication.
	■ Training	↓	Please cover the time frames needed to train your staff — including start and end dates and activity to be conducted
	■ Plan Validation and Maintenance Procedures	↓	Plan maintenance will involve an ongoing assessment of the plan viability and suitability given operating conditions.
	Appendix 1	↓	New Section
	• Business process Organizational Chart	→	Your business process's management structure can be depicted graphically at a high level with your (current) organizational chart.
	Appendix 2	↓	New Section
	• Business process Recovery Map	→	Your business process's functional recovery can be depicted graphically at a high level with a diagnostic / flow diagram. (An example may be provided to you.)
	Appendix 3	↓	New Section
	• Business process Annual Key Date Calendar	→	These are the key dates for reports, contractual agreements, business events, and peak processing periods — your business process encounters during any year.
	Appendix 4	↓	New Section
	• Table 1 Employee Call List	→	The data entered here can later be captured in a database and reports generated from the information warehoused in it.

Facilitator's Guide / Optimum Facilitation Session Flow (continued)

Page	Section	Comments	
	Appendix 5	↓	New Section
	<ul style="list-style-type: none"> Table 2 Vendor Call List 	→	The data entered here can later be captured in a database and reports generated from the information warehoused in it.
	Appendix 6	↓	New Section
	<ul style="list-style-type: none"> Table 3 Vital Records 	→	This is a table of vital records and reports that you would need in order to recover operations
	Appendix 7	↓	New Section
	<ul style="list-style-type: none"> Table 4 Forms 	→	This covers the forms that you need (or will need) in order to function without your system being up and without the capability to print new forms.
	Appendix 8	↓	New Section
	<ul style="list-style-type: none"> Table 5 Equipment 	→	This is equipment for recovery purposes. The equipment is the minimum needed to sustain basic operations within the recovery time frames indicating

III BUSINESS PROCESS DESCRIPTION

Business Process Description

*Describe your business process's function (**mission statement**): (one or two sentences)*

Business Process Flow Diagram

Your business process's functions can be depicted graphically at a high level by the following flow chart: (use Visio or hand draw)

Supporting Systems

List all supporting **systems, business functions** and **business units**.

1.	7.
2.	8.
3.	9.
4.	10.
5.	11.
6.	

Business Process Objectives

List primary **objectives** of your business process (Key Point Indicators (KPI)).

1.
2.
3.
4.
5.

Products and/or Services Provided

List the **services** or **information** that is **produced** by your business process?

1.
2.
3.
4.
5.

Business Process Mapping

*The following chart represents the critical **inputs**, **tasks** and **outputs** required to accomplish this Business Process.*

Critical Inputs		Critical Tasks		Critical Outputs	
1.		1.		1.	
2.		2.		2.	
3.		3.		3.	
4.		4.		4.	
5.		5.		5.	
6.		6.		6.	
7.		7.		7.	
8.		8.		8.	
9.		9.		9.	
10		10		10.	
11		11		11.	
12		12		12.	
13		13		13.	
14		14		14.	

IV BUSINESS IMPACT ANALYSIS

Maximum Acceptable Outages (MAO)

The maximum acceptable outage of a particular task refers to the maximum period of time that it can be unavailable before *your business* will sustain unacceptable consequences (financial losses, client services, etc.). The time frames below represent when the task would need to be restored in order for *your business* to carry out its *Business Process* obligations.

Critical Tasks	Day 1	Days 2-3	Days 4-7	Day 8+
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Minimum Acceptable Levels of Services

Identify **minimum** acceptable levels of **outputs** and **services** (expected by Customers and Regulators: by functionality, volume, percentage).

Will other business process **cease** without your business process up and operational? If yes, continue to the next two questions.

If other business processes **cease** without your business process, please list them and explain how each are impacted.

1.

2.

3.

4.

5.

6.

7.

Risk Analysis

Marketing and PR Impact

Describe the marketing & PR impact to the company if your business process's functions could not be performed for **1 to 3 days**

Describe the marketing and PR impact to the company if your business process's functions could not be performed for **8+ days**.

What would be the loss, in the future, if the business process **isn't operating**?

Regulatory & Contractual Impact

Is there a **regulatory** requirement to perform any of your business process's functions? (list them below)

Is there a **contractual requirement** to perform any business process functions? If yes, please specify the time limit.

Financial Impact

*Estimate the financial impact if this function was not performed for **1 to 3 days**...*

*Estimate the financial impact if this function was not performed for **8+ days**...*

*Do revenue impacts vary depending on the time of day/week/month? If so, when are the **peak periods**?*

Business process Planning Scenarios

Scenario 1
No building (you are unable to get into our office).
Scenario 2
No computers & equipment (your office is okay, but...there is no data center (Host), server, desktop PC or any equipment needed to complete the business process mission.
Scenario 3
No Network (your office is okay, but...there is no network (voice and/or data) so you can't communicate with customers, support services or internally.)
Scenario 4
No staff
Scenario 5
No stuff (worst fear not covered by the other scenarios.)

Base Parameters

The following are base parameters to consider when building your business process's continuity plan.

- **No cost constraints in developing your plan.**
- **Development and/or deployment of new products and services will cease during the recovery period unless specifically directed by Executive Management.**
- **You will focus only on mission critical tasks in this session.**
- **In the absence of executive management direction, the senior employee present at the impacted site(s) is vested with full decision-making authority.**

V RECOVERY PLANS

Scenario - No Building
(unable to get into our office).

Assumptions

-
-
-

Alternatives Considered

- *Can any of your critical tasks be performed manually?*
- *Does your department have current, written procedures to perform this function? If yes, where are the procedures stored?*
- *Describe any alternate function locations(s) and/or procedures that could be used to perform your critical tasks.*
- *What business functions must be operational before the plan can be activated?*
- *Can your critical tasks be performed on a shift basis for recovery purposes?*

Detailed Resumption Plan

Define specific steps of plan including interim steps before the alternative would become functional. If any of your critical tasks rely on vendor support, provide the name(s) and briefly describe the support provided.

	Recovery Activities	Day 1	Days 2-3	Days 4-7	Day 8 +	Implementation Stage	Resources Required	Responsible Person/Department
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								

Scenario - No Computers

(office is okay, but...there is no data center (Host), server or desktop PC.

Assumptions

•
•
•

Alternatives Considered

• <i>Can any of your critical tasks be performed manually?</i>
• <i>Does your department have current, written procedures to perform this function? If yes, where are the procedures stored?</i>
• <i>Describe any alternate function locations(s) and/or procedures that could be used to perform your critical tasks.</i>
• <i>What business functions must be operational before the plan can be activated?</i>
• <i>Can your critical tasks be performed on a shift basis for recovery purposes?</i>

Detailed Resumption Plan

Define specific steps of plan including interim steps before the alternative would become functional. If any of your critical tasks rely on vendor support, provide the name(s) and briefly describe the support provided.

	Recovery Activities	Day 1	Days 2-3	Days 4-7	Day 8 +	Implementation Stage	Resources Required	Responsible Person/Department
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								

Scenario - No Network

(office is okay, but...there is no network (voice and/or data) so you can't communicate with customers, support services or internally)

Assumptions

-
-
-

Alternatives Considered

- *Can any of your critical tasks be performed manually?*
- *Does your department have current, written procedures to perform this function? If yes, where are the procedures stored?*
- *Describe any alternate function locations(s) and/or procedures that could be used to perform your critical tasks.*
- *What business functions must be operational before the plan can be activated?*
- *Can your critical tasks be performed on a shift basis for recovery purposes?*

Detailed Resumption Plan

Define specific steps of plan including interim steps before the alternative would become functional. If any of your critical tasks rely on vendor support, provide the name(s) and briefly describe the support provided.

	Recovery Activities	Day 1	Days 2-3	Days 4-7	Day 8 +	Implementation Stage	Resources Required	Responsible Person/Department
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								

Scenario - No Staff**Assumptions**

-
-
-

Alternatives Considered

- *Can any of your critical tasks be performed manually?*
- *Does your department have current, written procedures to perform this function? If yes, where are the procedures stored?*
- *Describe any alternate function locations(s) and/or procedures that could be used to perform your critical tasks.*
- *What business functions must be operational before the plan can be activated?*
- *Can your critical tasks be performed on a shift basis for recovery purposes?*

Detailed Resumption Plan

Define specific steps of plan including interim steps before the alternative would become functional. If any of your critical tasks rely on vendor support, provide the name(s) and briefly describe the support provided.

	Recovery Activities	Day 1	Days 2-3	Days 4-7	Day 8 +	Implementation Stage	Resources Required	Responsible Person/Department
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								

Scenario - No Stuff

(worst fear not covered by the other scenarios.)

Assumptions

-
-
-

Alternatives Considered

- *Can any of your critical tasks be performed manually?*
- *Does your department have current, written procedures to perform this function? If yes, where are the procedures stored?*
- *Describe any alternate function locations(s) and/or procedures that could be used to perform your critical tasks.*
- *What business functions must be operational before the plan can be activated?*
- *Can your critical tasks be performed on a shift basis for recovery purposes?*

Detailed Resumption Plan

Define specific steps of plan including interim steps before the alternative would become functional. If any of your critical tasks rely on vendor support, provide the name(s) and briefly describe the support provided.

	Recovery Activities	Day 1	Days 2-3	Days 4-7	Day 8 +	Implementation Stage	Resources Required	Responsible Person/Department
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								

VI PLAN IMPLEMENTATION & MANAGEMENT

Responsibilities

Define the required approvals needed to launch your continuity plan..

Who will review and update your plan?

Communication

All communication relating to the business process continuity plans will take place through **enter name here** .

Enter name here will be in close contact with the business process manager to ascertain the status of the continuity plans should conditions warrant implementation. Communication will be made in the form of regular updates to the business process participants. Voice Mail, E-mail and memorandums will be the media channels for disseminating information to the wider organization about any decisions to implement the business continuity plan.

Date communicated	Owner	Management	Staff

Training

Training should include information about *how* the components of this plan will be communicated to the staff, in order to effectively implement the plan and prepare for plan validation. Please cover the time frames needed to train your staff

Training Activity	Date Completed

Plan Validation and Maintenance Procedures

The validation of the plan will be done after the plan is completed, updated or once a year. For each outage scenario, a discreet list of validation steps will be identified and carried out by the business owner and selected staff. This validation will be done to provide the best assessment of the plans viability without unduly burdening the staff and wider organization with time commitments and financial expense.

Validation Date	Participants

VII APPENDIX

Appendix 1 - Business Process Organizational Chart

*Your business process's management structure can be depicted graphically at a **high level** by the following organizational chart:*

Appendix 2 - Business Process Recovery Map

*Your business process's functional recovery can be depicted graphically at a **high level** by the following diagnostic / flow diagram:*

Appendix 3 - Key Date Calendar

Date	Obligation	MAO Days	Risk Rating (H,M,L)	Market Impact	Regulatory, Contractual Impact	Financial Impact

Appendix 4 - Table 1 Employee Call List

Name Last, First	Recovery Role	Office Phone	Cellular	Pager	E-mail	Home Phone	Address	City, State	Zip

Appendix 5 - Table 2 Vendor Call List

Company Name	Name Last, First	Address	City, State	Zip	Office Phone	Cellular	Pager	E-mail	Home Phone

Appendix 6 - Table 3 Vital Records

Description	Record or Report Number	Storage Site	Media (disc, fiche, etc.)	Record Type (original/ duplicate)	Storage Frequency D,W,M,Q,S,Y	Where Record Created	Where Record is Sent	MAO Days	Risk Rating (H,M,L)

Appendix 7 - Table 4 Forms

Description	Form Number	Revision Date	Minimum Needed	Current Inventory	Use per Day	Warehouse Location	Warehouse Phone	MAO Days	Risk Rating

	Number	Date	Needed	Inventory	Day	Location	Phone	Days	Rating (H,M,L)

Appendix 8 - Table 5 Equipment

Computers		Servers		Printers		Communication		Office Equipment		MAO Days
LAN	Stand-alone	Name	Number	Local	LAN	Phone	FAX/Analog	Copier	Other Equipment	

Total Needed Day 1 (this is the total equipment needed to keep the continuity of the business)

										Day 1
--	--	--	--	--	--	--	--	--	--	-------

Total needed Days 2 – 3 (the total equipment needed during this time frame)

										Days 2-3
--	--	--	--	--	--	--	--	--	--	----------

Total needed Days 4 – 7 (the total equipment needed during this time frame)

										Days 4-7
--	--	--	--	--	--	--	--	--	--	----------

Total needed Day 8+ (the total equipment needed during this time frame)

										Day 8+
--	--	--	--	--	--	--	--	--	--	--------