



# Business Impact Analysis

Complete this document for each of the critical functions you have identified for your unit.

## Description:

Critical Function Name	Level of Criticality <input type="checkbox"/> Critical 1 <input type="checkbox"/> Critical 2 <input type="checkbox"/> Critical 3 <input type="checkbox"/> Deferrable
Brief Description of This Function (if applicable)	Name of Section or Unit that Performs This Function (if applicable)
Responsible People (give names unless this is a generic group)	

## Levels of Criticality:

These questions will help you predict the consequences to these critical functions. Appropriately determining a level of criticality will help your institution develop and prioritize recovery strategies.

When answering each of the following questions consider it in the context of the critical function for this plan.

Note that the Recovery Time Objective (RTO) selected will impact the recovery time of all applications needed during a recovery and the priority in which the critical function will be addressed after an emergency or incident. All critical functions applications RTO's must be equal to or greater than the RTO determined in this impact analysis.

Institutional Impacts	Answer each of the following (N/A, Possibly, or Applicable)
Does your function support the ability to protect life and/or property?	
Will the loss of this function relate to a loss of revenue?	

Will the lack of recovery to this function cause legal harm to the institution?	
Does this function directly impact students?	
Would this function directly cause penalties or fines for the institution?	
Would this function directly cause harm to the reputation of the institution?	
Recovery time Objective (RTO) (After an emergency how soon would this function need to be recovered?) <input type="checkbox"/> undecided <input type="checkbox"/> does not apply <input type="checkbox"/> no downtime allowed <input type="checkbox"/> 1 day <input type="checkbox"/> 3 days	

### **Peak Periods:**

Please indicate any months when you would expect there to be especially high activity involved in accomplishing this function. This might be a peak workload period such as the annual fiscal closing for accounting functions; or it might denote activities that happen only at certain times - such as course-registration that happens once per academic term.

Select as many months as needed. Explain if necessary. If this function has no peak periods, leave blank.

<input type="checkbox"/> January	<input type="checkbox"/> February	<input type="checkbox"/> March	<input type="checkbox"/> April
<input type="checkbox"/> May	<input type="checkbox"/> June	<input type="checkbox"/> July	<input type="checkbox"/> August
<input type="checkbox"/> September	<input type="checkbox"/> October	<input type="checkbox"/> November	<input type="checkbox"/> December
Explanation (if needed)		<input type="checkbox"/> All Year	

### **Documents:**

Please identify any documents that are very important to this function – whether they are individual documents (such as policy manuals) or sets of records (such as patient files, research files, or vendor invoices, etc.). Do not include records that are stored within a database application such as a financial system, an HR system, a medical records system, etc.

Complete this table for each document associated with this record.

Name of Document or Record:	
Description (brief)	Medium <input type="checkbox"/> Paper <input type="checkbox"/> Electronic (Computer) <input type="checkbox"/> Electronic (Online Storage) <input type="checkbox"/> Microfiche <input type="checkbox"/> Microfilm <input type="checkbox"/> More than one (Explain in comments) <input type="checkbox"/> Other (Explain in comments)
Owner (Department)	Location Where Stored (Physical)
Principal Contact Person(s)	Location Where Stored (URL)

Backup or Loss-Prevention Measures (be specific)	Comment (if needed)
--	---------------------

***Dependencies:***

**Upstream Dependencies** are the departments (WITHIN your campus, medical center, or other institution) whose reduced functioning would seriously impair your own department's ability to perform this Critical Function.

**Downstream Dependencies** are the departments that would be seriously impacted if YOUR department could not perform this Critical Function.

**Upstream Dependencies**

List upstream dependencies

**Downstream Dependencies**

List downstream dependencies

***Consequences of slow recovery:***

Consequences of slow recovery:

Suppose the critical function named on this form is not restarted quickly enough following a disaster. Which of the listed "harmful consequences" might occur? These questions show why this function is critical. Do not agonize over these questions; give your best answers and move on. Provide a comment in the box if the checkbox below is not self-explanatory.

Disruption of teaching? <input type="checkbox"/>	Payment deadlines unmet? <input type="checkbox"/>
Disruption of research? <input type="checkbox"/>	Loss of revenue? <input type="checkbox"/>

Disruption of patient care? <input type="checkbox"/>	Legal obligations unmet? <input type="checkbox"/>
Departure of faculty? <input type="checkbox"/>	Legal harm to the institution? <input type="checkbox"/>
Departure of staff? <input type="checkbox"/>	Impact to other units? <input type="checkbox"/>
Departure of students? <input type="checkbox"/>	Impact on important business partners? <input type="checkbox"/>
Well-being of faculty/staff? <input type="checkbox"/>	Damage to reputation? <input type="checkbox"/>
Well-being of students? <input type="checkbox"/>	Other? (please explain) <input type="checkbox"/>
<b>Recovery time objective</b> What is the maximum period of time within which this function must be restored if forced to cease? (In other words, what is the maximum period this function can be out-of-operation without causing a severe impact on the campus?) <input type="checkbox"/> undecided <input type="checkbox"/> does not apply <input type="checkbox"/> no downtime allowed <input type="checkbox"/> 1 day <input type="checkbox"/> 3 days	

---

### ***How to Cope:***

The following questions ask you to visualize the conditions that might prevail in the weeks or months following a disaster. You may be missing certain key resources such as your usual office space, some of your staff, power, network access, etc.

Please provide brief answers to these questions. Give ideas and points, not detailed procedures.

<b>Space</b> How would you carry out this critical function if your usual space is not available?
<b>Staff</b> How would you carry out this critical function if, for couple of months, your average absence rate of faculty & staff were 50%? This could easily be the case in a flu pandemic.
<b>Disruption of phone services?</b> If your primary phone, i.e., office phone system, is unavailable what alternate method of communication will you use?

**Unique Skills**

Does the successful performance of this critical function require the skills or knowledge of any one particular staff member (or her files)? If so, how will you deal with her absence? Cross-train a co-worker in advance? Outsource? Some other strategy?

**Working at Home**

Can you perform this critical function with some (or all) staff working from home? What equipment, supplies, and arrangements would be needed?

**Network Access**

How would you carry out this critical function if the data network is not available?

**Show Stoppers**

Is there any resource that is so important or irreplaceable that you CANNOT perform this function without it?

**Risk**

Will any of your above suggestions expose the institution to risk? If so, can you suggest how to mitigate/control this risk?

**Policy Exceptions**

What policy exceptions might be needed to carry out your above suggestions? Who would have the authority to grant them?

**Additional Vulnerabilities**

Is there anything ELSE that could prevent you from continuing or restarting this function?

**Campus Closure**

Campus Closure: Visualize that, during a flu pandemic, the campus officially closes, with all operations (except non-stoppable activities) to cease for at least a month. Is it possible for your unit to simply cease doing this critical function?

Yes  No  Not Sure

**Other Comments**