



Section 1- Essential Functions

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Section 1 – Essential Functions

Description of topic

Essential functions are a subset of your organization's everyday operations that includes the most important, time critical tasks – those things that cannot be left undone for 30 days without risking failure of mission or loss of reputation and credibility with funders, regulators, customers, or the public.

Essential functions may:

- Preserve services specific to your entity's unique mission and services.
- Support continuity of state or federal government to sustain our representative democracy.
- Sustain the community's economic infrastructure that supports our lives.

Potential essential functions may be identified using:

- Your strategic plan.
- Your mission statement.
- Legislative mandates.
- The executive team.
- Input from the continuity planning team (staffed with representatives from each division or work group within the organization).
- External partners.

Plans must be made, and necessary resources procured, ahead of any disruption so that when an event makes it impossible to continue the performance of full operations these essential functions can continue seamlessly and sustain the organization throughout the span of the interruption.

This section helps you:

- Identify which functions are both important and time critical.
- Describe resources necessary to continue their performance while also working to regain full-scale, normal operations.
- Ensure members of the Continuity Team, their substitutes, and back-up teams understand their modified responsibilities and how to complete the essential functions quickly, efficiently, and correctly during a continuity event.
- Examine where you are dependent upon work or resources provided by others to complete your own essential functions, and where they are dependent upon you to complete theirs. This will allow you to discuss alternate ways to continue your partnership and identify where contracts are needed to ensure critical services can be done.



Component 1 – Business Impact Analysis

Location

Essential Functions section

- Reference the location of the complete BIA and designate that it is an essential record using [ER]. (The full BIA may be kept with risk management records and should be stored, backed up and protected as described in the essential records section of the continuity plan).
- Provide a summary of the top threats for your organization and how these affect sections of the continuity plan.

Essential Functions appendix

- If the BIA is not stored elsewhere for access by all threat management teams, a copy should be included here.
- Insurance policies (or reference to their location). Designate policies as essential records using [ER].

Summary

Understanding the threats that are most likely to impact your organization, and the damage they might cause if they do, is a critical reference for all threat management disciplines in the following ways:

- Risk management utilizes the information to lessen the effects of the biggest threats using prevention, transfer, mitigation, and retention strategies.
- Emergency management utilizes the information to quickly and effectively remediate the effects of the event from the time of onset.
- Continuity utilizes the information to develop strategies and protect their ability to resume essential functions within the identified recovery time objective, regardless of the damage to the primary facility.

If a threat assessment has already been done, coordinate with planners in risk, safety, emergency management, and internet security planning to ensure the assessment has considered all elements necessary to each participant. If a threat assessment has not yet been completed work with these individuals to research which events pose the biggest danger to your continued operations.

Planning these various facets of threat management side-by-side ensures that the organization is developing a consistent and interoperable set of tools. When an accurate assessment has been completed each planner can summarize the expected affects to their operations. Continuity planners should note how the most significant threats affect issues such as:

- Requirements to look for in a continuity facility and infrastructure.
- Risks to essential records, servers, data lines, and IT equipment.
- Prevention and mitigation tactics that minimizes damage to the ability to continue essential functions.

To complete an accurate and relevant BIA you can conduct a threat and hazard identification and risk management (THIRA) review or use the tools in this workbook or other risk management resources. The effectiveness of your threat management plans relies on the accuracy of the data you compile regarding each threat. *Resources to help gather reliable statistics are listed below.*

You should also consider limitations to your operations if key vendors, suppliers, contract service providers, partners, funders, or other stakeholders are also in continuity, cannot locate available resources from a geographically close location, or cannot reach your continuity facility. You may wish to include in RFPs and contracts the requirement that these organizations on whom you depend have their own continuity plan to protect their ability to continue to support your essential functions.

Resources, tools and templates to guide planning

Internal

- All other threat management coordinators (emergency, risk, safety)
- Development of a continuity planning team with representatives from each division or team allows clearer, more accurate analysis of the impact of events on each essential function and the resources and processes necessary to continue their performance.

External

- Insurance companies use or develop tools that incorporate multiple data sources to determine the risks to individual building sites or geographic areas.
EX. 1: The CatNet analysis.
- National and local weather services compile historic data on events that occur within set geographic boundaries.
- Law enforcement agencies often publish crime statistics for specific neighborhoods.
- The Texas Facilities Commission (TFC) or property owners/managers should be able to provide information on the structure of the facility and past data on events that caused a negative impact on the building or contents.

Worksheet EF-1-A: Threat analysis template

Describe each potential threat and weigh its potential impact to the organization (*use insurance, weather, crime and building data*):

Threat	Effects	Warning time	Likelihood*	Magnitude of	Impact of not doing*	Overall risk - sum of likelihood, magnitude, and impact	Likely effects	Length of disruption (short, medium, long term)
			1 = low 10 = high					
Weather								
<i>Example</i>	<i>XXXXX</i>	<i>hrs</i>	<i>5</i>	<i>7</i>	<i>5</i>	<i>17</i>	<i>XXXXX</i> <i>XXXXX</i>	<i>Short to medium</i>
Tornado, thunderstorm	High wind, debris, structural damage, flooding, hail, lightning, loss of power, equipment damage						Difficulty reaching facility, lost work time Loss of building and equipment, death	
Hurricane	High wind, debris, structural damage, flooding, hail, lightning, loss of power						Difficulty reaching facility, lost work time Loss of building and equipment, death	
Wild fire	Destruction of land, building damage						Difficulty reaching facility, lost work time Loss of building homes, vehicles, death	
Heat	Workforce loss, HVAC issues, server damage						Difficulty reaching facility, lost work time Loss of building and equipment, death	
Flood	Structural damage, equipment damage, blocked access						Difficulty reaching facility, lost work time Loss of building and equipment, death	
Ice storm	Loss of power, plumbing damage, blocked access						Difficulty reaching facility, lost work time Loss of building and equipment, death	

Threat	Effects	Warning time	Likelihood*	Magnitude of damage*	Impact of not doing*	Overall risk - sum of likelihood, magnitude, and impact	Likely effects	Length of disruption (short, medium, long term)
			1 = low 10 = high			Sum of these		
Criminal/Human								
<i>Example</i>	<i>XXXXXX</i>	<i>hrs</i>	<i>5</i>	<i>7</i>	<i>5</i>	<i>17</i>	<i>XXXXXX</i> <i>XXXXXX</i>	<i>Short to medium</i>
Violent intruder	Criminal intrusion, violence						Fear, stress Death, PTSD, lost work time	
Civil/terrorist action	Building damage, equipment damage, blocked access						Inability to reach work Death, PTSD, lost work time	
Mail threat	Workforce loss, blocked access						Fear, stress Death, PTSD, lost work time	
Hazardous materials	Workforce loss, building damage, equipment damage, blocked access						Fear, stress Death, PTSD, lost work time	
Fraud	Financial damage						Discredit/loss of trust Bankruptcy, legal action	
Theft	Financial damage						Discredit/loss of trust Bankruptcy, legal action	

Threat	Effects	Warning time	Likelihood*	Magnitude of damage*	Impact of not doing*	Overall risk - sum of likelihood, magnitude, and impact	Likely effects	Length of disruption (short, medium, long term)	
			1 = low 10 = high			Sum of these			Minimum
									Maximum
Resources									
<i>Example</i>	<i>XXXXXX</i>	<i>hrs</i>	<i>5</i>	<i>7</i>	<i>5</i>	<i>17</i>	<i>XXXXXX</i> <i>XXXXXX</i>	<i>Short to medium</i>	
Pandemic illness	Loss of workforce (within organization and in vendors, contractors, partners)						Absenteeism Severe long-term absenteeism (40%), death		
Supply chain interruption	Inability to provide or deliver goods and services						Work delays Extended inability to work		
Leaks	Plumbing break						Damage to records and equipment Loss of records and equipment, blocked access		
Fire, explosion	Partial or total building loss, loss of power, water damage						Damage to building and equipment Loss of building and equipment, death		
Structural integrity loss	Earthquake, vehicle impact, structural failure						Damage to building and equipment Loss of building and equipment, death		

Threat	Effects	Warning time	Likelihood*	Magnitude of damage*	Impact of not doing*	Overall risk - sum of likelihood, magnitude, and impact	Likely effects	Length of disruption (short, medium, long term)
			1 = low 10 = high		Sum of these	Minimum Maximum		
Technological								
<i>Example</i>	<i>XXXXX</i>	<i>hrs</i>	<i>5</i>	<i>7</i>	<i>5</i>	<i>17</i>	<i>xxxxx</i> <i>xxxxx</i>	<i>Short to medium</i>
Utilities outage	Loss of climate control, power, plumbing, internet and email						Lost work time Inability to use building for an extended time	
Hacking/malware	Intrusion, loss of confidential data, loss of system abilities, viruses						Loss of system access Loss of data and equipment, legal action, expensive reparations	
Data or internet line break	Loss of internet and email						Lost work time Extended lost work time	
Electromagnetic pulse	Loss of all electronic items						Loss of power, damaged equipment Complete loss of electronics and technology	
Communications systems outages	Loss of ability to send and receive calls and faxes						Lost work time Extended lost work time	
Ancillary								
Neighboring building issues	Damage near property, utilities damage						Inability to reach work Severe damage to building and surrounding area	
Partner organizations	Inability to meet contracts						Lost work time Extended lost work time	

Key for above table:

	Likelihood	Magnitude of damage	Impact of not doing
0	Hasn't ever happened	No vulnerability	No consequences
1	Unlikely, none in recent memory	Negligible (no long-term effects)	Negligible (no long-term effects)
2		Negligible (few long-term effects)	Negligible (few long-term effects)
3	Possible, happened years ago	Minimal (w/no long-term effects)	Minimal (no long-term effects)
4		Minimal (w/no time delays)	Minimal (w/no mission loss)
5	Probable, happened more than once	Moderate (w/no time delays)	Moderate (w/no mission loss)
6		Moderate (w/slight time delays)	Moderate (w/slight mission loss)
7	Highly likely, happens occasionally	Serious (w/minor time delays)	Serious (w/some mission loss)
8		Serious (w/limited time delays)	Serious (w/lengthy mission loss)
9	Extremely likely, happens often	Grave (w/extended time delays)	Grave (w/extensive mission loss)
10		Severe (w/extended time delays)	Severe (w/extensive mission loss)

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Worksheet EF-1-B: Threat management strategies

Describe threat management strategies you will use for the higher scoring threats (*talk to insurance, purchasing and accounting*):

Avoidance (changing your vulnerabilities, such as moving to a less hazardous location):
Mitigation (increasing protection, such as installing better barriers):
Transference (moving the cost to a third party, such as buying insurance):
Retention (accepting the risk because results are negligible, or it is currently too difficult to change):

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Worksheet EF-1-C: Threat effects on COOP

List the issues that will affect elements of the plan *(use the BPA and talk to the continuity planning team)*.

EX. 1: The risks may help steer your selection of an alternate facility that is not vulnerable to the same threats as the primary facility.

EX 2: Communications strategies should evaluate potential outages caused by various threats and diversify infrastructure to ensure communication remains possible.

Essential functions		Describe the vulnerabilities of essential functions (proximity to affected area, vulnerability to effects).
EF 1, threat 1		
EF 1, threat 2		
EF 2, threat 1		
EF 2, threat 2		
Alternate facilities and telework		Describe the vulnerabilities of the primary facility and features to look for in the alternate facility to ensure the alternate facility/telework operations do not share the same risks. EX. 1: If the primary facility is in a low-lying area, the alternate facility should be at a higher elevation or away from the floodplain. EX. 2: If there is a high likelihood of losing the internet, work from home may not be an effective alternative.
Alternate facility		
Telework		
Essential records and IT systems		What types of damage are hard and electronic records most likely to suffer based on the higher scoring threats?
Hard copy records and data		
Electronic records and data		
Software		
Microfilm/fiche		
Videos and photos		
Audio recordings		
Human resources		How could the higher scoring threats affect the availability and capability of your workforce? EX. 1: Affect homes and families which would consume personnel for a period before they recovered the workplace. EX. 2: Potential for physical or emotional injury that could cause long-term unavailability of staff
Analysis		
Communications		Identify vulnerabilities of current communications equipment and how it might be affected. EX. 1: Events that disturb the ground could damage land-line phones and internet cables.

	EX. 2: Events that cause atmospheric disturbance, or create high call volume, could make it impossible to place a cell call.
Analysis	
Reconstitution	How would these higher scoring threats affect the time and work to recover?
Analysis	
Budgeting and acquisition	Will these threats cause significant financial impacts to performance of continuity and reconstitution activities?
Analysis	
Training, testing and exercising	Are there specific issues that should be covered to prepare for these most likely incidents?
Analysis	

Worksheet EF-1-D: Section maintenance

Who in your organization is best suited to maintain the BIA? Who should be involved in updating the threat assessment and how often should this occur (*talk to the continuity planning team*)?



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Component 2 – Business Process Analysis

Location

Essential Functions section

- Summarize the list of the essential functions.
- Who will perform, authorize, and approve the work for each function.

Essential Functions appendix

- A copy of the completed BPA for each essential function should be included in the Essential Functions Annex. Designate that these are essential records using [ER].

Summary

A business process analysis (BPA) can help you determine:

- Which functions are essential.
- The recovery time objective (RTO) for each function (the maximum amount of time you can go without performing that function without suffering significant negative repercussions).
- All resources that must be put in place ahead of time, or arrangements made to ensure they can be procured within the recovery time objective.

If things went wrong, how long could you be closed before you:

- Lost your customer base, funding, or income.
- Broke contracts that would result in lasting negative impact.
- Let down customers who depend on your services.
- Fail your duty to partners and the public.

If you could go 30 days without suffering any of these negative impacts, then you may not have any direct essential functions. However, you still need to examine whether there are tasks or services others rely on you to provide to complete their essential functions. These become your secondary essential functions.

When the BPA is complete you should have an outline of what you need to conduct each essential function including:

- Recovery time objectives (RTOs).
- Staffing (workers and managers) required to complete the functions.
- Equipment, supplies, records, IT access, and communications necessary to do work.
- Facility space and infrastructure requirements.
- Supporting activities.
- Dependencies.
- Expected cost difference for conducting continuity and reconstitution activities versus normal operations.

The cost to continue work under unusual circumstances, and the cost to recover a damaged or destroyed facility, equipment, supplies, and even manpower, are likely to require significant resources. You need to estimate the additional costs associated with continuation of your essential functions and recovery of non-essential (but still important) tasks as quickly as possible. These costs are directly related to implementation of operational and recovery activities during a continuity event. This is different than the continuity program operating budget you use to build, maintain, train, and exercise your plan to ensure you have a robust and actionable tool to guide you during a disaster.

The sum of costs for each essential function and reconstitution activities you understand the amount of money it will take to survive till the event is over. This can guide you to investigation of management techniques such as

transferring cost risk to an insurance company or investing into better protections for your assets, so they aren't as likely to be damaged or lost.

Resources, tools, and templates to guide planning

Internal

Potential essential functions may be identified using:

- Your strategic plan.
- The mission statement.
- Input from the continuity planning team (with representatives from each division or work group).
- The Executive Team.
- External partners.
- Legislative mandate.

The BPA worksheets in EF-2 can be used as is or modified to help describe the resources and processes required to continue performance of your essential functions.

What if your organization doesn't have any essential functions?

If you have no responsibilities that cannot be set aside for up to 30 days, and if you are not responsible for provision of services that support other entities' ability to perform their essential functions state in the Essential Functions section that work can be suspended up to 30 days until full operations are recovered. Skip to the next section.

Worksheet EF-2-A: BPA template for analyzing each essential function *(talk to the continuity planning team and subject matter experts).*

Essential Function #1	Name of function:		Can telework/remote work be used?	yes	no
Describe what the function accomplishes and why it is important	What is the purpose? • Does it generate a product or service? • Does it enable the transmission of information? • Does it facilitate movement of funds?				
	What is the recovery time objective – RTO? (the maximum length of time you could delay resumption of the function before serious negative consequences occurred)				
	Describe the negative impact if the function is not resumed by the RTO (failure of mission, loss of funding or reputation).				
Describe the human resources required to conduct and manage the work	Identify the primary personnel to conduct work (ensure they have the necessary credentials and experience and can be available at the alternate facility).				
	Identify substitutes for this/these individual(s) if they became unavailable (try to designate three deep).				
	Identify a manager to authorize and approve the work required to complete the function.				
	Identify substitutes for this/these individual(s) if they became unavailable (try to designate three deep).				
	Identify support staff if needed.				
Describe the other resources required to continue this function	Detail the equipment required.				
	Detail the records that must be available.				
	Describe the communications, IT access and software are needed.				
	Describe a low-tech way to complete the work if possible.				
Describe those outside of the continuity team you depend on to complete the necessary work	Describe where your activities depend on other divisions of your own organization.				
	Describe where you depend on others outside of your organization.				
	How have you planned to ensure the necessary support or services if you, they, or both are reduced to continuity operations?				

Essential function #1, continued		
Describe any additional costs to operate during continuity and reconstitution and how these costs will be recovered	What is the anticipated difference in cost for continuity compared to normal operations?	
	What is the cost for replacement equipment necessary for continuity operations?	
	What would the cost be for reconstitution?	
	What transfer and mitigation strategies have been implemented to defray costs?	
	Are there funds that can be reallocated? Are there limits to use of some funds?	
Describe how to complete the function, including step-by-step directions and the responsible party for each step (see EF-2-B)	Develop a written narrative/list or a process flow diagram that describes each step of the job, so tasks will be completed acceptably.	
	For each step designate the party(ies) responsible for completion of the work (internal or external).	
	Reference SOPs or other job aids and indicate that these are essential records [ER].	



Component 3 – Continuity Team Roles, Responsibilities and Expectations

Location

Essential Functions section

- Summary of expectations for team members and their alternates.
 - Pull from the BPA for each essential function
 - Describe expectations outside of performance of non-essential functions such as need to travel and stay for a period, change in work hours, rotation schedules, responsibility for expenditures, and reimbursement schedules

Essential Functions appendix

- Written acknowledgement of membership on the Continuity Team signed by each member and alternate.

Summary

The Continuity Team should include the minimum number of people to complete the essential functions efficiently. This should include managers and staff with the knowledge and credentials to conduct the work. It may be possible to cross-train these individuals to handle tasks they don't normally do in every day work so that fewer staff must be activated.

Every member of the team, and all alternates designated to step in if the primary personnel become unable to do the work, or to rotate in to provide breaks, should be individuals capable of meeting these responsibilities. Consideration should include an evaluation of who:

- Is free of critical outside commitments, such as:
 - Children who are very young, do not have other caregivers, or cannot travel with the parent.
 - Elderly parents who cannot care for themselves.
 - Second jobs, livestock, or other outside responsibilities.
- Can assume financial responsibilities that may become necessary, cannot be paid by the organization, and which might be subject to delayed reimbursement. Include considerations such as:
 - Hotels.
 - Additional daycare or care giver expenses.
 - Travel costs.
 - Parking.

If temporary replacement employees may be used, consider whether it is possible to procure them from an agency near the continuity facility (to eliminate travel issues), or will the organization be able to pay their expenses? How do you handle payment of their income if Comptroller is also in continuity and making only emergency payments?

Resources, tools, and templates to guide planning

Internal

- Each division may already have a system in place detailing which staff members would substitute for one another during vacations or sick days.
- Consider divisions that conduct similar work processes to complete their work so cross-training alternates is simpler.

External

- Pre-determine temporary agencies that are geographically near the alternate facility, that maintain personnel with the knowledge and credentials you may need, and that are already on the state procurement provider list.

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Worksheet EF-3-C: Personal go-kit inventory: *(customize as necessary for your organization, team members, distance to continuity facility and working conditions during continuity operations. Don't forget to plan for those who will telework/work remotely.)*

✓	EF #s that need this item	Item
		Important personal documents in a waterproof container (license, passport, bank access, insurance policies)
		Spare car keys
		Work and personal cell phone with back-up charger
		Outer wear for rain and cold
		Changes of clothes for 3 days
		Personal hygiene items
		Waterproof tarp and blanket or sleeping bag
		Trash bags
		Hand crank or battery powered weather radio
		Hand crank or batter powered flashlight
		First aid kit
		Signal whistle
		Dust masks
		Moist towelettes
		Other:
		Other:
		Other:
		Other:

Worksheet EF-3-D: Divisional go-kit inventory: *(customize as necessary for your organization, essential functions requirements and distance/access to suppliers from the alternate facility during continuity operations)*

✓	EF #s that need this item	Item
		Copies of blank forms to conduct work using hard copies
		Keys or key cards for alternate facility and storage facilities
		Specialized equipment that is necessary for performance of essential functions <i>(list each item in a separate row)</i>
		Work radios or another portable communications equipment
		Hot spots for remote internet connection
<i>Encrypted flash drives and cloud storage are options to easily carry most of the following records</i>		
		Copy of COOP, SOPs, and other resource materials
		Office supplies
		Internal contact rosters (all staff, Continuity Team, Reconstitution Team, Leadership Team, Devolution Team)
		External contact rosters (Governor's Office, legislature, partner agencies, funders, contract service providers, customers, vendors/suppliers, mail and courier services, etc.)
		Access codes for the alternate facility, financial transactions, insurance and other business processes
		Other:
		Other:
		Other:
		Other:

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Component 4 – Workflow Processes

Location

Essential Functions section

- Summary of the purpose of workflow processes.

Essential Functions appendix

- Workflow processes for each essential function and any other procedures that provide step-by-step directions for someone who does not do the task routinely.

Summary

The workflow processes provide a step-by-step way to complete essential functions and other important tasks that must continue through the event. Consider what you would need to provide if you hired a temporary worker. They would have the general knowledge and the certifications required to do the job, but would not know your procedures. Reference SOPs [ER] and other guidance documents [ER] for efficiency and to avoid duplication or conflict.

Once you have identified everyone involved be sure to update changes in your Continuity Team.

You may wish to perform this exercise on all your 'seasonal' essential functions (things that do not occur regularly but are essential at certain times). These might include contract renewals, budget submissions, grant application deadlines, legislative responsibilities, providing testimony, etc.

Resources, tools and templates to guide planning

Internal

- Talk to the personnel who perform the essential functions during normal operations to determine how the work gets done, who must be involved, and what SOPs or guidance documents, software, databases, etc., they use.
- Talk to managers who authorize and approve work on the essential functions to determine if they have additional input.
- Discuss the process flow with everyone who is involved in the completion of the task.
- You may use the workflow narrative or diagram templates below to help guide your planning.

Example: Work flow process narrative ('to-do list')

Determining the status of employees (*talk to subject matter experts*).

Managers

1. Take roll and determine if any supervisees are unaccounted for or known to be injured/dead.
2. Report status of all supervisees to HR.

HR

1. Track status of all personnel.
 - a. Report to Executive Team.
 - b. If any are missing, report to emergency services.

Executive Team

2. Follow recovery of staff and monitor need for replacement personnel.

Emergency Services

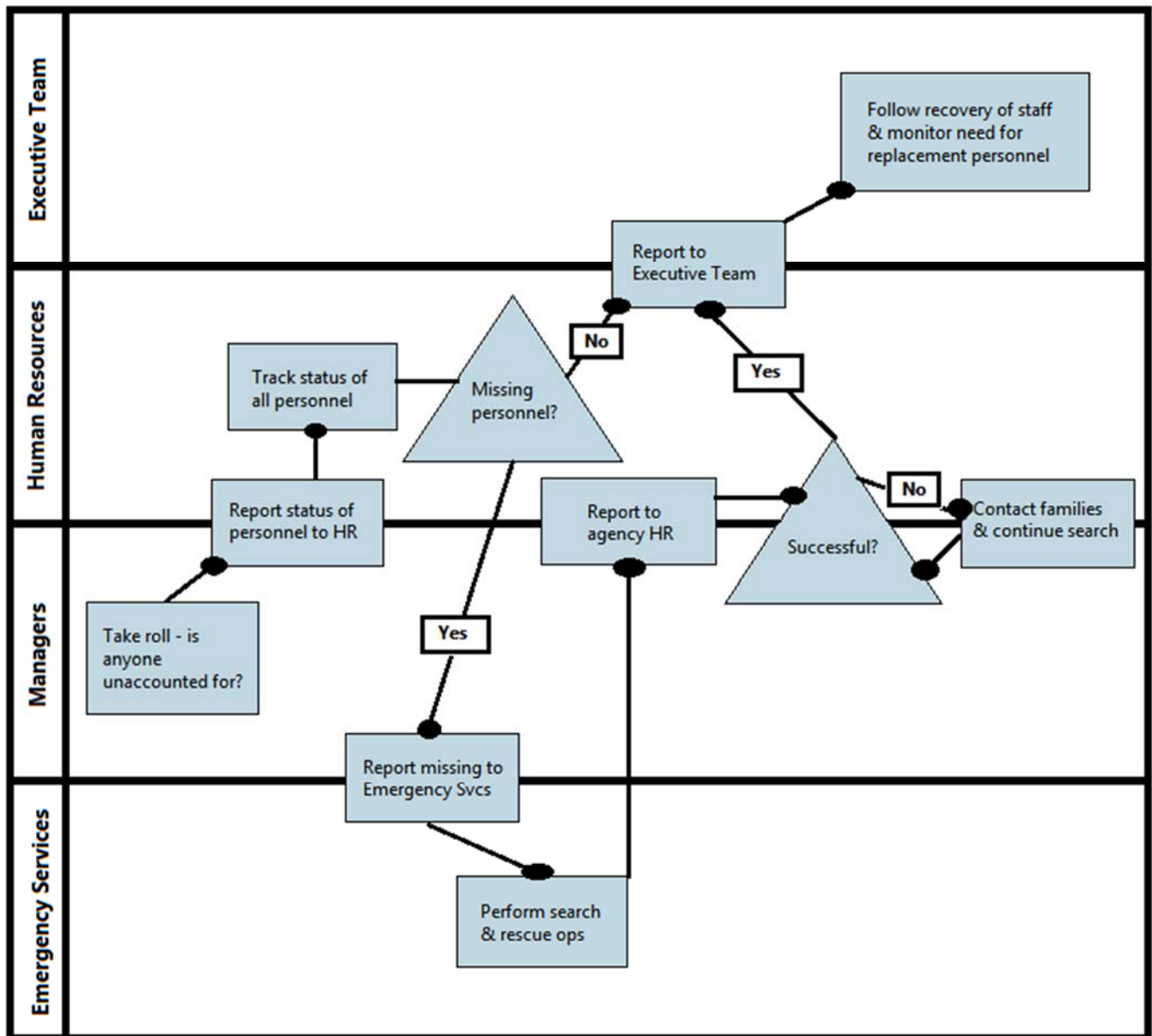
3. Perform search and rescue operations.
4. Report outcome to HR.

HR

1. Were all staff located?
 - a. If yes, report to Executive Team.
 - b. If no, contact families to continue search.

Example: Workflow process diagram template (with 'swim lanes' that show different parties involved in the complete process)

Determining the status of employees (*talk to subject matter experts*).





Component 5 – Interdependencies

Location

Essential Functions section

- A summary of interdependent individuals, organizations, or systems that you rely on to complete your essential and reconstitution functions, or who rely on you to complete theirs.
- Description of alternate access and interaction procedures to continue these interactions successfully during an event.

Essential Functions appendix

- MOA/MOU describing the commitment to perform, and any changes in expectations if you, they, or both are in continuity.
- A description of changes in how you will continue to interact, including:
 - Accessing one another from remote locations.
 - Security requirements for data exchange from alternate computers or network providers.
 - Adjustments to timelines and deadlines.

Summary

Interdependencies are tasks or services that individuals outside of the Continuity Team must do so that the team can complete the essential functions. This could include other staff within your organization. Perhaps the procedures require Procurement, Accounting, or Legal to take action at certain points.

It may also be necessary for participants from outside of your organization to pitch in. You may need to coordinate with banks, vendors, or contract service providers. These may include entities that support the performance of the function or provide access to goods, services, funds, or equipment. For example, those that provide:

- Access to electronic information (determine a realistic estimate of the time required to re-establish access to the internet and server data).
- Access to hard copy data and records (determine a realistic recovery time if records are damaged).
- Communications support.
- Funding that requires completion of specific steps or goals before payment can be issued.
- Services necessary to the completion of essential functions.
- Services necessary to support the infrastructure to complete functions (payroll, employee assistance, procurement, contracts management).

It is essential to determine who you are dependent on to conduct your own essential functions, and who is dependent on you to conduct theirs. Then, it is possible to develop a contract describing how these interactions will be handled and modified if necessary when you, they, or both are reduced to continuity operations.

You should identify every place where work relies on the availability of equipment or technology, or interaction with someone other than those designated to be part of the Continuity Team. Discuss with each of these points of contact:

- What you are relying on them to provide.
- How the process of completing this interaction will have to change to meet both parties needs during a disruption.
- Realistic timelines to re-implement the processes, and if things can be implemented ahead of time to shorten these times).

You may uncover limitations that require the process to be modified, contracts formed to ensure delivery, equipment or resources added, or the recovery timeline reconsidered. Remember to consider the effects if the

other entities involved are also affected by the disrupting event and forced to reduce their capabilities to continuity operations.

Share your continuity needs with partners, vendors, and other providers to ensure they recognize and plan to continue specifically those items that you need immediately.

Resources, tools, and templates to guide planning

Internal

- Use the workflow process analysis, including input from all personnel who conduct these functions during normal operations to determine dependencies.
- Discuss whether there are alternate ways to get the work done or if these dependencies cannot be suspended.

External

- Discuss your needs with the partner organization.
- Determine where there are roadblocks to interaction.
- Determine alternate processes to successfully interact or establish alternate providers.
- Adjust recovery time objectives to include changes in possible delivery of service.

Worksheet EF-5-A: MOA with partner entities

MEMORANDUM OF AGREEMENT FOR
CONTINUITY OPERATIONS
BETWEEN ENTITY A AND ENTITY B

Purpose of MOA

Duration of MOA

Program description

Responsibility of the parties under MOA

Allocation of costs

Points of contact (with knowledge of COOP and contract)

Points of contact for each organization

Procedures to amend or cancel MOA

Authorizing signature for each organization

Date

Team

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A' la carte considerations – select the items that pertain to your organization and which would improve your plan and response. Include a description of your plan of how these will be handled.

- Determine if you have peak service times where the minimal Continuity Team would be inadequate, and how you will solve for this issue.
- Discuss with subject-matter experts the procedures required to operate high-tech or other specialty equipment.