

**Business Continuity Toolkit**

**Business Continuity Plan Template**

*The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.*

Document review and approval

Revision history

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| Version | Author | Date | Revision |
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Purpose

This organization-wide business continuity plan (BCP) serves as an aid to recovering critical business processes following a significant disruption. It contains information on each process and how to recover the resources it depends on.

Scope

This BCP addresses the recovery of all critical business processes based on their resource dependencies as identified in the business impact assessment (BIA). Only business processes with a maximum allowable downtime of 1 month or shorter have been included in this BCP, based on an impact of “4-High” being reached within that timeframe.

Each resource supporting a critical business process has a combination of resilience measures to reduce the likelihood/impact of a significant disruption and/or recovery procedures to restore the resource’s functionality following a significant disruption.

Specifically, this BCP addresses significant disruptions impacting the following resource types:

1. People
2. Specialized equipment
3. Technology (IT systems) and means of communications
4. Key suppliers, service providers or third parties
5. Vital records
6. Inventory and finished goods.

Plan possession

All personnel identified in section 5 as having business continuity responsibilities, including key personnel identified for critical business processes, will have a copy of the latest version of this BCP through SharePoint access and either printed copies or digital copies on encrypted USB storage devices.

Key assumptions

1. Emergency and incident response to protect persons, assets and the environment will be addressed in separate plans. This BCP focuses on the resumption of critical business processes once an emergency situation is stabilized, e.g., a building is evacuated (note that emergency response procedures can occur in parallel with BCP procedures)
2. All personnel with business continuity responsibilities have been trained on the use of this BCP and have been given a copy of the latest approved version
3. Recovery procedures assume the worst-case scenario for the loss of each resource, i.e., that resources are not even partially available. Management personnel authorized to activate the BCP will have to determine whether to execute the full recovery procedures in the event a resource is partially available.

Business continuity roles and responsibilities

The following roles are required to ensure successful activation and execution of BCP procedures:

| **Role** | **Responsibilities** | **Primary** | **Alternate(s)** |
| --- | --- | --- | --- |
| Management personnel authorized to activate the BCP | * Assesses the impact of a disruption and makes a decision on whether to activate BCP procedures as per section 6 * Informs the Business Continuity Coordinator that the BCP is being activated and which specific elements need to be executed. | *<Add>* | *<Add>* |
| Business Continuity Coordinator | * Once notified of BCP activation, begins issuing internal communications specified in section 8 * Sets up BCP command and control room/virtual room to monitor progress and coordinate BCP activities * Maintains a record of decisions made and notable actions taken using the form in Appendix 1 * Reviews and approves deviations from BCP procedures and pre-approved activities/spending. | *<Add>* | *<Add>* |
| Communications Lead | * Issues all external communications specified in section 8. | *<Add>* | *<Add>* |
| HR / Succession Lead | * Oversees delegation of responsibilities and the execution of the succession plan * Provides counseling to personnel during the disruption, as required. | *<Add>* | *<Add>* |
| Recovery Team Members | Consists of business process owners and key personnel, who execute/oversee the execution of recovery procedures for their business process. | *<Add>* | |
| External agencies/third parties | Third parties may be drawn upon to support organization’s recovery efforts and have been identified in the specific procedures when their involvement is required. | *<Add>* | |

Business continuity plan activation procedure

After emergency and incident response procedures are executed to the extent required to safeguard the organization’s personnel, assets and its environment, the authorized personnel listed in section 5 should inspect the specifics of the disruptive event to determine if it warrants activation of BCP procedures, including whether this is near the worst possible time for a disruption to occur and the anticipated downtime resulting from the event.

See Appendix 3 for contact details for personnel authorized to activate the BCP.

Plan activation procedure:

1. Inspect the specifics of the disruptive event and its impact on the organization’s critical business processes to determine if it warrants activation of BCP procedures. Refer to Appendix 2 for a prioritized list of critical business processes and their associated recovery time objectives (RTOs), and specifically:
   1. If the disruption is expected to last for a period of time shorter than the RTO, no action may be required
   2. If the disruption is expected to last for a period of time longer than the RTO, consider executing recovery procedures for the impacted processes
2. Determine which BCP procedures, by resource, need to be executed based on the severity of the loss and which critical business processes are impacted. Refer to Appendix 2 for a prioritized list of critical business processes
3. Document the decision to activate BCP procedures using the template provided in Appendix 1
4. Notify the Business Continuity Coordinator that BCP procedures are being activated and to begin conducting the necessary communications as specified in section 8.

Note: subsequent to this approval, the situation may escalate and require additional BCP procedures to be activated. In that case, the decision-maker would follow this procedure again and expand the scope of the BCP procedures being executed.

Return to business-as-usual and subsequent activities

Each resource recovery procedure in section 9 identifies the steps to wind-down temporary operations/activities and return to business-as-usual. Once all business processes/resources are back to business-as-usual, the Business Continuity Coordinator will inform impacted stakeholders that the disruption situation is over.

The Business Continuity Coordinator will also gather feedback on the effectiveness of BCP procedures and the overall process, and conduct a debrief meeting to document the lessons learned and capture any required improvements to organizations’ s resilience and recovery measures. Any identified improvements will be integrated into an updated version of the BCP.

Required communications

1. Upon plan activation:
   1. The member of management authorizing BCP activation must notify the Business Continuity Coordinator of the activation and scope
   2. The Business Continuity Coordinator begins notifying staff with business continuity responsibilities that BCP procedures are required based on the scope of execution
   3. The Communications Lead issues a mass internal notification to all organization staff or subset of impacted staff notifying them of the BCP activation and any relevant instructions based on the procedures being executed
   4. The Communications Lead issues external notifications to relevant parties informing them of the disruption and that recovery procedures are underway.
2. On-going communications during business continuity operations
   1. The Business Continuity Coordinator or the Communications Lead will issue periodic status updates to impacted internal stakeholders informing them of the progress towards recovery of mission-critical business functions. The communications interval will be driven by the RTO of the impacted resources at the discretion of the Business Continuity Coordinator, e.g., hourly status updates for a resource with an RTO of 24 hours or daily status updates for a resource with an RTO of 1 week
   2. The Business Continuity Coordinator will issue separate status updates to organization’s management at the same frequency, including a copy of the decisions-made form and any additional relevant details on recovery progress
   3. Additional communications may be issued by the Business Continuity Coordinator (internally) and the Communications Lead (internally/externally) throughout recovery and temporary operations, as required.
3. At the conclusion of a disruption:
   1. The Business Continuity Coordinator or the Communications Lead will inform internal stakeholders that the disruption situation is over, and the Communications Lead will do the same for external parties
   2. The Business Continuity Coordinator will also gather feedback from relevant stakeholders on the effectiveness of BCP procedures and the overall process.
4. The following hierarchy of communications will be followed:
5. Communications channels:
   1. Acceptable communications channels include: in-person, phone-call, text message, corporate email or MS Teams chat, depending on availability
   2. Email is preferred for mass notifications, if available, followed by text messages
   3. Phone-call or in-person communication is preferred for notifications that require confirmation, e.g., to confirm that the person being notified received the message and will execute their BCP procedures.

Recovery procedures

This section contains the recovery procedures for resources supporting each critical business process. The processes are ordered by time-sensitivity (RTO), starting with the shortest recovery timeframes.

The Business Continuity Coordinator will maintain a record of decisions made and notable actions taken using the form in Appendix 1, and review and approve deviations from BCP procedures and pre-approved activities/spending.

**<Critical business process #1> - <RTO>**

|  |  |
| --- | --- |
| **People dependencies** | |
| **Existing resilience measures** | *<Add>* |
| **Recovery procedures** | *<Add>* |
| **Wind-down and return to business as usual** | *<Add>* |
| **Specialized equipment dependencies** | |
| **Existing resilience measures** | *<Add>* |
| **Recovery procedures** | *<Add>* |
| **Wind-down and return to business as usual** | *<Add>* |
| **Facilities dependencies** | |
| **Existing resilience measures** | *<Add>* |
| **Recovery procedures** | *<Add>* |
| **Wind-down and return to business as usual** | *<Add>* |
| **Technology dependencies** | |
| **Existing resilience measures** | *<Add>* |
| **Recovery procedures** | *<Add>* |
| **Wind-down and return to business as usual** | *<Add>* |
| **Third party dependencies** | |
| **Existing resilience measures** | *<Add>* |
| **Recovery procedures** | *<Add>* |
| **Wind-down and return to business as usual** | *<Add>* |
| **Vital records dependencies** | |
| **Existing resilience measures** | *<Add>* |
| **Recovery procedures** | *<Add>* |
| **Wind-down and return to business as usual** | *<Add>* |
| **Inventory and finished goods dependencies** | |
| **Existing resilience measures** | *<Add>* |
| **Recovery procedures** | *<Add>* |
| **Wind-down and return to business as usual** | *<Add>* |

Appendix 1 – forms and checklists

**BCP activation decision and scope form:**

|  |  |
| --- | --- |
| **Date and time** |  |
| **Details of the disruptive event** |  |
| **Expected duration of the disruption** |  |
| **Impacted critical business processes** |  |
| **BCP procedures required (list the resources for recovery procedures to be activated)** |  |
| **Name(s) of personnel authorizing BCP activation** |  |

**Decisions-made, actions taken and subsequent events form:**

|  |  |
| --- | --- |
| **Key decisions made post plan activation** |  |
| **Key actions taken per the approved recovery procedures, and any approved deviations from the plan** |  |
| **Communications issued (internal and external)** |  |
| **Notable subsequent events that occurred during the disruption** |  |

Appendix 2 – prioritized business processes and RTOs

The following table outlines the organization’s business processes that reach an impact rating of ‘4-High’ within the assessed timelines. Impact ratings for all business processes can be found in the detailed BIA workbooks.

| **Department** | **Process name** | **Recovery time objective** | **Minimum service level** |
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Appendix 3 – contact information list

| **Name** | **Organization** | **Phone number(s)** | **Email address** |
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Appendix 4 - list of authorized positions (signing authorities)

As of (Date), the following list of Directors are listed as signing authorities for the organization’s accounts:

|  |  |
| --- | --- |
| **Role** | **Named incumbent** |
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Appendix 5 – personnel delegation mapping

*To be defined by the organization as needed (visual representation of personnel dependencies).*