URM
ULTIMA RISK MANAGEMENT

Abriska:

Business Impact Analysis

User Guide

Ultima Risk Management Limited

Abriska

Subject: Abriska User Guide		Author: Matt Thomas
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1.0 Business Impact Analysis Setup

1.1 Business Impact Analysis Setup

To access the following business impact analysis (BIA) setup screens, navigate to the organisation home and click BIA Setup.

1.1.1 Impacts

1.1.1.1 What do these impacts mean?

A key requirement of the BS 25999 Standard within the 'Understanding the organisation' phase is to determine a level of criticality for each of the activities that an organisation performs. Abriska assesses activity criticality by stating what the impact to the organisation would be over time, following an incident. To ensure that all impacts are covered for each activity, all of the different impacts should be entered into the tool. These impacts have a scale that is pre-defined at the organisation level, thereby ensuring that a consistent model is applied to the perceived impact. Finally, a threshold should be set for a specific impact allowing an impact level to be designated as too high for the organisation to accept.

Each organisation can have a number of impact types (the grey rows in the table in Figure 1 - Impact List) and below these, a number of specific impacts (all remaining rows in Figure 1 - Impact List). Impact types allow multiple impacts to be grouped together and could have a similar scale or threshold (the threshold is visible on the right of Figure 1 - Impact List). Possible impact type could be 'Financial' or 'Operational'. Impacts are specific to the organisation and allow the required level of granularity to be achieved. To view the impacts click 'Impacts' on the BIA Setup screen.

> **Note:** All impacts need to have the same number of levels. This number of levels will be setup during the installation of Abriska.
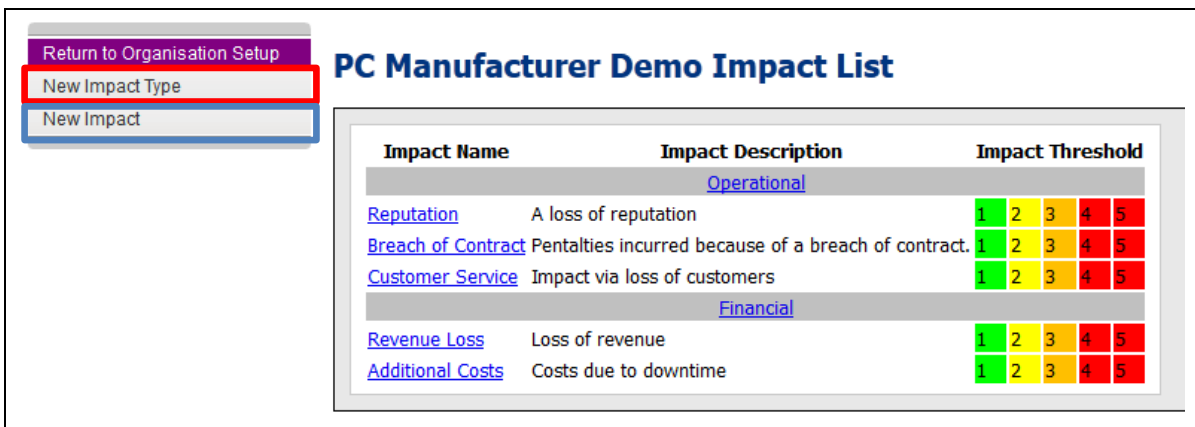

Figure 1 - Impact List

1.1.1.2   Creating a new impact type

New impact types can be created by clicking on the 'New Impact Type' button (highlighted red in Figure 1 - Impact List) this will then display the 'Impact Type' form (shown in Figure 2 - Add, Amend or Delete Impact Type). This allows the name of the new impact type to be specified and whether the impact type is 'Quantitative' or 'Qualitative'. After submitting the form, default names will be added for each of the levels, but the level description will remain blank. Each impact level should have a description, and colour coded, before continuing. To modify the level, click on the 'Impact Name' (highlighted red in Figure 2 - Add, Amend or Delete Impact Type), update the details and 'Submit'.

Figure 2 - Add, Amend or Delete Impact Type

1.1.1.3   Deleting an impact type

Impact types can only be deleted when no impacts exist which are associated with it. To delete an impact type, navigate to the specified impact type and click 'Delete Impact Type' (highlighted blue in Figure 2 - Add, Amend or Delete Impact Type).

⚠️ **Warning:** As this can only be deleted when no linked information exists, this is a firm delete.

1.1.1.4   Creating a new impact

Impacts are created as sub-sections of 'Impact Types'. Therefore, the impact type must exist before an impact can be created. To create a new impact click on the 'New Impact' button (highlighted blue in Figure 1 - Impact List). This will provide the opportunity to add the impact name, a description and also specify the impact type. After submitting this form, the form shown in Figure 3 - Customised Impact Scales will be shown.

✓ **Note:** If a new impact is created after the BIA has begun, all activities will need to specify a response to that impact. This is covered in Section 2.3.6 Identify impact over time and MTPD.

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Figure 3 - Customised Impact Scales

1.1.1.5   Impact scales

When impacts are initially created, they inherit their impact levels from the impact type (indicated with a cross in Figure 3 - Customised Impact Scales). To give additional granularity for a specific impact, the individual scale can be modified. To do this, click on the 'Impact Scale Name' to be customised and the 'Impact Unit' form (shown in Figure 4 - Modify Impact Unit) will be displayed.

Figure 4 - Modify Impact Unit

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> ✓ **Note:** Although Abriska allows the impact threshold to be changed, this should not be performed during the initial setup of Abriska. When setting up Abriska, the impact levels should be described consistently and therefore the threshold should not be different for impacts. The impact thresholds should be similar to Figure 1 - Impact List.

1.1.2   Timescales

1.1.2.1   What are timescales used for?

Timescales allow both impacts and recovery requirements to be quantified over a consistent timescale. Within Abriska, these are expressed as time periods after an incident and an example is displayed in Figure 5 - Example Timescale.

Figure 5 - Example Timescale

Divisions within an organisation can have different timescales to other divisions. This allows the divisions activities' requirements to be given the required level of granularity. To view the timescales click 'Timescales' on the BIA Setup screen, which will display the organisation hierarchy (similar to Figure 6 - Timescale Hierarchy). This screen shows which divisions have a customised timescale (unique to that division) or an inherited timescale (uses the timescale specified by a parent division). For example, within Figure 6 - Timescale Hierarchy, 'Assembly' and 'Marketing' use the organisation's timescale but 'Support' has a customised timescale. Also, the '24x7 Support' and 'Office Hours Support' divisions use the timescales specified within the 'Support' division.

> ✓ **Note:** Timescales are an integral part of the BIA process and therefore need to be setup before a BIA has been started. Once the BIA within a division has begun, the timescales cannot be modified.

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Figure 6 - Timescale Hierarchy

1.1.2.2 Creating a new timescale

Before the BIA is started, timescales should be modified to reflect the organisational strategy. This can be achieved by clicking on the top level of the hierarchy (the organisation name which in this case is 'PC Manufacturer Demo'), in which each of the timescales can be modified, new timescale units added or timescale units deleted.

1.1.2.3 Creating a new timescale unit

To create a new timescale unit click 'Create New Timescale Unit' on a custom timescale (you can not add a timescale unit to an inherited timescale).
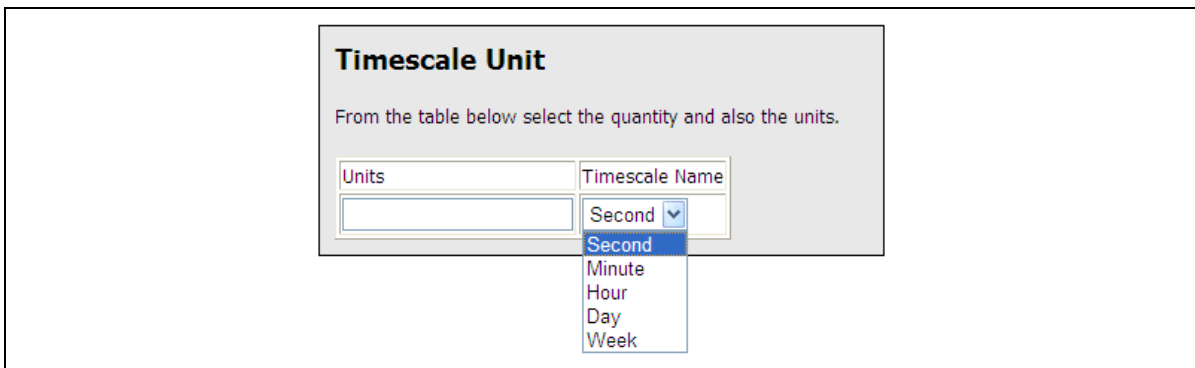

Figure 7 – Add, Amend or Delete Timescale Unit

1.1.2.4 Customise timescale

If a specific division does not fit into the standard organisational timescales, Abriska allows different divisions to have different timescales. Select the division that needs to be unique and click 'Modify Timescale' (highlighted red in Figure 8 - Customise Timescale). This copies the inherited timescale and allows it to be modified for this specific division. Any sub division of a division that has a modified timescale will inherit the modified timescale. This can only be done when the BIA has not yet been started within that division.

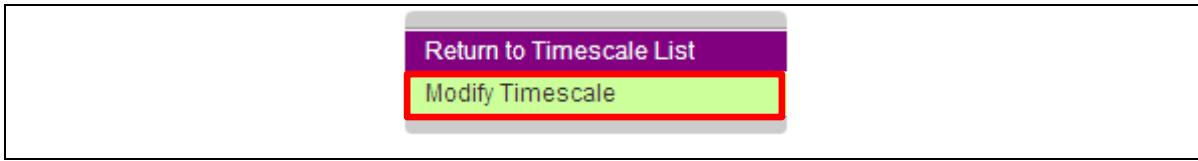| Subject: Abriska User Guide		Author: Matt Thomas
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Figure 8 - Customise Timescale

Figure 9 - Add, Amend or Restore Timescale

1.1.2.5   Restore custom timescale

To restore a customised timescale, click on 'Restore to Inherited Timescale' (highlighted blue in Figure 9 - Add, Amend or Restore Timescale). This will remove the unique timescale from that division and the division will inherit the timescale value from the parent division.

⚠ **Warning:** As a timescale can only be restored when the BIA has not been started, no information within Abriska uses this timescale. Therefore, restoring this will delete the customised timescale. This is a firm delete.

1.1.3   Frequencies

1.1.3.1   What are Frequencies?

Frequencies allow the organisation to specify the level of granularity they require for each activity to be assessed against. This could mean that activities are performed every week, every day, every minute etc. To view the frequencies, click 'Frequencies' on the BIA Setup screen (Frequencies will be shown as per Figure 10 - Frequency List)

✓ **Note:** Within Abriska, this information is only collected for reporting requirements - it is not used to determine a level of criticality for a particular activity.

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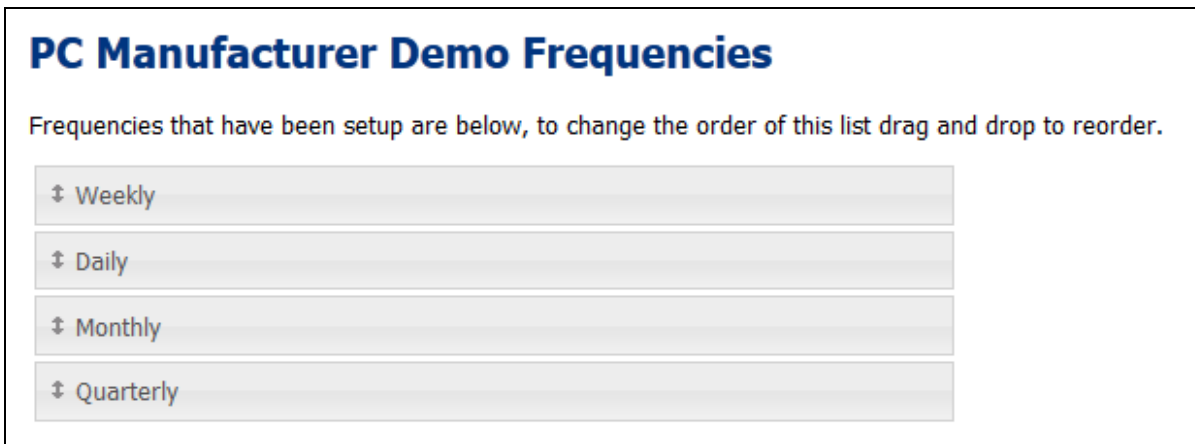**INTERNAL USE ONLY**

Figure 10 - Frequency List

1.1.3.2   Creating, amending or deleting frequencies

Frequencies can be added, amended or deleted (Delete only applies if the frequency is not used within Abriska). When adding frequencies, click on 'Create a New Frequency' and add a 'Frequency Name' before pressing 'Submit'. If a particular order is required for the frequencies, Abriska allows these frequencies to be ordered by dragging and dropping the values. (highlighted red in Figure 11 - Add, Amend or Delete Frequency).
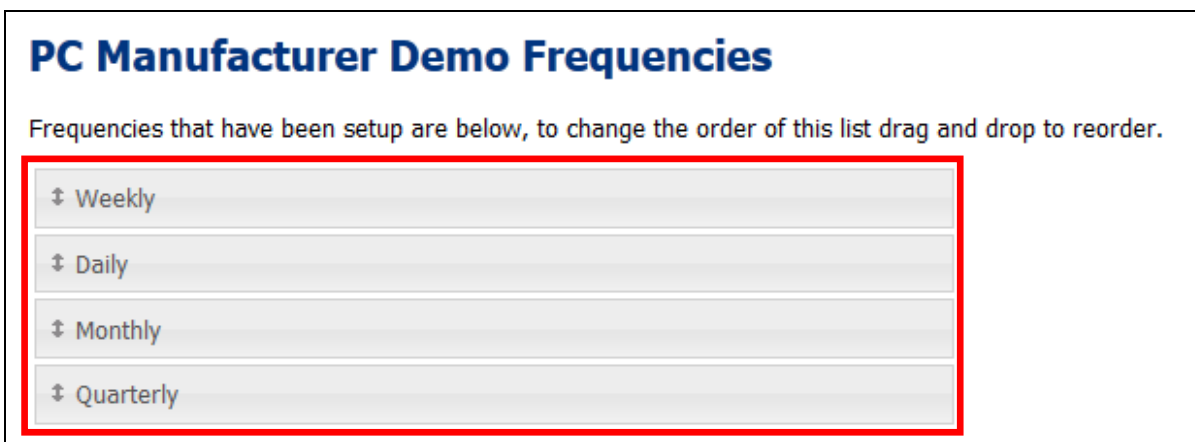

Figure 11 - Add, Amend or Delete Frequency

1.1.4   Operating Hours

1.1.4.1   What are operating hours?

Different parts of an organisation or division will have different working hours and each of these variations needs to be set up within Abriska. This will allow activities to be associated with the appropriate operating hours when they are set up. To view the operating hours click 'Operating Hours' on the BIA Setup screen.

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> ✓ **Note:** Within Abriska, this information is only collected for reporting requirements - it is not used to determine a level of criticality for a particular activity.
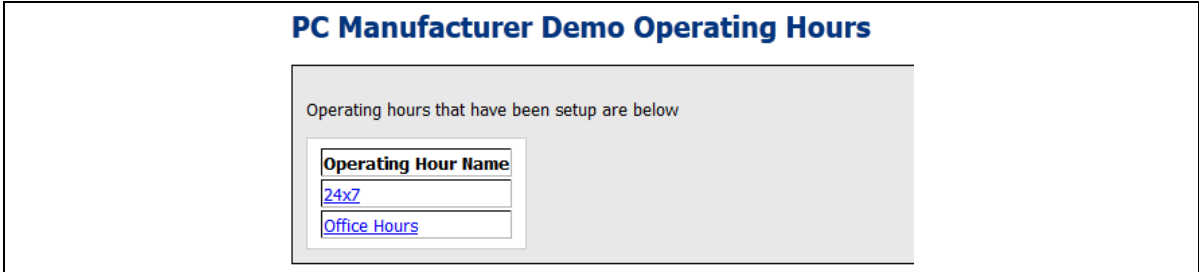

Figure 12 - Operating Hour's List

1.1.4.2   Creating, amending or deleting operating hours

Operating hours can be added, amended or deleted (Delete only applies if the frequency is not used within Abriska). When adding operating hours, click on 'Create a New Operating Hour' and add an 'Operating Hour Name' and a description, before pressing 'Submit'.
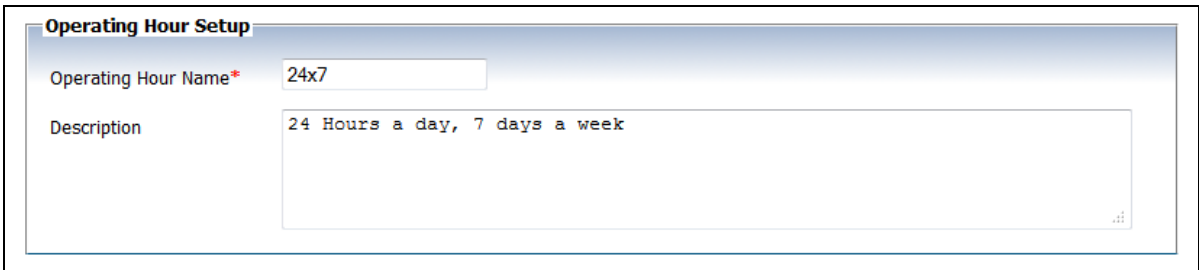
Figure 13 - Add, Amend or Delete Operating Hours

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2.0 Conducting a Business Impact Analysis

2.1   Identifying Products and Services

All products and services for a particular division should be added to Abriska before adding the activities.

Figure 14 - Products and Services

2.1.1   Add or amend product/ service

To add products and services into Abriska, click on 'Products and Services' from the organisation homepage and click 'Create New Product or Service' (highlighted in red on Figure 14 - Products and Services). This will display the form shown in Figure 15 – Adding New Products and Services. This allows attributes to be specified about the new product or service. Once all relevant information has been added, press 'Submit' to save the product or service.

If the BIA has already been started, the 'Default activity setting' section will appear.

Two options are available:

- 'No activities support this product/service outside of this division' - if this is clicked, then all those activities that have been completed will default to a status that they do not support this product. All completed activities within this division will need to be reviewed.
- 'Review all activities' – each activity that is completed throughout the organisation will be marked red and will need to be individually reviewed.

Figure 15 – Adding New Products and Services

2.1.2 Delete product/ service

To delete a product or service, click the product or service name (shown as a blue box in Figure 14 - Products and Services) and select 'Delete Product'.

2.2 Identifying Activities

Below each of the divisions, sit the activities that that division delivers. It is recommended that all activities for a particular division are added before starting a specific activity's BIA.

Figure 16 - Activity Hierarchy

2.2.1 Activity status

The majority of the BIA is specified at an activity level. To view activities, click on 'Activities' from the organisation homepage and click on the globe to edit the BIA for an activity. This displays the activity flowchart (shown in Figure 19 - Activity Flowchart).

The activity hierarchy also shows the status of each of the activities. This helps the central administrator to co-ordinate the overall process. An activity can be set to possible statuses that are listed in Table 1 - Activity Status.

Activity Indicator	Description
⚪	Not yet started – nothing has been completed for this activity
🔵	In Progress – the activity is part way though the workflow. Edit the BIA to view the specific stage that is being worked on.
🟢	Complete – the entire workflow has been completed for this activity.
🔴	Error – there is a problem with the activity. If you click into edit the BIA for this activity, Abriska will highlight the problem area. Possible problems include RTO greater than MTPD, or not all relevant products and services are selected.

Table 1 - Activity Status

2.2.2 Add, amend or delete activity

To add activities into Abriska, click on 'Create New Activity' from 'Products and Services' which will display the form shown in Figure 17 - Activity Form. This allows the activity attributes to be specified for the activity.

If the BIA has already been started, the 'Default activity setting' section will appear (highlighted blue in Figure 17 - Activity Form).

Two options are available:

- 'No activities rely on this activity outside of this division' - if this is checked, then all those activities that have been completed will default to a status that they require this activity. All completed activities within this division will need to be reviewed.
- 'Review all activities' – each activity that is completed throughout the organisation will be marked red and will need to be individually reviewed to determine if the newly added activity is required.

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Figure 17 - Activity Form

To edit the name or parent division of an activity, click the 'Activity Name' (shown in Figure 16 - Activity Hierarchy) and select 'Set up Activity' from the left hand menu. Amend the activity information as necessary and press 'Submit' to save.

2.2.3   Assign an activity to a contact

Abriska allows the BIA information gathering to be distributed to any individual within the organisation. This is done by assigning activities to specific contacts that are setup within Abriska. To assign an activity BIA, click on the 'Activity Name', click 'Setup Activity' and then click 'Assign Contacts to Activity'. The organisation contact list will appear and checkboxes will be shown next to available contacts (shown in Figure 18 - Assign Activity to Contacts).

This will allow a contact to log into the tool and provide the relevant answers for this assigned activity.

Note: If this is activity is later un-assigned from a contact, it will not affect the answers provided by that contact. It will, however, restrict the contact's view of the activities.

Figure 18 - Assign Activity to Contacts

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2.3 Activity Business Impact Analysis

2.3.1 Activity business impact analysis (BIA) flow

Abriska guides the users through an organisational defined workflow that meets the requirements of BS 25999. The default workflow is shown in Figure 19 - Activity Flowchart.
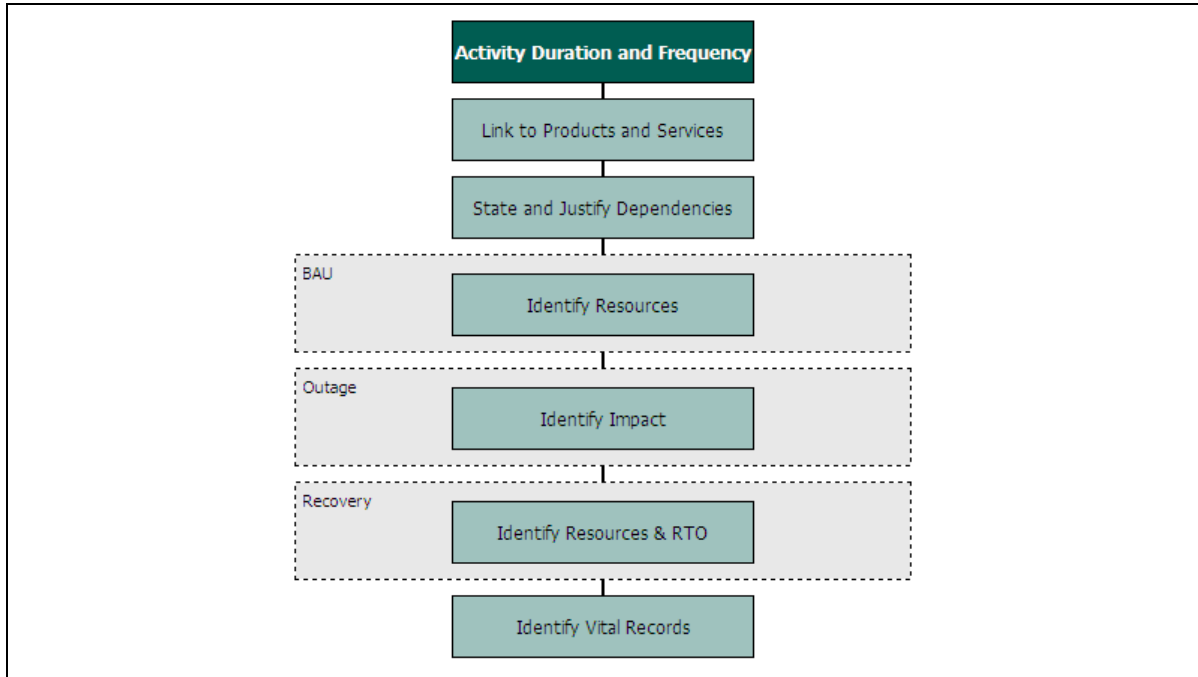

Figure 19 - Activity Flowchart

The buttons available on the sidebar will increase depending on the work stage. All of the buttons that are available are shown within Figure 20 - Expanded Activity Sidebar.

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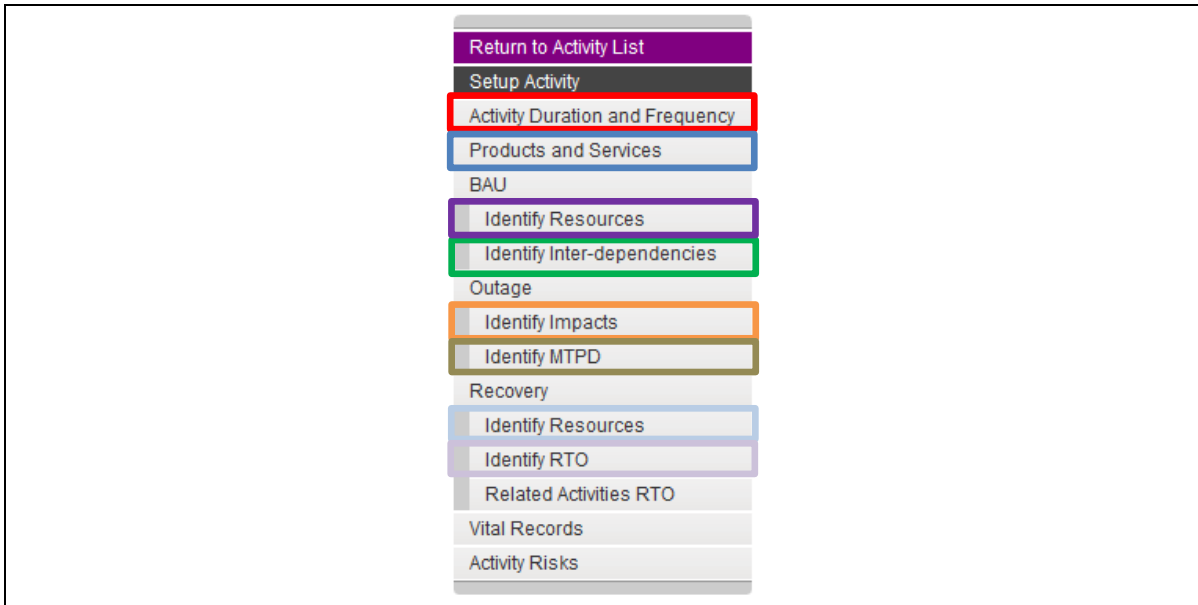
Figure 20 - Expanded Activity Sidebar

2.3.2   Activity duration, frequency and operating times

To capture information regarding the criticality of an activity, the operating hours, approximate duration and frequency should be entered. If any additional operating hours or frequencies need to be added, see sections 1.1.3 Frequencies and 1.1.4 Operating Hours.

To add this information, click 'Activity Duration and Frequency' from the 'Activity' page (highlighted in red in Figure 21 - Activity Duration, Frequency and Operating Times)

Note: The adding of new operating hours or frequencies can only be performed by an organisation administrator.
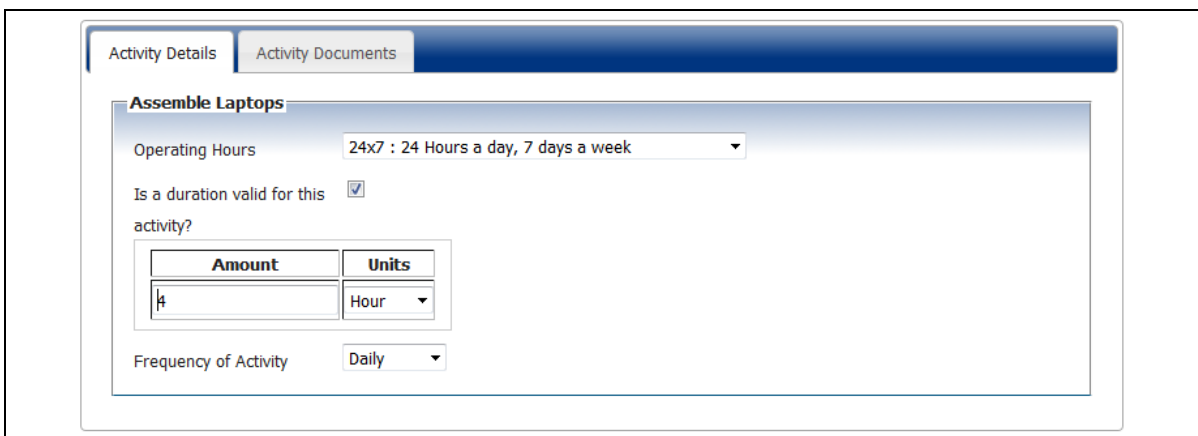
Figure 21 - Activity Duration, Frequency and Operating Times

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2.3.3 Link to products and services

For each product and service that is loaded into Abriska (regardless of the division), each activity needs to specify whether it is required to deliver that product.

To add this information, click 'Products and Services' from the 'Activity' page (highlighted in blue In Figure 21 - Activity Duration, Frequency and Operating Times)
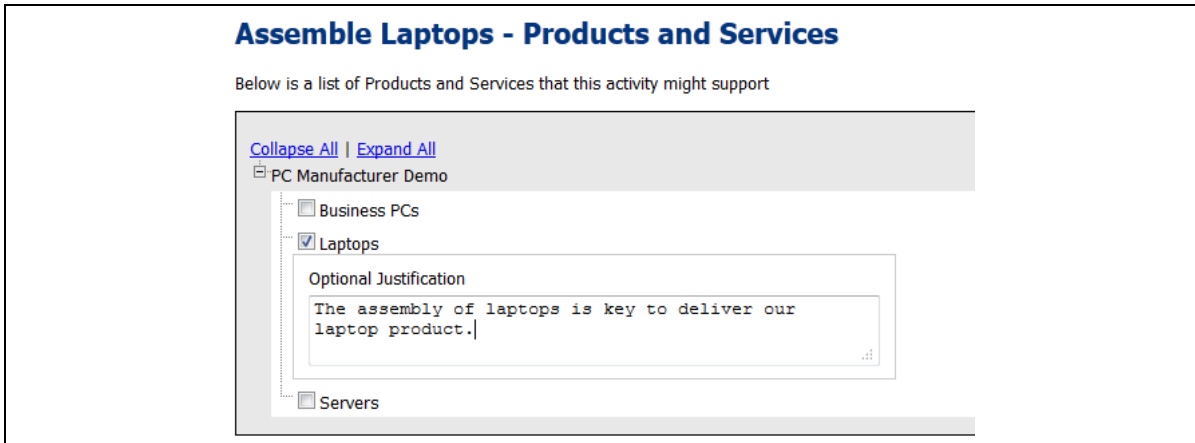

Figure 22 - Linking Activity to Product or Service

Note: Each activity must state if it supports a key product or not. If neither option is selected, Abriska will flag this stage as red (the product and service stage within the flowchart in Figure 19 - Activity Flowchart). This will also flag the activity as 'In Error' (a red globe as per Table 1 - Activity Status) within the activity hierarchy (Shown in Figure 16 - Activity Hierarchy).

2.3.4 Activity inter-dependencies

An activity may rely on other activities for either data, or to complete its operational processes. These relationships need to be modelled within Abriska to understand what the recovery priority should be for each activity.

To add this information, click 'Identify Inter-dependencies' (highlighted in green on Figure 20 - Expanded Activity Sidebar). The activity hierarchy will be shown and a checkbox will be visible next to each activity (highlighted in red on Figure 23 - Relationships Between Activities). When a checkbox is clicked, a further information panel will display (highlighted blue in Figure 23 - Relationships Between Activities) which allows additional information to be entered about this relationship.

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Figure 23 - Relationships Between Activities

2.3.5 Identify resources business as usual

To understand what an activity requires for business as usual, each activity can be linked to organisation resources. To add this information, click 'Identify Resources' from the 'Activity' page (highlighted in purple on Figure 20 - Expanded Activity Sidebar). Displayed is the resource hierarchy. Each resource with a checkbox allows the resource to be selected as "required for business as usual" (highlighted in red on Figure 24 - Activity BAU Resources).

Abriska allows resource to be set up as 'multiple'. If this flag is set, a textbox will be displayed to enter the amount of resources required by this activity (highlighted blue in Figure 24 - Activity BAU Resources).

> **Note:** Resources can be entered in decimal numbers to represent fractions of resources e.g. full time equivalent.

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Figure 24 - Activity BAU Resources

2.3.6   Identify impact over time and MTPD

Maximum Tolerable Period of Disruption (MTPD) is defined by BS 25999 as:

> *"Duration after which an organisation's viability will be irrevocably threatened if product and service delivery cannot be resumed"*

The MTPD must be defined for each activity. Abriska satisfies this by specifying the impact over time for each activity. Abriska then uses the organisation's threshold for each impact to determine this time period. A graphical representation of this is shown in Figure 25 – Graphical Presentation of MTPD.

Each of the impacts that were specified at the organisation level (see section 1.1.1 Impacts) need to be quantified against the timescale that was specified at the division level (see section 1.1.2 Timescales).

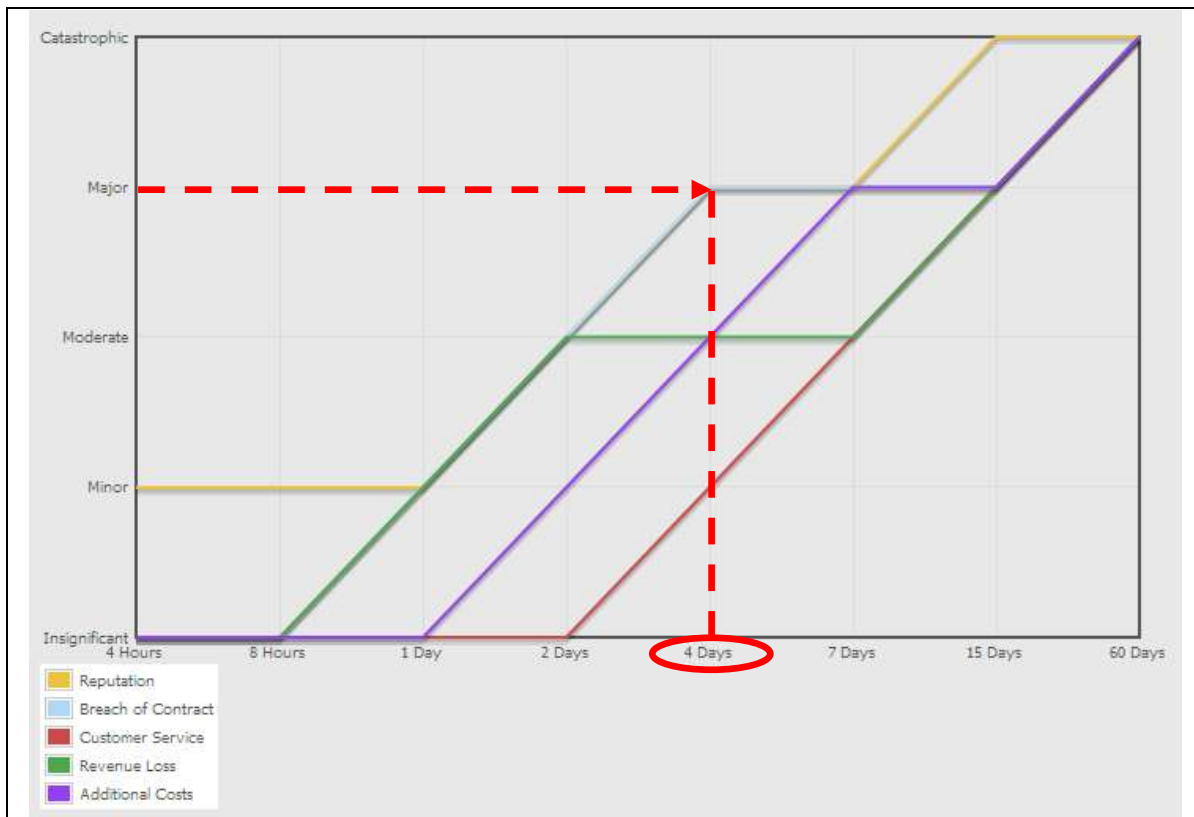| Subject: Abriska User Guide		Author: Matt Thomas
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Figure 25 – Graphical Presentation of MTPD

To edit the profile of a specific impact, click 'Identify Impacts' from the 'Activity' page (highlighted in orange in Figure 20 - Expanded Activity Sidebar) and click on the globe next to the 'Impact Name'. This will display a screen similar to Figure 26 - Impact Over Time. The timescale will be specific to this division and the impact level will be specific to this impact. For each timescale, specify what the impact would be (a description of the impact levels is available by click on the button highlighted in blue in Figure 26 - Impact Over Time). For example, if the reputational impact is moderate after 4 days select the radio button highlighted red.

✔ **Note:** Only after each impact has been specified for each time period will the workflow allow you to continue.

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Figure 26 - Impact Over Time

From the 'Activity' page, click on 'Identify MTPD' (highlighted in brown in Figure 20 - Expanded Activity Sidebar).

> **Note:** If an impact reaches the organisation's threshold within the timescale, then the MTPD will be calculated (shown in Figure 27 - Entering MTPD for Non-Critical Activities).

If none of the impacts reach the threshold within the timescale, the MTPD will need to be manually entered.

> **Note:** When entering the MTPD, it must be larger than the greatest impact time. This is required to enforce the impact threshold logic.

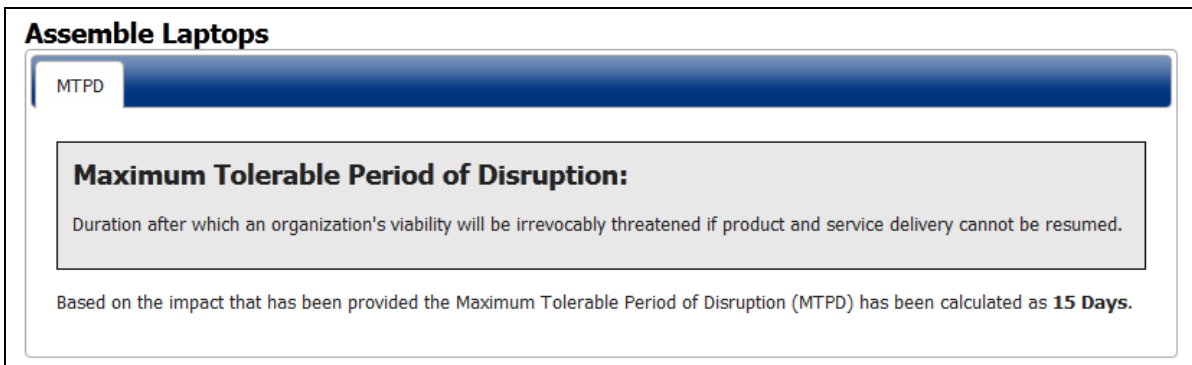| Subject: Abriska User Guide		Author: Matt Thomas
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Figure 27 - Entering MTPD for Non-Critical Activities

2.3.7   Identify recovery resources, RPO and RTO

BS 25999 requires that an organisation:

"*Estimates the resources that each critical activity will require for resumption. And set recovery time objectives for the resumption of critical activities*"

Recovery resources are entered in a similar way to business as usual resources (see Section 2.3.5 Identify resources business as usual), although there is the addition of the division's timescale (highlighted blue in Figure 28 - Allocating Recovery Resources).

To add this information, click 'Identify Resources' from the 'Activity' page (highlighted in pale blue In Figure 20 - Expanded Activity Sidebar). Initially, Abriska shows all resources that are used within business as usual (the business as usual requirement is visible in the far left column) and an input box is available for each time period. Enter the required number of resources for the timescale unit determining how the resource will vary over time.

If the amount of resources exceeds the total number required for business as usual, the input box will be highlighted red, although this does not stop a value being entered. One possible reason for entering more required resources during a recovery than the business as usual amount is that there may be the need to recover from a backlog.

If resources are not used for business as usual, but are required for a recovery period, then select the checkbox next to that resource and enter the recovery over time requirements.

> **Note:** A resource must be assigned before the MTPD time. If no resource is entered before the MTPD, Abriska will flag this stage as red (the identify resources and RTO stage within the flowchart in Figure 19 - Activity Flowchart). This will also flag the activity as in error within the activity hierarchy (Figure 16 - Activity Hierarchy).

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Figure 28 - Allocating Recovery Resources

If any of the selected resources have been set up as 'RPO required' then additional information will display within the resource detail section (highlighted blue in Figure 29 - Resource RTO). This allows the data recovery requirements to be entered. Enter the amount that could be lost from this system but still allow the activity to operate.

> **Note:** It may be that 24 hours could be tolerated with users re-keying the information in from manual hard copies.

Figure 29 - Resource RTO

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Once all of the recovery resources have been entered, the next stage is to identify the recovery time objective (RTO). Within BS 25999 the RTO is defined as:

"*Target time set for resumption of product, service or activity delivery after an incident*"

This time must be greater than, or equal to, the time the first resource is recovered, but it must be smaller than the MTPD.

To add this information, click 'Identify RTO' from the 'Activity' page (highlighted in lilac in Figure 20 - Expanded Activity Sidebar). Complete the fields of the 'RTO' form and press 'Submit' to save. As the RTO of the activity may change over time, the history of how this variable has changed is available from the 'RTO History' tab.

Figure 30 - Determining Recovery Time Objective

2.3.8   Identify vital records

The final stage of the BIA activity is to enter any vital records that are required for this activity to be operational. Examples include operational manuals that do not exist in electronic format or specialist forms/cheques.

If the activity does not require any vital records then click 'Vital Records' from the 'Activity' page and click 'Confirm No Vital Records Exist' (highlighted red in Figure 31 - Vital Records). Alternatively enter the vital records adding the location of the record and selecting salvage flag (this indicates that this record would need to be replicated to any recovery location).

Figure 31 - Vital Records

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Appendix A. List of Figures

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