

Getting the balance right

Abriska

Business Continuity Module

Method Statement

1.0 Preface

1.1 Prepared By

Name	Function
Matt Thomas	Product Manager

1.2 Reviewed and Authorised By

Name	Function
Martin Jones	Managing Director

1.3 Client Distribution List

Name
Abriska Users

1.4 Contact Details

Address	Telephone
Ultima Place 448a Basingstoke Road Reading Berkshire RG2 0RX	0118 902 7450

1.5 Change History

Version	Date	Revision Description
1.0	February 12	Final draft
1.1	December 12	Updated branding

This document will be reviewed and updated (if applicable) with each release of Abriska module.

CONTENTS

1.0	PREFACE	1
1.1	Prepared By.....	1
1.2	Reviewed and Authorised By	1
1.3	Client Distribution List.....	1
1.4	Contact Details	1
1.5	Change History	1
2.0	ABRISKA OVERVIEW.....	3
2.1	Introduction	3
2.2	Terminology	3
3.0	BUSINESS IMPACT ANALYSIS PROCESS.....	4
3.1	Organisational Setup.....	4
3.2	BIA Process.....	6
4.0	BUSINESS IMPACT ANALYSIS – OUTPUTS	7
4.1	Product - Activity – Resource Dependencies	7
4.2	Resource Requirements over time	7
4.3	Critical Activities.....	8

2.0 Abriska Overview

2.1 Introduction

Abriska – Business Continuity BIA Module (Abriska) adopts a flexible, consistent and robust approach to Business Impact Analyses embedded in a simple to use software tool. It has been developed to satisfy the rigours of accredited certification to ISO 22301 and the need to understand the inter-relations between parts of an organisation.

2.2 Terminology

2.2.1 Key Products and Services

ISO 22301 definition: *beneficial outcomes provided by an organization to its customers, recipients and stakeholders, e.g. manufactured items, car insurance, regulatory compliance and community nursing.*

A key requirement of the BIA is to understand the key deliverables of the organisation, and therefore understand what requires protection if an incident should occur.

2.2.2 Critical Activities

ISO 22301 definition: *process or set of processes undertaken by an organization (or on its behalf) that produces or supports one or more products or services.*

Each of the products and services could be delivered by one or more internal activities, in order to understand the potential impact of an incident these relationships must be understood.

2.2.3 Resources

Resources support the critical activities to deliver the key products and services, these may include: Equipment, Information, People, Premises, Supplies and Technology. These are used for both understanding the potential situation that could cause a business continuity issue and also used to estimate the resources that each activity will require on resumption.

2.2.4 Recovery Time Objectives (RTO)

The target time set for the resumption of an activity after an incident, this time is defined by the business owner of an activity and is based on minimising the potential impact on the organisation. Abriska ensures that this time is less than the MTPD and at least one resource has been allocated to this activity before this time.

2.2.5 Recovery Point Objective (RPO)

This describes a point in time in which data must be restored in order to be acceptable to the owner(s) of the processes supported by that data.

2.2.6 Maximum Tolerable Period of Disruption (MTPD) or Maximum Acceptable Outage (MAO)

Is the duration after which an organisation's viability will be irrevocably threatened if product and service delivery cannot be resumed. The MTPD/MAO must be defined for each activity. Abriska accomplishes this by capturing the estimated impact over time for each activity then using the organisation's threshold to each impact to determine this time period.

3.0 Business Impact Analysis Process

3.1 Organisational Setup

3.1.1 Impacts

A key requirement within the understanding the organisation phase is determining 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 after an incident.

To ensure that all impacts are covered for each activity each different impact 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. This is visible with Figure 1 - Impacts considered by the organisation, and can be viewed within Abriska within the BIA setup.

For each impact a threshold to this impact is set, this allows an impact level to be designated as too high for the organisation to accept. The level that defines when the MTPD/MAO is set it the highest rated colour for the impact (typically this is red, see Figure 2 – Setting Impact Threshold).

This threshold is used when calculating the MTPD, see Figure 3 – MTPD/MAO Calculation.

Impact Name	Impact Description	Impact Threshold
<u>Operational</u>		
<u>Reputation</u>	A loss of reputation	1 2 3 4 5
<u>Breach of Contract</u>	Penalties incurred because of a breach of contract.	1 2 3 4 5
<u>Customer Service</u>	Impact via loss of customers	1 2 3 4 5
<u>Financial</u>		
<u>Revenue Loss</u>	Loss of revenue	1 2 3 4 5
<u>Additional Costs</u>	Costs due to downtime	1 2 3 4 5

Figure 1 - Impacts considered by the organisation

Impact Threshold	
Negligible	<input type="radio"/>
Low	<input type="radio"/>
Medium	<input type="radio"/>
High	<input checked="" type="radio"/>

Figure 2 – Setting Impact Threshold



Figure 3 – MTPD/MAO Calculation

Should an activity not reach the threshold impact within the timescale defined for that division then Abriska will prompt the user to enter a manual MTPD/.MAO. This value must be larger than the maximum time unit defined for that division. See Figure 4 – No Impacts reach the MTPD/MAO threshold, the manual MTPD must be greater than 60 days.

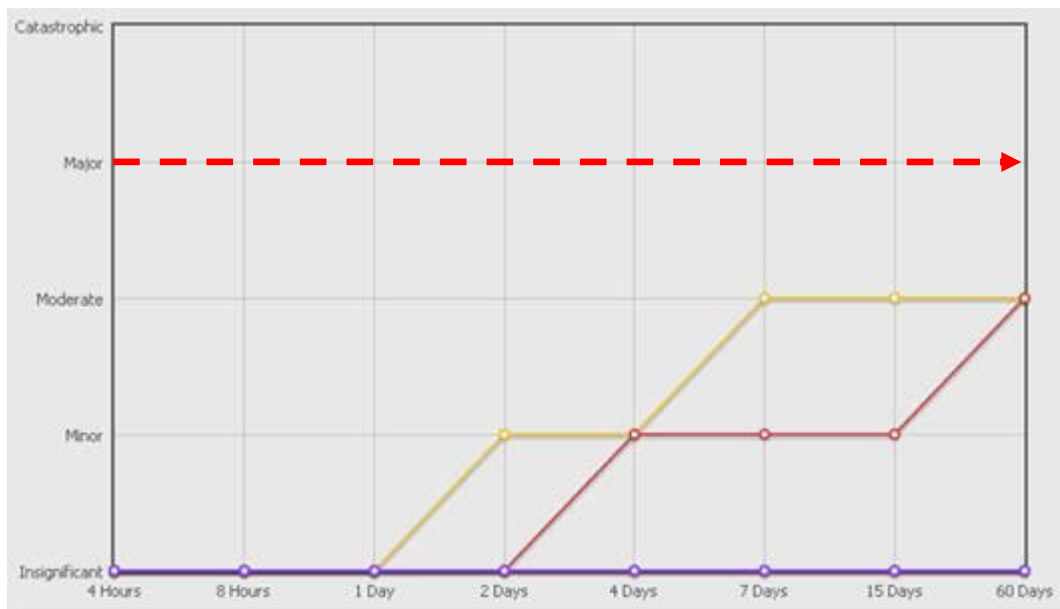


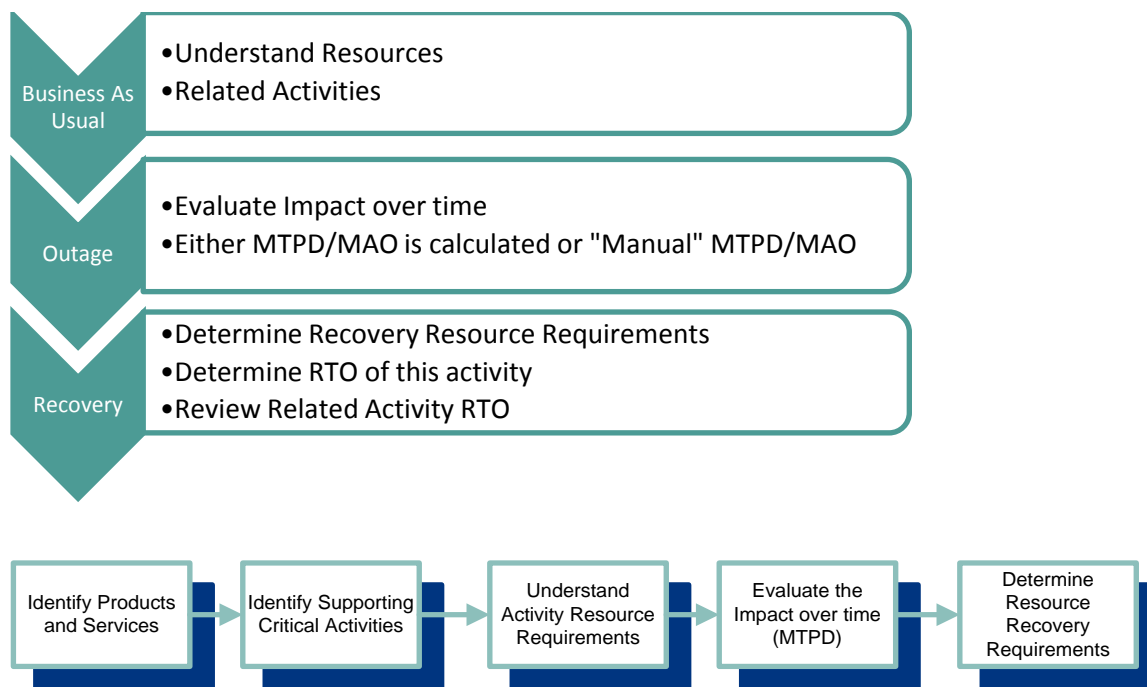
Figure 4 – No Impacts reach the MTPD/MAO threshold

3.1.2 Timescales

Timescales allow both impacts and resource recovery requirements to be quantified over a consistent timescale.

3.2 BIA Process

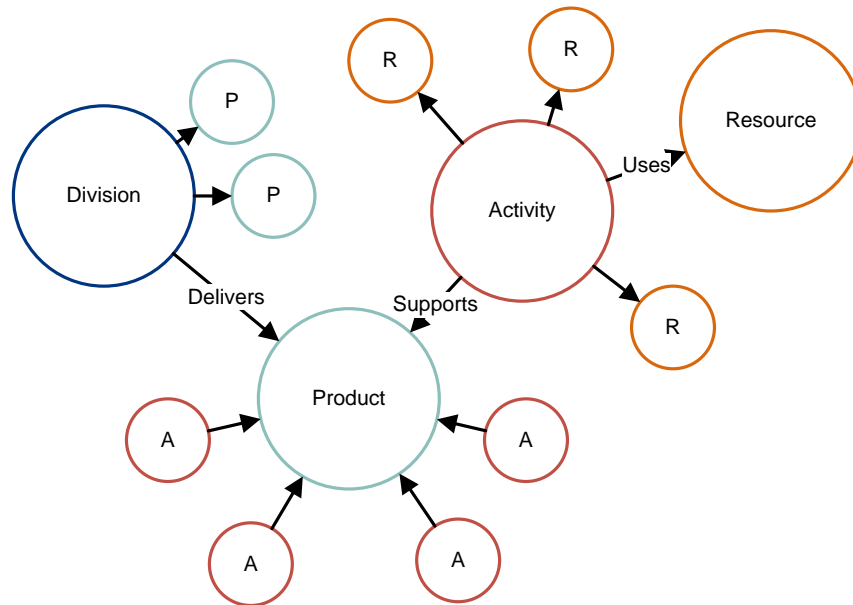
The following process is followed when undertaking a business impact analysis of any division:



4.0 Business Impact Analysis – Outputs

4.1 Product - Activity – Resource Dependencies

All of the information entered into Abriska is visible through the dependency viewer; this highlights the inter-relationships between the entered data.



4.2 Resource Requirements over time

For each of the entered resources you can see the required recovery time objective, recovery point objectives.

Resource Name	RTO	RPO	BAU	4 Hours	8 Hours	1 Day	2 Days	4 Days	7 Days	15 Days	60 Days
PC Manufacturer Demo											
Equipment											
Assembly Tools	1 Day		Y	N	N	Y	Y	Y	Y	Y	Y
Information											
Build List	1 Day		Y	N	N	Y	Y	Y	Y	Y	Y
People											
Assembly Workers	8 Hours		18	0	1	6	9	16	20	18	18
Premises											
HQ	1 Day		Y	N	N	Y	Y	Y	Y	Y	Y
Technology											
CRM Application	2 Days	4 Hours	Y	N	N	N	Y	Y	Y	Y	Y
Inventory											
PC Components	N/A		Y	N	N	N	N	N	N	N	N
Server Components	2 Days		Y	N	N	N	Y	Y	Y	Y	Y
Laptops	1 Day		3	0	0	1	1	2	4	4	4

4.3 Activities

Prioritised lists of activities are output within the business impact analysis report. The MTPD relates to the threshold that is set by the organisation (shown in red below).

Critical	Activity Name	MTPD	RTO	Impacts Over Time							
				4 Hours	8 Hours	1 Day	2 Days	4 Days	7 Days	15 Days	60 Days
Y	Assemble PC	4 Days	10 Hours	2	2	2	3	4	4	5	5
Y	Assemble Server	7 Days	1 Day	1	1	2	2	3	4	4	5
Y	Install OS	7 Days	2 Days	1	1	1	2	3	4	4	4
Y	Assemble Laptops	15 Days	5 Days	1	1	2	2	3	3	4	5