ANNEX A - LEVEL 1 BIA TEMPLATE

LEVEL 1

BUSINESS IMPACT ANALYSIS (BIA)

TEMPLATE

1.0 INTRODUCTION

1.1 Purpose

In accordance with the Government Security Policy (GSP) published by the Treasury Board of Canada Secretariat (TBS), the DND/CF must develop a Business Continuity Planning (BCP) Program. Specific requirements for a BCP Program are contained within the BCP Operational Security Standard. This Annex will assist the DND/CF Level 1organizations to conduct a BIA in order to assess the impacts of disruptions on identified critical operations and services and to identify and prioritize critical services, assets and internal enablers/ dependencies provided by their organizations in supporting the achievement of the overall DND/CF external obligations.

At the end of the BIA process the following information should be answered:

a. Identification of the critical services of the organization and the impacts and effects of disruption on the department;

b. Assessment of each service to determine its criticality;

c. Identification of Maximum Allowable Downtime (MAD) and Maximum Service Levels (MSLs) for each critical service;

d. Identification of interdependencies;

e. Identification of resources requirements;

f. Identification of the present recover capability, including existing plans and resources that are in place to ensure the continuity of the service in times of crisis or disruption;

g. Identification of gaps in the present recovery capability (these will be addressed through the BCP); and

h. Prioritization of recovery procedures.

Once received, the Level 1 inputs will be analyzed and will be used to update the initial Level 0 BIA that was provided in the main document. The finalized Level 0 BIA will then form the basis for the preparation of the DND/CF Business Continuity Plan.

2.0   LEVEL 1 OVERVIEW

2.1   Level 1 Information and Level 1 BCP Contacts

LEVEL 1 ORGANIZATION			
ORGANIZATION NAME			
LEVEL 1'S NAME			
TELEPHONE NUMBER			
LEVEL 1 BCP REPRESENTATIVE		**ALTERNATE CONTACT**	
NAME		NAME	
POSITION		POSITION	
TELEPHONE NUMBER		TELEPHONE NUMBER	
CELL NUMBER		CELL NUMBER	
FAX NUMBER		FAX NUMBER	

2.2   Level 1 - General Information

LEVEL 1 – GENERAL INFORMATION
DESCRIPTION OF ORGANIZATION AND ROLES:
VISION:
MISSION:

2.3 Organization Chart

Please include a copy of the Level 1 Organization Chart, showing down to the Director Level.

2.4 Level 2 Organizations – General Information

LEVEL 2 ORGANIZATION		
ORGANIZATION NAME		
LEVEL 1 GROUP		
LEVEL 2'S NAME		
TELEPHONE NUMBER		
LEVEL 2 BCP REPRESENTATIVE		**ALTERNATE CONTACT**
NAME		NAME
POSITION		POSITION
TELEPHONE NUMBER		TELEPHONE NUMBER
CELL NUMBER		CELL NUMBER
FAX NUMBER		FAX NUMBER

LEVEL 2 – GENERAL INFORMATION
DESCRIPTION OF LEVEL 2 ORGANIZATION AND ROLES:
VISION:
MISSION:

2.5 Level 2 Organizations – Accountabilities and Critical Operations and Services

In this sub-section, the Level 1's are requested to provide a table detailing the accountabilities for each Level 2 and direct report within their organization. A sample table showing the ADM(Fin CS) Accountabilities has been provided below. All Level 1 organization accountabilities are identified in the main BIA document. Critical Operations and Services and key enablers to the Level 1 critical operations and services should be highlighted in yellow. These will be used for completion of the tables in the following section for the business impact analysis of the criticality of the operations and services provided.

ADM (Fin CS) Accountabilities	Responsible Level 2
Ensuring the integrity of the financial management and control framework	
Comptrollership guidance and the financial authorities framework and advice to support the resource management process	
Provides core financial operations: • Advice to support the resource management and strategic decision making processes • Strategic financial support to CF operations • Provision of military pay and pension services • Provision of operational financial services and financial support to deployed operations	
Corporate services, including direct support and guidance to the Minister	DGCSS
Manages the application of the *Access to Information Act* and the *Privacy Act*	
Administrative support to the MND, Assoc MND and Parliamentary Secretary	
Management, analysis, development of corporate submissions for Treasury Board, Governor in Council and In-House Submissions, including capital projects to support DND/CF operations	DGCSS
Management, analysis and development and promulgation of corporate administrative policies (DAODs), regulations (QR&Os) and others regulatory instruments.	DGCSS
Coordination activities with Treasury Board, Privy Council Office and other government departments respecting TB submissions	DGCSS
Portfolio governance and coordination	
Governor in Council and Ministerial Appointments Registry	DGCSS
Management of central agency initiatives respecting regulatory (Smart Regulation, etc) and legislative affairs matters	
Departmental coordination and drafting of ministerial correspondence Mail distribution and records management	DGCSS
Ensuring that a DND/CF strategy is developed to represent departmental interests within the GoC landscape	
Provision of the DND/CF office accommodation strategy for the NCR.	DGCSS

Table – Annex A 1.1 - ADM(Fin CS) Accountabilities Table

3.0　　　　LEVEL 1 OVERVIEW - CRITICAL SERVICES

　　　　The tables below show the main headings for the DND/CF critical operations and services, based on the initial input from the Level 1 BCP Reps. The tables are broken down into External Obligations and Internal Enablers/Dependencies. An example of one of the Level 1 critical operations and services is indicated on the sample tables below. The Level 1s are requested to provide a similar overview table for their critical services that will facilitate review. Tables have been built for each Level 1 and are provided in the on-line tools that are available from the SJS BCP Website.

Level 1 (Name) Critical Operations and Services								
Critical Operation/Service	**Responsible Org**	**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
External Obligations								
L0 1.0 - Safety and Security of Canadians								
L0 1.1 - Protect Canadians at Home		**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Lvl 1 Example: Assistance to OGDs (DT2-6)	ADM(Pol),Canada COM							
L0 1.2 - Defend North America								
Lvl 1 Example: Aerospace Warning and Control (NORAD Agreement) (DT2-1-82)	NORAD							
L0 1.3 - Defend Canadian Interests Abroad								
Lvl 1 Example: Evacuation of Canadians from Threatened Areas (DT2-5-106)	CEFCOM							
L0 2.0 – Effective Functioning of Government								
L0 2.1 - Support to the Minister, Cabinet and Parliament								
Lvl 1 Example: Corporate Support and guidance to the Minister	All Civilian Level 1's							
L0 2.2 - Defence Advice and Coordination with Other Government Departments								
Lvl 1 Example: Plan and coordinate operations with Other Government Departments	Canada COM							
L0 2.3 - Management of Bilateral and Multilateral Defence and Security Relations								
Lvl 1 Example: Management of bilateral and multilateral defence and security relations	ADM(Pol)							

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Level 1 (Name) Critical Operations and Services - Internal								
Critical Operation/Service	**Responsible Org**	**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Internal Enablers/ Dependencies – Effective Functioning of Department and Canadian Forces								
L0 3.0 - Command and Control								
L0 3.1 - Command and Control - General		**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Example: Command, Control and Administration of the CF	Canada COM							
L0 3.2 - Management of Bilateral and Multilateral Defence and Security Relations								
Example: Management of bilateral and multilateral defence and security relations	ADM(Pol)							
L0 3.3 - Command and Control – Direct Operational Support								
Example: Support the operational commanders in planning and preparing for operations, including the execution of operational support at the national level	CANOSCOM							
L0 3.4 - Command and Control – Systems Support								
Example: Establishment of strategic direction, plans, policies and standards for IM program: • Documents and data management • Data standards • IT Architecture • IM/IT security	ADM(IM)							

Level 1 (Name) Critical Operations and Services - Internal							
Critical Operation/Service	**Responsible Org**	**Maximum Allowable Downtime (days)**					**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Internal Enablers/ Dependencies – Effective Functioning of Department and Canadian Forces							
L0 4.0 - Decision Support							
L0 4.1 - Policy		**Maximum Allowable Downtime (days)**					**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Example: Management, analysis and development and promulgation of corporate administrative policies, regulations (QR&Os) and other regulatory instruments	ADM(Fin CS)							
L0 4.2 - Information and Intelligence							
Example: Provision of military analysis and decision support to the CDS in his role as the principal military advisor to the GoC	SJS							
L0 4.3 - Legal							
Example: Provide legal advice in the area of national security	DND/CF LA, JAG							
L0 4.4 - Public Affairs							
External Communications							
Example: Coordination and advice on media relations	ADM(PA)							
Internal Communications							
Example: Advice on internal communications	ADM(PA)							

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Level 1 (Name) Critical Operations and Services - Internal								
Critical Operation/Service	**Responsible Org**	**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Internal Enablers/ Dependencies – Effective Functioning of Department and Canadian Forces								
L0 5.0 - Personnel								
L0 5.1 - Military Personnel		**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Example: Military Personnel Generation and Sustainment • Maritime • Land • Air	CMP CMS CLS CAS							
Example: Military Pay and Benefits	ADM(Fin CS)							
L0 5.2 - Civilian Personnel								
Example: Civilian Pay and Benefits (Compensation)	ADM(HR							
Example: Civilian Labour relations	ADM(HR							

Level 1 (Name) Critical Operations and Services - Internal								
Critical Operation/Service	**Responsible Org**	**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Internal Enablers/ Dependencies – Effective Functioning of Department and Canadian Forces								
L0 6.0 - Support/ Sustainment								
L0 6.1 - Airworthiness		**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Example: Development and Management of the Airworthiness Program	CAS							
L0 6.2 - Information Management Support								
Example: Planning and implementation of the IM portion of the Long Term Capital Plan (IT & Communications Equipment)	ADM(IM)							
L0 6.3 - Logistics Support								
Example: Development and implementation of materiel plans in support of operations (including strategic resupply planning and acquisition as required)	ADM(Mat)							
Example: Contracting for required goods and services • Acquisition of new materiel and equipment • Professional services • Transportation services • Rations services • Accommodations contracting	ADM(Mat)							

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Level 1 (Name) Critical Operations and Services - Internal								
Critical Operation/Service	**Responsible Org**	**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	**<1**	**<3**	**<7**	**<14**	**<30**	
Internal Enablers/ Dependencies – Effective Functioning of Department and Canadian Forces								
L0 6.0 - Support/ Sustainment Continued								
L0 6.4 - Financial and Corporate Services Support		**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	**<1**	**<3**	**<7**	**<14**	**<30**	
Financial								
Example: Strategic Financial Support to CF Operations • Financial allocations management • Payments • Cost Tracking and reporting	ADM(Fin CS)							
Corporate Services								
Example: Civilian Personnel management : o Call-back lists o Reassignments to priority tasks o Check ins o Support services restoral activities	ADM(Fin CS)							
L0 6.5 - Other Support								
Security								
Example: Oversees assurance of security in contracts and plans	DSO/ CF DPM							
Example: Oversees physical security	DSO/ CF DPM							

Level 1 (Name) Critical Operations and Services - Internal								
Critical Operation/Service	**Responsible Org**	**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	**<1**	**<3**	**<7**	**<14**	**<30**	
Internal Enablers/ Dependencies – Effective Functioning of Department and Canadian Forces								
L0 7.0 – Facilities								
L0 7.1 - Realty		**Maximum Allowable Downtime (days)**						**Minimum Service Level**
		NF	**<1**	**<3**	**<7**	**<14**	**<30**	
Example: Life cycle management of national realty assets portfolio	ADM(IE)							
L0 7.2 - Infrastructure								
Example: Facilities Management • Contingency locations and agreements/ contracts • Services restoral and backup facilities • Building safety • Office Equipment & Supplies management (i.e. desks, phones, computers, photocopiers, faxes, etc.)	VCDS/ CFSU(O) PWGSC/CFSU(O) VCDS/ CFSU(O) Various							
Example: Security: • Physical Security • Personnel Security • Communications and IT security • Fire safety	VCDS/ CF DPM VCDS/ CF DPM ADM(IM) VCDS/ ADM(IE)							

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Level 1 (Name) Critical Operations and Services - Internal							
Critical Operation/Service	**Responsible Org**	**Maximum Allowable Downtime (days)**					**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Internal Enablers/ Dependencies – Effective Functioning of Department and Canadian Forces							
L0 8.0 – Other							
L0 8.1 - Environmental and Nuclear Safety Activities		**Maximum Allowable Downtime (days)**					**Minimum Service Level**
		NF	<1	<3	<7	<14	<30	
Example: Management of national environmental protection and stewardship portfolio	ADM(IE)							
Example: Supervision of nuclear safety programs	ADM(IE)							

4.0   BUSINESS IMPACT ANALYSIS OF EACH CRITICAL OPERATION/ SERVICE

In this section, Level 1s are requested to analyze each of their critical operations and services in terms of criticality, maximum downtime, minimum service levels and both internal and external service and infrastructure dependencies. The tables below highlight the information that should be considered for the Level 1 assessment. The assessment could benefit from consultation with organizations that depend on your operation/ service and with those that you depend on to deliver your service to ensure a common understanding of the maximum downtimes and minimum service level requirements for all organizations that have interdependencies with this service. It should be noted that, depending on the critical service/operation under consideration, not all of the tables provided below may need to be completed.

Level 1's are asked to provide all relevant information that will enable a strategic and operational level Business Continuity needs analysis to be conducted for completion of the Level 0 BIA and for commencement of the gap analysis for the BCP development. Electronic tools/tables have been made available on the SJS Web Site and these will provide the summary tables, by Level 1, and all other relevant tables/ tools that can be used to assist with the development of the Level 1 BIA, as required.

Please don't hesitate to contact the Leads for BCP Planning for assistance throughout the Level 1 BIA development process. They can be reached as follows:

     a.   SJS BCP Lead Planner: LCol J.F. Walsh, 613-996-1438, walsh.jf@forces.gc.ca; and

     b.   ADM(Fin CS) BCP Lead Planner: Cathy Cowan, 613-944-6317, cowan.c@forces.gc.ca.

(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS					
Critical Operation/Service: #		**Responsible Level 2 Org:** **Contact:**		**Responsible Level 3 Org:** **Contact:**	
Critical Operation/Service:		**Critical Operation/ Service Description:**		**Minimum Service Level:**	
External Obligation: Yes No		**Main Category:** (i.e. Command and Control)	**Maximum Allowable Downtime (days)**		
Internal Enabler/Dependency: Yes No		**Sub-Category:** (i.e. Direct Operational Support)	**NF[1]** **<1** **<3** **<7** **<14** **<30**		
Resource Requirements (# Essential Personnel)		**Timing of Service Criticality:** (i.e. Is service is more critical at different times of the year or on certain days of the week?)			
Normal Ops:	**Minimum Service Level:**	**Days of Week:** N/A Mon Tues Wed Thu Fri Sat Sun			
Present Service Location:		**Months:** **Jan** **Feb** **Mar** **Apr** **May** **Jun**			
Can work be done remotely (i.e. from home)? **Yes** **No**		**N/A** **Jul** **Aug** **Sep** **Oct** **Nov** **Dec**			

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[1] NF = No Fail – This implies that there can be no interruptions to service and the supporting systems and infrastructure therefore require fail safe/ backup capability to ensure continuity of the service at the minimum service level required.

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(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS CONTINUED

Critical Operation/Service: #	Critical Operation/Service:

INTERDEPENDENCIES

Impact of Other Business Functions on this Service:

Will the stoppage of another business function affect this one? **Yes • No •**

If yes, list the business functions and their provider with their contact information. Please include essential contract support as an external dependency.

	Service / Business Function	Provider & Contact Info	Maximum Allowable Downtime (days)						Minimum Service Level
			NF	<1	<3	<7	<14	<30	
	Internal								
1									
2									
3									
	External								
1									
2									

Impact of This Service on Other Business Functions:

Will the stoppage of this business function affect others? **Yes • No •**

If yes, list the business functions and their owners with their contact information.

	Service / Business Function	Provider& Contact Info	Maximum Allowable Downtime (days)						Minimum Service Level
			NF	<1	<3	<7	<14	<30	
	Internal								
1									
2									
3									
	External								
1									
2									

(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS CONTINUED								
Critical Operation/Service: #			**Critical Operation/Service:**					
OTHER DEPENDENCIES/ REQUIREMENTS								
IM/IT Dependencies Indicate below whether this business function/service has any requirement for specific system access to special applications (i.e. FMAS, TITAN) or specialized software that is not available through the standard baseline software.								

	Special IT Applications/ Systems (i.e. FMAS, TITAN, MASIS)	**Description** (include source, minimum number required, any special features and special support requirements i.e. air conditioning, remote access)	**Maximum Allowable Downtime (days)**						**Minimum Service Level Required**
			NF	**<1**	**<3**	**<7**	**<14**	**<30**	
1									
2									
3									
	Specialized (non-Standard) Software (i.e. MS Project, CAD, etc.)								
1									
2									
3									
	Computers/ Laptops & Peripherals								
1	e.g. Secure &/or special requirements:								
2	e.g. DWAN Accessible:								
3	e.g. Peripherals (i.e. drafting printer)								

	(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS CONTINUED							

Critical Operation/Service: #	**Critical Operation/Service:**

OTHER DEPENDENCIES/ REQUIREMENTS

Equipment Dependencies/ Requirements
Indicate below whether this business function/service has any requirement for special equipment and/or office equipment

	Special Equipment (i.e, air conditioning, power conditioning, power backup, etc.)	**Description** (include source and any special features required)	**Maximum Allowable Downtime (days)**						**Minimum Service Level Required**
			NF	**<1**	**<3**	**<7**	**<14**	**<30**	
1									
2									
3									
	Specialized Office Equipment (i.e. safes, specialized cabinets, specialized tables, etc.)	**Description** (include source, minimum number required and any special features)							
1									
2									
3									

(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS CONTINUED

Critical Operation/Service: #	Critical Operation/Service:

OTHER DEPENDENCIES/ REQUIREMENTS

Communications Dependencies/ Requirements
Indicate below whether this business function/service has any requirement for specific communications systems support.

	Telecommunications (i.e. telephones, secure phones, voicemail, answering machines, secure and unsecure video conferencing, etc.)	Description (include source, minimum number required and any special features)	Maximum Allowable Downtime (days)						Minimum Service Level Required
			NF	<1	<3	<7	<14	<30	
1									
2									
3									
	Fax Equipment								
1	e.g. Secure								
2	e.g. Unclas								
	Cellular Phones								
1	e.g. Digital								
2	e.g. Analogue								
3	e.g. Secure								
	Other								
1	e.g. Iridium Satellite Phones								
2	e.g. Blackberry Service								
3	e.g. Pagers								

(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS CONTINUED

Critical Operation/Service: #	Critical Operation/Service:

OTHER DEPENDENCIES/ REQUIREMENTS

Facilities Dependencies/ Requirements

Indicate below the business function/service accommodations requirements and any special facility dependencies/ requirements (i.e. secure conferencing).

	Regular Facility Requirements (i.e. offices, cubicles, central filing areas, conference rooms, etc.)	**Description** (include criticality, minimum number required and any special features)	**Maximum Allowable Downtime (days)**						**Minimum Service Level Required**
			NF	<1	<3	<7	<14	<30	
1									
2									
3									
	Minimum Restoral Facility Requirements (i.e. minimum requirements to meet minimum service levels and max allowable downtime requirements for critical services)								
1									
2									
	Special Facility Requirements (i.e. secure conference rooms, op centres, data centres, storage requirements, etc.)								
1									
2									

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(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS CONTINUED							
Critical Operation/Service: #		**Critical Operation/Service:**					
OTHER DEPENDENCIES/ REQUIREMENTS							
Records/Information Dependencies/ Requirements Indicate below whether this business function/service has any requirements for specific records and/or information.							
	Legal Records (i.e. personnel files, MOUs, contractual agreements, financial authorities, etc.)	**Description** (include source, amount and any special details/ features)	**Maximum Allowable Downtime (days)**					**Minimum Service Level Required**
			NF	<1	<3	<7	<14	<30	
1									
2									
3									
	Business Records (i.e. organization/ function, manual forms, working papers, transactions in process, special reference materials, etc)							
1									
2									
	Other Records (i.e. OGD Contacts, Industry Contacts, etc.)							
1									
2									
3									

(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS CONTINUED

Critical Operation/Service: #	Critical Operation/Service:

OTHER DEPENDENCIES/ REQUIREMENTS
Please identify any other dependencies or requirements that have not be addressed in the tables above. For example, specific staffing dependencies where the organization has a critical requirement for a minimum number of specialized staff that are hard to replace.

	Other Dependencies/ Requirements	**Description** (include source, minimum number required and any special features)	**Maximum Allowable Downtime (days)**						**Minimum Service Level Required**
			NF	<1	<3	<7	<14	<30	
1									
2									
3									

Comments:

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(Level 1 Name) DETAILED BUSINESS IMPACT ANALYSIS CONTINUED		
Critical Operation/Service: #	**Critical Operation/Service:**	
EXISTING CONTINGENCY PLANS & GAPS Please identify any existing contingency plans for this critical operation/ service, including any alternate accommodations arrangements and backup facilities that are already in place. In addition, please identify any gaps that need to be addressed in the BCP development phase to ensure the continuity of this critical service and its interdependencies at the minimum service level required.		
Existing Contingency Plans	**Description** (Identify main features that are covered under the contingency plan, i.e. alternate location arrangements and data/system backup facilities)	**Gaps** (Identify any gaps that have not been addressed in the existing contingency plans, but need to be addressed to ensure the continuity of this critical service at the minimum service level required.
1		
2		
3		
4		