

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 1 organizations 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			
TELEPHONE NUMBER			
CELL 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			
TELEPHONE NUMBER			
CELL 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: <ul style="list-style-type: none"> • 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 <i>Access to Information Act</i> and the <i>Privacy Act</i>	
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.

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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	
<ul style="list-style-type: none">MPs: Command and control the Military Police Company for the NCR	Cmdt CFSU(O)	X						24/7 provision of policing services including Aid to the Civil Power and assistance to local law enforcement agencies as required.
<ul style="list-style-type: none">MPs: Maintain an Auxiliary Security Force to assist NCR Provost Marshal in local emergencies	NCR Provost Marshal		X					90 persons ASF to be on 12 hr notice to move. Deployable within NCR to protect DND/CF assets and other duties as required.
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								
<ul style="list-style-type: none">DPFL: Critical Operation/ Service Description: To facilitate military diplomatic liaison with foreign militaries, defence agencies and other Canadian federal departments in support of DND / CF operations, programs and activities in Canada and abroad			X					-provide liaison between foreign militaries and CF operations -coordinate NDHQ tasking of CDAs -provide liaison between Foreign Service Attaches and the CF -provide reliable two way secure and non secure electronic and voice communications
L0 2.0 – Effective Functioning of Government								
L0 2.1 - Support to the Minister, Cabinet and Parliament								
<ul style="list-style-type: none">MPs: CFSU(O) MP Company have first response to MND office within NDHQ for policing and security purposes.	NCR Provost Marshal	X						CFSU(O) MP Coy alarm and emergency response to MND office requires mandatory MP presence at NDHQ.
<ul style="list-style-type: none">DGRC: Coordinate reply to Minister, Cabinet, and Parliament queries.	DGRC			X				Provide timely response to Minister, Cabinet, and Parliament queries.

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L0 2.2 - Defence Advice and Coordination with Other Government Departments								
<ul style="list-style-type: none"> MPs: Plan and coordinate security and police operations with local police forces. 	NCR Provost Marshall		X					Maintain daily comms with OPP, Ottawa Police, RCMP and be prepared to coordinate support.
<ul style="list-style-type: none"> DGRC: Coordinate reply to CDS, VCDS, and OGD queries. 	DGRC			X				Provide timely response to CDS, VCDS, and OGD queries.
<ul style="list-style-type: none"> DPFL: Critical Operation/ Service Description: To facilitate military diplomatic liaison with foreign militaries, defence agencies and other Canadian federal departments in support of DND / CF operations, programs and activities in Canada and abroad 			X					-provide liaison between foreign militaries and CF operations -coordinate NDHQ tasking of CDAs -provide liaison between Foreign Service Attaches and the CF <ul style="list-style-type: none"> -provide reliable two way secure and non secure electronic and voice communications
L0 2.3 - Management of Bilateral and Multilateral Defence and Security Relations								
<ul style="list-style-type: none"> DPFL: Critical Operation/ Service Description: To facilitate military diplomatic liaison with foreign militaries, defence agencies and other Canadian federal departments in support of DND / CF operations, programs and activities in Canada and abroad 			X					-provide liaison between foreign militaries and CF operations -coordinate NDHQ tasking of CDAs -provide liaison between Foreign Service Attaches and the CF -provide reliable two way secure and non secure electronic and voice communications

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	
<ul style="list-style-type: none">CFSU(O): Command and control of all military personnel in the NCR below the rank of Col.	Cmdt CFSU(O)	X						Maintain effective command, control and administration of military personnel in the NCR. Issue orders and instructions to provide direction.
L0 3.2 - Management of Bilateral and Multilateral Defence and Security Relations								
<ul style="list-style-type: none">DPFL:Critical Operation/ Service Description: To facilitate military diplomatic liaison with foreign militaries, defence agencies and other Canadian federal departments in support of DND / CF operations, programs and activities in Canada and abroad			X					-provide liaison between foreign militaries and CF operations -coordinate NDHQ tasking of CDAs -provide liaison between Foreign Service Attaches and the CF -provide reliable two way secure and non secure electronic and voice communications
L0 3.3 - Command and Control – Direct Operational Support								
<ul style="list-style-type: none">DPFL:Critical Operation/ Service Description: To facilitate military diplomatic liaison with foreign militaries, defence agencies and other Canadian federal departments in support of DND / CF operations, programs and activities in Canada and abroad			X					-provide liaison between foreign militaries and CF operations -coordinate NDHQ tasking of CDAs -provide liaison between Foreign Service Attaches and the CF -provide reliable two way secure and non secure electronic and voice communications
<ul style="list-style-type: none">CFSU(O): Assignment and management of local resources related to transportation (personnel and effects), military training, military police and security services, building safety, clothing and supply, personnel services (pay, posting clearances).	Cmdt CFSU(O)		X					Be prepared to respond to urgent requests for assistance through contractual arrangements where local departmental resources are not sufficient or available.

L0 3.4 - Command and Control – Systems Support								
Example: Establishment of strategic direction, plans, policies and standards for IM program: <ul style="list-style-type: none">• 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		
<ul style="list-style-type: none">D Safe G: Develop and promulgate Departmental OSH policy to ensure compliance with National OSH Legislation	D Safe G						X	Maintenance of current OSH policies, standards and procedures. Interim changes can be promulgated via e-mail or other available comms.	
<ul style="list-style-type: none">DGRC: Coordinate review of current or input on proposed policy.	DGRC			X				Provide timely review/input of existing or proposed policy.	
<ul style="list-style-type: none">CFSU(O): Promulgate Routine and Standing Orders to give effect to departmental decisions.	Cmdt CFSU(O)					X		Bi-weekly publication, but urgent comms may be sent via e-mail.	
L0 4.2 - Information and Intelligence									
<ul style="list-style-type: none">MPs: Provision of situational awareness, strategic planning and decision support to the VCDS in his role as the principal advisor to the CDS on matters related to security in the NCR.	NDHQ Provost Marshall		X					Maintain the capability for effective and timely strategic planning in order to generate planning options and guidance. Be prepared to provide daily briefings and coordinate efforts with local police forces.	
<ul style="list-style-type: none">DPFL:Critical Operation/ Service Description: To facilitate military diplomatic liaison with foreign militaries, defence agencies and other Canadian federal departments in support of DND / CF operations, programs and activities in Canada and abroad			X						
<ul style="list-style-type: none">D Safe G: Provision of interpretation and advice pertaining to safety legislation, standards and procedures to senior management and to users at all levels.	D Safe G						X	Maintenance of a source of advice and guidance. May be provided in person, by telephone, in writing or by e-mail.	
L0 4.3 - Legal									

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<ul style="list-style-type: none">D Safe G: Provision of interpretation and advice pertaining to safety legislation, regulations and directives.	D Safe G						X	Maintenance of a source of advice and guidance. May be provided in person, by telephone, in writing or by e-mail.
L0 4.4 - Public Affairs								
External Communications								
<ul style="list-style-type: none">D Safe G: Provision of safety information through Safety Digest and safety posters to OGDs	D Safe G						X	Maintenance of a source of safety promotional material to external clients. Can be deferred pending return to stable operations.
<ul style="list-style-type: none">CFSU(O): Coordination and advice on media relations	CFSU(O) PA			X				Be prepared to issue communications to all personnel in the NCR on issues related to safety and security.
Internal Communications								
<ul style="list-style-type: none">D Safe G: Provision of safety information through Safety Digest and safety posters to OGDs	D Safe G						X	Maintenance of a source of safety promotional material to internal clients. Can be deferred pending return to stable operations.
<ul style="list-style-type: none">CFSU(O): Advice on internal communications	CFSU(O) PA			X				Be prepared to issue communications to all personnel in the NCR on issues related to safety and security.

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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		
<ul style="list-style-type: none">D Safe G: Maintenance of military personnel information in hazardous occurrence database.	D Safe G						X	Electronic entry of initial hazardous occurrence information. Can be maintained manually until situation stabilises.	
<ul style="list-style-type: none">CFSU(O): Manage general health and safety issues related to personnel in DND owned/occupied buildings in the NCR.	TSO			X				Ensure compliance with health and safety policies.	
<ul style="list-style-type: none">DGRC: Administer military pay and benefits for all members.	DGRC Sec D Cdts D Res CFLC				X			Effect delivery of pay twice per month and special arrangements for members deploying on operations.	
<ul style="list-style-type: none">DGRC: Death and Casualty Administration	DGRC Sec D Cdts D Res CFLC		X					Supervise arrangements related to pay, pension and other benefits to survivors in case of death or casualty including funeral arrangements. Provide spiritual and other support to members of the family.	
<ul style="list-style-type: none">DGRC: Manage personnel records such as PEN, promotions, allowances, benefits (dependant dental and medical coverage), etc.	DGRC Sec D Cdts D Res CFLC						X	Records must be kept up to date for members deploying on operations.	
<ul style="list-style-type: none">DGRC: Administration required to release members of the CF.	DGRC Sec D Cdts D Res CFLC						X	Effect cessation of pay, commencement of pension benefits etc.	
<ul style="list-style-type: none">CO CRPTC: Provision of APRV training to personnel assigned for operational deployment	CO CRPTC						X	Provide weapons, first aid and other training as required.	
<ul style="list-style-type: none">CFSU(O): Coordinate operational and incremental taskings	Ops O		X					Urgent operational positions must be filled as required.	

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• CFSU(O): Administer military pay and benefits for all members.	Snr Admin O				X			Effect delivery of pay twice per month and special arrangements for members deploying on operations.
• CFSU(O): Command and control of NDHQ PRL	Cmdt CFSUO)		X					Maintain effective management of CF Reserves in the NCR, including call-out requirements.
• CFSU(O): Manage general health and safety issues related to personnel in DND owned/occupied buildings in the NCR.	TSO			X				Ensure compliance with health and safety policies.
• CFSU(O): Death and Casualty Administration	Snr Admin O			X				Supervise arrangements related to pay, pension and other benefits to survivors in case of death or casualty including funeral arrangements. Provide spiritual and other support to members of the family.
• CFSU(O): Manage Foreign Service Support Cell	Snr Admin O			X				Provide support in case of emergency repatriation; provide OUTCAN Screening support.
• CFSU(O): Manage personnel records such as PEN, promotions, allowances, benefits (dependant dental and medical coverage), etc.	Snr Admin O						X	Records must be kept up to date for members deploying on operations.
• CFSU(O): Administration required to release members of the CF.	Snr Admin O						X	Effect cessation of pay, commencement of pension benefits etc.
L0 5.2 - Civilian Personnel								
• D Safe G: Maintenance of civilian personnel information in hazardous occurrence database.	D Safe G						X	Electronic entry of initial hazardous occurrence information. Could be maintained manually until situation stabilises.

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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									
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									
• D Safe G: Maintenance of Hazardous Occurrence Database	D Safe G						X	Maintenance of manual records during period of system unavailability.	
L0 6.3 - Logistics Support									
• TSO: Provide Clothing support	TSO		X					Provision of clothing and kit to personnel assigned for operational deployment, and supplies for local emergencies	
• TSO: Provide Equipment Maintenance Services	TSO		X					Provide immediate vehicle and weapons maintenance services to emergency responders (police, fire and ASF Forces) and the TSO vehicle fleet.	
• TSO: Booking F&E Moves	TSO			X				Liaison with moving companies, Royal LePage, members, other bases. Support and briefings to personnel moving internationally and domestically.	
• TSO: Manage Central Materiel Traffic Terminal Processes – Shipping and Receiving	TSO		X					Ship and receive high priority shipments, forward freight to end-users and ship/receive unaccompanied baggage for deployed members.	
• TSO: Provide Vehicle Dispatch Services	TSO			X				Provide DND and rental vehicles, including contracted bus service and cargo trucks. If necessary, recall non-essential user vehicles, and re-allocate as required IAW higher HQ priorities.	

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• TSO: MSE Safety	TSO				X			Provide collision investigation services.
• TSO: Provide ammunition support	TSO	X						Maintain storage and disposal services and provide advice to VCDS.
• TSO: Contract Management	TSO		X					Manage contracts for additional transportation (buses), clothing, and other equipment and supplies as required.
Example: Contracting for required goods and services <ul style="list-style-type: none">• Acquisition of new materiel and equipment• Professional services• Transportation services• Rations services• Accommodations contracting	ADM(Mat)							

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								
<ul style="list-style-type: none">DGRC: Payment of cash for claims finalization and pay/claim advances.	DGRC Sec D Cdts D Res CFLC			X				Follow approved claims processing and financial accounting methods.
<ul style="list-style-type: none">DGRC: Monitor and control budgets	DGRC Sec D Cdts D Res CFLC				X			Ensure accounting principals and control of budgets.is maintained.
<ul style="list-style-type: none">DGRC: Control Acquisition cards (credit cards)	DGRC Sec D Cdts D Res CFLC						X	Temporarily increase credit limits as situation requires and control issue of cards.
<ul style="list-style-type: none">DGRC: Manage Accounts Payable	DGRC Sec D Cdts D Res CFLC						X	Invoices to be paid to avoid interest charges
<ul style="list-style-type: none">CFSU(O): Payment of cash for claims finalization and pay/claim advances.	Compt			X				Follow approved claims processing and financial accounting methods. Security of cash-on-hand in the event normal banking services are disrupted.
<ul style="list-style-type: none">CFSU(O): Monitor and control budgets and advances	Compt				X			Ensure accounting principals and control of cash advances is maintained.
<ul style="list-style-type: none">CFSU(O): Control Acquisition cards (credit cards)	Compt					X		Temporarily increase credit limits as situation requires and control issue of cards.

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<ul style="list-style-type: none">CFSU(O): Manage Accounts Payable	Compt						X	Invoices to be paid to avoid interest charges
Security								
<ul style="list-style-type: none">CFSU(O): Destruction of Classified Waste	Ops O			X				Destroy all paper and electronic media, especially sensitive/top secret material on an as-required basis.

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	
<ul style="list-style-type: none">TSO: Management and control of DND owned assets in the NCR.	TSO			X				Maintenance and Repair to ensure DND Owned assets are safe for occupants.
L0 7.2 - Infrastructure								
<ul style="list-style-type: none">TSO: Fire Prevention	TSO			X				Ensure installations adhere to the fire code.
Example: Security: <ul style="list-style-type: none">Physical SecurityPersonnel SecurityCommunications and IT securityFire safety	VCDS/ CF DPM VCDS/ CF DPM ADM(IM) VCDS/ ADM(IE)							

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	
• TSO: Environmental Safety	TSO			X				Essential services to ensure activities are compliance with Laws.
• TSO: Provide Radiation Safety services	TSO		X					Liaise with DGNS and act in advisory capacity.

