Business Impact Analysis

Jenny Kleimeier
Continuity of Operations Program Coordinator, DCBS

CSD | Central Services Division

Department of Consumer and Business Services

Business Impact Analysis 101

- What is it?

- Why is it important?

- How do I do it?

TL:DR

- A BIA is a tool to help you determine what threats and hazards might impede your ability to continue your essential functions.
- Once you know what those hazards are you can plan to eliminate them where possible, mitigate them when you cannot eliminate them, or make an informed decision to accept the risk.
- Testing, training, and exercising are great ways to see if you were right in your analysis and adjust your plan as needed.
- Wash, rinse, and repeat.

What is a BIA?

It saves your bacon when things go sideways for your organization

- It solves the "what do we do now?" question.

- It ensures that you've thought through the potential issues you might face, including the ones you didn't realize existed until you analyzed your data.

- It allows your organization to continue doing the work that is most important to your stakeholders because you have figured out what those things are and how to keep doing them <u>before</u> anything horrible happens.

Why do I have to do all this work? It seems like…a lot.

It is.

But how would you mitigate the impacts of not completing your essential functions if you do not know what those impacts are?
- To mitigate the problems, you need to identify them.
- To identify the problems, you need to know where to look for them.
- To know where to look, you need to analyze the data.
- To analyze anything, you need to know what to analyze…hence, start with essential functions and work from there.

How on Earth do I even start?

**It's all about the essential functions, which are:**

- Tasks that cannot be deferred during an emergency
    - Legal requirements
    - Ethical implications
    - Reputational damage
- Must be both important and urgent.
- Gives you a starting point for determining which important things are most worth worrying about.

Your BIA tells you where your essential functions could fail so you can fix the problems ahead of time.

This is the fun part!

What are your risks?

- Can you eliminate or mitigate those risks?

- If not, can you make the results of the risks less awful?

- If not, can you improve the situation after the awful thing happens?

- If not, does your leadership understand the potential damage?
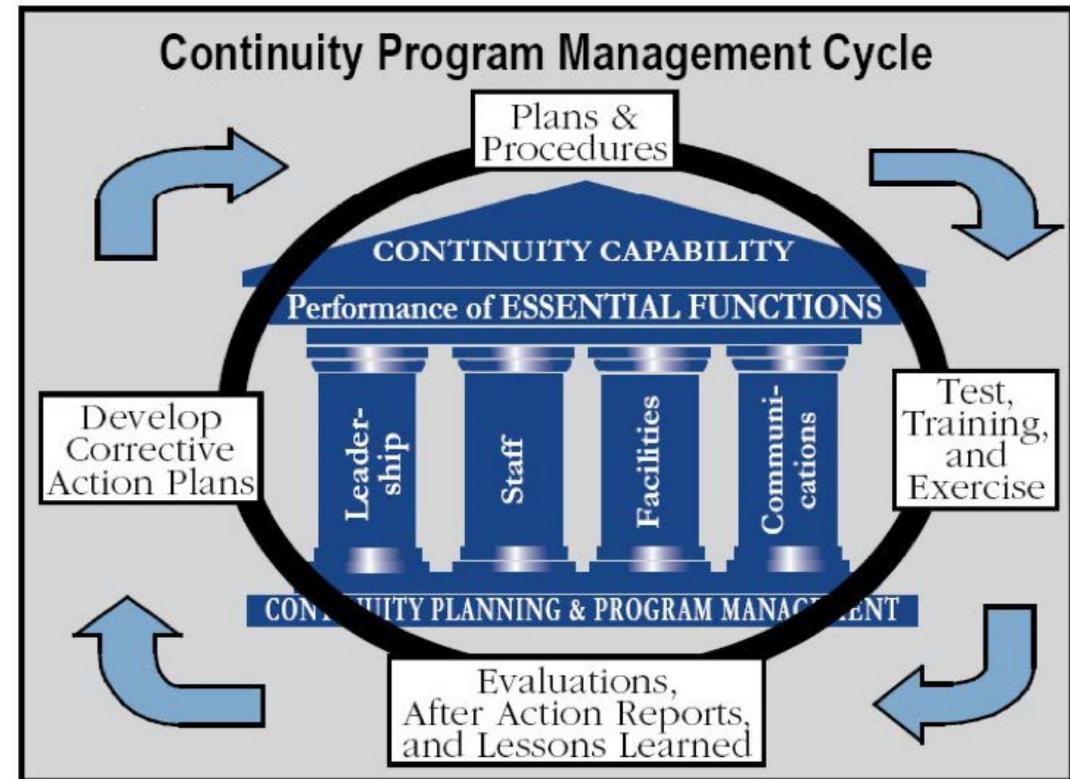

WHAT COULD POSSIBLY GO WRONG?
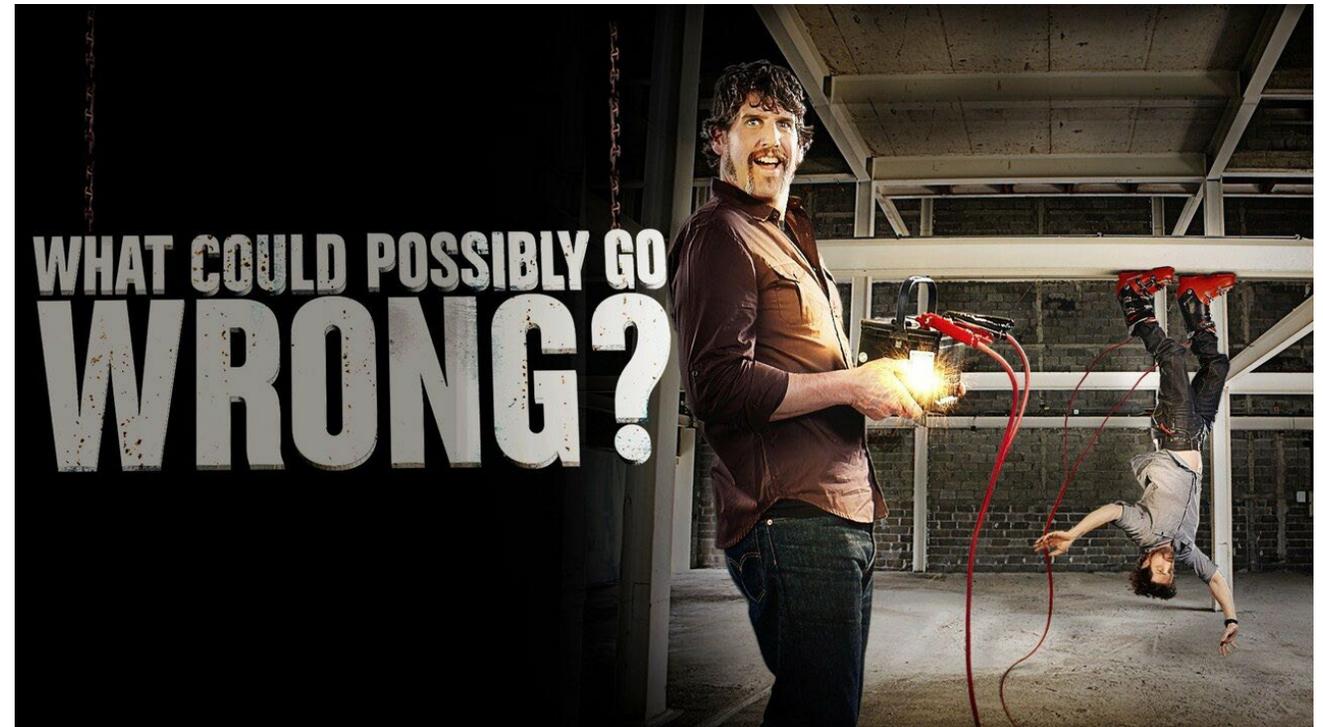
Now what?

Synthesize the data

- Testing, Training and Exercising
- Real world incidents (gulp)
- After action reports

Plan revisions

- Use the data you've collected and analyzed to improve your plan.
- Wash, rinse, repeat.

Continuity Program Management Cycle

A few thoughts…

- FEMA's BPA/BIA User Guide has detailed information.
- K 1301 course covers these processes in a lot of detail and is worth the time involved.
- OEM's Continuity team is always available and is incredibly helpful!