

Business Continuity Planning For Nonprofits

Introduction

A Business Continuity Plan centers on each organization's **Essential Functions**. An Essential Function (EF) is a task or service that either must be continued through a disruption, or restored as soon as possible in order to continue the critical functioning of the organization as a whole.

This worksheet is designed to establish a basic understanding of your department's continuity-critical functions. There is space provided to identify and evaluate three separate Essential Functions. If your unit has more than three, you may copy/paste the template and add Essential Functions as needed. Keeping these principles in mind, please complete the following questions to the best of your ability.

Organization Name:

Mission Statement:

Essential Functions

Helpful tips for identifying Essential Functions:

1. Essential functions are your unit's ordinary, day-to-day, critical functions – **not** your unit's extraordinary, emergency response functions
2. Typically, each functional area of a unit has between two and four essential functions
3. Consider combining functions that use similar resources, have similar outputs and objectives, or are discrete steps of a larger process

Questions to consider:

- Is the function necessary to achieve your unit's Business?
- Are other functions or departments dependent on this function for its successful completion?
- Are these services that your unit's customers/clients depend on?
- Is there a potential for significant revenue loss if this function is not performed?
- Does the function fulfill a legal obligation?
- Does the function play a key role in maintaining the organization's reputation?
- Does the function safeguard an irreplaceable asset?

If you answered yes to three or more of these questions, then the function is likely one of your unit's essential functions.

Essential Function #1

Essential Function Name/Title:

Brief Description:

Maximum Tolerable Downtime (MTD):

- ☐ < 1 Day
- ☐ 1 Day
- ☐ 1 Week
- ☐ 2 Weeks
- ☐ 4 Weeks
- ☐ > 4 Weeks

*The Maximum Tolerable Downtime (**MTD**) is the maximum length of time this function can be down without intolerable consequences to the organization.

How to keep this Essential Function going if you have limited staff available, or a loss of key personnel:

- | | |
|--|--|
| <input type="checkbox"/> Ensure clear line of management authority | <input type="checkbox"/> Standing contract with temp agency |
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Transfer workload to another facility |
| <input type="checkbox"/> Defer operations until staff available | <input type="checkbox"/> Cross-train staff in advance |
| <input type="checkbox"/> Use overtime/comp time | <input type="checkbox"/> Maintain good training materials |
| <input type="checkbox"/> Reassign staff | <input type="checkbox"/> Ensure accessibility of files/systems |
| <input type="checkbox"/> Borrow staff from other departments | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Borrow staff from other locations | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Use vendor personnel | <input type="checkbox"/> Other strategy: _____ |
| <input type="checkbox"/> Hire temporary staff | |

Details of Loss of Key Personnel Plan:

How to keep this Essential Function going if your organization loses access to its IT Network: (Indicate all that apply; please elaborate below.)

- | | |
|--|--|
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Keep local backups of key records |
| <input type="checkbox"/> Defer operations until network restored | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Work from home | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Work from other remote site | <input type="checkbox"/> Other strategy: _____ |
| <input type="checkbox"/> Use manual or paper workarounds | _____ |

Details of Loss of IT Network Plan:

How to keep this Essential Function going if you lose access to or ability to use your main workspace: (Indicate all that apply; please elaborate below.)

- | | |
|--|---|
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Backup lab materials in remote location |
| <input type="checkbox"/> Work at home | <input type="checkbox"/> Request grantor to approve project delay |
| <input type="checkbox"/> Work at alternate site (on-campus) | <input type="checkbox"/> Defer operations until space restored |
| <input type="checkbox"/> Work at alternate site (off-campus) | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Make advance agreement to share space | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Backup vital records in remote location | <input type="checkbox"/> Other strategy: _____ |

Details of Loss of Normal Workplace Plan*:

*Please also indicate if your department has any existing agreements with other facilities for use as alternate workspaces in the event of a disruption, and with which facilities.

Staff required to carry out this essential function:

Contact Name/Position	Why Essential

Other units/teams/orgs we rely on for this function:

Unit/Org Name & Contact	Why Essential

Who else we need to coordinate with:

Partner Contact	Reasoning

Other resources needed for this function:

Resource	Reason	How to acquire

Essential Function #2

Essential Function Name/Title:

Brief Description:

Maximum Tolerable Downtime (MTD):

- ☐ < 1 Day
- ☐ 1 Day
- ☐ 1 Week
- ☐ 2 Weeks
- ☐ 4 Weeks
- ☐ > 4 Weeks

*The Maximum Tolerable Downtime (**MTD**) is the maximum length of time this function can be down without intolerable consequences to the organization.

How to keep this Essential Function going if you have limited staff available, or a loss of key personnel:

- | | |
|--|--|
| <input type="checkbox"/> Ensure clear line of management authority | <input type="checkbox"/> Standing contract with temp agency |
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Transfer workload to another facility |
| <input type="checkbox"/> Defer operations until staff available | <input type="checkbox"/> Cross-train staff in advance |
| <input type="checkbox"/> Use overtime/comp time | <input type="checkbox"/> Maintain good training materials |
| <input type="checkbox"/> Reassign staff | <input type="checkbox"/> Ensure accessibility of files/systems |
| <input type="checkbox"/> Borrow staff from other departments | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Borrow staff from other locations | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Use vendor personnel | <input type="checkbox"/> Other strategy: _____ |
| <input type="checkbox"/> Hire temporary staff | |

Details of Loss of Key Personnel Plan:

How to keep this Essential Function going if your organization loses access to its IT Network: (Indicate all that apply; please elaborate below.)

- | | |
|--|--|
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Keep local backups of key records |
| <input type="checkbox"/> Defer operations until network restored | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Work from home | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Work from other remote site | <input type="checkbox"/> Other strategy: _____ |
| <input type="checkbox"/> Use manual or paper workarounds | _____ |

Details of Loss of IT Network Plan:

How to keep this Essential Function going if you lose access to or ability to use your main workspace: (Indicate all that apply; please elaborate below.)

- | | |
|--|---|
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Backup lab materials in remote location |
| <input type="checkbox"/> Work at home | <input type="checkbox"/> Request grantor to approve project delay |
| <input type="checkbox"/> Work at alternate site (on-campus) | <input type="checkbox"/> Defer operations until space restored |
| <input type="checkbox"/> Work at alternate site (off-campus) | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Make advance agreement to share space | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Backup vital records in remote location | <input type="checkbox"/> Other strategy: _____ |

Details of Loss of Normal Workplace Plan*:

*Please also indicate if your department has any existing agreements with other facilities for use as alternate workspaces in the event of a disruption, and with which facilities.

Staff required to carry out this essential function:

Contact Name/Position	Why Essential

Other units/teams/orgs we rely on for this function:

Unit/Org Name & Contact	Why Essential

Who else we need to coordinate with:

Partner Contact	Reasoning

Other resources needed for this function:

Resource	Reason	How to acquire

Essential Function #3

Essential Function Name/Title:

Brief Description:

Maximum Tolerable Downtime (MTD):

- ☐ < 1 Day
- ☐ 1 Day
- ☐ 1 Week
- ☐ 2 Weeks
- ☐ 4 Weeks
- ☐ > 4 Weeks

*The Maximum Tolerable Downtime (**MTD**) is the maximum length of time this function can be down without intolerable consequences to the organization.

How to keep this Essential Function going if you have limited staff available, or a loss of key personnel:

- | | |
|--|--|
| <input type="checkbox"/> Ensure clear line of management authority | <input type="checkbox"/> Standing contract with temp agency |
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Transfer workload to another facility |
| <input type="checkbox"/> Defer operations until staff available | <input type="checkbox"/> Cross-train staff in advance |
| <input type="checkbox"/> Use overtime/comp time | <input type="checkbox"/> Maintain good training materials |
| <input type="checkbox"/> Reassign staff | <input type="checkbox"/> Ensure accessibility of files/systems |
| <input type="checkbox"/> Borrow staff from other departments | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Borrow staff from other locations | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Use vendor personnel | <input type="checkbox"/> Other strategy: _____ |
| <input type="checkbox"/> Hire temporary staff | |

Details of Loss of Key Personnel Plan:

How to keep this Essential Function going if your organization loses access to its IT Network: (Indicate all that apply; please elaborate below.)

- | | |
|--|--|
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Keep local backups of key records |
| <input type="checkbox"/> Defer operations until network restored | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Work from home | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Work from other remote site | <input type="checkbox"/> Other strategy: _____ |
| <input type="checkbox"/> Use manual or paper workarounds | _____ |

Details of Loss of IT Network Plan:

How to keep this Essential Function going if you lose access to or ability to use your main workspace: (Indicate all that apply; please elaborate below.)

- | | |
|--|---|
| <input type="checkbox"/> Reduce or prioritize services | <input type="checkbox"/> Backup lab materials in remote location |
| <input type="checkbox"/> Work at home | <input type="checkbox"/> Request grantor to approve project delay |
| <input type="checkbox"/> Work at alternate site (on-campus) | <input type="checkbox"/> Defer operations until space restored |
| <input type="checkbox"/> Work at alternate site (off-campus) | <input type="checkbox"/> A strategy needs to be developed |
| <input type="checkbox"/> Make advance agreement to share space | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Backup vital records in remote location | <input type="checkbox"/> Other strategy: _____ |

Details of Loss of Normal Workplace Plan*:

*Please also indicate if your department has any existing agreements with other facilities for use as alternate workspaces in the event of a disruption, and with which facilities.

Staff required to carry out this essential function:

Contact Name/Position	Why Essential

Other units/teams/orgs we rely on for this function:

Unit/Org Name & Contact	Why Essential

Who else we need to coordinate with:

Partner Contact	Reasoning

Other resources needed for this function:

Resource	Reason	How to acquire

Final Notes:

Use this space to indicate any additional information deemed important to your department's Continuity Plan under limited planning time.

[illegible]

Identify, Assign, & Track Action Items

Use this table to identify and track any actions deemed necessary in the previous two steps. You may adapt the table to suit your organization's specific needs. Make sure to assign each action item to a responsible person(s) and identify a method for tracking the item's completion. Don't be surprised if there are several action items needing attention. Prioritize your list so you are focusing time and effort on the most important and impactful.

Examples of action items include: Backup important documents and data; Ensure staff have the necessary IT skills, systems, and support to work remotely; Cross-train staff on key tasks, activities, etc.

[illegible]