4.2 持续营运与复原策略

请找出一项被标记为「关键」的重要基本业务运作,它的复原时间目标必须在 1 小时内,或是 1 到 8 小时之间。把这个运作的细节写清楚,并为每种营运中断情况想出持续营运和复原的做 法。

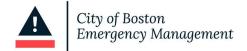
重要基本业务运作:		
复原优先等级 ● 最 关键 ● 高优先关注 ● 中优先关注 ● 仏优先关注	复原时间目标: 此运作在造成营运或财务影响之前, 所能容许的最长停顿时间为: 此运作在造成营运或财务影响之前, 所能容许的最长停顿时间为:	
复原时间目标:	谁能作为替补或后备人选?	
经理/主管:	经理/主管:	
其他员工:	其他员工:	
供应商 / 供货商:	供应商/供货商:	
如何执行此运作的简要描述:		
必需培训	要做这个运作需要什么?	
	设备:	
	档案/报告:	
	<u>补给品:</u>	
	公用事业(如水电):	
	空间:	

相互倚赖关系	谁会用到这个运作的结果?
主要地点	备用/后备地点
责任义务 ● 没有● 法律性● 合同性● 法规遵守性● 财务性	若该运作无法执行,可能造成的损失或罚款
持续营运策略	
因无法进入设施而造成的营运中断:	
因人力缩减而导致的营运中断:	
因设备或系统故障而导致的营运中断:	
营运持续策略	
无法进入场地时:	

因员工人数不足造成的营运中断:
因设备或系统出现故障造成的营运中断:

Example Continuity Strategies: Bakery

SSENTIAL FUNCTION	POTENTIAL DISRUPTION	EXAMPLE CONTINUITY STRATEGIES	
	Denial of access to facility (e.g. area flooded, cannot access street/building for several days)	 Conduct payroll at an alternate location Planning Considerations: Ensure alternate location has the necessary equipment, software, supplies, space, utilities, etc. Ensure primary and alternate payroll employee can access the alternate location 	
Payroll	Denial of service due to a reduced workforce (e.g. pandemic, infectious disease outbreak)	Alternate/backup person(s) conducts payroll Planning Considerations: Identify alternate/backup person [title/position] Develop a payroll instructions document Obtain payroll system credentials for alternate person(s)	
	Denial of service due to equipment or systems failure (e.g. unable to access online payroll system)	Manual process/phone call to payroll company Planning Considerations: Spreadsheet with employee payroll information Payroll company contact information Security of sensitive information (storage of physical document, transfer of information)	



Example Restoration Strategies: Bakery

ESSENTIAL FUNCTION	POTENTIAL DISRUPTION	CONTINUITY STRATEGIES	EXAMPLE RESTORATION STRATEGIES
Payroll	Denial of access to facility (e.g. area flooded, cannot access street/building for several days)	Conduct payroll at an alternate location until primary location is restored to normal operations	Monitor emergency alerts and OEM/BPD social media for updates on regaining access to the area/property Document property damage File an insurance claim Pump water out of building Clear debris Clean and disinfect the building
	Denial of service due to a reduced workforce (e.g. pandemic, infectious disease outbreak)	Alternate/backup person(s) conducts payroll	 Document payroll activities for primary payroll employee Schedule a meeting to brief the primary payroll employee
	Denial of service due to equipment or systems failure (e.g. unable to access online payroll system)	Manual process/phone call to payroll company	Collaborate with payroll company to ensure content in manual documents are entered into the payroll system