# 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**<br>● 最**关键**<br>● 高优先关注<br>● 中优先关注<br>● 低优先关注 | **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：*<br>● < 1 小时<br>● 1 - 8 小时<br>● 8 - 24 小时<br>● 24 - 72 小时<br>● 72+ 小时 |
| **复原时间目标：**<br>经理/主管：<br><br>其他员工：<br><br>供应商 / 供货商： | **谁能作为替补或后备人选？**<br>经理/主管：<br><br>其他员工：<br><br>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？**<br>设备：<br><br>档案/报告：<br><br>补给品：<br><br>公用事业（如水电）：<br><br>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<br>● 没有<br>● 法律性<br>● 合同性<br>● 法规遵守性<br>● 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

| ESSENTIAL FUNCTION | POTENTIAL DISRUPTION | EXAMPLE CONTINUITY STRATEGIES |
| --- | --- | --- |
| Payroll | **Denial of access to facility** (e.g. area flooded, cannot access street/building for several days) | • **Conduct payroll at an alternate location**<br>• Planning Considerations:<br>  ○ Ensure alternate location has the necessary equipment, software, supplies, space, utilities, etc.<br>  ○ Ensure primary and alternate payroll employee can access the alternate location |
| | **Denial of service due to a reduced workforce** (e.g. pandemic, infectious disease outbreak) | • **Alternate/backup person(s) conducts payroll**<br>• Planning Considerations:<br>  ○ Identify alternate/backup person [title/position]<br>  ○ Develop a payroll instructions document<br>  ○ 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**<br>• Planning Considerations:<br>  ○ Spreadsheet with employee payroll information<br>  ○ Payroll company contact information<br>  ○ 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<br>• Document property damage<br>• File an insurance claim<br>• Pump water out of building<br>• Clear debris<br>• 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<br>• 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 |