4.2 持續營運與復原策略

請找出一項被標記為「關鍵」的重要基本業務運作,它的復原時間目標必須在 1 小時內,或是 1 到 8 小時之間。把這個運作的細節寫清楚,並為每種營運中斷情況想出持續營運和復原的做法。

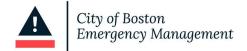
重要基本業務運作:	
復原優先等級 ● 最關鍵● 高優先關注● 中優先關注● 低優先關注	復原時間目標: 此運作在造成營運或財務影響之前,所能容許的最長停頓時間為: 此運作在造成營運或財務影響之前,所能容許的最長停頓時間為:
復原時間目標:	誰能作為替補或後備人選?
經理/主管:	經理/主管:
其他員工:	其他員工:
供應商/供貨商:	供應商/供貨商:
如何執行此運作的簡要描述:	
必需培訓	要做這個運作需要什麼?
	設備:
	檔案/報告:
	用品:
	公用事業(如水電):
	空間:

相互倚賴關係	誰會用到這個運作的結果?
主要地點	備用/後備地點
責任義務 ● 沒有● 法律性● 合同性● 法規遵守性● 財務性	若該運作無法執行,可能造成的損失或罰款
持續營運策略	
因無法進入設施而造成的營運中斷:	
因人力縮減而導致的營運中斷:	
因設備或系統故障而導致的營運中斷:	
營運持續策略	
無法進入場地時:	

因員工人數不足造成的營運中斷:	
因設備或系統出現故障造成的營運中斷:	

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