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：* ● ＜ 1 小時 ● 1 – 8 小時 ● 8 – 24 小時 ● 24 – 72 小時 ● 72+ 小時
復原時間目標： <u>經理/主管</u>： <u>其他員工</u>： <u>供應商／供貨商</u>：	**誰能作為替補或後備人選？** <u>經理/主管</u>： <u>其他員工</u>： <u>供應商／供貨商</u>：
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？** <u>設備</u>： <u>檔案/報告</u>： <u>用品</u>： <u>公用事業（如水電）</u>： <u>空間</u>：

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

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**
		• 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

	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