HOPEX BCM

User Guide

HOPEX Aquila V6.2

MEGA
a Bizzdesign company

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INTRODUCTION TO HOPEX BCM

Business continuity is the "capability of an organization to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption". (ISO 22300:2021)

The objective of Business Continuity Management (BCM) is to help the organization face crises that can hinder its activities.

Hopex BCM allows to:

- ✓ analyze the criticality of processes via Business Impact Analyses (BIAs)
- ✓ define and test Business Continuity Plans (BCPs)
- ✓ ensure the recovery of impacted activities within a predefined time frame to start a degraded mode of the process
- ✓ design and follow-up recovery procedures to go back to business as usual

☛ ***Hopex BCM** is to be used in addition to other products (**Hopex GRC** and **Hopex Business Process Analysis**)*

This guide consists of the following sections:

- ✓ Administrating Business Continuity
- ✓ Managing BCM Systems
- ✓ Defining a Business Impact Analysis
- ✓ Designing a Business Continuity Plan
- ✓ Testing a Business Continuity Plan
- ✓ Managing Crises

TASKS BY PROFILES

Functional Administrator Tasks

☛ *Depending on the solutions used with **Hopex BCM**, the profiles used are:*

- *GRC functional administrator*
- *Process Functional Administrator*

Tasks	As standard in Hopex	With Hopex BCM only
Has rights on all objects/menus/workflows	X	
Manage users and roles	X	
Prepare the environment for Business Continuity Management	X	
Create and manage concepts specific to Business Continuity Management (time periods and impact types)		X

Manager Tasks

☛ *Depending on the the solutions used with **Hopex BCM**, the profiles used are:*

- *GRC manager*
- *Process Manager*

Tasks	As standard in Hopex	With Hopex BCM only
Create, manage and validate Business Impact Analysis (BIA)		X
Create risks and incidents, launch assessments	X	
Create Business Continuity Plans		X
Create and manage crises		X
Manage action plans	X	
Test Business Continuity Plans		X

Contributor Tasks

For more details on GRC Contributor tasks, see:

- Performing a BIA (Business Impact Analysis)
- Taking Part in Business Continuity Plans

In **Hopex Business Process Analysis**, the process manager performs the contributor tasks.

Tasks	As standard in Hopex	With Hopex BCM only
Perform a Business Impact Analysis of processes he is responsible for		X
Create risks and incidents, and submit them for validation	X	
Risk assessments via campaigns	X	
Implement action plans	X	
Participating in Business Continuity Plans		X
Participating in crisis management		X
Manage action plans	X	

ADMINISTRATING BUSINESS CONTINUITY

The functional administrator must create and manage the elements necessary to Business Continuity Management.

A business continuity analysis template helps define the logic behind a Business Impact Analysis. It enables definition of:

- impact types and possible values
- downtime periods
- computation rules and business impact values

☛ *A business continuity analysis template is supplied as standard. You can however create your own template.*

✓ Business Continuity Analysis Template
✓ Managing Impact Types
✓ Managing Downtime Periods
✓ Managing Business Impact Values
✓ Managing Computation Rules

Business Continuity Analysis Template

A business continuity analysis template is supplied as standard: "Standard Business Continuity Analysis Template".

☛ *You can however create your own template.*

Listing Business Continuity Analysis Templates

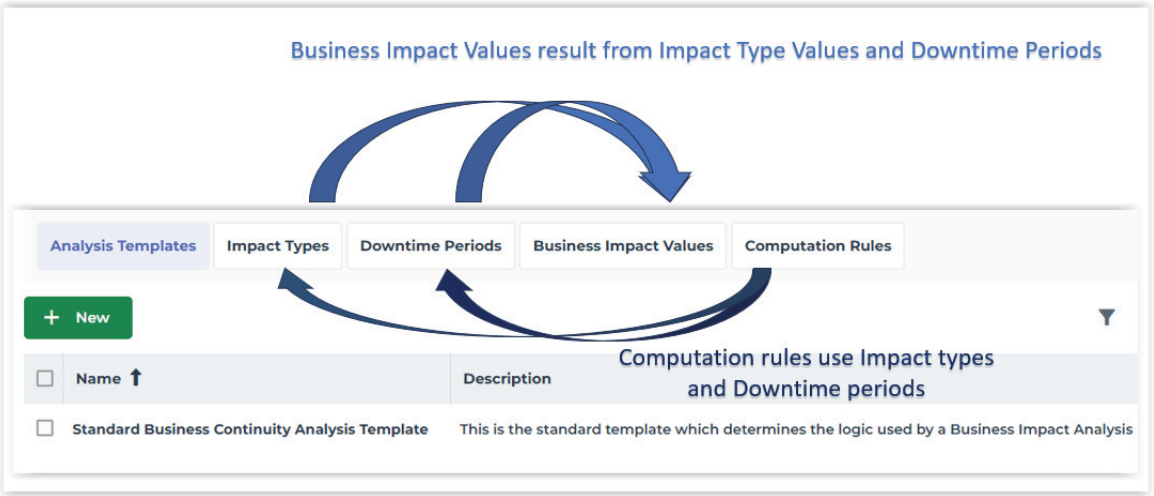
To manage Business Continuity Analysis Templates:

- In the navigation bar, select **Administration > Business Continuity > Business Continuity Analysis Templates**.

Business Continuity Analysis Template Parameters

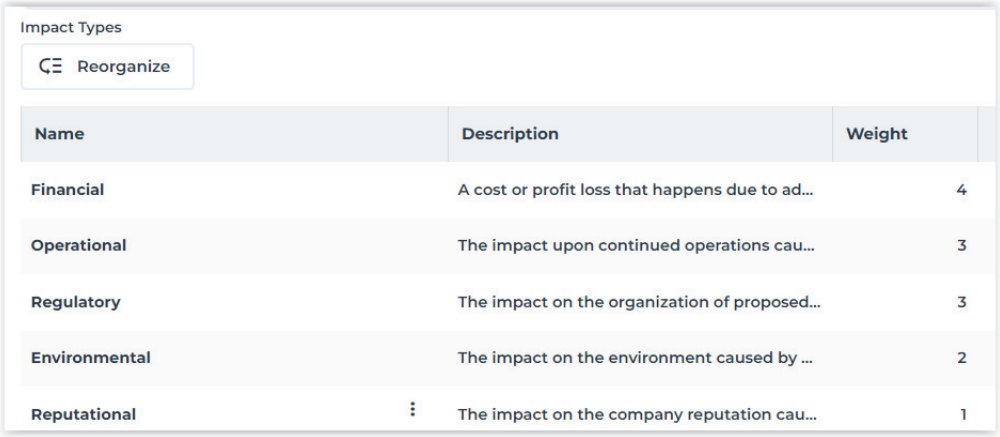
The template contains the following parameters:

- **Impact Types**
- **Downtime Periods**
- **Computation rules** and **Business Impact Values**



Impact Types

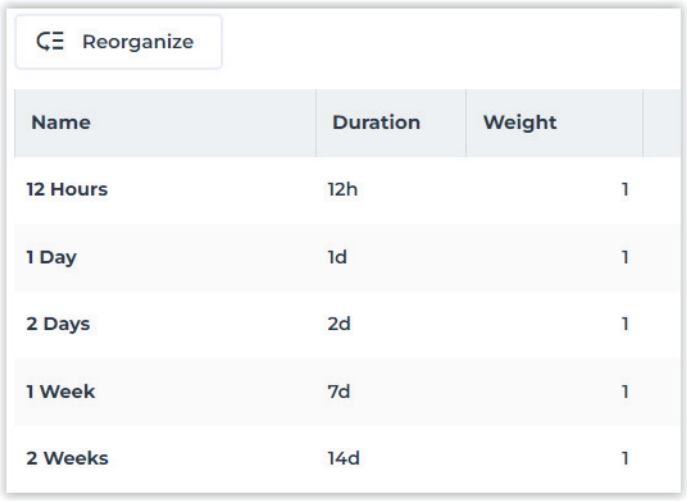
You can weight each impact type. Weights are used by the algorithm to compute the RTO (Recovery Time Objective) and the business impact.



☛ *See also: Managing Impact Types.*

Downtime Periods

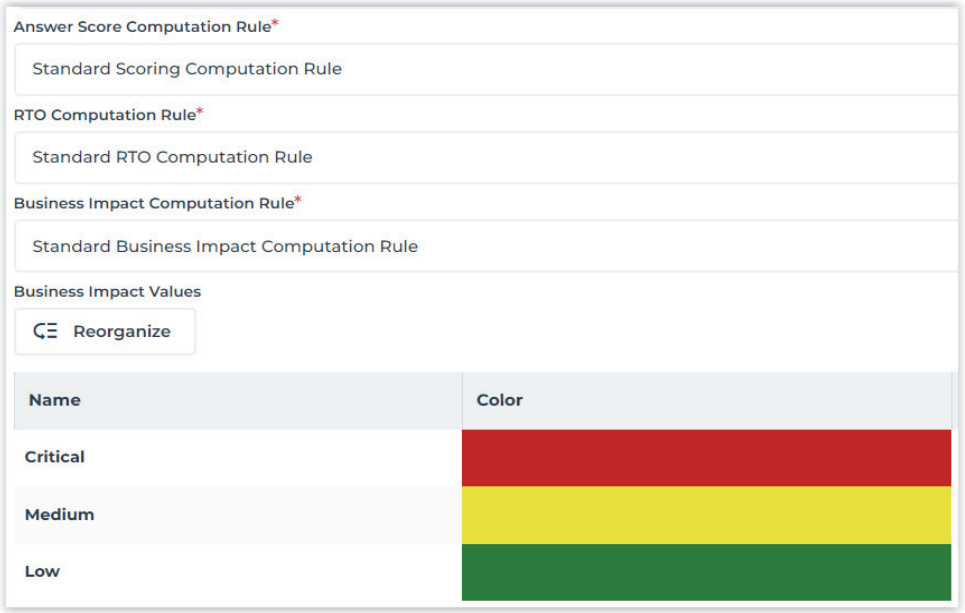
You can weight each downtime period. Each weight is used by the algorithm to compute the RTO (Recovery Time Objective) and business impact.



☛ *See also: Managing Downtime Periods.*

Computation rules and Business impact values

Computation rules are defined to compute the BIA results.



See:

- Managing Business Impact Values
- Managing Computation Rules
- Viewing a BIA Computed Results
- Business Impact Computation

MANAGING IMPACT TYPES

Impact types are assessed within the framework of a Business Impact Analysis. They represent the rows of a BIA matrix.

```
Example: financial Impact, environmental impact,
reputational impact
```

Listing Impact Types

To list the impact types used within BIAs:

- In the navigation bar, select **Administration > Business Continuity > Impact Types**.

Standard Impact Types

The following impact types are available as standard. They are caused by adverse events such as accidents or disasters.

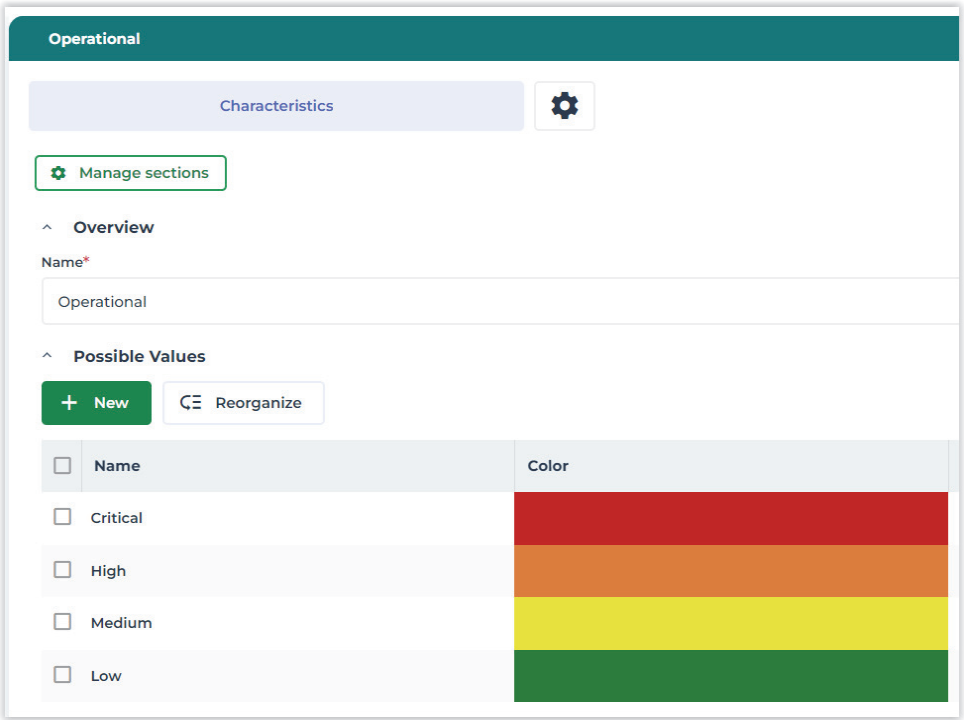
- **Financial**: cost or profit loss
- **Operational**: impact on business continuity
- **Environmental**: impact on the environment
- **Reputational**: impact on the reputation of the organization
- **Regulatory**: impacts of regulations on the organization

☛ *You can create your own impact types.*

Impact Type Possible Values

In the properties of an impact type, you can specify the **Possible values** of the impact type, and for each impact value, the colors to be displayed in the BIA matrix.

☛ *You may also reorder possible values.*



Impact types and possible values

MANAGING DOWNTIME PERIODS

Impact types are assessed for each downtime period. Downtime periods are displayed in the columns of the BIA matrix.

Listing Downtime Periods

To access downtime periods used within a Business Impact Analysis:

- In the navigation bar, select **Administration > Business Continuity > Downtime Periods**.

Downtime Period Values Available as Standard

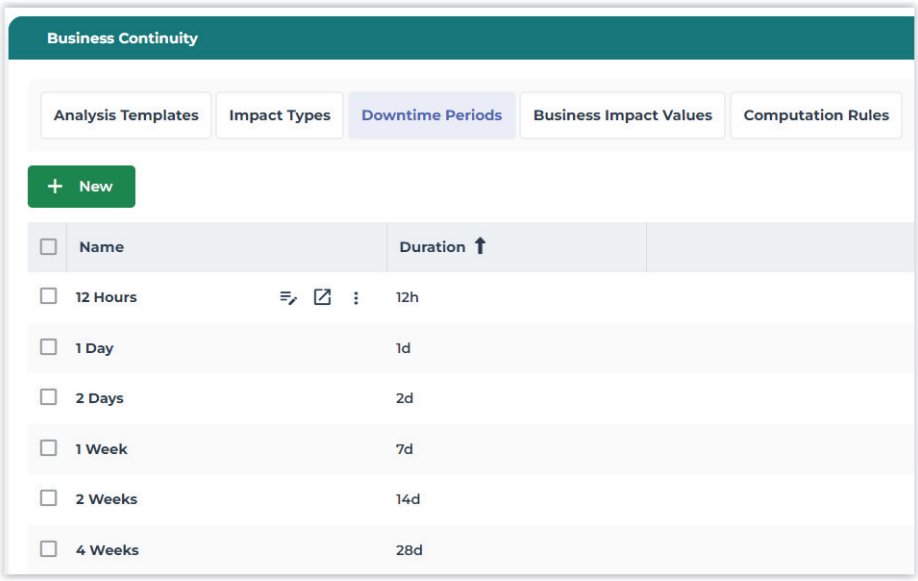
The following values are available by default:

- 12 hours
- 1 day
- 2 days
- 1 week
- 2 weeks
- 4 weeks

These values are the possible values of the RTO (Recovery Time Objective). See Viewing a BIA Computed Results.

> *The Recovery Time Objective (RTO) determines the maximum tolerable amount of time it takes to bring critical systems back online, possibly in a Degraded Mode. It is related to downtime, representing*

target time following an incident for Product or service delivery resumption, or Activity resumption, or Resources recovery.



MANAGING COMPUTATION RULES

Computation rules are defined to compute the BIA results.

They help implement the algorithm that computes:

- the RTO (Recovery Time Objective)

  📖 *The Recovery Time Objective (RTO) determines the maximum tolerable amount of time it takes to bring critical systems back online, possibly in a Degraded Mode. It is related to downtime, representing target time following an incident for Product or service delivery resumption, or Activity resumption, or Resources recovery.*

- the business impact

Listing Computation Rules

To access computation rules used within a Business Impact Analysis:

- In the navigation bar, select **Administration > Business Continuity > Computation Rules**.

Computation rules are of several types and can be accessed via a drop-down list:

- Answer score computation rule
- RTO computation rule
- Business impact computation rule

Computation Rule Types

A computation rule is supplied by default within each category.

☛ *You may create your own rules within each category.*

Answer score computation rule

This rule is used to compute the score of each impact type within a Business Impact Analysis (BIA).

Impact type computed value =

Weight of the impact type * Weight of the impact type value * Weight of the downtime period

RTO computation rule

This rule is used to compute the RTO (Recovery Time Objective) within the framework of a BIA.

See Viewing the Computed RTO.

Business impact computation rule

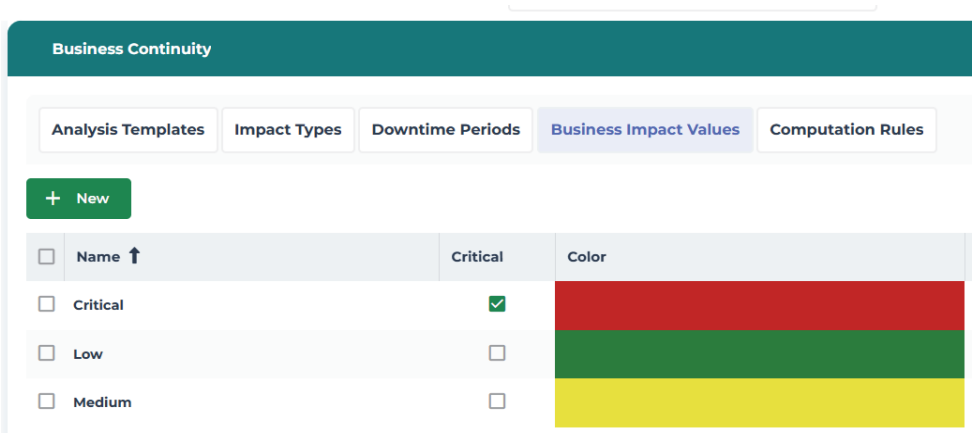
This rule is used to compute business impact within the framework of a BIA.

See Viewing Computed Business Impact.

MANAGING BUSINESS IMPACT VALUES

To define business impact possible values:

1. In the navigation bar, select **Administration > Business Activity > Business Impact Values**.
2. Create values and define colors to be displayed in the BIA matrix to illustrate business impact.



If one of the business impact values is tagged as **Critical** (check box), all the processes for which the BIA result matches this value are considered critical to your enterprise.

MANAGING BCM SYSTEMS

Hopex BCM relies on ***Business Continuity Management (BCM) systems***.

A BCM System enables you to:

- plan Business Impact Analyses of one or several processes

  📖 *A Business Impact Analysis is the "process of analyzing the impact over time of a disruption on the organization". (ISO 22300:2021)*

- design Business Continuity Plans for the critical processes

  📖 *A Business Continuity Plan consists of "documented information that guides an organization to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives". (ISO 22300:2021)*

You need to create a BCM System each time the Business Continuity Plan is reviewed (generally once a year).

✓ Accessing BCM Systems
✓ Creating a BCM System
✓ Viewing BIA Results

☛ *See also:*

- *Defining a Business Impact Analysis*
- *Viewing BIA Results*
- *Designing a Business Continuity Plan*

ACCESSING BCM SYSTEMS

To access BCM (Business Continuity Management) systems:

- In the navigation bar, select **Continuity > BCM Systems**.

You can view the BCM system properties:

- **Entity**
- **Responsible**
  - ☛ *The responsible user is by default the creator of the BCM System.*
  - ☛ *For further details, see Creating a BCM System.*

CREATING A BCM SYSTEM

To create a BCM (Business Continuity Management) system:

1. See Accessing BCM Systems.
2. Click **New**.
3. Give it a **Name**.
4. Specify a root **Entity**.

   ☛ *You may choose an entity:*

   - *via a list*
   - *via a tree (Connect feature available from the arrow).*
5. (optional) Select a **Business Continuity Analysis Template** .

   📖 *A Business Continuity Analysis Template defines the logic used in the Business Impact Analysis (BIA): impact types, downtime periods, computation rules. For further details, see Business Continuity Analysis Template.*

   ☛ *This field appears if several business continuity analysis templates are available. If only one model is supplied as standard, this field does not appear.*

   ☛ *It is no longer possible to modify the business continuity analysis template after creating the BCM system.*
6. Click **OK**.

See also: Defining a Business Impact Analysis.

MONITORING THE BCM SYSTEM

To monitor the Business Continuity Management System:

1. See Accessing BCM Systems.
2. Open the properties of a BCM system and select the **Monitoring** page.

Different sections enable to:

- View the results of Business Impact Analyses (BIAs) of the BCM system
- Monitor the testing of associated BCPs
- Monitor associated crises

You can also generate a report of the BCM system. See BCM System Results and Impacts Report.

Viewing BIA Results

A Business Continuity Management (BCM) system helps plan Business Impact Analyses (BIAs).

☛ *For more details, see Defining a Business Impact Analysis.*

The **BIA Results** section presents, for each analyzed process category:

- the result of the last BIA (RTO and business impact)
- the evolution of business impact depending on downtime periods.

☛ *The results that appear here apply to closed Business Impact Analyses (whose answers have been validated). For further details, see Validating the BIA Results.*

Monitoring Exercises

The **Exercises** section contains exercises corresponding to the Business Continuity Plans (PCAs) of one of the BIAs.

For further details, see Testing a Business Continuity Plan.

Monitoring Crises

The **Crises** section contains crises that have one BCP in their scope.

For further details, see Managing Crises.

DEFINING A BUSINESS IMPACT ANALYSIS

After creating a BCM (Business Continuity Management) System and defined its scope, you may create one or several Business Impact Analyses (BIAs).

☛ *See Managing BCM Systems.*

- ✓ Purpose of a BIA (Business Impact Analysis)
- ✓ Creating a BIA (Business Impact Analysis)
- ✓ Accessing BIAs (Business Impact Analyses)
- ✓ BIA Characteristics
- ✓ Performing a BIA
- ✓ Viewing a BIA Computed Results
- ✓ Modifying the BIA Results
- ✓ Validating the BIA Results
- ✓ Viewing the BIA dashboard

PURPOSE OF A BIA (BUSINESS IMPACT ANALYSIS)

☛ *See also: Creating a BCM System.*

A Business Impact Analysis is the "process of analyzing the impact over time of a disruption on the organization". (ISO 22300:2021)

The purpose is to identify critical process categories for which you need to implement a Business Continuity Plan (BCP).

Process responsible users (BIA responsible users) must fill in a matrix to qualify the impact of the disruption (for each impact type and downtime period).

This matrix enables to compute, for each process:

- the RTO

  🕮 *The Recovery Time Objective (RTO) determines the maximum tolerable amount of time it takes to bring critical systems back online, possibly in a Degraded Mode. It is related to downtime, representing target time following an incident for Product or service delivery resumption, or Activity resumption, or Resources recovery.*

- the business impact

  🕮 *A business impact is the outcome of a disruption.*

See also:

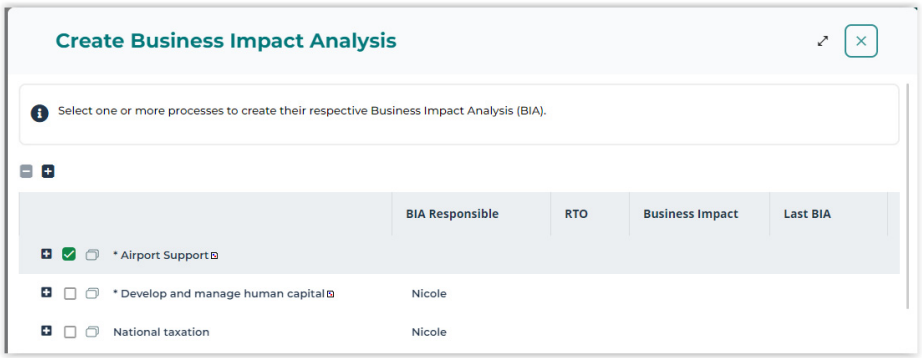
- Creating a BIA (Business Impact Analysis)
- BIA Characteristics
- Performing a BIA
- Viewing a BIA Computed Results

CREATING A BIA (BUSINESS IMPACT ANALYSIS)

The GRC Manager must create a Business Impact Analysis for each process and send a matrix to the BIA responsible user.

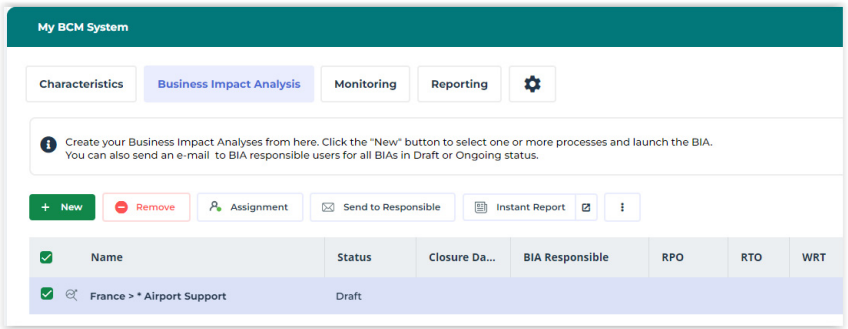
To create a Business Impact Analysis:

1. See Accessing BCM Systems.
2. In the properties of a BCM system, select the **Business Impact Analysis** page.
3. Click **New**.
4. Select one or several processes in the tree.



5. Click **OK**.

Each process has its own BIA.



☛ *To access the list of BIAs, see Accessing BIAs (Business Impact Analyses).*

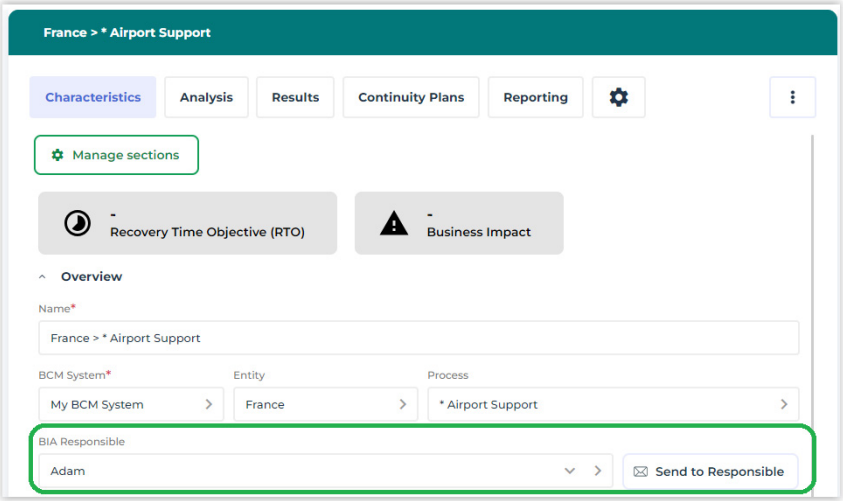
Specifying a BIA responsible user and sending the BIA matrix

To specify a BIA responsible user and send him/her a notification:

1. Open the BIA properties.

2. Select a **BIA Responsible** and click **Send to Responsible**.

   The BIA Responsible user is the BIA addressee who must fill in the corresponding matrix.



The BIA status is now "Ongoing". This status specifies that the BIA responsible user has received the BIA and must fill it in. See Performing a BIA.

Assigning several BIA instances to one responsible user

To assign several BIA instances to one responsible user:

1. Select the BIA instances and click **Assignation**.
2. Specify the responsible user and click **OK**.

Sending several BIA instances simultaneously

To send several BIA instances simultaneously:

- Select a BIA responsible user and click **Send to Responsible**.

  ☛ *To be able to send e-mails to several responsible users, you must have first defined the responsible users as well as their e-mail in the corresponding column.*

ACCESSING BIAS (BUSINESS IMPACT ANALYSES)

To access all business impact analyses:

- In the navigation bar, select **Continuity > Business Impact Analysis**.

  ☛ *You cannot create a BIA here. You must create them within the framework of a BCM system. For further details, see Accessing BCM Systems.*

To access the BIAs specific to a BCM system:

1. See Accessing BCM Systems.
2. In the properties of a BCM system, select the **Business Impact Analysis** page.

   ☛ *You can create a Business Impact Analysis here.*

BIA CHARACTERISTICS

Find below the general characteristics of a BIA (Business Impact Analysis).

See also:

- Purpose of a BIA (Business Impact Analysis)
- Creating a BIA (Business Impact Analysis)
- Accessing BIAs (Business Impact Analyses)
- Performing a BIA
- Viewing a BIA Computed Results

Name

The name of a a BIA is built as follows: "Entity Name" > "Process Name".

BCM System

BCM system from which a BIA is performed.

📖 *A BCM (Business Continuity Management) System enables to define the scope of a Business Continuity Plan. It also enables to launch Business Impact Analyses.*

Entity

Root entity of the BCM System the BIA belongs to.

Processes

Indicates the process category analyzed within the framework of the BIA. It represents the BIA scope.

☛ *This field is in Read-only mode.*

BIA Responsible

The BIA responsible user is in charge of the process and answers questions about business continuity.

As a GRC manager, you must send him/her the BIA so that he answers questions.

Once the BIA has been sent to the BIA responsible user, the BIA status turns to "Ongoing".

☛ *The BIA responsible user generally logs in to Hopex with the "GRC Contributor" profile.*

*In the **Hopex GRC** desktop, you can access the BIAs that have been sent to you via **Continuity > Business Impact Analysis** (**My BIAs** drop-down menu).*

Status

BIA status	Meaning of the status
Draft	Default status of a BIA at creation
Ongoing	An e-mail has been sent to the BIA responsible user. He/she is requested to fill in a BIA matrix.
Completed	The RTO and business impact have been computed.
Closed	The Analysis and Results page of the BIA are now in read-only mode.

Creation date

Date when the GRC Manager created the Business Impact Analysis.

Completion date

Date when the BIA Responsible answered questions via the matrix.

The following indicators are computed:

- RTO

  📖 *The Recovery Time Objective (RTO) determines the maximum tolerable amount of time it takes to bring critical systems back online, possibly in a Degraded Mode. It is related to downtime, representing target time following an incident for Product or service delivery resumption, or Activity resumption, or Resources recovery.*

- Business impact

  📖 *A business impact is the outcome of a disruption.*

Closure date

Date when the GRC Manager validated the BIA results (that is to say the matrix answers).

PERFORMING A BIA

Once the GRC Manager has created a Business Impact Analysis and sent the BIA matrix to the process owner, the latter can fill in the matrix. He/she qualifies the impact of a disruption on the process of interest.

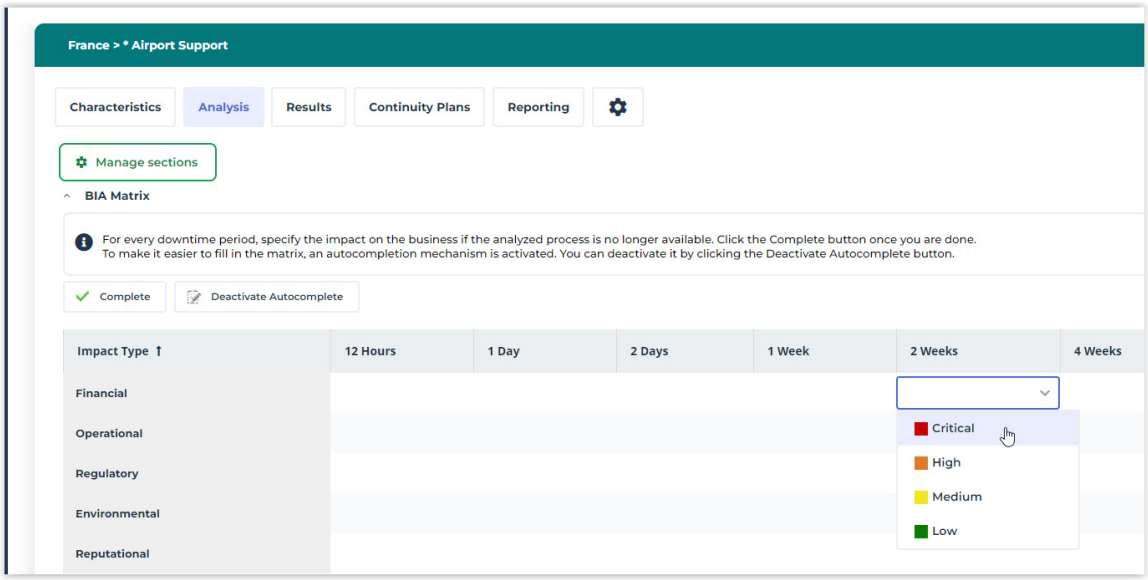
☛ *The GRC contributor can also perform a BIA (Business Impact Analysis).*

To perform a BIA:

1. See Accessing BIAs (Business Impact Analyses).
2. In the BIA properties, select the **Analysis** page.
3. Select the **Impact Type**:
   - Finance
   - Operations
   - Regulatory
   - Reputation
   - Environment

   ☛ *See Managing Impact Types.*
4. In the matrix, indicate a value to describe the impact, for each downtime period:

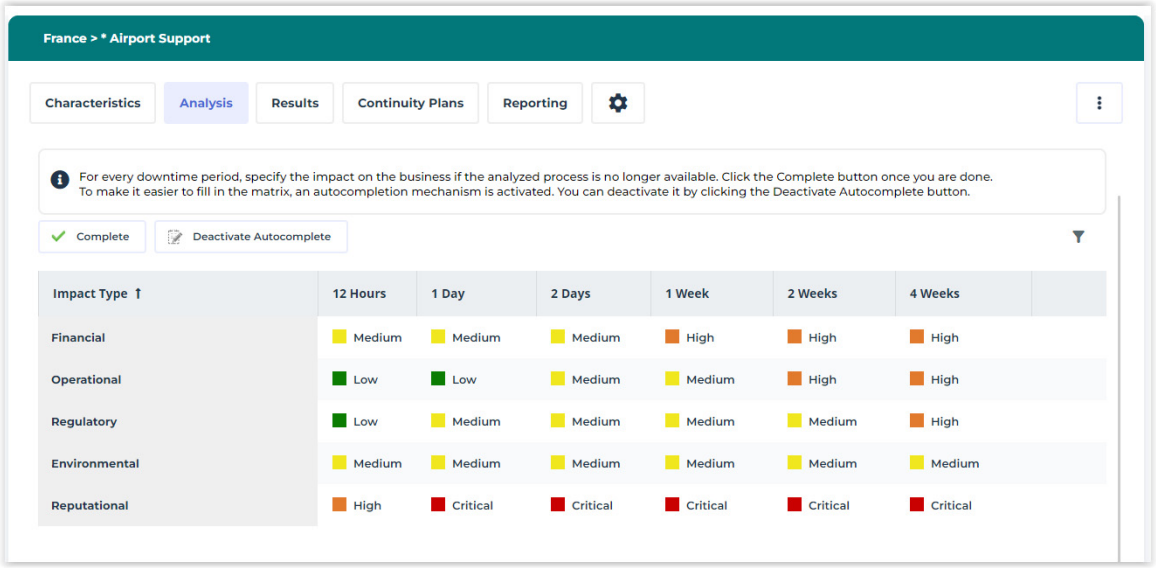
   ☛ *If a BIA has already been performed for the process, previous results are displayed.*



An Autocomplete feature is available. It enables to fill in automatically the cells on the right of the cell you are filling in.

☛ *If you prefer not to use the AutoComplete feature, click **Deactivate AutoComplete**.*

You obtain a matrix of this type:



5. After having filled all rows and columns, click the **Complete** button.

The values in the matrix enable to compute business continuity indicators:

- the RTO (Recovery Time Objective)

  📖 *The Recovery Time Objective (RTO) determines the maximum tolerable amount of time it takes to bring critical systems back online, possibly in a Degraded Mode. It is related to downtime, representing target time following an incident for Product or service delivery resumption, or Activity resumption, or Resources recovery.*

- the business impact

  📖 *A business impact is the outcome of a disruption.*

  These results appear in the BIA **Results** page. See Viewing a BIA Computed Results.

VIEWING A BIA COMPUTED RESULTS

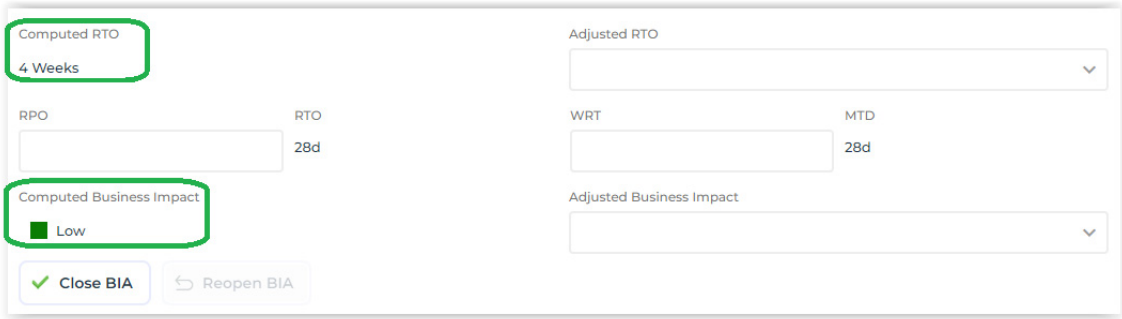
☛ *See the previous step: Performing a BIA.*

Once the GRC contributor has filled in the BIA matrix (Business Impact Analysis), the GRC Manager can view results and validate them.

☛ *The GRC Manager can modify computed results before validation. For further details, see Adjusting the RTO and Business Impact.*

To view BIA results:

1. See Accessing BIAs (Business Impact Analyses).
2. In the BIA properties, select the **Results** page.
   Computed indicators are displayed here:



Viewing the Computed RTO

The Recovery Time Objective (RTO) determines the maximum tolerable amount of time it takes to bring critical systems back online, possibly in a Degraded Mode. It is related to downtime, representing target time following an incident for Product or service delivery resumption, or Activity resumption, or Resources recovery.

The RTO displayed is computed from answers given in the BIA matrix.

☛ *RTO possible values are the downtime periods defined by the GRC functional administrator.*

☛ *For more details on the algorithm used, see RTO (Recovery Time Objective) Computation.*

Viewing Computed Business Impact

A business impact is the outcome of a disruption.

The business impact displayed is computed from the answers given in the BIA matrix.

☛ *For more details on the algorithm used, see Business Impact Computation.*

Viewing the MTD (Maximum Tolerable Downtime)

The MTD determines the time necessary for the unfavorable impacts resulting from the non-delivery of a product/service or non-performance of an activity to become unacceptable.

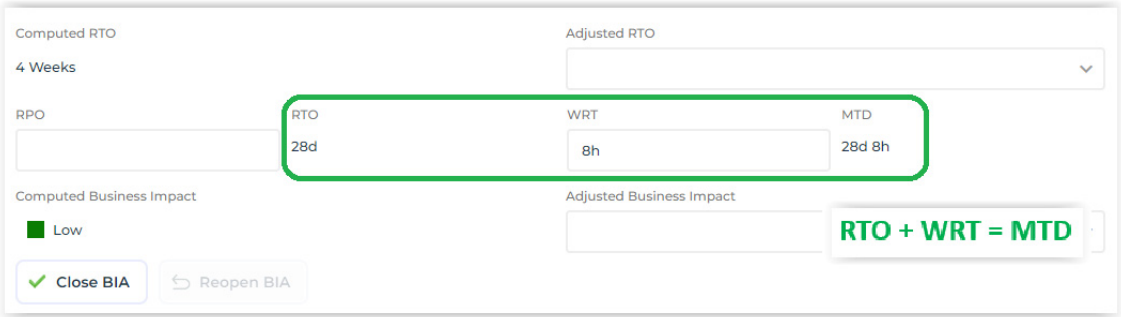
MTD = WRT (Work Recovery Time) + RTO (Recovery Time Objective) MTD = WRT (Work Recovery Time) + RTO (Recovery Time Objective)

The MTD is computed automatically and cannot be modified.

☛ *For more details on:*

- *RTO, see:Viewing the Computed RTO*
- *WRT, see:Entering the WRT (Work Recovery Time)*

If the WRT is not specified, MTD = RTO



☛ *The MTD cannot be modified.*

MODIFYING THE BIA RESULTS

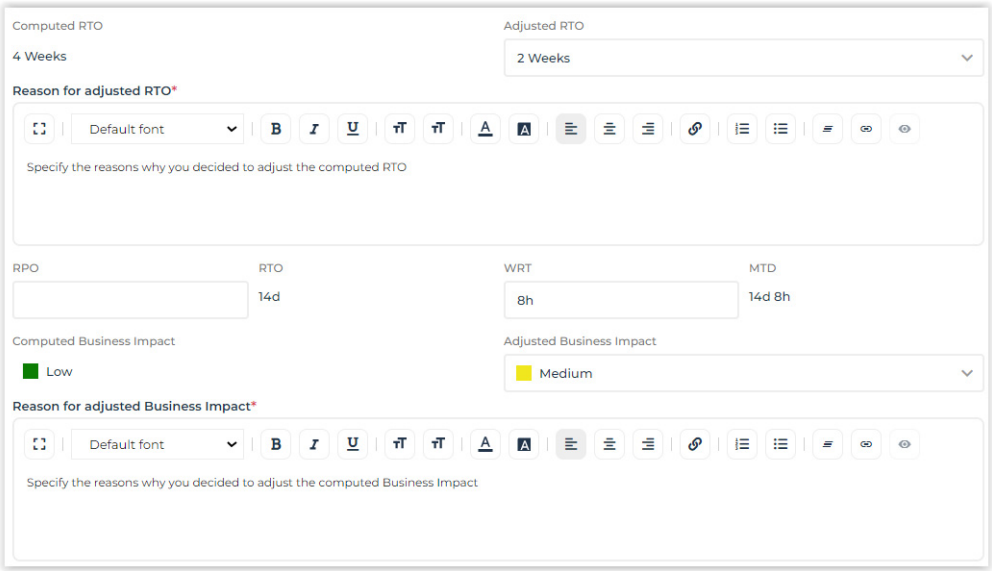
See also: Viewing a BIA Computed Results

Adjusting the RTO and Business Impact

As an GRC Manager, you may edit the computed indicators and adjust them.

You can enter new values in the following fields:

- **Adjusted RTO**
- **Adjusted business impact**

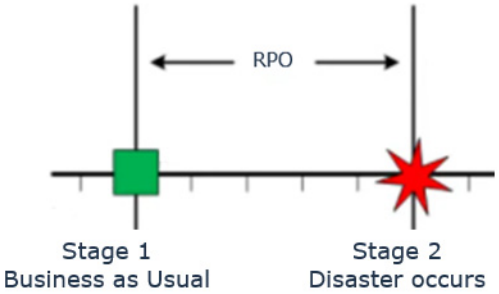


Entering the RPO (Recovery Point Objective)

The Recovery Point Objective (RPO) determines the point to which information used by an activity must be restored to enable the activity to operate on resumption or the maximum acceptable amount of data loss measured in time.

According to ISO 22300:2011, The RPO (Recovery Point Objective) is the point to which information used by an activity is restored to enable the activity to operate on resumption.

Example: time elapsed between the last backup and the moment the incident happened.



The "0" value corresponds to "0 data loss".

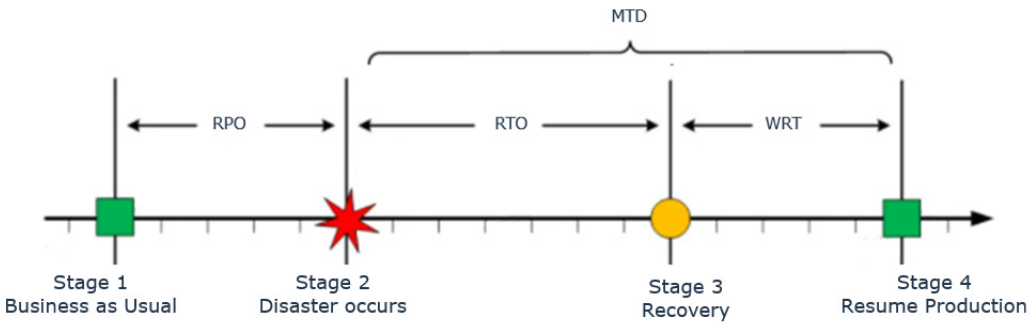
Entering the WRT (Work Recovery Time)

The WRT (Work Recovery Time) specifies the maximum of time tolerated to check the system and/or data integrity.

It can involve checking databases or logs to ensure that the applications or services are available. Once all the systems have been checked and/or recovered, it is possible to resume production.

The WRT corresponds to the time the organization is ready to wait to go from a degraded operating mode to a "back to normal" mode.

☛ *When added to the RTO, the WRT allows to obtain the MTD (Maximum Tolerable Downtime).*



VALIDATING THE BIA RESULTS

As a GRC manager, you must validate the results of the BIA matrix. To do this, you must close the BIA.

To close the BIA:

1. See Accessing BIAs (Business Impact Analyses).
2. In the BIA properties, select the **Results** page.
3. Consult the results and edit them if needed.
4. (Optional) Modify the results.
5. Click the **Close BIA** button.

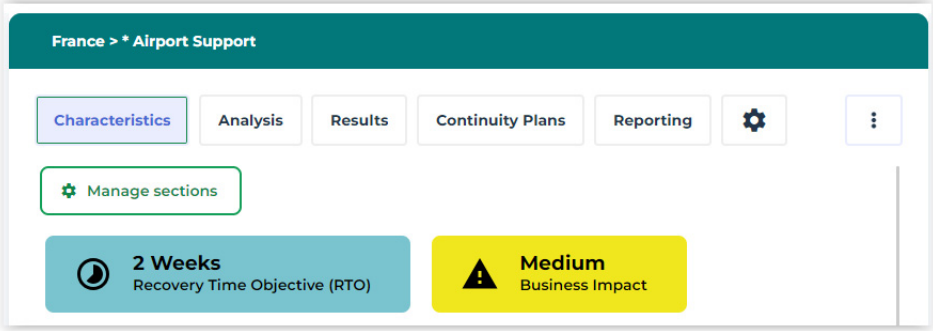
   ☛ *To edit results again, click the **Reopen BIA** button.*

   ☛ *See Modifying the BIA Results.*

VIEWING THE BIA DASHBOARD

To access a BIA dashboard and view its results:

1. See Accessing BIAs (Business Impact Analyses).
2. In the BIA properties, select the **Characteristics** page.
   The dashboard appears on top of the page.



If the GRC Manager has modified the results, those modified results appear. For more details, see Adjusting the RTO and Business Impact.

DESIGNING A BUSINESS CONTINUITY PLAN

The objective of a Business Continuity Plan (BCP) is to identify the steps required to restore a process following a disruption and to ensure business continuity, starting a degraded mode.

If a risk has been identified withing the framework of process and that the sub-processes concerned are critical to the organization operations, you must specify a Business Continuity Plan.

In a Business Continuity Plan you can define:

- ***continuity steps*** to start a ***degraded mode***.
- a ***recovery procedure*** to go back to business as usual.

☛ *If a disruption occurs, you must implement a BCP. See Managing Crises.*

✓ Accessing Business Continuity Plans
✓ Defining a Business Continuity Plan
✓ Generating a BCP MS Word Report
✓ Viewing Business Continuity Plan Results

☛ *See also:*

- *Testing a Business Continuity Plan*
- *Viewing the Results of an Executed BCP*
- *BCP MS Word Report*

ACCESSING BUSINESS CONTINUITY PLANS

To access all business continuity plans of your environment:

- In the navigation bar, select **Continuity > Business Continuity Plans**.

  ☛ *You cannot create a Business Continuity Plan from this menu. You must create a BCP within the framework of a BIA. For further details, see Accessing BIAs (Business Impact Analyses).*

To access Business Continuity Plans specific to a BIA:

1. See Accessing BIAs (Business Impact Analyses).
2. In the properties of a BIA, select the **Continuity Plans** page.

   ☛ *You can create a Business Continuity Plan here.*

See: Defining a Business Continuity Plan.

DEFINING A BUSINESS CONTINUITY PLAN

A Business Continuity Plan must necessarily be created from a Business Impact Analysis.

☛ *You can define several BCPs for one BIA.*

You can either create a BCP or duplicate an existing BCP.

Creating a Business Continuity Plan

To create a Business Continuity Plan:

1. See Accessing BIAs (Business Impact Analyses).
2. In the properties of a BIA, select the **Continuity Plans** page.
3. Click **New**.
4. Select **Create a Business Continuity Plan**.
5. Enter a name and click **OK**.

Duplicate a Business Continuity Plan

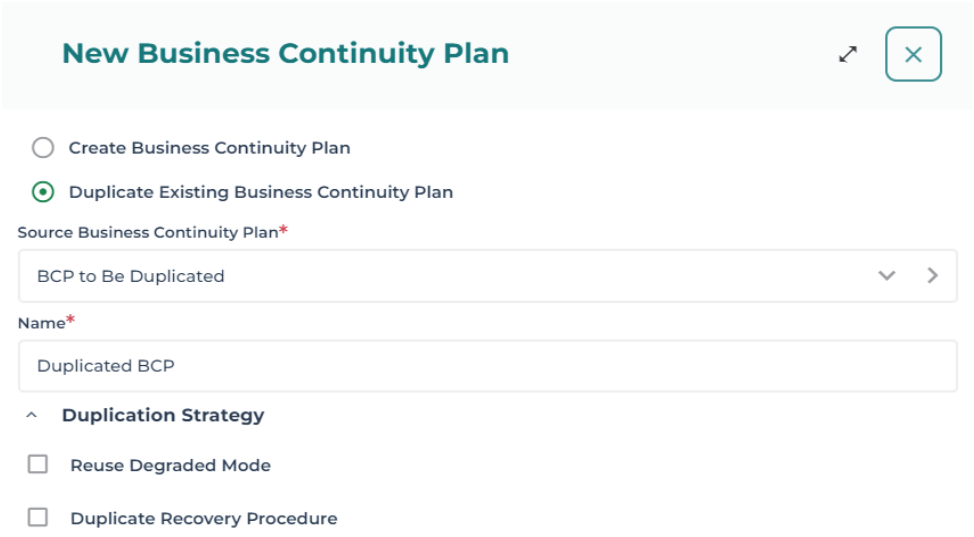
To duplicate a Business Continuity Plan:

1. See Accessing BIAs (Business Impact Analyses).
2. In the properties of a BIA, select the **Continuity Plans** page.
3. Click **New**.
4. Click **Duplicate a Business Continuity Plan**.
5. Select an **Existing Business Continuity Plan.**
   If the existing BCP has a degraded mode/recovery procedure, a duplication strategy in suggested.

   ☛ *If the BCP to be duplicated has neither degraded mode nor recovery procedure, no duplication strategy is suggested.*

6. In the **Duplication Strategy** section, select:
   - (optional)**Reuse the degraded mode**.

     ☛ *Here we refer to degraded mode reuse, and not duplication, because the process corresponding to the degraded mode is not duplicated.*
   - (optional)**Duplicate the recovery procedure**.



7. Enter a **Name** for the new BCP.
8. Click **OK**.

The BCP is duplicated.

☛ *The degraded mode process is reused. You can modify the substitute assets of the duplicated BCP without impacting the degraded mode of the source BCP.*

Specifying the Business Continuity Plan Characteristics

BCP general characteristics

The following characteristics are displayed in the BCP properties:

- **BIA** connected

  ☛ *See Defining a Business Impact Analysis.*
- **Status**
  - Ongoing
  - Archived
- **Entity**: entity of the BCM System the Business Continuity Plan applies to.
- **Process**: the process of the Business Continuity Plan scope
- Validity dates (**Valid From** and **Valid Until**)

Additional sections enable to define:

- a **Risk Scenario** as well as the risks that might trigger the BCP.

  A risk scenario corresponds to a risk type.

  ☛ *See Specifying the risks of a BCP.*

- **Unavailable resources** in the event of a crisis.

  ☛ *See Specifying unavailable assets.*

BCP Responsibilities

The (RACI) responsibilities of the BCP are by default the same as those of the process category/process analyzed within the framework of the BIA.

☛ *The RACI responsibilities are defined in the **Responsibilities** section of the BCP properties.*

Specifying the risks of a BCP

In the Business Continuity Plan properties you may describe a risk scenario and/or specify the triggering risks.

To specify risks and risk types:

1. See Accessing Business Continuity Plans.
2. In the properties of a BCP, expand the **Risk scenario** section.
3. In the **Risk Scenario** list, connect one or more risk types (which make up the risk scenario).
4. In the **Triggering Risks** list, connect one or more risks that might trigger the BCP.
   When connecting risks you may choose among:
   - all risks
   - risks connected to the process
   - risks connected to the risk scenario (risk type)
   - risks connected to both process and risk scenario

   ☛ *This information enables to describe the origin of the crisis which triggers the BCP.*

Specifying unavailable assets

In the properties of a Business Continuity Plan you can specify the assets that become unavailable in the event of a crisis:

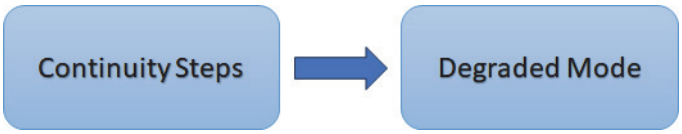
- **Org-Units**
- **Applications**
- **Sites**

☛ *This information enables to explain why a BCP is necessary to ensure business continuity.*

Defining Continuity Steps

Continuity steps are steps that ensure the process continuity.

They are used to start the ***degraded mode***.



☛ *See Defining a Degraded Mode.*

To create a continuity step:

1. See Accessing Business Continuity Plans.
2. In the properties of a Business Continuity Plan, select the **Continuity Steps** page.
3. Click **New**.
4. Define a **Responsible** user.
5. Enter a Description.

Defining a Degraded Mode

A degraded mode enables to ensure business continuity in the event of a crisis.

☛ *To initialize a degraded mode, you must have defined continuity steps first. See Defining Continuity Steps.*

To defining a degraded mode:

1. In the BCP properties, select the **Degraded mode** page.
2. Click **Initialize a degraded mode**.
   A degraded mode is automatically created.
   Its name is automatically generated from the BCP name.
3. (Optional) Specify the **Degraded mode process** if you want to give more information.

   ☛ *The process can be described in **Hopex Business Process Analysis**.*
4. Specify the **Substitute Assets**.
   - **Org-Units**
   - **Applications**
   - **Sites**

   ☛ *The substitute assets are supposed to replace the unavailable assets specified in the BCP (see Specifying unavailable assets).*

Defining the Recovery Procedure

Once the business continuity is granted by the degraded mode, you should describe the recovery procedure to go back to business as usual.

🕮 *A recovery procedure consists of recovery steps necessary to go back to **business as usual**.*

The recovery procedure gives birth to an action plan when a crisis is triggered.

> ☛ *The recovery procedure can be considered as an action plan template.*

To trigger a recovery procedure:

1. In the Business Continuity Plan properties, select the **Recovery Procedure** page.
2. Click **Initialize Recovery Procedure**.
   A recovery procedure is automatically created.
   Its name is automatically generated from the BCP name.
3. Specify:
   - the **Owner** and the **Approver** of the recovery procedure.

     ☛ *These fileds are similar to the ones found on an action plan.*
   - the estimated **Necessary Time**.
4. Fill in the **Means** as well as a **Description**.
5. Specify the **Recovery Steps** as well as their sequence.

   ☛ *For each step you may specify:*

   - *the estimated required time*
   - *the previous step*
   - *the deliverable*
   - *a description*

GENERATING A BCP MS WORD REPORT

You can generate an MS Word document which sums up all the information related to a Business Continuity Plan (Business Continuity Plan).

To do this:

1. See Accessing Business Continuity Plans.
2. Select a Business Continuity Plan from the list.
3. Click the **BCP Report** button.
   The generated MS Word report contains the following information:
   - Overview
   - Triggering Risks
   - Responsibilities
   - Recovery procedure: list of recovery steps to implement

VIEWING BUSINESS CONTINUITY PLAN RESULTS

See Viewing the Results of an Executed BCP.

TESTING A BUSINESS CONTINUITY PLAN

According to standard ISO 22301:2019, "The organization shall implement and maintain a programme of exercising and testing to validate over time the effectiveness of its business continuity strategies and solutions".

The Manager tests Business Continuity Plans on a regular basis to ensure that:

- the predefined ***recovery steps*** operate as planned
- BCPs can be performed within the defined time frame (RTO)

The Manager can monitor the progress of an exercise/test and take actions if continuity steps are not executed within the expected time frame.

✓ Accessing Exercises
✓ Creating an Exercise
✓ Notifying BCP Stakeholders
✓ Managing the Continuity Steps of an Executed BCP
✓ Viewing BCPs Tested by Ongoing Exercises
✓ Viewing Exercise Results

ACCESSING EXERCISES

To access the exercises to be performed within the framework of Business Continuity Management activities:

- In the navigation bar, select **Continuity > Exercises**.

  ☛ *Exercises apply to continuity steps only. They enable to test the degraded mode.*

See: Managing the Continuity Steps of an Executed BCP.

CREATING AN EXERCISE

In **Hopex BCM**, testing of Business Continuity Plans is performed through an exercise.

☛ *An exercise is similar to a crisis that has not occurred yet.*

To create a business continuity exercise:

1. In the navigation bar, select **Continuity > Exercises**.
2. Click **New** then **OK**.
3. Describe the **Scenario Exercise**.
4. Click **OK**.

To specify the continuity plans you want to test:

1. In the **Characteristics** page of the exercise properties, expand the **Tested Business Continuity Plans**.
2. Add one or several ongoing BCPs.
   You can find the information related to these BCPs in the **BCP Tests** page of the exercise properties.

See Managing the Continuity Steps of an Executed BCP.

NOTIFYING BCP STAKEHOLDERS

You can notify stakeholders of one or several BCPs that an exercise is going to take place.

To notify responsible users of one or several BCPs and the corresponding recovery steps:

1. In the navigation bar, select **Continuity > Exercises**.
2. Open the exercise properties.
3. In the **Characteristics** page, expand the **Tested Business Continuity Plans** page.
4. Select one or several BCPs.
5. Click the **Notify Stakeholders** button.

> ☛ *The status of the exercise must be "Ongoing" and the start date must be specified.*

The BCP responsible user can follow-up the progression of the ongoing exercise. Continuity steps responsible users perform necessary actions.

> ☛ *The Business Continuity Plan MS-Word document is attached the informative e-mail.*
>
> *For further details, see Generating a BCP MS Word Report.*

MANAGING THE CONTINUITY STEPS OF AN EXECUTED BCP

Consulting the Continuity Steps of an Exercise

To consult the details of an exercise continuity steps:

1. In the navigation bar, select **Continuity > Exercises**.
2. Open the exercise properties.
3. Select the **BCP Tests** page.

☛ *Tested plans are exercise instances.*

To filter continuity steps by Business Continuity Plan:

- In the **BCP Tests** page, select the BCP of interest from the drop-down list.

Adding Continuity Steps to an Exercise

You can modify the BCPs that are used as the basis for the exercise and add continuity steps.

To add continuity steps:

1. See Accessing Exercises.
2. Open the properties of an exercise and select the **BCP Tests** page.
3. (optional) Select the plan of interest from the drop-down list.
4. In the **Tested Continuity Steps** section, click **New**.

☛ *The continuity step within the framework of an exercise is called "BCP step test".*

Managing Continuity Steps Lifecycle

Starting a continuity step

To start a continuity step:

1. Open the properties of an exercise and select the **BCP Tests** page.
2. Set the status of the BCP continuity step to "Ongoing".
   The start date is initialized with today's date. You can modify this date.

☛ *The "ongoing" status means that the continuity step is scheduled. The start date indicates the actual launch date of the recovery step.*

Completing a continuity step

To indicate that a BCP continuity step has been completed:

- Set its status to "Completed".
  The end date is initialized with today's date.

VIEWING BCPS TESTED BY ONGOING EXERCISES

As a contributor / process manager, you may be asked to take part in Business Continuity Plan testing within the framework of ongoing exercises.

To view the tested BCPs:

1. In the navigation bar:
   - (**Hopex GRC**) Select **Continuity > Exercises > My Ongoing BCP Tests**.
   - (**Hopex Business Process Analysis**) Select **Continuity > Continuity Tasks**.
2. Expand the **Business Continuity Plans tested by ongoing exercises**

This list displays BCPs triggered within the framework of an ongoing exercise.

VIEWING EXERCISE RESULTS

Viewing the Results of Tested BCPs

To view results of BCPs tested by an exercise:

1. See Accessing Exercises.
2. In the exercise properties, select the **Results** page.

For each tested BCP, you can view:

- status
- execution time
- RTO (of the process)

> 🕮 *The Recovery Time Objective (RTO) determines the maximum tolerable amount of time it takes to bring critical systems back online, possibly in a Degraded Mode. It is related to downtime, representing target time following an incident for Product or service delivery resumption, or Activity resumption, or Resources recovery.*

- whether the BCP failed/succeded

Execution time is compared to the RTO:

If the execution time is:	... the result is:
- lower than the RTO	Operational
- higher than the RTO	Unsatisfactory

Depending on the results of each tested BCPs, two percentages are computed:

- **Completion rate**: percentage of BCPs that have been carried out
- **Success rate**: percentage of BCPs that have been performed within a period of time lower than the RTO

Viewing the Exercise Dashboard

Global indicators are available in the upper part of the exercise properties (**Characteristics** page).

Tested plans

Specifies the number of Business Continuity Plans (BCPs) to execute within the framework of an exercise.

Time elapsed

Time elapsed since the beginning of the exercise.

☛ *This indicator is not specified if the exercise status is set to "Draft".*

Completion

Percentage of continuity steps that have been completed (for ongoing or closed BCPs)

Result

The result is available when the exercise is in "Closed" status.

Indicates whether the exercise has failed or succeeded.

☛ *If the manager modifies the result manually, the modified result is displayed.*

MANAGING CRISES

When a disruption arises, a recovery procedure must be executed within the framework of a crisis.

There are several ways of triggering a crisis:

- automatically if some conditions are met
- manually from an incident
- manually

The triggering of a crisis instantiates the recovery procedure defined in the BCP. The recovery procedure is implemented through an action plan.

✓ Accessing crises
✓ Accessing BCP Executions
✓ Crisis Automatic Triggering
✓ Triggering a Crisis from an Incident
✓ Triggering a Crisis
✓ Follow Executed Business Continuity Plans

ACCESSING CRISES

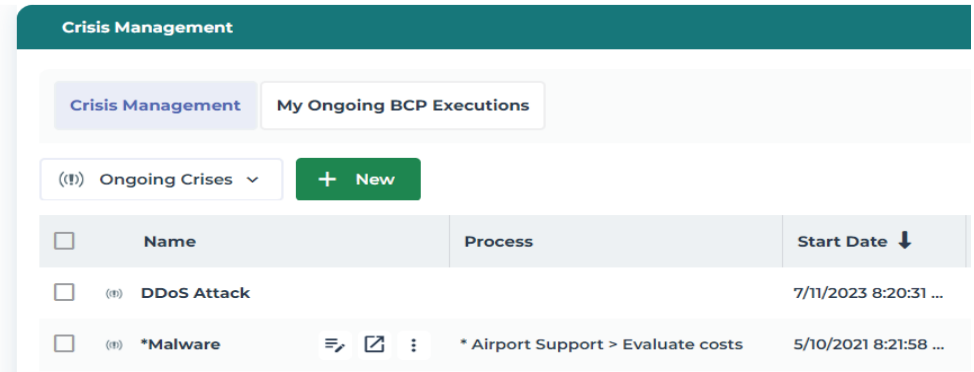
To access crises:

- In the navigation bar, select **Continuity > Crisis Management**.

With this list you can:

- view all the crises as well as the **Ongoing crises**.
- create a crisis

  ☛ *See Triggering a Crisis.*
- View the crises you need to take part in (**My ongoing BCP executions** tab)



ACCESSING BCP EXECUTIONS

You may be asked to take part in Business Continuity Plan execution within the framework of crises.

To view these:

- In the navigation bar:
  - (**Hopex GRC**) Select **Continuity > Crisis Management > My Ongoing BCP Executions**.
  - (**Hopex Business Process Analysis**) Select **Continuity > Continuity Tasks**.

This list displays BCPs executed/triggered within the framework of an ongoing crisis.

TRIGGERING A CRISIS

Creating a crisis

To create a crisis:

1. See Accessing crises.
2. Click **New**.

   ☛ *You may also create a crisis from the home page (**Quick access > Actions > Create a crisis)**.*
3. Enter a name and click **OK**.

   ☛ *The status of the created crisis is automatically set to "Ongoing".*

Executing a Business Continuity Plan

To face the crisis, you must trigger one or several Business Continuity Plans.

To specify the Business Continuity Plans to trigger:

1. See Accessing crises.
2. In the properties of a crisis, expand the **Triggered Business Continuity Plans**.
3. Add one or several ongoing BCPs.

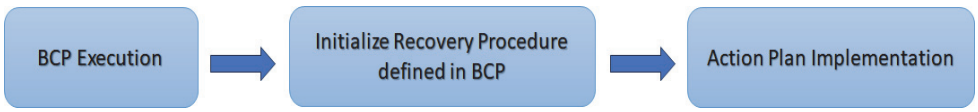
   ☛ *For each BCP, the corresponding **Process** is displayed as a column, together with its owner.*

The Responsible user for the BCP receives an e-mail informing him/her that the BCP has been added to an ongoing crisis. A Word document detailing the BCP and the recovery procedure to implement is forwarded.

The Business Continuity Plan executed within the framework of a crisis instantiates the recovery procedure defined in the BCP.

☛ *For further details, see Defining the Recovery Procedure.*

The recovery procedure is instantiated through an action plan. If no recovery procedure is available, you can initialize a recovery procedure through an empty action plan.



☛ *If you delete a BCP from this section, the associated business continuity steps and the initialized recovery procedure are also deleted.*

Managing Continuity and Recovery Steps

Definitions and examples

Example:

The bakery from which you usually buy bread goes bankrupt.

Below are examples of continuity and recovery steps:

What?	Definition	What for?	Example
Continuity step	Element of a BCP (Business Continuity (Plan)	***Degraded mode***	The restaurant will cook the bread until a new bakery is found.
Recovery step	Element of a recovery procedure (action of action plan)	***Back to business as usual***	The restaurant finds a reliable bakery

Accessing the continuity and recovery steps

To access the continuity/recovery steps planned within the framework of a crisis:

1. See Accessing crises.
2. In the properties of a crisis, select the **Continuity and recovery steps** page.
3. If there are several BCPs, use the drop-down list to switch from one to another.

☛ *The BCPs found in this page are instances of the original BCP.*

You may modify these BCPs to adapt to the crisis, for example through the addition of recovery steps (see Managing Crisis Recovery Steps). This enables you to manage the life cycle of a crisis.

Managing continuity steps

Continuity steps enable to launch the ***degraded mode***.

All the continuity steps included in the original BCP appear in the **Continuity Steps** section.

You can also add continuity steps if required.

☛ *A continuity step within the framework of an exercise is called a "BCP step execution".*

You can specify:

- The **Status**:
  - To be started
  - Ongoing
  - Completed

  Switching from a status value to another automatically fills the **Start date** and **End date** fields.

  ☛ *The **Execution time** is automatically computed.*
- the **Responsible User**
- a comment about the progression of the continuity step in the **Results** column.

  ☛ *The **In original BCP?** column indicates whether the continuity step is part of the initial BCP.*

  If you add a continuity step within the framework of the crisis, the corresponding value here is "No".

To modify the order of continuity steps:

1. Select the **Tested Plans** page of a business continuity exercise.
2. In the **Continuity Steps** section, click the **Reorganize** button.
   You may modify the order through a drag-and-drop in the window that appears or choose the alphabetical order.

Managing Crisis Recovery Steps

Recovery steps enable to go back to ***business as usual***.

To manage recovery steps planned within the framework of a crisis:

1. See Accessing the continuity and recovery steps.
2. Expand the crisis **Executed Recovery Procedure** section.
3. On the right-hand side of the name generated automatically, click **Display Details**.
   The ***action plan*** properties appear.

   Take note that:
   - the action plan origin is "Activity continuity".
   - the action plan category is "Recovery procedure".

     ☛ *These fields have been filled automatically.*

   In the action plan **Actions** page, the actions corresponding to the recovery steps appear together with their sequence.

TRIGGERING A CRISIS FROM AN INCIDENT

To manually trigger a crisis from an incident:

1. Open the incident properties.
2. In the **Qualitative analysis** section, click the **Trigger crisis** button.

   ☛ *This button is available if:*

   - *the **Materialized Risk** field has been filled*
   - *a business Continuity Plan can be triggered*

   The critical processes impacted by the incident are suggested.
3. Select the process(es) for which you want to trigger the Business Continuity Plan.
4. Specify whether you want to:
   - **Select an ongoing crisis**

     ☛ *If you select an ongoing crisis, it is updated with the processes added.*
   - **Create a crisis**
5. Click **OK**.

CRISIS AUTOMATIC TRIGGERING

Crisis triggering context

A crisis creation wizard appears automatically if the user connects an incident to a risk, which is in turn connected to a process connected to an ongoing BCP.

The incident and the risk can be connected in two different ways:

- From the incident property page (**Qualitative analysis** section)
- From the risk property page (**Incidents** page)

The crisis management wizard appears only if:

- the incident status is "To be validated" or "Validated".
- the risk appears in the list of the BCP triggering risks.

Presentation of the Crisis Management Wizard

In the wizard that offers to trigger a crisis:

6. Select the process whose Business Continuity Plan must be triggered within the framework of the crisis..
7. Create a crisis or add the impacted process to an existing crisis.

> ☛ *After closing the wizard, the persons identified in the RACI section of the Business Continuity Plan (BCP) connected to the process are informed by e-mail. The BCP document is attached for your information.*

For further details, see Triggering a Crisis.

FOLLOW EXECUTED BUSINESS CONTINUITY PLANS

Viewing the Results of an Executed BCP

Hopex BCM enables to follow up Business Continuity Plans executed within the framework of a crisis and to view the results.

The GRC Manager can monitor whether the crisis is handled properly.

To view the results of a crisis:

1. See Accessing crises.
2. In the crisis properties, select the **Results** page.

The execution time of each Business Continuity Plan is compared with the RTO of the process. The following results are computed:

- for each executed Business Continuity Plan: the **Result**
  The result is "Pass" if the execution time is lower than the process RTO.

  ☛ *The result is available only is the Business Continuity Plan is completed.*
- for the whole crisis:
  - **Success rate**: % of "pass" tests
  - **Completion rate**: % of performed tests

The **Crisis Results** field enables to enter a comment.

Viewing the Crisis Dashboard

The **Characteristics** page of the crisis properties displays the following information in the form of a dashboard:

- **Impacted processes**: number of impacted processes
- **Elapsed time**: number of hours which have elapsed since the start date (rounded to the highest integer).

  ☛ *To view detailed results of BCP execution, see Viewing the Results of an Executed BCP.*

Closing the Crisis

In the properties of the crisis, you can:

- specify the crisis end date,
- manually set the crisis status to "Closed".

BUSINESS CONTINUITY REPORTS

- ✓ BCM System Results and Impacts Report
- ✓ BIA Impact Report
- ✓ BCP MS Word Report

☛ *For more information on reports, see:*

- *Accessing Reports*
- *Creating a Report*

BCM System Results and Impacts Report

This report displays a global view of the BCM (Business Continuity Management) system and its Business Impact Analysis.

Access path

To generate a BCM system report:

1. Accessing BCM Systems
2. In the BCM system properties select the **Reports > BCM System Results and Impacts** page.

Report content

For each BIA the following columns are displayed:

- Assessed object
- BIA date
- Business impact

  A business impact is the outcome of a disruption.

- RPO

  The Recovery Point Objective (RPO) determines the point to which information used by an activity must be restored to enable the activity to operate on resumption or the maximum acceptable amount of data loss measured in time.

- RTO

  The Recovery Time Objective (RTO) determines the maximum tolerable amount of time it takes to bring critical systems back online, possibly in a Degraded Mode. It is related to downtime, representing

target time following an incident for Product or service delivery resumption, or Activity resumption, or Resources recovery.

- WRT

  The WRT (Work Recovery Time) specifies the maximum of time tolerated to check the system and/or data integrity.

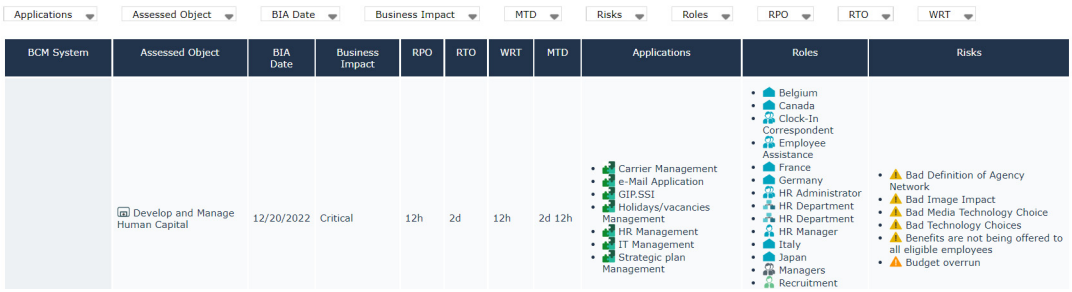
- MTD

  The MTD (Maximum Tolerable Downtime) defines the total amount of time that a process can be disrupted without causing any unacceptable consequences.

  ☛ *For more details on these indicators, see:*

  - *Viewing a BIA Computed Results*
  - *Modifying the BIA Results*

- Applications
- Roles (entities)
- Risks

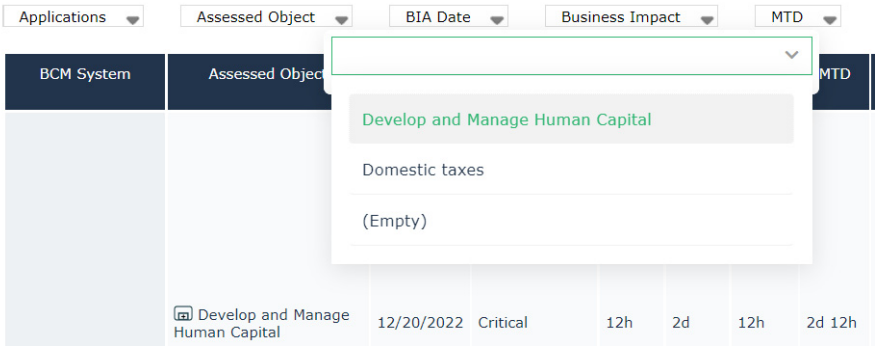


Filtering the report data

You can choose to to display only the data corresponding to some criteria:

(Example) To display the BIAs corresponding to a specific assessed object:

❱ Select a filter and a value:



BIA Impact Report

The BIA (Business Impact Analysis) impact report is displayed in the form of a dendrogram.

Access path

To display the BIA impact report:

1. See Accessing BIAs (Business Impact Analyses).
2. In the BIA properties select the **Report** page.

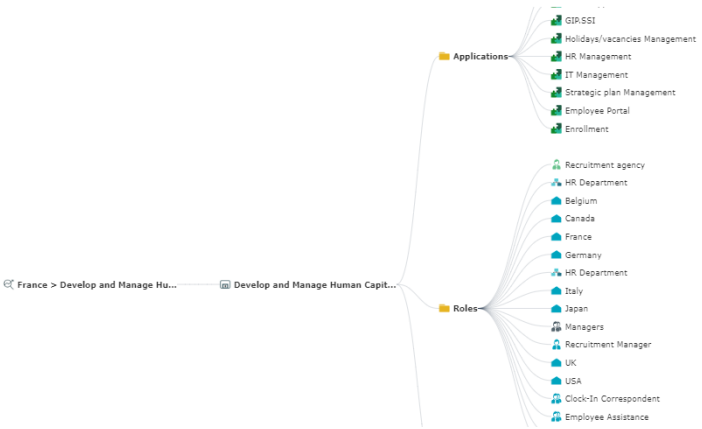
Report content

To view the report:

- Click the name of the BIA then the different impacted elements, for example:
  - Process categories/Processes
  - Entities
  - Applications
  - Risks

    *With **Hopex Cyber Resilience** you can also view:*

    - *Deployed servers*
    - *Data centers*
    - *Facilities*



BCP MS Word Report

You can generate an MS Word document which sums up all the information related to a Business Continuity Plan (BCP).

To do this:

1. See Accessing Business Continuity Plans.
2. Select a Business Continuity Plan from the list.
3. Click the **BCP Report** button.
   The generated MS Word report contains the following information:
   - **Overview**
   - **Triggering Risks**
   - **Responsibilities**
   - **Continuity procedure**: list of continuity steps to implement to ensure business continuity