HOPEX BCM

User Guide

HOPEX V5

MEGA
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CONTENTS

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)
- ✓ manage disruptions and ensure the recovery of impacted activities within a predefined time frame

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

Analyze

Identify critical processes via Business Impact Analyses

Design

Design Business Continuity Plans and recovery steps

Test

Test Business Continuity Plans via exercises

Follow-up

Follow up exercises and crises via reports

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:*

- *IRM 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:*

- *IRM 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 IRM 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.

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

- impact types
- downtime periods
- computation rules

☛ *A business continuity analysis template is supplied as standard, but you can create your own template.*

✓ Managing Business Continuity Analysis Templates
✓ Managing Impact Types
✓ Managing Downtime Periods
✓ Managing Computation Rules

MANAGING BUSINESS CONTINUITY ANALYSIS TEMPLATES

A business continuity analysis template is supplied as standard: "Standard Business Continuity Analysis Template". You can however create your own template.

To manage Business Continuity Analysis Templates:

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

The template contains the following parameters:

- **Impact Types**
- **Downtime Periods**
- **Computation Rules**

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
```

Weights are used by the algorithm to compute the RTO (Recovery Time Objective) and the business impact.

See Managing Impact Types.

Downtime Periods

Impact types are assessed for each downtime period. They represent the columns of a BIA matrix.

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

See Managing Downtime Periods.

Computation Rules

Computation rules are defined to compute the BIA results.

See Managing Computation Rules.

MANAGING IMPACT TYPES

To access impact types used within a Business Impact Analysis:

- In the navigation menu, select **Administration > Business Activity > 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.*

In the properties of an impact type, you can specify the possible values and assign them a color to be displayed in the BIA matrix.

Managing business impact values

To define business impact values:

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

MANAGING DOWNTIME PERIODS

To access downtime periods used within a Business Impact Analysis:

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

The following values are available by default:

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

> ☛ *Downtime periods must be sorted manually in the **Duration** column.*

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

> 🕮 *The RTO (Recovery Time Objective) is the time frame identified for resuming disrupted activities.*

MANAGING COMPUTATION RULES

To access computation rules used within a Business Impact Analysis:

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

Computation rules help implement the algorithm that computes:

- the RTO (Recovery Time Objective)
- the business impact

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

☛ *Colors used to display the global business impact are defined here.*

You may create your own rules within each category. A computation rule is supplied by default within each category.

Answer score computation rule

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

= Weight of the impact type * Weight of the impact type value

RTO computation rule

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

Business impact computation rule

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

Business Impact Values

You can specify (connect) the business impact values to be used in the computation rule.

These values are used when computing the final value of a Business Impact Analysis (BIA).

> ☛ *For more details on BIA results, see View Computed Business Impact.*

To define business impact values and corresponding colors:

- In the navigation menu, select **Administration > Business Activity > Business Impact Values**.

MANAGING BCM SYSTEMS

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

A BCM System enables you to:

- define the scope of the business continuity project (business processes connected to an entity)
- 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 and Defining its Scope
✓ Viewing BIA Results

☛ *See also:*

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

ACCESSING BCM SYSTEMS

To access BCM (Business Continuity Management) systems:

- In the navigation menu, 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.*

- **Scope**: business processes directly connected to the entity

  ☛ *For more details, see Creating a BCM System and Defining its Scope.*

CREATING A BCM SYSTEM AND DEFINING ITS SCOPE

When creating a BCM System, you need to specify its scope, which consists of one or several business processes.

To create a BCM (Business Continuity Management) system:

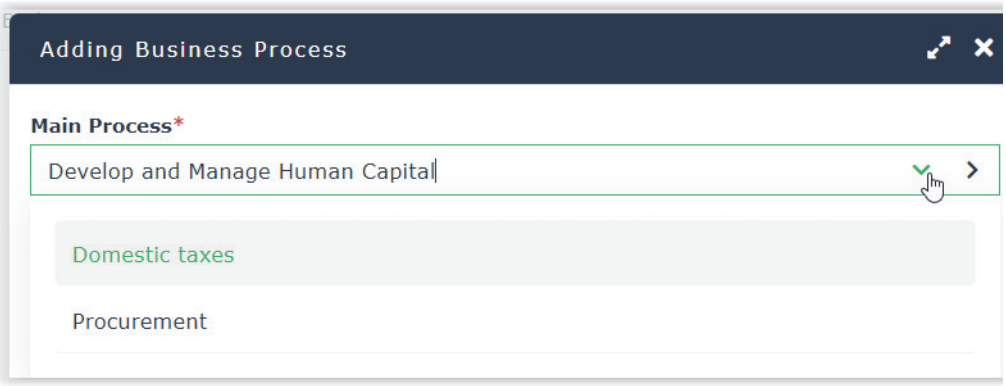
1. See Accessing BCM Systems.
2. Click **New**.
3. In the creation wizard, enter a **Name** and select a root **Entity**.
4. (Optional) Select a **Business Continuity Analysis Template** .

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

   ☛ *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.*
5. In the **Processes** field, select one or several processes.

   ☛ *The 1st-level business processes (main processes) directly connected to the entity specified are suggested.*



6. Click **OK**.
   These business processes are now available in the **Scope** section of the BCM system properties.

   ☛ *You can add a process to the BCM System later on. To do so, right-click the business process and select **Add to a BCM system**.*

See also: Defining a Business Impact Analysis.

Monitoring the Business Continuity Management 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.

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 business process:

- 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 more 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 of this page.

For more details, see Testing a Business Continuity Plan.

Monitoring Crises

The **Crises** section contains crises that have one of the BCPs in their scope.

For more 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).

You must create one BIA per business process.

☛ *See Managing BCM Systems.*

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

PURPOSE OF A BIA (BUSINESS IMPACT ANALYSIS)

☛ *See also: Creating a BCM System and Defining its Scope.*

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 business processes 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 RTO (Recovery Time Objective) is the time frame identified for resuming disrupted activities.*

- 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 BIA Computed Results

ACCESSING BIAS (BUSINESS IMPACT ANALYSIS)

To access all business impact analyses:

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

  ☛ *You cannot create a BIA here. You must create them within the framework of a BCM system. For more 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.*

CREATING A BIA (BUSINESS IMPACT ANALYSIS)

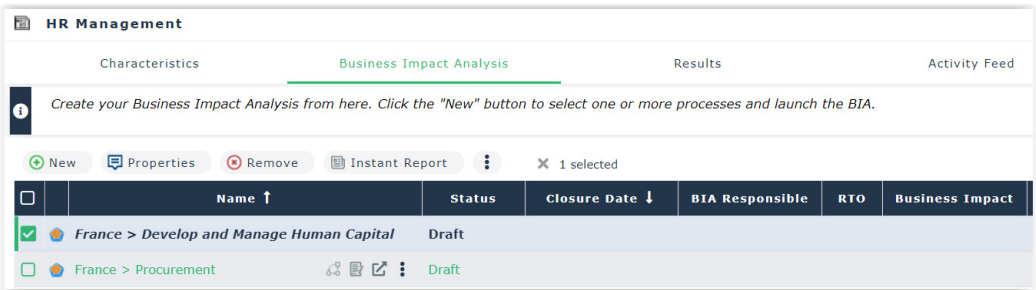
The IRM Manager must create a Business Impact Analysis for each process and send a matrix to the BIA responsible user.

To create Business Impact Analyses:

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

7. Click **OK**.

Each process has its own BIA.



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

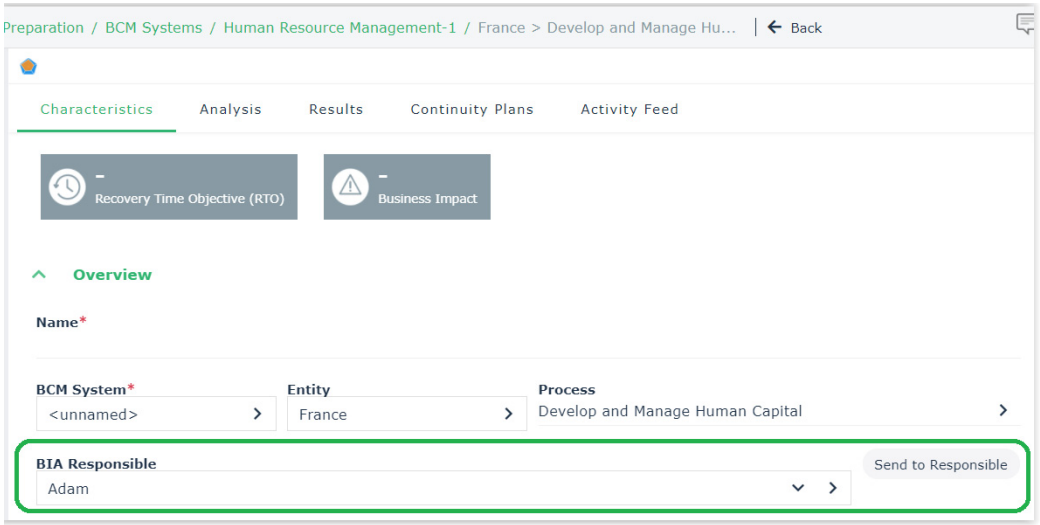
Specifying a BIA responsible user and sending the BIA matrix

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

1. Select a BIA and open its 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.

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 Analysis)
- Performing a BIA
- Viewing 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 business process 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 an IRM 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 "IRM Contributor" profile.*

*However, you can access the BIAs that have been sent to you via the **My tasks > Business Continuity** menu in the **HOPEX IRM** desktop.*

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 IRM 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 RTO (Recovery Time Objective) is the time frame identified for resuming disrupted activities.*

- Business impact

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

Closure date

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

PERFORMING A BIA

Once the IRM 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 IRM contributor can also perform a BIA (Business Impact Analysis).*

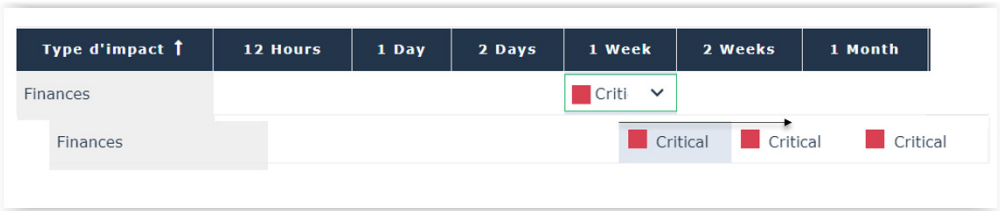
To perform a BIA in the IRM desktop:

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

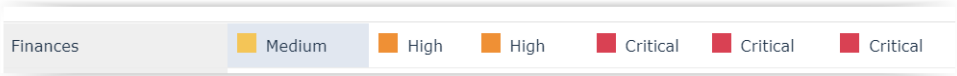
   > ☛ *See Managing Impact Types.*
4. In the matrix, indicate a value to describe the impact, for each downtime period:

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

   You may start by filling the cell for which the impact is higher. The cells on the right will automatically be filled with this same value:

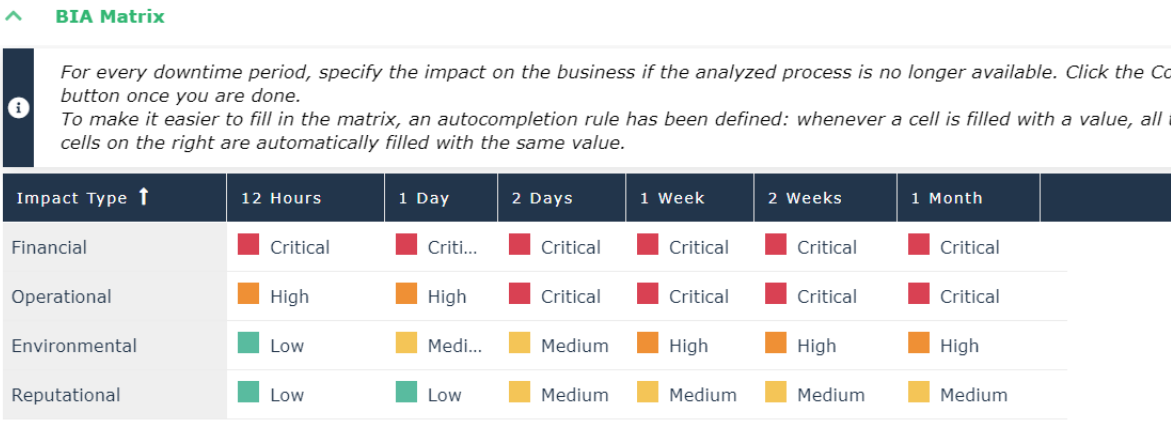


Continue to fill in the row on the left with other values:



> ☛ *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 RTO (Recovery Time Objective) is the time frame identified for resuming disrupted activities.
   - the business impact

     A business impact is the outcome of a disruption.

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

VIEWING BIA COMPUTED RESULTS

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

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

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

To view BIA results:

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

Viewing the Computed RTO

The RTO (Recovery Time Objective) is the time frame identified for resuming disrupted activities.

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

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

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

View 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)

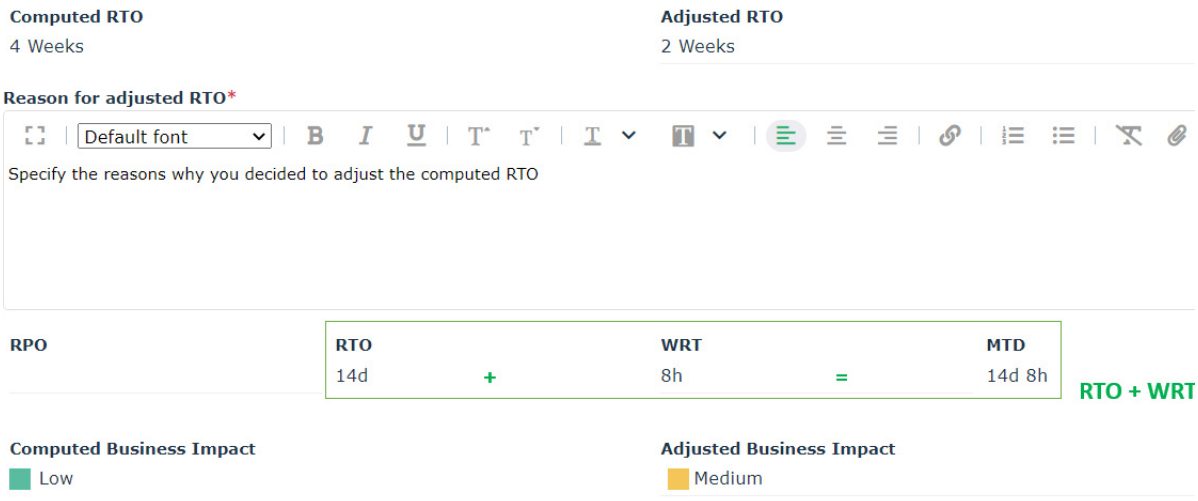
The MTD (Maximum Tolerable Downtime) is obtained from the RTO and WRT.

☛ *For more details on:*

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

We have the following: MTD = WRT (Work Recovery Time) + RTO (Recovery Time Objective)

If the WRT is not specified, MTD = RTO



☛ *The MTD cannot be modified.*

MODIFYING BIA RESULTS

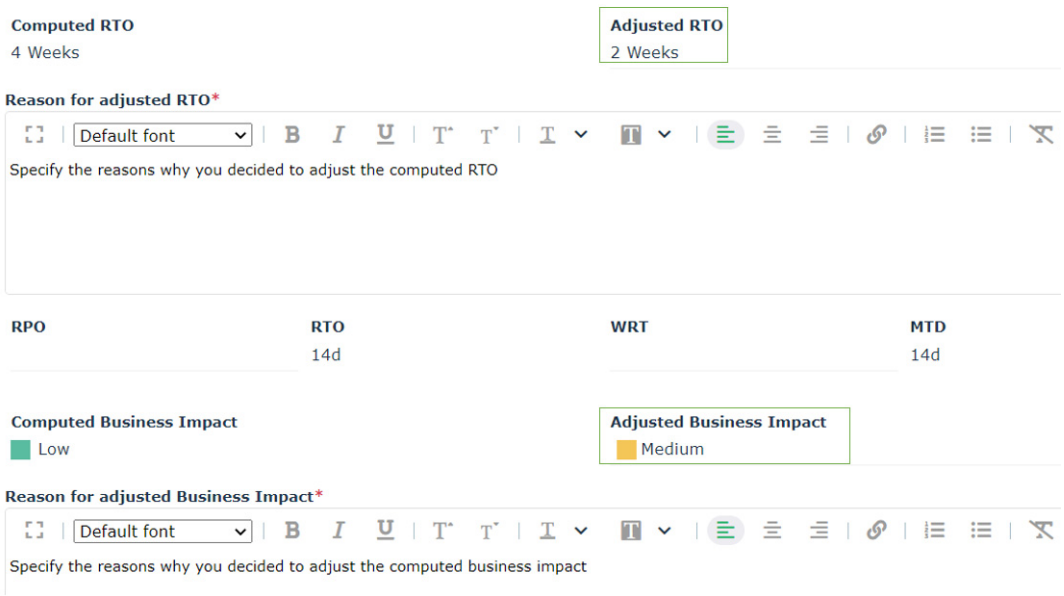
See also: Viewing BIA Computed Results

Adjusting the RTO and Business Impact

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

You can enter new values in the following fields:

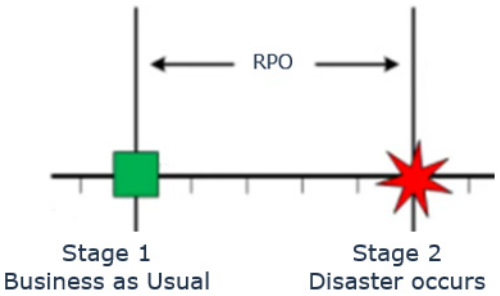
- **Adjusted RTO**
- **Adjusted business impact**



Entering the RPO (Recovery Point Objective)

The RPO (Recovery Point Objective) indicates the maximum quantity of data it is acceptable to lose (in time units).

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

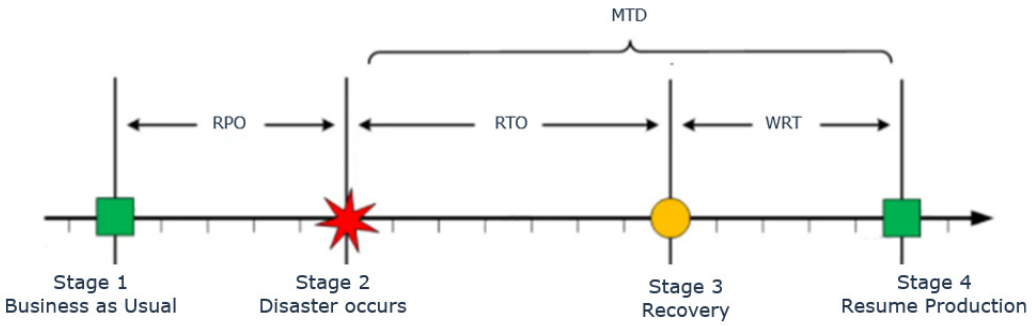


Entering the WRT (Work Recovery Time)

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

The WRT corresponds to the time the organization is willing 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). See Viewing the MTD (Maximum Tolerable Downtime).*



VALIDATING THE BIA RESULTS

As an IRM 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 Analysis)
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.

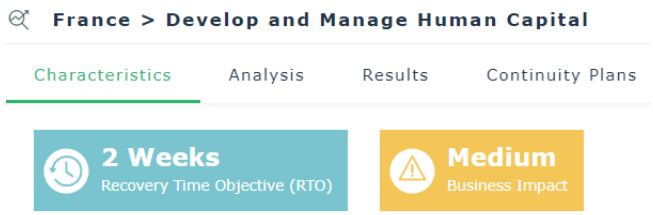
   ☛ *To edit results again, click the **Reopen BIA** button.*

   ☛ *See Modifying BIA Results.*

VIEWING THE BIA DASHBOARD

To access a BIA dashboard and view its results:

6. See Accessing BIAs (Business Impact Analysis).
7. In the BIA properties, select the **Characteristics** page.
   The dashboard appears on top of the page.

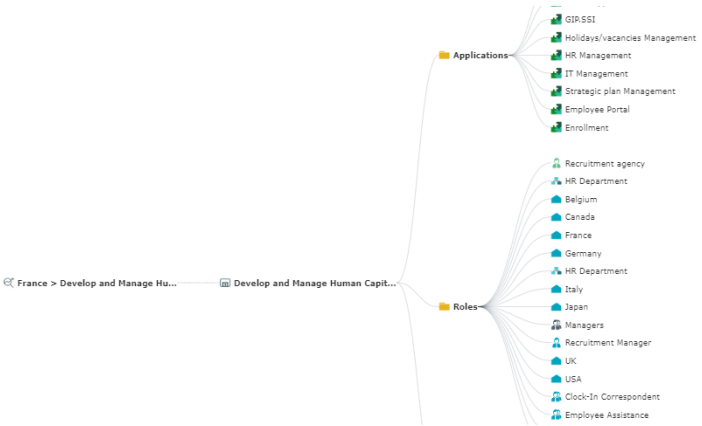


If the IRM Manager has modified the results, those modified results appear. For more details, see Adjusting the RTO and Business Impact.

VIEWING THE BIA IMPACT REPORT

To display the BIA impact report in the form of a dendrogram:

1. See Accessing BIAs (Business Impact Analysis).
2. In the BIA properties select the **Report** page.
3. Click the name of the BIA then the different impacted elements, for example:
   - Business/organizational processes
   - Entities
   - Applications
   - Risks



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.

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

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

- ✓ Accessing Business Continuity Plans
- ✓ Defining a Business Continuity Plan
- ✓ Viewing Business Continuity Plan Results

☛ *See also:*

- *Testing a Business Continuity Plan*
- *Viewing the Results of a BCP within the Framework of a Crisis*
- *BCP MS Word Report*

ACCESSING BUSINESS CONTINUITY PLANS

To access all business continuity plans of your environment:

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

  ☛ *You cannot create a Business Continuity Plan here. You must create it within the framework of a BCM system. For more details, see Accessing BIAs (Business Impact Analysis).*

To access Business Continuity Plans specific to a BIA:

1. See Accessing BIAs (Business Impact Analysis).
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

Creating or Duplicating a Business Continuity Plan

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

You can either create a new one or duplicating an existing one.

To create a Business Continuity Plan:

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

☛ *If a BCP exists for the process, you can choose to:*

- ***Create a Business Continuity Plan*** *from scratch*
- ***Duplicate a Business Continuity Plan***

See Designing a Business Continuity Plan to define its content.

Designing a Business Continuity Plan

A Business Continuity Plan consists of recovery steps and lists the risks which are likely to trigger it.

General characteristics a Business Continuity Plan

The following information is available:

- **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**)

Creating recovery steps

To create a recovery step:

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

Listing risks triggering a BCP

In the properties of a Business Continuity Plan, you must list the risks which are likely to trigger the BCP.

All the risks that are in the scope of the process corresponding to the BCP are listed here.

VIEWING BUSINESS CONTINUITY PLAN RESULTS

See Viewing the Results of a BCP within the Framework of a Crisis.

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 recovery steps are not executed within the expected time frame.

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

ACCESSING EXERCISES

To access the exercises to be performed:

- In the navigation menu, select **Business Continuity > Exercises**.

See: Managing the Recovery 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 menu, select **Business 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 **Tested Plans** page of the exercise properties.

See Managing the Recovery 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:

3. In the navigation menu, select **Business Continuity > Exercises**.
4. Open the exercise properties.
5. In the **Characteristics** page, expand the **Tested Business Continuity Plans** section.
6. Select one or several BCPs.
7. 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. Recovery step responsible users perform necessary actions.

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

MANAGING THE RECOVERY STEPS OF AN EXECUTED BCP

Consulting the Recovery Steps of an Exercise

To consult the details of recovery steps of an exercise:

1. In the navigation menu, select **Business Continuity > Exercises**.
2. Open the exercise properties.
3. Select the **Tested Plans** page.

☛ *Tested plans are exercise instances.*

To filter recovery steps by Business Continuity Plan:

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

Adding Recovery Steps to an Exercise

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

To add recovery steps:

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

☛ *A recovery step within the framework of an exercise is called by default a "BCP step test".*

Managing Recovery Step Life Cycle

Starting a recovery step

To start a recovery step:

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

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

Completing a recovery step

To indicate that a BCP recovery step is 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 menu:
   - (**HOPEX IRM**) Select **Tasks > Business continuity**.
   - (**HOPEX Business Process Analysis**) Select **Continuity > Continuity tasks**.
2. Expand the **Business Continuity Plans tested by ongoing exercises**

This list displays BCPs tested within the framework of an ongoing business continuity 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 plan, you can view:

- its status
- its execution time
- The business process RTO
- whether it succeeded/failed

Execution time is compared to the RTO:

If the execution time is:	... the result is:
- lower than the RTO	Pass
- higher than the RTO	Fail

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.

Tested plans

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

Time elapsed

Period of time elapsed since the beginning of the exercise.

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

Completion

Percentage of recovery 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, this modified result is displayed.*

MANAGING CRISES

If a disruption comes up, a Business Continuity Plan must be implemented via crisis management.

> 🕮 *A disruption is "an incident, whether anticipated or unanticipated, that causes an unplanned, negative deviation from the expected delivery of products and services according to an organization's objectives". (ISO 22300:2021)*

HOPEX IRM proposes to trigger a crisis if an incident require implementation of recovery steps.

- ✓ Defining a Crisis
- ✓ Triggering a Crisis
- ✓ Viewing BCPs triggered by Ongoing Crises
- ✓ Viewing the Results of a BCP within the Framework of a Crisis

DEFINING A CRISIS

Managing Crises

Accessing crises

To access crises:

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

Creating a crisis

To create a crisis:

1. In the navigation menu, select **Continuity > Crisis Management**.
2. Click **New**.

Crisis General Characteristics

In the properties of a crisis, you can specify the following:

- start date
- end date
- crisis status
  - ongoing
  - closed

☛ *You must specify the status manually.*

Specifying the Business Continuity Plans to Trigger

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 following information appear in columns:

- Open incidents connected to the process
- Business process / Organizational process owner
- RTO: RTO of the last closed BIA
- Business impact: Business impact of the last closed BIA
- Last BIA: last BIA closure date

Managing Crisis Recovery Steps

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

1. See Accessing crises.
2. In the properties of a crisis, select the **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.

Modifying and adding recovery steps

All the recovery steps included in the original BCP appear in the corresponding section.

You can also add recovery steps. These steps are called "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 recovery step in the **Results** column.

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

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

Modifying the order of recovery steps

To modify the order of recovery steps:

1. Select the **Tested Plans** page of a business continuity exercise.
2. In the **Recovery 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.

Viewing the Crisis Dashboard

Impacted processes

Number of impacted processes

Time elapsed

Number of hours which have elapsed since the start date (rounded to the highest integer)

Viewing the Results of Executed BCPs

To view the results of Business Continuity Plans within the framework of a crisis, see Viewing the Results of a BCP within the Framework of a Crisis.

TRIGGERING A CRISIS

A crisis is automatically triggered if some conditions are met.

☛ *See Crisis Automatic Triggering.*

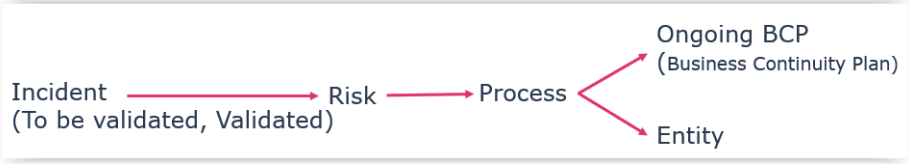
You can also trigger a crisis manually from an incident.

☛ *See Triggering a Crisis Manually from an Incident.*

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:

1. Select the process whose Business Continuity Plan must be triggered within the framework of the crisis.
2. 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.*

Triggering a Crisis Manually from an Incident

To manually trigger a crisis:

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**.

VIEWING BCPS TRIGGERED BY ONGOING CRISES

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

To view these:

1. In the navigation menu:
   - (**HOPEX IRM**) Select **Tasks > Business continuity**.
   - (**HOPEX Business Process Analysis**) Select **Continuity > Continuity tasks**.
2. Expand the **Business Continuity Plans triggered by ongoing crises**.

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

VIEWING THE RESULTS OF A BCP WITHIN THE FRAMEWORK OF A CRISIS

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

The 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.

BCM-Related Reports

BCM System Report

The report gives a global view of the BCM (Business Continuity Management) system and its BIAs (Business Impact Analyses).

Access path

To generate a BCM system report:

1. Accessing BCM Systems
2. In the BCM system properties select the **Reports** 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 (Recovery Point Objective)

  The RPO (Recovery Point Objective) indicates the maximum quantity of data it is acceptable to lose (in time units).
- RTO (Recovery Time Objective)

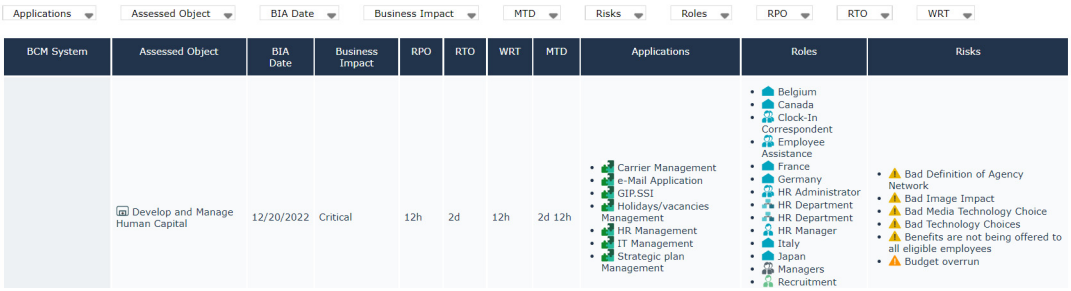
  The RTO (Recovery Time Objective) is the time frame identified for resuming disrupted activities.
- WRT (Work Recovery Time)

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

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

  For more information on the above indicators, see:

  - *Viewing BIA Computed Results*
  - *Modifying BIA Results*
- Applications
- Risks
- Roles (entities)

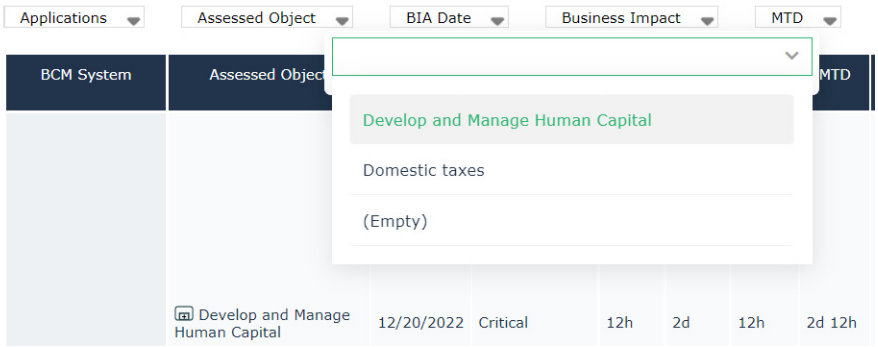


Filtering report data

You can choose to display data matching a specific criterion.

(Example) To display the BIA of a particular assessed object:

- Select a filter and a value as shown below:



BIA IMPACT REPORT

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

Access path

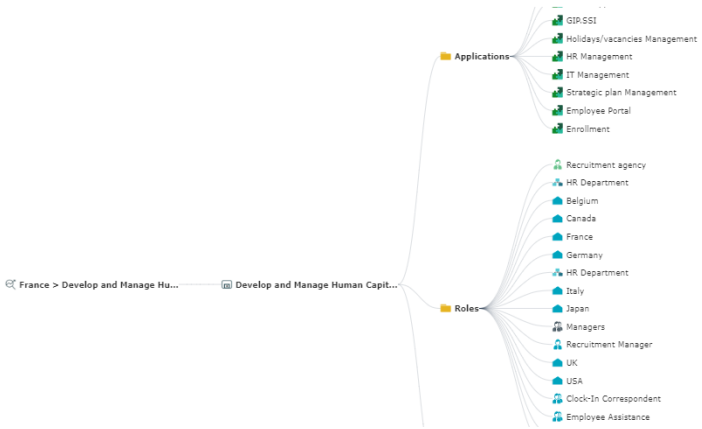
To display the BIA impact report:

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

Report content

To view the content of the BIA impact report:

- Click the name of the BIA then the different impacted elements, for example:
  - Business/organizational processes
  - Entities
  - Applications
  - Risks



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