

Critical Functions & Business Impact Analysis Tool

Disaster Risk Management Authority | The Bahamas

Derived from the DRM Authority Business Continuity Planning Workbook



What this tool helps you do

Identify the business activities that matter most, understand what happens if they stop, determine how long the business can tolerate the interruption, and set realistic recovery priorities.

Use this tool when...

- you are developing or updating a Business Continuity Plan;
- you need to decide which business activities must be restored first;
- you want to compare how long an activity can be unavailable with how quickly you can realistically restore it; or
- you need a clear basis for setting recovery priorities and continuity strategies.

How to use the tool

1. List the functions that directly support your most important products and services.
2. For each function, describe what happens if it is interrupted and identify its key dependencies.
3. Estimate the minimum staff needed, the Maximum Acceptable Downtime, and the Target Recovery Time.
4. Assign a recovery priority from 1 to 5.
5. Where the Target Recovery Time is later than the Maximum Acceptable Downtime, treat that as a continuity gap requiring action.

Key terms

Term	Meaning
Critical function	An activity that must continue or be restored within a defined period because interruption would have serious consequences for the business, employees, customers, finances, legal obligations, reputation or recovery.
Maximum Acceptable Downtime	The latest interruption the business can reasonably tolerate before the consequences become unacceptable.
Target Recovery Time	When the business aims to restore the function. This is sometimes referred to as a Recovery Time Objective (RTO).
Recovery priority	The order in which functions should be maintained or restored based on how quickly they are needed.

Important: Do not make everything critical. If everything is critical, nothing has actually been prioritized.

SIMPLIFIED BUSINESS IMPACT ANALYSIS

Use one row for each critical function. Start with three to five functions if you are doing this for the first time.

Critical Function	Impact if Interrupted	What Does It Depend On?	What Depends on It?	Minimum Staff	Maximum Acceptable Downtime	Target Recovery Time	Recovery Priority

Recovery Priority Guide

1	CRITICAL	Must be maintained or restored very quickly.
2	HIGH	Can be interrupted briefly, but significant consequences occur if restoration is delayed.
3	MEDIUM	Important, but can operate at reduced capacity or be delayed temporarily.
4	LOW	Can be suspended while higher priorities are restored.
5	DEFERRABLE	Can wait until normal operations have substantially resumed.

Our Top Recovery Priorities

Priority 1	Priority 2	Priority 3
Function:	Function:	Function:
Target Recovery Time:	Target Recovery Time:	Target Recovery Time:
Why it must be restored quickly:	Why it must be restored quickly:	Why it must be restored quickly:

Recovery Time Gap Check

Compare the Target Recovery Time with the Maximum Acceptable Downtime for each critical function.

Continuity gap to address

If your Target Recovery Time is later than your Maximum Acceptable Downtime, the business is currently planning to recover too slowly. Identify what must change - resources, suppliers, staffing, technology, alternate arrangements or another continuity strategy - to close the gap.

Next: examine dependencies and single points of failure, then develop continuity strategies for any recovery-time gaps identified. For the complete planning process, see the DRM Authority Business Continuity Planning Workbook, Section 2: Critical Functions & Business Impact Analysis.

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