Business Impact Analysis

Prepared for

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1. Overview

This Business Impact Analysis (BIA) is developed as part of the contingency planning process for OutSolve LLC's information systems.

1.1 Purpose

The purpose of the BIA is to identify and prioritize system components by correlating them to the mission/business process(es) the system supports, and using this information to characterize the impact on the process(es) if the system were unavailable.

The BIA is composed of the following three steps:

1. **Determine mission/business processes and recovery criticality.** Mission/business processes supported by the system are identified and the impact of a system disruption to those processes is determined along with outage impacts and estimated downtime. The downtime should reflect the maximum that an organization can tolerate while still maintaining the mission.
2. **Identify resource requirements.** Realistic recovery efforts require a thorough evaluation of the resources required to resume mission/business processes and related interdependencies as quickly as possible. Examples of resources that should be identified include facilities, personnel, equipment, software, data files, system components, and vital records.
3. **Identify recovery priorities for system resources.** Based upon the results from the previous activities, system resources can more clearly be linked to critical mission/business processes. Priority levels can be established for sequencing recovery activities and resources.

This document is used to build the comprehensive OutSolve Information System Contingency Plan (ISCP) and is included as a key component of the ISCP. It also may be used to support the development of other contingency plans associated with the system, including, but not limited to, the Disaster Recovery Plan (DRP) or Incident Response Plan.

2. System Description

OutSolve's information systems are described in depth in the Information Security Policies and Procedures document, as well as OutSolve's annual SOC 2 Type II report. Please refer to those documents for the latest descriptions.

3. BIA Data Collection

3.1 Determine Process and System Criticality

Step one of the BIA process - Working with input from users, managers, mission/business process owners, and other internal or external points of contact (POC), identify the specific mission/business processes that depend on or support the information system.

Mission/Business Process	Description
Produce client AAP reporting	Process of receiving client data, and generating compliant Affirmative Action Plan reports on an annual, or bi-annual basis.
Provide consulting services	Process of working with client to provide EEOC, VETS, compensation, or other related HR consulting
Provide Client Portal access	Allow clients to access web-based client portal to upload data, download reports, receive training, and utilize other compliance resources.

3.1.1 Identify Outage Impacts and Estimated Downtime

Outage Impacts

The following impact categories represent important areas for consideration in the event of a disruption or impact.

Impact category: Cost

Impact values for assessing category impact:

- Severe = All equipment needs to be replaced, Contract loss; $75k+
- Moderate = Critical parts need replacing; under $25k
- Minimal = Systems need repairing/updating; under $10k

The table below summarizes the impact on each mission/business process if OutSolve's information systems were unavailable, based on the following criteria:

Mission/Business Process	Impact Category
	Cost
Produce client AAP reporting	Moderate
Provide consulting services	Minimal
Provide Client Portal access	Minimal

Estimated Downtime

Working directly with mission/business process owners, departmental staff, managers, and other stakeholders, estimate the downtime factors for consideration as a result of a disruptive event.

- **Maximum Tolerable Downtime (MTD).** The MTD represents the total amount of time leaders/managers are willing to accept for a mission/business process outage or disruption and includes all impact considerations. Determining MTD is important because it could leave continuity planners with imprecise direction on (1) selection of an

appropriate recovery method, and (2) the depth of detail which will be required when developing recovery procedures, including their scope and content.

- **Recovery Time Objective (RTO).** RTO defines the maximum amount of time that a system resource can remain unavailable before there is an unacceptable impact on other system resources, supported mission/business processes, and the MTD. Determining the information system resource RTO is important for selecting appropriate technologies that are best suited for meeting the MTD.

- **Recovery Point Objective (RPO**). The RPO represents the point in time, prior to a disruption or system outage, to which mission/business process data must be recovered (given the most recent backup copy of the data) after an outage.

The table below identifies the MTD, RTO, and RPO (as applicable) for the organizational mission/business processes that rely on OutSolve information systems.

Mission/Business Process	MTD	RTO	RPO
Produce client AAP reporting	48 hours	24 hours	12 hours (last backup)
Provide consulting services	48 hours	24 hours	12 hours (last backup)
Provide Client Portal access	48 hours	24 hours	24 hours (last backup)

3.2 Identify Resource Requirements

The following table identifies the resources that compose the hardware for OutSolve's information systems.

System Resource/Component	Description
Dedicated Web Server @ Tierpoint	**Client Portal Web Host**
2x HP Servers @ Tierpoint	**High Availability Production servers**
2x HP Servers @ Metairie HQ	**COLO\Backup Production server**

It is assumed that all identified resources support the mission/business processes identified in Section 3.1 unless otherwise stated.

3.3 Identify Recovery Priorities for System Resources

The table below lists the order of recovery for OutSolve resources. The table also identifies the expected time for recovering the resource following a "worst case" (complete rebuild/repair or replacement) disruption.

- **Recovery Time Objective (RTO)** - RTO defines the maximum amount of time that a system resource can remain unavailable before there is an unacceptable impact on other system resources, supported mission/business processes, and the MTD. Determining the information system resource RTO is important for selecting appropriate technologies that are best suited for meeting the MTD.

Priority	Recovery Time Objective
HP Servers @ Tierpoint	*Less than 1 hour to roll over to 2nd local server, 6 hours to roll to COLO; 48 hours to rebuild or replace*
HP Server @ Metairie HQ (COLO)	48 hours to rebuild or replace
Dedicated Web Server @ Tierpoint	*Less than 1 hour to roll over to 2nd local server, 6 hours to roll to COLO; 48 hours to rebuild or replace*

OutSolve utilizes two HP servers at both Tierpoint and the Metairie HQ COLO. Each of the HP servers are synced to each other every 15 minutes for failover purposes. The COLO servers' files are synced every hour, with full backups occurring nightly. As such, RTO is subject to what severity of disruption occurs. In a worst case scenario situation, a RTO of 48 hours would be required, however this would only occur if all three servers are down at the same time.