CONTINUITY HUB • FREE FIELD WORKSHEET & QUICK CARD

Business Impact Analysis (BIA) Methodology & RTO/RPO Worksheet

Practitioner reference & fillable process-ranking worksheet from continuityhub.org/business-impact-analysis-methodology-rto-rpo-framework/

What the BIA Produces (Four Deliverables, No More): (1) A ranked inventory of business processes with named owners; (2) Maximum Tolerable Period of Disruption (MTPD) and Recovery Time Objective (RTO) set with margin inside it; (3) Recovery Point Objective (RPO) stating survivable data loss in time; and (4) a complete dependency map (people, systems, facilities, equipment, records, third parties).

1. FIVE-STEP BIA METHODOLOGY

Step	Core Discipline	Practitioner Standard & Guardrail
1. Inventory Processes	List processes, not departments	Use customer- or regulator-recognized units (e.g., take an order, admit a patient, run payroll, dispatch a crew, settle a claim). Expect 40–80 processes in a mid-sized organization; name a person (not a team) as owner.
2. Measure Impact Over Time	Ask "how bad, by when"	Chart consequences at 4 hours, 1 day, 3 days, 1 week, and 1 month across financial loss, contractual/regulatory breach, harm to people, and reputational damage. Use ranges and state assumptions.
3. Set Objectives Honestly	Derive RTO & RPO with margin	Set RTO inside MTPD (e.g., 3-day MTPD -> 24h recovery + catch-up). Base RPO on the cost of re-creating lost data. Objectives must be priced by the teams who would have to meet them.
4. Map Dependencies	Expose shared single points	Enumerate named roles (+ alternates), applications/data, facilities/equipment, paper/electronic records, and external parties. Map cross-process overlaps; a dependency without an owner and fallback is a finding.
5. Validate, Publish, Refresh	Cross-check against reality	Test owner claims against incident history and financial records. Publish the ranked fact base for planners, technologists, and budget owners. Refresh annually and after reorganizations, system changes, or disruptions.

2. MTPD, RTO & RPO DECISION DEFINITIONS

Metric	What It Measures	Common Failure Mode to Avoid
MTPD	Maximum Tolerable Period of Disruption — point past which damage becomes unacceptable.	Treating every process as equally critical instead of ranking by time-to-damage.
RTO	Recovery Time Objective — target time to restore service, set with margin inside MTPD.	Setting a 4-hour RTO for a process whose underlying systems take 40 hours to restore.
RPO	Recovery Point Objective — maximum data loss, measured backwards in time, that is survivable.	Restoring a system quickly (meeting RTO) to a week-old backup (failing RPO).

3. IMPACT-OVER-TIME SCORING GRID (CHARTING THE SLOPE)

Impact Dimension	4 Hours	1 Day	3 Days	1 Week	1 Month
Financial Loss (range & assumptions)	[ ]	[ ]	[ ]	[ ]	[ ]
Contractual & Regulatory Breach	[ ]	[ ]	[ ]	[ ]	[ ]
Harm to People / Safety	[ ]	[ ]	[ ]	[ ]	[ ]
Reputational Damage	[ ]	[ ]	[ ]	[ ]	[ ]

CONTINUITY HUB • BIA PROCESS & DEPENDENCY WORKSHEET (PAGE 2)

4. PROCESS INVENTORY & RTO / RPO WORKSHEET

Record each customer- or regulator-recognized process, its named individual owner, MTPD, priced RTO/RPO, and primary shared dependencies.

Process Name & Output	Named Owner	MTPD	RTO (Priced)	RPO	Validation Source

5. DEPENDENCY MAP & SINGLE-POINT-OF-FAILURE AUDIT

Dependency Category	Required Enumeration	Fallback / Owner Verified?
People & Roles	Named primary roles and qualified alternates for each critical process.	[ ] Owner [ ] Fallback
Applications & Data	Systems, authentication services, and underlying data stores.	[ ] Owner [ ] Fallback
Facilities & Equipment	Sites, specialized machinery, power, and workspace requirements.	[ ] Owner [ ] Fallback
Records	Critical paper and electronic records required to operate.	[ ] Owner [ ] Fallback
External Parties	Vendors, platforms, utilities, and logistics providers (shared nodes flagged).	[ ] Owner [ ] Fallback

6. VALIDATION & REFRESH TRIGGERS

Check / Trigger	Action Required
Interview Validation	Cross-check process-owner claims against incident history, financial records, and operator workarounds.
Baseline Refresh	Refresh annually alongside the organizational risk assessment.
Event-Driven Triggers	Refresh after reorganizations, new systems or vendors, facility moves, and any significant disruption.

Three Advanced BIA Governance Pillars: (1) Multi-layered data collection (interviews, questionnaires, validation workshops); (2) Financial impact and cascade modeling over duration curves; (3) Strategic recovery architecture design converting verified RTO/RPO metrics into continuity investments.