# **Attachment 1 How to Identify and Maintain Critical Business Functions**

Step 1

Identify the critical business functions of your Nation – those are functions that must be performed for the Nation to remain in business such as maintaining a safe and secure environment in the Nation’s office, providing other services such as social assistance, housing etc. Completion of Attachment 2 will identify these critical business functions. Attachment 1 should be completed by each department.

Step 2

Identify staffing resources/alternatives by completing:

* Attachment 3 to identify essential/core services and functions;
* Attachment 4 to prioritize/identify required minimum staffing levels to maintain services.

Discuss if there are temporary alternatives and sources to maintain staff levels/core services.

Step 3

Cross train staff and identify:

* Staff that have been or could be cross trained to perform critical business functions;
* Consultants or former employees who could perform critical business functions.

# **Common Areas to Examine When Identifying Critical Business Functions**

|  |  |
| --- | --- |
| Area | Action |
| Personnel | Identify and train back-ups for essential (or all) functions; plan for possible overtime requirements from available staff |
| Equipment | What is essential? Do you need new equipment? Do you need duplicate or “back-up” equipment? |
| Availability of assets | Ensure that you have access to facilities, utilities, raw materials, computers, machinery or equipment, replacement parts, tools, vehicles, communication equipment on-site or off-site. Includes ability to access systems from remote or home locations. |
| Availability of other back ups | Plan for other items. These needs could range from paper and/or electronic media, equipment (including off-site facilities or storage), security, power generation, etc. |
| Business commitments | Research possible contractual or legal implications for level of services or arrangement for non-performance of business agreements, etc. |
| Chain of command | Ensure everyone knows who is next in line for management/decision makers should someone not be available. The alternate must be trained to fulfill their roles in the plan. |
| Accounting | Ensure continued payroll, finances, and accounting systems. |
| Emergency contact list | Maintain an up-to-date contact list for your staff and your clients. |

# **Attachment 2 Critical Business Functions and Resources**

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| 1. | Critical Business Function Position |  |
| 2. | Employee(s) responsible for functions. |  |
| 3. | Critical functions performed. |  |
| 4. | Other staff who are cross-trained. |  |
| 5. | Cross-training on other positions. |  |
| 6. | Other staff, on-call, consultants or retirees who could perform the duties. |  |
| 7. | Does the current incumbent have school age children at home? |  |
| 8. | How does the current incumbent travel to work (solo or carpool)? |  |
| 9. | Does the employee(s) work allow for shift work, scattered work days, flexible or work at home options. If yes please identify. |  |
| 10. | Software that may be needed to perform the job. |  |

# **Attachment 3 Essential Services Identification**

1. For each Department, list each core service in Column A, considering seasonal services such as month/year end, snow removal etc.
2. List the functions associated with that core service in Column B
3. Using the following planning criteria categorize each function in Column C

|  |  |
| --- | --- |
| Priority 1 | Potential to affect health and safety of the employees and public or is legislated or required by law |
| Priority 2 | Major inconvenience to the Nation, members or clients but does not affect health and safety |
| Priority 3 | Minor inconvenience to the Nation, members or clients; service probably not missed or could be deferred over the short term (6 weeks) |

1. Enter your assessment of the potential increate in demand for this service during a pandemic in Column D
2. The services listed a Priority 1 are considered **Essential Services** that **must** be maintained during a pandemic.

**Department:** **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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| --- | --- | --- | --- |
| **A** | **B** | **C** | **D** |
| **Service** | **Function** | **Priority** | **Potential for Increased Demand**  **(Low, Medium, High)** |
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# **Attachment 4 Essential Services Staffing**

1. In Column A – List the Priority 1 & 2 functions (identified using column B from Attachment 2).
2. In Column B, list the current number of staff performing this service.
3. In Column C, list the assessed minimum number of staff that could perform this service.
4. In Column D, calculate the pandemic staff reduction by multiplying column B by 65% (the worse case planning assumption is 35% reduction of staff).
5. In Column E, calculate the possible staffing shortfall by listing the difference between Column C and Column D (difference between staff remaining after applying 35% reduction and the minimum required to perform the service).

**Department:** **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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| --- | --- | --- | --- | --- |
| **A** | **B** | **C** | **D** | **E** |
| **Priority 1 & 2**  **Function** | **Current Staff** | **Minimum Staff**  **(consider level needed for Vacation coverage)** | **Pandemic Staff Reduction (B X 65%)** | **Potential Pandemic Staff Shortfall** |
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**NOTE:** This table provides basic information as a basis for planning – more detailed planning is required. Within a work force there will be positions that may be identified as more critical than others because of the number and/or qualifications and these should be examined more closely.