

**DEPARTMENT**  
Human Resources

**BUSINESS UNIT**  
Human Resources

This BUSINESS IMPACT ANALYSIS (this "BIA"), as prepared on April 27, 2011, is created in conjunction with Tracey Power (the "Business Unit Manager") and compiled under direction of the Enterprise Risk & Compliance Department. ("The Preparer"). In consideration of the answers provided in the 2011 Business Continuity Initiative, the assessment is as follows:

**1. Business Unit Description**

**1.1.** The HR department provides support to the entire organization in the areas of employee relations, performance management, compensation, corporate initiatives, HRIS, benefits, payroll, timekeeping, organizational development and all other functions relating to the human capital of the organization.

**2. Continuity & Risk Concerns**

**2.1.** While most of our processes are managed through web-based applications, we have several non-web-based systems that we rely heavily upon. Source, as well as our hard copies of employee files, would be difficult to replicate should a total loss occur. Further, an alternate location should also be identified for the housing of job descriptions and organizational charts.

**2.2.** In the event of a prolonged disruption or outage directly affecting the Business Unit, the level of vulnerability to existing business processes was rated as **SOMEWHAT VULNERABLE** on a scale represented in severity from low to high of: "Not Vulnerable," "Vulnerable," "Somewhat Vulnerable," "Extremely Vulnerable"

**2.3.** In the event of a prolonged disruption or outage directly affecting the Business Unit, the level of recoverability to existing business processes was rated as **RECOVERABLE** on a scale represented in severity from low to high of: "Easily Recoverable," "Recoverable," "Difficult to Recover," "Not Recoverable."

**3. Minimum Operating Resource Requirements**

**3.1.** Technology (Units). PC (10)

**3.2.** Equipment (Units). Fax (1), Phone (10), Copier (1), Printer (2)

**3.3.** Supplies (Units). Paper (voluminous), Notebooks (20), Pens (20), Highlighters (20)

**3.4.** Documentation. Contact List, Hard copy of past performance reviews, Personnel Files, New Hire Packet, Hard copy of Comdata Policies, Hard Copy of Training Materials

**3.5.** Vital Records. N/A

**3.6.** Staff Positions (Quantity). HRC (3), SR VP (1), OD (2), HRIS (2), Recruiter (1), HR Assistant (1)

**4. Processes**

**4.1. Systems.** (a) Business Processes - Short description of the Business Processes performed by your Business Unit. (b) Software Application Name - Name of the application used to perform each Business Process. ("Manual" is used if the Business Process does not use an automated system and is performed manually. "Out-Sourced" is used if the Business Process is performed by another organization. (c) Cycle - Frequency or cycle of the Business Process (i.e., daily, weekly, monthly, etc.). (d) Maximum Outage - Maximum acceptable outage time in hourly increments (24 hours per day) that the Business Process can be deferred if a disaster or disruption occurred and the resources are not available.

Business Processes	Software Application Name	Cycle	Maximum Outage
Child Care Reimbursement	Source	Other	Over 120 hours
Tuition Reimbursement	Excel	Other	Over 120 hours
Canadian Pension Plan	PDF, Microsoft Office Suite	Weekly	Over 120 hours
Requisition Administration	CRS; HRDirect; Microsoft Office Suite	Daily	Over 120 hours
Candidate Interview/Resume Review Process	CRS; Microsoft Office Suite; HR Shared Drive	Daily	Over 120 hours
Job Offers	Microsoft Office Suite	Daily	96 hours
Job Offer Contingencies: background/drug testing /etc.	TA Support; Choicepoint; LabCorp website	Daily	Over 120 hours
New Employee Orientation	Microsoft Office Suite	Bi-weekly	Over 120 hours
Process Check Requests for various employment invoices.	Microsoft Office Suite; HRDirect	Daily	Over 120 hours
Personnel Files	manual	Daily	Over 120 hours
Employee Rewards: MGH cards, movie tickets, etc.	iconnectdata; manual	Daily	Over 120 hours
Deliver Employee Garnishments	manual; Source	daily	72 hours
Vacation, Sick and Personal Accruals	TimePro	Bi-Weekly	120 hours