

# **GUIDE TO IDENTIFYING MISSION ESSENTIAL FUNCTIONS (MEFs) AND CONDUCTING BUSINESS PROCESS ANALYSES (BPAs)**



**Virginia Department of Emergency Management (VDEM)**

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*NOTE: THIS DOCUMENT IS INTENDED TO SUPPLEMENT THE VDEM CONTINUITY PLAN TEMPLATE FOR EXECUTIVE BRANCH AGENCIES AND INSTITUTIONS OF HIGHER EDUCATION, DECEMBER 2011 - VERSION 4.0*

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# GUIDE TO IDENTIFYING MISSION ESSENTIAL FUNCTIONS (MEFs) AND CONDUCTING BUSINESS PROCESS ANALYSES (BPAs)

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## WHAT IS A MISSION ESSENTIAL FUNCTION (MEF)?

Mission essential functions (MEFs) are the limited set of department and agency level government functions that must be continued throughout, or resumed rapidly after, a disruption of normal operations.

MEFs are functions that cannot be deferred during an emergency or disaster. MEFs are very high level. An agency can begin identifying its MEFs by asking:

- What is our mission?
- What is our *purpose*?
- Which public goods or services do we provide, and to whom?
- Which of these goods and services absolutely *cannot* be deferred during an emergency?
- What is the agency required to do by law, executive order, or directive?

An agency should first look to the statutory requirements assigned to it by law, most notably, in the Code of Virginia. MEFs can also be components of the agency's mission statement or strategic plan.

MEFs are typically something unique that the agency or institution of higher education does, such as provide a product or service to the public, another agency, or some other external body. If one division or branch of an agency provides a product or service to another division or branch within the *same* agency, the product or service is unlikely to be a MEF. In fact, many of an agency's day-to-day functions support MEFs but are actually not MEFs themselves.

## WHAT IS NOT A MISSION ESSENTIAL FUNCTION (MEF)?

Some functions are not mission essential, but they *support* the agency's mission. An agency whose mission is to clear the roads after a snowstorm has to maintain its vehicle fleet. But vehicle maintenance is not the agency's mission. The mission, and the mission essential function, is to clear the roads. Maintaining the vehicle fleet is an important function, but it is one that *supports* the performance of a MEF. It is a **primary business function (PBF)**.

A PBF is a specific supporting activity that an organization must conduct in order to perform its MEFs. PBFs are typically enablers that make it possible for an organization to perform its mission.

Some functions are *deferrable*, but may be part of an agency's mission. If a function can be deferred during an emergency or disaster, it is not a MEF. For example, an agency's mission may include

providing free educational classes to the public, but those classes can be deferred during an emergency or disaster.

The table below provides examples of functions that are either missions or supporting activities. Recognizing the distinction between missions and supporting activities may help an agency differentiate its MEFs from its PBFs.

MISSIONS( <i>Mission Essential Functions</i> )	SUPPORTING ACTIVITIES ( <i>Primary Business Functions</i> )
Maintain transportation infrastructure Provide medical care Fight fires Provide safe water supply Perform health inspections Issue driver’s licenses Teach students Arrest suspects Investigate crimes	Manage human resources Provide IT support Provide agency security Provide travel services Manage agency facilities Manage organization records Maintain service vehicles Perform legal reviews

**Table 1.** Missions vs. Supporting Activities Source: FEMA Continuity Guidance Circular 2, July 22, 2010.

## THE BIG PICTURE

Properly identifying MEFs and PBFs will help ensure that an agency or institution of higher education can continue to perform its mission(s) during or after an emergency or disaster. Agencies and institutions should keep the **big picture** in mind as well– an agency that continues its MEFs during an emergency or disaster can support the continuation of mission essential functions at the state and national level.

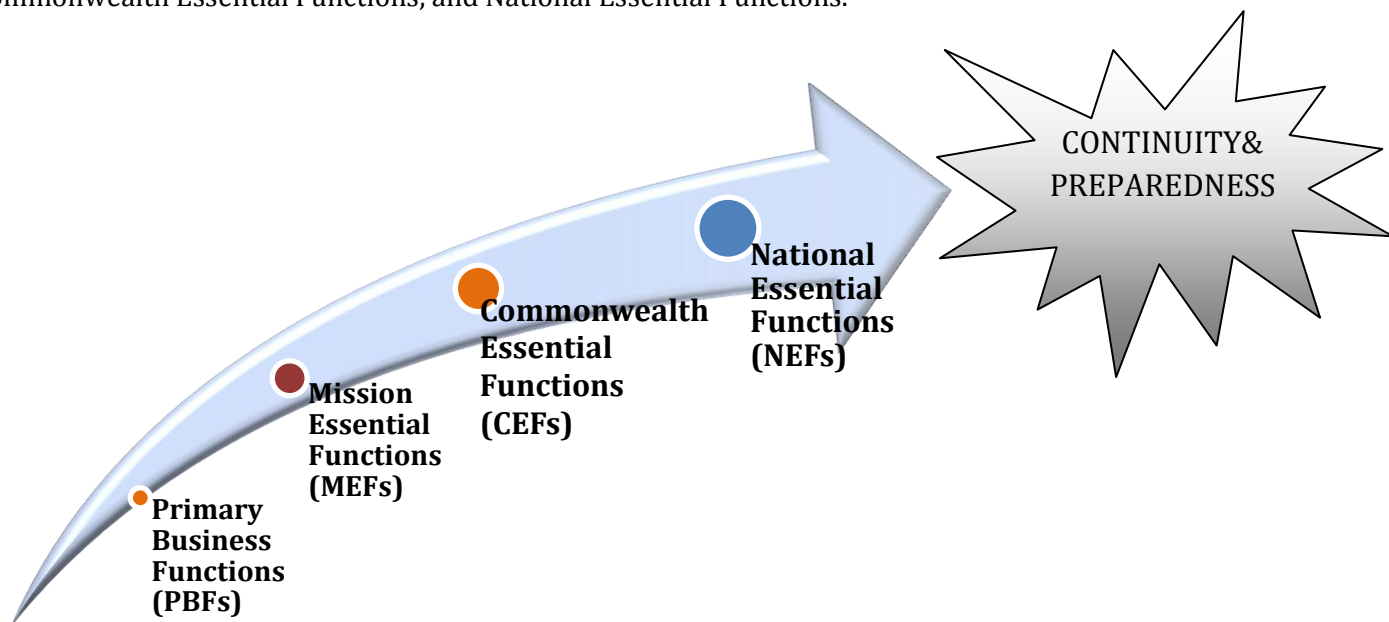
National Security Presidential Directive- 51/Homeland Security Presidential Directive- 20 (NSPD-51/HSPD-20) establishes eight National Essential Functions (NEFs). These are the federal government’s mission essential functions. From these, the State, Territorial, Tribal Essential Functions (STTEFs) were developed through the cooperative efforts of State, territorial, and tribal organizations, as well as the federal government, local governments, and the private sector. The Commonwealth of Virginia, likewise, is in the process of developing and adopting its own **Commonwealth Essential Functions (CEFs)**. These CEFs mirror the STTEFs, and are part of the revision of the Commonwealth of Virginia Emergency Operations Plan (COVEOP), Continuity of Government Annex, currently in progress. Proposed CEFs are listed on page 5.

Identifying and adopting CEFs will enable Commonwealth Leadership, through cooperative efforts with local governments and the private sector, to ensure that essential services are provided to Commonwealth citizens during a natural or manmade disaster. All executive branch state agencies and institutions of higher education have important and interdependent roles in preparing for, responding to, and recovering from disasters.

Although the Virginia Department of Emergency Management (VDEM) will be assisting agencies in the MEF identification process, it is important for agencies to understand the following:

- Executive branch state agencies and institutions of higher education may have one or more MEFs.
- The agency should seek to identify MEFs that support one or more of the CEFs.
- For some agencies, every MEF will support a CEF.
- Agencies may have MEFs that do not directly support a CEF. This is due to the wide range of missions and resources of the Commonwealth of Virginia’s executive branch agencies and institutions of higher education.

An agency will likely have several primary business functions (PBFs) that support the performance of each MEF. A PBF may support one MEF, or several. The diagram below shows how all four components come together: primary business functions, mission essential functions, Commonwealth Essential Functions, and National Essential Functions.



**Figure 1.** Continuity Functions.

### **Commonwealth Essential Functions (CEFs)**

Commonwealth Essential Functions, modeled after the National Essential Functions (NEFs), describe the eight broad responsibilities of state government to lead and sustain the Commonwealth of Virginia during or following an emergency or disaster. Recognizing the importance of partnerships and interdependencies, the Commonwealth of Virginia’s continuity framework is designed to support the ability of the Federal Government to perform NEFs, which will enable a more rapid and effective response to, and recovery from, a national emergency.

The CEFs are listed in the table below. Notice how the CEFs are very high-level functions. The agency should keep these in mind when identifying their MEFs.

PROPOSED COMMONWEALTH ESSENTIAL FUNCTIONS (CEFs)
<b>CEF 1: <i>Maintain Continuity of Government.</i></b> Focus: Ensure the continued functioning of state government and critical government leadership elements, including: succession to key offices; organizational communications (with a priority on emergency communications); leadership and management operations; situational awareness; personnel accountability; and functional and judicial organizations (as necessary).
<b>CEF 2: <i>Provide Visible Leadership.</i></b> Focus: Provide leadership visible to the Commonwealth of Virginia and the Nation and maintain the trust and confidence of Commonwealth citizens and partners.
<b>CEF 3: <i>Defend the Constitution of Virginia.</i></b> Focus: Defend the Constitution of the Commonwealth of Virginia.
<b>CEF 4: <i>Maintain Effective Relationships with Neighbors and Partners.</i></b> Focus: Maintain relationships and cooperative agreements with federal, state, local, and tribal governments, and private sector and non-profit partners.
<b>CEF 5: <i>Maintain Law and Order.</i></b> Focus: Maintain civil order and public safety (protect people and property and the rule of law), by ensuring basic civil rights, preventing crime, and protecting critical infrastructure.
<b>CEF 6: <i>Ensure Availability of Emergency Services.</i></b> Focus: Provide and/or assist local and tribal governments in providing critical emergency services, including emergency management, police, fire, ambulance, medical, search and rescue, hazmat, shelters, emergency food services, recovery operations, etc.
<b>CEF 7: <i>Maintain Economic Stability.</i></b> Focus: Manage the overall economy of the Commonwealth by managing the Commonwealth’s finances and ensuring solvency.
<b>CEF 8: <i>Ensure the Availability of Basic Essential Services.</i></b> Focus: Provide and/or assist in the provision of basic services, including water, power, health care, communications, transportation services, sanitation services, environmental protection, commerce, etc. These are services that must continue or be restored quickly to provide for basic needs.

**Table 2.** Proposed Commonwealth Essential Functions.

## Mission Essential Functions (MEFs)

Mission Essential Functions (MEFs) are the limited set of an organization’s functions that must be continued throughout, or resumed rapidly after, a disruption of normal operations. MEFs are the backbone of continuity planning. They are the functions that absolutely *cannot* be deferred during an emergency or disaster.

Think of what happens when a human being experiences a traumatic injury. Sometimes, their body goes into shock. When that happens, the body ceases its normal, everyday functions, and blood is directed to the most vital organs to keep the body alive.

Likewise, during a disruption of normal events, agencies and institutions of higher education must be able to focus their efforts and limited resources on functions that cannot be deferred in order to sustain the agency or institution's operational capability. Keep in mind that:

- If an agency or institution of higher education identifies too many functions as essential, limited resources, including personnel, may not be sufficient to resume the performance of MEFs.
- If an agency or institution of higher education fails to identify its MEFs and does not include them in its Continuity Plan, those MEFs may not be performed during an emergency or disaster.

While the most important MEFs are those that provide vital services, exercise civil authority, maintain the safety and health of the public, and sustain the industrial and economic base, the agency or institution of higher education may designate as a MEF a non-deferrable, unique service it provides to the public, even if it does not fall into any of those categories.

### **Primary Business Functions (PBFs)**

Primary Business Functions (PBFs) are the specific supporting activities that an agency or institution of higher education must conduct in order to perform its MEFs. PBFs are typically enablers that make it possible for the agency or institution to perform its mission. They include day-to-day functions as well as those functions deemed non-mission or non-essential.

A good rule of thumb is that if the function results in the delivery of a product or service to the public or another agency, it is probably a MEF. If the function results in a product or service being delivered to another part of the agency or institution, it is likely a PBF.

Whereas MEFs are typically something unique the agency or institution does, such as maintaining the Commonwealth transportation system, PBFs are typically functions that most organizations perform, such as managing payroll or providing IT support. The agency or institution of higher education recognizes that it could not perform its MEFs without its PBFs, but the priority must be on completing the missions that cannot be deferred.

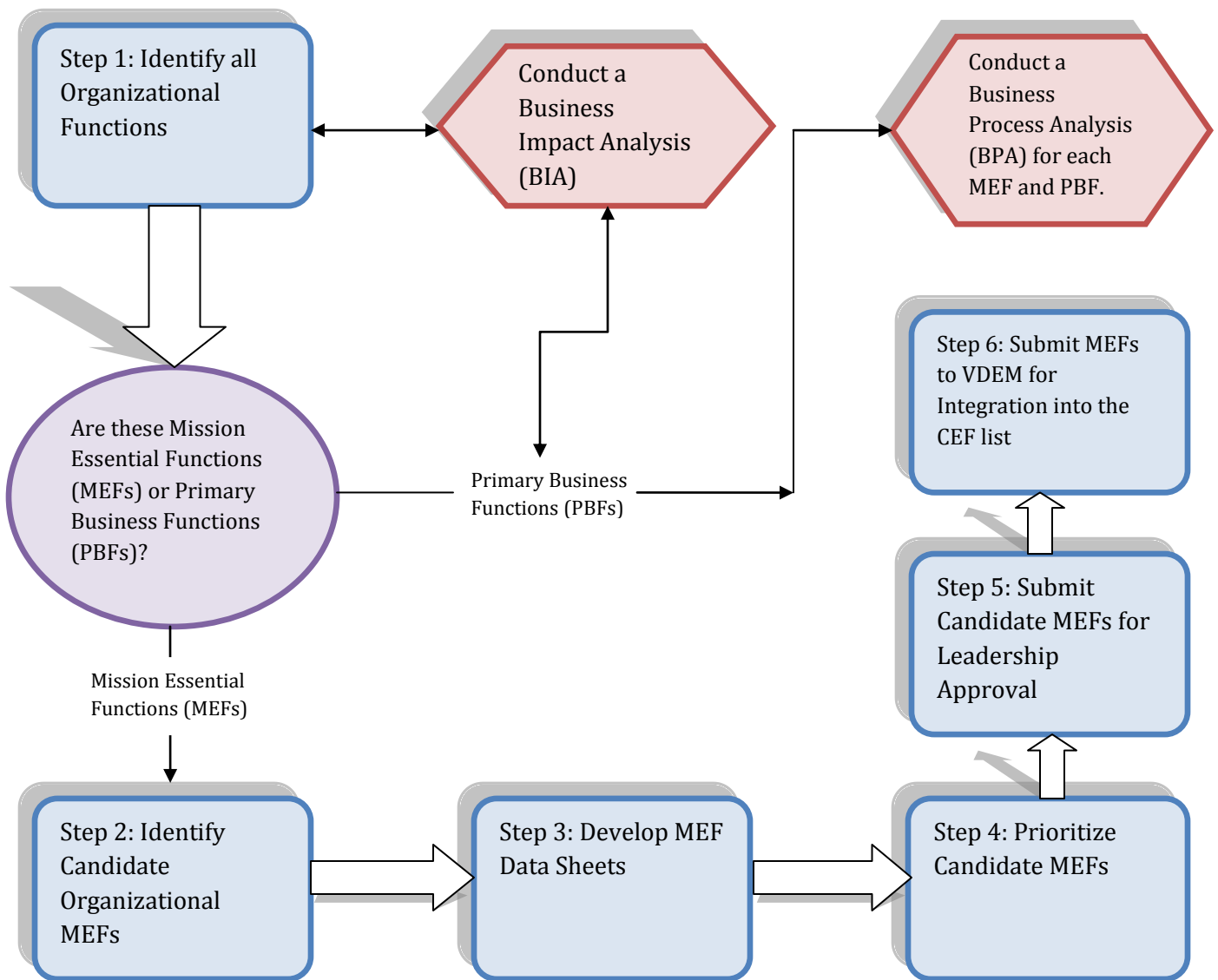
A **Business Impact Analysis (BIA)** is a useful tool in identifying an agency or institution's PBFs. The BIA process is beyond the scope of this guide; however, you may refer to your agency or institution's internal standard procedures, or find BIA guidance on the VDEM website at <http://www.vaemergency.gov/em-community/plans/coop-resources> .

## **IDENTIFYING MISSION ESSENTIAL FUNCTIONS (MEFs)**

Agencies and institutions of higher education will have to put a lot of work into first identifying their MEFs and then having them approved by leadership. There are six steps in the process:

1. Identify all Organizational Functions
2. Identify Candidate Organizational MEFs (VDEM Continuity Planning Staff is available to assist in this process)
3. Develop MEF Data Sheets
4. Prioritize Candidate MEFs
5. Submit Candidate MEFs for Leadership Approval
6. Submit Candidate MEFs to VDEM for integration into the CEF list

The entire process is depicted in the flowchart below. A Business Impact Analysis (BIA) helps the agency identify their Primary Business Functions (PBFs). A **Business Process Analysis (BPA)** documents how each MEF and PBF is accomplished. Both are an integral part of continuity planning.



**Figure 2.** MEF Identification Process Flowchart



## Step 1: Identify all Organizational Functions

The first step is to identify and list all the important functions the organization performs. While many organizational functions are important, for continuity planning purposes, the focus should be on identifying those functions that support and accomplish the organization’s missions. Each function should be described in basic terms and should identify products or services delivered or actions the agency or institution accomplishes. Keep in mind that:

- Describing a function too broadly may inadvertently include functions that are not essential during a disruption;
- Describing a function too narrowly may result in the organization identifying too many functions to manage effectively.

Requirements to perform the function can include statutes, laws, executive orders, or directives that charge the agency or institution with the responsibility to perform the function, as well as the agency or institution’s mission statement, website, or strategic plan.

Sample text appears in the table below to demonstrate how to document the information collected during Step 1. Use Worksheet 1 in Appendix A to identify your agency or institution’s organizational functions and their requirements.

ORGANIZATIONAL FUNCTIONS	
Function Description	Requirement(s) to Perform the Function
1. <i>Coordinate the Commonwealth’s response to emergencies and disasters</i>	<i>Code of Virginia, Executive Order, Commonwealth of Virginia Emergency Operations Plan (COVEOP), mission statement</i>
2. <i>Perform food inspections following an emergency or disaster</i>	<i>Code of Virginia, mission statement, executive order, COVEOP</i>
3. <i>Issue Driver’s Licenses</i>	<i>Code of Virginia, Executive Order, mission statement</i>
4. <i>Perform health inspections</i>	<i>Code of Virginia, Executive Order, COVEOP, mission statement, strategic plan</i>
5. <i>Repair roads, tunnels, and bridges</i>	<i>Code of Virginia, Executive Order, mission statement, COVEOP</i>
6. <i>Maintain vehicle fleet</i>	<i>Strategic Plan, executive directive</i>
7. <i>Manage human resources</i>	<i>Strategic Plan, executive directive</i>
8. <i>Provide career development guidance to employees, reservists, and interns</i>	<i>Executive directive, strategic plan</i>
9. <i>Provide instruction to first time home buyers</i>	<i>Mission statement, executive directive, strategic plan</i>
10. <i>Manage annual grant applications</i>	<i>Mission statement, executive directive, strategic plan</i>

**Table 3.** Organizational Functions Source: FEMA Continuity Guidance Circular 2, July 22, 2010

## Step 2: Identify Candidate Mission Essential Functions (MEFs)

The second step in the process focuses on reviewing each of the organizational functions identified in Step 1 to determine which of them are potential MEF candidates. This step of the process focuses on determining if:

- A function is a *mission* or a *non-mission* activity;
- A function is *essential* or *non-essential*.

This step helps the agency or institution of higher education decide which of its functions are MEFs and which are primary business functions (PBFs). If necessary, refer to page 6 of this guide for a more detailed explanation of the differences between MEFs and PBFs. Refer to the table below to determine which of the organizational functions listed above are mission essential functions and which are primary business functions (those that are determined to be non-mission essential, mission non-essential, and non-mission non-essential).

		FUNCTIONS CATEGORIZATION	
		Essential	Non-essential (during an emergency)
Mission	<p><b>Mission Essential Functions</b></p> <p><i>Coordinate the Commonwealth's response to emergencies and disasters; Perform food inspections following an emergency or disaster; Perform health inspections; Repair roads, tunnels, and bridges</i></p>	<p><b>Deferrable Missions</b></p> <p><i>Provide instruction to first time home buyers; Issue Driver's Licenses</i></p>	
Non-mission	<p><b>Essential Supporting Activities</b></p> <p><i>Maintain vehicle fleet; Manage human resources; Manage annual grant applications</i></p>	<p><b>Deferrable Support Activities</b></p> <p><i>Provide career development guidance to employees, reservists, and interns</i></p>	

**Table 4.** Functions Categorization Source: FEMA Continuity Guidance Circular 2, July 22, 2010

The functions *not* listed in the upper left corner are likely to be primary business functions, and will likely be seen or used again during the Business Impact Analysis (BIA) and Business Process Analysis (BPA).

Next, the agency or institution should take a closer look at the functions it has identified as mission essential. Each MEF must be assigned a **Recovery Time Objective (RTO)**, the period of time in which systems, applications, or MEFs must be recovered after a disruption of normal operations.

RTOs may be determined by statutory requirements, the results of the business impact analysis (BIA), or prioritization by executive leadership.

If the MEF supports one or more Commonwealth Essential Functions (CEFs), they should be documented here as well. Keep in mind that not *all* MEFs must support a CEF.

Use Worksheets 2 and 3 in Appendix A to categorize your agency or institution’s functions and to identify candidate MEFs.

CANDIDATE MISSION ESSENTIAL FUNCTIONS (MEFs)		
MEF Description	Recovery Time Objective (RTO)	Associated CEF(s)
1. <i>Coordinate the Commonwealth’s response to emergencies and disasters</i>	<i>&lt; 1 hour</i>	<i>STTEF 1, STTEF 6</i>
2. <i>Perform food inspections following an emergency or disaster</i>	<i>&lt; 2 hours</i>	<i>STTEF 6, STTEF 7, STTEF 8</i>
3. <i>Repair roads, tunnels, and bridges</i>	<i>&lt; 2 hours</i>	<i>STTEF 5, STTEF 6, STTEF 7, STTEF 8</i>

**Table 5.** Candidate MEFs *Source: Adapted from FEMA’s Continuity Guidance Circular 2, July 22, 2010*

### Step 3: Develop MEF Data Sheets

The next step is to develop and document a detailed review of each of the candidate MEFs. Use Worksheet 4 in Appendix A to provide a more detailed explanation of each of your agency or institution’s MEFs.

### Step 4: Prioritize Candidate Mission Essential Functions (MEFs)

The VDEM Continuity Plan Template, Version 4.0, requires MEFs to be prioritized by Recovery Time Objective (RTO), with those with the shortest RTOs receiving highest priority.

### Step 5: Submit Candidate MEFs for Leadership Approval

The agency or institution must obtain from senior leadership the review, validation, and approval of the MEFs, MEF descriptions, and MEF prioritizations. It is critical that leaders recognize the scope and effect of establishing and prioritizing organizational MEFs for the following reasons:

- Organizational leadership should be in full agreement with the organization’s missions and priorities during a disruption or crisis.
- Continuity and emergency plans will be developed based on the organization’s MEFs and priorities, which will involve assignment of personnel and resources.
- Organizational funds and resources may need to be allocated during an emergency or disaster to ensure performance of MEFs.
- Organizational tests, training, and exercise activities will focus on MEF performance.

The submission and approval processes will be based on each organization's specific requirements and preferences. At a minimum, however, agency or institution leadership should be presented with:

- An executive summary that provides an overview of the MEF identification process, including its purpose and methodology;
- The prioritized MEF Data Sheets and;
- Supporting documentation, including excerpts from the Code of Virginia, the agency or institution's strategic plan, interviews with staff, or other materials used during the MEF identification and prioritization process.

### **Step 6: Submit MEFs to VDEM for Integration into the CEF List**

VDEM, in coordination with the Secretariat for Veterans' Affairs and Homeland Security (SVAHS), will assign the agency or institution's MEFs to the appropriate CEFs, if applicable. A fully comprehensive, integrated chart will be created to show which agencies have a role in supporting each CEF.

The agency or institution may submit its MEFs and corresponding MEF Data Sheets via email to the State Planning Assistance Branch in the Preparedness Division at VDEM:

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Continuity of Operations Planning Specialist  
Preparedness Division  
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[david.calkins@vdem.virginia.gov](mailto:david.calkins@vdem.virginia.gov)

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State Planning Assistance Program Manager  
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## BUSINESS PROCESS ANALYSIS (BPA)

A Business Process Analysis should be performed for each mission essential function and primary business function.

A Business Process Analysis (BPA) is a systematic method of identifying and documenting all of the elements necessary to accomplish each MEF and PBF. While MEFs and PBFs identify for an agency or institution *what* needs to be accomplished, the BPA identifies *how* it is accomplished.

A thorough BPA will help the agency or institution ensure that the right people, equipment, capabilities, records, and supplies are identified and available where needed during a disruption of normal operations. This will ensure that the MEFs and PBFs can be resumed quickly and performed as required.

The BPA allows the agency or institution to closely examine, map, and identify its operational details, such as the functional processes, workflows, activities, personnel expertise, systems, data, partnerships, controls, interdependencies, and facility requirements, while focusing on the bigger picture: the MEF or PBF itself.

A BPA Data Sheet, like the example shown in Table 8, can be thought of as a guide for key personnel who find themselves performing MEFs or PBFs during a continuity event, especially alternates who may be unfamiliar with one or more of the processes. The BPA Data Sheet may also be useful for new leaders to more fully appreciate the complexities and interdependencies inherent in accomplishing MEFs.

Do not be surprised if the BPA is several pages long. Performing a BPA is not a minor undertaking and should be approached systematically, with a focus on clearly describing the details regarding how each MEF and PBF needs to be performed during an emergency or disaster. The result of the BPA will represent guidelines for performing a MEF or PBF.

### **Conducting a Business Process Analysis (BPA)**

The nine steps to conducting a thorough BPA are found in the table below. A more detailed explanation of each step may be found in the following pages.

Use Worksheets 5 and 6 in Appendix A to document the BPA for each MEF or PBF.

BUSINESS PROCESS ANALYSIS (BPA) PROCESS	
Step	Considerations
1. Identify MEF Output	What products, services, and information results from the performance of the MEF?
2. Identify Input Requirements	What products, information, and equipment are required to perform the MEF?
3. Identify Leadership who Perform the MEF	Who in the organization's leadership is required to perform the MEF?
4. Identify Staff who Perform and Support the MEF	What staff in the organization is required to directly support or perform the MEF?
5. Identify Communications & Information Technology Requirements	What communications and information technology (IT) software and equipment are required to support MEF performance?
6. Identify Facilities Requirements	What are the facility requirements for performing the MEF (e.g., staff, equipment, and lodging?)
7. Identify Resources and Budgeting Requirements	What supplies, services, capabilities (not already addressed) are required to perform the MEF? What are the funding sources?
8. Identify Partners and Interdependencies	Who are the internal/external organizations that support/ensure MEF performance, and what information, supplies, equipment, or products do they provide?
9. Describe Process Flow	From start to finish, how is the MEF performed?

**Table 6.** Business Process Analysis (BPA) Process *Source: FEMA Continuity Guidance Circular 2, July 22, 2010*

### Step 1: Identify MEF or PBF Output

The first step focuses on the big picture. What missions does the agency or institution intend to accomplish? What are the deliverables provided by the mission? Or, what supporting activity directly contributes to the performance of the MEF? What are the deliverables provided by the activity?

Deliverables may be a list of tasks to be completed, goods or services to be delivered, or information developed and provided to external partners or constituents. If possible, the MEF and PBF output descriptions should include metrics that identify specific performance measures and standards. If the mission requires performance under specific conditions or within a specific time frame, that should be noted.

The MEF outputs should align with and expand on details in the MEF Descriptive Narrative as documented in Step 3 of the MEF identification process.

## **Step 2: Identify Input Requirements**

This step describes the input required to accomplish the MEF or PBF output, which includes input from both internal (within the organization) and external (outside the organization) partners. External partners include other components and organizations, such as fellow state agencies or institutions, federal agencies, and the private sector.

Input may include information, completed actions by partners, requests from constituents, hardware, materials, etc. The input may be required at the beginning of the process, or as the process proceeds. Specific information about input should include the name of the input supplier and delivery time requirements.

## **Step 3: Identify Leadership Who Perform the MEF or PBF**

This step identifies the senior leadership required to perform the MEF or PBF. Senior leadership includes the most senior organizational leaders, such as appointed officials, directors, and policy makers, rather than mid-level and office managers, who fall under Step 4. Note that performing many functions does not require direct leadership participation. If the leadership does not directly participate in the MEF or PBF, no leadership should be identified.

Some missions require that senior leaders make decisions. In those cases, the specific involvement of senior leadership should be explained. This step should also explain if senior leaders can participate via teleworking or from another facility.

## **Step 4: Identify Staff Who Perform and Support the MEF or PBF**

This step captures which staff and how many staff members are required to perform the MEF or PBF. This could be a lengthy list, depending on the nature of the function. The agency or institution of higher education should include on this list the key personnel who perform the MEF or PBF, their alternates, and those to whom appropriate authorities have been delegated.

## **Step 5: Identify Communications and IT Requirements**

Communications equipment includes IT systems (data management and processing), radio, video, satellite, telephones, handheld devices, pagers, emergency notification systems, facsimile machines, and other secure equipment. This step should indicate whether the communications are for internal or external use and the type of capability required (data, audio, video), including the level of secure communications or data management necessary, unique or unusual communications requirements, data and information content requirements, and any specific or unique software applications.

## **Step 6: Identify Facilities Requirements**

Facilities, including primary and alternate operating facilities, as well as any other facilities required to accommodate the performance of the MEF or PBF should be identified. Indicate

whether the MEF or PBF may be performed from remote locations or facilities other than the traditional alternate operating facility. Also, identify the specific capabilities required at the facility because of unique operating, security, or safety requirements.

During this step, the agency or institution should identify the necessary square footage to accommodate key personnel, determine if the alternate facility meets the communications and IT requirements identified in Step 5, and consider the facility's access to food and water as well as its proximity to lodging and medical facilities.

### **Step 7: Identify Resources and Budgeting Requirements**

This step identifies resources needed to perform the MEF or PBF and capabilities *not already accounted for* in the BPA process.

Essential resources include plans and procedures, vital records, databases, and other types of reference and resource materials critical to MEF or PBF performance. Some supplies and materials may have to be acquired as the emergency situation evolves. Therefore, the organization must have the capability to obtain, purchase, and relocate these resources. Requirements not identified elsewhere should be included in Step 7.

This step should also identify funding sources to sustain the continuity capability throughout the disruption and to continue performance of PBF. This may include purchasing materials, hiring additional staff or contractors, contracting for special services, and arranging for housing key personnel. Input from subject matter experts will be essential to ensuring that all required resources and budget requirements are identified.

### **Step 8: Identify Partners and Interdependencies**

To support MEF or PBF performance, most organizations interact with, and are dependent on, other organizations or partners in a variety of ways. Step 8 focuses on identifying internal and external interdependencies with other organizations that are necessary to the continued performance of the MEF or PBF. Supporting organizations may provide critical information, authorization, direction to initiate action, or a critical input or service. For each interdependent relationship, the agency or institution should identify:

- The organization's name, address, and the phone number of the point of contact;
- The types of material, information, or services provided;
- Coordination requirements; and
- Timelines and due dates, as appropriate.

The agency or institution should ensure that their partners understand that their input is necessary for the performance of the MEF or PBF and have adequately planned to continue providing that input during a continuity event. If a Memorandum of Understanding (MOU) or a Memorandum of Agreement (MOA) is needed or is in place, it should be referenced or included here.



## Step 9: Describe Process Details

This last step is the “bread and butter” of the BPA. It ties together all of the elements necessary to ensure MEF or PBF performance in a detailed diagram or narrative description. Documenting the process details this way will not only describe how the MEF or PBF is accomplished, but will also serve to validate the process and ensure nothing critical has been left out. A well prepared process flow will:

- Support development of effective continuity plans and procedures;
- Provide an outline or checklist for emergency operations;
- Serve as a turnover and shift-change check list during disruptions and crises;
- Support training for new emergency personnel;
- Establish a briefing outline for management; and
- Serve as an operational guide for key personnel and their alternates.

In this step, the agency or institution should answer the following questions:

- What initiates performance of the MEF or PBF?
- What inputs are required to perform the MEF or PBF?
- Where are the inputs needed and where do they come from?
- What people, facilities, resources, partners, and communications are required to support and perform the MEF or PBF?
- What processes are employed to perform the MEF or PBF?
- What are the MEF or PBF outputs or desired outcomes?
- What aspects of the MEF or PBF could be supported through telework or other remote arrangements?

## APPENDIX A: WORKSHEETS

### Worksheet #1: Organizational Functions Worksheet

ORGANIZATIONAL FUNCTIONS MODEL WORKSHEET	
Function Description	Requirement(s) to Perform the Function
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

**Worksheet 1.** Organizational Functions Model Worksheet Source: *FEMA Continuity Guidance Circular 2, July 22, 2010*

## Worksheet #2: Functions Categorization Worksheet

FUNCTIONS CATEGORIZATION WORKSHEET		
	Essential	Non-essential (during an emergency)
Mission	Mission Essential Functions	Deferrable Missions
Non-mission	Essential Supporting Activities	Deferrable Support Activities

**Worksheet 2.** Functions Categorization Worksheet *Source: FEMA Continuity Guidance Circular 2, July 22, 2010*

### Worksheet #3: Candidate Mission Essential Functions

CANDIDATE MISSION ESSENTIAL FUNCTIONS (MEFs) WORKSHEET		
MEF Description	Recovery Time Objective (RTO)	Associated STTEF(s)
1.		
2.		
3.		

**Worksheet 3.** Candidate MEFs Worksheet *Source: FEMA's Continuity Guidance Circular 2, July 22, 2010*

## Worksheet #4: Mission Essential Function Data Sheet

(Agency or Institution of Higher Education Name) MEF # Data Sheet (Date)
<b>Agency Name:</b> <i>(Agency or Institution of Higher Education Name)</i>
<b>Agency Mission Essential Function (MEF) #:</b> <i>(A brief statement, in one sentence, of the function or action to be performed)</i>
<b>Descriptive Narrative:</b> <i>(The descriptive narrative should include a detailed description of the mission, legal or other requirement(s) to perform the mission, and deliverables provided by performing the mission. This narrative should explain, for the non-expert (avoiding technical jargon, if possible), what services or products are provided to a constituency. The narrative should also include a description of the constituency. The focus should remain on those services provided during a disruption. If multiple services are provided, a list of services might be included. Primary business functions, the specific supporting activities that support the performance of the MEF, may also be identified to clarify what the MEF entails).</i>
<b>Implications If Not Conducted:</b> <i>(A brief description of the effects on the constituency if this mission is not performed. This discussion may be very helpful in justifying that the function must be recovered quickly following a disruption of normal operations).</i>
<b>Associated State, Territorial, Tribal Essential Function (STTEF):</b> <i>(Identify the STTEF or STTEFs this MEF most directly supports).</i>
<b>Recovery Time:</b> <i>(Identify the Recovery Time Objective (RTO), the time by which the MEF must be resumed following a disruption of normal operations. The RTO should reflect the criticality of the MEF. Some MEFs must be performed without interruption. Others may not require resumption for a long period of time. Whatever the goal, the RTO should be identified as a period of time, rather than a range of time (e.g. 72 hours, rather than 12-72 hours)).</i>
<b>Partners:</b> <i>(The names of internal and external organizations necessary to perform the mission).</i>
<b>Point of Contact:</b> <i>(Who in the organization should be contacted for follow-up information? Include their name, email address, and telephone number).</i>

**Worksheet 4.** MEF Data Sheet Source: Adapted from FEMA's Continuity Guidance Circular 2, July 22, 2010

## Worksheet #5: Business Process Analysis for MEFs

MEF# - Business Process Analysis (BPA) Data Sheet (MEF Title) (Date)
<b>MEF Statement:</b> <i>(Copy of MEF Statement)</i>
<b>MEF Narrative:</b> <i>(Copy of MEF Narrative)</i>
<b>MEF Output:</b> <i>(A list describing the MEF output, i.e., what products and services are produced or delivered to external partners or constituents. If possible, metrics that provide time and other performance measures should be included).</i>
<b>MEF Input:</b> <i>(A list describing information, authorizations, supplies, and services required to perform the MEF. Each input should briefly describe how the input supports the overall process).</i>
<b>Leadership:</b> <i>(A list identifying the key senior leaders [by position or title] who are required to participate directly in performance of the MEF).</i>
<b>Staff:</b> <i>(A list of staff requirements to accomplish the MEF. This should include staff needed for essential supporting activities as well as MEF accomplishment. Requirements for multiple shifts and back up personnel should be identified, particularly if 24/7 operations are expected. Authorities, qualification, and certification should be specified. Staff requirements should be identified by position [e.g., Fire Chief] or capability [Emergency Medical Technician], rather than by name).</i>
<b>Communications and IT:</b> <i>(A list identifying general and unique communications and IT requirements).</i>
<b>Facilities:</b> <i>(A description of the facility requirements to accommodate mission performance, including office space, industrial capacity and equipment, and critical supporting infrastructure).</i>
<b>Resources and Budgeting:</b> <i>(Supplies, services, capabilities, and other essential resources required to perform the mission and supporting activities not already accounted for in the BPA process).</i>
<b>Partners and Interdependencies:</b> <i>(A list of partners and interdependent organizations that support and/or ensure the performance of the mission. It should highlight the products or services delivered by the partners, the information shared or exchanged, and any other critical elements that facilitate accomplishing the MEF).</i>
<b>Process Details:</b> <i>(A detailed narrative or diagram that ties together all of the elements involved in the process of performing the mission).</i>

**Worksheet 5.** Business Process Analysis Data Sheet for MEFs Source: FEMA's Continuity Guidance Circular 2, July 22, 2010

## Worksheet #6: Business Process Analysis for PBFs

<b>PBF# - Business Process Analysis (BPA) Data Sheet</b> <i>(PBF Title)</i> <i>(Date)</i>
<b><u>PBF Statement:</u></b> <i>(Copy of PBF Statement)</i>
<b><u>PBF Narrative:</u></b> <i>(Copy of PBF Narrative)</i>
<b><u>PBF Output:</u></b> <i>(A list describing the PBF output, i.e., what products and services are produced or delivered to either external partners and constituents or other divisions or departments of the agency or institution. If possible, metrics that provide time and other performance measures should be included).</i>
<b><u>PBF Input:</u></b> <i>(A list describing information, authorizations, supplies, and services required to perform the PBF. Each input should briefly describe how the input supports the overall process).</i>
<b><u>Leadership:</u></b> <i>(A list identifying the key senior leaders [by position or title] who are required to participate directly in performance of the PBF).</i>
<b><u>Staff:</u></b> <i>(A list of staff requirements to accomplish the PBF. This should include staff needed for essential supporting activities as well as PBF accomplishment. Requirements for multiple shifts and back up personnel should be identified, particularly if 24/7 operations are expected. Authorities, qualification, and certification should be specified. Staff requirements should be identified by position [e.g., Fire Chief] or capability [Emergency Medical Technician], rather than by name).</i>
<b><u>Communications and IT:</u></b> <i>(A list identifying general and unique communications and IT requirements).</i>
<b><u>Facilities:</u></b> <i>(A description of the facility requirements to accommodate PBF performance, including office space, industrial capacity and equipment, and critical supporting infrastructure).</i>
<b><u>Resources and Budgeting:</u></b> <i>(Supplies, services, capabilities, and other essential resources required to perform the mission and supporting activities not already accounted for in the BPA process).</i>
<b><u>Partners and Interdependencies:</u></b> <i>(A list of partners and interdependent organizations that support and/or ensure the performance of the PBF. It should highlight the products or services delivered by the partners, the information shared or exchanged, and any other critical elements that facilitate accomplishing the PBF).</i>
<b><u>Process Details:</u></b> <i>(A detailed narrative or diagram that ties together all of the elements involved in the process of performing the PBF).</i>

**Worksheet 6.** Business Process Analysis Data Sheet for PBFs Source: FEMA's Continuity Guidance Circular 2, July 22, 2010