**MIT Mission Continuity Worksheet for**

**Offices and Departments**

**What is continuity?**

Continuity is the effort of organizations to ensure the continued performance of *Essential Functions* during a disruption caused by emergencies and incidents.

**What are Essential Functions?**

Essential Functions are vital activities or services that must continue at all times, or be restored within a short time frame, after a disruption.

**What are the Institute’s Essential Functions?**

Institute-level Essential Functions are the overarching categories under which all department-level Essential Functions should fall. This means that each department-level Essential Function will accomplish one of the Institute-level Essential Functions, listed below.

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| **Institute Essential Functions** |
| 1. Provide visible leadership. |
| 2. Provide safety and emergency services to protect people, facilities, and the environment. |
| 3. Maintain continuity of administration. |
| 4. Maintain relationships with students, faculty, staff, parents, partners, and stakeholders. |
| 5. Maintain legal and regulatory compliance. |
| 6. Maintain the reputation of the Institute. |
| 7. Maintain economic stability. |
| 8. Provide basic campus services. |
| 9. Maintain academic programs. |
| 10. Maintain current research programs. |

**How to Identify your Department’s Essential Functions:**

Determine Essential Functions that *must* be continued in all circumstances, by asking:

* + Does this function impact life, health, and/or safety if it is not continued?
  + Is this function required by law, regulation, or by grant/contract?
  + Does another department, lab, or center (DLC) or external partner rely on this function to support its essential functions?
  + If this function is not resumed in 30 days, is it detrimental to the campus community or to one of the Institute’s Essential Functions (see the table above)?
  + If this function stopped completely, who is going to care, how much, and why?

**Now that you know what an Essential Function is, use the table below to list your office’s or department’s Essential Functions.**

*Note: All functions at MIT are important, but some of these can be delayed for an extended period of time without significantly affecting the operations of MIT. Therefore, important does not equal essential.*

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| --- |
| **List of Essential Functions** |
| **1.** |
| **2.** |
| **3.** |
| **4.** |
| **5.** |
| **6.** |
| **7.** |

(add more essential functions if necessary)

**Now, prioritize your essential functions.**

1 = **Absolutely essential** (must resume or be addressed in less than four hours)

2 = **Immediate** (must be resumed or addressed within 4-12 hours)

3 = **Critical** (must be resumed or addressed within 12-72 hours)

4 = **Necessary** (must be resumed or addressed within 3-30 days)

5 = **Important** (can be resumed or addressed after 30 days)

|  |  |
| --- | --- |
| **List of Essential Functions** | **Priority Level** |
| **1.** |  |
| **2.** |  |
| **3.** |  |
| **4.** |  |
| **5.** |  |
| **6.** |  |
| **7.** |  |

(add more essential functions if necessary)

**What are the peak times of year, month, week, or day for your essential functions?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Critical Timing**  **Identify the timing that is critical to complete the essential function.** | | | |
| **EF** | **Critical months / times of year** | **Critical days of the month or week** | **Critical hours of the day** |
| **1.** |  |  |  |
| **2.** |  |  |  |
| **3.** |  |  |  |
| **4.** |  |  |  |
| **5.** |  |  |  |
| **6.** |  |  |  |
| **7.** |  |  |  |

(add more essential functions if necessary)

**Now, identify all of the resources required to maintain/recover your essential functions in the following tables.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Critical Positions**  **Identify staff positions that must operate to complete the essential function.** | | | |
| **EF** | **Titles (not names)** | **Quantity** | **Requirements/Skill Sets** |
| **1.** |  |  |  |
| **2.** |  |  |  |
| **3.** |  |  |  |
| **4.** |  |  |  |
| **5.** |  |  |  |
| **6.** |  |  |  |
| **7.** |  |  |  |

(add more essential functions if necessary)

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| --- | --- | --- |
| **Communications Equipment**  Identify communications devices that are made specifically to communicate with internal and external stakeholders and are needed to perform and support your essential functions. Examples may include:   * LAN line or land line telephones and service * Mobile phones and service * Smart phones using cell, SMS, MMS, or email and service * Satellite phones and service * Handheld or HAM radios | | |
| **Type** | **Quantity** | **Requirements** |
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| **Vital Records, Files, & Databases**  Identify electronic and hard copy documents, references, and records needed to perform and support your essential functions, including those records essential to protecting the legal and financial rights and obligations of MIT and the individuals directly affected by MIT’s activities.    In the “Type” column, note if the record is in paper form, electronic file, database, etc. Then, note details on its location (e.g., where it is stored: on a server, on laptops, in a physical storage area, etc.) and function (e.g., to support emergency response, for client services, etc.). | | |
| **Name** | **Type** | **Location and Function** |
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| --- | --- |
| **Key Vendors, Outside Partners, & Contractors\***  List outside partners needed to complete essential functions, including, for example, other non-profit entities; local, state or federal government entities; private sector partners; and/or other entities. | |
| **Name** | **Role and Duties** |
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**\*These partners must be contacted to ensure they have an effective continuity plan in place in order to continue services to MIT.**

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| **Technology Requirements**  List the technology equipment essential to support the execution of your department’s essential functions. Examples may include:   * Hardware: computers (desktops and laptops), iPads, phones – including all internal components and required operating systems * Software * Networking components: external components such as internet access, server access, modem, and wireless connectivity | | |
| **Name** | **Quantity** | **Requirements** |
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| --- | --- | --- |
| **Equipment and Supplies**  List non-IT equipment and supplies that support your essential functions. Equipment often supports critical systems. Examples may include:   * Office support: fax machine, printers, scanners, office supplies * Furniture: table, desks, chairs, workstations, lamps * Food and support: cots, blankets, refrigerators, food preparation equipment * Heavy equipment: trucks and cars, equipment to service such items | | |
| **Name** | **Quantity** | **Requirements** |
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| **Facilities & Utilities**  Identify space, facilities, and utilities needed to complete your essential functions. | | |
| **Type of Space** | **Size of Space (sq. ft)** | **Utility Requirements** |
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**Examples of strategies to ensure continuity of essential functions**

Following an incident that disrupts business operations, resources will be needed to carry out your department’s Essential Functions. Recovery strategies are an alternate means to restore operations to a minimum acceptable level where these essential functions are being continued, following the interruption of normal operations. The resources to do this can come from within the organization or be provided by third parties.

Since all resources cannot be replaced immediately following a loss, managers should estimate the resources that will be needed in the hours, days, and weeks following an incident. *Staff with in-depth knowledge of essential functions and processes are in the best position to determine what will work.*

Now, ask yourself, what would you do if you did not have the critical people and resources outlined above? How would you continue your essential functions? Here are some ideas.

*Loss of Staff*

* Cross train staff in others’ responsibilities to ensure redundancy.
* Identify and streamline responsibilities that support essential functions.
* Consider supplementing your workforce with contractors.

*Loss of Utilities*

* Identify alternate facilities and/or remote work capabilities.
* Consider purchasing portable batteries for charging mobile devices.

*Loss of IT*

* Collect personal email addresses and phone numbers of staff.
* Back up critical data to a cloud-based system (e.g. Dropbox).
* Ensure access is set up to critical systems through the cloud.
* Consider purchasing wifi hotspots for critical staff.

*Loss of Space/Facility*

* Secure alternate locations and/or empower staff to work from home. Provide equipment for working from home such as laptops and provide access to systems from remote work areas.
* Utilize other owned or controlled facilities performing similar work. Consider space-sharing with nearby universities (or MIT departments) with like equipment/supplies/space to utilize specialized space and equipment necessary to continue essential functions.
* Partnership or reciprocal agreements can be arranged with other businesses or organizations that can support each other in the event of a disaster.

**There are many factors to consider when implementing recovery strategies:**

1. Are the choices that I’m making in the best interests of MIT?
2. Will a facility be available when needed?
3. How much time will it take to shift when the community is working in a social distancing environment?
4. Are there any long-term consequences associated with a strategy?

**List some of your continuity strategies here:**

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| --- | --- | --- | --- |
| **Workaround Strategies**  Describe strategies for working around the various continuity scenarios. These should focus on continuing your department’s essential functions. | | | |
| **Loss of Staff** | **Loss of Utilities** | **Loss of IT** | **Loss of Space/Facility** |
|  |  |  |  |

Finally, designate decision makers for your department. Who can make decisions for your department regarding your essential functions? Record your succession of leadership plan below.

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| --- | --- | --- |
| **Succession of Leadership**  **Who is designated to make decisions is the primary decision-maker is unavailable?** | | |
| **Level** | **Name** | **Position / Title** |
| **Primary** |  |  |
| **Secondary** |  |  |
| **Tertiary** |  |  |

Need assistance or want someone to review your continuity worksheet?

Contact [em-staff@mit.edu](mailto:em-staff@mit.edu).