Instructions For Filling Out Firm Vulnerability Evaluation Chart

This chart will help you assess where your greatest vulnerabilities are. The first step is identifying the various types of emergencies you might face. Next you determine the probability and potential impacts of each emergency. You can then determine where your greatest vulnerabilities are by multiplying the values you have assigned for probability and impacts. Lastly, you are able to evaluate the internal and external resources you have in place to respond to the emergencies to which you have your greatest vulnerabilities. Once you identified your greatest vulnerabilities, you can then work to reduce them.

The following paragraphs set out the instructions for filling out each column of the chart. There is also a sample chart that includes sample information for a few types of emergencies. This chart is only a guideline and should be adapted to fit the specific circumstances and vulnerabilities of your practice.

In the Emergency Type column, list the various types of emergencies you might face. In the Areas Affected column, list what would be affected in terms of who, what, where, when and why. Don't hesitate to have two or more rows in the chart for different variations of the same type of emergency. Review the *managing PRACTICE interruptions* booklet to make sure you considered all possible interruptions. Different variations of the same emergency should be listed separately as the effects, probabilities, impacts and costs to prevent or mitigate them may vary greatly. For example, a network failure can be caused by a server hardware crash or a hub failure. A server failure will affect everyone and could be costly and time consuming to fix. A hub failure will only affect those few people plugged into it, and replacing a hub can usually be done relatively quickly and inexpensively.

When listing the types of emergencies you may face, consider your exposure to these emergencies:
> Power failure (brownout, short-term outage or extended outage)
> Server failure (hardware or software – do you have multiple servers?)
> Network hardware failure (router or hub)
> Theft (laptops, desktops, server, PDAs, fax machine, client valuables)
> Flood or water damage from sprinklers (in file room, server room, basement, etc.)
> Malicious sabotage (to phones or other office equipment, to data on server, to client files)
> Fire (in whole office/building, in small part of office)
> No access to building (evacuation, strike, snow storm)
> Loss of key staff person (identify staff that are solely responsible for and the only ones that understand key tasks)
> Natural disaster (snow or ice storm, forest fire, flood, tornado)

In the Probability column rate the likelihood of each emergency's occurrence, on a scale of 1 (low) to 5 (high).

In the Impacts column you want to rate the impact of each emergency type on each of your people, your property, and your practice. Rate each impact on a scale of 1 (low) to 5 (high). Enter the value you are assigning for each Impact in the left column under each Impact. Rating the potential Human impact looks at the possibility of death or injury to your staff. The Property impact looks at the potential costs of lost or damaged property. Consider costs of replacement, to set-up temporary replacements, and repair costs. The Practice impact considers costs of lost of business, and the interruption and disruption of daily routines.

To determine your areas of greatest risk, for each emergency type, multiply the value in the probability column by the value in each of the three Impacts columns. Enter these three values in right-hand columns under each of the Impact. You can look at these values individually, or add them together to determine which emergencies you are most vulnerable. The emergencies with the highest values are the ones that you are most vulnerable, and are the ones that you should address first.

The final step is to assess the strength of the internal and external resources you have in place to address each of the emergencies you identified, and in particular the ones that you are most vulnerable to. In each of the Internal and External columns rate the strength of your resources on a scale of 1 (strong) to 5 (weak). It is important that you have appropriate resources in place to respond to an emergency, whether they are internal, external, or both. If you are weak both internally and externally on the resources needed to address one or more of the emergencies you are most vulnerable, you should consider what steps you can take to reduce or eliminate your weakness and the potential exposure you have. Also, consider creating additional emergency response procedures, acquiring additional equipment, or establishing agreements with specialized contractors for support in the event of an emergency.

After you have identified your greatest vulnerabilities, you goal should work to reduce your scores on each line.

This chart is part of **practicePRO's** *managing PRACTICE interruptions* booklet (www.practicepro.ca).

FIRM VULNERABILITY EVALUATION CHART

EMERGENCY TYPE	AREAS IMPACTED	PROBABILITY	IMPACTS			RESOURCE STRENGTH		SOLUTIONS
			Human	Property	Practice	External	Internal	
List the different types of possible emergencies your firm might face.	Describe who, when, where and what is affected	Rate the likelihood of each emergency's occurrence.	Rate the potential human impact - the possibility of death or injury	Rate the potential property losses and damages.	Consider loss of business, and interruption and disruption to daily routines	Consider whether you have the needed resources and capabilities to respond in-house	Will external resources be able to respond to this emergency as quickly as you need them?	What steps should you take to reduce your vulnerability for this emergency type.
		High 5 <---> 1 Low	High Impact 5 <----------> Low Impact 1			Weak Resources 5 <--->Strong Resources 1		
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SAMPLE FIRM VULNERABILITY EVALUATION CHART

EMERGENCY TYPE	AREAS IMPACTED	PROBABILITY	IMPACTS						RESOURCE STRENGTH		SOLUTIONS
			Human		Property		Practice		Internal	External	
List the different types of possible emergencies your firm might face.	Describe who, when, where and what is affected	Rate the likelihood of each emergency's occurrence.	Rate the potential human impact - the possibility of death or injury		Rate the potential property losses and damages.		Consider loss of business, and interruption and disruption to daily routines		Consider whether you have the needed resources and capabilities to respond in-house	Will external resources be able to respond to this emergency as quickly as you need them?	What steps should you take to reduce your vulnerability for this emergency type.
		High 5 <---> 1 Lov	High Impact 5 <----------> Low Impact 1						Weak Resources 5 <--->Strong Resources 1		
1. Theft of laptops	theft of Allan Associate and Paul Partner's laptops (has happened before)	4	1	*4x1 =4*	4	*4x4 =16*	5	*4x5 =20*	5 (no backup)	4 (would take time to get new laptop)	get insurance; record serial numbers; make current backups; install laptops locks; hide in desk when out; get 24 hour service contract
2. Malicious destruction of data on server	destruction of data by staff or hacker	3	1	*3x1 =3*	2	*3x2 =6*	5	*3x5 =15*	5 (no backup)	5 (would take time to get new server up and running)	lock server room; install firewall; implement passwords; start doing regular backups; get 48 hour service contract
3. Wind storm	destruction of office by storm	1	5	*1x5 =5*	5	*1x5 =5*	5	*1x5 =5*	4	4	very harmful, but very unlikely
4. Hub failure	failure of hub in real estate area	2	1	*2x1 =2*	1	*1x2 =2*	3	*2x3 =6*	1	5	have extra hub and staff person who could install it
				^		^		^			
				The value in these three columns is *probability x impact*							

On this chart the biggest vulnerability is theft of laptops. The solutions column contains a variety of steps to reduce this vulnerability, both in terms of preventing it (locks, hide in desk), and putting in place measure to recover if a theft occurs (having a backup, getting a replacement within 24 hours, putting insurance in place).