

Texas Emergency Management Conference 2017

# Mission Essential Functions Identification and Prioritization

Continuity of Operations (COOP)  
Program Management Lifecycle

Alan Sowell, TDEM COOP Unit Supervisor  
Michelle Neisen, HHS Business Continuity Coordinator



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# Objectives

- **Introduce Mission Essential Function (MEF) identification**
- **Establish characteristics of essential processes, systems and people for MEF validation**
- **Provide methods for MEF prioritization**



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# Definitions

## Continuity Of Operations (COOP)

- An organization's effort to ensure they can continue to perform their essential functions during a wide range of emergencies.

## Texas Essential Functions

- Represent the overarching responsibilities of state government to lead and sustain the state and shall be the primary focus of state government's leadership during and in the aftermath of an emergency.

## Mission Essential Functions (MEFs)

- The limited set of organization-level government functions that must be continued or resumed quickly after a disruption of normal activities.



Within 12 hours of business disruption and maintain

to 30 days  
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# Definitions

## Essential Supporting Activities (ESAs)

- Critical functions that an organization must continue during a continuity activation, but not a mission essential function i.e. Human Resources.

## Business Impact Analysis (BIA)

- A method of identifying the relative risks to MEF performance due to various threats and hazards that could occur as a result of, or during a disruption.

## Recovery Time Objective (RTO)

- Is the targeted duration of time within which a business process must be restored after a disaster (or disruption) to avoid unacceptable consequences if not continued.



# MEF Identification

## Too Many

Resources spread too thin to ensure continued performance.

## Too Little

Unidentified essential functions will not become part of an emergency or continuity plan and might not be performed.

## Just Right

The “**key**”; identifying *highest priority functions* and the resources/capabilities ensuring performance.



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# MEF Identification/Prioritization

## Business Impact Analysis (BIA)

- Analysis of data compiled to compare RTOs to other resource capabilities; identifies gaps and business function needs to continue performance within a “required” time frame.

## State and/or Federal Laws/Regulations

- MEFs may be mandated to be performed, within a defined time, and have other legal requirements noted in Texas or Federal laws. (e.g. federally funded programs, state legislation)

## Management Priority

- Some missions will have a higher priority as a result of management preference and discretion
- May be part of organization’s mission statement or strategic plan



# MEF Identification Basic Steps

## Step 1 – Identify Organizational Functions

- The first step is to identify and list all the functions that support and accomplish the organization's mission.
- Identify requirements for the functions:
  - Statute
  - Law
  - Executive Order
  - Directive
  - Court Order...



# MEF Identification Basic Steps

## Step 2 – Identify Candidate MEFs

- Review the functions identified in Step 1 and determine which function are MEF candidates
- Determine is the function is
  - **Mission versus Non-mission**
  - **Supporting Function**
  - **Non-essential**
- Provide an external service – Essential Function
- Provides an internal service – Support Function





# MEF Identification Basic Steps

## Step 3 – Develop MEF Information Sheet

- Conduct a detail review of each candidate MEF.
- Describe each function and why it is essential
- Identify:
  - **Organization**
  - **Description – Summarizing the function activity**
  - **Identify:**
    - **Impacts if not performed**
    - **Recovery Time Objective**
    - **Support requirements**
    - **Partners**
    - **Point of Contact**





# Business Impact Analysis (BIA)

**BIA** is a **PROCESS** conducted with all program areas within an organization to:

- Identify time sensitive or critical processes and the financial and operational impacts resulting from disruption of those business functions/processes.
- Gather information about resource requirements to support the time sensitive or critical business functions/processes from each program.
- Set prioritized timeframes for resuming these activities; considering time which the impacts of not resuming them would become unacceptable.



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# Business Impact Analysis (BIA)

**BIA** is a **PROCESS** conducted with all program areas within an organization to:

- Identify financial disruption
- Gather support functions
- Set activation points for not resuming them would become unacceptable.



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# MEF Identification Basic Steps

## Step 4 – Prioritize Candidate MEFs

- **Factors to consider:**
  - Recovery Time Objective
  - Impacts If Not Conducted
  - Management Priority



# Essential Function Rating System

## Prioritize and group essential functions:

- **Tier 1** – Critical – Restore within 12 hours
- **Tier 2** – Vital – Restore within 24 hours
- **Tier 3** – Necessary – Restore within 3 - 7 days
- **Tier 4** – Desirable – Restore within 10 days
- **Tier 5** – Low Priority – Restore as resources become available



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# MEF Identification Basic Steps

## Step 5 – Leadership Approval

- Obtaining senior organizational leaders' or elected officials' review, validation, and approval of the MEFs.
- Organizational leadership should be in full agreement with MEF selection and priority;
- Organizational funds and resources may need to be allocated to ensure performance of the MEFs during a crisis;
- Organizational test, training, and exercise activities will focus on MEF performance



# MEF Identification Basic Steps

## Step 5 – Leaders

- Obtaining senior officials' review,
- Organizational MEF selection a
- Organizational f allocated to ens crisis;
- Organizational t focus on MEF pe



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# Summary

- **Make sure everyone understands and uses the terminology consistently**
- **Establish clear objectives for the BIA**
- **Identify and prioritize MEFs**
- **Ultimately this requires executive leadership's support and participation**



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# Thank You!

## For More Information

For more information about this presentation, contact Michelle Neisen, CBCP, MCP, MEP, Business Continuity Coordinator, Health and Human Services at [Michelle.Neisen@hhsc.state.tx.us](mailto:Michelle.Neisen@hhsc.state.tx.us)

Or

Alan Sowell, MCP, COOP Unit Supervisor, Texas Division of Emergency Management, [Alan.Sowell@DPS.Texas.Gov](mailto:Alan.Sowell@DPS.Texas.Gov)

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