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Security and resilience — Business continuity management systems — Guidelines for people aspects of business continuity

Sécurité et résilience — Systèmes de gestion de la poursuite des activités — Lignes directrices concernant les aspects humains de la poursuite des activités

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 292, *Security and resilience*.

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Introduction

The purpose of this document is to expand the guidance on managing the people aspects of an organization's preparation and response to disruptive events provided in ISO 22301 and ISO 22313. It assumes that the organization is aware of the principles of business continuity management and has established, or intends to establish, a business continuity management system (BCMS) aligned to these standards. The guidance is relevant to all levels of the organization: from top management to individual members of the workforce; from those organizations with a single site to those with a global presence; from small-to-medium enterprises (SMEs) to organizations employing thousands of people.

In general, the English words "people" and "human" are frequently interchanged. In this document, the term "people" is referenced as it puts the focus on the individual person rather than a group intimated by the term "human".

People are a key driver of organizational success and, at the same time, are always an interested party in any activity supporting delivery of organizational objectives. The organization, therefore, should pay particular attention to people, recognizing the two-way relationship it has with them. This applies to an organization's business continuity goals.

This document is relevant to business continuity and human resources professionals, and managers responsible for organizational resilience, people management and people development. It is not a definitive guide to managing an incident, but a review of the implications for managing the impacts on the workforce and others who could be affected.

The guidelines in this document provide a uniform approach to developing the broad range of knowledge, skills, behaviours and practices required of capable people to deliver effective business continuity management.

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1 Scope

This document gives guidelines for the planning and development of policies, strategies and procedures for the preparation and management of people affected by an incident.

This includes:

— preparation through awareness, analysis of needs, and learning and development;

— coping with the immediate effects of the incident (respond);

— managing people during the period of disruption (recover);

— continuing to support the workforce after returning to business as usual (restore).

The management of people relating to civil emergencies or other societal disruption is out of the scope of this document.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Security and resilience — Vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

3.1
duty of care
moral or legal obligation to ensure the safety, well-being or interests of others

3.2
employee assistance programme
contracted support service provided to organizations to assist them in addressing productivity issues, and to assist employees in identifying and resolving personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that could affect job performance

Note 1 to entry: Adapted from the International Employee Assistance Professionals Association (EAPA).

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