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Security and resilience — Organizational resilience — Guidelines for resilience policy and strategy

Sécurité et résilience — Résilience organisationnelle — Lignes directrices pour une politique et une stratégie de résilience

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Foreword

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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 document 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).

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

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

This document provides guidelines on formulating policy, designing strategy and determining priorities for implementing an organization's resilience strategy. It describes how organizations can better anticipate and respond to change that will enable them to deliver their objectives and to survive and prosper.

ISO 22316 established the foundational principles for organizational resilience and a set of common attributes demonstrated by the organizations that have adopted those principles.

Organizations increasingly recognize the challenges of disruption arising from natural hazards, climate change, global conflicts, pandemics, epidemics and other human-made crises impacting upon society and disrupting businesses. Consequently, organizations in the public and private sector are looking to initiatives that will contribute to an enhanced state of organizational resilience.

This document provides guidelines on how organizations should be alerted to risks. It supports the measure whereby an organization determines necessary tactics so that its vision and strategic direction provide a lasting advantage, thus avoiding being complacent of its past or current success.

Figure 1 illustrates the framework for an organizational resilience policy and strategy.

The guidelines in this document are based on the principles of organizational resilience and the development of essential attributes as set out in ISO 22316.

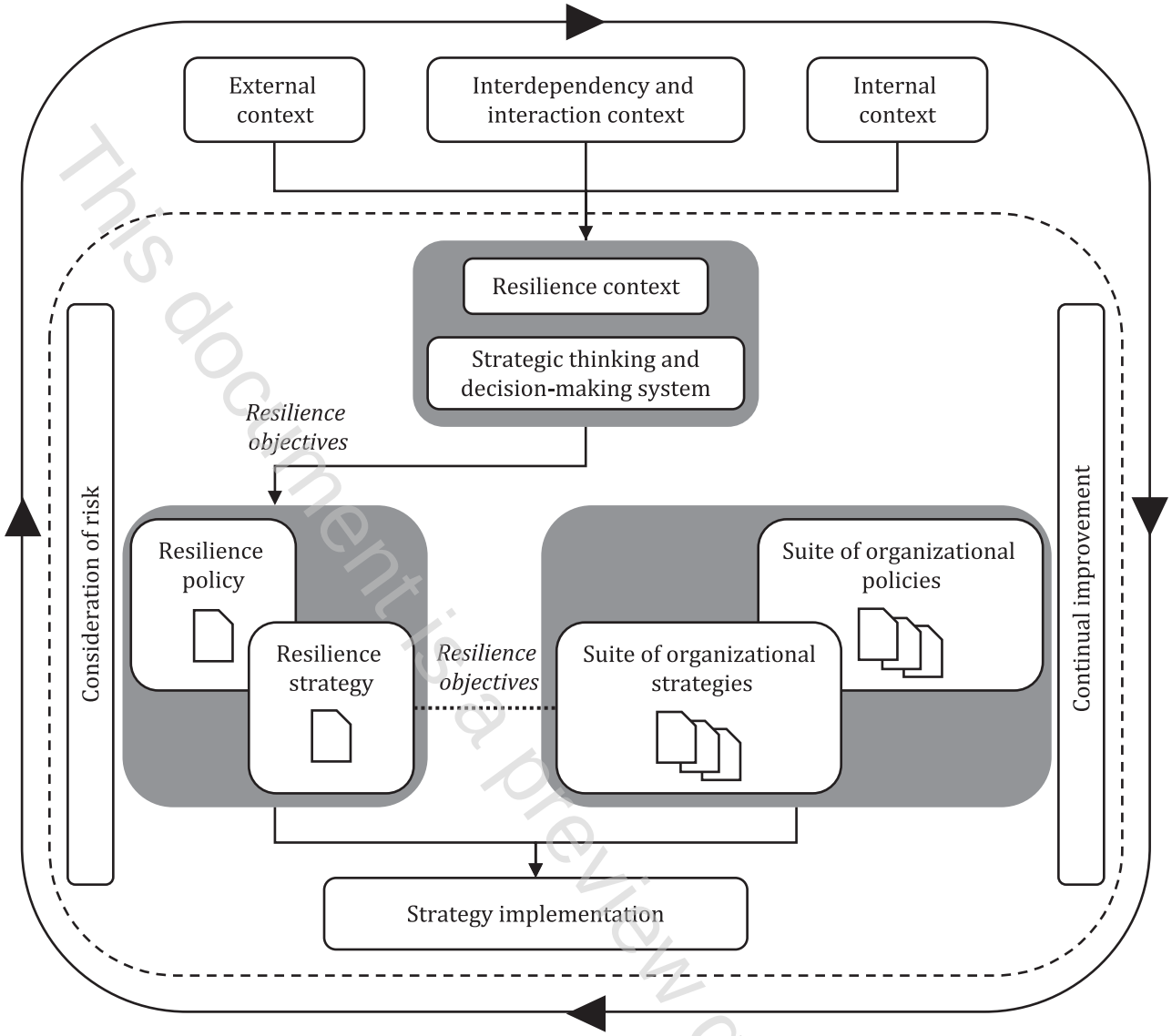

Figure 1 — Organizational resilience policy and strategy framework

Security and resilience — Organizational resilience — Guidelines for resilience policy and strategy

1 Scope

This document provides guidelines on the design and development of an organizational resilience policy and strategy. It includes:

— how to design and formulate a resilience policy;

— how to design strategy to achieve the objectives of a resilience policy;

— how to determine priorities for implementation of the organization's resilience initiatives;

— how to establish a cooperative and coordinated capability to enhance resilience.

This document is applicable to organizations seeking to enhance resilience. It is not specific to any industry or sector. It can be applied throughout the life of an organization to enhance resilience.

This document does not provide guidance on the development of an organizational resilience capability.

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 in ISO 22300 apply.

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

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

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

4 Principles

4.1 General

The resilience policy sets parameters for top management to embed resilience objectives into organizational strategies.

The resilience strategy, part of the overall organizational strategy, establishes objectives and corresponding activities in accordance with the policy. The resilience strategy and activities should allow the organization to develop implementation plans and deliver its broader set of organizational objectives. This should contribute to the strategic capability to anticipate and respond to change in order to survive and prosper.