

NATIONAL
STANDARD

SSB ISO
22316

First edition
2017-03

**Security and resilience —
Organizational resilience — Principles
and attributes**

*Sécurité et résilience — Résilience organisationnelle — Principes et
attributs*

DNS For Review 07 october - 02 december



Reference number
SSB ISO 22316:2017(E)

DNS For Review 07 october - 02 december

DIS For Review 07 october - 02 december



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Nationaal Voorwoord

Deze Nationale Standaard, die identiek is aan de Engelse versie van *ISO 22316: 2017 (E) "Security and resilience — Organizational resilience — Principles and attributes"*, opgesteld door de International Organization for Standardization (ISO), is geadopteerd door het Surinaams Standaarden Bureau.

De tekst, zonder afwijkingen, van de ISO – standaard is goedgekeurd als geschikt voor publicatie als een Nationale Standaard. Bepaalde conventies zijn echter niet identiek aan die van een Nationale Standaard. Aandacht is vooral vereist voor het volgende:

- waar de woorden "International Standard" voorkomen met betrekking tot deze standaard, moeten zij worden gelezen als "National Standard".

DNS For Review 07 october - 02 december

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*.

Introduction

Organizational resilience is the ability of an organization to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and prosper. More resilient organizations can anticipate and respond to threats and opportunities, arising from sudden or gradual changes in their internal and external context. Enhancing resilience can be a strategic organizational goal, and is the outcome of good business practice and effectively managing risk.

An organization's resilience is influenced by a unique interaction and combination of strategic and operational factors. Organizations can only be more or less resilient; there is no absolute measure or definitive goal.

A commitment to enhanced organizational resilience contributes to:

- an improved ability to anticipate and address risks and vulnerabilities;
- increased coordination and integration of management disciplines to improve coherence and performance;
- a greater understanding of interested parties and dependencies that support strategic goals, and objectives.

There is no single approach to enhance an organization's resilience. There are established management disciplines that contribute towards resilience but, on their own, these disciplines are insufficient to safeguard an organization's resilience. Instead, organizational resilience is the result of the interaction of attributes and activities, and contributions made from other technical and scientific areas of expertise. These are influenced by the way in which uncertainty is addressed, decisions are made and enacted, and how people work together.

This document establishes the principles for organizational resilience. It identifies the attributes and activities that support an organization in enhancing its resilience.

This document includes:

- principles providing the foundation for enhancing an organization's resilience;
- attributes describing the characteristics of an organization that allow the principles to be adopted;
- activities guiding the utilization, evaluation and enhancement of attributes.

Security and resilience — Organizational resilience — Principles and attributes

1 Scope

This document provides guidance to enhance organizational resilience for any size or type of organization. It is not specific to any industry or sector. This document can be applied throughout the life of an organization.

This document does not promote uniformity in approach across all organizations, as specific objectives and initiatives are tailored to suit an individual organization's needs.

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, *Societal security — Terminology*

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 <http://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1 management

coordinated activities to direct and control an organization

3.2 interested party

person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity

Note 1 to entry: This can be an individual or group that has an interest in any decision or activity of an organization.

3.3 organizational culture

collective beliefs, values, attitudes and behaviour of an organization that contribute to the unique social and psychological environment in which it operates

3.4 organizational resilience

ability of an organization to absorb and adapt in a changing environment

3.5 values

beliefs an organization adheres to and the standards that it seeks to observe