INTERNATIONAL STANDARD

ISO 22316

First edition
2017-03

Security and resilience — Organizational resilience — Principles and attributes

Sécurité et résilience — Résilience organisationnelle — Principes et attributs

iTeh Standards
(https://standards.iteh.ai)
Document Preview

ISO 22316:2017
https://standards.iteh.ai/catalog/standards/iso/f8bc8bee-59c6-4fa8-9f0d-e7027a005735/iso-22316-2017

Reference number
ISO 22316:2017(E)

© ISO 2017

iTeh Standards
(https://standards.iteh.ai)
Document Preview

ISO 22316:2017
https://standards.iteh.ai/catalog/standards/iso/f8bc8bee-59c6-4fa8-9f0d-e7027a005735/iso-22316-2017

COPYRIGHT PROTECTED DOCUMENT

© ISO 2017, Published in Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

 © ISO 2017 – All rights reserved

Contents

Page

Foreword ..... **iv**
Introduction ..... **v**
1 Scope **1**
2 Normative references **1**
3 Terms and definitions **1**
4 Principles **2**
4.1 General 2
4.2 Coordinated approach 2
5 Attributes for organizational resilience **2**
5.1 General 2
5.2 Shared vision and clarity of purpose 2
5.3 Understanding and influencing context 3
5.4 Effective and empowered leadership 3
5.5 A culture supportive of organizational resilience 4
5.6 Shared information and knowledge 4
5.7 Availability of resources 4
5.8 Development and coordination of management disciplines 5
5.9 Supporting continual improvement 5
5.10 Ability to anticipate and managing change 5
6 Evaluating the factors that contribute to resilience **6**
6.1 General 6
6.2 Organizational requirements 6
6.2.1 General 6
6.2.2 Determining gaps 7
6.3 Monitoring and assessment 7
6.3.1 Methods and processes 7
6.3.2 Review 7
6.4 Reporting 8
Annex A (informative) **Relevant management disciplines** **9**
Bibliography **10**

iTeh Standards
(https://standards.iteh.ai)
Document Preview
ISO 22316:2017
https://standards.iteh.ai/catalog/standards/iso/f8bc8bee-59c6-4fa8-9f0d-e7027a005735/iso-22316-2017

© ISO 2017 – All rights reserved

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*.

iTeh Standards
(https://standards.iteh.ai)
Document Preview
ISO 22316:2017
https://standards.iteh.ai/catalog/standards/iso/f8bc8bee-59c6-4fa8-9f0d-e7027a005735/iso-22316-2017

 © ISO 2017 – All rights reserved

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.

iTeh Standards
(https://standards.iteh.ai)
Document Preview
ISO 22316:2017
https://standards.iteh.ai/catalog/standards/iso/[illegible]/iso-22316-2017

© ISO 2017 – All rights reserved

iTeh Standards
(https://standards.iteh.ai)
Document Preview

ISO 22316:2017
https://standards.iteh.ai/catalog/standards/iso/f8bc8bee-59c6-4fa8-9f0d-e7027a005735/iso-22316-2017