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Societal security — Guidelines for establishing partnering arrangements

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Foreword

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ISO 22397 was prepared by Technical Committee ISO/TC 223, Societal security.

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Introduction

The world has evolved into a global community of interdependent societies. Changes in technical and economic relationships have resulted in cross-jurisdictional and trans-boundary interdependencies for vital societal functions and assets. The security and well-being of people increasingly depend on the continuity of vital functions of individual organizations, local communities, nations and the global community regardless of political boundaries. The impact of incidents has increased the need for enhanced preparedness, response and recovery programmes.

There are many different roles and responsibilities within and between public, private and not-for-profit organizations. Some roles and responsibilities are primarily the responsibility of individual organizations while others can be adequately addressed only by the cooperation and coordination of multiple organizations in order to manage risks. In a complex and changing world, organizations need to consider the use of a partnering arrangement in order to achieve individual and collective objectives.

This international standard establishes the principles and process for partnering arrangements. It will assist the organizations involved in partnering to operate effectively when risks of event(s) impacting societal security are identified. A partnering arrangement can be between two or more public and/or private organizations. It provides an effective process for cooperation and coordination. It can improve the capacity of organizations to enhance prevention, preparedness, response, and recovery programmes for a wide range of event(s) which may include naturally occurring events, human induced events with potential impact on an organization, community or society and the environment on which it depends.

This standard is not intended to replace local, national or international regulations. Organizations are advised to seek legal counsel before entering into partnering arrangements.

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Societal security — Guidelines for establishing partnering arrangements

1 Scope

This International Standard provides guidance for partnering arrangements among organizations to manage multiple relationships for events impacting societal security.

It describes principles and process for planning, developing, implementing and reviewing partnering arrangements.

This International Standard is applicable to all organizations regardless of type, size and nature of activity whether in or between the private, public, or not-for-profit sectors.

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2 Normative references

No normative references are cited. This clause is included in order to retain clause numbering identical with other ISO standards.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1
critical asset
any resource that is considered crucial by the partners to the arrangement

NOTE Critical assets include, among others: human resources, technical resources, societal functions, infrastructures and vulnerable targets.

3.2
competence
demonstrated ability to apply knowledge and skills to achieve intended results.

SOURCE ISO 22300

3.3
interoperability
ability of diverse systems and organizations to work together (inter-operate)

3.4
objective
result to be achieved

NOTE 1 An objective can be strategic, tactical, or operational.

NOTE 2 An objective can be expressed in other ways, eg, as an intended outcome, a purpose, an operational criterion, as a societal security objective or by the use of other words of similar meaning (eg, aim, goal, or target).

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SOURCE ISO 22300

3.5
organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

NOTE The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

SOURCE ISO 22300

3.6
partnering
organized relationship between two or more organisations which establishes scope, roles, procedures and tools to prevent and manage any event impacting on societal security with respect of related laws.

3.7
partnering arrangement
a relationship between two or more organisations focused on mutually agreed objectives which may be validated through formal or informal documentation including a variety of legal instruments if desired by the partners

3.8
risk source
element(s) which alone or in combination has the intrinsic potential to give rise to risk

SOURCE ISO 22300

3.9
stakeholder
person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity

SOURCE ISO 22300

3.10
event
occurrence or change of a particular set of circumstances

NOTE 1 An event can be one or more occurrences, and can have several causes.

NOTE 2 An event can consist of something not happening.

NOTE 3 An event can sometimes be referred to as an “incident” or “accident”.

NOTE 4 An event without consequences can also be referred to as a “near miss”, “incident”, “near hit” or “close call”.

SOURCE ISO 22300

4 Partnering principles

4.1 General

The principles provide fundamental guidance on the core aspects of partnering and thus guide the formation of partnering in any context.

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The applications of these principles contribute to the adequacy, effectiveness and efficiency of all activities and help to manage organizational change to deliver success by creating the appropriate attitude, behaviours and culture.

Constraints may occur in the development and implementation of partnering arrangements. These include failure to comply with laws and customs, denial, lack of trust, conflict of interest, prejudice, indifference, lack of information, inadequate training and preparation, and misunderstanding.

The partners to the arrangement should apply the following principles to the governance of relationships in order to overcome these constraints.

4.2 Compliance

Compliance is the conformity to the legal framework and to the local conditions such as environmental, ethical, cultural, religious, political and organizational diversity.

Compliance with applicable legislation is particularly important in cross-jurisdictional and/or trans-boundary partnering arrangements, and when recognising and respecting the diversity of organizations.

4.3 Accountability

Organizations take responsibility for their actions and decisions both individually and collectively.

When taking responsibility for decisions and actions, it requires authority and competence at each level and function within and between the partners to the partnering arrangement. Accountability also requires a commitment to respond to, and balance the needs of the partners in the decision-making processes and activities related to the partnering arrangement.

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4.4 Fairness

Fairness is the act of objectively and impartially considering all stakeholders views, the impact of decisions and risks.

The foundation of effective joint activities is that the partners/stakeholders operate in an open and fair manner that reflects a focus on delivering outcomes. The organisations and their staff should ensure that their behaviour is based on mutual respect, impartiality and objectivity to meet jointly agreed outcomes.

4.5 Transparency and communication

Transparency and communication is the provision of accessible and timely information to the partners to the arrangement and relevant stakeholders. This principle applies to organizational procedures, structures, processes and performance of assessment.

Transparency and communication are much more than simply providing standardized information, it also plays a key role in inspiring confidence of all relevant stakeholders. This principle also implies the selection of the proper forms of communication (e.g. financial statements, annual reports, performance evaluations, response to complaints, etc) and of the language to be used.

4.6 Competence and capability

All partners should ensure that all personnel involved in the arrangement have the competence and capability contribution to the partnering arrangement and to achieve intended results.

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5 Strategic intent

The organization identifying the need for better coordination and cooperation to manage the impacts of a potential event(s) on societal security should consider the benefits to itself and other organizations before initiating the partnering arrangement.

6 Tactical engagement

The organization should consult internally and externally with the stakeholder community during the planning and development of a partnering arrangement.

The organization should develop communication and consultation tools and processes to provide information and encourage on-going dialogue.

NOTE Confidentiality and privacy issues may differ among stakeholders and may influence communication and consultation.

7 Partners identification

7.1 General

The organization initiating the partnering arrangement should identify other organizations with the appropriate attributes as potential partners. These potential partners would contribute to prevent and/or prepare for, respond to, and recover from the impacts of event(s).

7.2 Partners and stakeholders mapping

The organization should identify those who could be impacted by and/or involved within the sphere of influence of event(s). These are stakeholders who could participate with the partners to the arrangement.

The stakeholders who have entered into the partnering arrangement are herein after referred to as partners to the arrangement.

As the sphere of influence of event(s) may be uncertain, there may be “other” stakeholders who have not yet been identified (see Figure 1). The sphere of influence of event(s) should be assessed by continuous review.

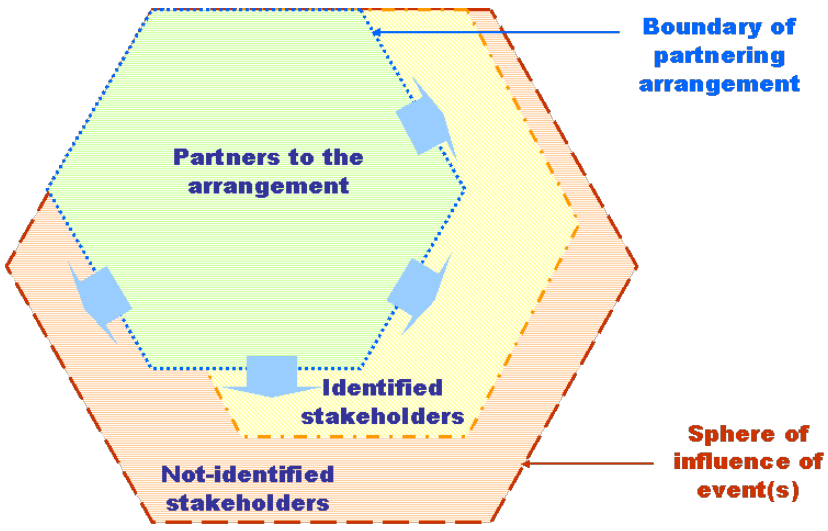

Figure1 – Sphere of influence of event(s)

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