



**SLOVENSKI STANDARD**  
**oSIST prEN ISO 22361:2022**  
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**Varnost in vzdržljivost - Krizno vodenje - Navodilo za strateško zmogljivost (ISO/DIS 22361:2021)**

Security and resilience - Crisis management - Guidelines for a strategic capability (ISO/DIS 22361:2021)

Sicherheit und Resilienz - Krisenmanagement - Leitlinien für die Entwicklung einer Strategie (ISO/DIS 22361:2021)

Sécurité et résilience - Gestion de crise - Lignes directrices pour une capacité stratégique (ISO/DIS 22361:2021)

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**ICS:**

03.100.01	Organizacija in vodenje podjetja na splošno	Company organization and management in general
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## Security and resilience — Crisis management — Guidelines for a strategic capability

ICS: 03.100.01

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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](http://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](http://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 of 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 [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

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](http://www.iso.org/members.html).

## ISO/DIS 22361:2021(E)

### Introduction

This standard is to aid in the design and ongoing development of an organization's crisis management capability. It sets out principles and practices needed by all organizations.

Crises present organizations with complex challenges and, possibly, opportunities that can have profound and far-reaching consequences. An organization's crisis management capability and its ability to manage a changing environment are key factors in determining whether a situation or incident has the potential to pose a serious or existential threat to the organization and its environment. The crisis affecting an organization can be part of a broader crisis.

Note please refer to definition of crisis

To ensure the crisis management capability has the desired outcome, the organization should provide

- committed leadership
- structures (e.g., funding, communications, relationships and linkages, equipment, facilities, information management, principles, processes and procedures)
- supportive culture (e.g., values, ethics, code of conducts, etc.)
- competent personnel (e.g., knowledge, skills and attitude, flexible thinking)

An organization's crisis management capability will be influenced by its relationship with other interdependent areas such as risk management, business continuity, information security, physical security, safety, civil protection, incident response, and emergency management.

The organization should adopt a structured approach to crisis management by applying a set of principles on which a crisis management framework can be developed. This should include elements of organizational culture, leadership, competencies and structure that supports the implementation of a crisis management capability in a purposeful, consistent and rigorous manner. (see [Figure 1](#))



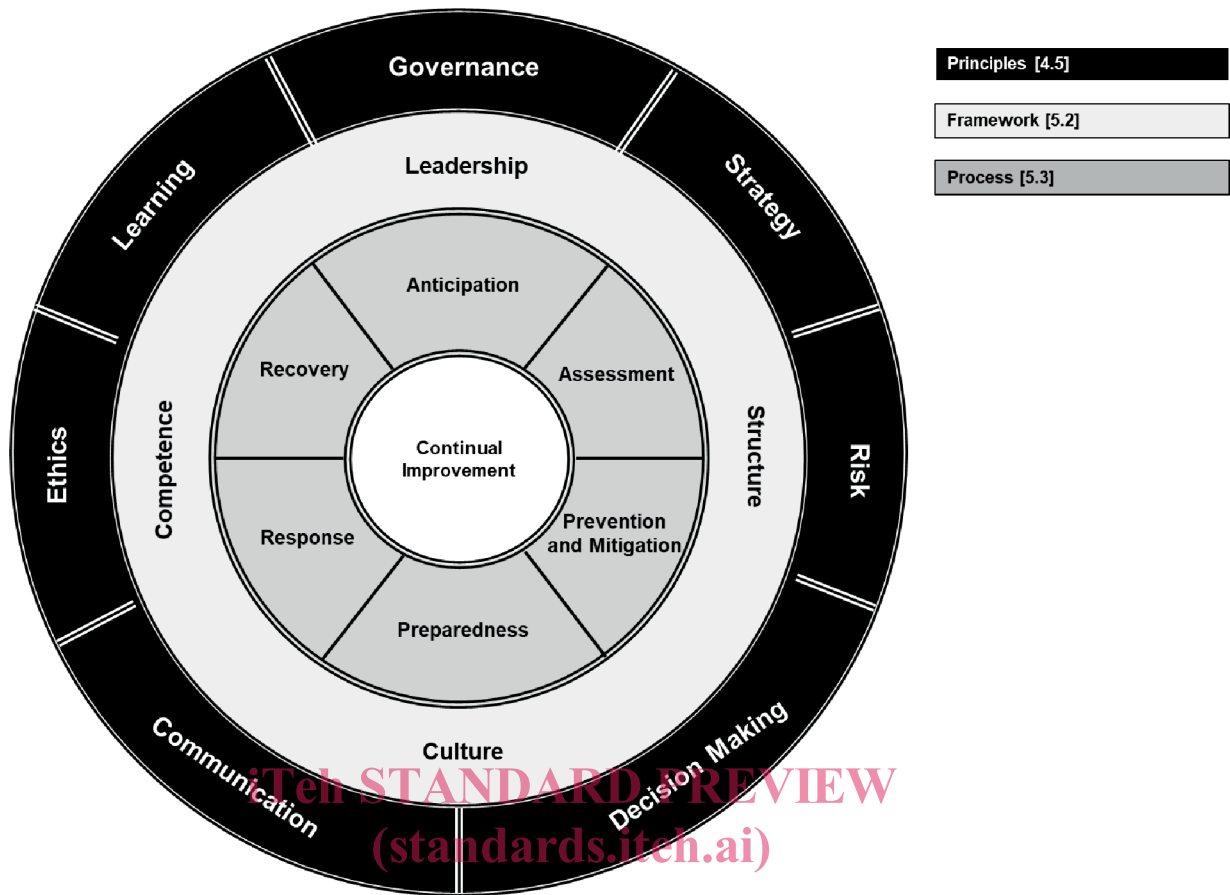


Figure 1 — Building a crisis management capability: Principles, framework and process

The structure of the document is as follows: the core concepts of Crisis Management are described ([section 4](#)), then the framework and process for building a Crisis Management capability are outlined in [section 5](#). The following sections provide more detail on: Crisis Leadership ([section 6](#)), Strategic crisis decision-making ([section 7](#)), Crisis communications ([section 8](#)) and Training, Validation and learning from crises ([section 9](#)).

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# Security and resilience — Crisis management — Guidelines for a strategic capability

## 1 Scope

This international standard provides guidelines for crisis management to help organizations plan, establish, maintain, review and continually improve a strategic crisis management capability. These guidelines can help any organization to identify and manage a crisis. Elements for consideration include:

- context, core concepts, principles, and challenges ([clause 4](#))
- developing an organization's crisis management capability ([clause 5](#))
- crisis leadership ([clause 6](#))
- the challenges and complexities facing a crisis team in action ([clause 7](#))
- crisis communication ([clause 8](#))
- training, validation and learning from crises ([clause 9](#))

It is intended for top management with strategic responsibilities for the delivery of a crisis management capability in any organization. It is also meant to be used by those who operate under the direction of top management. All those with responsibilities should:

- implement the crisis management plan and structures
- maintain and assure the procedures associated with the capability

This document acknowledges the relationship and interdependencies with various disciplines but is distinct from these topics.

## 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 <https://www.electropedia.org/>

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**3.1  
capability**  
ability to accomplish an undertaking with a defined intended outcome and within specified conditions

Note 1 to entry: Note to entry: An organizational capability depends on the available resources and organizational principles, framework (leadership, structure, culture, competences) and processes

**3.2  
crisis**  
abnormal or extraordinary event or situation that threatens an organization or community and requires a strategic, adaptive, and timely response in order to preserve its viability and integrity

Note 1 to entry: The event or situation might include a high degree of complexity, instability, and uncertainty.

Note 2 to entry: The event or situation might exceed the response capacity or capability of the organization

Note 3 to entry: Given the nature of a crisis a flexible and dynamic approach is needed in addition to any rehearsed plans and procedures.

Note 4 to entry: Threats can impact upon the organization's ability to function, its reputation, brand, physical, political, intellectual property, organizational structure, human, environment and economic factors

Note 5 to entry: the term "organization" also includes governmental and non-governmental agencies and national authorities in the public sector, as well as NGO's and charities

**3.3  
crisis management**  
coordinated activities to lead, direct and control an organization with regard to crisis

**3.4  
crisis management team (CMT)**  
group of individuals functionally responsible for leading the organization's crisis management response

**3.5  
crisis management plan (CMP)**  
document specifying which procedures and associated resources are to be applied by whom and where in a crisis

**3.6  
incident**  
event or situation that can be, or could lead to, a disruption, loss, emergency, or crisis (ISO 22300 modified by inclusion of "event or")

**3.7  
interested party** (preferred term)  
stakeholder (admitted term)  
person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity

**3.8  
governance of organizations**  
human-based system by which an *organization* (3.13) is directed, overseen and held accountable for achieving its defined purpose

**3.9  
situation report**  
summary, either verbal or written, outlining the current state and potential development of an incident or crisis and the response to it

**3.10****situational awareness**

perception of the elements in the environment within a volume of time and space, the comprehension of their meaning and a projection of their status in the near future

**3.11****top management**

person or group of people who directs and controls an organization at the highest level

**3.12****issue**

event or situation that does not currently present, but could develop into, a long-term or significant negative impact on the strategic objectives, reputation or viability of the organization.

Note 1 to entry: Effectively responding to emerging issues can result in the successful aversion of a crisis

**3.13****organization**

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

Note 1 to entry: 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.

**3.14****crisis communication**

communications both internal and external to provide information, updates and instructions to internal and external stakeholders.

Note 1 to entry: Note to entry: adequate crisis communication may also protect the organization's reputation and brand and maintain its public image

## 4 Crisis management: Context, core concepts and principles

### 4.1 The nature of crises

Crises can be associated with highly complex issues, the full implications and nature of which might be unclear at the time. Possible decisions and actions can have severe negative consequences, and decision-makers at all levels might have to choose the least detrimental solution (see 7.4) and resolve (or recognize and accept) fundamental strategic dilemmas. This might mean that every choice comes with a penalty of some kind and there is no ideal solution.

Premature or ill-considered decisions on actions or processes to manage a crisis may have potential to cause significant consequences and cause additional harm or exacerbate the crisis situation and should be avoided. If the range of available options being considered can reduce the impact of a crisis yet have adverse consequences upon other organizational objectives, it may be necessary to choose the option that has the potential to create the least amount of loss or disruption to the organization

Crises often involve threats to people or assets, such as property, information, and reputation.

A crisis may require an organization to review its objectives, opportunities, strategies, policies, practices or procedures or culture as part of continual improvement. An organization faced with public or media scrutiny as a consequence of a crisis, should demonstrate confidence in its plan to review and amend its practices as necessary and to accept responsibility for decision making by management

A well-managed crisis can demonstrate the positive qualities of an organization and enhance its reputation