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Security and resilience — Guidelines for organizational resilience

PREVIEW

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Mauritius Standards Bureau

Moka

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National Foreword

This Mauritian Standard is identical with the International Standard **ISO 22316,** *Security and resilience — Guidelines for organizational resilience.* It was adopted by the Mauritius Standards Bureau in 2017 on the recommendation of **Safety and Security Standards Committee** through its **Subcommittee on Societal Security** and approved by the **Standards Council** on **19 April 2017**. It was notified in the Government Gazette on **08 July 2017***.

For the purposes of this standard the following change should be made:

the words 'International Standard' should be replaced by 'Mauritian Standard'

The following Mauritian Standard is identical to the International Standard, which is referenced in the adopted standard:

International Standard	Corresponding Mauritian Standard
ISO 22300, *Societal security — Terminology*	**MS ISO 22300**, *Societal security — Terminology*

*** General Notice No 960 of 2017**

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PREVIEW

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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

PREVIEW

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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).

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*.

PREVIEW

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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.

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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

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