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Security and resilience — Organizational resilience — Guidelines for resilience policy and strategy



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- Australian Institute of Human Resources
- Australian Risk Policy Institute
- Australian Security Industry Association
- Business Continuity Institute Australasia
- Department of Defence (Australian Government)
- Energy Networks Australia
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- Office of the Victorian Information Commissioner
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Requirements

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A requirement is any statement in the Standard which uses the word "shall".

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The following words are commonly used in Standards, but statements using them do not have to be followed to conform to the Standard:

(a) "should" means that something is recommended.

(b) "may" means that something is permitted.

(c) "can" means that something is possible.

Structure of Standards

A Standard always has the following parts:

(i) The Preface states who developed the Standard, what the Standard is aiming to do, and how it relates to other documents.

(ii) The Scope states what the Standard is about, what it covers and what it does not cover.

(iii) The Normative references clause lists other documents that are referenced in the Standard as part of requirements.

(iv) The Terms and definitions clause defines important terms to help with understanding the Standard.

A Standard may also include other parts, such as the following:

(1) A normative appendix sets additional requirements that need to be conformed to.

(2) An informative appendix provides additional information or guidance. They usually do not contain requirements. If an informative appendix does contain requirements, the Standard will explain when those requirements apply.

(3) A Bibliography lists documents referenced in the Standard but not as part of requirements.

Many Standards include notes. Notes provide recommendations and/or guidance only. They never contain requirements.

Preface

This Standard was prepared by the Standards Australia Committee MB-025, Security and Resilience.

The objective of this document is to provide guidelines on the design and development of an organizational resilience policy and strategy. It includes how to —

(a) design and formulate a resilience policy;

(b) design strategy to achieve the objectives of a resilience policy;

(c) determine priorities for implementation of the organization's resilience initiatives; and

(d) establish a cooperative and coordinated capability to enhance resilience.

This document is applicable to organizations seeking to enhance resilience. It is not specific to any industry or sector. It can be applied throughout the life of an organization to enhance resilience.

This document does not provide guidance on the development of an organizational resilience capability.

This document is identical to, and has been reproduced from, ISO 22336:2024, *Security and resilience — Organizational resilience — Guidelines for resilience policy and strategy.*

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The terms "normative" and "informative" are used in Standards to define the application of the appendices or annexes to which they apply. A "normative" appendix or annex is an integral part of a Standard, whereas an "informative" appendix or annex is only for information and guidance.

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Foreword

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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 document 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).

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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.

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Introduction

This document provides guidelines on formulating policy, designing strategy and determining priorities for implementing an organization's resilience strategy. It describes how organizations can better anticipate and respond to change that will enable them to deliver their objectives and to survive and prosper.

ISO 22316 established the foundational principles for organizational resilience and a set of common attributes demonstrated by the organizations that have adopted those principles.

Organizations increasingly recognize the challenges of disruption arising from natural hazards, climate change, global conflicts, pandemics, epidemics and other human-made crises impacting upon society and disrupting businesses. Consequently, organizations in the public and private sector are looking to initiatives that will contribute to an enhanced state of organizational resilience.

This document provides guidelines on how organizations should be alerted to risks. It supports the measure whereby an organization determines necessary tactics so that its vision and strategic direction provide a lasting advantage, thus avoiding being complacent of its past or current success.

Figure 1 illustrates the framework for an organizational resilience policy and strategy.

The guidelines in this document are based on the principles of organizational resilience and the development of essential attributes as set out in ISO 22316.

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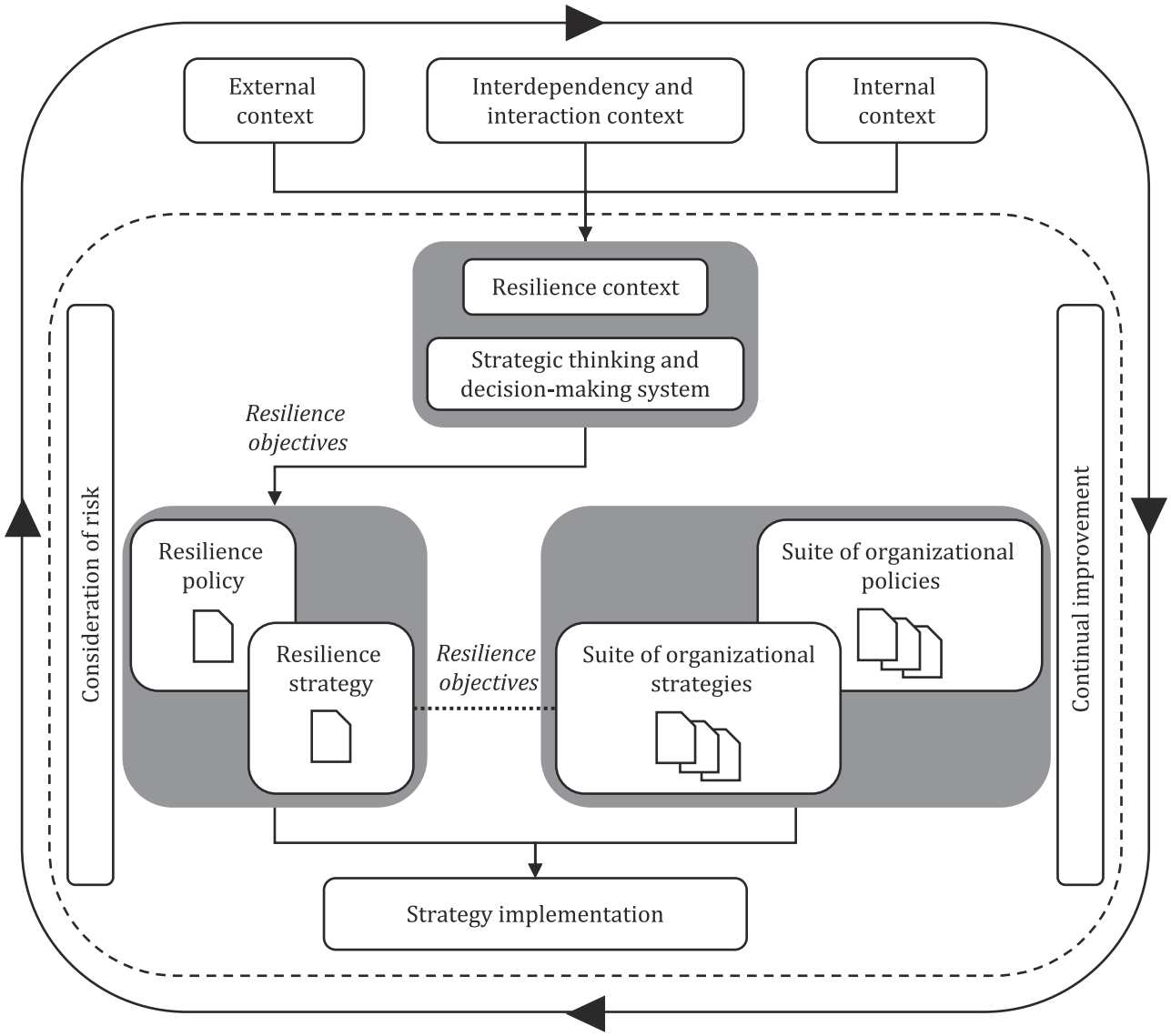


Figure 1 — Organizational resilience policy and strategy framework

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