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Security and resilience — Business continuity management systems — Guidance on the use of ISO 22301

Sécurité et résilience — Systèmes de management de la continuité d'activité — Lignes directrices sur l'utilisation de l'ISO 22301

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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 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).

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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.

This document was prepared by Technical Committee ISO/TC 292, *Security and resilience*.

This second edition cancels and replaces the first edition (ISO 22313:2012), which has been technically revised. The main changes compared with the previous edition are as follows:

- structural and content alterations have been made to align this document with the latest edition of ISO 22301;
- additional guidance has been added to explain key concepts and terms;
- content has been removed from 8.4 that will be included in ISO/TS 22332 (under development).

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.

Introduction

0.1 General

This document provides guidance, where appropriate, on the requirements specified in ISO 22301. It is not the intention of this document to provide general guidance on all aspects of business continuity.

This document includes the same clause headings as ISO 22301 but does not restate the requirements and related terms and definitions.

The intention of the guidance is to explain and clarify the meaning and purpose of the requirements of ISO 22301 and assist in the resolution of any issues of interpretation. Other International Standards and Technical Specifications that provide additional guidance, and to which reference is made in this document, are ISO/TS 22317, ISO/TS 22318, ISO 22322, ISO/TS 22330, ISO/TS 22331 and ISO 22398. The scope of these documents can extend beyond the requirements of ISO 22301. Organizations should therefore always refer to ISO 22301 to verify the requirements to be met.

To provide further clarification and explanation of key points, this document includes several figures. The figures are for illustrative purposes only and the related text in the body of this document takes precedence.

A business continuity management system (BCMS) emphasizes the importance of:

- establishing business continuity policy and objectives that align with the organization’s objectives;
- operating and maintaining processes, capabilities and response structures for ensuring the organization will survive disruptions;
- monitoring and reviewing the performance and effectiveness of the BCMS;
- continual improvement based on qualitative and quantitative measurement.

A BCMS, like any other management system, includes the following components:

a) a policy;

b) competent people with defined responsibilities;

c) management processes relating to:

   1) policy;

   2) planning;

   3) implementation and operation;

   4) performance assessment;

   5) management review;

   6) continual improvement;

d) documented information supporting operational control and enabling performance evaluation.

Business continuity is generally specific to an organization. However, its implementation can have far reaching implications on the wider community and other third parties. An organization is likely to have external organizations that it depends upon and there will be others that depend on it. Effective business continuity therefore contributes to a more resilient society.

0.2 Benefits of a business continuity management system

A BCMS increases the organization's level of preparedness to continue to operate during disruptions. It also results in improved understanding of the organization's internal and external relationships, better communication with interested parties and the creation of a continual improvement environment. There are potentially many additional benefits to implementing a BCMS in accordance with the recommendations contained in this document and in accordance with the requirements of ISO 22301.

- Following the recommendations in Clause 4 ("context of the organization") involves the organization:
  - reviewing its strategic objectives to ensure that the BCMS supports them;
  - reconsidering the needs, expectations and requirements of interested parties;
  - being aware of applicable legal, regulatory and other obligations.
- Clause 5 ("leadership") involves the organization:
  - reconsidering management roles and responsibilities;
  - promoting a culture of continual improvement;
  - allocating responsibility for performance monitoring and reporting.
- Clause 6 ("planning") involves the organization:
  - re-examining its risks and opportunities and identifying actions to address and take advantage of them;
  - establishing effective change management.
- Clause 7 ("support") involves the organization:
  - establishing effective management of its BCMS resources, including competence management;
  - improving employee awareness of matters that are important to management;
  - having effective mechanisms for internal and external communications;
  - managing its documentation effectively.
- Clause 8 ("operation") results in the organization considering:
  - the unintended consequences of change;
  - business continuity priorities and requirements;
  - dependencies;
  - vulnerabilities from an impact perspective;
  - risks of disruption and identifying how best to address them;
  - alternative solutions for running the business with limited resources;
  - effective structures and procedures for dealing with disruptions;
  - responsibilities to the community and other interested parties.
- Clause 9 ("performance evaluation") involves the organization:
  - having effective mechanisms for monitoring, measuring and evaluating performance;

  - involving management in monitoring the performance and contributing to the effectiveness of the BCMS.

- Clause 10 ("improvement") involves the organization:
  - having procedures for monitoring performance and improving effectiveness;
  - benefitting from continual improvement of its management systems.

As a result, implementation of the BCMS can:

a) protect life, assets and the environment;

b) protect and enhance the organization's reputation and credibility;

c) contribute to the organization's competitive advantage by enabling it to operate during disruptions;

d) reduce costs arising from disruptions and improving the organization's capability to remain effective during them;

e) contribute to the organization's overall organizational resilience;

f) assist in making interested parties more confident in the organization's success;

g) reduce the organization's legal and financial exposure;

h) demonstrate the organization's ability to manage risk and address operational vulnerabilities.

0.3 Plan-Do-Check-Act (PDCA) cycle

This document applies the Plan-Do-Check-Act (PDCA) cycle to planning, establishing, implementing, operating, monitoring, reviewing, maintaining and continually improving the effectiveness of an organization's BCMS. An explanation of the PDCA cycle is given in Table 1.

Figure 1 illustrates how the BCMS takes interested parties' requirements as inputs for business continuity management and, through the required actions and processes, produces business continuity outcomes (i.e. managed business continuity) that meet those requirements.

Table 1 — Explanation of PDCA cycle

Plan (Establish)	Establish business continuity policy, objectives, controls, processes and procedures relevant to improving business continuity in order to deliver results that align with the organization's overall policies and objectives.
Do (Implement and operate)	Implement and operate the business continuity policy, controls, processes and procedures.
Check (Monitor and review)	Monitor and review performance against business continuity policy and objectives, report the results to management for review, and determine and authorize actions for remediation and improvement.
Act (Maintain and improve)	Maintain and improve the BCMS by taking corrective actions, based on the results of management review and re-appraising the scope of the BCMS and business continuity policy and objectives.