

**WIDE CIRCULATION DRAFT**

**BUREAU OF INDIAN STANDARDS**  
**(DRAFT FOR COMMENTS ONLY)**

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

**ICS 03.100.01**

<b>Risk Management, Security and Resilience, Sectional Committee, MSD 17</b>	<b>Last Date for receipt of Comments is October 2024</b>
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**NATIONAL FOREWORD**

*(Formal clauses to be added later on)*

The text of the International Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

- a) Wherever the words ‘International Standard’ appear referring to this standard, they should be read as ‘Indian Standard’.

In this adopted standard, reference appears to an International Standard for which Indian Standard also exist. The correspondence Indian standard, which is to be substituted in its place, is listed below along with degree of equivalent for the editions indicated:

<i>International Standard</i>	<i>Corresponding Indian Standard</i>	<i>Degree of Equivalence</i>
ISO 22300, Security and resilience — Vocabulary	IS/ISO 22300: 2021, Security and Resilience - Vocabulary	Identical

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**Note:** The technical content of the document is not available on website. For details, please refer the corresponding ISO/FDIS 22336 or kindly contact:

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## **Scope**

This document provides guidelines on the design and development of an organizational resilience policy and strategy. It includes:

- how to design and formulate a resilience policy;
- how to design strategy to achieve the objectives of a resilience policy;
- how to determine priorities for implementation of the organization’s resilience initiatives;
- how to 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.

## **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.