

Management Service at regular intervals regarding topics that are important but usually fall short of what seems more urgent. Here the issue is touched in a nutshell in an »EXECUTIVE SUMMARY« recapping the essentials.

Resilience, Integrated Management System and Business Continuity

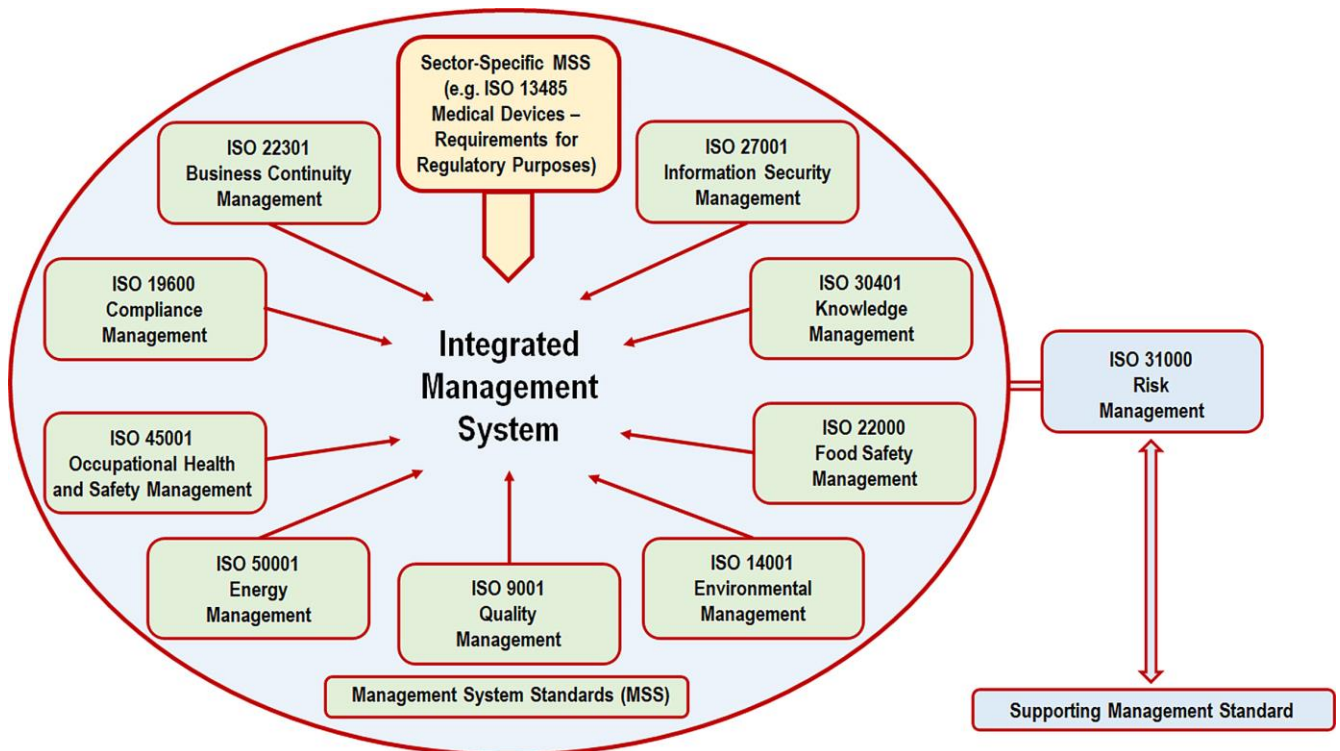
Companies and other organizations are constantly facing dangers. While not all risks, crises, emergencies, and disruptions can be totally avoided each organization can strive to be prepared as best as one can. Each organization can enhance its resilience which is based on seven principles upon which a framework and strategy to achieve an enhanced state of organizational resilience can be developed and implemented.¹

There is no absolute measure or definite goal for resilience - organizations can only be more or less resilient. Fundamental to enhancing organizational resilience is the development and coordination of relevant management principles, e. g. those listed in Annex A of ISO 22316:2017.²

Good and Responsible Corporate Governance (GRCG) is key for a resilient company. This can best be achieved by designing and implementing an integrated holistic management system (IMS).



Integrated Management System



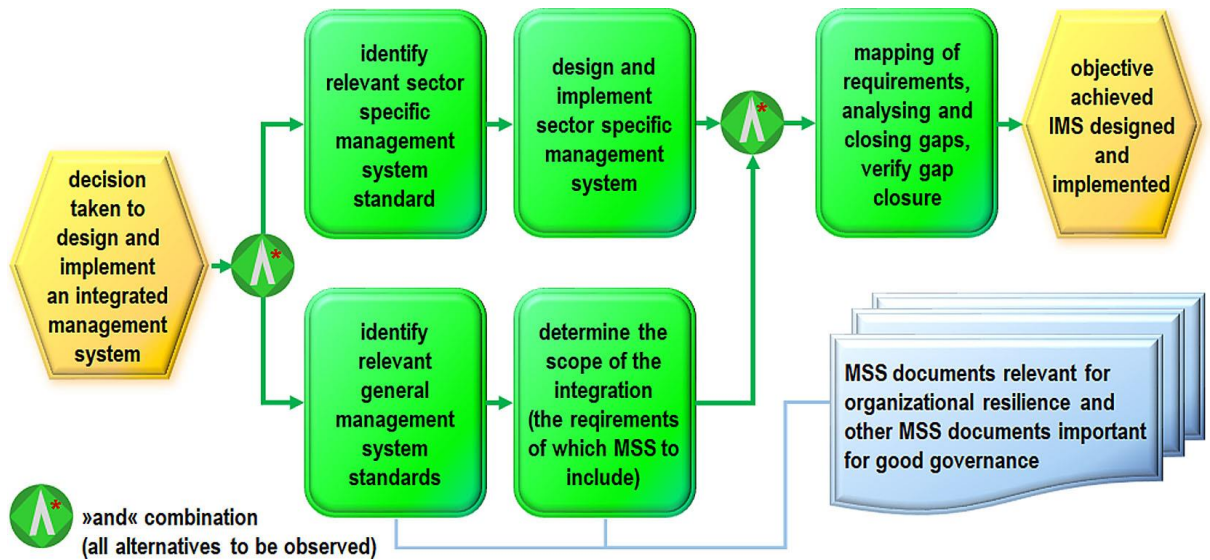
¹ ISO 22316:2017

² Summary in German: www.beuth.de/de/themenseiten/resilienz-in-unternehmen

EXECUTIVE SUMMARY

Number 14 (2020 - December)

Organizations will find many suggestions for designing and implementing an IMS. General knowledge of business economics will provide the basics, there will be industry specific rules and specific national requirements and recommendations like the German corporate governance Codex.³ Exclusively considering ISO standards one will start with the relevant sector specific management system standards and integrate the requirements of the other relevant important management system standards:



Business Continuity



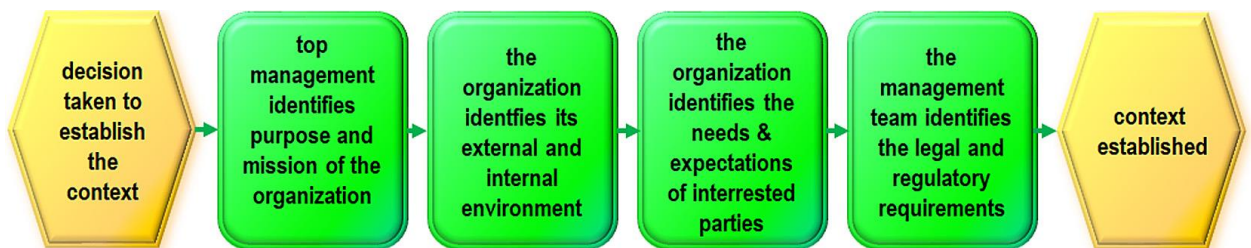
³ DCGK (Deutscher Corporate Governance Kodex) last edition dated Dec. 16th, 2019 published in BAnz AT 20.02.2020 B3

The overall roadmap to Business Continuity as part of resilience or the primary process of a Business continuity Management System (BCMS) starts with the decision to initiate the creation of a BCMS followed by four subprocesses which in ISO terminology are management system processes, seven subprocesses which are operational planning and control processes, and two subprocesses which are evaluation processes. For a quick overview and understanding the overall process is designed as a simplified Event-driven Process Chain (EPC) showing only the activities (subprocesses) and the situations starting and ending the process as follows:

Management System Processes for the BCMS

The requirements of the four Management System Processes for the BCMS are outlined in clauses 4 - 7 of ISO 22301:

1. Establishing the Context:



2. Demonstrating Leadership:



3. Planning



4. Supporting



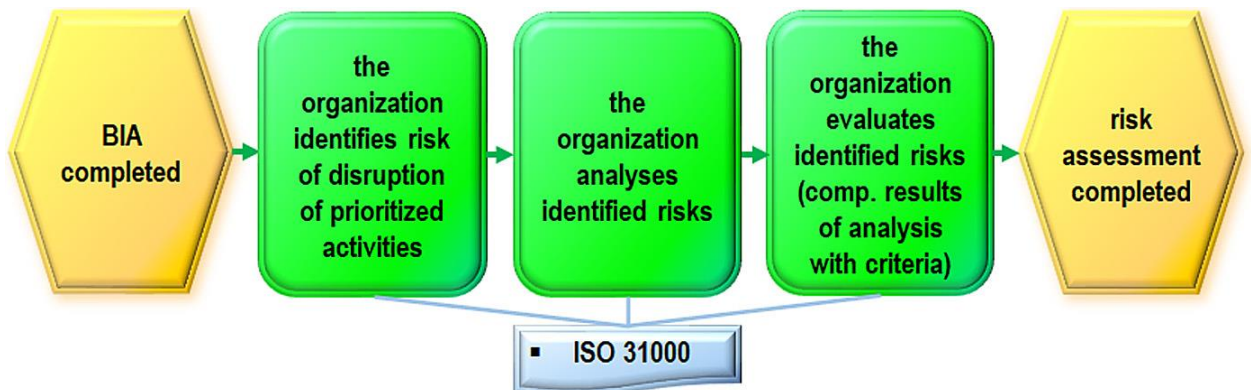
Operational Planning and Control Processes for the BCMS

The requirements of the seven Operational Planning and Control Processes for the BCMS are outlined in clauses 8.2 - 8.5 of ISO 22301:

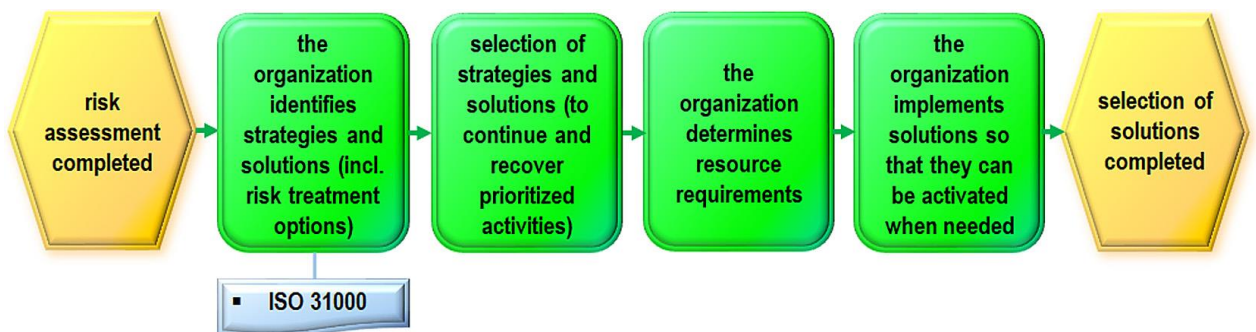
1. Business Impact Analysis:



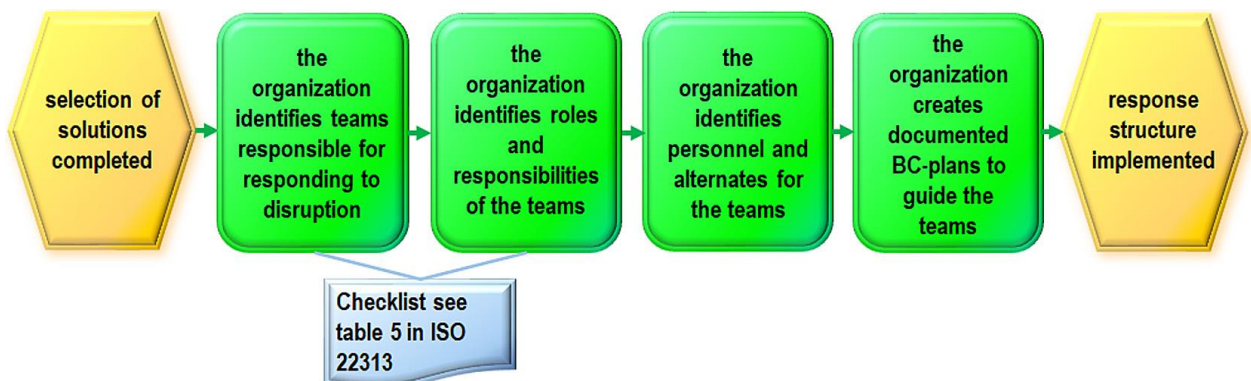
2. Risk Assessment,



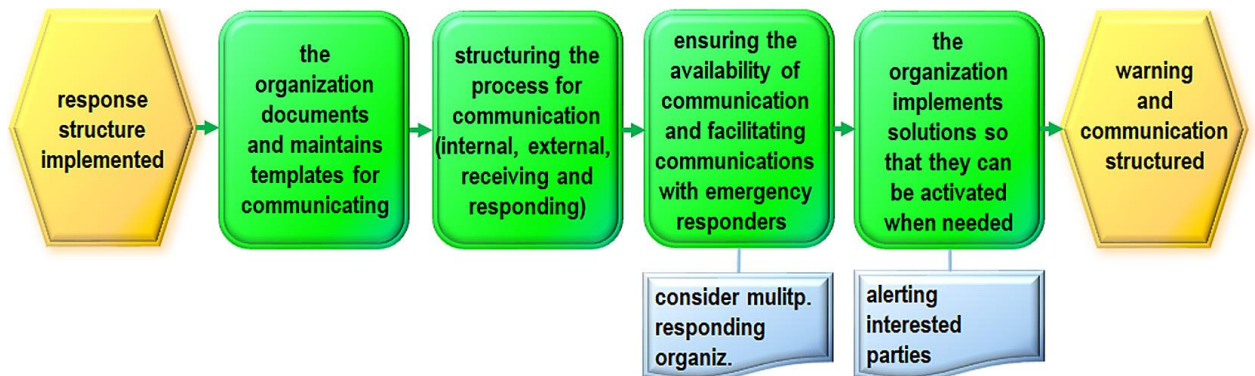
3. Selecting Strategies and Solutions



4. Implementing the Response Structure



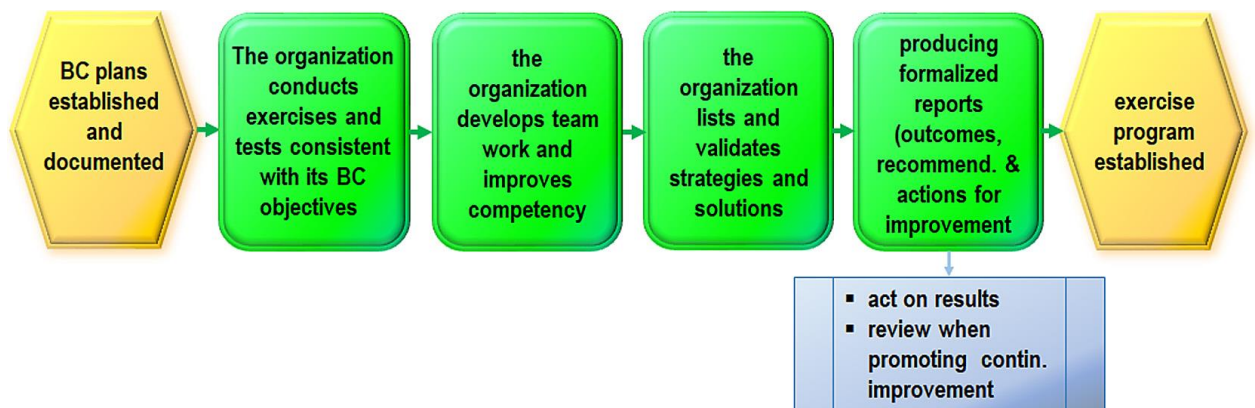
5. Warning and Communication



6. Establishing the Business Continuity Plan



7. Exercises

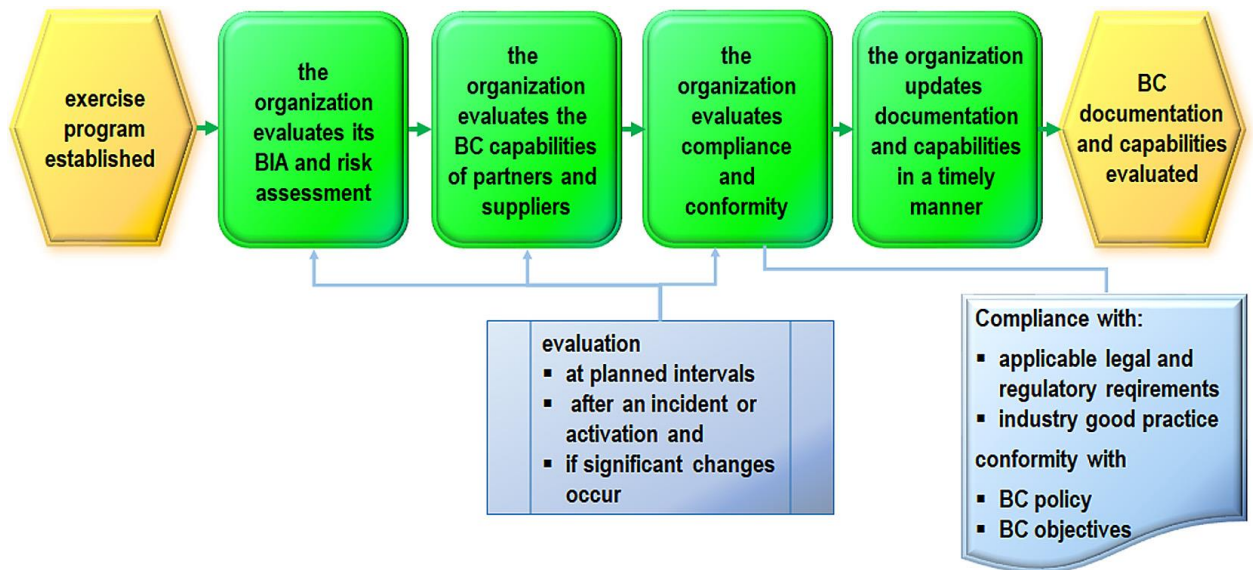


Evaluation Processes for the BCMS

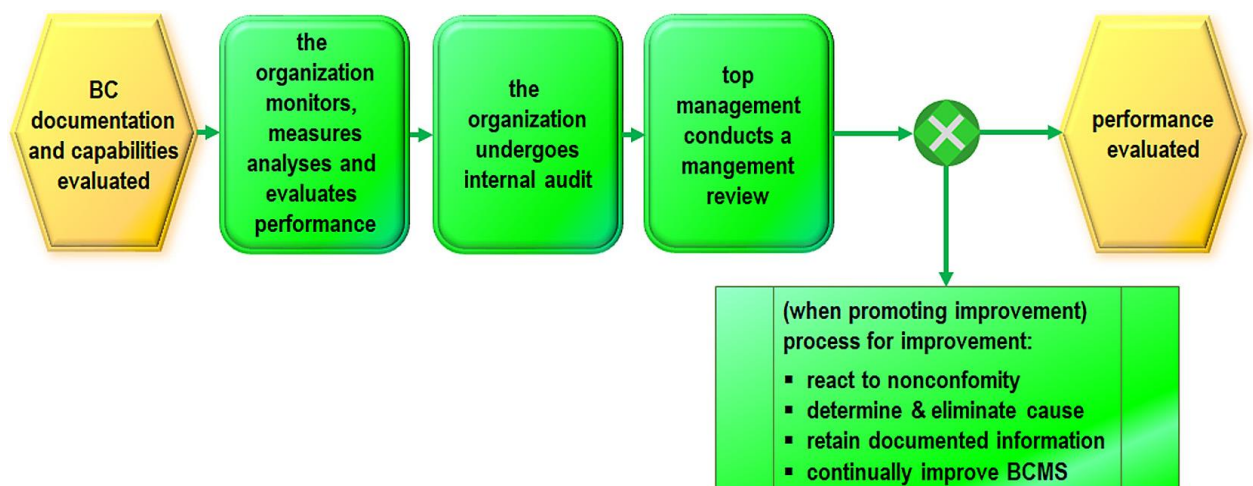
ISO 22301 knows two types of evaluation depending on the object of evaluation. The requirements are outlined in clauses 8.6 and 9 of the standard.

- * Evaluation of Business Continuity Documentation and Capabilities (clause 8.6)
- * Performance Evaluation of the BCMS (clause 9)

1. Evaluation of Business Continuity Documentation and Capabilities



2. Performance Evaluation of the BCMS



Management Disciplines relevant for Organizational Resilience

The design, development and coordination of management disciplines and their alignment with the organization’s strategic objectives are fundamental to enhancing organizational resilience.⁴ Annex A of ISO 22316:2017 provides a sample list of such management disciplines. It should be expected that the next revision of the standard will include further Management disciplines (e. g. knowledge management - ISO 30401) as new disciplines have been designed by ISO technical committees since publication of ISO 22316 in 2017.

⁴ ISO 22316:2017, clause 5.8

Annex A of ISO 22316:2017 (amended):

Annex A is informative, not normative. It provides management disciplines that can support the guidance given in clause 5.8 of the standard.

Relevant management disciplines

relevant management disciplines include the following:	Standard (added by the author)
• asset management	ISO 55001
• business continuity management	ISO 22301 e.a.
• crisis management	ISO/AWI 22361 e.a. (u.d.*)
• cyber security management	ISO/IEC CD 270021 (u.d.*)
• communications management	
• emergency management	ISO 22320
• environmental management	ISO 14001
• facilities management	ISO 41001
• financial control	
• fraud control	ISO 19600, ISO 37001 & ISO 22380 ff
• governance	ISO/DIS 37000 (u.d.*), ISO/DIS 37002 (u.d.*) & ISO/DIS 37301 (u.d.*)
• health and safety management	ISO 45001
• human resources management	ISO 30401 & ISO 30405
• information security management	ISO/IEC 27001
• information, communications, and technology	
• physical security management	ISO 28000 (u.d.*)
• quality management;	DIN EN ISO 9001
• risk management	DIN ISO 31000
• supply chain management	
• strategic planning	

* u. d. = under development

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