

BS 65000:2014



BSI Standards Publication

## Guidance on organizational resilience

Currently in preview, click buy full version

**bsi.**

...making excellence a habit.™

**Publishing and copyright information**

The BSI copyright notice displayed in this document indicates when the document was last issued.

© The British Standards Institution 2014

Published by BSI Standards Limited 2014

ISBN 978 0 580 77949 7

ICS 03.100.01

The following BSI references relate to the work on this document:

Committee reference SSM/1

Draft for comment 14/30258791 DC

**Publication history**

First published November 2014

**Amendments issued since publication**

Date	Text affected
------	---------------

---

Currently in preview, click buy full version

## Contents

Foreword *ii*

Introduction *1*

- 1 Scope *1*
- 2 Terms and definitions *2*
- 3 Overview of organizational resilience *3*
- 4 The organizational foundations for resilience *4*
- 5 Building resilience *5*
- 6 Assessing the resilience of an organization *11*

Bibliography *15*

### List of figures

Figure 1 – Developing resilience *6*

Figure 2 – Maturity model for organizational resilience *12*

Figure 3 – Questions to determine consistency of resilience measures with BS 65000 *13*

### Summary of pages

This document comprises a front cover, an inside front cover, pages i to ii, pages 1 to 16, an inside back cover and a back cover.

## Foreword

### Publishing information

This British Standard is published by BSI Standards Limited, under licence from The British Standards Institution, and came into effect on 30 November 2014. It was prepared by Technical Committee SSM/1, *Societal security management*. A list of organizations represented on this committee can be obtained on request to its secretary.

### Use of this document

As a guide, this British Standard takes the form of guidance and recommendations. It should not be quoted as if it were a specification or a code of practice and claims of compliance cannot be made to it.

It has been assumed in the preparation of this British Standard that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced.

### Presentational conventions

The guidance in this standard is presented in roman (i.e. upright) type. Any recommendations are expressed in sentences in which the principal auxiliary verb is "should".

*Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.*

### Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

**Compliance with a British Standard cannot confer immunity from legal obligations.**

## Introduction

Resilience is a strategic objective intended to help an organization to survive and prosper. A highly resilient organization is also more adaptive, competitive, agile and robust than less resilient organizations.

Organizational resilience is the ability of an organization to anticipate, prepare for, and respond and adapt to everything from minor everyday events to acute shocks and chronic or incremental changes.

Resilience is a relative, dynamic concept and, as such, an organization can only be more or less resilient. As a result, resilience is a goal, not a fixed activity or state, and is enhanced by integrating and coordinating the various operational disciplines that the organization might already be applying (see 5.4). In addition, an organization operates within a potentially complex web of interactions with other organizations, so it is essential to build resilience not only within the organization, but across its networks, and in its interactions with others. The organization therefore needs to provide direction to its efforts and ensure effective governance and risk management, as well as build resilience in partnership with others.

This British Standard gives guidance on achieving enhanced organizational resilience. In particular, it describes organizational resilience, articulates its benefits, and explains how to build resilience. To aid the integration and coordination of the various disciplines that are essential for resilience, the standard references other standards, published and in preparation, relating to these disciplines. Finally, it offers some basic models for assessing the resilience measures of an organization.

## 1 Scope

This British Standard gives guidance on building organizational resilience by:

- a) clarifying the nature and scope of organizational resilience for top management (see 3.0);
- b) identifying the principal components of resilience to enable an organization to review its resilience and to implement and measure improvements; and
- c) identifying and recommending good practice already defined in existing standards and disciplines.

*NOTE* References to "top management" throughout this standard are to be interpreted as including both of the bodies defined in 2.2 and 2.6.

This standard also gives guidance on how other standards contribute to the development and management of organizational resilience with a consistent good practice structure, using agreed terminology and practices (see Bibliography) relevant to the development and management of organizational resilience.