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## Security and resilience — Crisis management — Guidelines

*Sécurité et résilience — Gestion de crise — Lignes directrices*



Reference number  
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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

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](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 292, *Security and resilience*, in collaboration with the European Committee for Standardization (CEN) Technical Committee CEN/TC 391, *Societal and Citizen Security*, in accordance with the Agreement on technical cooperation between ISO and CEN (Vienna Agreement).

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](http://www.iso.org/members.html).

## Introduction

This document has been developed to aid in the design and ongoing development of an organization's crisis management capability. It sets out principles and practices needed by all organizations.

Crises present organizations with complex challenges and, possibly, opportunities that can have profound and far-reaching consequences. An organization's crisis management capability and its ability to manage a changing environment are key factors in determining whether a situation or incident has the potential to pose a serious or existential threat to the organization and its environment. The crisis affecting an organization can be part of a broader crisis.

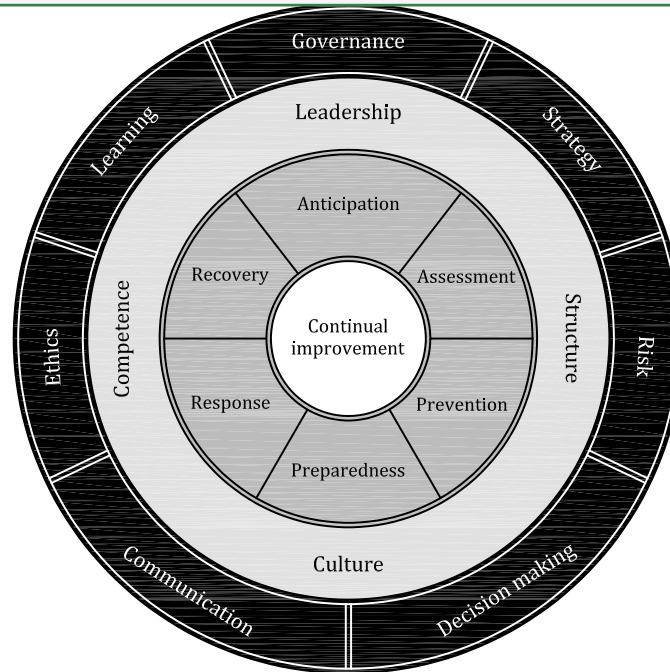
To ensure the crisis management capability has the desired outcome, the organization should provide:

- committed leadership;
- structures (e.g. funding, communications, relationships and linkages, equipment, facilities, information management, principles, processes and procedures);
- a supportive culture (e.g. values, ethics, code of conduct);
- competent personnel (e.g. knowledge, skills and attitude, flexible thinking).




An organization's crisis management capability will be influenced by its relationship with other interdependent areas such as risk management, business continuity, information security, physical security, safety, civil protection, incident response and emergency management.

The organization should adopt a structured approach to crisis management by applying a set of principles on which a crisis management framework can be developed. These interrelated principles, framework and applicable process elements support the implementation of a crisis management capability in a purposeful, consistent and rigorous manner (see [Figure 1](#)).

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#### Key

-  principle (see [4.5](#))
-  framework (see [5.2](#))
-  process (see [5.3](#))

**Figure 1 — Building a crisis management capability — Principles, framework and process**

The structure of the document is as follows:

- the core concepts of crisis management are described (see [Clause 4](#));
- then the framework and process for building a crisis management capability are outlined (see [Clause 5](#)).

The clauses that follow provide more detail on:

- crisis leadership (see [Clause 6](#));
- strategic crisis decision-making (see [Clause 7](#));
- crisis communication (see [Clause 8](#));
- training, validation and learning from crises (see [Clause 9](#)).

Continual improvement is a component of all elements of this document (see [5.3.7](#)), so that while it is part of the process, it also addresses all capability elements.