



New version ISO 22301:2019 - Business Continuity Management Systems

Natural disasters, fires, cyber-attacks, epidemics or supply chain problems are known threats that can threaten the business activities of any organization. The best protection is to prevent possible disruptions and prepare for the moment when an emergency occurs.

On 31 October 2019, the International Organization for Standardization (ISO.org) announced the release of the updated of the international standard ISO 22301 - Business continuity management systems - Requirements. This standard defines the requirements for establishing and maintaining effective business continuity planning. The standard encourages the organization to respond more efficiently and recover more quickly from emergencies and help reduce adverse impacts.

This latest version is structured to fit other ISO management system standards. The standard does not contain new requirements, but the requirements are now more clearly formulated. The terminology has been modified for better understanding. For example, the standard now doesn't include terms such as MAO (Maximum acceptable outage) or RPO (Recovery Point Objective). The controversial concept of "risk appetite" has also been removed.

Specific business continuity requirements are now almost entirely included in Article 8 - Operation. It sets requirements for Business Impact Assessment (BIA) and conducting a risk analysis, requires the development of business continuity strategies and solutions, as well as business continuity plans and procedures. This article also covers the requirement to develop a training program and evaluation of documentation and business continuity capabilities.

ISO 22301 now requires fewer documents and prescribed procedures. It settles much greater emphasis on goal setting, performance monitoring and metrics, as well as the links between business continuity and the strategic approach of the management.

In today's environment, there is a growing need to address a complex range of threats that can disrupt organizations' activities. The ability of an organization to continue to operate during disruption has never been so important, and so updating ISO 22301:2012 as an essential international standard for business continuity is also so important.

Structure of the new and old ISO 22301

ISO 22301: 2019	ISO 22301: 2012
1 Scope	1 Scope
2 Normative references	2 Normative references
3 Terms and definitions	3 Terms and definitions
4 Context of the organization	4 Context of the organization

4.1 Understanding the organization and its context	4.1 Understanding the organization and its context
4.2 Understanding the needs and expectations of interested parties	4.2 Understanding the needs and expectations of interested parties
4.2.1 General	4.2.1 General
4.2.2 Legal and regulatory requirements	4.2.2 Legal and regulatory requirements
4.3 Determining the scope of the business continuity management system	4.3 Determining the scope of the business continuity management system
4.3.1 General	4.3.1 General
4.3.2 Scope of the business continuity management system	4.3.2 Scope of the BCMS
4.4 Business continuity management system	4.4 Business continuity management system
5 Leadership	5 Leadership
5.1 Leadership and commitment	5.1 Leadership and Commitment
	5.2 Management Commitment
5.2 Policy	5.3 Policy
5.2.1 Establishing the business continuity policy	
5.2.2 Communicating the business continuity policy	
5.3 Roles, responsibilities and authorities	5.4 Organisational roles, responsibilities and authorities
6 Planning	6 Planning
6.1 Actions to address risks and opportunities	6.1 Actions to address risks and opportunities
6.1.1 Determining risks and opportunities	
6.1.2 Addressing risks and opportunities	
6.2 Business continuity objectives and planning to achieve them	6.2 Business continuity objectives and plans to achieve them
6.2.1 Establishing business continuity	

objectives	
6.2.2 Determining business continuity objectives	
6.3 Planning changes to the business continuity management system	
7 Support	7 Support
7.1 Resources	7.1 Resources
7.2 Competence	7.2 Competence
7.3 Awareness	7.3 Awareness
7.4 Communication	7.4 Communication
7.5 Documented information	7.5 Documented information
7.5.1 General	7.5.1 General
7.5.2 Creating and updating	7.5.2 Creating and updating
7.5.3 Control of documented information	7.5.3 Control of documented information
8 Operation	8 Operation
8.1 Operational planning and control	8.1 Operational planning and control
8.2 Business impact analysis and risk assessment	8.2 Business impact analysis and risk assessment
8.2.1 General	8.2.1 General
8.2.2 Analysis of impacts on business	8.2.2 Business impact analysis
8.2.3 Risk assessment	8.2.3 Risk assessment
8.3 Business continuity strategies and solutions	8.3 Business continuity strategy
8.3.1 General	
8.3.2 Identification of strategies and solutions	8.3.1 Determination and selection
	8.3.3 Protection and mitigation
8.3.3 Selection of strategies and solutions	8.3.1 Determination and selection
8.3.4 Resource requirements	8.3.2 Establishing resource requirements

8.3.4 Implementation of solutions	
8.4 Business continuity plans and procedures	8.4 Establish and implement business continuity procedures
8.4.1 General	8.4.1 General
8.4.2 Response structure	8.4.2 Incident response structure
8.4.3 Warning and communication	8.4.3 Warning and communication
8.4.4 Business continuity plans	8.4.4 Business continuity plans
8.4.5 Recovery	8.4.5 Recovery
8.5 Exercise programme	8.5 Exercising and testing
8.6 Evaluation of business continuity documentation and capabilities	
9 Performance evaluation	9 Performance evaluation
9.1 Monitoring, measurement, analysis and evaluation	9.1 Monitoring, measurement, analysis and evaluation
	9.1.1 General
	9.1.2 Evaluation of business continuity procedures
9.2 Internal audit	9.2 Internal audit
9.2.1 General	
9.2.2 Audit programme(s)	
9.3 Management review	9.3 Management review
9.3.1 General	
9.3.2 Management review input	
9.3.3 Management review outputs	
10 Improvement	10 Improvement
10.1 Nonconformity and corrective action	10.1 Nonconformity and corrective action
10.2 Continual improvement	10.2 Continual improvement