

# ISO/TS 22360:2024-08 (E)

## Security and resilience - Crisis management - Concepts, principles and framework

---

<b>Contents</b>		<b>Page</b>
Foreword .....		v
Introduction .....		vi
1	Scope .....	1
2	Normative references .....	1
3	Terms and definitions .....	2
4	Principles .....	3
4.1	Guiding principles relating to crises .....	3
4.2	Principle 1: Crisis is contextual .....	4
4.3	Principle 2: Crisis control is dependent upon a systems approach .....	4
4.4	Principle 3: The all-hazards approach informs crisis preparedness .....	4
4.5	Principle 4: Crisis management is a core capability .....	4
4.6	Principle 5: Crises can present threat and opportunity .....	4
5	Crisis framework .....	5
5.1	The role of crisis analysis .....	5
5.2	Structural and functional elements of a crisis .....	5
5.3	Framework factors and elements .....	5
6	Classification of crises .....	7
6.1	No crises are the same .....	7
6.2	Source of crisis .....	7
6.3	Crisis participants .....	8
6.3.1	General .....	8
6.3.2	Primary initiator or contributor .....	8
6.3.3	Crisis respondents .....	8
6.3.4	Third-party adversary .....	9
6.3.5	Interested party participant .....	9
6.4	Crises by extent of impact and contagion effects .....	9
6.5	Classifying sources of crises from natural hazards .....	10
7	Characteristics of crises .....	10
7.1	Characteristics as a source of knowledge .....	10
7.2	Common features and qualities .....	11
7.3	Characteristics of a crises in a vulnerable systems state .....	11
7.4	Characteristics of a crises in a defective systems state .....	12
7.5	Characteristics of crises in a failed systems state .....	13
7.6	Characteristics of an effective crisis response .....	13
7.6.1	General .....	13
7.6.2	Identification and assessment .....	13
7.6.3	Crisis intervention .....	14
7.6.4	Crisis communication .....	14
7.6.5	Decisive critical control point actions .....	14
7.6.6	Crisis recovery and restoration .....	14
8	The development of crisis conditions .....	14
8.1	Transition from a state of normal functioning .....	14
8.2	State of vulnerability .....	14

8.3	Defective and failed state .....	15
8.4	The progression of crises .....	15
8.4.1	Origins of crises .....	15
8.4.2	Issues and problems .....	15
8.4.3	Incidents .....	16
8.4.4	Emergencies .....	16
8.4.5	Disasters .....	16
8.4.6	The evolution of a crisis .....	16
9	Crises - An integrated social-ecological system .....	16
9.1	Changes in context - the source of initiating events .....	16
9.2	Systems affected by change .....	17
9.3	Positive and negative influences of change .....	18
9.4	Abnormal or extraordinary events .....	18
9.5	Issue management .....	18
9.6	Initiating events .....	18
9.7	Issue, incident, emergency (non-linear relationships) .....	19
9.8	Resolution or escalation .....	19
9.9	Decisive (tipping) point .....	19
Annex A (informative) Crisis taxonomy: Family of crisis related standards .....		21
Annex B (informative) Crisis concepts .....		23
Bibliography .....		26