

DRAFT
MEETING MINUTES
ORMM WORKING GROUP
FEBRUARY 16, 2011
CONFERENCE CALL - 11:00 am to 1:00 pm U.S. EST

1. Welcome and Call to Order

Chairman Dr. Marc Siegel called the meeting of the Organizational Resilience Maturity Model (ORMM) Working Group (WG) to order at 11:07 am U.S. EST and welcomed the participants.

2. Roll Call

Ms. Aivelis Opicka of ASIS staff took roll and the attendance list is appended as Attachment I.

3. Approve Agenda

Chairman Siegel asked for any proposed modifications to the agenda, and being none the agenda was approved.

4. Draft Development Discussion

Chairman Siegel reviewed the proposed standard's scope and informed that the draft must remain consistent with the scope as filed with the American National Standards Institute (ANSI), noting only minor tweaks would be allowed where necessary.

The PINS scope was presented as:

This standard describes a maturity model for phased implementation of the ANSI ASIS SPC.1-2009 as a series of steps designed to help organizations evaluate where they currently are with regard to resilience management and preparedness, set goals for where they want to go, benchmark where they are relative to those goals, and plot a business sensible path to get there. The model outlines six phases ranging from no process in place for resilience management to going beyond the requirements of the Standard. It can be used in conjunction with the ANSI ASIS SPC.1 2009 Standard or as a tool for continually improving a generic resilience management and preparedness program.

Chairman Siegel requested members to present the reference contributions they provided per the January 11th ORMM Technical Committee (TC) meeting. Ms. Opicka displayed the respective documents on screen, and noted each is available on the [ORMM \(SPC.4\) Standard](#) Committee web page.

- Mr. John Gargett described *R-SEC, A Recommended Management Methodology for Organizational Resilience* as being a risk based management methodology with an overall organizational resilience goal; fitting within the maturity model.
- Mr. Ron Martin who provided the U.S. National Institute of Standards document *NISTIR 7385* as a sample analytic hierarchy process was unable to attend today's meeting. Chairman Siegel advised the WG members to review the contribution at their convenience.
- Mr. Scott Ream presented the Virtual Corporation *Business Continuity Maturity Model™* (BCMM™) and described it as a tool to integrate business continuity as a sustainable business practice. The model describes eight corporate competencies measured within the BC program in the areas of incident management, security management, technology recovery, and business recovery. The document follows concepts of management systems standards. He noted the availability of ICOR certified assessors and assessor training, adding that many industry professionals had downloaded the document.
- Chairman Siegel described the *Maturity Model for the Phased Implementation of the ANSI/ASIS Organizational Resilience Standard* (ANSI/ASIS SPC.1-2009), noting that the elements of its phased approach relate to program pieces deployed within sections of an organization that can be expanded into the organization's overall management system. The system is scalable from small to medium businesses to large distributed organizations.

Synergies among the ASIS maturity model and the BCMM™ were discussed. Chairman Siegel mentioned that Carnegie Mellon and the Risk and Insurance Management Society (RIMS) have similar concepts as well within their maturity models. Unlike other models which primarily focus on programs and governance, the proposed ASIS maturity model focuses closer to management systems standards and was successfully tested by a hospitality group in South Africa in preparation for the 2010 FIFA World Cup Games. The alignment of phases and maturity levels between the contributions was recommended as a good starting point; and it was determined Chairman Siegel, Mr. Scott Ream, and Mr. John

Gargett will work that. Mr. Ream informed that upon completion, he would share the BCMM™ crosswalk of the ASIS SPC.1-2009, British Standard 25999-2:2007, and NFPA 1600:2007/2010 standards for reference.

Chairman Siegel noted that due to a lack of economic resources, more organizations are looking at organizational resilience overall; and while it's not necessary for organizations to reach the highest level of resilience, organizations need to evaluate where they are now, and where they want to be resilience-wise. It was also noted that the maturity model is for the management system rather than a checklist of procedures. Discussion ensued on how to measure/test resiliency. It was noted an audit exercise component at the front end of the standard, should be considered to evaluate resilience.

The WG moved to review the proposed outline of the standard provide by Chairman Siegel and discussed content development. The inclusion of a new section for example case studies was recommended. However, due to the challenge of identifying real-world phased implementation models, the WG agreed example case studies should be sought by sector to be broad. Examples from the hotel and hospitality, multinational manufacturing, public, health care, international public/United Nations sectors were identified.

Further discussion of content development established the following assignments:

Section 1 & 2 (Introduction)

- James Leflar Jr.
- Philip Oppenheim
- Jeffrey Slotnick
- Renee Wentworth

Sections 3, 4 & 5, (Matrix Integrations)

- Marc Siegel
- John Gargett
- Scott Ream

Section 7 (new section on sample case studies)

- Marc Siegel: Hotel/Hospitality
- John Gargett: Manufacturing Multinationals
- Suzanne Hart: Public Sector
- Scott Ream: Health Care Sector
- Jose Sobron: UN/International Public Sector

It was noted proposed content is to be submitted to standards@asisonline.org by Thursday, March 31, 2011:

5. Open Discussion

Discussion moved to address action items.

6. Action Items

Action items include:

- ASIS Staff to disseminate work assignments and contact information to the volunteers post meeting.
- Content contributions are to be submitted to standards@asisonline.org on or before Thursday, March 31, 2011.
- ASIS Staff to assemble content contributions and distribute to the WG in advance of the next meeting.

7. Next Meeting

The next meeting of the ORMM WG is scheduled for Thursday, April 14, 2011 from 11:00 am to 1:00 pm U.S. EDT. A fall back date of Monday, April 25 is scheduled for use if an additional meeting or a cancelation (of the 3/31 mtg.) is required.

8. Adjournment

Chairman Siegel adjourned the meeting at 12:45 pm U.S. EST with consensus.

Submitted by:

[Original Signed By:]

Jeanette Donovan
ASIS International
Standards & Guidelines Coordinator

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**ORMM WORKING GROUP**  
**MEETING ATTENDEES**  
**FEBRUARY 16, 2010**

Dr. Marc Siegel, ASIS International, Chairman  
Dennis Blass, Secumetrics, LLC  
Donald Byrne, North River Solutions  
John Gargett, TRUSYS  
Suzanne Hart, Delaware Dept. of Transportation  
Glen Kitteringham, Kitteringham Security Group Inc.  
Bill Lang, VCPI  
James Leflar Jr., Johns Hopkins Bloomberg School of Public Health  
Jim Nelson, ICOR  
Lynnda Nelson, Business Continuity Services, Inc.  
Philip Oppenheim, International Continuity Oversight Board  
Russ Phillips, MMTS Group  
Ann Pickren, Firestorm Solutions, LLC  
Ren Powers, City National Bank  
Scott Ream, Virtual Corporation  
Ed Schlichtenmyer, ImpactWeather  
Jeffrey Slotnick, Setracon Inc.  
Jose Miguel Sobron, United Nations  
Lina Tsakiris, Royal Bank of Canada  
Renee Wentworth, Union First Market Bankshares  
Allison Wylde, London Metropolitan University Business School

**ASIS Staff Present**

Sue Carioti, Director, Standards & Guidelines  
Aivelis Opicka, Manager, Standards & Guidelines  
Jeanette Donovan, Standards & Guidelines Coordinator