

DRAFT
MEETING MINUTES
ORMM WORKING GROUP
MAY 26, 2011
VIRTUAL MEETING 11:00 AM - 1:00 PM U.S. EDT

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 11:04 am U.S. EDT 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. Approve Meeting Minutes of April 14, 2011

Chairman Siegel asked for any proposed modifications to the minutes of April 14, 2011, and being none the minutes were approved.

5. Discussion of Comments

Chairman Siegel noted only 42 comments were submitted by the WG to the 4/15/11 ORMM draft. Ms. Opicka presented the draft on-screen via WebEx for live review and edit, and discussion of comments followed.

Relative to comment no. 1, and in an effort to better describe the maturity model as a management systems tool for phased implementation, the title of the Standard was changed from: *Organizational Resilience Maturity Model - Phased Implementation Standard*, to: *Maturity Model for the Phased Implementation of an Organizational Resilience Management System*.

During the discussion of comments, the following global modifications were made for clarity:

- The term "pre-awakening", used to describe the first phase, was replaced throughout the standard with the more commonly used "ad-hoc".
- The term "mitigate" was replaced with "manage". This was noted to be consistent with the ISO 28000 standard.

The WG completed the review of all 42 comments. See Attachment II for details. Chairman Siegel moved to discuss next steps.

Secretariat's Note: All draft edits are incorporated per the May 26, 2011 copy. An updated clean draft will be distributed to the WG for review.

6. Open Discussion

Chairman Siegel proposed to submit the draft to the ORMM Technical Committee (TC) for review. Due to the modification of the title and its conceptual implication, the WG determined to re-circulate the draft for another round of comments at the WG level, prior to the consideration of the TC review.

7. Action Items

Action items include:

- ASIS staff to distribute updated draft and comment form to the WG for review.
- WG to submit comments on or before COB July, 06, 2011.
- ASIS staff to distribute comment compilation to WG in advance of the next meeting.

8. Next Meeting

The next meeting of the ORMM WG is scheduled for Friday, July 14, 2011 from 11:00 am to 1:00 pm EDT.

9. Adjournment

Chairman Siegel adjourned the meeting at 12:46 pm U.S. EST with consensus.

Submitted by:

[Original Signed By:]

Jeanette Donovan
ASIS International
Standards & Guidelines Coordinator

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Antitrust Risk Notice: As a reminder, participation in standard and guideline committees involves the potential for antitrust concerns or risks. To avoid such concerns and risks, participants should carefully observe the "ASIS Standards Development Procedures". In addition, sensitive discussion topics such as price, specific contractual terms, etc., should be avoided. Any participant having concerns or questions regarding sensitive discussion topics should consult with their company's legal counsel, the Committee leadership or ASIS staff.

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**ORMM WORKING GROUP**  
**MEETING ATTENDEES**  
**MAY 26, 2011**

Dr. Marc Siegel, ASIS International, Chairman  
Paul H. Aube, CPP, Dessau  
Dennis Blass, CPP, PSP, Children's Health System  
Lisa DuBrock, Radian Compliance  
Johan du Plooy, CPP, Temi Group  
James Leflar Jr., CPP, Johns Hopkins Bloomberg School of Public Health  
Philip Oppenheim, International Continuity Oversight Board  
Russ Phillips, MMTS Group  
Ann Pickren, Firestorm Solutions, LLC  
Ren Powers, City National Bank  
Bala Ramanan, Microland Ltd.  
Scott Ream, Virtual Corporation  
Jose Miguel Sobron, United Nations  
J. Kelly Stewart, Intelsat  
Pauline Williams-Banta, The Energy Authority  
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

| No. | Name; Organization                                        | Line No. From ... | Line No. ... to | Type of Comment | Comment (justification for change)                                                                                                                                                                                                                                                                                       | Proposed Change                                                                                                                                                                                                                                                                             | Disposition               | Committee Resolution/Rationale                            |
|-----|-----------------------------------------------------------|-------------------|-----------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------|
| 1   | Philip Oppenheim, Continuity Information Support Services | 9                 |                 | General         | The title, "Organizational Resilience Maturity Model - Phased Implementation Standard" does not reflect the essence of what this standard should address. This standard should address the methodology for creating and using a Maturity Model Methodology to implement the Organizational Resiliency Management System. | Change the title to, Maturity Model Implementation for Organizational Resiliency Management Systems. Then restructure the standard to support the creation and implementation of the Maturity Model.                                                                                        | Accept with modification. | Title modified for clarity. Needs global change. 5/26/11. |
| 2   | Philip Oppenheim, Continuity Information Support Services | 9                 | et All          | General         | The current draft does not full support the proposed name change.                                                                                                                                                                                                                                                        | Restructure the standard to support the creation and implementation of the Maturity Model.                                                                                                                                                                                                  | Noted.                    | 5/26/11.                                                  |
| 3   | Michael Edgerton , Good Harbor Consulting, LLC            | 10                |                 | General         | In sentence beginning on Line 10 there is reference to determining acceptable risk (ie. Risk tolerance or risk appetite). However, this element of risk assessment is not called out in detail in the rest of the document.                                                                                              | As the ability to determine risk tolerance is a key indicator of an organization's "comfort" with a risk management approach, different levels of maturity in the identification of risk tolerance should be specifically addressed in section 4.3.1 of the matrix in each of the 6 phases. | Accept with modification. | 5/26/11.                                                  |
| 4   | Russ Phillips, MMTS Group                                 | 11                |                 | Technical       | end result is to mitigate risk is it not?                                                                                                                                                                                                                                                                                | substitute mitigate for manage                                                                                                                                                                                                                                                              | Accept with modification. | 5/26/11.                                                  |
| 5   | Michael Edgerton , Good Harbor Consulting, LLC            | 14                |                 | Editorial       | Sentence beginning with, "The maturity models described in this standard...." appears to be incomplete and its purpose is not clear.                                                                                                                                                                                     | Depends on the intent of the sentence                                                                                                                                                                                                                                                       | Accepted.                 | 5/26/11.                                                  |
| 6   | Ann Pickren, Firestone                                    | 14                |                 | Editorial       | Sentence does not read correctly                                                                                                                                                                                                                                                                                         | "this standard will" needs to be removed                                                                                                                                                                                                                                                    | Accepted.                 | 5/26/11.                                                  |
| 7   | Glen Kitteringham, Kitteringham Security Group Inc.       | 15                |                 | Editorial       | "ANSI/ASIS.SPC.1:2009 organizational resilience standard will"                                                                                                                                                                                                                                                           | this part of the sentence should be removed as it does not make sense with the rest of the sentence.                                                                                                                                                                                        | Accepted.                 | 5/26/11.                                                  |
| 8   | Millington Gumbo, ContinuitySA                            | 15                |                 | Editorial       | maturity models described in this standard will ANSI/ASIS.SPC.1:2009                                                                                                                                                                                                                                                     | the maturity model described in the ANSI/ASIS.SPC.1:2009 organizational resilience standard will                                                                                                                                                                                            | Accepted.                 | 5/26/11.                                                  |
| 9   | Russ Phillips, MMTS Group                                 | 15                |                 | Editorial       | delete "will"                                                                                                                                                                                                                                                                                                            | reads awkwardly                                                                                                                                                                                                                                                                             | Accepted.                 | 5/26/11.                                                  |
| 10  | Russ Phillips, MMTS Group                                 | 16                |                 | Editorial       | as above                                                                                                                                                                                                                                                                                                                 | as above                                                                                                                                                                                                                                                                                    | Accepted.                 | 5/26/11.                                                  |
| 11  | Michael Edgerton , Good Harbor Consulting, LLC            | 19                |                 | Editorial       | The six components of the Standard are listed in the previous sentence and then repeated in more general terms in this sentence.                                                                                                                                                                                         | Restructure sentence to flow from the previous sentence.                                                                                                                                                                                                                                    | Accepted.                 | 5/26/11.                                                  |
| 12  | Russ Phillips, MMTS Group                                 | 23                |                 | Editorial       | is it a question of timing or inconjunction with                                                                                                                                                                                                                                                                         | ted rather then timed                                                                                                                                                                                                                                                                       | Accepted.                 | 5/26/11.                                                  |
| 13  | Glen Kitteringham, Kitteringham Security Group Inc.       | 31                |                 | General         | establish, check, maintain, and improve                                                                                                                                                                                                                                                                                  | establish, plan, check, maintain, and improve                                                                                                                                                                                                                                               | Accept with modification. | 5/26/11.                                                  |
| 14  | Millington Gumbo, ContinuitySA                            | 38                |                 | Technical       | appropriate for that organization                                                                                                                                                                                                                                                                                        | appropriate for that organization and enable benchmarking with peer organisations                                                                                                                                                                                                           | Not accepted.             | Addition not necessary. 5/26/11.                          |
| 15  | Russ Phillips, MMTS Group                                 | 40                |                 | Technical       | consistent with outhter standards                                                                                                                                                                                                                                                                                        | change everyday to "daily"                                                                                                                                                                                                                                                                  | Accept with modification. | 5/26/11.                                                  |
| 16  | Millington Gumbo, ContinuitySA                            | 53                |                 | Technical       | risk, and other                                                                                                                                                                                                                                                                                                          | risk, corporate governance, sustainability and other                                                                                                                                                                                                                                        | Not accepted.             | Addition not necessary. 5/26/11.                          |
| 17  | Millington Gumbo, ContinuitySA                            | 90                |                 | Technical       | a policy and objectives                                                                                                                                                                                                                                                                                                  | a policy, objectives and strategies to manage risks                                                                                                                                                                                                                                         |                           | 5/26/11.                                                  |
| 18  | Millington Gumbo, ContinuitySA                            | 91                |                 | Technical       | Implementing and operating                                                                                                                                                                                                                                                                                               | Implementing, operating and embedding controls                                                                                                                                                                                                                                              | Not accepted.             | Is implied, addition not necessary. 5/26/11.              |
| 19  | Russ Phillips, MMTS Group                                 | 100               |                 | Editorial       | preventative or proactive approach                                                                                                                                                                                                                                                                                       | change pre=planning to preventative or pro-active                                                                                                                                                                                                                                           | Accept with modification. | 5/26/11.                                                  |
| 20  | Millington Gumbo, ContinuitySA                            | 103               |                 | General         | Specify criteria for limited scope/ "pilot-phase" project                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                             | Accepted.                 | 5/26/11.                                                  |
| 21  | Millington Gumbo, ContinuitySA                            | 120               |                 | Technical       | divisions and parts                                                                                                                                                                                                                                                                                                      | divisions, critical suppliers, key customers and parts of the enterprise                                                                                                                                                                                                                    | Accept with modification. | 5/26/11.                                                  |
| 22  | Millington Gumbo, ContinuitySA                            | 148               |                 | Technical       | Terms to be defined in glossary of terms                                                                                                                                                                                                                                                                                 | Organisational Resilience, Disruptive event; Sustainability; Risk Takers; Risk Makers;                                                                                                                                                                                                      | Noted.                    | Noted for inclusion in glossary. 5/26/11.                 |
| 23  | Russ Phillips, MMTS Group                                 | 167               |                 | General         | is there an opportunity to include (industry) best practices                                                                                                                                                                                                                                                             | include best practices as well                                                                                                                                                                                                                                                              | Accept with modification. | 5/26/11.                                                  |
| 24  | Russ Phillips, MMTS Group                                 | 188               |                 | Editorial       | we used process approach in lines ??                                                                                                                                                                                                                                                                                     | is it not a systems approach rather than a process approach in the other stantards?                                                                                                                                                                                                         | Accept with modification. | 5/26/11.                                                  |
| 25  | Russ Phillips, MMTS Group                                 | 208               |                 | General         | SME's are commonly referred to as Subject Matter Experts                                                                                                                                                                                                                                                                 | drop the reference to SMEs and leave it as small to medium sized enterprises                                                                                                                                                                                                                | Accept with modification. | 5/26/11.                                                  |
| 26  | Ann Pickren, Firestone                                    | 227               |                 | Editorial       | organisation                                                                                                                                                                                                                                                                                                             | change to consistent spelling throughout document                                                                                                                                                                                                                                           | Accepted.                 | 5/26/11.                                                  |
| 27  | Russ Phillips, MMTS Group                                 | 234               |                 | Editorial       | change wording                                                                                                                                                                                                                                                                                                           | by clearly seeing the benefits                                                                                                                                                                                                                                                              | Accepted.                 | 5/26/11.                                                  |
| 28  | Russ Phillips, MMTS Group                                 | 246               |                 | Editorial       | change wording to daily                                                                                                                                                                                                                                                                                                  | consistency with other standards                                                                                                                                                                                                                                                            | Accepted.                 | 5/26/11.                                                  |
| 29  | Russ Phillips, MMTS Group                                 | 254               |                 | General         | moving up or through the various phases of the modle                                                                                                                                                                                                                                                                     | change up to through                                                                                                                                                                                                                                                                        | Accept with modification. | 5/26/11.                                                  |
| 30  | Russ Phillips, MMTS Group                                 | 278               |                 | General         | include knowledge as one of the criteria                                                                                                                                                                                                                                                                                 | authority, knowledge and competence                                                                                                                                                                                                                                                         | Accept with modification. | 5/26/11.                                                  |
| 31  | Russ Phillips, MMTS Group                                 | 284               |                 | General         | would deomonstrate not be a stonger term than publicize                                                                                                                                                                                                                                                                  | change publicize to demonstrate                                                                                                                                                                                                                                                             | Accept with modification. | 5/26/11.                                                  |

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|-----|-----------------------------------------------------|-------------------|-----------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------------|
| 32  | Russ Phillips, MMTS Group                           | 286               |                 | Editorial       | I'd like to suggest "Recognizing this process as a business project is critical"                                                                                           |                                                                                                                  | Accepted.                 | 5/26/11.                                                                  |
| 33  | Russ Phillips, MMTS Group                           | 287               |                 | Editorial       | drop "business"                                                                                                                                                            | this is a project no need to reference it as a "business" project                                                | Accepted.                 | 5/26/11.                                                                  |
| 34  | Russ Phillips, MMTS Group                           | 288               |                 | General         | needs "top or senior" management endorsement in orderr to demonstrate alhigh level commitment                                                                              | add "top or senior" management                                                                                   | Accepted.                 | 5/26/11.                                                                  |
| 35  | Russ Phillips, MMTS Group                           | 306               |                 | General         | as a comment or question do we define or need to define "top" management.                                                                                                  |                                                                                                                  | Noted.                    | Noted for inclusion in glossary. 5/26/11.                                 |
| 36  | Ann Pickren, Firestone                              | 311               |                 | Editorial       | endorse                                                                                                                                                                    | should be "endorsed"                                                                                             | Accepted.                 | 5/26/11.                                                                  |
| 37  | Glen Kitteringham, Kitteringham Security Group Inc. | 321               |                 | Technical       | "key elements are flushed out"                                                                                                                                             | "key elements are enhanced and built upon"                                                                       | Accept with modification. | 5/26/11.                                                                  |
| 38  | Ann Pickren, Firestone                              | 321               |                 | Editorial       | Sentence beginning with "Core elements..." is duplicated in Phase 3                                                                                                        | remove from either Phase 3 or Phase 4                                                                            | Accept with modification. | 5/26/11.                                                                  |
|     | Russ Phillips, MMTS Group                           | 343               |                 | General         | in order to be consistent should we not inclcude the word "daily"                                                                                                          | add "daily" at the end of this line so combined it would read dailyfucntions and activities of the organization. | Withdrawn.                | Withdrawn by commenter. 5/26/11.                                          |
| 39  | Russ Phillips, MMTS Group                           | 348               |                 | General         | the management of risk rather than managagin of risk                                                                                                                       | change to The Management of risk                                                                                 | Accepted.                 | 5/26/11.                                                                  |
| 40  | Russ Phillips, MMTS Group                           | 350               |                 | Editorial       | drop However, acaptialize Adaptive                                                                                                                                         | Adaptice and proactive strategies                                                                                | Accepted.                 | 5/26/11.                                                                  |
| 41  | Millington Gumbo, ContinuitySA                      | 388               |                 | General         | In a recognition programme                                                                                                                                                 | Consider including sub-component key performance indicators under each one of the phases                         | Accept with modification. | 5/26/11.                                                                  |
| 42  | Ann Pickren, Firestone                              | General           |                 | General         | With the model established in concept, I would recommend supplementing the matrix with a numerical scoring for each core element, moving upward across the maturity phases |                                                                                                                  | Not accepted.             | Each organization should manage this. Outside scope of standard. 5/26/11. |