

**DRAFT**  
**MEETING MINUTES**  
**ORMM WORKING GROUP**  
**JULY 14, 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 May 26, 2011**

Chairman Siegel asked for any proposed modifications to the minutes of May 26, 2011, and being none the minutes were approved.

**5. Discussion of Comments**

Chairman Siegel noted 119 comments had been submitted to the ORMM working draft dated 6/9/11. Ms. Opicka presented the draft on-screen via WebEx for live review and edit.

Discussion ensued and it was noted a number of comments pertained to the introductory section. Chairman Siegel provided a rewrite of the second paragraph of Section 0.1, *General* to address comments 3 through 12.

Comment review modification included:

- Changing the title of Section 0.2 from *Process Approach* to *Management System Approach* (noted for global application).
- "ORMS" was removed as an acronym for "organizational resilience management system" (also noted for global application).
- The maturity model phase description "ad-hoc" was changed to "pre-awakening".

The WG reviewed comments 1 through 40 and incorporated additional modifications throughout the introductory section in an effort to provide clarity, eliminate redundancy, and streamline the content. See Attachment II for comment compilation details.

**Secretariat's Note:** All draft edits are incorporated per the July 14, 2011 copy.

**6. Open Discussion**

Chairman Siegel asked if providing proposed resolution suggestions for the comments in advance would aid discussions at the next meeting, however the group determined it was not necessary, instead it was noted editorial comments will be highlighted, to be reviewed by the technical editor.

**7. Action Items**

Action items include:

- ASIS staff to identify editorial comments in the compilation.
- ASIS staff to provide updated draft and comment compilation in advance of the next meeting.

**8. Next Meeting**

The next meeting is scheduled for Thursday, August 11, 2011 from 1:30 pm to 4:30 pm U.S. EDT.

**9. Adjournment**

Chairman Siegel adjourned the meeting at 1:04 pm U.S. EDT 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**  
**JULY 14, 2011**

Dr. Marc Siegel, ASIS International, Chairman  
Paul H. Aube, CPP, Dessau  
Pradeep Bajaj, PRISMA  
Dennis Blass, CPP, PSP, Children's of Alabama  
Donald Byrne, Lead Auditor, CBCP, North River Solutions  
John Gargett, TRUSYS  
James Leflar Jr., CPP, CBCP, Johns Hopkins Bloomberg School of Public Health  
Lynnda Nelson, Business Continuity Services, Inc.  
Philip Oppenheim, International Continuity Oversight Board  
Russell Price, Ph.D., Continuity Forum  
Scott Ream, Virtual Corporation  
Jeffrey Slotnick, CPP, PSP, Setracon Inc.  
Jose Miguel Sobron, United Nations  
Renee Wentworth, Renee Wentworth  
Allison Wylde, DIC (Imperial) MA SRC, UK 208, 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   | Paul H Aubé, Dessau                                       | 1                 | 1               | Editorial       | " designed to track and guide the development of ..."                                                                                                                                                                                                                            | "... to implement..."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Accept                | 7/14/11.                       |
| 2   | Bill Lang, VCPi                                           | 5                 | 5               | Technical       | "applicability in the private, not-for-profit, non-governmental, and public sector environments." Resilience would pertain to all organizations, perhaps at different levels, but to all.                                                                                        | "applicability to all organizations."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Accept w/modification | 7/14/11.                       |
| 3   | Bill Lang, VCPi                                           | 6                 | 6               | Technical       | "All organizations face a certain amount of uncertainty and risk." too many certians                                                                                                                                                                                             | "All organizations face varying amounts of uncertainty and risk."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Accept w/modification | 7/14/11.                       |
| 4   | Paul H Aubé, Dessau                                       | 6                 | 6               | Editorial       | "All organizations face a certain amount of uncertainty and risk."                                                                                                                                                                                                               | "Risk and uncertainty are normal situations in every organisations." To change the meaning of "face" as a challenge to a meaning of "they are regular security management variables that need to be considered and tackled". Or else change "face" to "experience".                                                                                                                                                                                                                                                                                                                                        | Accept w/modification | 7/14/11.                       |
| 5   | Bill Lang, VCPi                                           | 6                 | 16              | Technical       | The paragraph seemed to labor through several ideas that may be more succinct with a rewrite. Resiliency is about disruptions but also about unforeseen events that may not necessarily be disruptive in the general sense. A huge increase in sales that can't be accommodated. | All organizations face varying amounts of risk. Organizations must have a system to manage risk to assure resiliency against anything that threatens strategic and operational objectives. Adopting a process for the phased implementation ("maturity model") of resilience management systems helps the organization determine how to use finite resources to cost effectively manage risk. The maturity models described in this standard helps organizations implement ANSI/ASIS SPC.1-2009 to better manage the risk through anticipation, prevention, protection, mitigation, response and recovery. | Accept w/modification | 7/14/11.                       |
| 6   | Paul H Aubé, Dessau                                       | 8                 | 8               | Editorial       | "maturity model"                                                                                                                                                                                                                                                                 | Is repeated twice in the sentence. Remove the first instance before the word "process" and keep the other in brackets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Accept w/modification | 7/14/11.                       |
| 7   | Paul H Aubé, Dessau                                       | 10                | 10              | Technical       | "acceptable"                                                                                                                                                                                                                                                                     | "Acceptable" sounds like a definite criteria that is calculated & absorbed (its budgeted) whereas "tolerable" is more a threshold that is variable, akin to risk and resilience, to the ability of resisting a condition ("we handle it for now until conditions change"). I favour a terminology that provides managers leeway to decide than words that mean you have no choice. Semantics.                                                                                                                                                                                                              | Accept w/modification | 7/14/11.                       |
| 8   | Lynnda Nelson, Business Continuity Services, Inc.         | 11                | 13              | Editorial       | Given the finite resources of organizations, it is imperative that they have business-friendly tools to address "an array "of threats, hazards and risks they may face.                                                                                                          | "...the array..."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Accept w/modification | 7/14/11.                       |
| 9   | Paul H Aubé, Dessau                                       | 13                | 13              | Editorial       | "models"                                                                                                                                                                                                                                                                         | Remove "s"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Accept w/modification | 7/14/11.                       |
| 10  | Ann Pickren, Firestorm                                    | 14                | 14              | Editorial       | Sentence does not read correctly                                                                                                                                                                                                                                                 | "this standard will" needs to be removed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Accept w/modification | 7/14/11.                       |
| 11  | Paul H Aubé, Dessau                                       | 14                | 14              | Editorial       | "implementing"                                                                                                                                                                                                                                                                   | Implement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Accept w/modification | 7/14/11.                       |
| 12  | Paul H Aubé, Dessau                                       | 15                | 15              | Editorial       | "standard better"                                                                                                                                                                                                                                                                | Add "and in between.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Accept w/modification | 7/14/11.                       |
| 13  | Paul H Aubé, Dessau                                       | 17                | 17              | Editorial       | "The Standard is a structure of six phases..."                                                                                                                                                                                                                                   | The Standard is structured in six progressing phases ...                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Accept w/modification | 7/14/11.                       |
| 14  | Paul H Aubé, Dessau                                       | 17                | 17              | Editorial       | "... that organizations implement in order to work towards achievement of continued improvement of organizational resilience through a management framework."                                                                                                                    | ... that organizations implement to continuously improve organizational resilience through a management framework.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Accept w/modification | 7/14/11.                       |
| 15  | Paul H Aubé, Dessau                                       | 17                | Introduction    | Editorial       |                                                                                                                                                                                                                                                                                  | The introduction's content and meanings are repeated elsewhere in the text in sections 0.2, 4.1.1, 4.1.2 and 4.1.3, especially as it concerns maturity, model, process and phases. For sure, paragraph 3 (line 17) and 4 (line 32) can be merged and paragraph 5 (line 42) represents more the introduction. Shorten it.                                                                                                                                                                                                                                                                                   | Noted                 | 7/15/11.                       |
| 16  | Philip Oppenheim, Continuity Information Support Services | 18                | 18              | Technical       | This Standard describes a maturity model for phased implementation ...                                                                                                                                                                                                           | This Standard the process a phased implementation the a maturity model for a management standard like ANSI/ASIS SPC.1-2009.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Accept w/modification | 7/14/11.                       |
| 17  | Paul H Aubé, Dessau                                       | 19                | 19              | Editorial       | "... become better educated .."                                                                                                                                                                                                                                                  | knowledgeable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Accept w/modification | 7/14/11.                       |
| 18  | Philip Oppenheim, Continuity Information Support Services | 19                | 19              | Technical       | as a series of steps designed to help organizations evaluate where they currently are with regard to resilience                                                                                                                                                                  | The Maturity Model is designed to evaluate the current state of resiliency ...                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Accept w/modification | 7/14/11.                       |
| 19  | Philip Oppenheim, Continuity Information Support Services | 21                | 21              | Technical       | plot a business sensible path                                                                                                                                                                                                                                                    | plot a path                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Accept w/modification | 7/14/11.                       |
| 20  | Paul H Aubé, Dessau                                       | 22                | 22              | Editorial       | "... that allow the ..."                                                                                                                                                                                                                                                         | allowing an                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Accept w/modification | 7/14/11.                       |
| 21  | Philip Oppenheim, Continuity Information Support Services | 22                | 22              | Technical       | The model outlines six phases ranging from no process in place for resilience management to going beyond the requirements of the Standard.                                                                                                                                       | Delete - Out of Place detail.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Accept w/modification | 7/14/11.                       |
| 22  | Paul H Aubé, Dessau                                       | 23                | 23              | Editorial       | "... both impact and consequence ..."                                                                                                                                                                                                                                            | consequences (add "s")                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Accept w/modification | 7/14/11.                       |
| 23  | Philip Oppenheim, Continuity Information Support Services | 23                | 23              | Technical       | 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.                                                                                                            | Not needed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Accept w/modification | 7/14/11.                       |
| 24  | Paul H Aubé, Dessau                                       | 24                | 24              | Editorial       | "... and preemptive approach;"                                                                                                                                                                                                                                                   | Add a period at the end of sentence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Accept w/modification | 7/14/11.                       |
| 25  | Paul H Aubé, Dessau                                       | 27                | 27              | Editorial       | "... sound decision making.."                                                                                                                                                                                                                                                    | Remove one period at the end of the sentence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Accept w/modification | 7/14/11.                       |
| 26  | Paul H Aubé, Dessau                                       | 33                | 33              | Technical       | "... Ad-hoc Phase ..."                                                                                                                                                                                                                                                           | Still not comfortable with "ad hoc" when we can use "unstructured" or "unplanned" or even "informal". I'd rather use an English word that is more appropriate internationally than a Latin term.                                                                                                                                                                                                                                                                                                                                                                                                           | Accept w/modification | 7/14/11.                       |
| 27  | Paul H Aubé, Dessau                                       | 35                | 35              | Technical       | "The goal is for any particular organization ..."                                                                                                                                                                                                                                | The <b>primary</b> goal is for any particular organization ... To prioritise from the goal on line 36.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Accept w/modification | 7/14/11.                       |
| 28  | Paul H Aubé, Dessau                                       | 36                | 36              | Technical       | "The goal of this maturity model ..."                                                                                                                                                                                                                                            | The <b>secondary</b> goal of this maturity model ... To subordinate from the goal on line 35.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Accept w/modification | 7/14/11.                       |

| No. | Name; Organization                                | Line No. From ... | Line No. ... to | Type of Comment | Comment (justification for change)                                                                                                                                                                                                         | Proposed Change                                                                                                                                                                              | Disposition           | Committee Resolution/Rationale    |
|-----|---------------------------------------------------|-------------------|-----------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------|
| 29  | Russ Phillips, MMTS Group                         | 55                | 55              | General         | would ISO 28000 not qualify as a process approach and be more relative or comparable to ORMM                                                                                                                                               | include 28000                                                                                                                                                                                | Accept                | 7/14/11.                          |
| 30  | Lynnda Nelson, Business Continuity Services, Inc. | 70                | 73              | Editorial       | The phased approach recognizes that resilience must be achieved in balance with the business needs of the "organizations: and its time and financial constraints by building a system that is continually improving, growing and maturing. | "organization"                                                                                                                                                                               | No longer relevant    | 7/14/11.                          |
| 31  | Paul H Aubé, Dessau                               | 71                | 71              | Editorial       | "... balance with the business needs ..."                                                                                                                                                                                                  | balance with <b>other</b> business needs                                                                                                                                                     | Accept w/modification | 7/14/11.                          |
| 32  | Mike Edgerton, Good Harbor Consulting, LLC        | 84                | 84              | Technical       | Paragraph beginning with, "The maturity model...." should include a bullet emphasizing the need to understand the organization's risk tolerance, as alluded to in Line 10.                                                                 | "x) Understanding an organization's perception of acceptable risk;"                                                                                                                          | No longer relevant    | 7/14/11.                          |
| 33  | Paul H Aubé, Dessau                               | 84                | 84              | General         | OR and ORMS                                                                                                                                                                                                                                | To properly term them at their first occurrence, acronym them afterwards and explain in glossary.                                                                                            | Accept                | 7/14/11.                          |
| 34  | Lynnda Nelson, Business Continuity Services, Inc. | 84                | 85              | Editorial       | The maturity model approach for organizational resilience management system (ORMS) presented in this Standard encourages its users to emphasize the importance of:                                                                         | The maturity model approach for "an" organizational resilience management system (ORMS) presented in this Standard encourages its users to emphasize the importance of:                      | Accept                | 7/14/11.                          |
| 35  | Paul H Aubé, Dessau                               | 85                | 85              | Editorial       | "... presented in this Standard encourages ..."                                                                                                                                                                                            | Is the word "standard" to identify SPC.4 to be written with a capital S and italicised everywhere in the document?                                                                           | Withdrawn             | 7/14/11 - Withdrawn by commenter. |
| 36  | Paul H Aubé, Dessau                               | 85                | 85              | General         | "Standard" versus "model"                                                                                                                                                                                                                  | Important to distinguish textually and in meaning which standard is which (SPC.1 from SPC.4) in the document and "model" is the maturity process and not the SPC.1 elements. I.e., line 113. | Noted                 | 7/14/11.                          |
| 37  | Bill Lang, VCP1                                   | 86                | 86              | Technical       | Missing "anticipation". "a) Understanding an organization's risk to determine prevention, mitigation, response and recovery requirements;"                                                                                                 | "a) Understanding an organization's risk to determine anticipation, prevention, mitigation, response and recovery requirements;"                                                             | Accept                | 7/14/11.                          |
| 38  | Russ Phillips, MMTS Group                         | 86                | 86              | Technical       | should we identify and understand an organization's risks                                                                                                                                                                                  | Identify and understand an organization's risks to determine                                                                                                                                 | Accept w/modification | 7/14/11.                          |
| 39  | Paul H Aubé, Dessau                               | 97                | 97              | Editorial       | "... with no advanced preparation."                                                                                                                                                                                                        | with no <b>organised</b> preparation. "Advanced" sounds like "pre-planning" more than highly developed in this sentence.                                                                     | Accept w/modification | 7/14/11.                          |
| 40  | Paul H Aubé, Dessau                               | 99                | 99              | Editorial       | "the awakening phase,"                                                                                                                                                                                                                     | Sounds like an expression which may not be adequate to the international audience. How about "beginning", "start-up", "evaluation", "test" or "trial" which are related to "project".        | Accept w/modification | 7/14/11.                          |