

ICS 03.100.01, 13.200
CCS A 90



**NATIONAL STANDARD OF THE
PEOPLE'S REPUBLIC OF CHINA**

GB/T 45614-2025

Security and resilience - Crisis management - Guidelines

安全与韧性 危机管理 指南

(English Translation)

Issued on: April 25, 2025

Implemented on: November 1, 2025

**Issued by: State Administration for Market Regulation, China National
Standardization Administration**

Table of Contents

Preface
Introduction
1 Scope
2 Normative references
3 Terms and Definitions
4 Crisis Management---Content, Core Concepts and Principles
4.1 The connotation of crisis
4.2 Characteristics of the crisis
4.3 Possible causes of the crisis
4.4 Preparation for response and recovery
4.5 Crisis Management Principles
5 Build crisis management capabilities
5.1 Overview
5.2 Crisis Management Framework
5.3 Crisis Management Process
6 Crisis Leadership
6.1 Core Leadership Skills and Attributes
6.2 Well-being and sustainable crisis response
7 Strategic Crisis Decision Making
7.1 Overview
7.2 The challenges of decision making
7.3 Dilemmas, delayed decisions, and decision avoidance
7.4 Decision-making Problems
7.5 Effective crisis decision making
8 Crisis Communication
8.1 Overview
8.2 Advance Preparation
8.3 Relationship and reputation management
8.4 Key Roles
8.5 Crisis Communication Strategy
8.6 Key principles and activities of crisis communication
8.7 Information consistency

- 8.8 Barriers to effective communication
- 8.9 Social Media - Opportunities and Threats
- 9 Training, validation and learning from crises
 - 9.1 Overview
 - 9.2 Improving Capacity
 - 9.3 Training
 - 9.4 Exercise
 - 9.5 Verification
 - 9.6 Evaluation and Learning
- Reference

Foreword

This document is in accordance with the provisions of GB/T 1.1-2020 "Guidelines for standardization work Part 1: Structure and drafting rules for standardization documents" Drafting.

This document is equivalent to ISO 22361:2022 "Guidelines for security and resilience crisis management".

Introduction

This document provides principles and practices for organizational crisis management and is intended to help organizations establish and continually develop their crisis management capabilities.

Crises present complex challenges to organizations, but also opportunities that can have far-reaching impacts.

The ability to manage a changing environment is the ability to decide whether a situation or event has the potential to seriously affect the organization and its environment or even threaten its existence.

Key factors. A crisis affecting one organization may be part of a wider crisis.

To ensure that crisis management produces the desired results, the organization should provide.

---Determined leadership;

--- Resource structure (e.g. funding, communications, relationships and contacts, equipment, facilities, information management, principles, processes and procedures);

---Supportive culture (e.g. values, ethics, codes of conduct);

---Competent personnel (e.g. knowledge, skills and attitude, flexible thinking).

An organization's crisis management capabilities will be affected by its interdependent areas such as risk management, business continuity, information security, physical security, and safety, production safety, protection, civil defense, incident response and emergency management.

Organizations should follow a set of principles to establish a crisis management framework and adopt a structured approach to crisis management.

Principles, frameworks, and applicable process elements support the implementation of crisis management capabilities in a purposeful, consistent, and disciplined manner (see Figure 1).

Principle (4.5)

Framework (5.2)

Process (5.3)

Figure 1 Crisis management capacity building - principles, framework and process

Security and Resilience Crisis Management Guide

1 Scope

This document provides the content, core concepts and principles of crisis management, as well as the development of crisis management capabilities, crisis leadership, strategic crisis Provide guidance and advice on crisis management decisions, crisis communications, training, validation and learning from crises.

This document is intended for top management in an organization who has strategic responsibility for building crisis management capabilities.

for use by personnel.

NOTE: This document acknowledges relationships and interdependencies with multiple disciplines but is distinct from these topics.

2 Normative references

The contents of the following documents constitute essential clauses of this document through normative references in this document.

For referenced documents without a date, only the version corresponding to that date applies to this document; for referenced documents without a date, the latest version (including all amendments) applies to this document.

ISO 22300 Security and Resilience Terminology

3 Terms and definitions

For the purpose of this document, the terms and definitions defined in ISO 22300 and listed below apply.

ISO and IEC maintain terminology databases used for standardization at the following URLs.

Capacity

The ability to complete a task and achieve the expected results under certain conditions.

NOTE The capabilities of an organization depend on the available resources and the organizational principles, framework (leadership, structure, culture, people capabilities) and processes.

crisis

a threat to an organization (3.13) or community that requires strategic, adaptive action by the organization or community to maintain its viability and integrity and timely response to unusual or special events or circumstances.

Note 1 to entry. Events or circumstances may involve a high degree of complexity, instability and uncertainty.

Note 2 to entry. Events or circumstances may exceed the organization's response capabilities (3.1).

Note 3: Given the nature of crises, (risk management) requires a flexible and dynamic approach in addition to pre-planned plans and procedures.

Note 4 to entry. Threats can affect an organization's ability to operate, its reputation, brand, physical, political or intellectual property, organizational structure, and human, environmental and economic factors.

Note 5 to entry. "Organizations" include governmental and non-governmental agencies, government departments within the public sector, as well as non-governmental organizations and charities.

crisis management crisis management coordination of activities of an organization (3.13) to lead, direct and control in response to a crisis (3.2) 3.4 group of people in an organization (3.13) with responsibility for crisis management (3.3) response