

# 國立臺北大學自然資源與環境管理研究所

## 110 學年度第二學期『環境災害與風險管理』

課程講義 (14)：危機處理、緊急應變與持續營運  
Crisis Management, Emergency Response, and Business Continuity Plan

### ● EMERGENCY, DISASTER AND CRISIS

- [What are an emergency, a disaster, and a crisis? \(museumoflondon.org.uk\)](http://museumoflondon.org.uk)
  - ⇒ Emergency - a serious, unexpected, and often dangerous situation requiring immediate action
  - ⇒ Disaster - a sudden accident or a natural catastrophe that causes great damage or loss of life
  - ⇒ Crisis - a time of intense difficulty or danger
  - ⇒ [Introduction to Emergency Planning - e-learning tool \(museumoflondon.org.uk\)](http://museumoflondon.org.uk)
- [Crisis & Emergency Risk Communication \(CERC\)|CDC](http://cdc.gov)
  - ⇒ [CERC Manual | Crisis & Emergency Risk Communication \(CERC\) \(cdc.gov\)](http://cdc.gov)
  - ⇒ the term “emergency” describes any public health event or incident presenting risk to life, health, and infrastructure including natural, weather-related, and manmade destruction, infectious disease outbreaks, and exposure to harmful biological, radiological, and chemical agents. The term “emergency” encompasses “crises” and “disasters.”
  - ⇒ Emergencies can assault communities in an instant. Hurricanes, chemical releases, bombs, pandemic illness, and earthquakes are just some of the emergencies that we know could threaten any community at any time.
- [國家發展委員會-行政機關風險管理及危機處理 \(ndc.gov.tw\)](http://ndc.gov.tw)
  - ⇒ 『[行政院及所屬各機關風險管理及危機處理作業原則](#)』
  - ⇒ 『[行政院及所屬各機關風險管理及危機處理作業手冊](#)』
  - ⇒ [110 行政機關風險管理研習班講義](#)
  - ⇒ 危機(Crisis)：發生使組織(機關)陷入爭議之事件，威脅到組織(機關)重大價值，於處理時具有時間壓力，迫使決策者必須做出決策，該決策並可能有重大影響。



圖21、危機處理架構圖

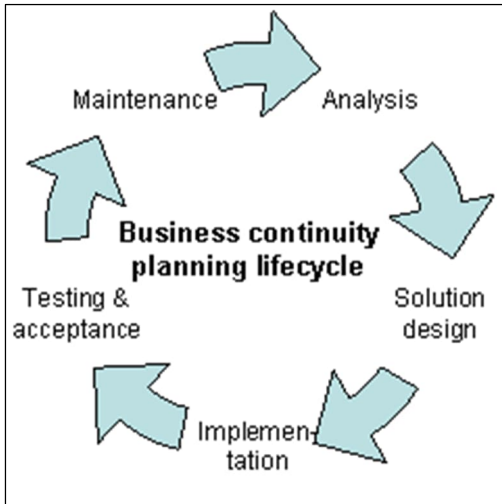
- Hazard => Disaster; Threat => Crisis      Disaster + Crisis = Emergency

## ● RISK MANAGEMENT AND CRISIS MANAGEMENT

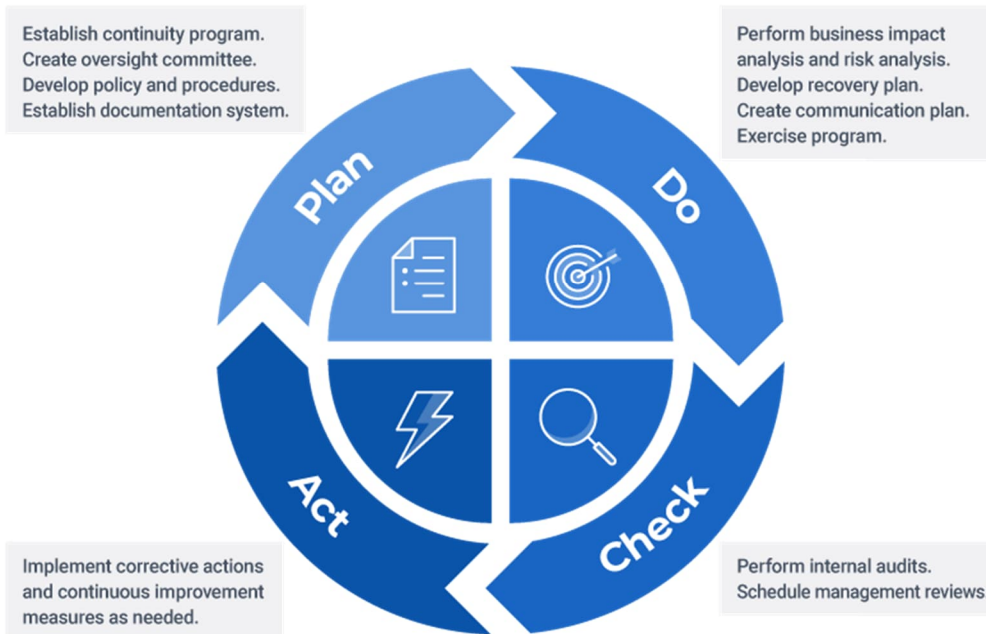
- Frameworks for Risk Management
  - ⇒ Risk Identification, Risk Analysis/Evaluation, Risk Mitigation/Treatment, Risk Monitoring
  - ⇒ [110 行政機關風險管理研習班講義](#) => P.31~36
  - ⇒ Risk Management “Process” from ISO 31000:2018
- [行政院及所屬各機關風險管理及危機處理作業手冊 \(P.45\)](#)
  - 危機處理(Crisis Management)：危機事件發生後，對危機情境維持一種持續性、動態性之監控及管理過程，以降低對組織(機關)之傷害。其重要觀念包括：
    - ⇒ 危機事件發生已不可避免，惟其影響程度是可以減少的。
    - ⇒ 危機處理不好，會對組織(機關)將造成更大損失；危機處理得好，可變成轉機。
- 危機處理之架構 (手冊 P.45)
- 危機處理步驟 (手冊 P.49)：危機應變、危機溝通、危機復原、經驗學習
- Case Studies: 蘇花改計畫 (手冊 P.112)、德翔臺北貨櫃輪 (手冊 P.146)

## ● BUSINESS CONTINUITY: PLAN, PROGRAM, AND MANAGEMENT

- [All about Business Continuity Planning | Smartsheet](#)
  - ⇒ In **Business Continuity Management (BCM)**, a company identifies potential threats to its activities and the threat impact. The company then develops plans to respond to those threats and continue activities through any crisis.
  - ⇒ A **Business Continuity Plan (BCP)** describes how a business will continue to run during and after a crisis event. The BCP details guidelines, procedures, and work instructions to aid continuity.
  - ⇒ **Business Continuity Planning (BCP)** refers to the work a company does to create a plan and system to deal with risks. Thorough planning seeks to prevent problems and ensure business processes continue during and after a crisis.
- Primary Goals of Business Continuity Management and Planning
  - ⇒ Build Company Resiliency
  - ⇒ Create a Plan for Recovery (with Contingencies that Aid in That Recovery)
  - ⇒ Areas Covered by Business Continuity Management and Planning  
Disaster Recovery; Emergency Management; Business Recovery; Business Resumption; Crisis Management; Incident Management; and, Contingency Planning
- [ISO 22301 Business Continuity Management Made Easy | Smartsheet](#)
  - ⇒ ISO 22301:2019 **Security and resilience** - Business continuity management systems - Requirements
  - ⇒ ISO 22313:2020 Security and resilience - Business continuity management systems - Guidance on the use of ISO 22301
  - ⇒ ISO 22301:2012 **Societal security** - Business continuity management systems – Requirements
  - ⇒ ISO 22301 and Annex SL (HLS); PDCA for ISO 22301; ISO 22301 BCM Lifecycle
  - ⇒ [ISO/TC 292](#) - ISO 22300:2021; ISO 22316:2017; ISO/TS 22317:2021; ISO/TS 22318:2021
- CNS 22301:2021 安全與復原力－事業持續管理系統－要求事項
  - ⇒ 事業持續性 (Business Continuity)：組織在破壞性事故期間，於可接受的時間範圍內，以原先所就訂之能量持續交付產品及服務的能力。
  - ⇒ [中小企業持續營運教戰手冊](#)
  - ⇒ [臺灣證券交易所持續營運計畫推動過程及內容簡介](#)



# PDCA for ISO 22301



<https://www.smartsheet.com/sites/default/files/styles/900px/public/2020-08/IC-PDCA-for-ISO-22301.png?itok=aa-Pu6dc>

# ISO 22301 Business Continuity Management Lifecycle



source ISO 22313

[https://www.smartsheet.com/sites/default/files/styles/900px/public/2020-08/IC-BCM-Lifecycle-ISO-22301.png?itok=-BYS\\_rcg](https://www.smartsheet.com/sites/default/files/styles/900px/public/2020-08/IC-BCM-Lifecycle-ISO-22301.png?itok=-BYS_rcg)