ORGANIZATIONAL RESILIENCE CAPABILITY ASSESSMENT GUIDELINES FOR USAGE

RECOGNITION AT 3 LEVELS

Web Version

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Web Version

Introduction

Wondering where your organization falls on the resilience continuum?   Need to understand your strengths and weaknesses in order to determine where to focus for future growth? ICOR's online Organizational Resilience Capability Assessment (ORCA) Tool provides organizations with the ability to measure specific capabilities tied to strategic objectives and observed behaviors.

It is impossible to implement strategic objectives effectively without having the ability to measure where you are and where you need to strengthen your capabilities. The ORCA enables top management to understand its strengths and weaknesses and empowers leadership to make resilience a strategic initiative.

Enhancing resilience should be a strategic organizational goal. The organization's leaders must be committed to a sustained focus on organizational resilience.

Building resilience must be intentional and measuring current capabilities is an essential first step in the process.

Rate your organization against 5 Dimensions, 17 Strategies, and 95 Capabilities identified globally as present in more resilient organizations. Measure performance on a scale of 1-5. In addition, assess "how" your organization operates by providing scores measuring 6 different behaviors using a scale of 1-3. Use the results of the assessment to determine strategic objectives and implement activities to increase the resilience of your organization.

Why Measure Resilience?

The assessment process is an information-gathering and evidence-producing activity to determine to what extent your organization demonstrates the strategies and capabilities identified globally as present in more resilient organizations.

1. **Enables** top management to understand the organization's strengths and weaknesses against defined organizational resilience capabilities

2. **Empowers** leadership to make resilience a strategic initiative

3. **Engages** leadership to commit to a sustained focus on organizational resilience

4. **Establishes** strategic objectives to close any capability gaps

5. **Enhances** leadership's ability to implement specific activities to increase resilience

Purpose and Applicability

The purpose of this publication is to provide guidance for usage of the assessment tool and how to use the results to inform strategy development. The assessment process is an information-gathering and evidence-producing activity to determine to what extent your organization demonstrates the strategies and capabilities identified globally as present in more resilient organizations.

In this context, the information gathered and the evidence produced can be used by leadership to:

- Identify capabilities potentially lacking in the organization's strategy;
- Identify behaviors that can be leveraged to improve how the organization operates and makes decisions;
- Prioritize decisions and activities to increase the organization's agility and adaptive capacity;
- Confirm strengths in the organization that can be leveraged to strengthen areas of weakness;
- Support continuous monitoring activities and provide awareness of the importance of organizational resilience.

Recognition of Organizational Resilience Attributes and Behaviors

As the global leader in organizational resilience, ICOR recognizes organizations that have completed the Organizational Resilience Capability Assessment.

Gain international recognition by submitting your results to ICOR for a formal rating score based on your capability and behavior scores. ICOR recognition is awarded to those organizations that complete the assessment and share their assessment scores via submitting an online report.

Each organization will receive an official logo and certificate valid for 3 years from the time of the award.

The 3 levels of recognition:

1. **ORCA 1-Star Organization.** *Recognized for Merit*. Capability Scores Range from 1-2.49. Behavior Scores Range from 1-1.49.
2. **ORCA 2-Star Organization**. *Recognized for Leadership*. Capability Scores Range from 2.50-3.74. Behavior Scores Range from 1.50-2.24.
3. **ORCA 3-Star Organization**. *Recognized for Excellence*. Capability Scores Range from 3.75-5.00. Behavior Scores Range from 2.25-3.00.
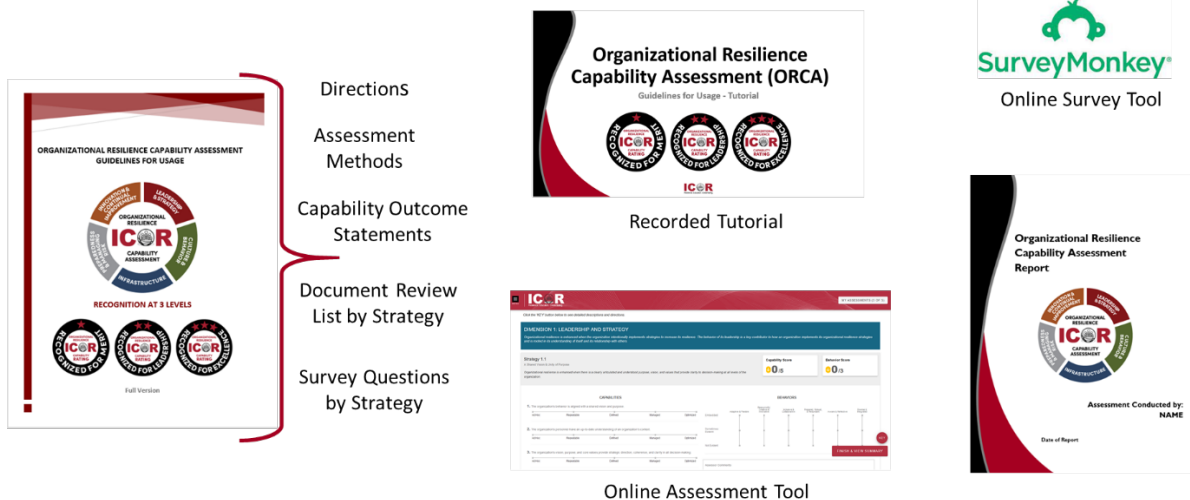
Target Audience

The ORCA serves as a tool for top management and leaders throughout the organization to understand its strengths and weakness and develop strategic objectives to increase resilience. Leaders who may be responsible for conducting or sponsoring the assessment include those responsible for:

- Policy and strategy
- Change management
- Management of risk
- Human resources / Talent management

- Facility management
- Finance management
- Performance management
- Governance & accountability

Capability Assessment Toolkit

ICOR has provided a complete toolkit to enable the assessment to be successful and to provide a full picture of the organization's resilience capabilities and behaviors. The toolkit includes the following:

Directions

Assessment Methods

Capability Outcome Statements

Document Review List by Strategy

Survey Questions by Strategy

Recorded Tutorial

Online Survey Tool

Online Assessment Tool

1. **Guidelines for Usage.** This document provides a complete overview of the assessment process including assessment methods, capability outcome statements, document review list by strategy, and survey questions by strategy.
2. **Recorded Tutorial.** A short tutorial to walk you through the assessment process.
3. **Online Assessment Tool.** Enter the data you've collected into the online tool. Export this data in charts and graphs that can be used for presenting your results to top management. The data can also be exported into an excel spreadsheet to use as an additional presentation tool and to create your own presentation.
4. **Survey Monkey.** Use the ICOR online survey tool to send out your survey. ICOR provides the link to the survey and once closed provides the reports you can use to analyze the results.
5. **Report Template.** Use ICOR's ORCA Report Template as a starting place for writing your report to top management.

Assessor Credentials

There are two steps to being recognized as an ICOR Organizational Resilience Capability Assessment Assessor.

1. **Complete the education program** – Certified Organizational Resilience Expert – and pass the certification exams.
2. **Complete the online workshop** and exam that provides additional guidance on how to conduct the assessment.

Learn More: https://www.build-resilience.org/cred-path-2.php and https://www.build-resilience.org/CompetencyEducation.php

The Fundamentals of Measuring Resilience

The ORCA capabilities are organized by 5 dimensions. Each dimension contains the strategies and capabilities related to the general topic of that dimension. Table 1 identifies and describes each of the 5 dimensions.

Dimension	Resilience Outcome
1. Leadership and Strategy	Organizational resilience is enhanced when the organization intentionally implements strategies to increase its resilience. The behavior of its leadership is a key contributor to how an organization implements its organizational resilience strategies and is rooted in its understanding of itself and its relationship with others.
2. Culture and Organizational Behavior	Organizational resilience is increased when there is an intentional effort to ensure a healthy culture throughout the organization. A healthy culture is one that is supportive of organizational resilience and demonstrates a commitment to, and existence of, shared beliefs and values, positive attitudes, and behavior.
3. Organizational Infrastructure	Organizational resilience is increased when there is an ability to manage the physical structures required for the organization to function and prosper. This includes how the organization manages its people and its finances.
4. Preparedness and Managing Risk	Organizational resilience is enhanced when the organization intentionally manages risk and prepares for the unexpected. The alignment and collaboration of risk-based management disciplines is fundamental to enhancing organizational resilience.
5. Continual Improvement and Innovation	The organization encourages and creates a culture of continual improvement and innovation across all personnel and commits to validate and continually improve its organizational resilience activities and capabilities.

Table 1: Identification and Resilience Outcome for Each Dimension

Assessment Procedures

An assessment procedure consists of an assessment objective and a set of potential assessment methods and proofs that can be used to conduct the assessment. Each assessment objective includes a score and a determination statement related to the ORCA capability that is the subject of the assessment.   This statement can be documented in the "Assessor Comments" section.

The **determination statements** are linked to the content of the ORCA capability to ensure traceability of the assessment results to the requirements. The application of an assessment procedure to an ORCA capability produces assessment findings. These findings reflect, and are subsequently used, to help determine to what extent these capabilities are achieved or present.

Assessment proofs identify the specific items being assessed that provide evidence as to the extent that they meet the capability. They can be document-based artifacts (e.g., policies, procedures, plans) associated with each strategy and/or capability.

Assessment proofs can include specific safeguards employed within a system such as managing risk. The proofs should be supported by descriptions of activities that support a system that involve individuals, or groups of individuals.

The **assessment methods** define the nature and the extent of the assessor's actions. The methods may include the review of documents, survey results, and interviews either individual or in groups conducted in workshops.

A listing of suggested documents to review and a survey to use to gather data is included. The link to the survey is included as part of the assessment toolkit.

Scoring

The assessment methods described have associated attributes of depth and extent resulting in **capability scores** ranging from 1 to 5 and **behavior scores** of 1 to 3. These scores provide a means to define the current state of each dimension, strategy, capability and behavior and should be used to identify strategic objectives for implementing improvement activities and after several assessments to measure growth and change.

Capability levels apply to an organization's performance and process improvement achievements that provide an evolutionary path to performance improvement. Each level builds on the previous levels by adding new functionality or rigor resulting in increased capability

Capability Scoring
The Assessor scores each capability using a range from 1-5 with 1 being Ad Hoc and 5 being Optimized.

1. **Initial / Ad hoc**: Unpredictable and Reactive. *Addresses performance issues.* Resilience focus is reactive to current situations.

   An initial approach to meeting the intent of the Practice Area. Does not demonstrate a complete set of practices to meeting the full extent of the Practice Area.

   It is characteristic of processes at this level that they are (typically) undocumented and in a state of dynamic change, tending to be driven in an ad hoc, uncontrolled and reactive manner by users or events.

   This provides a chaotic or unstable environment for the processes.

2. **Repeatable / Managed:** Intuitive / at Project Level. *Identifies and monitors progress towards project performance objectives.* Resilience focus is on preventative controls such as risk management.

Simple, but complete set of practices that address the full intent of the Practice Area. Does not require the use of organizational assets.

Individual projects are planned, performed, measured, and controlled.

It is characteristic of this level of maturity that some processes are repeatable, possibly with consistent results.

Process discipline is unlikely to be rigorous, but where it exists it may help to ensure that existing processes are maintained during times of stress.

The process is at least documented sufficiently such that repeating the same steps may be attempted.

3. **Defined**: Proactive Rather Than Reactive. *Focuses on achieving both project and organizational performance objectives.* Risk focus is on how to respond to threats and challenging situations.

    Uses organizational standards and tailoring to address project and work characteristics. Projects use and contribute to organizational assets.

    Organization-wide standards provide guidance across projects, programs, and portfolios.

    The process is defined/confirmed as a standard business process. It is characteristic of processes at this level that there are sets of defined and documented standard processes established and subject to some degree of improvement over time.

    The processes may not have been systematically or repeatedly used - sufficient for the users to become competent or the process to be validated in a range of situations.

    This could be considered a developmental stage - with use in a wider range of conditions and user competence development the process can develop to next level of maturity.

4. **Quantitatively Managed:** Measured and Controlled – Capable. *Uses data and metrics to measure capabilities.* Resilience focus is on how to improve performance.

    Organization is data-driven with quantitative performance improvement objectives in accordance with agreed-upon metrics that are predictable and align to meet the needs of internal and external stakeholders.

    It is characteristic of processes at this level that, using process metrics, effective achievement of the process objectives can be evidenced across a range of operational conditions. The suitability of the process in multiple environments has been tested and the process refined and adapted.

    Process users have experienced the process in multiple and varied conditions, and are able to demonstrate competence. The process maturity enables adaptions to particular projects without measurable losses of quality or deviations from specifications. Process Capability is established from this level.

5. **Optimized**: Stable, Flexible, and Efficient. *Balances consistency and flexibility to drive innovation.* Resilience focus is on being more adaptive, flexible, and innovative.

Organization is focused on continuous improvement and is built to pivot and respond to opportunity and change. The organization's stability provides a platform for agility and innovation.

Process management includes deliberate process optimization/improvement. It is a characteristic of processes at this level that the focus is on continually improving process performance through both incremental and innovative changes / improvements.

At maturity level 5, processes are concerned with addressing statistical common causes of process variation and changing the process (for example, to shift the mean of the process performance) to improve process performance.

The average of the Capability scores provide a Strategy score. The average of the Strategy scores provide a Dimension score.

The overall OR Capability score is documented as an average of each of the Dimensions.

Behavior Scoring
The 6 behaviors listed here demonstrate how the organization and its people interact with itself and with others. They are the metrics used to measure an organization's resilience behavior capability.

These behaviors are considered to be important in preventing breakdown or failure; or enabling an appropriate and timely response to be taken. They can be observed in relation to the 17 strategies or outcomes.

Scores are given for each set of behaviors by Strategy.

1 = Behavior is Not Evident.   2 = Behavior is Sometimes Evident.   3 = Behavior is Embedded.

1. **Adaptive and Flexible:** The organization is accepting of ever-increasing uncertainty and change. The organization and its people share an ability to change, evolve, and adapt in response to changing circumstances and the ability to apply existing resources to new purposes. Mechanisms exist to continuously evolve and, recognizing this, the organization is able to modify activities rather than seeking solutions based on the status quo.

2. **Resourceful, Creative, and Innovative:** The organization and its people rapidly find different ways to achieve their goals or meet their needs under changing circumstances. They transcend traditional ideas, roles, and patterns to create something new by using originality of thought and demonstrating imagination. The organization fosters creativity and innovation by seeking out and promoting new and innovative ideas to achieve its objectives.

3. **Inclusive and Collaborative:** The organization seeks collaboration with and engagement of its interested parties to enable working together towards a common purpose or goal. The

inclusion of its people in the collaboration results in a sense of shared ownership or a joint vision to build resilience.

4. **Prepared, Robust, and Redundant:** Intentional actions exist to work out the details of a plan of action in advance of it being needed. Robust systems are well-conceived, constructed, and managed so they can withstand significant impacts without damage or loss of function. Spare capacity is purposely created within systems so that they can withstand disruption, extreme pressures, or surges in demand.

5. **Aware and Reflective:** The organization has the capacity to anticipate future conditions through situational-awareness, horizon-scanning, and information-gathering. The organization and its people learn from past experiences and leverage this learning to inform future decision-making. Collective awareness and reflective nature increases the organization's ability to think beyond its current activities, strategy, and organizational boundaries.

6. **Diverse and Integrated:** The organization recognizes the importance of the diverse nature and characteristics of its people. This includes a range of capabilities, information sources, and technical elements. Diversity is best implemented when there exists the opportunity to bring together disparate thoughts and strategies into cohesive solutions and actions. This includes the intentional horizontal and vertical integration of the working environment.

Full version is available upon purchase of the Assessment Toolkit