UN Organizational Resilience Maturity Model

Introduction

This model is inspired by the UN's "Reference Maturity Model" for Risk Management and recognizes the link between risk management and organizational resilience's role in mitigating and responding to certain risks.

It also aligns with a standard "process maturity model"[1], which has five substantive levels of maturity as well.

There is no ideal level of maturity for an organization. Rather, organizations should select a level of maturity that reflects their needs and are sufficient to respond to the risks they face related to organizational resilience. The maturity model therefore represents a structure for planning efficient and effective improvements to organizational resilience

Maturity Levels

Level 0 (zero): Not implemented
Not implemented at all, but it should be.

Level 1: Minimal
Implemented occasionally and/or informally, in a reactive and/or *ad hoc* manner. No, or little, structure, and no consistency over time.

Level 2: Developing
Working to implement in a structured manner, with a plan in place and basic architecture/standards/principles identified. Actions are documented and executed with the goal of being repeatable, some reporting.

Level 3: Established
Implemented in a formal, structured and documented manner, with common processes, architecture, standards and guiding principles. There is regular reporting which informs operational decision making, and escalation procedures are defined where appropriate.

Level 4: Advanced
Applied in a managed manner, which is well understood and accepted by key internal and/or external stakeholders, with structured and actionable reporting informing strategic decision making.

Level 5: Optimized
Applied in a manner that delivers continuous improvement, with a capacity to apply innovative/creative approaches that address future needs and that can adapt to rapidly changing circumstances in real time. Widespread understanding of the importance of its successful application, with performance towards this goal included in all key internal stakeholders' performance evaluation.

N.A.: Not Applicable
Its application is not required by the responding Entity, as the Entity's operating context and/or other factors have led it to determine that it does not strengthen the Entity's organizational resilience.

[1] Process maturity modelling was first developed by Watts Humphrey and his colleagues at IBM in the late 1980s ("Humphrey, W. S. (1989). *Managing the Software Process*. SEI series in software engineering. Reading, Mass.: Addison-Wesley. ISBN 0-201-18095-2), and has since become widely used across industries.