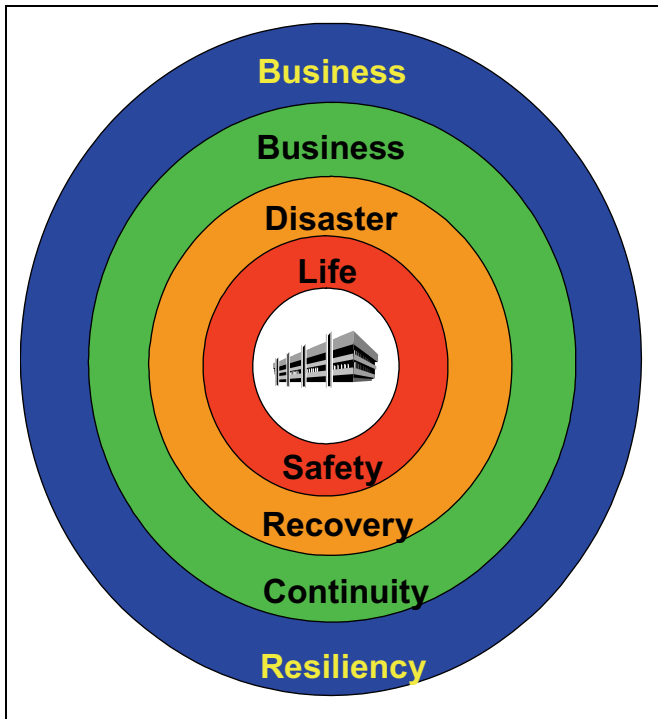


Resiliency Management Model™

Management is constantly inundated with resource requests. Every department competes for attention and it is often unclear which projects should be given priority. The North River Solutions Resiliency Management Model™ (NRS-RMM™) helps to address some of this ambiguity by categorizing recommendations for increased resiliency and organizing them into prioritized groups. These groups are integrated into a multi-layer model which facilitates decision making and resource allocation.



The NRS Resiliency Maturity Model

Loosely based on the Capability Maturity Model (CMM) first developed at Carnegie Mellon University's Software Engineering Institute, NRS-RMM™ can be used as an assessment tool or planning device. First introduced in 1986, CMM was gradually accepted by the software development industry. Critics of this methodology point to the inflexibility of the model to credit an organization with partial attainment of "maturity" which many take as unrealistic and unrepresentative of the true capabilities of an organization.

North River Solutions is among the first consulting firms to adapt the idea of a capability model to the field of business resiliency.

Like the original Capability Maturity Model, the North River Solutions model recognizes five levels of preparedness:

1. Unprepared (equivalent to the Initial or Ad Hoc state in the original model)
2. Life Safety
3. Disaster Recovery
4. Business Continuity
5. Business Resiliency and Community Relations.

PUTTING THE MODEL TO USE

The Resiliency Maturity Model is a valuable management tool for prioritizing preparedness strategies and the return-to-business activities every business should follow after a disruption occurs. The NRS-RMM™ structure is linked to the four phases of a crisis, namely:

- **React.** When a crisis hits, the focus is on identification of the areas impacted, communication of this information to the Emergency Response Team (ERT), and containment. As part of this effort, priority is given to life and safety considerations. This phase of a crisis corresponds to the first ring surrounding the core of the model.

- Recover. Once life and safety issues are addressed the next priority is to begin the re-commissioning of various services and the supporting infrastructure. This corresponds to the Disaster/Recovery ring of the NRS-RMM™ diagram.
- Restore. The research is in and the results are clear and compelling. Businesses that do not return to a basic level of business operations within five workdays have a 90% probability of failure within two years. This is one reason why restoring operations is so important. This third level of crisis development is addressed by the Business Continuity ring of the NRS-RMM™ diagram.
- Resume. The final stage in coping with a crisis aftermath is the return to normal operations. Known as the Resumption Stage, the NRS-RMM diagram refers to this as the Business Resiliency level of the model. This is where the organization shifts its attention and begins to address external considerations including the impact the crisis may have had on the community. The issue of strong ties to the community is taking on greater urgency as the threat of regional and national disaster seems to be increasing.

North River Solutions makes extensive use of this model in its consulting practice. For example, the RMM™ is integrated into the firm's Resiliency1™ Index benchmarking service. Similarly, this model provides invaluable insight into the priority order of items highlighted in a pre-audit assessment. This model is also helpful in understanding the results of a business impact analysis or vulnerability assessment.

BEYOND THE MODEL

North River Solutions' clients rely on this model to assist in decision making and the allocation of resources. This approach facilitates prioritizing crisis response activities with the predicted development of a disaster. However, the model should be used to highlight areas where investments in preparedness are required. When combined with the results of a Resiliency1 Index™ Standard or Advanced Survey and selected additional NRS planning and assessment tools, the organization will have a clear understanding of what needs to be accomplished, when it needs to be done and how to complete the specified tasks.

ABOUT NORTH RIVER SOLUTIONS

Founded in 2002 by a group of successful entrepreneurs, North River Solutions has grown to be a worldwide consulting firm with offices in the United States, Egypt, and China. Our team of ex-CEOs, certified practitioners, lead auditors, and subject matter experts can provide the in-depth knowledge you need. Our clients range from five person financial firms and small charities, to large institutions and multi-national organizations. We have hands-on experience in managing complex projects and have worked with organizations on every continent. We offer a full suite of products and services including:

- Business Resiliency Consulting
- Assessment, Planning and Technology Tools
- Training and Education Courses
- Advanced Research Consulting

For more information about working with North River Solutions visit our website at www.NorthRiverSolutions.com.