

Resilience.
Education.
Credentialing.



The International Consortium
For Organizational Resilience

**The Global Leader
in Organizational
Resilience**



**Building Resilient Communities
ONE ORGANIZATION AT A TIME**

Build-Resilience.org

About ICOR

Who We Are

ICOR is the global leader in organizational resilience.

ICOR's Organizational Resilience Model and Framework provide the cornerstone of our education and credentialing programs while our Community Resilience Framework is an outcome of global research on what makes communities more or less resilient.

What We Do

We educate. We credential. We lead.

ICOR provides education to individuals on how to build more resilient organizations and communities.

ICOR credentials individuals to lead and manage risk throughout the organization.

ICOR participates globally in learning how individuals, organizations, and communities can become more resilient.

Our Vision

To empower individuals with knowledge necessary to increase the resilience of the organizations they work for and within the communities they reside.

Our Mission

To build more resilient communities one organization at a time.

Our Goals

To be the source for education and credentialing in the disciplines that support building a more resilient organization.

To provide a forum in which professionals can interact and contribute to the resilience of their organizations as well as to the communities where they live & work.

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ICOR Organizational Resilience Model



Implementing Organizational Resilience as a Strategy

Each organization is unique. The way organizational resilience is implemented is also unique, however studies have shown that there are common attributes and behaviors demonstrated by organizations that have survived and thrived during times of change and uncertainty.

- **3 Environments:** In which environment does your organization want to focus its strategy? Where do your strengths lie? Where are your weaknesses? Each environment can be implemented as an individual strategy but the most impact is when implemented as a single strategy.
- **9 Strategies:** Focus next on where to strengthen the Environment by implementing one or more of the 3 strategies proven to increase the resilience of that part of the organization. Each strategy can be implemented on its own or in combination as part of the overall organizational resilience strategy.
- **16 Behaviors:** The identified behaviors describe how more resilient organizations behave. These behaviors are considered to be important in preventing breakdown or failure; or enabling appropriate and timely action to be taken. They distinguish a more resilient organization from one that is simply well-run, successful, or prosperous. Which of these behaviors are present in your organization? Which ones do you need to need to become stronger?

Organizational Resilience Framework



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Resilience requires a coordinated approach.

While there is no single strategy or solution to make an organization resilient, an organization can enhance its resilience by:

- Strengthening of individual management disciplines of the organization that manage risk and doing so in an integrated and coordinated manner.
- Building a culture that ensures the organization behaves in a healthy manner.
- Increasing its adaptive capacity and ability to manage change.

Each of these aspects plays an important role in building a more resilient organization, but implemented as a framework and as an integrated strategy will bring the most benefit.

Manage Change.



Build Diversity.




Manage Risk.

Break Down Silos.

Adapt.

ICOR Credentialing Program

Organizational Resilience Certification

Certification Level	Formal Education	Discipline Experience or Certification	CEU's (every 3 years)	Authoring or Public Speaking
	Master's Degree	6 Disciplines or more	10 CEU's or 100 Hours	Published book or recognized speaker on OR
	Bachelor's Degree	4-5 Disciplines	7 CEU's or 70 Hours	Published in major periodical or conference speaker
	Bachelor's Degree or Equivalent	2-3 Disciplines	5 CEU's or 50 Hours	Blogger or internal workshop facilitator

Multi-level credentialing program.
Recognition of existing credentials, work experience, and education.

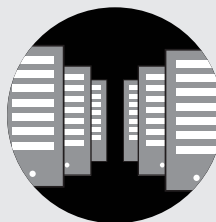
Certification by Discipline



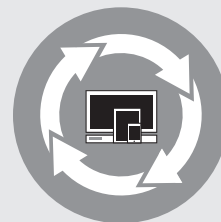
ISO 22301
Lead Implementer



Crisis Management &
Communication Professional



Critical Environments Technician,
Manager, Engineer, and Auditor



Critical Environments
Technology Professional

ANSI Accredited Certificate Program



**ISO 22301 (BCMS)
Lead Auditor**

**Crisis Communication
Planner**



ICOR University & Education Program

Course Types



Traditional instructor led:

ICOR courses are offered globally - several in Spanish, French, and Portuguese.



Blended Learning:

Self-study with daily live instructor and student interaction.



eLearning self-study:

Traditional eLearning courses with accessibility on your schedule.



Course books self-study:

Looking for an inexpensive option? ICOR's course materials are so well-written you can learn from reading the course books used in many of the courses.



Webinars:

ICOR's webinars provide learning opportunities for busy professionals with a small budget. Offered On-Demand for ICOR members in the ICOR Library.

ICOR Courses Meet All Learning Styles

Course Content

ICOR University & Education Program is designed to support the ICOR Resilience Framework and specific to the disciplines that support the Framework.

- **Standards-Based:** ICOR courses teach to standards and their requirements and guidance when available.
- **Competency-Specific:** Course content tied to job analyses & specific competencies required to do the job.
- **Vendor Neutral:** No sales talks! No selling! Just education.
- **Interactive Activity-Based Curriculum:** Learning takes place in different ways for different people. ICOR's courses include hands-on activities, small group discussions, games, and lecture.
- **Multi-media:** Learning is enhanced when concepts are illustrated using multimedia. It doesn't hurt to have fun while learning either!
- **Case Studies and Templates:** Many courses are based on case studies and include templates, tools, samples, and other key takeaways that can be applied immediately on the job and bridge theory with implementation of knowledge.

Interactive

Business Continuity

Critical Environments

ICT Continuity

Incident Response

Activity-Based

Vendor-Neutral

eLearning

Competency-Specific

Supply Chain Resilience

Human Resource Management

Financial & Fraud Control

Legal, Audit & Compliance

Self-Study

ICOR EDUCATION

Instructor-Led

Blended-Learning

Multi-Media

Information Security

Organizational Behavior

Risk Management

Standards-Based

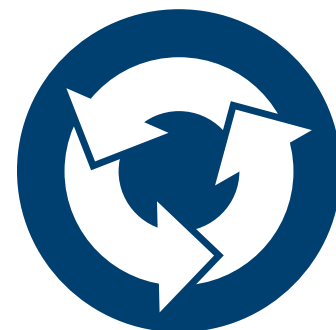
Case Studies

Templates

Crisis Management
& Communications

Webinars

Business Continuity / Continuity of Operations



Business Continuity Management (BCM) is a management process that identifies potential threats to an organization and the impacts to business operations if those threats are realized. Continuity of Operations Planning (COOP) is a similar system designed for continuity of government operations or the “public sector.” Both systems provide a system for enhancing the resilience of an organization.

There are standards that provide requirements and guidance for designing and implementing a Business Continuity Management System.

ISO 22301: Business Continuity Management Systems – Requirements

ISO 22313: Business Continuity Management Systems – Guidance

There are also additional technical specifications available.

The ICOR courses in the BCM Discipline teach how to align, implement, and audit to BCM programs using ISO 22301. The variety of courses offer education for beginners, for those with experience, and for those looking to grow professionally by learning how to audit or prepare to be audited.

BCM 2000/3000: Implementing ISO 22301

eLearning or 3 day instructor-led course

*ISO 22301 Lead Implementer Certification

Disponible en Español



BCM 4000: ISO 22301 Assessor

2 day instructor-led course / eLearning

*ICOR Verification of Self-Declaration of Conformity

Disponible en Español



BCM 5000: ISO22301 Lead Auditor

5 day instructor-led course

*ANSI Accredited ISO 22301 Lead Auditor Certificate

Disponible en Español & Disponible en Français



BCM 6000: Continuity of Operations - Public Sector

10 course eLearning series

*Course prepares participants for the FEMA Continuity Practitioner certification exam and fulfills ICOR's BCM discipline requirements for certification.

BCM 2000/3000: Implementing ISO 22301

eLearning or 3 day instructor-led course

Audience: Those new to BCM, those responsible for developing and managing a BCM program, or for consultants.

Description: Whether you choose the eLearning or the instructor-led course, attendees will learn how to develop and manage a BCMS that is aligned to ISO 22301.

Included in the course materials are case studies, multi-media, small group activities, games, and takeaways such as sample policies, a BIA/Risk Assessment tool, and templates.

Includes content from ISO 22313, 22317, 22318, 22320, 22398, and 31000. ISO 22301 Lead Implementer Certification Exam is included in the course fee.

BCM 5000: ISO22301 Lead Auditor

5 day instructor-led course

Audience: Existing Lead Auditors, BC Professionals, Internal Auditors

Description: Provides the skills and knowledge to conduct and lead effective BCMS audits in accordance with the requirements of ISO 22301, 19011, and 17022.

Constructed around a case study with practical auditing activities, auditor questionnaire and tool kit, templates for planning an audit and writing the audit report, and copies of ISO 22301 and 22313.



BCM 4000: ISO 22301 Assessor

2 day instructor-led course / 3 hour workshop

Audience: BC Professionals & Consultants, Internal Auditors

Description: Using a case study approach and the ISO 22301 Maturity Model Assessment tool, participants learn how to conduct a self-assessment of an organization's Business Continuity Management System. The self-assessment tool is included in the course (value \$995.00).

The self-assessment tool can be used to measure program alignment to ISO 22301 to improve BCMS capability, to declare conformity to ISO 22301, and to determine readiness for a 3rd party certification audit.

BCM 6000: Continuity of Operations - Public Sector

eLearning

Audience: Those who work in emergency management or in government who are interested in creating or improving a continuity of operations program.

Description: Continuity of Operations is both intensive and practical, with participants developing continuity of operations programs at their own organizations during their studies. This approach melds theory and practice to provide the student's own organization with the outlines of a Continuity of Operations Plan. Included in the course materials are multi-media, games, and takeaways such as sample policies, plan templates and more.

Successful completion of certification exam earns ICOR credit for meeting the requirements for the BCM discipline.

**Does Your
Business
Continuity
Program
Measure
Up?**

Crisis Management and Communications

The Crisis Management & Communication Discipline addresses crises that are managed primarily by top management and at a strategic level of the organization.

Crises may emerge as a result of inadequately managed incidents that are allowed to escalate in scale, duration and impact. They may also be the product of multiple incidents that present new types and compound levels of risk. For all of these, crisis management is essentially and primarily a strategic function.

The communications element of this discipline focuses on the strategies, key messages and communications with the varied audiences and interested parties of the organization.

While there doesn't presently exist any international standards that specifically address the discipline of crisis management and communications, many of the published management system standards do include requirements and guidance on the role of top management in governance as well as communication requirements. The courses ICOR offers in this discipline reference those standards and other best practices.



CMC 2050: Crisis Communication Planner

2 day instructor-led course

*ANSI Accredited ISO 22301 Crisis Communication Planner Certificate

Disponible en Español



CMC 3030: Harnessing the Power of Social Media

2 week "live" eLearning Self-Study Course

CMC 5000: Crisis Management and Communication Professional

8 course eLearning series

*CMCP Certification



CMC 2050: Crisis Communication Power

2 day instructor-led course / Blended Learning

Disponible en Español

Audience: Those who work in public relations, communications, and those responsible for planning communications before, during, and after an incident.

Description: Understanding the elements of communicating during a crisis or incident is an essential planning component for every organization.

This course provides valuable information on how to protect an organization's reputation, the role of the spokesperson(s), message development, how to write the communications plan, and includes a crisis communication plan template.



CMC 5000: Crisis Management and Communication Professional

8 course eLearning series

Also available as individual modules

Audience: This course is ideal for management responsible for leading their organization during a crisis, public sector personnel, professional communicators, and those in public affairs or public relations.

Description: Understanding the elements of crisis management and communications is crucial to adapting and responding appropriately when faced with managing an incident.

The Crisis Management and Communications professional course teaches useful strategies and techniques for analyzing situations and making difficult decisions with limited time, information, and resources while managing an incident and leading teams.

CMC 3030: Harnessing the Power of Social Media

2 week "live" eLearning Self Study Course

Audience: Those who work in public relations, public affairs, communications, business continuity management, emergency management, risk management, and strategic planning.

Description: An introductory course designed to help professionals better understand and learn how to use social media effectively. Integrating social media into crisis management and crisis communication is a must because it significantly improves an organization's crisis readiness and paves the way for a successful recovery. No organization can afford to ignore how social media influence public perception and stakeholder action in times of crisis.



Aligning Mission-Critical Education & Certification to the Workplace

The ICOR Difference

- Courses and certifications are tied to a **job analysis** so that you can verify to management and hiring organizations exactly which job you are credentialed to do.
- Choose the course that best meets your needs - no need to 'start at the beginner level.'
- Each course and certification exam is tied to **8 competency areas**. The exams are comprised of a combination of multiple choice and practical questions. This provides the opportunity to demonstrate problem solving using a case study or scenario problem commonly seen in a critical environment.
- Not interested in taking a full course? You can take an elearning course specific to each competency area. **Earn a certificate of achievement for individual competency area.**
- The certification exam fee is included in the course fee if you take the entire course. You can also **challenge the exam without taking the course.**
- When challenging the exam you must pass each of the 8 competency areas with a minimum score of 75%. If you miss the minimum score in one or more of the competency areas you can retake just the competency areas missed. One exam retake is included in the course fee if you take the course.

Disponible en Español • Disponível em Português • Disponible en Français

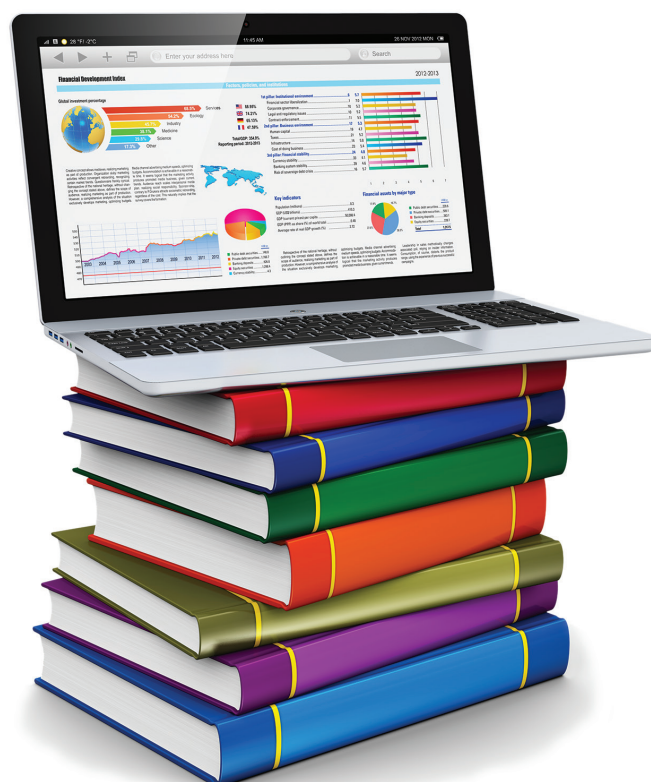
Advancing Data Center
and IT Infrastructure
Professionals



EDUCATIONAL PARTNER

**AFCOM Endorses
ICOR Courses**

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Save 10% on all
ICOR courses**





Critical Environments

The focus of the Critical Environments discipline is on the design, build, operations, management, governance, and audit of data centers and other critical environments used to house computer systems, and associated components such as telecommunications and storage systems.

It is estimated that by 2020, more than seven billion people and businesses, and close to 35 billion devices, will be connected to the Internet. Those who design, build, operate, and manage data centers and other critical environments need to be able to manage risk, incorporate change, and be innovative in order to design strategies fit for the digital world.

ICOR's critical environments series of courses are designed to meet these challenges.

CE 1000: Essential Knowledge for Critical Environments (CETa)

eLearning / 2 day instructor-led course / Blended Learning



Operating in the
Mission-Critical
Environment

CE 2000/3000: Critical Environments Technician (CET)

eLearning / 3 day instructor-led course / Blended Learning



Operating and
Maintaining
Mission-Critical
Environments

CE 4000/5000: Critical Environments Manager (CEM)

eLearning / 3 day instructor-led course / Blended Learning



Managing
Mission-Critical
Environments

CE 6000: Critical Environments Engineer (CEE)

eLearning / 3 day instructor-led course / Blended Learning



Engineering
Mission-Critical
Environments

CE 7000: Critical Environments Auditor (CEA)

3 day instructor-led course / Blended Learning



Auditing
Mission-Critical
Environments

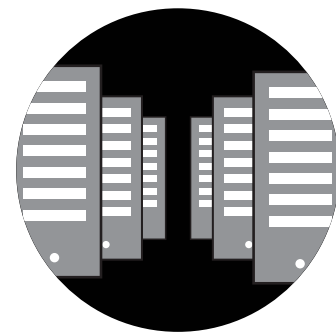
CE 8000: Data Center Energy Practitioner (DCEP)

eLearning / 1 or 3 day Instructor-Led course / Blended Learning



Conducting Energy
Assessments of
Mission-Critical
Environments

Critical Environments



CE 1000: Essential Knowledge for Critical Environments (CETa)

eLearning / 2 day instructor-led course / Blended Learning

Audience: Those new to the critical environment or those in information technology management who need to understand the facility.

Description: Focus is on how to manage and operate a critical environment. Includes practical activities that focus on problem solving.

Outline:

1. Introduction to the CE
2. Starting Logic of the Built Environment
3. Understanding Tiering
4. Capacity Planning
5. Understanding Procedures
6. Maintenance
7. Equipment in the CE
8. Cleaning, Access Control, Lightning & More



CE 4000/5000: Critical Environments Manager (CEM)

eLearning / 3 day instructor-led course / Blended Learning

Audience: Managers of the mission-critical environments responsible for strategic oversight and maintenance.

Description: Focus is on how to manage the critical environment including budgeting. Includes practical activities that focus on problem solving.

Outline:

1. Asset Management
2. Design, Construction Standards & Code Compliance
3. Evaluating Drawings
4. Budgeting
5. Energy Efficiency
6. Capacity Planning
7. Preparing to be Audited
8. Preventative, Predictive & Corrective Maintenance



CE 2000/3000: Critical Environments Technician (CET)

eLearning / 3 day instructor-led course / Blended Learning

Audience: Technicians in the data center or other critical environment. Those responsible for operating and maintaining the equipment in the CE.

Description: Focus is on how to operate and maintain the critical environment. Includes practical activities that focus on problem solving.

Outline:

1. Documentation / CMMS
2. HVAC / Chiller Plants
3. Power Generation
4. Power Distribution
5. UPS, ATS, and ASTS
6. Security, Fire & Life Safety
7. Servers, Networking & Design
8. Capacity Planning & Reporting



Designing & Operating Mission-Critical Environments

CE 6000: Critical Environments Engineer (CEE)

eLearning / 3 day instructor-led course / Blended Learning

Audience: Those responsible for the operation and maintenance of all electrical, mechanical, and HVAC equipment including vendor selection & contract negotiations.

Description: Focus is on engineering mission-critical environments. Includes practical activities that focus on problem solving.

Outline:

1. Project Management
2. System Design
3. Outage Window Concerns
4. Evaluating the CE
5. Setting up Training Programs
6. Vendor Requirements & Contractual Obligations
7. Mechanical & Electrical Engineering
8. Engineering Practices



CE 7000: Critical Environments Auditor (CEA)

3 day instructor-led course / Blended Learning

Audience: Those responsible for the operation and maintenance of all electrical, mechanical, and HVAC equipment including vendor selection & contract negotiations.

Description: Focus on developing a standards-based critical environment, learning how to conduct environmental audits, and manage risk. Includes practical activities that focus on problem solving and audit tools.

Outline:

1. Audit Tools
2. Audit Planning
3. Essential Data
4. Identifying & Documenting Gaps
5. Reviewing Documentation
6. Evaluating Reliability
7. Methods for Discovering Single Points of Failure
8. Conducting the Audit - Practice Audit



CE 8000: Data Center Energy Practitioner (DCEP)

eLearning / 1 or 3 day Instructor-Led course / Blended Learning

Audience: Those with in-depth knowledge of HVAC, Electrical, and IT-equipment. A prequalification application is required. Requirements include data center design/operation experience, a technical data center degree, or combination of both.

Description: The purpose of the course is to train participants on how to use the Data Center Profiler (DC Pro) and Air Management Assessment Tools. There are 2 program levels - Level 1 (Generalist) and Level 2 (Specialist). The outline described below shows both program levels offered over a 3 day timeframe.



Day 1 Generalist: 8 Competency Areas

1. Introduction
2. DC Pro Overview
3. IT Equipment
4. Air Management
5. Cooling Systems
6. Electrical Systems
7. Assessment Process Manual
8. Data Center Profiler Case Study

Day 2-3 Specialist: 8 Competency Areas

9. HVAC Specialist
10. Air Handlers and Air Conditioners
11. Liquid Cooling
12. Chilled Water Plants
13. Cooling System Controls
14. Assessment Process
15. Modeling Data Center HVAC Systems
16. Environmental Requirements
17. Airflow and Temperature Management
18. DOE Air Management Tool

Human Resource Management



Human Resources is a business field focused on maximizing employee productivity. It is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives. HR also concerns itself with managing and encouraging organizational change.

Organizational resilience is enhanced when organizations hire personnel with leadership qualities, leaders who encourage a culture of resilience, and leaders who can adapt to changing circumstances.

ICOR's courses in this discipline focus on developing effective leaders as well as how to develop a more resilient workforce.

HR 1010: Developing Leaders of Resilient Organizations

½ day workshop / eLearning

Audience: HR personnel, those responsible for training and personnel development, and OR leadership.

Description: Resilience begins with an organization's leadership setting the priorities, allocating the resources and making the commitments to establish organizational resilience throughout the organization. Managing an incident is a difficult task and leaders must change the way they lead in order to be more aware of potential crises.

This workshop explores leadership qualities that have been shown to support the development of a more resilient organization and discusses those leadership qualities necessary to manage an organization, lead during changing times, and create an environment that is both adaptive and agile.

HR 1020: Developing a Resilient Workforce

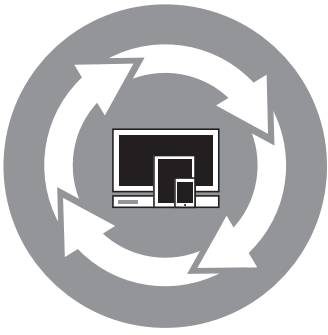
½ day workshop / eLearning

Audience: HR personnel, those responsible for training and personnel development, and OR leadership.

Description: No one can argue today's workplace environment is becoming more turbulent. In the midst of this hectic arena, employees and management alike are looking for answers to help them improve performance. A workforce that has a diversity of skills, leadership, knowledge and experience is a contributing factor to enhancing the resilience of an organization.

People who are properly selected, motivated, equipped and led will overcome almost any obstacle or disruption. To harness people's incredible ability to lead and respond during changing circumstances requires a systematic strategy for people selection and people support.

This workshop explores the skills and competencies necessary in a workforce that can ensure effective delivery of organizational objectives in a changing world.



ICT Continuity

The discipline of Information and Communication Technology (ICT) addresses the need for organizations to protect their technology and telecommunication systems and to minimize the impact of disruptions.

ICT Continuity stresses the role of unified communications and the integration of telecommunications, computers as well as necessary enterprise software, middleware, storage, and audio-visual systems, which enable users to access, store, transmit, and manipulate information while minimizing the impact of disruptions.

For an organization to be more resilient it must understand the nature of the information it is storing and the value the information has to the organization in order to make the right choices about where and how to store their data.

ICT 2000: Critical Environments Technology Professional (CETP)

2 day instructor-led course / Blended Learning

Audience: Technology Recovery Professionals, Technicians, Managers and Business Continuity Professionals, and Technical Support Personnel.

Description: Focus is on preserving, protecting, and recovering data, aligning IT resources with business objectives, managing risk, and optimizing efficiency.

Outline:

- Understanding the CE
- Storage Management
- Availability Concepts and Challenges
- Addressing IT Risk, ICT Continuity & Technology Recovery
- Protecting Against Security Breaches
- Endpoint Management & Troubleshooting



Preserving, Protecting, and Recovering Data



Incident Response

The focus of this discipline is on the planning needed for an effective response to an incident. Organizations need to have procedures in place to manage an incident that impacts life safety and physical assets.

The response structure should meet the needs of the organization and should consider physical security as well as environmental health and safety.

The ICOR courses in the IR discipline focus on building an incident response capability and building a more resilient workplace.



IR 1010: Building an Incident Response Capability

½ day workshop / eLearning course

Audience: Anyone involved in the planning for any type of incident including those who work in physical security, environmental health and safety, risk management, as well as business continuity professionals.

Description: Understanding your organization's "incident readiness" involves understanding how it manages everyday "issues" and how it determines the thresholds for initiating a more formal response. An organization's incident response capability is also impacted by how well it integrates and coordinates the different parts of the organization responsible for responding to an incident.

This workshop studies the core components of "crisis or incident readiness" and how to incorporate an issues management capability as part of planning for incident response.

IR 1020: The Resilient Workplace - a Safe & Secure Environment

½ day workshop / eLearning course

Audience: Anyone involved in contributing to the safety and security of the organization including those who work in physical security, environmental health and safety, risk management, as well as business continuity professionals.

Description: The level of safety and security an organization can provide to its employees and customers directly impacts the ability of the organization to hire and retain quality personnel as well as its ability to conduct business.

This workshop provides guidance on how to evaluate your organization's physical security and environmental health and safety programs. It looks at both the cost of creating a safe and secure workplace as well as the cost of workplace injuries.

It also explores creating a more agile workplace and moving toward a people-centric infrastructure.



Incident Readiness, Safety and Security



Information Security

Today more than ever, computer system threats need to be both understood and protected against at the highest level possible. With the increase in threats the field of information security has grown and evolved.

The ISO/IEC 27000-27037 series of standards provide requirements and guidance for designing and implementing an Information Security Management System.

The ICOR courses in the IS discipline teach how to align, implement, and audit IS programs using the ISO 27000 series of standards. The variety of courses offer education for beginners, for those with experience, and for those looking to grow professionally by learning how to audit or preparing to be audited.

IS 1000: Understanding and Protecting Against Security Breaches

1 day instructor-led course or eLearning

*Information Security Professional Certificate

Audience: Those involved in information technology, information security, risk management, and business continuity management.

Description: Understanding the sources of security breaches, how attackers gather information, and the phases of a data breach is the first step to protecting against security breaches. This course also teaches how to develop and enforce strong information security policies and how to protect the IT infrastructure and information.

IS 2000/3000: Implementing ISO 27001

eLearning or 3 day instructor-led course

*ISO 27001 Lead Implementer Certification

Audience: Those involved in information technology, information security, risk management, and business continuity management.

Description: Whether you choose the eLearning or the instructor-led course, attendees will learn how to develop and manage an ISMS that is aligned to the ISO 27000 series of standards.

Included in the course materials are case studies, multi-media, small group activities, games, and takeaways.

IS 4000: ISO 27001 Assessor

1 day instructor-led course or eLearning

Audience: Those involved in information technology, information security, risk management, and business continuity management.

Description: Using a case study approach and the ISO 27001 Maturity Model Assessment tool, participants learn how to conduct a self-assessment of an organization's Information Security Management System. The self-

assessment tool is included in the course (value \$995.00). The self-assessment tool can be used to measure program alignment to ISO 27001 to improve ISMS capability, to declare conformity to ISO 27001, and to determine readiness for a 3rd party certification audit.

Included in the course materials are case studies, multi-media, small group activities, games, and takeaways.

Legal, Audit, & Compliance



The Legal, Compliance and Audit discipline plays two roles in building a more resilient organization. First, it is a collection of best practices as determined by various industry groups, oversight organizations, and government agencies. Second, inspection procedures up to and including third-party audits are available to ensure alignment with the practices.

The focus of ICOR's education and credentialing program in this discipline is on the audit practice including first, second, and third party audits.

LAC 2000/3000: Auditing Management Systems

eLearning or 1 day instructor-led course

*Management System Auditor Certificate

Audience: Those involved in the any of the management systems that include the audit requirement.

Description: Management system audits, whether first party, second party, or third party certification audits, are all conducted using the guidance of ISO 19011. This course teaches how to conduct an audit of any management system including:

- Auditing principles
- Establishing an audit program
- Performing an audit
- Identification of auditor competencies





Organizational Behavior

The discipline of Organizational Behavior considers the interface between human behavior at a micro-level, the behavior of work groups at a meso-level, and the behavior of the organization at a macro-level.

The focus of the ICOR courses in the OB discipline is on the attributes of resilient organizations including attributes affecting culture, coordination of risk, sharing of information and knowledge, resource availability, understanding of internal and external environments, and being able to anticipate and manage change.

Also included is the need to understand both the role of the organization in the communities in which it resides as well as the overall resilience of those communities and the impact of the community on the organization's resilience.

OR 1000: Series of Workshops

½ day workshops or eLearning

Audience: Personnel responsible for organizational resilience.

OR 1010: Attributes of Resilient Organizations

OR 1020: The Impact of Culture on an Organization's Resilience

OR 1030: The Structure of Resilient Organizations

OR 1040: Coordination or Risk Across the Organization

OR 1050: Understanding Community Resilience

OR 1060: Measuring Organizational Resilience

OR 4000: The Impact of National Cultures on Resilience Programs

2 week live eLearning course or self-study eLearning

Audience: This course is a must for any professional who works in any of the disciplines that support a resilient organization. This specifically includes professionals responsible for ensuring resilience across international operations.

Description: The purpose of OR 4000, The Impact of National Cultures on Resilience Programs, is to provide students with the competence to observe and understand cultural differences they encounter in other countries, and to work effectively within other cultures in designing and operating resilience and crisis management programs.

As the world becomes more global, businesses and emergency response agencies must learn how to cope effectively with the many cultural value systems and mannerisms encountered abroad. Understanding the values and traits that are characteristic of other cultures is especially important in resiliency and disaster response planning.

Risk Management



Risk management is the identification, assessment, and prioritization of risks (defined in ISO 31000 as *the effect of uncertainty on objectives*) followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of an incident or to maximize the realization of opportunities.

Risk management's objective is to assure uncertainty does not negatively impact strategic objectives of the organization.

RM 1000: Risk Management Principles and Practices

eLearning or 1 day instructor-led course

*Management System Auditor Certificate

Audience: Those involved in the any of the disciplines in an organization that manage risk.

Description: Understanding how to manage risk throughout the organization both within a specific discipline as well as at the strategic level is a responsibility for personnel at all levels of the organization. RM 1000 introduces the principles and guidelines of ISO 31000: Risk Management – Principles and guidelines.

RM 1000 also provides information on how to utilize risk management techniques as well as how to document risk appetite.





Supply Chain Management

Threats to your supply chain and therefore to your organization abound – their likelihood and consequences heightened by long, global supply chains, ever-shrinking product cycles, and volatile and unpredictable market cycles.

Supply chains are increasingly at risk of disruption. It is important for organizations to implement a process for supply chain continuity, manage supply chain risk, and ensure supply chain security.

This discipline focuses on how to increase the resilience of an organization's supply chain.

SCM 1000: Ensuring a Resilient Supply Chain

eLearning or 1 day instructor-led course

Audience: Those personnel who manage the continuity, risk, and security of the supply chain including procurement professionals.

Description: Ensuring a Resilient Supply Chain reviews the requirements of ISO 31000: Risk Management – Principles and Guidelines, ISO 22318: Supply Chain Continuity, and ISO 28000: Supply Chain Security Management Systems. In addition, it highlights how traditional supply chain management decisions are made.



ICOR Verification of Self-Declaration of Conformity to ISO 22301

- Measure alignment to ISO 22301
- Evaluate your BCM program
- Demonstrate BCM program growth
- Perform internal audit
- Present findings at management review



Online Application - Maturity Model Self-Assessment

Use ICOR's Self-Declaration of Conformity Process to meet third-party needs to demonstrate that your organization is prepared to deliver its goods and services.

Use the ISO 22301 Maturity Model to demonstrate to top management current BCMS status focusing on strengths and weaknesses.

Self-assessment process is applicable to organizations of all sizes and in all sectors.

Don't have an internal audit program? Take advantage of ICOR-credentialed and ANSI-Accredited ISO 22301 Lead Auditors to conduct an internal audit for your organization.

It's as easy as 1, 2, 3...

- 1** Conduct self-assessment using the ISO 22301 Maturity Model.
- 2** Complete online application.
- 3** ISO 22301 Lead Auditor Reviews Application.

Need assistance?

Attend BCM 4000: ISO 22301 Assessor eLearning or Instructor-Led Course

ICOR Membership Program

Membership with ICOR has its advantages



Choose the level of membership that's right for you

Charter Membership (\$295.00 annually)

As a Charter Member of ICOR, you have the opportunity to shape the future of organizational resilience around the world. Charter Members are recognized on our Leadership page with a photo, description of their specialty, and links to their email and website. Charter members are also invited to post on the ICORresponse Blog.

Charter members save 20% on ICOR courses and \$200 on certification fees.

General Membership (\$195.00 annually)

General members make up the main body of ICOR. Any individual who can confirm his commitment to one or more of the resiliency disciplines is invited to apply for a general ICOR membership.

General members save 10% on ICOR courses and \$100.00 on certification fees.

Corporate Membership (\$1,000.00 annually)

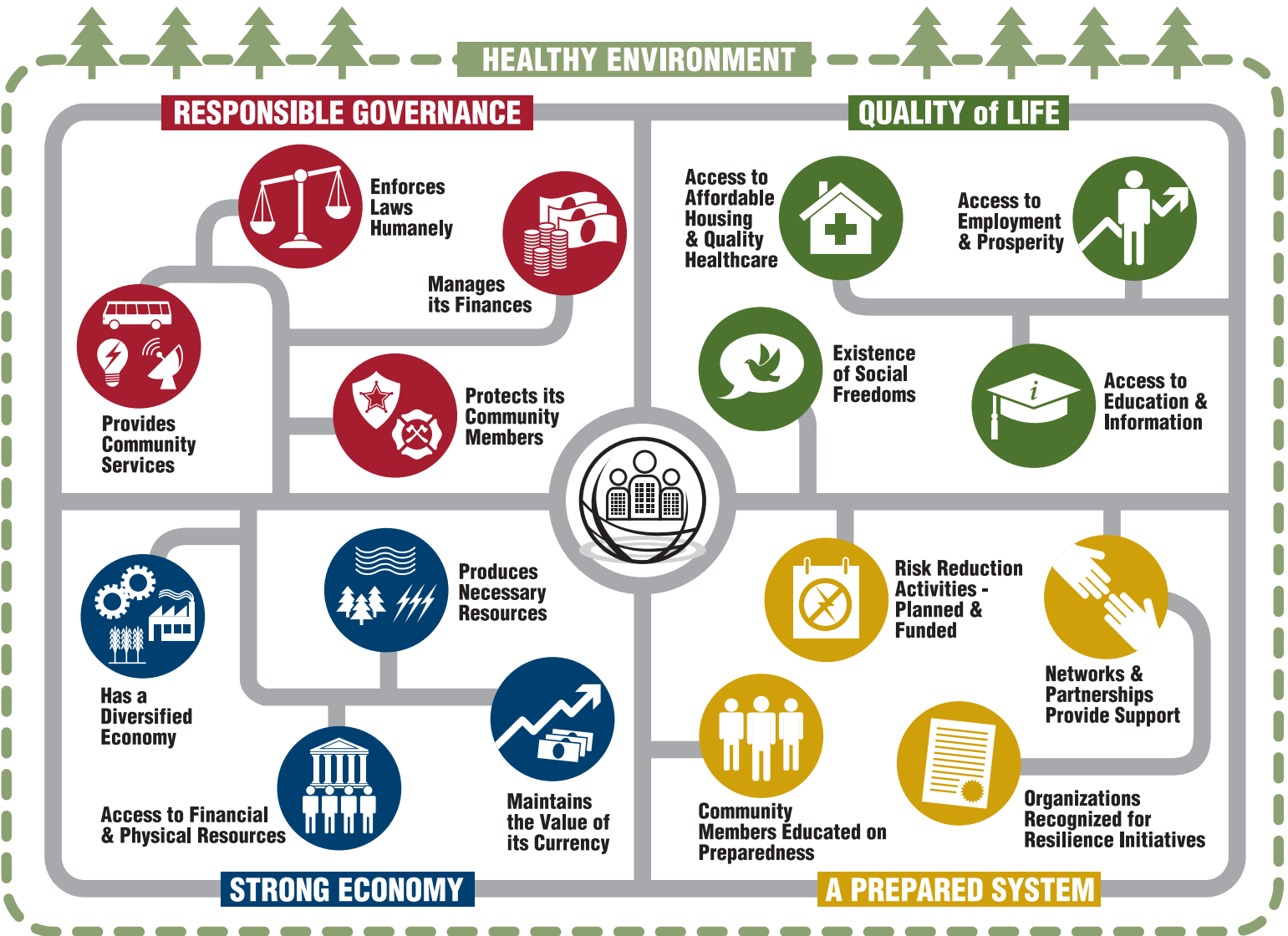
The Corporate Membership is ideal for organizations who would like to offer ICOR membership benefits to six of their employees. Corporate members receive six General Memberships for the price of five.

Corporate members also save on services in the ICOR Career Center. Post a job or purchase resumes at as much as 50% savings!

Education Membership (\$95.00 annually)

The educational membership is designed for those individuals who are faculty members of a college/university, or who teach or conduct research in a discipline supporting organizational resilience. An education member receives all of the benefits of a general member – but at a reduced price.

ICOR Community Resilience Framework



The ICOR Community Resilience Framework asserts that there are five primary systems upon which each community functions no matter its size. Each system contributes to the overall resilience or vulnerability of the community.

When an individual system is strong it creates capital for the community. When an individual system is weak it makes the community vulnerable. The ICOR Community Resilience Framework encourages a “systems” view where each system is part of a larger system that works together.

A Healthy Environment

A healthy environmental system:

- Protects and restores the natural resource based upon which life depends.
- Seeks to reduce climate impacts through adaptation and mitigation efforts and increase resource efficiencies.



A Prepared System

In a prepared system:

- Risk reduction activities are planned & funded.
- Networks and partnerships exist to provide support in times of need.
- Community members are educated on how to be more prepared.
- Organizations within the community are recognized for their resilience initiatives.

Responsible Governance

A responsible governance system:

- Provides community services.
- Enforces laws humanely.
- Protects its community members.
- Manages its finances and meets its budgets under changing conditions.

Strong Economy

A strong economic system:

- Produces necessary resources
- Has a diversified economy
- Has access to financial and physical resources
- Maintains the value of its currency

High Quality of Life

A community with a high quality of life has:

- Access to education & information
- Access to affordable housing & quality healthcare
- The existence of social freedoms
- Access to employment and prosperity

**Building
Resilient
Communities
One Organization
at a Time**

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The Global leader In
Organizational Resilience