Resilience.
Education.
Credentialing.

ICOR

The International Consortium For Organizational Resilience

The Global Leader in Organizational Resilience

Embedding the Culture and Systems of ORGANIZATIONAL RESILIENCE

Build-Resilience.org

About ICOR
Embedding the Culture and Systems of Organizational Resilience

Who We Are
ICOR is an international nonprofit 501c3 education and credentialing organization created to bring together the many silos, industries, and separate bodies of knowledge that individually support resilience into one profession entitled, "Organizational Resilience."

What We Do
We educate. We credential. We lead.
We participate 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
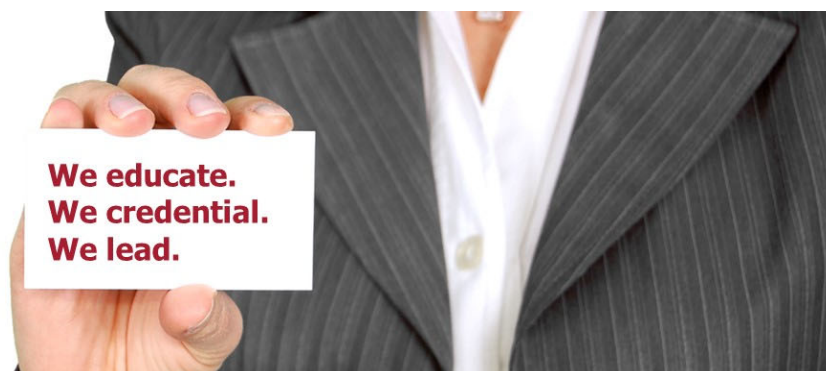To build more resilient organizations one leader at a time.
To build more resilient communities one organization at a time.

Our Goals
To be the global source for education and credentialing in organizational resilience.

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.

The Global Leader in Organizational Resilience

We educate.
We credential.
We lead.

Professional Development for Those Leading the Building of More Resilient Organizations

ICOR Courses Meet All Learning Styles

- **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.
- **Multimedia**: 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.
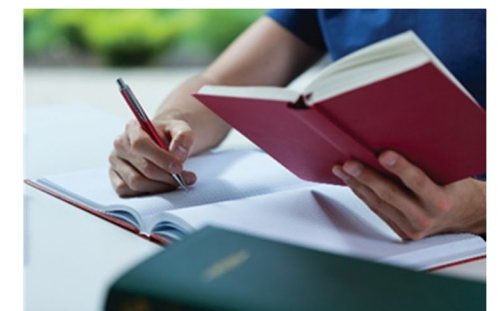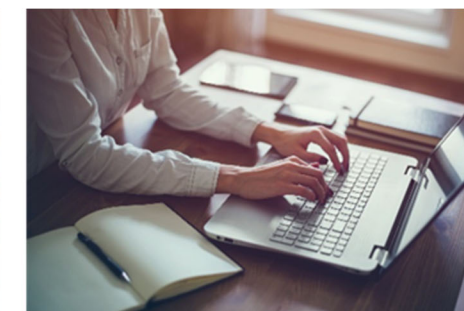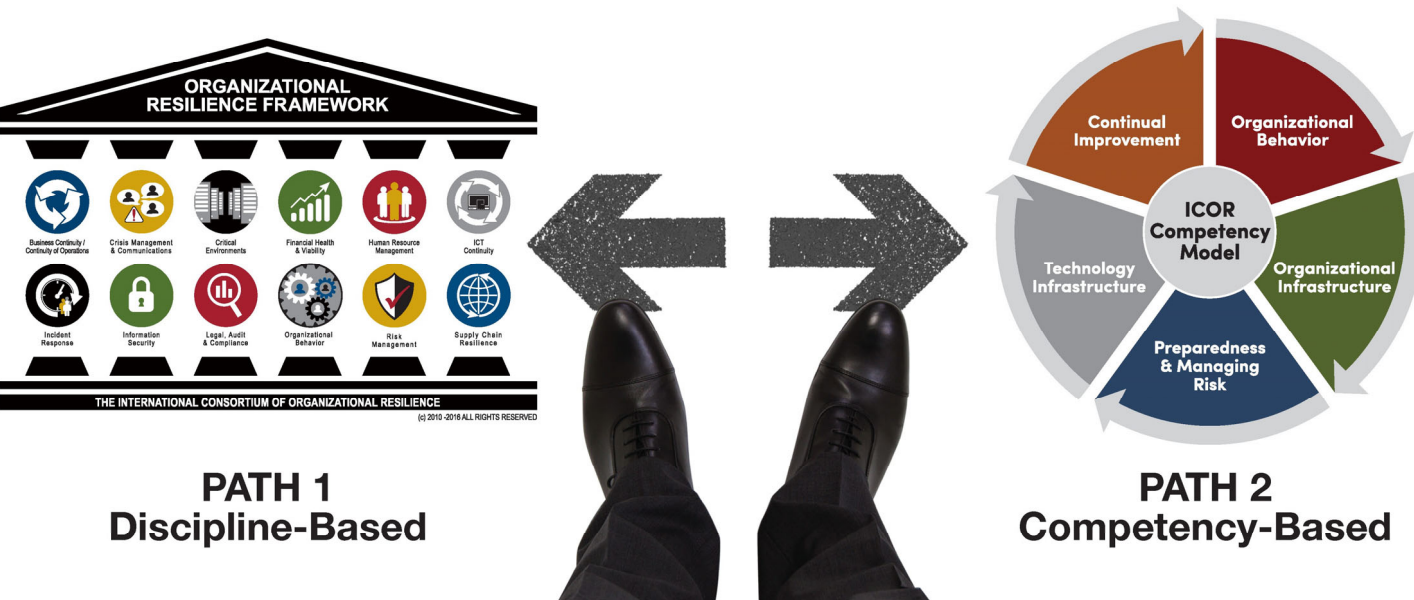
Course Types

- **Traditional Instructor-Led:** ICOR courses are offered globally - some in Spanish 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 Resilience Resource Center.

Organizational Resilience Certification
For Those Leading the Building of More Resilient Organizations

CORM — Certified Organizational Resilience Manager
CORP — Certified Organizational Resilience Professional
CORE — Certified Organizational Resilience Executive

ORGANIZATIONAL RESILIENCE FRAMEWORK

THE INTERNATIONAL CONSORTIUM OF ORGANIZATIONAL RESILIENCE
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PATH 1
Discipline-Based

ICOR Competency Model

Continual Improvement
Organizational Behavior
Organizational Infrastructure
Preparedness & Managing Risk
Technology Infrastructure

PATH 2
Competency-Based

2 Paths to ICOR Certification

TECHNICAL APPROACH

Expertise demonstrated via formal certification in two or more of the twelve organizational resilience disciplines in the ICOR *Organizational Resilience Framework*.

LIBERAL ARTS APPROACH

Expertise demonstrated via successfully passing fifteen or more competency area exams as identified in the ICOR *Competency Model*.

Organizational Resilience Certification
Multi-Level Credentialing Program

Multi-Level Credentialing Program

ICOR's multi-level Credentialing Program identifies what it takes to be a successful Organizational Resilience professional—across the performance continuum; around the globe; and across all career levels, job roles, and job functions.

- Defines the competencies and knowledge necessary for effective practice as an OR professional.
- Supports OR practitioners in their career and professional development.
- Helps organizations build approaches to identify and cultivate high quality OR leaders, individual contributors, and teams.

The ICOR Credentialing Program provides organizations with the information they need to hire competent personnel who understand how to build more resilient organizations using a multi-disciplinary approach.

ACHIEVE THE LEVEL OF CERTIFICATION THAT'S RIGHT FOR YOU

The Value of ICOR Certification

ICOR's unique certification recognizes the capabilities of those who lead in increasing the resilience of their organization. ICOR's certification program provides a formal route to achieve international recognition and status through the accreditation of your competence in organizational resilience by a recognized professional organization.
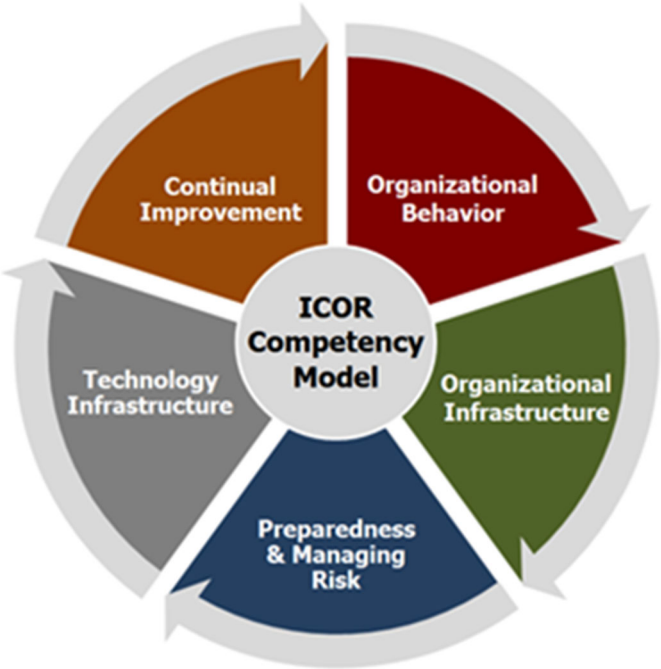
THE ICOR CREDENTIALS

Competency-Based Education and Certification

What it Takes to be a Leader in Organizational Resilience

The ICOR Organizational Resilience Competency Model identifies 25 core competencies that answer the question:

"What do you need to know to increase the resilience of your organization?"

The 25 core competencies are grouped into 5 clusters with expected performance outcomes.

The applicant may choose the education and certification exam program that best meets his/her needs.

ICOR's Competency-Based Education and Certification Program

1. **Instructor-Led and Blended Learning:** Competency Clusters are delivered in the order below.

   Certified Organizational Resilience Manager (CORM):
   3 Days   Clusters 1,2, and 3   15 Competencies

   Certified Organizational Resilience Professional (CORP):
   4 Days   Clusters 1, 2, 3, and 4   20 Competencies

   Certified Organizational Resilience Executive (CORE):
   5 Days   Clusters 1, 2, 3, 4, and 5   25 Competencies

2. **eLearning and Self-Study Course Books:** The participant chooses which competency areas are of interest. Options include taking them in order or mix and match based on interest and skill level.

3. **Challenge the Exams:** Applicants are not required to complete the education programs for each competency. If the applicant already has deep knowledge and expertise in one or more competencies, the applicant can choose to challenge the exams without completing any education.

   Each competency area has one 30-minute exam.

Organizational Resilience Leadership Competency Areas

Cluster 1: Organizational Behavior

COR.1: Leadership Qualities for Resilient Organizations
COR.2: Culture and Its Impact on an Organization's Resilience
COR.3: Knowledge Management
COR.4: Agile Change Management
COR.5: Agile Project Management

Cluster 2: Organizational Infrastructure

COR.6: Structure & Design
COR.7: The Agile Workplace
COR.8: Facility Management
COR.9: The Resilient Workforce
COR.10: Agile Finance

Cluster 3: Preparedness & Managing Risk

COR.11: Risk Management Principles & Practices
COR.12: Incident Response Structure
COR.13: Crisis Management & Communications
COR.14: Business Continuity Management
COR.15: Supply Chain Resilience

Cluster 4: Technology Infrastructure

COR.16: Critical Environments
COR.17: ICT Continuity
COR.18: Storage & Availability Systems
COR.19: Information & Cyber Security Compliance
COR.20: Information & Cyber Security Systems

Cluster 5: Continual Improvement

COR.21: Exercising & Testing
COR.22: Performance Evaluation
COR.23: Auditing
COR.24: Management System Integration
COR.25: Community Resilience

Discipline-Based Education and Certification
What it Takes to be a Leader in Organizational Resilience

ICOR's discipline-based education and credentialing program is organized around the 12 Disciplines in the ICOR Organizational Resilience Framework. Gain a deep understanding of discipline-specific expertise by earning your certification in one or more of the risk-based disciplines.

ORGANIZATIONAL RESILIENCE FRAMEWORK

Business Continuity / Continuity of Operations • Crisis Management & Communications • Critical Environments • Financial Health & Viability • Human Resource Management • ICT Continuity

Incident Response • Information & Cyber Security • Legal, Audit & Compliance • Organizational Behavior • Risk Management • Supply Chain Resilience

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Discipline-based Education & Certification Programs

Business Continuity / Continuity of Operations
Implement, Assess, & Audit Alignment with ISO 22301

Business Continuity is the capability of an organization to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption.

ICOR's courses in this discipline teach how to implement, assess, and audit a BCMS according to the requirements of ISO 22301:2019.

BCM 1000: Transitioning to ISO 22301:2019
This 2-hour online learning module provides comprehensive review of changes and improvements to ISO 22301 as well as a downloadable 2019-2012 comparison guide.

Audience: Those currently credentialed as ISO 22301 Lead Auditors version 2012 who wish to update their credential to version 2019 and those who are interested in understanding the changes to ISO 22301:2019 who already have knowledge of ISO 22301:2012.

BCM 2000/3000: Implementing ISO 22301:2019
An eLearning or 3-day instructor-led course that includes case studies, multimedia, and tools to help you implement a BCMS aligned to ISO 22301.

Audience: Those new to BC, those responsible for implementing and managing a BCMS, and for consultants.

BCM 4000: ISO 22301 Assessor
Offered as a 2-day instructor-led course or 3-hour online workshop. Using a case study approach and the ICOR ISO 22301 Maturity Model Assessment Tool, participants learn how to conduct a self-assessment of a BCMS.

Audience: BC professionals, consultants, and internal auditors.

BCM 5000: ISO 22301 Lead Auditor
Offered as a 4-day instructor-led course plus exam day or an eLearning course, BCM 5000 provides the skills and knowledge to conduct and lead effective BCMS audits in accordance with the requirements of ISO 22301:2019, 19011:2018, and 17022: 2012.

Audience: Existing management system auditors, BC professionals, internal auditors and consultants.

BCM 5050: Business Continuity for Auditors
Offered as an eLearning course that provides an overview of Business Continuity best practices according to ISO 22301 with a focus on the specific requirements in Clause 8.

Audience: Intended for management system and certified auditors who would like to add the BCMS competency to their auditing competencies.

COR.14: Business Continuity Management
Offered as a 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of Business Continuity best practices according to ISO 22301.

Audience: Intended for those responsible for increasing the resilience of the organization and managing risk.

Crisis Management & Communications
Managing Threats to Strategy and Reputation

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

ICOR's courses in this discipline teach how to manage a crisis and how to communicate effectively.

CMC 2050: Crisis Communication Planner
This 2-day instructor-led course focuses on understanding the elements required for successfully communicating during a crisis or incident. It 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.

Successful passing of exam earns participant a certificate as a Crisis Communication Planner.

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

CMC 5000: Crisis Management and Communication Professional

A 3-day instructor-led course that 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.

Successful passing of exams earns participant CMCP certification.

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

COR.13: Crisis Management and Communications
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of crisis management and communication best practices meant to protect an organization's reputation.

Audience: Intended for those responsible for increasing the resilience of the organization and for managing crises.

Protecting Your Organization's Reputation

Critical Environments
Designing and Operating Mission-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.

CE 1000: Essential Knowledge for Critical Environments (CEFA)
This 2-day instructor-led or eLearning course focuses on creating a base set of knowledge for those working in the CE.

Audience: Those new to the CE or those in IT who need to understand the data center.

CE 2000/3000: Critical Environments Technician (CET)
This 3-day instructor-led or eLearning course focuses on how to operate a CE.

Audience: Technicians/those responsible for operating and maintaining the CE equipment.

CE 4000/5000: Critical Environments Manager (CEM)
This 3-day instructor-led or eLearning course focuses on how to manage a CE.

Audience: Managers and those responsible for CE strategic oversight and maintenance.

CE 6000: Critical Environments Engineer (CEE)
This 3-day instructor-led or eLearning course focuses on engineering the CE environment.

Audience: Engineers and those responsible for the operation and maintenance of all electrical, mechanical, and HVAC equipment including vendor selection.

CE 7000: Critical Environments Auditor (CEA)
This 5-day instructor-led course focuses how to audit the CE.

Audience: Those with experience working with all areas of a CE at the technical, managerial, and engineering levels.

CE 8000: Data Center Energy Practitioner (DCEP)
This 3-day instructor-led course focuses how to use the Data Center Profiler and Air Management Assessment Tools to evaluate major data center systems.

Audience: Those with in-depth knowledge of HVAC, Electrical and IT equipment.

COR.16: Critical Environments
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of the CE.

Audience: Intended for those responsible for increasing the resilience of the organization and for managing risk.

Financial Health & Viability
Building a More Agile Financial System

With the pace and extent of change that companies face, they're looking for more than business as usual from the finance function. Finance must become much more agile to help the enterprise respond to new demands on the business — quickly, efficiently, and with deep, relevant and timely insights.

ICOR's courses in this discipline focus on how the finance function can be more agile in supporting the overall resilience of the organization.

COR.10 Agile Financial Management
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through decision support, predictive analytics, and performance management to build a more agile finance function.

Audience: Intended for those responsible for increasing the resilience of the organization and for managing risk.

Manage Change. **Build Diversity.** **Manage Risk.** **Break Down Silos.** **Adapt.**
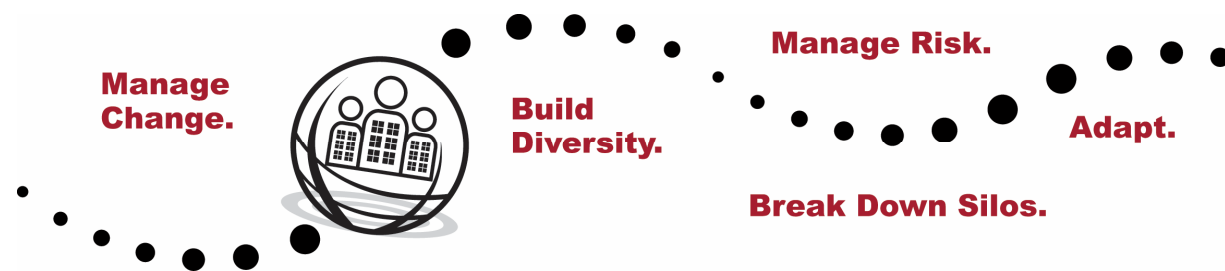
Human Resource Management
Building a More Resilient Workforce

Human Resources is designed to maximize employee performance in service of an employer's strategic objectives. HR also concerns itself with managing and encouraging organizational change.

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

COR.9 A Resilient Workforce
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through the implementation of systems to increase workforce capacity to handle stress, increase engagement, and manage continuous change.

Audience: Intended for those responsible for increasing the resilience of the organization and for managing risk.

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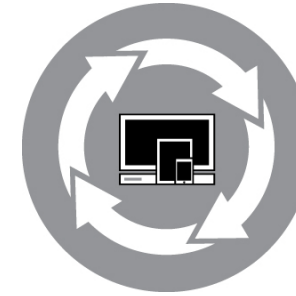
The discipline of Information and Communication Technology (ICT) addresses the need for organizations to protect their technology and telecommunication systems and to minimize the impact of disruptions.

ICOR's courses in this discipline focus on storage management, availability, IT risk and ICT continuity and technology recovery.

ICT 2000: Critical Environments Technology Professional (CETP)

This 2-day instructor-led course is focused on preserving, protecting, and recovering data, aligning IT resources with business objectives, managing risk, and optimizing efficiency.

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

COR.17: ICT Continuity
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of the discipline of information and communication technology and its role in supporting business objectives and managing risk.

Audience: Intended for those responsible for increasing the resilience of the organization.

Incident Response
Ensuring Workplace Safety, Security, & a Unified Response Structure

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

COR.8: Facility Management
A 2-hour eLearning course that provides an overview of facility management best practices in efficiency, productivity, safety and more.

Audience: Intended for those responsible for increasing the resilience of the organization.

COR.12: Incident Response Structure
A 2-hour eLearning course that provides an overview of how to implement a unified structure to respond to incidents of all kinds.

Audience: Intended for those responsible for increasing the resilience of the organization.

Information & Cyber Security
Protecting the Organization's Information Systems

The focus of the Information and Cyber Security discipline is on understanding and protecting the organization from information and cyber security threats.

The ICOR courses in the ICS discipline focus on how to build more resilient Information and Cyber Security Systems.

COR.19 and 20: Information & Cyber Security Compliance and Systems
Two 2-hour eLearning courses and 30-minute exams that provide an overview of information and cyber security global compliance requirements and systems and policies required to protect the IT infrastructure.

Audience: Intended for those responsible for increasing the resilience of the organization and for managing risk

Legal, Audit, & Compliance
Ensuring Compliance Through Auditing Practices

The Legal, Audit, and Compliance discipline addresses the need for organizations to effectively audit compliance to their requirements.

ICOR's courses in this discipline teach how to manage conducting first, second, and third party audits.

LAC 2000: Auditing Management Systems
This 1-day instructor-led or eLearning course focuses on how to conduct a management system audit using the guidance of ISO 19011:2018.

Audience: Those who wish to conduct a first, second, or third party audit.

COR.23: Auditing
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through best practices in management system auditing.

Audience: Intended for those responsible for increasing the resilience of the organization and for managing risk.

Organizational Behavior
Embedding the Culture & Systems of Organizational Resilience

The focus of the Organizational Behavior discipline is on 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 ICOR courses is on the attributes of more resilient organizations including leadership, culture, knowledge management, managing change and projects.

COR.1: Leadership Qualities for Leading Resilient Organizations
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through successful leadership.

COR.2: Culture & its Impact on an Organization's Resilience
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through an understanding of how organizational behavior can promote a healthy culture.

COR.3: Knowledge Management
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through management of an organization's assets.

COR.4: Agile Change Management
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through an understanding of change management best practices.

COR.5: Agile Project Management
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through an understanding of project management with an emphasis on the agile method.

COR.6: Structure and Design
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through organizational structure and design optimized for high performance and change management.

COR.7: The Agile Workplace
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through an understanding of how to create a workplace design that is both flexible and productive.

Risk Management
Effectively Managing Risk Throughout the Organization

The focus of the Risk Management discipline is on how to manage risk within specific disciplines or lines of business as well as at a strategic level.

The ICOR courses in the Risk discipline focuses on how to effectively manage risk throughout the organization as one integrated system.

RM 1000: Risk Management Principles and Practices
3-hour eLearning course that provides an in-depth review of ISO 31000 and the risk management discipline including how to document the organization's risk appetite.

Audience: Intended for those responsible for risk management in any of the risk-based disciplines.

COR 11: Risk Management Principles and Practices
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through best practices in risk management.

Audience: Intended for those responsible for increasing the resilience of the organization and for managing risk.

Supply Chain Resilience
Ensuring a Resilient Supply Chain

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.

COR.15: Supply Chain Resilience
A 2-hour eLearning course that includes the 30-minute online exam. Provides an overview of how to increase organizational resilience through strategies for managing supply chain risk, continuity, and security.

Audience: Intended for those responsible for increasing the resilience of the organization and for managing risk.

ICOR Capability Models
Measuring Compliance and Performance

Organizational Resilience Capability Assessment

ICOR's Organizational Resilience Capability Assessment provides organizations with a tool to measure its organizational resilience capabilities as illustrated in *ICOR's Organizational Resilience Model.*

Tool available for purchase in 4th Qtr 2020.

ISO 22301 Capability Assessment

ICOR's ISO 22301 Capability Assessment provides organizations with a tool to measure its compliance to ISO 22301:2019.

In addition, organizations can complete an application that includes proofs of alignment to ISO 22301 that is reviewed by ISO 22301 Lead Auditors.

Upon approval, ICOR verifies the organization's self-declaration of conformity and issues an official verification letter and certificate that can be used as evidence in a third-party audit. Available for purchase.

ICOR Certification Exam Information

Certification exams are offered online in English and some in Spanish and Portuguese. They are scheduled at your convenience and taken from your desktop. Passing is a score of 75% or higher for each type of exam.

ICOR's credentialing program is comprised of different exams for different certification areas. See information below on each type of certification exam.
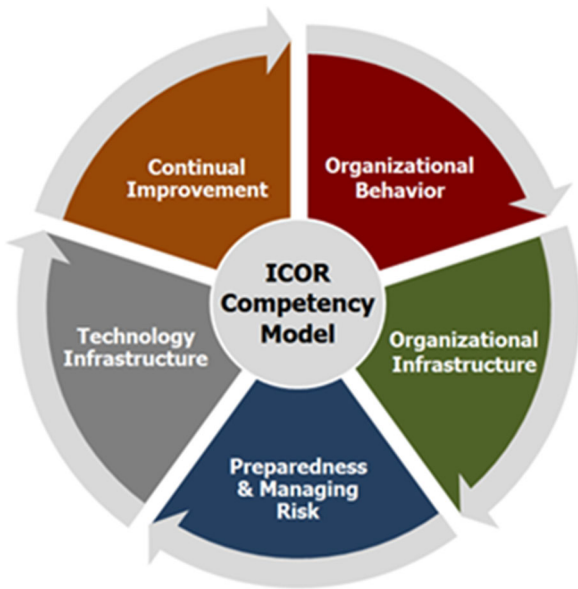
Competency-Based Certification Exams

Each competency area has one 30-minute online exam – 15 exams for Certified Organizational Resilience Manager (CORM), 20 exams for Certified Organizational Resilience Professional (CORP), and 25 exams for Certified Organizational Resilience Executive (CORE).

The appropriate level of certification is awarded by successfully completing each competency exam.

For each competency area, there are several choices of questions. You choose one question to answer in 250 words or less.

Discipline-Based Certification Exams

The applicant chooses the disciplines where they have experience and expertise.
The applicant then determines whether to demonstrate this experience and expertise by doing one of the following:

1. Challenging the ICOR exam for that discipline or
2. Documenting a current discipline-specific certification issued by an ICOR accredited certification body (listed on ICOR website).

Certification Renewal

ICOR certifications are valid for 3 years and must be renewed before the expiration date to stay in good standing. Renewal fees are due at the time of the renewal – once every 3 years.

Discipline-specific certification renewal requirements can be viewed on the ICOR website under certification renewal. Proofs can be uploaded into the online certification maintenance system.

For certification renewal, the applicant must demonstrate completion of a minimum number of points for each of the Certification Competency Areas as well as meet the minimum number of Continuing Education Credits (CEUs) over the 3-year period and prior to the expiration date of the certification. Proof of completion of the activity will need to be provided.

In addition, a minimum of 5 hours of Continuing Education Credit (CEU) for each of the 8 Competency Areas or each of the 5 Clusters over 3 years is required. One hour = One point.

Alternatively, certification can be fulfilled for each certification renewal by taking and passing the certification exam for the relevant certification.

Certification Level	Formal Education	Discipline Experience or Certification	CEU's (Every 3 Years)	Authoring or Public Speaking
CORE Certified Organizational Resilience Executive	Master's Degreee	6 Disciplines or more OR 25 competency areas	10 CEU's or 100 Hours	Published book or recognized speaker on OR
CORP Certified Organizational Resilience Professional	Bachelor's Degree	4-5 Disciplines OR 20 competency areas	7 CEU's or 70 Hours	Published in major periodical or conference speaker
CORM Certified Organizational Resilience Manager	Bachelor's Degree or Equivalent	2-3 Disciplines OR 15 competency areas	5 CEU's or 50 Hours	Blogger or internal workshop facilitator

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.

These attributes and behaviors are illustrated in ICOR's Organizational Resilience Model.

Organizational Resilience Attributes

3 Environments: The 3 environments are each comprised of 3 strategies that can be implemented to increase the resilience of an organization.

9 Strategies: 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 during business-as-usual.

Organizational Resilience Framework
Building a More Resilient Organization By Managing Risk

ICOR's Organizational Resilience Framework identifies twelve management disciplines that effectively manage risk. Each of these disciplines must be implemented as a system and then each system integrated into one framework. It is essential to eliminate silos.

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.

Community Resilience Framework
Building Resilient Communities One Organization at a Time

The ICOR Resilient Community 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 Community Resilience Framework encourages a "systems" view where each system is part of a framework that works together.

Community Resilience Framework™

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1. **A Healthy Environment** protects and restores its natural resources and seeks to reduce climate impacts.
2. **Responsible Governance** provides community services, enforces laws humanely, and protects its community members.
3. A **Strong Economic System** produces necessary resources, has a diversified economy, has access to financial and physical resources, and maintains the value of its currency.
4. A community with a **High Quality of Life** has access to education and information, affordable housing and quality healthcare, employment, and has the existence of social freedoms.
5. A **Prepared System** has planned and funded risk reduction activities, networks and partnerships that provide support in times of need, community members are educated on how to be more prepared, and organizations are recognized for their initiatives to increase their resilience.

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 ICORrespondence 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 or 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 that 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 Education 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's Education Programs Delivered via our Global Training Partners

The Global Leader in Organizational Resilience