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<th>Level</th>
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| 5 Optimising | - Activities are repeated, measured, evaluated and continuously improved to meet current and projected business goals.  
- Divisions are proactively co-operating for improvement.  
- Collaboration with other organisations, as appropriate.  
- Demonstrated application of innovation and flexibility throughout the organisation. |
| 4 Predicable | - Organisational resilience being executed consistently over several years, aligned with corporate strategy.  
- Coherent approach working.  
- Strengthening measures implemented and agreed, continual improvement ongoing. |
| 3 Established | - Management has set direction and understands the internal and external environment.  
- Steps and programmes undertaken to bring coherence to organisational resilience and to strengthen the operations.  
- Programme to strengthen the organisation in operation. |
| 2 Managed | - Activities are controlled and maintained with results specified.  
- Limited co-ordination between related activities.  
- Improvements made in isolation. |
| 1 Basic | - Organisation strengthened through specific disciplines.  
- No formal communication on organisational resilience across the organisation. |
| 0 Immature | - Few measures implemented to strengthen the organisation.  
- No coherent framework and no management direction.  
- No encouragement of innovation or flexibility. |