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From Capability Deficit to Method Choice: A Governed Method Catalog for Public Authorities

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Abstract

Public authorities have to maintain essential functions under disruptive conditions. Assessments of organizational resilience can help identify weaknesses, but often give little guidance on which procedures an authority should use to examine or address them. This article develops a conceptual design for a governed method catalog that links an identified or perceived capability deficit to a documented, context-dependent method choice. The study draws on organizational resilience research, selected examples of method collections and a formative classification exercise undertaken in a German research project. The exercise comprised 197 candidate entries and exposed differences between methods, method families and other organizational interventions. On this basis, a two-stage definition of catalog entries and a four-layer design are proposed. Method profiles distinguish procedural description from evidence about applicability and effectiveness; selection rules consider contextual constraints without producing a ranking. Shared curation is combined with responsibility for the final choice at the level of the authority. The article also specifies the sequence through which method selection might eventually affect capabilities and outlines an evaluation approach. It argues that making the grounds for method choice explicit may improve decisions that would otherwise depend heavily on local experience and access to information.

1 Introduction

Public authorities are themselves affected by disruptions while simultaneously being expected to coordinate responses and maintain services for others. Their responsibilities do not disappear when staff and crucial own and external infrastructures become unavailable. The COVID-19 pandemic illustrated how much public authorities rely on informal networks and organizational learning in civil protection, while persistent structural barriers to adaptation remain (Roth et al. 2022).

Organizational resilience is commonly examined through capabilities and, subsequently, existing literature strongly focuses on the analysis of existing and lacking capabilities. Duchek (2020) distinguishes anticipation, coping and adaptation as the three key capabilities of organizational resilience. A review of public administration research by Li et al. (2026) identifies maintenance, recovery and adaptability as the three main narratives, while Lo et al. (2026) show how strongly the literature on measuring capabilites depends on a small number of assessment instruments. All these contributions help describe what organizations should be capable of and, to varying degrees, how weaknesses can be recognized. They do, however, not necessarily tell an authority which procedure to choose once a deficit is apparent.

There is a practical difference between diagnosing weak coordination and deciding whether to conduct an after-action review, a dependency analysis or conduct an exercise. The latter decision depends on the question being investigated, the authority's resources and the conditions under which a procedure can be used. Currently, method selection often heavily relies on experience: Popper (2008), examining 886

foresight cases, found that practitioners' judgments and intuition played a substantial role. Experience is valuable, but it is difficult to scrutinize or transfer when the reasons for a choice remain implicit.

That problem is particularly relevant to smaller authorities, which often lack resources that can rely on their own experience and intuition in times of turmoil. However, despite having limited access to specialist expertise, they remain accountable for their decisions. Shared responsibilities across administrative levels and organizational boundaries further complicate the assessment of what can realistically be achieved.

The concern of this article predominantly is preparedness and organizational development, rather than the selection of unfamiliar procedures during an acute emergency. It considers a method catalog as a means of connecting a resilience-related need to a reasoned choice of a method. Its purpose is to make available procedures comparable, record relevant restrictions and thus preserve the rationale for decisions. Two questions guide the argument: How should such a catalog define, document, select and maintain methods for public authorities? And through which mechanisms could its use influence method selection and, more indirectly, organizational resilience? The resulting design is conceptual. It is informed by a formative exercise, but has not yet been evaluated in operational use.

2 Research approach

2.1 Conceptual design and evidence base

The article takes a design-science-informed approach (Hevner et al. 2004; Gregor and Hevner 2013). Its intended result, in essence, is a preliminary specification rather than an implemented information system. Existing knowledge on resilience, evidence transfer and method description is thus adapted to the problem of method selection in public authorities and administrations. In the terminology of Gregor and Hevner (2013), this is closest to exaptation: approaches developed for other purposes are combined for a different application. The contribution remains at the level of a nascent design theory.

A thematic literature search informed the design. Searches were conducted using a general web search engine and the websites of publishers, repositories, standard-setting bodies and public organizations. Ten different thematic areas were considered, including organizational resilience, public administration, method classification, implementation research and decision support. Peer-reviewed research articles were supplemented by books, official guidance, standards and legislation.

Six existing approaches were examined as design analogues (Sect. 3.2). Their selection was purposeful and intended to cover different ways of defining, describing and accessing methods. However, no formal comparative coding or claim of completeness can be made. A main source of design material was a formative exercise in which candidate methods collected by a German research consortium were classified (Sect. 4). The exercise clearly exposed unclear boundaries and differing levels of specification, requiring a more systematic approach to structure the collected candidate methods.

The resulting specification is illustrated through a constructed and thus fictional municipal case. Hypotheses and a proposed evaluation approach finally follow from the design, while appreciating that a field implementation and decision experiment shall be conducted as further research. While these different sources of reasoning support the internal coherence of the proposal, they do not yet establish that it improves decision quality or organizational performance.

3 From resilience assessment to method selection

3.1 The selection problem

Organizational resilience has been conceptualized as a capacity to prepare for disruption, continue functioning and adapt to altered conditions, in particular in turmoil (Duchek 2020; Hillmann and Guenther 2021). The emphasis varies across studies and sectors. Within public administration, the maintenance, recovery and adaptability narratives identified by Li et al. (2026) overlap, but are not identical, to Duchek's capability stages.

Assessment of organization resilience, however, is only one step. A maturity model or resilience survey can reveal deficiencies without making a choice of an intervention. Approaches to measure resilience reviewed by Ignatowicz et al. (2023) differ in the characteristics they measure and the potential uses they support. Ultimately, even a well-founded assessment leaves questions about the procedures available for addressing its findings and potentially preserving or enhancing organizational resilience. An exercise, for instance, can test arrangements, while an interview-based review might reconstruct earlier decisions. Their usefulness depends on the problem at hand and on conditions that are not captured by a capability assessment alone, such as resources.

Method selection is typically constrained by bounded rationality (Simon 1955), while more options do not automatically make choices worse: a meta-analysis of Scheibehenne et al. (2010) found no general choice-overload effect. For a catalog, comparable information is more important than an artificially small or large collection. Cartwright and Hardie (2012) emphasize that findings from one setting cannot simply be carried over to another without examining the conditions on which the intervention depends. A published procedure may be reproducible without being effective, and effectiveness elsewhere does not establish suitability for a municipality with different resources. As a result, method selection is a recurring task, as no consensus on a “best practice” can possibly be achieved to maintain or enhance organizational resilience.

Catalogs further classify the options they contain. A broad label such as 'scenario analysis' can cover procedures with different steps. Such a conceptual stretching makes comparisons unreliable (Sartori 1970) and thus the method selection process less informed. Iterative taxonomy development provides a means of clarifying these boundaries (Nickerson et al. 2013; Kundisch et al. 2022). The categories, however, always remain consequential choices made by the catalog's editors, not neutral descriptions of an uncontested world (Bowker and Star 1999).

3.2 Existing approaches and the translation function

Several established resources provide relevant models for the method selection. IEC 31010:2019 describes risk assessment techniques and advises on their selection and use (IEC 2019). The UK Government's Futures Toolkit similarly offers guidance on foresight methods (Government Office for Science 2024). The behavior change technique taxonomy, on the other hand, is a more restrictive model of how procedural components can be defined consistently (Michie et al. 2013). BetterEvaluation's Rainbow Framework organizes methods around evaluation tasks (BetterEvaluation n.d.). Specifically in civil protection, the DRIVER+ Portfolio of Solutions documents tools and organizational solutions relevant to crisis management (DRIVER + n.d.).

The Expert Recommendations for Implementing Change (ERIC) provide a particularly useful comparison. They catalogue implementation strategies and have been used to connect them to contextual barriers (Powell et al. 2015; Waltz et al. 2019). ERIC generally starts from a practice whose implementation is generally being considered. The catalog proposed here starts even earlier: an authority has recognized a capability deficit but still needs to identify a suitable procedure for further examining or addressing it.

The central design operation is translation: an organizational need is related to candidate methods, the conditions of their use are examined, and the reasons for keeping or rejecting them are recorded. The outcome does not have to be a single preferred method. There may be several suitable options, or none that can currently shall be applied. This makes the catalog a decision aid rather than an authority itself. As Star and Ruhleder (1996) argue of infrastructure more generally, its practical significance would depend on recurrent use and maintenance, not the availability of a platform.

3.3 Design requirements

Nine requirements follow from this reasoning (Table 1). They should be read as proposals for subsequent testing, not as empirically validated requirements. They address the definition of catalog entries, the information on which decisions depend and the organizational conditions for a continued use. A separate requirement concerns the evaluation of results: catalog use, the application of a selected method and the development of a capability cannot be treated as interchangeable achievements.

Table 1
Proposed design requirements

Requirement	Implication for the catalog
R1 Object clarity	Define methods and distinguish families, instruments and measures.
R2 Evidence traceability	Identify sources; keep description, applicability and effectiveness distinct.
R3 Context sensitivity	Document requirements, resources, contraindications and legal fit.
R4 Replicable description	Specify steps and distinguish essential from adaptable components.
R5 Need-based access	Find methods through problems or capabilities; justify exclusions without ranking.
R6 Institutional embedding	Connect selection to established administrative processes.
R7 Governance and learning	Assign responsibility for review, versions and feedback.
R8 Outcome separation	Assess decisions separately from implementation and resilience outcomes.
R9 Safeguards	Address bias, conflicts, legal accountability and data protection.

4 Defining and classifying methods

4.1 Two stages of classification

For the purpose of this study and the underlying project, a method is a goal-directed procedure with identifiable work steps whose logical or temporal relationships can be explained and reproduced. Stage 1 thus assesses four criteria: an intended purpose or output (K1); more than a single action or decision (K2); an understandable relation between steps (K3); and a description sufficiently clear to identify the procedure (K4). These are solely criteria of procedural identity, not of quality or effectiveness. In particular, a single action or decision might, in some circumstances, achieve the actual goal of developing a capacity better than applying a method could. K4 here only requires that the procedure can be recognized and repeated; full instructions then belong to the next stage.

Stage 2 asks whether the identified method is sufficiently specified to become a usable catalog entry. A method specification denotes a particular procedure or variant of a procedure with distinguishable essential and adaptable components. A method family, such as multi-criteria decision analysis, remains a navigation category: its members may have to be documented separately and then re-evaluated in both stages. Other objects, while possibly effective, can be linked to methods as instruments, measures, interventions or organizational arrangements without being treated as methods and thus being included into the catalog themselves. Where information is insufficient, classification should remain unresolved rather than forcing a negative decision. The restrictive definition here is a deliberate design choice and

may exclude useful short techniques. In the context of the project underlying the research behind this article, such short techniques, instruments, measures, interventions or organizational arrangements are kept and potentially further processed in other project outcomes than the method catalog.

4.2 Formative exercise

An asynchronous brainwriting exercise in a German research project produced 200 candidate labels. Seven partner organizations took part, including research institutions, public authorities, a university and a consultancy. Contributors were not required to apply a common definition, but could simply name an item that they consider a method relevant for civil security of public authorities. Given that open collection design, the resulting collection mixed procedures with measures, instruments and broad management approaches. Sources, which could be provided, but were not mandatory to provide, were recorded for 63 of the 200 suggestions.

Three entries were not carried forward into the classification table, as they were repetitive. Thus 197 entries were assessed in detail, 62 of them with a recorded source. The project team classified the material against the above-described defining criteria K1–K4, recording 195 written justifications. Complete judgments on the four criteria were available for 193 entries, while four remained unresolved. The collection, while conducted among experienced experts in the field, was not sampled from a defined population and should not be taken as representative of administrative practice.

The original exercise classified 78 entries as methods, 115 as non-methods and four as unresolved, e.g. because the name provided could not be linked to a precise method. For the original non-methods, the first recorded failure was K1 once, K2 in 71 cases, K3 in 37 and K4 in five.

A later, single-researcher reconstruction separated object type from catalog readiness without changing the original judgments. It identified 68 individual methods, 24 method families, 101 other objects and four unresolved cases. Ten families had originally been accepted as methods, while 14 comparable umbrella labels had been classified as non-methods. Among the 68 individual methods, 61 already had a usable specification, six could be narrowed to a particular procedure and one duplicated another entry (Table 2). These numbers, however, reflect different units of analysis rather than new observations of organizational practice.

Table 2
Original classification and retrospective reconstruction of 197 candidates

Classification	n	Interpretation
Original method	78	Recorded outcome of K1–K4 assessment
Original non-method	115	Recorded outcome of K1–K4 assessment
Unresolved	4	Insufficient information
Reconstructed individual method	68	61 specifications; 6 to narrow; 1 duplicate
Reconstructed method family	24	10 originally accepted as methods; 14 originally not
Reconstructed other objects	101	Measures, instruments, arrangements and other types
Reconstructed unresolved	4	Same four unresolved entries retained

The boundary cases were particularly informative. Multi-criteria decision analysis, for example, covers procedures such as AHP, ELECTRE and PROMETHEE and is thus better represented as a family. A hazard matrix, on the other hand, can be an instrument, whereas a specified procedure for developing and using it may qualify as a method. These distinctions explain why a method catalog must represent related objects without conflating them with catalog-ready procedures prematurely.

The sourced candidates were more often originally accepted as methods (45 of 62, compared with 33 of 135 without a recorded source). Forty-three sourced entries referred to two books (Huth 2025; Moder 2011), which were collections of methods themselves; nine came from an earlier project deliverable and were ultimately not classified as methods.

5 Catalog specification

5.1 Four layers

The final catalog is specified in four connected layers. L1 is an ontology of method specifications, families and related objects, including their links to specific resilience capabilities. L2 provides access through an organizational problem, a capability or practical constraints. L3 contains the method profiles and their supporting evidence, along with use cases of the application in the context of civil protection in public authorities. L4 uses explicit selection rules to create a reasoned shortlist and a decision record. The layers separate the information model from the interface and, ultimately, the decision procedure.

Capability mapping is kept distinct from the method specification on purpose. A procedure may be relevant to anticipation, coping or adaptation in Duchek's (2020) model, or several capabilities. This is particularly true for methods that are not context-dependent, such as brainstorming or brainwriting. The catalog instead transparently records the grounds for a certain mapping, given the user the chance to similarly map methods to a different framework, where required. A link means possible and theoretically argued relevance, not evidence that the procedure produces the claimed capability.

Entries should also record relations to instruments, methods used together in workflows and organizational measures that may result from applying a method to allow the users of the catalog to re-think the entire structural environment it currently is bound to. This retains useful connections without multiplying entries for every possible combination. Where the same procedure has variants, their essential differences must remain clearly visible to the user. The ontology is intended to be revisable, should classifications be challenged or further evidence develops.

5.2 Profiles, evidence and selection

A short profile should tell practitioners what a procedure involves and whether applying it in the concerned public authority is feasible. More detailed references, version history and judgments can be held in a linked evidence record, but should not inflate the catalog itself. Both views should draw on the same maintained information, avoiding duplicate records wherever possible. The specification dimensions proposed by Proctor et al. (2013) and the TIDieR guidance (Hoffmann et al. 2014) provide models for describing actors, steps, outputs, resources and allowable adaptation.

Evidence requires three separate descriptions. The first concerns whether a method's procedure is sufficiently documented. The second concerns applicability under specified conditions or circumstances. The third concerns effectiveness in achieving an intended outcome. Inclusion in the catalog should not be mistaken for an endorsement of such effectiveness alone. A lack of studies, vice-versa, is not evidence that a method fails.

The after-action review (AAR) illustrates the required level of description. WHO (2019) sets out formats for reviewing responses to public-health events, and ECDC (2018) discusses methodological quality in such reviews. Their guidance can be used to set up a profile, but the illustrative entry in Table 3 has not been independently validated for use in a municipal administration, yet.

Table 3
Abridged illustrative after-action review profile

Field	Illustrative entry
Purpose and output	Examine an incident or exercise; produce findings and follow-up actions.
Procedure	Prepare evidence and participants; compare expected and actual actions; examine causes; agree follow-up.
Actors and scope	Facilitator and relevant participants; decisions, coordination and response processes.
Essential elements	Structured reflection on what happened and why, with documented conclusions.
Adaptable elements	Format, duration, supporting materials and facilitation arrangements.
Required conditions	Identifiable event or exercise and access to relevant participants and information.
Favourable conditions	Timely review, documentation and an environment allowing candid discussion.
Limitations	Restricted disclosure or participation; findings do not guarantee implemented changes.
Evidence status	Procedure documented in WHO (2019) and ECDC (2018); municipal applicability/effectiveness not established.

Selection begins with a problem statement and a description of the authority's resources, responsibilities and time horizon. Candidate methods can then be retrieved through capability mappings or other attributes, such as fitting resources and circumstances. Essential preconditions, applicable restrictions and documented contraindications are then checked for each method. A method is then usually rejected by the selecting user when a necessary condition cannot reasonably be satisfied. Missing favourable conditions need not exclude it, but must be recorded and oftentimes be communicated to decision makers that could make conditions more favourable. Changes to a core procedural element require reassessment of the entire method specification; adaptable elements in contrast can be altered with the adaptation documented.

The output is an unranked shortlist with the reasons for inclusion and exclusion. Evidence gaps remain visible. Users may choose a method, combine compatible methods, postpone selection or record that no suitable option was found. The decision, its rationale and a date for reconsideration are preserved. This should support scrutiny without making the catalog responsible for the final administrative decision.

5.3 A municipal illustration

Consider a municipality with about 30,000 inhabitants following heavy rainfall. Its crisis staff met later than planned, and coordination between the fire service, public works, social services and a neighbouring

authority was problematic. An initial debrief suggests a deficit in inter-organizational coordination. The municipality wants to investigate the problem within a few weeks and has little capacity for external consultancy.

For this constructed case, the catalog retrieves an AAR, a staff exercise and dependency analysis as possible methods to structurally address the capability gaps. A staff exercise would require preparation and participation that the municipality cannot currently guarantee. Dependency analysis might need extensive data that has not yet been assembled. Both are excluded for the immediate decision, with those reasons recorded. An AAR, however, is feasible because participants and a common incident record are already available. A facilitator from the county's civil-protection office could support the discussion, although the illustrative profile treats external facilitation as favourable rather than essential.

The municipality selects a half-day review comparing intended and actual actions, with findings documented and follow-up responsibilities assigned. A working group then has to specify measures within six weeks. Three months later the authority plans to check implementation and reconsider whether an exercise might have become feasible by now. Completing the AAR is an output of method application. Improved coordination would still need to be demonstrated.

5.4 Governance and safeguards

Method profiles need named editorial responsibility, sources, review dates and a traceable change history. Draft, published, under-review and deprecated entries should be clearly distinguishable, with earlier versions retained where they are needed to understand decisions already taken in the past. Updates to capability mappings should not silently change procedural descriptions, but be made transparent. A contested assessment may require an external expert as a reviewer and should preserve the reasons for the initial disagreement.

A shared editorial structure could maintain classifications and review evidence on behalf of several authorities. Professional associations, training institutions or higher administrative levels could be possible hosts. Individual authorities would still assess legal and organizational fit, adapt methods where required and retain responsibility for their choices. Local experience could prompt profile revisions without automatically being treated as proof of effectiveness or a lack thereof. Integration into existing preparedness and learning routines is therefore part of the proposed operating model.

The catalog is intended for work before or following disruptions. During acute crisis response, an elaborate new method-selection process usually is rather impractical. Any operational use would need procedures selected and prepared in advance. Risks associated with the catalog include editorial bias, conflicts of interest and overconfidence in apparently authoritative entries. In particular, a catalog is a tool to explore new methods, but does require the openness of the user to do so. Sensitive local decision records, based on the catalog, should be kept, but require restricted access. Likewise, personal data must be handled under applicable law, notably Regulation (EU) 2016/679 (European Parliament and

Council 2016); information collected for organizational learning should not be repurposed as individual staff performance monitoring.

6 Possible effects and testable propositions

Catalog use acts most directly on the quality of method selection. The wider argument assumes the following sequence: a capability deficit is recognized; the catalog is consulted; a method is chosen; the method is applied; any resulting measures are implemented; capabilities may change; and those capabilities may affect performance during a disruption. Some procedures, particularly training and exercises, can contribute to capability development during application without a separate measure-implementation stage. Figure 1 therefore depicts that stage as conditional.

This distinction limits what can be attributed to the catalog. A recorded selection does not automatically establish a correct application. Carrying out an AAR does not proof that its recommendations were implemented, for example. Improved performance during a later disruption is still further removed from the original choice. For evaluation purposes, decision outcomes should at least include the recognition of contraindications and the defensibility of the selected method. Implementation outcomes include adoption, feasibility and fidelity (Proctor et al. 2011). Changes in capabilities do require method-specific indicators. Service continuity and recovery under disruption are possible performance outcomes.

The propositions focus first on those outcomes closest to catalog use:

H1. Expanding the set of methods improves selection when their descriptions remain comparable and comprehensible to the user. When comparability is poor, the effect may be negligible or negative.

H2. Structured information about preconditions and limitations increases the recognition of unsuitable methods compared with presenting the same content without a common structure.

H3. Integration into established administrative routines strengthens the relationship between catalog availability and continued use.

H4. Clearer responsibilities for review and revision reduce exposure to outdated or disputed entries and may thereby support better decisions. A competing conjecture (C1) is that a poorly governed catalog can produce worse decisions than conventional search by providing weak information.

H5. Any effect on capabilities is mediated through the selection and application of suitable methods, and through implementation of resulting measures where applicable. A subsequent effect on disturbance performance is possible but not implied by improved selection alone.

H6a/H6b. Prior knowledge may complement the catalog, making it more useful to experienced users, or the catalog may substitute for missing knowledge, benefiting less experienced users more. These are competing propositions.

The hypotheses do not exclude simpler explanations. A structured decision process may improve choices even without a catalog. Greater attention to a recognized weakness may lead to organizational improvements independently of a structured method selection. Leadership, resources, concurrent initiatives and organizational maturity may influence all stages.

7 Proposed evaluation

The catalog has not been empirically validated, yet. A staged evaluation could examine four different claims without assuming that improvement at an early stage establishes improvement later (Venable et al. 2016).

V1 would examine the classification and profiles. Independent coders should assess a deliberately varied sample of candidate entries against all four criteria, recording decisions separately rather than stopping at the first failure. Agreement would be estimated for each criterion and for the resulting classifications, using a reliability measure appropriate to the prevalence of categories (Krippendorff 2018). Experts could then review the clarity and usefulness of profile fields and capability mappings. Sorting tasks and cognitive interviews would show whether practitioners understand the categories as intended. Particular attention should be paid to disagreements over method families, core procedural elements and the two resilience perspectives.

V2 would test the intended selection function in a controlled decision experiment. Participants from public administration would work through standardized scenarios with a catalog or through conventional information search; assignment and task order should be counterbalanced. The scenarios would vary in organizational constraints and the type of capability deficit. An independent panel would identify acceptable choices, important exclusions and contextual conditions before the experiment. Since several decisions can be defensible, a single 'correct' method is not an appropriate benchmark. The principal outcome would be decision appropriateness, considering exclusion of unsuitable options and the reasoning given. Time, confidence, recognition of evidence limits and usability could be examined separately. User and scenario variation should be accounted for in the analysis. A pilot study would inform sample-size planning and the definition of primary measures. A comparison of structured and unstructured versions of the same content would help test H2 independently of mere access to more information.

V3 would examine organizational use. A study across authorities of different sizes could assess whether the catalog is adopted, when it enters existing routines and which governance arrangements work in practice. Implementation research provides relevant measures of adoption, feasibility and sustainability (Proctor et al. 2011; Curran et al. 2012). Local decision records could show how frequently methods are excluded, adapted or reconsidered. The possibility of shared curation for small municipalities would need particular scrutiny.

V4 would examine the more distant capability and performance claims. It would require repeated measurement of the capability that originally motivated method choice, alongside evidence of method

application and, where relevant, implementation of measures. A phased introduction could permit a stepped-wedge design if its assumptions and practical requirements can be met (Hemming et al. 2015). Otherwise matched comparisons or repeated observations may be more feasible. Exercises can generate information about coordination and recovery processes, although they do not reproduce the conditions of an actual crisis. Attribution would require attention to concurrent changes in staffing, budgets, leadership and external risk.

These stages are proposals, not an executed research program. Their designs and decision criteria would need preregistration or equivalent prior documentation where appropriate. More importantly, an improvement in selection would be evidence for the catalog's immediate purpose, not proof that it makes public authorities resilient.

8 Discussion

8.1 Contribution and practical implications

The article addresses a step that resilience assessments tend to leave open: how an authority moves from an identified weakness to a procedure for examining or addressing it. The proposed translation function connects organizational needs with method descriptions and documented constraints. The contribution lies in specifying that decision and the information required to scrutinize it.

The formative exercise gives a practical reason for separating method identity from catalog readiness. Depending on whether umbrella labels are counted, the same material can produce different numbers of methods. That matters when users expect entries to be comparable and applicable. The proposed selection rules make reasons inspectable but ultimately cannot guarantee appropriate decisions.

For authorities, governance may matter at least as much as the interface. A collection of outdated profiles offers little support, particularly where staff have limited time to assess its contents. Shared curation could reduce demands on small municipalities while leaving the context check and final choice with the responsible authority. Whether such arrangements can be maintained across administrative levels remains a practical question. For research, the catalog offers a possible common reference between public administration, civil protection and business continuity, fields that often use different labels for related procedures.

The proposal complements management-system standards such as ISO 22316:2017 and ISO 22301:2019. Those standards address organizational resilience and business continuity at a broader level; the catalog is concerned with the narrower decision about which procedure to use for a particular need.

8.2 Limitations

The design has not yet been fully implemented or tested. The literature search was thematic rather than systematic, and the six analogues were selected for conceptual diversity. The classification exercise

used a convenience collection from one project. Its original judgments were not independently coded, while the two-stage reconstruction was retrospective. Its numbers describe that collection, not all methods in public administration generally.

Much of the theoretical argument draws on research outside public administration. The legal and institutional assumptions also reflect primarily German and European conditions. Finally, the proposed division between shared curation and local responsibility has not been tested with authorities of different capacities. These limitations restrict the article to a conceptual work, a design proposition and an agenda for evaluation.

9 Conclusion

Recognizing a weakness in organizational resilience is different from deciding how to address it. This article proposes a governed method catalog to support the latter task. Its key operation is to connect a capability-related need to a documented, context-dependent choice among structured procedures. The two-stage definition, method profiles and selection rules provide a preliminary specification; the formative exercise shows why consistent classification matters. Whether the catalog improves decisions remains open. Effects on organizational capabilities or performance would require further action and substantially stronger evidence.

Declarations

Author Contribution

S.D. developed the research concept and methodological approach, analysed the literature and formative classification material, and developed the proposed catalog design and validation approach. S.D. prepared the figures and tables, wrote and revised the manuscript, and approved the final version.

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Figures

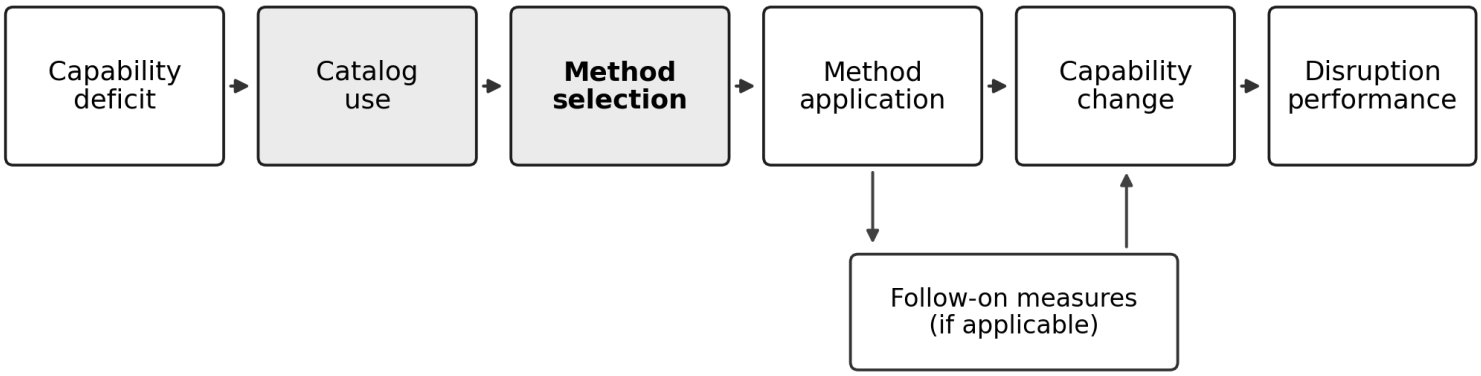


Figure 1

Proposed sequence from catalog use to performance under disruption. Follow-on measures are conditional; the catalog is closest to method selection.