



---

**Chief Executives Board  
for Coordination**

CEB/2014/HLCM/17/Add.1/Rev.1  
1 December 2021

---

**HIGH-LEVEL COMMITTEE ON MANAGEMENT (HLCM)**

## **Key Performance Indicators: Organizational Resilience Management System**

**Key Performance Indicators: Organizational Resilience Management System**

Serial	Components	Indicators	Measurement	Indicator Description
<b>System Design</b>				
A.1.	<b>Policy</b>	Entity ORMS policy is promulgated	Yes/No	<b>Yes:</b> policy approved by the Executive Head and accessible to personnel on intranet and: promulgated through the chain of command for implementation
A.2.		Policy document(s) integrate the different planning instruments and are harmonized (with other applicable standards)	Yes/No	<b>Yes:</b> policy is included as a reference in applicable planning documents and policies
B.1.	<b>Governance</b>	Availability of designated programme manager for ORMS	Maturity Level (0-5/n.a.)	See Addendum 3 for a description of the maturity levels
B.2.		Coordination structure for crisis management defined and established at all necessary levels with senior level chairing the crisis management structure	Maturity Level (0-5/n.a.)	See Addendum 3 for a description of the maturity levels
B.3.		Inclusion of all relevant UN entities in the crisis management coordination and response	Maturity Level (0-5/n.a.)	See Addendum 3 for a description of the maturity levels

Serial	Components	Indicator s	Measurement	Indicator Description
B.4.		Crisis management structure meets at least annually	Maturity Level (0-5/n.a.)	See Addendum 3 for a description of the maturity levels
C.1.	Maintenance, Exercise and Review	Availability of training programmes for ORMS	Maturity Level (0-5/n.a.)	See Addendum 3 for a description of the maturity levels
C.2.		ORMS awareness raising materials available for all personnel	Maturity Level (0-5/n.a.)	See Addendum 3 for a description of the maturity levels
C.3.		All members of the crisis management structure should receive ORMS training	Maturity Level (0-5/n.a.)	See Addendum 3 for a description of the maturity levels
C.4.		Maintenance, Exercise and Review (ME&R) programme implemented	Maturity Level (0-5/n.a.)	See Addendum 3 for a description of the maturity levels
Application				
D.1	Risk Management	Leveraging existing tools, implementation of a policy which is in alignment with the HLCM Reference Maturity Model for Risk Management	Yes/No/n.a	<b>Yes:</b> ERM implemented
D.2		Updating risk registers on a regular basis	Yes/No/n.a	<b>Yes:</b> Risk Owner(s) identified for key risks, updated risk register per entity’s policy
D.3		The risk assessment includes operational risk such as security risks, medical risks, IT disaster recovery risks, business continuity risks etc.	Yes/No/n.a	<b>Yes:</b> operational risk assessment completed
D.4		Risks are identified during ORMS planning, assessed, and the implementation of treatment plans is managed.	Yes/No/n.a	<b>Yes:</b> effective risk mitigation strategies such as transferring risks through insurance

Serial	Components	Indicators	Measurement	Indicator Description
E.1.	<b>Planning</b>	Safety and Security of personnel, premises and assets	Yes/No/Approved/n.a	<b>Yes:</b> draft complete, but not approved <b>No:</b> draft incomplete <b>Approved:</b> plan approved by Executive Management (as appropriate to the local context)
E.2.		Crisis Management	Yes/No/Approved/n.a	
E.3.		Business Continuity	Yes/No/Approved/n.a	
E.4.		ICT Resilience	Yes/No/Approved/n.a	
E.5.		Crisis Communications	Yes/No/Approved/n.a	
E.6.		Emergency Medical Support	Yes/No/Approved/n.a	
E.7.		Support to UN personnel and eligible family members	Yes/No/Approved/n.a	
E.8.		The above plans are harmonized	Yes/No/n.a	<b>Yes:</b> material included in more than one plan is consistent and interdependencies are identified
E.9.		Frequency of plan reviews and updates	More/less than 1 year	Frequency of formal approval of plan updates by Executive Management per the entity's policy