



**Chief Executives Board
for Coordination**

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HIGH-LEVEL COMMITTEE ON MANAGEMENT (HLCM)

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UNICEF Headquarters – New York

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

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Serial	Components	Indicators	Measurement	Indicator Description
System Design				
A.1.	Policy	Availability of Policy document(s) on ORMS	Yes/No	Yes: policy approved by Executive Management and accessible to staff
A.2.		Active promulgation of the ORMS policy	Yes/No	Yes: policy formally promulgated through the chain of command for implementation
A.3.		Policy document(s) integrate the different planning instruments	Yes/No	Yes: policy is included as a reference in applicable planning documents and policies
A.4.		Policy document is harmonized (with other UN standards)	Yes/No	Yes: the policy reflects the tenets of the UN System ORMS policy
B.1.	Governance	Availability of designated programme manager for ORMS	Yes/No	Yes: responsibility for ORMS programme implementation is included in a designated staff member's ToR
B.2.		Coordination structure for crisis management established	Yes/No	Yes: team established to make operational decisions in a crisis
B.3.		Senior level chair of the crisis management structure	Yes/No	Yes: Senior manager chairs the crisis management structure
B.4.		Clarity of roles and responsibilities	Yes/No	Yes: roles and responsibilities are detailed in an approved plan
B.5.		Inclusion of all relevant UN entities in the crisis management coordination structure	Yes/No	Yes: crisis management structure includes relevant UN partners
B.5.		Minimum of two meetings per year of crisis management structure	Yes/No	Yes: crisis management structure meets at least twice per year

Serial	Components	Indicators	Measurement	Indicator Description
C.1.	Maintenance, Exercise and Review	Availability of training programmes for ORMS	Yes/No	Yes: ORMS training programme available to staff
C.2.		Availability to staff of ORMS awareness raising materials	Yes/No	Yes: ORMS awareness raising materials – branded materials, posters or literature – available to staff
C.3.		Frequency of training conducted	# of times/year	
C.4.		Maintenance, Exercise and Review (ME&R) programme implemented	Yes/No	Yes: formal ME&R programme approved by Executive Management and implemented
C.5.		Percentage of members of the crisis management structures that have received an ORMS training programme	%	
Application				
D.1	Risk Management	Availability of documented risk assessment, such as a Security Risk Assessment	Yes/No	Yes: risk assessment completed
D.2		Risk assessment is updated annually	Yes/No	
D.3		The risk assessment includes security risks, medical risks, IT disaster recovery risks, and business continuity risks.	Yes/No	
D.4		Risks are identified, assessed, treated and managed	Yes/No	Yes: Risk Owner(s) identified for key risks
E.1.	Planning	Security Plan	Yes/No/Approved	Yes: draft complete, but not approved No: draft incomplete Approved: plan approved by Executive Management
E.2.		Crisis Management Plan	Yes/No/Approved	
E.3.		Business Continuity Plan		
E.4.		IT Disaster Recovery Plan	Yes/No/Approved	
E.5.		Crisis Communication Plan	Yes/No/Approved	
E.6.		Mass Casualty Incident Response Plan	Yes/No/Approved	
E.7.		Staff Support Plan	Yes/No/Approved	
E.8.		The above plans are harmonized	Yes/No	Yes: material included in more than one plan is consistent
E.9.		Frequency of plan reviews and update	Above/less than 1 year	Frequency of formal approval of plan updates by Executive Management