UNITED NATIONS SYSTEM

CEB

Chief Executives Board for Coordination

CEB/2014/HLCM/17/Add.2/Rev.1
1 December 2021

HIGH-LEVEL COMMITTEE ON MANAGEMENT (HLCM)

Organizational Resilience Management System: Maintenance, Exercise and Review (ME&R) Regime

Background

1. The Organizational Resilience Management System (ORMS) cannot be considered reliable unless it has been exercised and subject to constant improvement and tested to ensure emergency management procedures are consistent with business priorities and policy. To this end, staff implementing the ORMS must also be trained and able to work as a team under crisis conditions. The Organization must also demonstrate due diligence toward the management of identified risks. These objectives are achieved through the implementation of a formal Maintenance, Exercise and Review (ME&R) programme, which willbe embedded in the Organization's work processes.

Purpose

2. Pursuant to the Business Continuity Institute Good Practice Guidelines,[1] the purpose of the ME&R programme is to ensure that emergency management capability,

> *"Reflects the nature, scale and complexity of the organization it supports and that it is current, accurate, and complete, and that actions are taken to continually improve organizational resilience."*

3. Under the ME&R programme, which will integrate all ORMS elements:

   a. All aspects of response and recovery to incidents will be exercised.
   b. Emergency management plans will be kept up to date;
   c. Required documentation, such as event after action reviews, will be maintained and distributed to the appropriate stakeholders in a timely manner; and
   d. Emergency management capabilities will be evaluated to identify improvements to both programme implementation and organizational resilience.

[1] Business Continuity Institute, *Good Practice Guidelines 2018.*

Scope

4. The proposed ME&R programme aligns with the UN System policy on ORMS and other relevant UN-system wide policies of the United Nations,[2] and will apply to the all UN system entities.

Implementation

5. The ME&R programme will be a continuous improvement cycle with clearly assigned responsibilities, comprised of specific actions and their frequency, detailed in Annex A.

6. Unless stated otherwise, the *No Fault* concept will apply, under which exercise evaluation is intended only to identify systemic weaknesses and to suggest corrective actions that enhance organizational resilience. However, following exercises and tests, an after-action report will be completed, and corrective actions identified and implemented.

[2] This includes the Framework of Accountability and other policies of the United Nations Security Management System.

Annex A – ORMS Maintenance, Exercise and Review Programme

Category	Objective(s)	Actions	Frequency
Training and Awareness	Ensure all managers and personnel are aware of emergency management plans and procedures	Conduct awareness campaign, to include *Staff preparedness*	At least Annually
Decision-making (Leadership, Responsibilities)	• Exercise the workflow of decision-making processes • Exercise office capacity to respond to a crisis event • Identify gaps in emergency management plans	• Orientation of crisis managers • Crisis Management structures, or equivalent, meet • Exercise conducted	As required Annually Annually
Crisis / incident response	• Ensure that potential threats to UN personnel and assets are addressed rapidly	• Relevant members of the United Nations Security Management System follow operational guidelines in line with the Framework of Accountability of the United Nations Security Management System • Crisis management	On-going
Communication (Alert, Notification)	• Ensure clear instructions are communicated through the communication tree • Validate and update contact information for staff, Member States and stakeholders	• Staff communication tree or Emergency Notification System exercised • Communications with Member States or Governing Bodies, and stakeholders exercised	At least Annually Annually
Business Process Recovery	• Validate technology requirements • Validate critical business processes and recovery time objectives • Ensure all required personnel are capable of implementing recovery strategies • Identify gaps and update emergency management plans	• Telecommuting exercise conducted • Staff meeting using peer-to-peer technology (eg. MS Teams)conducted • Devolution arrangements exercised	Bi-annually Bi-annually Annually
ICT resilience	• Ensure the continuity of critical ICT infrastructure • Validate IT disaster recovery strategies	Recovery test successfully conducted	Annually
After-Action Review and Learning	• Identify tasks, schedules and responsibilities for corrective actions • Monitor the implementation progress of corrective action	After-Action-Reviews conducted, and lessons learnt implemented	As appropriate
Testing	• Validate plans, policies, procedures, and systems against established standard • Identify deficient plans, policies, and procedures as well as systems for subsequent corrective actions	Functional Tests conducted	Annually
Update and Endorsement	• Identify deficient plans, policies, and procedures • Executive endorsement of the updated emergency management plans	• Plans reviewed and updated • Plans endorsed and approved	As required Annually