



Resiliency1TM Index



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Resiliency1 Open SurveyTM Report

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Introduction

Thank you for completing the Resiliency1 Index Benchmark Open SurveyTM self-assessment. Your unique Resiliency IndexTM has been calculated and is shown at the end of this report.

This report provides insight into your organization's ability to withstand the impact of a disruptive event. Based on the just completed self-assessment questionnaire, it compares your organization's level of resiliency against an ideal set of practices across the twelve (12) Areas of Operational ControlTM contained in the survey.

By periodically retaking the Resiliency1 Index BenchmarkTM management can track improvement in each of the twelve areas.

For a detailed treatment of these issues consider taking the more comprehensive Resiliency1 Index Benchmark Standard SurveyTM. In addition to the information contained in this report, the Standard Survey provides detailed responses to each question asked along with specific recommendations for improving resiliency. Go to the [Resource Center \(click here\)](#) to see and excerpt from a typical Standard Survey Report.

Your Report

You may obtain an immediate copy of this report by using your browser's Print option (located on the "File" drop down list).

If you prefer you can wait for the auto-generated email which will be sent to you within 24 hours. This email will provide instructions for downloading a copy of this report from our File Transfer Protocol (FTP) site. Please read the instructions in the email carefully since there is a limited time period during which the report is available for downloading.

Before leaving this website we encourage you to visit the [Resource Center \(click here\)](#). There you will find useful information and specific reference material for each of the 12 Areas. Many of these resources are provided by government or volunteer organizations and are free! All are designed to increase the resiliency of your operation and help deal effectively with a

The easiest way to understand this report is by reviewing the Survey Chart. In general, performance in each of the twelve areas can be viewed as falling into one of three categories:

- **Above Average:** a score of 71% to 100%. An Above Average rating is earned when an organization has the policies, procedures, training, and management commitment to match the "Best Practice" expectations in a particular category. While some organizations have earned an Above Average rating in one or two areas, none have earned this score in three or more areas.
- **Average:** a score of 36-70%. Many firms score in more than one of the twelve Areas, but none have scored this high in six or more areas.
- **Below Average:** A rating of 0-35% is considered *Below Average*. Many firms rate *Below Average* in two or more areas. It is not unusual for organizations that score *Average* or *Above Average* in several areas to score *Below Average* in two or more areas.

Twelve (12) Areas of Operational Control™

Extensive research led to the identification and selection of twelve areas which are the focus of this report. These are the areas that every organization relies on to maintain operations. Some of these areas have a direct impact on the ability to perform business tasks, such as Technical Infrastructure or Financial Control. Others, for example Human Resource Management or Governance and Compliance are more strategic in nature. Each is needed and a lack of resiliency in one or more areas will impact the ability of the organization as a whole to operate successfully. The twelve areas are:

- Corporate Crisis Communications
- Emergency Management
- Facilities and Security Management
- Operational Infrastructure
- Technical Infrastructure
- Human Resource Management
- Continuity Planning
- Financial Control
- Governance and Compliance
- External Business Chains
- Community Relations & Environmental Stewardship
- Risk Management and Control

Details on each of these twelve areas and the subtopics that fall under them are given below.

Emergency Management

Protection of life and the ongoing safety of the workplace is the focus of this Area of Operational Control™. Emergency Management as addressed in this Survey focuses on the policies, procedures, plans, and people that would react to a crisis event. From questions about Safety Wardens to inquiries about safety equipment the results of this portion of the survey provide a good insight into the organization's ability to respond to a crisis.

Most organizations score at or above Average in this area. A score of Below Average should be brought to the attention of management and steps taken immediately to address any shortcomings. Besides the obvious life-safety issues involved, a low score in this area might indicate an increased

discussions. Sometimes these other businesses are competitors who operate in a different area.

Promoting a Public-Private sector partnership in the local community is also a Best Practice.

This is also an area that has implications to family preparedness.

Risk Assessment

Developing a Risk Assessment Plan is a critical element of establishing resiliency. By understanding the nature and number of threats facing the organization steps can be taken to avoid, mitigate, transfer, or accept the risk

The first choice available to management is to avoid risk by deciding not to pursue a specific business option.

If the decision is made to mitigate a risk rather than avoid it, then many strategies can be developed that reduce the business's exposure. Both Insurance and Outsourcing are useful Risk Transfer strategies. Other mitigation strategies are also available. For example, the installation of a redundant operating or technical infrastructure significantly reduces the risk of certain types of disruption.

Once all transfer and mitigation steps have been taken, some residual risk will remain. At that point the business can decide to accept the risk or avoid it and pursue other interests.

A rating of Below Average in this area indicates that not enough management time has been spent understanding the range of threats facing the business; or nothing has been done to avoid, transfer, or mitigate these risks.

A rating of Average implies that a Risk Assessment has been performed but more needs to be done to manage the threats facing the organization.

An Above Average score indicates that management is proactive in dealing with threats facing the organization.

Organizations that have a Risk Control operation generally score very well in this area.

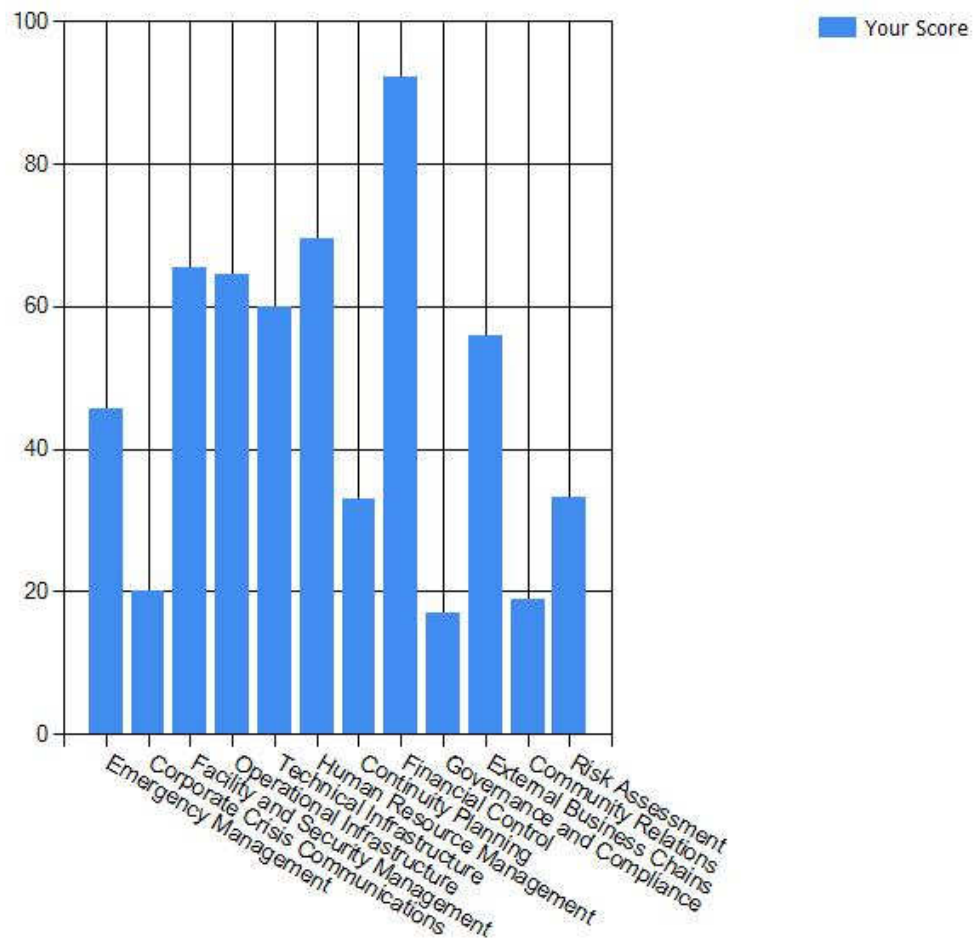
Resiliency 1™ Survey Findings

Resiliency1 Index™ Survey Data Table

Section	Max Score	Survey Score
Section 1: Emergency Management	90	41
Section 2: Corporate Crisis Communications	90	18
Section 3: Facility and Security Management	75	49

Section 4: Operational Infrastructure	59	38
Section 5: Technical Infrastructure	81	48.5
Section 6: Human Resource Management	51	35.5
Section 7: Continuity Planning	91	30
Section 8: Financial Control	63	58
Section 9: Governance and Compliance	62	10.5
Section 10: External Business Chains	75	42
Section 11: Community Relations	53	10
Section 12: Risk Assessment	45	15

Resiliency1 Index™ Survey Chart (Normalized to 100%)



Resiliency1 Chart

We hope you find this information useful and meaningful to your planning and understanding of the current state of readiness. North River Solutions,