



Questionnaire

Risk Management

About the Questionnaire

The questionnaire is based predominantly on the requirements of Risk Management Standard AS/NZS 4360.1999 issued by Standards Australia.

The questionnaire has been reviewed by PriceWaterhouseCoopers [risk advisers] and a range of agencies in the NSW public sector to determine clarity and useability of the questionnaire.

The questionnaire is divided into the following segments:

1. Organisational Culture and Support [page 4]
2. Risk Management Policy [page 9]
3. Organisational Objectives [page 10]
4. Risk Identification [page 12]
5. Risk Analysis, Evaluation and Treatment [page 18]
6. Risk Monitoring and Review [page 21]
7. Effective Risk Management [page 24]

If you have any queries concerning the questionnaire please contact:

Steve Sullivan [Project Manager and Senior Performance Audit Manager]

Phone ☎: (02) 9285 0039

Facsimile 📠: (02) 9285 0060

Email ✉: steve.sullivan@audit.nsw.gov.au

or

Denis Streater [Director of Audit]

Phone ☎: (02) 9285 0075

Facsimile 📠: (02) 9285 0060

Email ✉: denis.streater@audit.nsw.gov.au

Completing the Questionnaire

Generally 'questions' are of three types:

Questions containing a statement.

These are answered by circling the number that best characterises the situation in your agency, for example:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Q					
The responsibility for risk management is documented and understood throughout the organisation?	1	2	3	4	5
				Yes	No
Q				1	2
Does the organisation have a risk treatment (action) plan?					

Multiple response questions, for example:

Q		Circle all that Apply
Who is responsible for identifying the risks facing your organisation [the]:		
▪ Chief Executive Officer?		1
▪ Board/Executive Management Team?		2
▪ Director of Finance?		3
▪ Internal Auditor?		4
▪ Risk Manager?		5
▪ Line Managers?		6
▪ all staff?		7
▪ other?		8

Text response questions.

Space for comment is provided. If space is insufficient please provide an attachment to the questionnaire.

Terms Used in this Questionnaire

Term	Definition
Business Continuity Plan	A document which defines the organisation's approach to dealing with a break in business continuity (because of an outage, that is an adverse business interruption event, has occurred) and the steps the organisation should take to ensure uninterrupted availability of all key business resources to support essential or critical business functions and activities.
Governing Board	A governing board is a board (committee) which has been established by law and directs and controls an organisation.
Government Trading Enterprise	The Government Trading Enterprise sector is largely self funded from user charges and have a commercial charter but may receive funding from the Budget for social programs [non-commercial activities], that is Community Service Obligations {CSOs}.
Risk	The chance of something occurring that will, should the event occur, have an impact on the achievement of organisational objectives. It is measured in terms of the likelihood of something happening and the consequences if it happens. Risks can be negative [that is having an adverse impact such as loss or harm] or positive [that is a gain or advantage].
Reputation Risk	The risk of damage to the organisation's credibility and reputation.
Risk Alliance	The risk associated with working with partnering organisations.
Opportunity Risk	The risk of lost opportunities.
Compliance Risk	The risk of failing to meet government standards/laws and regulations.
Risk Analysis	Determining the level of risk following consideration of the sources, consequences and likelihood of risks.
Risk Criteria	Measures/standards set by the organisation to rank risks and decide whether they are acceptable or not.
Risk Evaluation	Comparing the level of risk with the risk criteria and deciding whether the risks are acceptable or unacceptable.
Risk Financing	The methods applied to fund risk treatment and the financial consequences of risk.
Risk Identification	The examination of all sources of risk facing the organisation from any activity, functions or process undertaken.
Risk Management	A systematic and logical process of identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that will enable an organisation to minimise losses and maximise opportunities.
Risk Management Champion	A senior executive manager or similar person (or team) who supports the effective development, implementation and review of the risk management framework within the organisation.
Risk Management Framework	Management policies, procedures and practices applied by the organisation to the task of identifying, analysing, evaluating, treating, monitoring and communicating risks.
Risk Management Plan	A document which sets out the: <ul style="list-style-type: none"> ▪ strategic context and objectives for risk management ▪ risks identified/analysed/assessed/prioritised as having critical impacts on the organisation ▪ plan to manage strategically important risks.
Risk Management Policy	A document which defines the organisation's strategy and provides guidance for managing risks faced.
Risk Treatment	The selection and implementation of appropriate options for dealing with identified risk.
Stakeholders	Those individuals, groups, institutions etc (either internal or external to the organisation) who are or perceive themselves to be affected by a decision or activity.

1. Organisational Culture and Support

This section seeks information about the importance of risk management to your organisation.

		Not at All	Some			Very Important
			←—————→			
1.1	How important is effective risk management to the achievement of your organisation's objectives?	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.2	Effective risk management can improve your organisation's performance	1	2	3	4	5
		Not at All	Some			Significant
			←—————→			
1.3	To what degree has your organisation developed a close link between its strategic objectives and management of risks [eg risk identification is conducted during strategic planning]?	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.4	Management has documented its attitude on risk management for the benefit of all staff [this is separate from a policy statement referred to in section 2].	1	2	3	4	5
1.5	The accountability (responsibility) for risk management within your organisation is					
	▪ documented and communicated	1	2	3	4	5
	▪ understood.	1	2	3	4	5
1.6	Who is the sponsor or "champion" for risk management within your organisation:					Circle all that Apply
	▪ the Chief Executive Officer?					1
	▪ another senior executive?					2
	▪ Head of Finance?					3
	▪ a committee?					4
	▪ the Risk Manager?					5
	▪ the Internal Auditor?					6
	▪ other? <i>(Please specify below)</i> .					7

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1.7	Does the sponsor/champion have a facilitative role in:	Yes	No
	▪ increasing awareness of the benefits of risk management?	1	2
	▪ promoting the acceptance of risk management techniques?	1	2
	▪ developing risk management policies and procedures?	1	2
	▪ providing advice and support?	1	2
	▪ organising training?	1	2

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.8 a.	Your organisation is able to allocate appropriate resources in support of risk management policy and practice.	1	2	3	4	5
b.	If the answer in (a) above was negative (that is 1 or 2) what are the main barriers to the provision of adequate resources in support of risk management					Circle that which most applies
	▪ budgetary?					1
	▪ cultural?					2
	▪ other? <i>(please specify below)</i>					3

1.9	Has training been provided by your organisation on:		(i) Staff			(ii) Management		
		Yes	No	NA	Yes	No	NA	
	▪ risk?	1	2	3	1	2	3	
	▪ risk policy, procedures and practices?	1	2	3	1	2	3	
	▪ risk taking?	1	2	3	1	2	3	

		Not at All	Some			Significant
1.10	To what degree does your organisation recognise the need for technical risk management skills?	1	2	3	4	5
1.11	To what degree does your organisation encourage and resource staff to undertake relevant training to improve their skills in the above areas [1.9 & 1.10]?	1	2	3	4	5

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1.12 a.	In your organisation:	Yes	No
	(i) is the governing Board held accountable for managing risks?	1	2
	(ii) are executives held accountable for managing risks?	1	2
	(iii) are staff held accountable for managing risks?	1	2

b. **If yes**, please detail the mechanism(s) by which the various levels in the organisation are held to account for risk management?

(i) the Board (if applicable)

(ii) executives

(iii) staff

1.13	The following have significantly contributed to the development and implementation of risk management within your organisation:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	▪ AS/NZS 4360:1999 Risk Management Standard	1	2	3	4	5
	▪ central agencies policies, directives and guidelines	1	2	3	4	5
	▪ non central agencies policies, directives and guidelines	1	2	3	4	5
	▪ legislation	1	2	3	4	5
	▪ internal audit reports	1	2	3	4	5
	▪ external audit reports	1	2	3	4	5
	▪ international standards	1	2	3	4	5
	▪ private sector risk management practitioners/consultants	1	2	3	4	5
	▪ other [<i>please specify below</i>]	1	2	3	4	5

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	Yes	No
1.14		
Is your organisation aware of the Risk Management and Internal Control Guidelines and Self-assessment Toolkit, issued by NSW Treasury in September 1997 (NSW Treasury TPP97-3)?	1	2

1.15		
Has your organisation used the Toolkit to improve its risk management processes?	1	2

1.16		
If the Toolkit was used, that is Yes to 1.15, was an organisation-wide risk management plan developed based on the results from using the Toolkit?	1	2

1.17 Does your organisation have any comments on your experience of using the Treasury Toolkit?
Can you suggest any improvements to the Toolkit as a result of your experience?

	Yes	No
1.18		
If the Toolkit was not used, that is No to 1.15, did your agency attempt to improve risk management and internal control practices in some other way?	1	2

1.19 If Yes to 1.18 , what tools/methodology have been used by your organisation?

1.20 If your organisation did not use the Toolkit, that is **No** to 1.15, was this because of:


- lack of resources?
- were the Guidelines and Toolkit inadequate in some way?

	Yes	No
1.21		
Did Treasury or any other agency provide your organisation with assistance in implementing the Toolkit?	1	2

1.22 What further assistance, if any, would you like to see provided by Treasury or any other agency to improve risk management processes in your organisation?

1.23 Does your organisation have an Audit Committee? **Yes**
1 **No**
2

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.24 If Yes to 1.23., the charter of the Committee includes a risk management and internal control framework.	1	2	3	4	5

	Risk Taking				Risk Averse
1.25 Overall, does the culture of your organisation tend to reflect a risk taking or risk averse attitude [1 is strongly risk taking, 5 is strongly risk averse]?	1	2	3	4	5

2. Risk Management Policy

This section seeks information about your policy for risk management and how that policy is promulgated throughout your organisation.

		Yes	No
2.1	Does your organisation have a documented risk management policy?	1	2

		Circle all that Apply
2.2	Who approved the policy [the]:	
	<ul style="list-style-type: none"> ▪ Minister? 1 ▪ Chief Executive Officer? 2 ▪ Board/Executive Management Team? 3 ▪ Director of Finance? 4 ▪ Audit Committee? 5 ▪ Risk Manager? 6 ▪ other? (please specify below) 7 	

		Internally	External Stakeholders
		<i>Circle all</i>	<i>that apply</i>
2.3	How is the policy promulgated through out your organisation [by]:		
	<ul style="list-style-type: none"> ▪ distribution of the document evidencing the policy 1 ▪ placing the policy on the intranet/web site 2 ▪ meetings, conferences, briefings etc 3 ▪ training courses 4 ▪ newsletters, circulars etc 5 ▪ the Annual Report 6 ▪ performance agreements/management system 7 ▪ other? (please specify below) 8 		

		Not at All	Some	Significant
2.4	To what extent is your organisation's risk management policy promulgated through the following levels:			
	<ul style="list-style-type: none"> ▪ Chief Executive Officer/Board? 1 2 3 4 5 ▪ executive management? 1 2 3 4 5 ▪ staff? 1 2 3 4 5 ▪ stakeholders? 1 2 3 4 5 ▪ other [please specify below]. 1 2 3 4 5 			

3. Organisational Objectives

This section deals with:

- the objectives of your organisation
- how those objectives are communicated
- and the context in which risk management operates.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3.1	The aims and objectives of your organisation are contained in a documented statement and communicated to management and staff.	1	2	3	4	5
3.2	The relative priority of your organisation's business objectives are documented, communicated and understood by management and staff.	1	2	3	4	5
3.3	Staff understand how the aims and objectives of the organisation link to the objectives in their individual unit/area.	1	2	3	4	5
3.4	Staff understand how the aims and objectives of the organisation link to their personal [work related] objectives.	1	2	3	4	5
3.5	The organisation supports the taking of considered risks to achieve objectives.	1	2	3	4	5
3.6	The organisation supports innovation to achieve objectives in your organisation.	1	2	3	4	5
3.7	In applying risk management processes and developing related plans, your organisation has examined and documented the:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	▪ strategic context: the relationship of the organisation to its environment [strengths, weaknesses, opportunities and threats analysis]	1	2	3	4	5
	▪ organisational context: the organisation, its capabilities, goals and objectives	1	2	3	4	5
	▪ risk management context [the goals, objectives, strategies, scope and parameters to which the risk management process is to be applied and the need for information and research]	1	2	3	4	5

3.8	Risk management is integrated into the following processes in your organisation:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Planning					
	▪ corporate/strategic [the relationship of the organisation to its environment eg strengths, weaknesses, opportunities, and threats analysis]	1	2	3	4	5
	▪ annual	1	2	3	4	5
	▪ business unit	1	2	3	4	5
	▪ project	1	2	3	4	5
	▪ audit	1	2	3	4	5
	Budgeting					
	▪ annual	1	2	3	4	5
	▪ business unit	1	2	3	4	5
	Reporting					
	▪ management	1	2	3	4	5
	▪ external	1	2	3	4	5
	▪ board <i>(If there is no governing board then write NA – not applicable)</i>	1	2	3	4	5
	▪ project	1	2	3	4	5
	▪ performance evaluation	1	2	3	4	5
3.9	In pursuing its objectives, your organisation views risk as:				Yes	No
	▪ a threat?				1	2
	▪ an opportunity?				1	2
	▪ other? <i>(please specify below)</i>				1	2

4. Risk Identification

This section asks questions about how your organisation identifies the risks it faces:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.1	Your organisation carries out a comprehensive and systematic identification of its risks relating to each of its declared aims and objectives.	1	2	3	4	5

4.2 In identifying risks to what extent does your organisation consider the following sources of risk: **Circle all that apply**

Strategic

- political? 1
- opportunity risks [the risk of missing opportunities to improve on delivery of the organisation's objectives]? 2
- environmental? 3
- alliance risk [the risk associated with working with partnering organisations]? 4
- reputation risk [risk of damage to the organisation's credibility and reputation]? 5

Operational [risks associated with delivery of services]

- financial risk [risks arising from spending on capital projects, fraud]? 6
- project risk [risks of introducing new systems]? 7
- compliance risk [the risk of failing to meet government standards/laws and regulations eg OH&S]? 8
- risks arising from new ways of working [public – private sector partnerships, outsourcing]? 9
- public liability risks [public access, safety]? 10
- natural hazard risks [climatic conditions, earthquakes, bushfires, floods, vermin]? 11
- technological risks [innovation, obsolescence, explosions and dependability]? 12
- human risks [strike by employees, loss of key personnel]? 13
- security risks [premises/computer breaches]? 14
- risks arising from pilot projects [risk of not learning from pilots]? 15
- other? *(please specify below)* 16

4.3	Does your organisation identify risks in terms of:	Yes	No
	▪ what can happen?	1	2
	▪ how and why risks arise?	1	2
	▪ area of impact?	1	2
	▪ the source of the risk?	1	2

4.4	Who is responsible for identifying the risks facing your organisation [the]:	Circle all that apply	
	▪ Chief Executive Officer?		1
	▪ Board/Executive Management Team?		2
	▪ Director of Finance?		3
	▪ Internal Auditor?		4
	▪ Risk Manager?		5
	▪ Line Managers?		6
	▪ all Staff?		7
	▪ other? <i>(please specify below)</i>		8

		Yes	No
4.5	Does your organisation have a risk register/database?	1	2

4.6	If Yes to 4.5, in respect of each identified risk, the risk register/database records:	Circle all that apply	
	▪ source?		1
	▪ nature?		2
	▪ existing controls?		3
	▪ consequences and likelihood?		4
	▪ initial risk rating?		5
	▪ vulnerability to external/internal factors?		6
	▪ other? <i>(please specify below)</i>		7

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- | | | Yes | No |
|-----|---|------------|-----------|
| 4.7 | a. Does your organisation make use of computer software for risk management? | 1 | 2 |
| | b. If Yes please provide the name of the application and whether it is 'off the shelf' or an 'in-house' developed product? | | |

- | | | |
|-----|---------------------------------------|------------------------------|
| 4.8 | Is risk management software used for: | Circle all that Apply |
| | ▪ risk identification? | 1 |
| | ▪ risk analysis and evaluation? | 2 |
| | ▪ risk treatment? | 3 |
| | ▪ risk monitoring and reporting? | 4 |


- | | | |
|-----|--|------------------------------|
| 4.9 | What tools and techniques are used by your organisation for identifying risks: | Circle all that Apply |
| | ▪ audits or physical inspection? | 1 |
| | ▪ brainstorming? | 2 |
| | ▪ examination of local/overseas experience? | 3 |
| | ▪ SWOT (strengths, weaknesses, opportunities, threats) analysis? | 4 |
| | ▪ interview/focus group discussion? | 5 |
| | ▪ judgemental? | 6 |
| | ▪ surveys/questionnaires? | 7 |
| | ▪ scenario analysis? | 8 |
| | ▪ operational modelling? | 9 |
| | ▪ past organisational experience? | 10 |
| | ▪ process analysis? | 11 |
| | ▪ other? <i>(please specify below)</i> | 12 |


- | | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|------|--|--------------------------|-----------------|----------------|--------------|-----------------------|
| 4.10 | Your organisation has developed and applied procedures for the systematic identification of opportunities. | 1 | 2 | 3 | 4 | 5 |

		Yes	No
4.11	Does your organisation have a risk communication strategy?	1	2

		Yes	No	Not Sure
4.12 a.	Your organisation has an effective two way flow of information between itself and stakeholders (internal/external) about risks and benefits?	1	2	3

b. If **Yes** what mechanisms are used by your organisation to facilitate an effective flow of information?

		Not at All	Some			Significantly
4.13	To what extent does your organisation participate in cross agency risk management planning to assist in responding to large scale disruptions in service delivery [eg natural disasters] with the following:					
	▪ other government agencies within your jurisdiction	1	2	3	4	5
	▪ other government agencies in other jurisdictions	1	2	3	4	5
	▪ subsidiary organisations (where applicable)	1	2	3	4	5
	▪ commercial partners	1	2	3	4	5
	▪ stakeholders	1	2	3	4	5
	▪ not-for-profit partners?	1	2	3	4	5

		Not at All	Some			Significantly
4.14	To what extent does your organisation work with or have regard to other related organisations in developing risk management planning for the success of cross organisation programs, activities and processes with the following:					
	▪ other government agencies within your jurisdiction?	1	2	3	4	5
	▪ other government agencies in other jurisdictions?	1	2	3	4	5
	▪ subsidiary organisations (where applicable) ?	1	2	3	4	5
	▪ commercial partners?	1	2	3	4	5
	▪ stakeholders?	1	2	3	4	5
	▪ not-for-profit partners?	1	2	3	4	5

	Yes	No
4.15 a. Are there specific impediments to involving partners in the development of risk management plans?	1	2

b. If **Yes** please specify

4.16		Yes	No
Does your organisation review, and where necessary amend, its risk profile resulting from:			
▪ changes in organisational structure?		1	2
▪ changes in organisation's role?		1	2
▪ changes in government policy?		1	2
▪ changes in stakeholder relationships?		1	2
▪ past experience??		1	2

5. Risk Analysis, Evaluation and Treatment

This section seeks to establish the extent/scope and responsibilities for risk analysis, evaluation and treatment in your organisation.

5.1	Are risks analysed in terms of:	Yes	No
	▪ likelihood?	1	2
	▪ consequence?	1	2
	▪ financial impact?	1	2
	▪ reputation impact?	1	2
	▪ achievement of objectives?	1	2
	▪ other? <i>(please specify below)</i>	1	2

5.2	To what extent are the organisation's risks assessed by using:	Not At All	Some – Times			Always
			←—————→			
	▪ qualitative analysis methods [eg high, moderate, low]?	1	2	3	4	5
	▪ quantitative analysis methods, that is identification of a precise level [eg an event which will happen at least once a year with an impact of greater than \$200k]?	1	2	3	4	5

5.3	Who:	(a) is responsible for analysing and prioritising the risks facing your organisation	(b) decides on how to address the risks	(c) approves the risk management plan
		Circle	Where	Applicable
	▪ the Minister?	1	1	1
	▪ the Chief Executive Officer?	2	2	2
	▪ the Board/Executive Management Team?	3	3	3
	▪ the Director of Finance?	4	4	4
	▪ the Internal Auditor?	5	5	5
	▪ the Risk Manager?	6	6	6
	▪ line managers?	7	7	7
	▪ all staff?	8	8	8
	▪ other? <i>(please specify below)</i> ?	9	9	9

5.4	Your organisation:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	▪ collates risks for decision making on what actions to take	1	2	3	4	5
	▪ knows about the strengths and weaknesses of the risk management systems of other organisations it works with	1	2	3	4	5
	▪ analyses and evaluates opportunities it has to achieve objectives.	1	2	3	4	5

5.5	The risks your organisation faces are difficult to:					
	▪ assess in terms of occurrence likelihood	1	2	3	4	5
	▪ assess in terms of potential impacts	1	2	3	4	5
	▪ prioritise	1	2	3	4	5
	▪ develop and review risk mitigation strategies	1	2	3	4	5
	▪ monitor.	1	2	3	4	5

5.6	Your organisation's response to analysed risks includes:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	▪ an evaluation of the effectiveness of existing controls and risk management responses	1	2	3	4	5
	▪ an assessment of the costs and benefits of addressing risks	1	2	3	4	5
	▪ prioritising of risks and selecting those that need active management	1	2	3	4	5
	▪ prioritising risk treatments where there are resource constraints on risk treatment implementation.	1	2	3	4	5


5.7	To what extent are the following stakeholders important when assessing the risks facing the organisation	Not at all	Little	Some	Important	Very Important
	▪ Minister?	1	2	3	4	5
	▪ customers?	1	2	3	4	5
	▪ union/staff representative groups?	1	2	3	4	5
	▪ employees?	1	2	3	4	5
	▪ taxpayers?	1	2	3	4	5
	▪ Parliament?	1	2	3	4	5
	▪ peak Bodies/Groups?	1	2	3	4	5
	▪ media?	1	2	3	4	5
	▪ other? <i>(please specify below)</i>	1	2	3	4	5

5.8	Does your organisation have an up to date:	Yes	No
	▪ business continuity plan?	1	2
	▪ disaster recovery plan for information technology?	1	2
	▪ risk management plan?	1	2

		Increased	Decreased	Not Changed	Not Sure
5.9	In the last 5 years the level of risk faced by your organisation has:	1	2	3	4

5.10	In your organisation risk management reviews consider:	Please select			
	▪ risks today	1			
	▪ risks over the next 1-2 years	2			
	▪ risks beyond 2 years.	3			

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.11	Your organisation understands the limits to risk it may take in the achievement of objectives.	1	2	3	4	5

		Not at All	Some-times			Always
5.12	To what extent does your organisation use the risk treatment option of:					
	▪ accepting/retaining the risk?	1	2	3	4	5
	▪ avoiding the risk eg not proceeding with activity?	1	2	3	4	5
	▪ reducing the risk eg controlling the risk?	1	2	3	4	5
	▪ transferring the risk eg insurance?	1	2	3	4	5

5.13	How does your organisation fund any losses which may occur from a risk being accepted/retained:	Circle all that Apply
	▪ pay as the costs arise?	1
	▪ set aside specific funds (reserves) from which losses are met?	2
	▪ other means to meet costs involved? <i>(please specify below)</i> ?	3

5.14	How regularly does the organisation review its insurance coverage:	Circle all that Apply
	▪ monthly?	1
	▪ quarterly?	2
	▪ annually?	3
	▪ less frequently than annually <i>(please specify below)</i> ?	4

6. Risk Monitoring and Review

This section seeks information on how your organisation monitors, reviews and reports on risks which eventuate.

6.1	Who reviews and monitors:	(a) Risks Faced	(b) Application / Effectiveness Risk Treatments	(c) Opportunities	(d) Risk Financing
		Circle	Where	Applicable	
	(ii) Minister?	1	1	1	1
	(iii) Chief Executive Officer?	2	2	2	2
	(iv) Board/Executive Management Team?	3	3	3	3
	(v) Director of Finance?	4	4	4	4
	(vi) Internal Auditor?	5	5	5	5
	(vii) Risk Manager?	6	6	6	6
	(viii) line managers?	7	7	7	7
	(ix) all staff?	8	8	8	8
	(x) Other? <i>(please specify below)</i>	9	9	9	9

	(a) risks faced	(b) application / effectiveness risk treatments	(c) opportunities	(d) risk financing
(e) How often is the review and monitoring undertaken eg monthly, quarterly etc?	_____	_____	_____	_____

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.2	Monitoring the effectiveness of risk management is an integral part of routine management reporting.	1	2	3	4	5
6.3	The organisation's senior management is receptive to all communications about risks, including bad news.	1	2	3	4	5
6.4	The level of control by the organisation is appropriate for the risks that it faces.	1	2	3	4	5
6.5	Does your organisation have key indicators to routinely monitor the:				Yes	No
	▪ levels of risk?				1	2
	▪ application of the risk treatment measures?				1	2
	▪ effectiveness of the risk treatments?				1	2
	If Yes please specify the key performance indicators being used:					
	<hr/>					
	<hr/>					
	<hr/>					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.6	Reporting and communication processes within your organisation:					
	▪ support the effective management of risk	1	2	3	4	5
	▪ support the effective management of risk between staff and management	1	2	3	4	5
	▪ are appropriate for responsible managers understanding the risks faced by the organisation	1	2	3	4	5
	▪ are appropriate for informing/consulting with key stakeholders on the management of significant risks faced by your organisation.	1	2	3	4	5

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6.7	Does your organisation's most recent Annual Report include:	Yes	No
	▪ a description of the risks faced by your organisation?	1	2
	▪ a description of risk management by your organisation?	1	2
	▪ a risk management declaration by the Board and/or Chief Executive Officer?	1	2

		Yes	No
6.8 a.	Excluding your organisation's Annual Report, is the organisation required (for example by law, direction, request) to provide information on risks and risk management to other (external) organisations etc?	1	2

b. If **Yes**, please provide:

i) details of to whom information is being provided and the frequency of provision

ii) details as to why this information provision occurs (eg it is required under the *Government Debt Elimination Act 1995*)?

iii) please attach a copy of the information most recently provided and the date this occurred.


6.9	Are the risk management processes within your organisation subject to audit or other quality assurance mechanism:	Yes	No
	▪ internal audit?	1	2
	▪ external audit?	1	2
	▪ other party etc? <i>(please specify below)</i>	1	2


7. Effective Risk Management

This section seeks information on the effectiveness of the risk management components within the organisation. If a component is not in place then please circle not in place. However, if the component is in place then circle the most appropriate rating of its effectiveness.

7.1	Which of the following components of risk management are effective in your organisation:	Effective	Neutral	Ineffective	Not Applicable	Not in Place
	▪ executive sponsorship, support and focus?	1	2	3	4	5
	▪ line management ownership of risk management?	1	2	3	4	5
	▪ effective culture and organisation?	1	2	3	4	5
	▪ defined & communicated policies, procedures, systems and internal controls?	1	2	3	4	5
	▪ the linkage between risks and corporate aims and objectives?	1	2	3	4	5
	▪ the level of understanding of risk and risk management across the organisation?	1	2	3	4	5
	▪ specification of the organisation's risk environment, including articulation of the organisation's objectives?	1	2	3	4	5
	▪ the linkage between risk management and individual performance appraisals?	1	2	3	4	5
	▪ establishment of the organisation's risk appetite, risk tolerance and risk treatment measures?	1	2	3	4	5
	▪ establishment of the criteria for evaluation of risk?	1	2	3	4	5
	▪ identification of risks?	1	2	3	4	5
	▪ recording of risks?	1	2	3	4	5
	▪ analysis of risks?	1	2	3	4	5
	▪ prioritisation of risks?	1	2	3	4	5
	▪ development and implementation of risk management strategies?	1	2	3	4	5
	▪ resourcing of risk management processes and strategies?	1	2	3	4	5

Which of the following components of risk management are effective in your organisation: <i>continued</i>	Effective	Neutral	Ineffective	Not Applicable	Not in Place
▪ appropriate use of risk recording tools?	1	2	3	4	5
▪ development of key risk performance indicators against which to measure the success of strategies and emerging issues?	1	2	3	4	5
▪ monitoring strategies against key risk performance indicators	1	2	3	4	5
▪ performance benchmarking	1	2	3	4	5
▪ continuous review/feedback on risk management strategies and performance?	1	2	3	4	5
▪ regular reports to senior management?	1	2	3	4	5

7.2	To what degree has risk management improved performance and or outcomes in the following areas: :	Not at All	Some			Significantly
						
	<ul style="list-style-type: none"> ▪ more robust corporate planning? ▪ achievement of objectives? ▪ development of public policy? ▪ quality of service delivery? ▪ resource allocation and utilisation? ▪ information systems? ▪ management reporting? ▪ communication in the organisation? ▪ development of a learning culture in the organisation? ▪ management of stakeholders and customers? ▪ organisational change? ▪ reputation management? ▪ public perceptions? ▪ increased recognition and uptake of opportunities? ▪ physical asset management? ▪ recurrent budget management? ▪ project management? ▪ accountability requirements? ▪ other? [please specify] 	1	2	3	4	5

		Best Practice	Well Developed	Reasonably Well Developed	Basic	Non Existent
						
7.3	Overall, at what stage of risk management practice development does your organisation consider itself to be at [1 is in line with best practice, 5 is non existent]?	1	2	3	4	5