

BUSINESS RISK ASSESSMENT QUESTIONNAIRE

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Gain context on your organization's risk culture by asking these questions about the business as a whole.

What is the overall risk appetite in the company?	
Is risk management important to achieving the organization's objectives?	
Are there systems to identify and react to changes that may affect the organization such as new laws?	
Are robust controls in place for accounting and financial matters?	
Is there a history of fraud or compliance issues?	
What is the company's reputation?	

<p>What is the communication climate? What communications barriers are in place? Are people punished for speaking up?</p>	
<p>Is management well informed about what happens on the front lines of the business?</p>	
<p>Is there an active program of monitoring and reporting risks?</p>	
<p>Are safety and education programs adequate?</p>	
<p>Does the board provide strong oversight of management including decisions that entail taking on more risk?</p>	
<p>Is management stable?</p>	
<p>Does the organization do contingency and continuity planning?</p>	

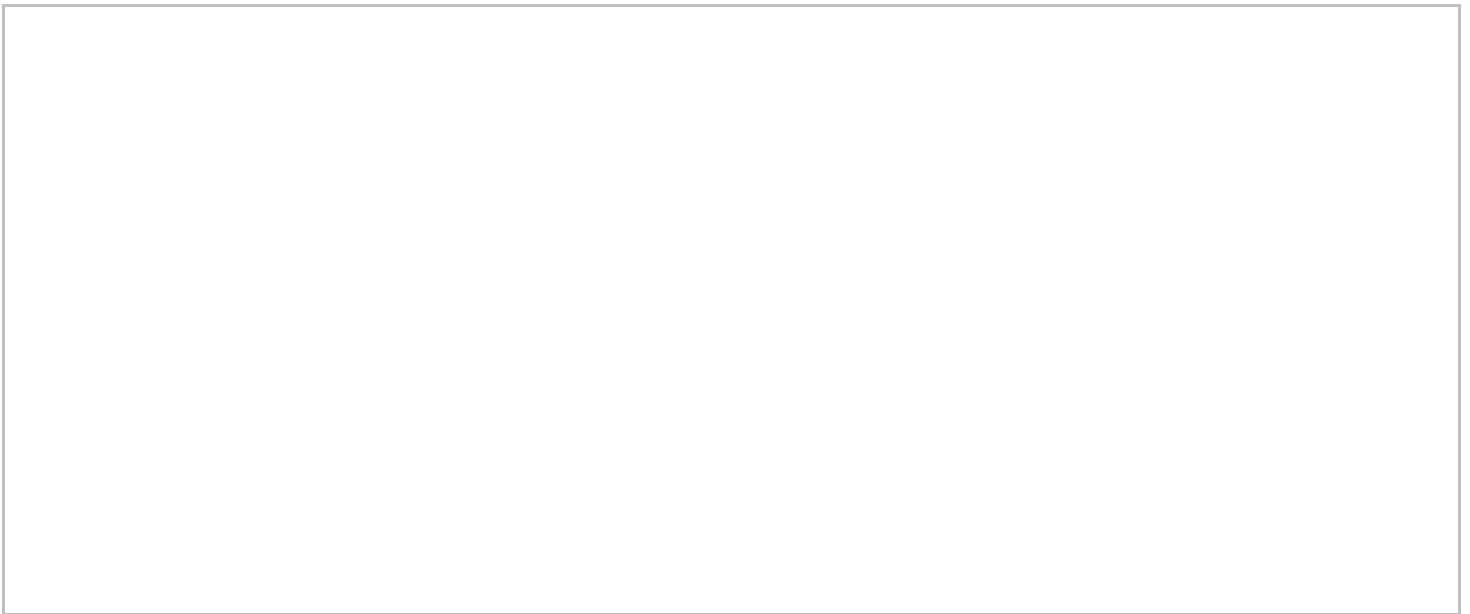
What is your mission?



What are your long-term goals or objectives?



What are your short-term goals or objectives?



What are the core processes or major functions that help you achieve your mission and these goals and objectives?

For each core process or major function, list the key activities involved.

CORE PROCESS / MAJOR FUNCTION	KEY ACTIVITIES INVOLVED

What are the risks to these activities?

Brainstorm these including both objective (measurable) and subjective (qualitative) risks like worker injuries and economic downturn.

Drill down to understand the risk factors for each by asking questions such as:

- What tends to go wrong in this process or function?
- What could cause the process to fail?
- What kinds of events would be catastrophic for this function?
- What are the biggest concerns of the frontline workers in this area?
- Are the processes and activities straightforward and repeatable or are they complex and subject to change?
- Is the staff well trained?
- Are procedures clear and well documented?
- Do staff ever face pressure to skip or deviate from standard procedures in order to meet deadlines; because they lack materials, time, or managerial support; or because the procedures are cumbersome or do not make sense?
- Does the staff routinely work long hours, overnight, or on fluctuating shifts?
- Has there been high turnover or have key personnel left in the past year?
- Has the function been restructured or changed its activities in the past year?
- Are measures in place to ensure safety?
- Have IT systems caused problems in this activity?
- Are exceptions, faults, errors, variances, and problems monitored and reported?
- What risks have increased and decreased in the past year and why?
- Has this function thought about what it would do in a major disruption such as loss of facilities, key personnel, or IT systems?

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