

CRISIS MANAGEMENT - SELF ASSESSMENT QUESTIONNAIRE

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Introduction

There comes a time when every one of us has the opportunity to sit in the "Captain's Chair" and make decisions. More often than not, this responsibility is forced upon us in times of crisis.

This questionnaire probes our beliefs and can be used by internal auditors (both in-house and outsourced) and some of the questions can be targeted to individuals from other professions (questions 1 and 4 - 6).

Listed below are the questions.

Questions

1. The following is a quote from *Prejudices, First Series, 1919* by H.L. Mencken:

"Every normal man must be tempted at times, to spit on his hands, hoist the black flag, and begin slitting throats."

(This is from the Penguin Dictionary of Modern Humorous Quotations compiled by Fred Metcalf and published by Penguin Books).

Do you strongly believe in this statement?

- a) Yes
- b) No

2. The Director of Resources has been trying to contact your firm's partner and your Manager to no avail regarding competing the Follow up Recommendation register for the Audit Committee in the next few days. They contact you (as you are the Senior Auditor), and ask you to make the changes. Which of the following do you do?

- a) Ignore the Director of Resources
- b) Try and contact the Partner/Manager
- c) Make the changes but do not inform your superiors
- d) Make the changes and inform your superiors

3. The Financial Controller from the client in question 2 approaches you and asks for some Best Practice advice regarding Financial Regulations regarding patents and retention of documents. The Audit Committee is the next day and the requirement to have these 2 sections in place was a recommendation in the previous audit. Bear in mind you have received this email at 6pm. What do you do?

- a) Send them an example of Best Practice
- b) Write down a paragraph each for the two areas and email it across to them
- c) Ignore them

4) Do you have a Crisis Management Plan?

- a) Yes
- b) No

5) Is the person who prepared it different from the individual responsible for it's execution?

- a) Yes
- b) No

6) Has the crisis management plan for your organization ever been tested?

- a) Yes
- b) No

7) A member of staff who is working for you has had to go into hospital for a minor operation. Unfortunately complications have developed leading them to miss three weeks of work. They were (prior to going into hospital) undertaking the audit with a tight deadline. What do you do?

- a) Assign the audit to another member of staff
- b) Tell the auditee that the member of staff is unwell and apologise
- c) Tell the auditee and their entire department the exact details of the operation and laugh about it

8) You have been asked to undertake a Marketing audit by your Manager. You have to travel a distance of 150 miles to reach this client. You have asked your manager to send you an audit brief regarding the audit. You do not receive any details from your Manager before the audit as he has ignored your requests. On the day of the audit you arrive 2 hours late. On arrival, you find out that the audit is actually a Fundraising audit. What do you do?

- a) Cry
- b) Make a voodoo doll of your manager and stick pins in it
- c) Use your common sense and think on your feet and do the audit

9) An organisation requires 8 audits to be undertaken. The total budget is 24 days. You have 4.5 days to undertake all of the audits. You have been allocated 1 new trainee who can give you 3.5 days worth of help and an external auditor who can provide you with 2 days worth of help. Let us suppose that the trainee auditor is having problems with expenses being paid, is unhappy at work and is throwing tantrums. Let us also assume that you have to stay 200 miles from your current home and that you could not find a hotel nearby. You have found a place 20 miles away but it takes you 2 hours to travel in everyday. You also have to stay at the same hotel as the trainee auditor and have to spend a lot of time consoling them. Your manager is not very helpful as they usually tend to get drunk in the pub every night (and this affects them during the day). To make matters worse, the external auditor has never undertaken an audit test before in his/her life. What do you?

- a) Cry
- b) Think of the following:
Goal- Team - Individual

Allocate the work to the staff according to their experience and strengths and get your own hands dirty as well.

- c) Try and do all the work yourself

10) You have been asked to undertake an audit. The client manager hasn't done any kind of planning. You go in and find out that things aren't as simple as they seem. What do you?

- a) Take the necessary action and keep both the client and client manager informed
- b) Drift along aimlessly
- c) Take action but do not inform your manager