

**Exhibit A.2. Questionnaire on Corporate Emergencies and Crisis Management.**

Title of person completing this form \_\_\_\_\_  
 Company name (optional) \_\_\_\_\_  
 Fortune 1000 ranking \_\_\_\_\_ If not applicable, total number of employees \_\_\_\_\_  
 Major industry or business \_\_\_\_\_

*Instructions:* Below is a list of various potential causes and types of corporate crises. With your major product or business line in mind, please first go down the list and check how many incidents your organization has experienced in the last *three* years. Second, circle your current vulnerability to each. Please be frank and open with your answers; all responses will remain confidential. Thank you.

Type of Potential Crises	Number of incidents in Last 3 Years					Current Vulnerability Compared to 3 Years Ago					
	Zero	1 to 5	6 to 10	More Than 10	Does Not Apply	Don't Know	Much Less	Same	Much More	Does Not Apply	Don't Know
1. Product Defects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
2. Defects in Plants and/or Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
3. Industrial/Environmental Accidents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
4. Computer Breakdowns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
5. Hostile Takeovers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
6. On-Site Product Tampering/Sabotage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5

7. Off-Site Product Tampering/Sabotage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
8. Counterfeiting of Products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
9. Rumors, Malicious Slander	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
10. Bribery/Price Fixing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
11. Sexual Harassment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
12. Occupational Illness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
13. Terrorism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
14. Executive Kidnapping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
15. Poor Operator Training/Screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
16. Copycat Threats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
17. Loss of Proprietary/Confidential Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
18. Copyright Infringement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
19. Boycotts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
20. Product Recalls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
21. Other (list briefly)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5

**Exhibit A.2. Questionnaire on Corporate Emergencies and Crisis Management, Cont'd.**

*Instructions:* Below is a listing of various actions that organizations can undertake to prevent, cope with, contain, and recover from crises of all kinds. Please rate the extent to which your organization is undertaking each.

<i>Type</i>	<i>Undertaking/Engaging in</i>						
	<i>Not at All</i>		<i>Extensively</i>			<i>Does Not Apply</i>	<i>Don't Know</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>		
1. Implemented Preventive Product Packaging	1	2	3	4	5	6	7
2. Implemented Early Warning Systems for Detection of Potential Crises	1	2	3	4	5	6	7
3. Improved Design of Plants/Equipment/Products	1	2	3	4	5	6	7
4. Improved Systemwide Safety and Security Testing	1	2	3	4	5	6	7
5. Improved Maintenance Schedules and Frequency of Inspection of Plants and Equipment	1	2	3	4	5	6	7
6. Improved Organization Chain of Command	1	2	3	4	5	6	7
7. Brought in Outside Experts to Review Plans and Operations	1	2	3	4	5	6	7
8. Developed Emotional Preparation for Crises by Bringing in Psychological Consultants	1	2	3	4	5	6	7
9. Media Training for Key Executives	1	2	3	4	5	6	7

10. Established a Program of Issues Management	1	2	3	4	5	6	7
11. Developed Behavioral Profiles of Terrorists and Copycat Killers for Better Warning/Protection	1	2	3	4	5	6	7
12. Established Special 800 Numbers for Product Recall or Consumer Fears	1	2	3	4	5	6	7
13. Established Relationships with Government Officials/Agencies at All Levels	1	2	3	4	5	6	7
14. Established "Whistleblower" Programs to Warn of Potential Internal Crises	1	2	3	4	5	6	7
15. Share Crisis Plans Within the Industry	1	2	3	4	5	6	7
16. Reduced Inventories of Hazardous Materials	1	2	3	4	5	6	7
17. Sponsored/Developed Special Legislation	1	2	3	4	5	6	7
18. Legal and Financial Audit of Liabilities	1	2	3	4	5	6	7
19. Environmental Impact Audit	1	2	3	4	5	6	7
20. Established Relationships with Activist Groups	1	2	3	4	5	6	7
21. Conducted Employee Classes on Emergency Preparedness	1	2	3	4	5	6	7
22. Other (list briefly) _____	1	2	3	4	5	6	7

**Exhibit A.2. Questionnaire on Corporate Emergencies and Crisis Management, Cont'd.**

*Instructions:* Please indicate the extent of your agreement or disagreement with the items below.

	<i>Agree Strongly</i> 1	2	3	4	5	6	<i>Disagree Strongly</i> 7
1. Every organization should have a permanent crisis management unit or team.	1	2	3	4	5	6	7
2. Most organizations, unless they first experience a major crisis, will not engage in a serious program of crisis management. Why/why not? (Briefly describe) _____	1	2	3	4	5	6	7
3. A company should withdraw its products from the market or shut down its facilities at the first signs that they might cause harm to the public.	1	2	3	4	5	6	7
4. A company should withdraw its products or shut down its facilities only after ordered to do so by federal and state agencies.	1	2	3	4	5	6	7
5. What, if any, are the most important lessons your company has learned regarding crisis management? (Briefly describe) _____							

6. Does your organization have a formal crisis management unit (CMU) or team?  Yes  No
- Are you a member of it?  Yes  No
- If your organization has a CMU or team, are the following individuals members of it?
- |                                    |                              |                             |                                   |                              |                             |
|------------------------------------|------------------------------|-----------------------------|-----------------------------------|------------------------------|-----------------------------|
| Chief Executive Officer            | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Director of Research              | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Chief Financial Officer            | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Chief Legal Counsel               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Chief Operating Officer            | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Director of Environmental Affairs | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Chairman of the Board              | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Director of Security              | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Director of Engineering/Production | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Director of Personnel             | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Director of Marketing              | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Director of Safety                | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Outsiders                          | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Director of Public Affairs        | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
- Others (please list) \_\_\_\_\_

- |  | <i>Weekly</i> | <i>Monthly</i> | <i>Quarterly</i> | <i>Annually</i> | <i>Only<br/>When a<br/>Crisis<br/>Occurs</i> | <i>Doesn't<br/>Apply</i> | <i>Don't<br/>Know</i> |
|--|---------------|----------------|------------------|-----------------|--|--------------------------|-----------------------|
|  | 1             | 2              | 3                | 4               | 5  | 6                        | 7                     |
| 7. How often does your CMU team meet?  |               |                |                  |                 |  |                          |                       |
| 8. What is the approximate dollar amount of liability claims settled for the past three years? |               |                |                  |                 |  |                          |                       |