

Figure 2, SwissRe ChangeMAP

Degree of Reflection prior to Change - Plant Management

Realization of what change means						
Change seems necessary and reasonable to those affected			Grade			
Indicator: Management's explicit / implicit justification for the change			1	2	3	4
I	What are (were) the three main reasons for the current (or announced) change? What do you believe were the three main factors?					
A	Top management's justification is reasonable and clear. <i>Grade 4</i> to	Both the justification and the goals are unclear. <i>Grade 0</i>				
A	The explicit goals of the change include keeping jobs and maintaining production capacity. <i>Grade 4</i> to	It is not clear how the change will help keep jobs or maintain production capacity. <i>Grade 0</i>				
A	Those directly affected by the project clearly see the need for action. <i>Grade 4</i> to	The reason for the action is unclear. <i>Grade 0</i>				
Proactive attitude						
Indicator: Planning which reaches beyond the present project						
I	Is this change part of a long-term trend? Which? Specifically, what sort of perspective does safety have in your company?					
A	The goals of the change are part of a long-term vision (permanent development). <i>Grade 4</i> to	The goals don't go beyond the next few months or the next annual report. <i>Grade 0</i>				
A	Safety will continue to play a major role in the company structure. <i>Grade 4</i> to	Less and less is being invested in safety, and investments are less systematic ("starving" the safety program). <i>Grade 0</i>				
Integral success indicators						
Indicator: Measures for retaining know-how						
I	According to which criteria are employees laid off?					
I	Is there a work group that handles the area of knowledge management? Does the group meet regularly?					
I	Which measures ensure that the necessary safety knowledge and skills will be maintained?					
A	There are concrete measures for know-how management. <i>Grade 4</i> to	Dismissals are carried out according to set criteria such as age, seniority, position in the hierarchy, salary level etc. but not according to knowledge and competence. <i>Grade 0</i>				
A	Personnel reductions are carried out to optimize production. <i>Grade 4</i> to	Personnel reductions are not related to production requirements. <i>Grade 0</i>				
A	Employee retention measures are being taken to keep good people. <i>Grade 4</i> to	Management only reacts to the erosion of the knowledge base (e.g. by rehiring dismissed employees). <i>Grade 0</i>				