

(11) Change Management

Safety is potentially also influenced by more general changes in a company, such as internal reorganizations, mergers or outsourcing programs. How do you perceive the way changes are handled in your company? Please indicate your opinion by marking the appropriate values for each of the following statements.

	totally disagree					totally agree	Parameter
1. Organizational changes are always carried out in a way that ensures sufficient resources and procedures for safe operation.	1	2	3	4	5	A3	
2. Reasons provided by management for changes in the company are always plausible and transparent.	1	2	3	4	5	A1	
3. During change processes, crucial decisions are made as fast as possible to minimize uncertainties for all involved.	1	2	3	4	5	D2/ B3	
4. Decisions made during change processes are communicated immediately and comprehensively.	1	2	3	4	5	D1	
5. Management looks regularly for employee feedback on safety impacts of change processes.	1	2	3	4	5	A3/ D3	
6. Much effort is spent in developing and reassuring common shared visions and values during change processes.	1	2	3	4	5	B2	
7. Employees receive sufficient support to cope with the effects of organizational changes on their personal job situation.	1	2	3	4	5	C1	
8. Continuous investments into training and working conditions are made even during times of major organizational change.	1	2	3	4	5	C1	
9. Organizational units and individual employees affected by changes are adequately involved in the decision process.	1	2	3	4	5	D3	
10. Employees are helped to overcome fears and personal insecurity related to change processes.	1	2	3	4	5	C2	
11. The employees`ability to cope with change is taken into account in decisions on the scope and speed of changes.	1	2	3	4	5	D2	
12. It is a major concern to keep people with crucial safety-relevant knowledge and experience in the company.	1	2	3	4	5	A3	
13. Key persons for promoting change are selected based on their long-term commitment to the company`s success.	1	2	3	4	5	A6	
14. New organizational structures and processes are designed in accordance with long-term visions and goals.	1	2	3	4	5	A4	
15. Change processes are carried out in a way to foster a shared innovative spirit and a proactive attitude in the company.	1	2	3	4	5	B2/A 2	
16. Great care is taken to avoid unclear definitions of responsibilities, especially in safety-critical areas.	1	2	3	4	5	B1	

Figure 4 SwissRe ChangeMAP