



## Business Impact Assessment Questionnaire

The following questionnaire is designed to help identify what dimensions of a business are likely to be impacted as a result of undertaking a particular ‘Change Program’.

	Major	Moderate	Minor	Primary Issues/Actions
<p><b>1. Organisation Culture</b>                      The basic fabric and beliefs of the organisation; the organisation’s ‘way of life’ based on assumptions that have evolved over time.</p> <ul style="list-style-type: none"> <li>• Individual and company norms, values and beliefs</li> <li>• Extent to which ‘politics’ are important</li> <li>• Management/supervisory style or philosophy</li> <li>• Attitudes towards employees</li> <li>• Measures of success</li> </ul>				
<p><b>2. Organisation Structure/Design</b>                      The formal and informal structures used to organise the company, division and department.</p> <ul style="list-style-type: none"> <li>• Formal diagrams of organisational structure and reporting relationships</li> <li>• Spans of control; number of organisational levels</li> <li>• Informal chains of command</li> <li>• Approvals required to make day-to-day decisions</li> </ul>				
<p><b>3. Workflows</b>                      The way in which business events are handled during day-to-day operations; how ‘inputs’ are handled and turned into ‘outputs’.</p> <ul style="list-style-type: none"> <li>• Form and substance of inputs and outputs</li> <li>• Number and type of steps in the work process</li> <li>• Who performs which steps/tasks</li> </ul>				
<p><b>4. Job Design/Responsibilities</b>                      The roles, responsibilities and authorities assigned to specific jobs within an organisation.</p> <ul style="list-style-type: none"> <li>• Levels of authority, responsibility and/or power</li> <li>• Organisation of work groups</li> <li>• Conditions under which jobs are performed</li> <li>• Performance requirements, standards and measurement criteria</li> </ul>				
<p><b>5. Skill/Knowledge Requirements</b>                      The special knowledge, skills or capabilities required of the workforce to effectively perform their jobs.</p> <ul style="list-style-type: none"> <li>• Specialised skills required for specific new tasks</li> <li>• General knowledge for improved work performance</li> <li>• Tools and job aids needed/provided</li> <li>• Physical or mental traits necessary to perform work tasks</li> <li>• Management/supervisory/leadership skills</li> <li>• Existing training support</li> </ul>				
<p><b>6. Worker Motivation/Incentives</b>                      The formal and informal rewards provided to the workforce and the internal drivers/motivators within the workforce itself; the extent to which these two correspond.</p> <ul style="list-style-type: none"> <li>• Compensation and benefits</li> <li>• Other rewards and performance incentives</li> <li>• Availability of performance feedback to the workforce</li> <li>• Consistency between what the organisation offers as incentives and what the workforce views as motivators</li> </ul>				



	Major	Moderate	Minor	Primary Issues/Actions
<p><b>7. Communications</b></p> <p>The formal and informal patterns of communication and information flow within the organisation; the correspondence of these patterns to workforce motivators.</p> <ul style="list-style-type: none"> <li>• Frequency and type of inter- and intra- departmental communications</li> <li>• Speed and form of communication</li> <li>• Opportunities for interpersonal communications</li> <li>• Type of information available and communicated</li> </ul>				
<p><b>8. Operating Policies and Procedures</b></p> <p>Formal and informal guidelines for daily work activities, 'policies' provide general guidelines while 'procedures' define specific action requirements.</p> <ul style="list-style-type: none"> <li>• Business procedures and policies</li> <li>• Administrative procedures and policies</li> <li>• Measurements standards and criteria</li> <li>• Quality standards and criteria</li> </ul>				
<p><b>9. Human Resource Management</b></p> <p>Administrative activities related to the recruitment, selection, retention and development of the workforce.</p> <ul style="list-style-type: none"> <li>• Recruitment/selection strategies and standards</li> <li>• Career pathing and staff development</li> <li>• Promotion and transfer guidelines</li> <li>• Performance appraisals</li> <li>• Labour management relations and EEO</li> </ul>				
<p><b>10. Technology Interfaces</b></p> <p>The required use of technology to perform job tasks and the amount/nature of the interfaces between users and technology.</p> <ul style="list-style-type: none"> <li>• New information systems (software, hardware)</li> <li>• Psychological comfort or readiness</li> <li>• Physical layout/environment</li> <li>• Safety</li> <li>• Ergonomics/human factors</li> </ul>				