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# **An Impact Profile for Assessing Outcomes of Joint Workplace Change Initiatives**

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Background Document for Lessons Learned  
on the Innovative Workplace

Prepared by the  
Canadian Labour Market and Productivity Centre  
For Evaluation and Data Development Branch  
Strategic Policy  
Human Resources Development Canada  
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# ORIGINS OF THE DEVELOPMENT OF THE IMPACT PROFILE

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Although a great many workplaces have experience with a wide variety of changes, only a minority of innovative workplaces are able to point to quantifiable indicators of success, whether in terms of productivity or cost figures, or in terms of trends in the number of grievances, accidents, etc.

In its earlier work, the Canadian Labour Market and Productivity Centre (CLMPC) noted that for the most part, workplaces appeared to take the success of their processes on faith, or to link it to a general impression that relationships were better following the change process.

The Centre therefore concluded that some form of an assessment tool or “impact profile” by which the workplace parties could use to monitor and track the impact of their change processes on various workplace indicators, would be a valuable tool for workplaces to have at their disposal. In particular, such a tool could be very useful to workplaces in helping them direct and sustain their change processes.

Development of such a tool, furthermore, was seen as timely in view of the increasing number of workplaces facing significant change issues and attempting to address these in innovative ways. The impact profile, which is attached, has been developed as a prototype, for review and preliminary testing in workplace situations.

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## Early Test Results

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Preliminary review of the Profile with management and labour representatives in two workplaces was well received.

It was very clear from the reaction of both workplaces that further work involving the assessment tool is warranted. Based on workplace responses, it was apparent that this work should follow two separate but related tracks, as follows:

- First, it was evident that the impact profile is useful to workplaces *as they initiate and proceed through a joint change process*. It is a means for the workplace parties themselves to monitor and evaluate the impact that process is having on various workplace aspects, which can help direct and influence the change process itself. As a tool for use *during change processes*, then,

the impact profile was seen to have good potential. Efforts to develop it into such a tool will be well-spent.

- Second, with good planning the impact profile can be used as a vehicle through which workplaces can assess retrospectively the impact of specific change processes on the workplace. This casts the profile as more of a research tool than a day-to-day monitoring tool. Research work using the profile in this way will have to be carefully designed to reflect the realities of doing workplace-based research. In particular, attempting to retrospectively measure the impact of change may involve identifying and recording data on the workplace which are several years old.

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## Further Work

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As it stands, this impact profile is very much a work-in-progress. While it has been revised to reflect the comments from the two test workplaces, CLMPC is also formulating a project which will carry forward its development, concentrating on the following activities:

- Refinement of the impact profile itself, to incorporate further comments received from various sources, and to develop a parallel version for use in service sector workplaces;
- In partnership with a number of individual workplaces, testing the impact profile in workplace change situations, to assess its usefulness as a tool for monitoring the impacts of change processes as these proceed;
- Again in partnership with a number of workplaces, use of the impact profile to assess the impacts of change processes which have been completed, or which have been in progress for sufficient time to warrant an impact assessment.

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# AN IMPACT PROFILE FOR ASSESSING OUTCOMES OF JOINT WORKPLACE CHANGE INITIATIVES

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## 1. Outcomes Related to Financial Aspects

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*(a) Quantitative Measures*

Aspect to be Measured	Situation in 12 Months Before Change Initiative	Current Situation
Annual Value of Output		
Annual Sales/Revenue		
Annual Profit/Rate of Return on Investment		
Stock Market Valuation		
Average Market Share		
Percentage of employees covered by gainsharing (annual average)		
Average annual increase in compensation – hourly rated		
Average annual increase in compensation – salaried		

Comments (e.g. How strong or direct is the relationship between the change process and the Financial Aspects, above?)

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## 2. Employment Impacts

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**(a) Quantitative Measures**

Aspect to be Measured	Situation in 12 Months Before Change Initiative	Current Situation
Overall employment levels (Annual average)		
Full time/Part time employment ratio (Annual average)		
Amount of contracting out (Annual average)		
Amount of overtime worked (Annual average)		
Salaried/hourly rated employee ratio (Annual average)		
Number of layoffs (Total for year)		
Number of recalls (Total for year)		
Turnover rate (Annual average)		
Seniority level (minimum or average number of years workers have been at the workplace)		

**(b) Qualitative Assessments**

Significantly Worsened      No Change      Significantly Improved

(i) Impact on Job Security                                
Specify: \_\_\_\_\_

(ii) Changes in the participation of members of particular groups (women, disabled, aboriginals, visible minorities) in the workplace (e.g. changes in employment, participation in training, etc.).  
Comments: \_\_\_\_\_

(iii) Changes in working hours, alternative working arrangements, distribution of work time, etc.  
Specify: \_\_\_\_\_

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### 3. Impacts on Productivity and Quality

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**(a) Quantitative Measures**

Aspect to be Measured	Situation in 12 Months Before Change Initiative	Current Situation
Value of Output per Employee (Annual total)		
Unit Cost of Production (Annual average)		
Wastage, Scrap(Annual total)		
Average Cycle Time over the Year		
Average Delivery Time over the Year		
Product/Service Quality (average rejection rates, customer returns, etc.)		
Customer Satisfaction (measures from customer surveys)		
Inventory Level (Annual average)		

**(b) Qualitative Assessments**

- |       |  |                          |                          |                            |
|-------|--|--------------------------|--------------------------|----------------------------|
|       |  | Yes                      | No                       |                            |
| (i)   | Receipt of Quality Awards, Environment Awards, etc.<br>Specify:_____ | <input type="checkbox"/> | <input type="checkbox"/> |                            |
| (ii)  | ISO 9000 Certification   | <input type="checkbox"/> | <input type="checkbox"/> |                            |
| (iii) | ISO 14000 Certification  | <input type="checkbox"/> | <input type="checkbox"/> |                            |
| (iv)  | Receipt of Product Mandates.<br>Specify:_____                        | <input type="checkbox"/> | <input type="checkbox"/> |                            |
| (v)   | Perceptions of changes in productivity                               |                          |                          |                            |
|       | Significantly<br>Reduced   | No Change                |                          | Significantly<br>Increased |
|       | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   |

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## 4. Impacts of Changes in Work Organization

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**(a) Quantitative Measures of Changes in Work Organization**

Aspect to be Measured	Situation in 12 Months Before Change Initiative	Current Situation
Number of Job Classifications		
Number of Management Layers		
Number of Self-directed Teams		
Percent of Employees Involved in Self-directed Teams		
Ratio of Supervisors to Staff		
Percent of Employees involved in Job Rotation		

**(b) Qualitative Assessments of Impacts**

		Significantly Reduced		No Change		Significantly Increased
(i)	Change in opportunities for employees to participate in work-related decisions; changes in level of worker discretion/control over aspects of the job Specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii)	Possibilities for promotion Specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iii)	Availability of information needed to do the job Specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iv)	Changes in relative roles of supervisors and floor workers (e.g. more self-supervision) Specify: _____			Yes <input type="checkbox"/>	No <input type="checkbox"/>	

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## 5. Impacts on Morale

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**NOTE: This Section may be completed separately by Senior Managers, Middle/Line Managers, Senior Union Officials, and Rank and File Members**

**(a) Quantitative Measures**

Aspect to be Measured	Situation in 12 Months Before Change Initiative	Current Situation
Absenteeism Rate for this Group of Employees(Annual average)		
Lateness Rate for this Group of Employees (Annual average)		
Employee Satisfaction Survey Results for this Group of Employees (attitude surveys, etc.)		



**(b) Qualitative Assessments**

Significantly Worsened      No Change      Significantly Improved

- (i) Change in overall morale of *this Group of Employees* due to the change process
- (ii) Overall comments on impacts on morale of *this Group of Employees*. (These may refer to assessments of stress levels, sense of commitment to the organization, social issues, etc.)

Comments:-

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- (iii) Perceptions of *this Group of Employees* on morale in the workplace as a whole:

Significantly Worsened      No Change      Significantly Improved

Changes in overall workplace morale                             

Overall comments of *this Group of Employees* on impacts on morale in the workplace as a whole. (These may refer to assessments of stress levels, sense of commitment to the organization, social issues, etc.)

Comments:-

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Responding Group: \_\_\_\_\_

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## 6. Impacts on Labour/Management Relations

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**(a) Quantitative Measures**

Aspect to be Measured	Situation in 12 Months Before Change Initiative	Current Situation
Number/duration of Labour Disputes or work stoppages (Annual total)		
Number of Grievances (Annual or monthly average)		
Number of Arbitrations (Annual or monthly average)		
Number of Consultative or Advisory Joint Committees* set up		
Number of Joint Committees* with Decision-making Powers set up		
Number of Issues Referred to Joint Labour-Management Committees (Annual total)		

(\* other than those required by legislation, such as Health and Safety Committees)

**(b) Qualitative Assessments**

	Significantly Worsened	No Change	Significantly Improved
(i) Quantity/quality of information flowing between the workplace parties. Specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) State of labour/management relations Comment: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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## 7. Impacts on Health and Safety

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**(a) Quantitative Measures**

Aspect to be Measured	Situation in 12 Months Before Change Initiative	Current Situation
Number of Accidents (days lost, etc.) (Annual or Monthly average)		
Number of Compensation Claims (Annual or Monthly average)		

**(b) Qualitative Assessments**

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| (i) Awards for Health and Safety, Accident Prevention, etc.<br>Specify: _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| (ii) Have negative impacts been prevented?<br>Specify _____                   | <input type="checkbox"/> | <input type="checkbox"/> |

## 8. Impacts Related to Training/Skill Development

**(a) Quantitative Measures**

Aspect to be Measured	Situation in 12 Months Before Change Initiative	Current Situation
Size of Annual Training Budget		
Annual Training Expenditures		
Presence of Training Budget		
Presence of Training Plan		
Number/Percent of Workforce receiving training (Annual or Monthly average)		
Number/Percent of Workforce receiving Cross-Training (Annual or Monthly average)		

**(b) Qualitative Assessments of:**

		Significantly Reduced		No Change		Significantly Increased
(i) Changes in skill levels of the workforce Specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Changes in opportunities for/access to training Specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iv) Changes in the amount of training required in the workplace (including changes in the training needed to support the change process itself) Specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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## 9. Impacts on the Role of the Union

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**NOTE: This Section may be completed separately by Senior Managers, Middle/Line Managers, Senior Union Officials, and Rank and File Employees**

**(a) Qualitative Assessments:**

	Significantly Reduced		No Change		Significantly Increased
(i) Union participation in:					
- workplace committees;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- day-to-day operation of the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- planning, deciding and implementing changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(ii) Comments on changes in the role of the union (including relationship with management, role in workplace change processes, etc.)

Comments: \_\_\_\_\_

\_\_\_\_\_

(iii) Other Comments: \_\_\_\_\_

\_\_\_\_\_

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Responding Group: \_\_\_\_\_

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## 10. Other Outcomes

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(a) *What other outcomes, not listed in preceding pages, are important to this workplace?*

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