

BUSINESS DELIVERY - PROCESS RE -ENGINEERING HYPOTHESIS AND QUESTIONNAIRE

	HYPOTHESIS	QUESTION
1.	PEOPLE	
1.1	Resource required to achieve the Business Objectives has been identified.	What resources are needed to achieve identified Business Objectives? How many staff are needed for each identified process?
1.2	There is sufficient establishment figures in place to effectively resource the business.	What are the establishment figures for the business area? Are there opportunities to second staff to assist the Business Area?
1.3	Skills required to effectively handle the business have been identified.	What skills are needed to operate the business? What skills are currently available?
1.4	Training requirements have been identified, and plans put in place to achieve the desired level and mix of skills.	What training requirements to achieve the desired level and mix of skills have been identified? What training plans have been put in place?
1.5	Staff in the Business Area are well motivated.	How motivated are the staff in the Business Area?
1.6	The current measurement reward and remuneration policy motivates staff involved sufficiently to support the business strategies to maximise business performance.	How are staff involved in the selected processes measured, rewarded and remunerated? How does the above motivate staff to support the business strategies to maximise process performance? In what ways can the measurement and remuneration policy be changed for the 'to be' processes to ensure staff involved support the business strategies and maximise performance?
1.7	Business Area handles change effectively (including the communication change).	What changes has the business area been through recently? In what ways were the changes handled effectively or otherwise (including communication)?
1.8	Staff are empowered to take decisions and responsibility whenever it can be taken effectively.	In what ways are staff empowered or otherwise?

	HYPOTHESIS	QUESTION
2	BUSINESS STRATEGY	
2.1	Business Objectives have been agreed for current year and beyond.	What are the current year Business Objectives?
2.2	The current business performance of the Business is known.	What is the premium, expense profit?
2.3	The market place the Business wants to operate in, and the customers it wants to do business with is understood.	What is the market place the business wants to operate in? What type of customer is desired/not desired?
2.4	The organisational structure is known and documented.	Are there organisational charts for the Business?
2.5	The Business' Senior Management Team is committed to necessary change.	What is the attitude of Senior Management? Do they actively promote, and believe in necessary change?

	HYPOTHESIS	QUESTION
3	CUSTOMERS	
3.1	Customers of the Business can be identified.	Who are the Customers of the Business? Is there a visible demonstration of commitment to customer service shown in the business? Have partnership and joint improvement activities with the customer been considered?
3.2	Customer segmentation of the Business is understood.	Is Customer segmentation understood for the Business?
3.3	There is clear ownership of each customer and of each Customer Segment.	Who owns each customer? Who owns each Customer Segment?
3.4	There is a complaints and service failure process which can identify key customer issues within the Business.	Is there a customer complaints and service failure process which can identify key customer issues within the Business? What reports are available? Is there a complaints/service failure co-ordinator who understands these issues?
3.5	There is close affinity between the Business's perception of customer requirements/satisfaction and that of the actual customer in respect of the selected processes.	What is the Business' perception of customer requirements/satisfaction in respect of the selected processes? What are the customers' requirements/satisfaction in respect of the processes?
3.6	Customer' requirements are satisfied by the current business processes.	Are there performance indicators in place to measure customer service levels? Are customer satisfaction measures in place to measure gaps between customers ideal state and business' perception of performance?
3.7	Customers ideal state processes can be identified..	What are the customers' ideal state process characteristics and how do they differ from current process state?

	HYPOTHESIS	QUESTION
4	PROCESS	
4.1	Maps of the selected business process flows are available which show the sequence of events, system interactions, and who within the Business performs the tasks.	Are maps available of the selected business flows which show sequence of events, system interactions and who in the organisation performs which tasks?
4.2	Ideal state processes have been identified.	What ideal state processes have been identified?
4.3	The efficiency and effectiveness of each process is measured.	How is the efficiency and effectiveness of each process measured?
4.4	The relationship and dependencies across processes are understood.	What are the relationships and dependencies across the processes?
4.5	The updated processes will provide a robust foundation for an optimum change implementation plan.	What are the benefits of the updated processes?
4.6	The Business identifies manages, reviews and improves its processes.	How does the Business identify manage, review and improve their processes?

	HYPOTHESIS	QUESTION
5	IT	
5.1	IT can be used to significantly increase process efficiency/effectiveness and customer satisfaction.	How can IT be used to increase process efficiency/effectiveness and customer satisfaction?
5.2	The IT budget allows significant investment for the business processes.	What is the IT budget? Is the budget sufficient to support the Business processes?
5.3	Certain new/emerging technologies could significantly improve process efficiency and effectiveness.	How can new/emerging technologies improve process efficiency? What are the new/emerging technologies which could improve process efficiency?
5.4	Software identified that supports or is planned to support the Business that will be effective in improving future processes.	What is the identified software? How will the software improve the future processes?
5.5	The Technical Support Team maintains a high level of service to the Business.	Is the level of service adequate to support the business?