

HR AUDIT - 2010

The following is a checklist to assist you in identifying human resource issues which may be creating people management challenges and impacting on productivity in your business.

HUMAN RESOURCE ESSENTIALS

This section focuses on the essential building blocks of an effective HR structure for your business.

| | HR Planning | Circle Appropriate Response | |
|---|--|------------------------------------|----|
| 1 | Do you have an up to date organisation chart? | Yes | No |
| 2 | Have you identified any new roles that will need to be filled in the next 12 months? | Yes | No |
| 3 | Have you identified existing staff with potential to take on additional responsibilities or be promoted in the next 12 months? | Yes | No |
| 4 | Do you have training and development programmes in place to upskill the staff you want to promote? | Yes | No |
| 5 | Is there a possibility of restructuring and/or redundancies in your business over the next 12 months? | Yes | No |
| 6 | Do you have a legally compliant process in place for restructuring and redundancies? | Yes | No |

| | Recruitment | Circle Appropriate Response | |
|---|--|------------------------------------|----|
| 1 | Have you been successful in recruiting suitable candidates for vacancies in your business in the last 12 months? | Yes | No |
| 2 | Are all of your hiring managers competent in interviewing and selecting staff? | Yes | No |
| 3 | Do you carry out thorough verbal reference checking on candidates? | Yes | No |
| 4 | Do you use skills testing and psychometric assessments as part of your recruitment process? | Yes | No |
| 5 | Do you have an effective recruitment strategy in place to hire the people your business will need in the next 12 months? | Yes | No |
| 6 | Do you have effective induction processes in place? | Yes | No |

| | Employment Agreements | Circle Appropriate Response | |
|---|--|------------------------------------|----|
| 1 | Do you have an up to date template agreement? | Yes | No |
| 2 | Does your agreement include a restructuring clause? (This clause is compulsory in all agreements). | Yes | No |
| 3 | Does your agreement state that the employee will be paid time and a half for working on a public holiday? (This clause is compulsory in all agreements). | Yes | No |
| 4 | Have all of your staff signed agreements that contain a restructuring clause and payment of time and a half for public holidays? | Yes | No |
| 5 | Do you use a 90 day trial period for new employees? If yes, do you have a trial period clause in your employment agreement? (For companies with less than 20 workers). | Yes | No |
| 6 | Do you have a formal process in place for dismissing staff during a trial period? | Yes | No |

| | Defining Responsibilities | Circle Appropriate Response | |
|---|--|------------------------------------|----|
| 1 | Do you have up to date job descriptions for existing and new roles in your business? | Yes | No |
| 2 | Do you have person specifications for existing and new roles in your business? | Yes | No |
| 3 | Do all of your staff have measurable targets associated with their roles? | Yes | No |
| 4 | Do your staff receive at least quarterly reports on their actual results compared to targets? | Yes | No |
| 5 | Have you clarified the behaviours and attitudes that are necessary to make your business successful? | Yes | No |

| | Performance Management | Circle Appropriate Response | |
|---|---|------------------------------------|----|
| 1 | Do you have a performance appraisal system in place? | Yes | No |
| 2 | Have all of your staff been given formal feedback on their performance in the last 12 months? | Yes | No |
| 3 | Are all of your managers competent in delivering feedback and managing staff to achieve the targets set for them? | Yes | No |
| 4 | Are all of your staff meeting your expectations in terms of their performance? | Yes | No |
| 5 | Do you provide effective training and development to improve performance? | Yes | No |
| 6 | Is poor performance dealt with quickly and effectively in your business? | Yes | No |
| 7 | Do you have a legally compliant process in place for carrying out disciplinary processes for poor performance? | Yes | No |

| | Company Policies | Circle Appropriate Response | |
|---|--|------------------------------------|----|
| 1 | Do you have an up to date policy manual for your business? | Yes | No |
| 2 | Do you have a leave policy? | Yes | No |
| 3 | Do you have a harassment policy? | Yes | No |
| 4 | Do you have a policy on E-mail and Internet Use? | Yes | No |
| 5 | Do you have a code of conduct? | Yes | No |
| 6 | Have company policies been effectively communicated to all staff? | Yes | No |
| 7 | Do most of your staff accept and follow company policies? | Yes | No |
| 8 | Do you have a legally compliant process in place for carrying out disciplinary processes for misconduct? | Yes | No |

IMPROVING PRODUCTIVITY

Once you have mastered the essentials of managing people, you have the opportunity to improve business results by driving employee engagement and productivity. These strategies will also improve staff retention.

| | Employee Engagement | Circle Appropriate Response | |
|---|---|------------------------------------|----|
| 1 | Do you have a happy working environment in your business? | Yes | No |
| 2 | Do you feel that most of your staff really believe in your business and are totally committed to doing the best job they can every day? | Yes | No |
| 3 | Have you measured employee satisfaction in the last 12 months? | Yes | No |
| 4 | Do you provide effective rewards and benefits to your staff? | Yes | No |
| 5 | Are you satisfied with staff turnover rates in your business? | Yes | No |

| | High Performance | Circle Appropriate Response | |
|---|---|------------------------------------|----|
| 1 | Do you have staff in your business who consistently exceed your expectations in terms of their performance? | Yes | No |
| 2 | Have you identified the key strengths of individual staff members? | Yes | No |
| 3 | Do staff have individual development plans in place to build on their strengths? | Yes | No |
| 4 | Does your organisation have a culture of outstanding teamwork and communication? | Yes | No |
| 5 | Does your organisation participate in 360 degree feedback? | Yes | No |

HUMAN RESOURCE ACTION PLAN 2010

Enter below the items from the checklist that you want to take action on.

| Priority | Action | Deadline |
|-----------------|---------------|-----------------|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |