

## Organisation Work Force Management Assessment

This is a self-assessment tool for your organisation's human resources management practices. You can assess your organisation's practices in the following criteria:

- Organisation and planning;
- Staff recruitment;
- Staff retention:
  - Communicating with, understanding and responding to your employees' expectations;
  - Employee orientation, training and development;
  - Managing employee performance, reward and recognition;
  - Occupational health and safety.
- Working with unions.

### Organisation and Planning

1. Does your organisation stay up to date with information and trends on the labour market your employees are recruited from?

Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

2. Does your organisation plan for its workforce needs by anticipating future gaps in employees' numbers of skills levels and plan the best ways to fill them?

Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

3. Are your organisational policies and HR management practices aligned with labour legislation?

Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

4. In your perception is your organisation's human resources management department/unit is adequately trained and qualified?

Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

5. Does your organisation's HR management policies and support your business objectives?

Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

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## Staff Recruitment

1. Does your organisation advertise job vacancies based on knowledge, skills, education and experience required to perform the job?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
2. Does your organisation use internet job sites, newspapers, magazines, social media and professional networks, communities or associations to advertise your jobs vacancies and attract qualified candidates of diverse background?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
3. In your perception are your organisation's managers/interviewers trained in fair interviewing and selection practices?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
4. Does your organisation assess candidates objectively against the requirements, using a standardized tool such as a scoring grid?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
5. Does your organisation document its selection process and provide interviewees with feedback?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

## Staff Retention

### Communicating with and Understanding and Responding to Your Employees' Expectations

1. Does the management of your organisation meet with or administer surveys to understand employees job satisfaction levels?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
2. Does your organisation track and maintain statistics such as employee turnover, absenteeism and employee complaints and act on this information as and when necessary?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
3. Does your organisation have established and sustained channels to ensure regular two-way communication with its employees?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

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## Employees Orientation, Learning and Development

4. Do all new employees in your organisation receive an orientation within 30 days of resumption?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
5. Do new employees receive updated information on policies, labour legislation, health and safety, performance, learning and development, career management, compensation and benefits?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
6. Does your organisation have an objective process for identifying staff training needs?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
7. Does your organisation's new supervisors or managers receive supervisory skills training before they resume their jobs?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
8. Are staff who conduct internal training adequately trained on the use of facilitation and training techniques?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
9. How would you rate your organisation's training effectiveness evaluation procedure?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

## Managing Employee Performance, Reward and Recognition

10. Does your organisation conduct regular performance appraisals for all employees?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
11. During the performance appraisal process do poor performers receive clear, helpful feedback in a respectful way?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
12. Does your organisation recognize employees who consistently meet or exceed job expectations?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable
13. Do your managers follow a defined process or consult with a defaulting employee before disciplinary actions, suspension or termination of employee's employment with the organisation?  
 Option 1: Yes     Option 2: Somewhat     Option 3: No     Option 4: Not Applicable

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14. Does your organisation conduct exit interviews with all employees and act on the information received from interviewees?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

## Occupational Health and Safety

15. Are your organisation's policies in tandem with the government's occupational and safety laws and practices?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

16. Does your organisation provide training on health and safety including healthy living, mental health, stress management, work life balance and harassment to all employees?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

17. Are your organisation's Occupational Health and Safety policies and related information displayed in public spaces on the premises?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

18. Does your organisation have a Health and Safety Committee or designated employee representative?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

19. Does your organisation have a zero-tolerance policy on workplace violence?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

20. Does your organisation have clear processes that ensure the swift and proper investigation of accidents and other incidents to facilitate the correction of all safety issues in the workplace?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

## Working with Unions

1. Does your organisation have a formal union/management committee?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

2. Does your organisation hold regular union/management meetings and maintain written records of them?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

3. Does the management of your organisation consult with union representatives about changes in the organisation or inform them of important business decisions ahead of making changes?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

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4. Does your organisation have agreed procedures in the event of job action?

Option 1: Yes

Option 2:  
Somewhat

Option 3: No

Option 4: Not  
Applicable

### Interpreting your score

- If your employees' average response was "option 1" to 25 or more questions, you are potentially an employer of choice. To improve your organisational HR practices rating review the areas you answered, "Option 3" and identify ways your organisation can benefit from introduction of changes.
- If your employees' average response was "Option 1" to between 15 and 25 questions, your organisation is performing some of HR management roles effectively but there is opportunity to improve in others. A review of the areas where your employees' response was "option 3" and identify the best way to improve your organisation's practices in these areas.
- If your employees' average response was "Option 1" to less than 12 questions, your organisation might benefit from a strategic review of its HR management practices and how it supports the achievement of your organisational objectives and goals.

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