



Take the HR vulnerability test...!

	Yes	No
• The company’s mission, vision and values are well communicated	___	___
• Pay is linked to performance for staff at all levels	___	___
• Screening for all new employees includes behavioural competencies	___	___
• There is a defined compensation strategy driven by specific business goals	___	___
• Performance objectives for staff are regularly set and reviewed	___	___
• Staff are formally involved in planning and resolution of workplace issues	___	___
• Benefits programs provide “value for money” and meet staff needs	___	___
• Performance feedback is used to formally assess training needs	___	___
• There are effective mechanisms for two way communication	___	___
• Roles and expectations at all levels are well defined and communicated	___	___
• All staff understand and apply privacy policies	___	___
• New employees take part in a thorough orientation process	___	___
• Performance reviews include feedback from several sources	___	___
• Employees have safe access to confidential assistance for personal problems	___	___
• HR policies are documented and consistently applied	___	___
• Recognition programs consistently acknowledge employee contributions	___	___
• Professional development activities are encouraged	___	___
• Employees are coached for internal advancement and succession	___	___
Totals	___	___

If the “yes” responses total:

- 0 to 9** Your organization is very vulnerable. Critical strategic HR processes are missing and there is a high probability of “people issues” affecting the bottom line such as excess turnover and lost productivity.
- 10-14** The company is starting to realize a competitive advantage through effective people practices. You are at risk, however, because all important HR considerations have not been dealt with.
- 15-18** Congratulations! The company definitely realizes the importance of people to its success and is focused on achieving excellence. Effective HR programs, however, must be **sustained** to **ensure** success.