



People Practices (HR) Needs Review

- Compensation
 - Is your base pay attracting and retaining the right people and is it internally equitable?
 - Is your investment in incentive pay driving the right behaviours?
- Culture
 - Is the “way things are done here” going to take you where you want to go?
- Employee Communication
 - Are there good forums for downward communication so employees feel part of something bigger than themselves?
 - Is there a working process for upward communication (including dispute resolution)?
- Employee Engagement
 - Do you really know if people are “engaged” in making your organization a success, and where any pockets of disengagement are?
 - Do you have pockets of turnover that is of concern?
- Employment Policies
 - Are the fundamentals of the employment relationship spelled out so they can i) guide consistent decisions and ii) be used to reinforce your standards if challenged externally?
 - Are your employee records up-to-date and showing that you and your employees are compliant with relevant legislation?
- Employee Relations
 - Do you have one-off issues with employees that you feel you could be better equipped to deal with?
- Hiring and Selection
 - Are your hiring practices getting you the people you want?
 - Are your employment contracts appropriately balancing organizational needs with legal requirements, and at the same time minimizing long-term risk?
- Leadership Development
 - Do your leaders know their expectations when it comes to managing others?
 - Do your leaders have the skills to get the best out of their teams?
 - Do your leaders know the core talents, strengths and motivational drivers of each and every member on their team?
- Organizational Design
 - Is your current structure aligned with your organization’s vision?
 - Does your current structure make it easy for employees to work within, and for customers to do business with you?



- Performance Management
 - Do people know, very clearly, what is expected of them and are those expectations aligned to organizational success?
 - Are people getting the ongoing feedback they need to help them excel?
- Reward & Recognition
 - Are you rewarding and recognizing the right behaviours?
 - Are you telling the story of what stellar performance looks like for others to see and replicate?
- Succession Planning and Career Development
 - Are people being developed for future roles so they are growing within the organization and you aren't recruiting externally more than you would like?
 - Do you know who your future leaders, and what your highly critical roles, are and understand where the gaps/risks may be?