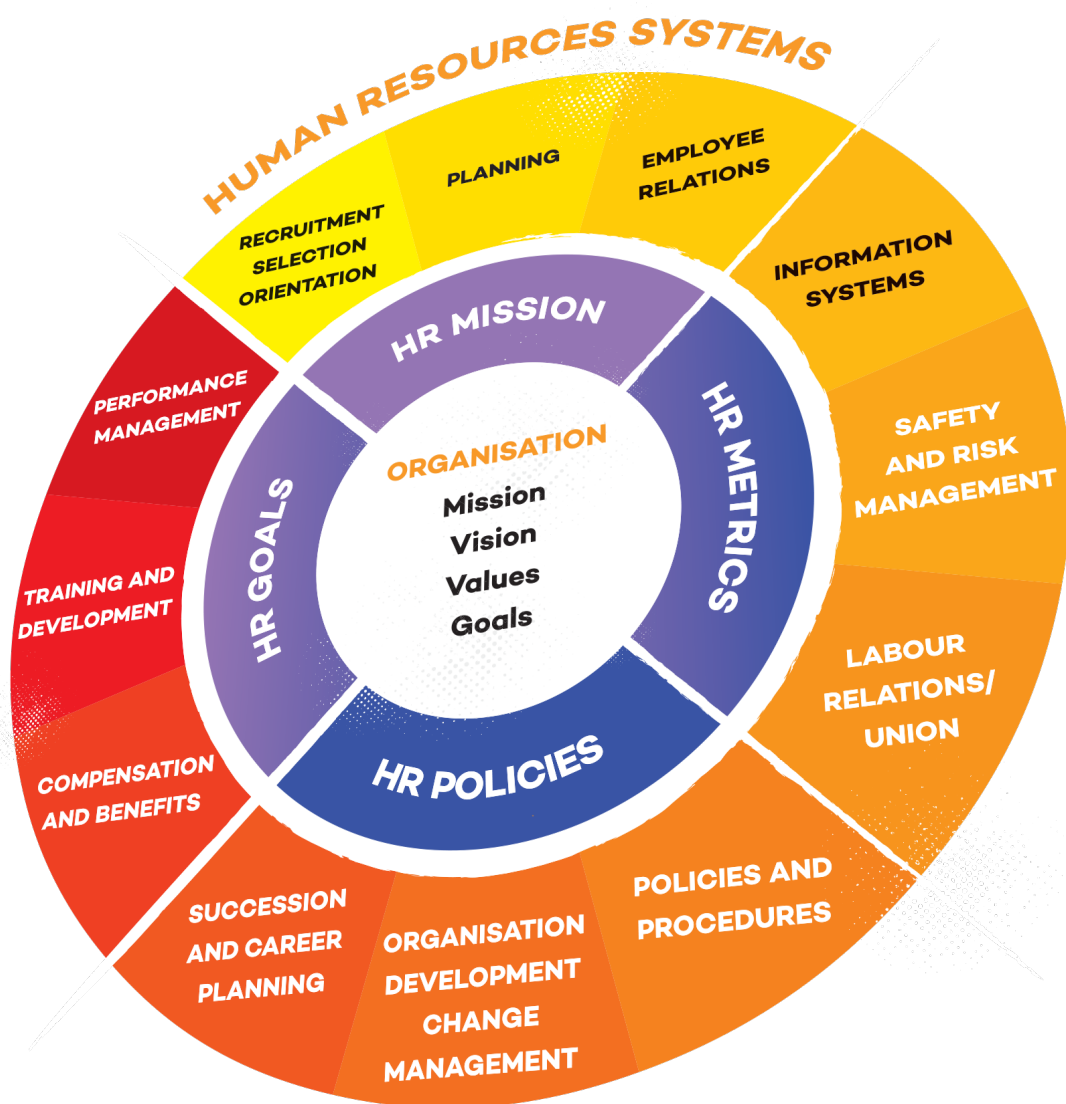


Human Resources Health Check Report



Sample Company



Health Check Feedback Report



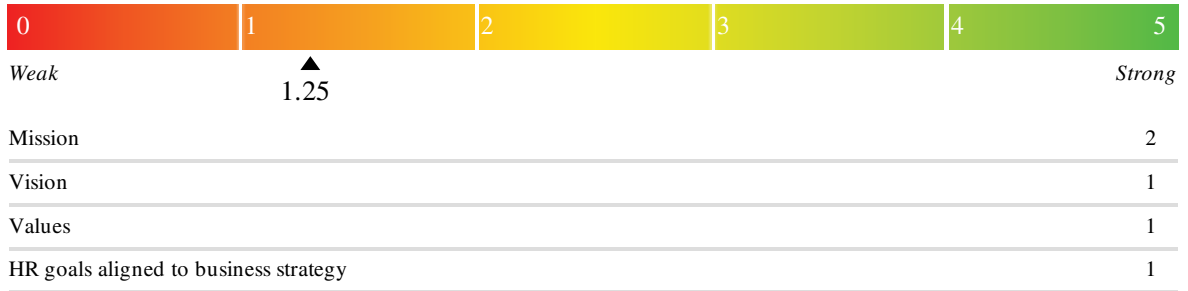
Health Check Statistics

HR Mission



ORGANISATION

SCORE



NOTE

'Mission, Vision & Values statements are essentially in a 'draft form' and have not been documented or defined. Given that the company is planning to grow their Auckland centered 'Kiwi' market Nation wide in 2020, this would be a great opportunity to outline their mission, vision and values. It will give the organisation a much clearer direction and can be used to outline performance standards, promote efficiency, customer focus, teamwork, continuous improvement as well as attract and retain engaged employees, which are all standards the organisation is striving for. As outlined by the company the expansion into the new markets will be promoted via an agency which could therefore allow for a clearly articulated mission statement to become the basis of an advertising campaign. It can also feature on the companies existing website and on all other marketing material as well as organisational documents.

The company at this point has not officially established any HR Goals that are aligned to business strategy. Strengthening this area with approaches such as 'implementing a performance appraisal/ evaluation plan to link staff performance directly to improving productivity' are discussed under the headline Performance Management Goals'.



EMPLOYMENT RELATIONS

SCORE



Weak

NOTE

Templates for the organisation's Individual Employment Agreements have been downloaded from a government site. New legislations require the template to be updated to reflect them.

- Domestic Violence Leave_to be added under Leave Entitlements
- Trial Period clause_ only employers with less then 20 employees are able to use this clause
- Hours of work_to work around the issue of employees 'clocking in earlier then the stipulated start time of work or staying later and expected to be paid for eg. extra half hour per day' the current clause could be amended along the lines of '*employees will work for ... hours in each work period between the hours of ... and The employee can chose when to start and end each work day (within the agreed limits) as long as they work the agreed number of hours*
- Kiwisaver clause_be clear on details such as if the payment is on top of, or inclusive of their pay
- Parental leave _it clarifies the details around an employee applying for this leave
- Unpaid leave _this clause will allow staff to apply for unpaid leave but will help regulate this from the organisation's perspective; currently it is too open for interpretations
- Suspension clause_used for operational reasons during an investigation process eg, it protects both the organisation as well as other employees and is frequently used in NZ organisations



HR PLANNING

SCORE



Weak

Strong

NOTE

The company has not formally outlined an HR plan that is built in with their overall business strategy. It is acknowledged by the organisation, and common in small businesses in general, that day to day activities and dealing with 'issues' are taking priority over any structured HR/ Business planning. However a anticipated move to bigger premises as well as importing a large food processing machine from China in 2020 will require some progressive actions. As recognised by the organisation, when forecasting future requirements of a highly skilled Technician to perform high-level repairs to ensure maximum uptime and efficiency on the new machine, there is a need to become an Accredited Employer with NZ Immigration. Workplace and HR practises have to be of very high standard to succeed in the application process and to bring the company up to this standard requires a professional approach. This report in different segments will refer to this matter.



RECRUITMENT SELECTION AND ORIENTATION

SCORE

0	1	2	3	4	5
<i>Weak</i>	▲ 1.2				<i>Strong</i>
Employee Value Proposition					1
Appropriate targeted sourcing strategies					1
Robust interview processes					1
Job Descriptions					1
Onboarding processes are compliant and ensure engaged and productive staff					2

NOTE

The organisation's recruitment practices have been straight forward and focused on filling roles as they became vacant. A simple job ad in the Chinese Newspaper, on Seek or with WINZ have at times not attracted the appropriate candidates or no candidates at all. Interview processes have been kept to a minimum number of questions to establish suitability for the role. As aforementioned day to day tasks often leave no time for a robust recruitment approach, nevertheless a more targeted approach may be needed to fill some desired positions i.e. Assistant Services Manager/ PA to the Managing Director. Outsourcing this process to a JOYN consultant would be one option to get a better result in recruiting for challenging roles in the future. The company has currently no Job descriptions (except for the Workshop Supervisor) This area will need immediate attention as Job descriptions essentially fulfill the needs of several processes such as recruitment, job evaluation, performance reviews, training and development. They also establish guidelines for compliance, as well as the employees main duties and responsibilities.

A well documented onboarding or induction processes is very important to help the employee become fully committed to the organisation from the start and can increase productivity and reduce short-term turnover of staff. Employment NZ also states that it is essential to include a full health and safety briefing in the induction program. The organisation at this point use a staff 'change over period' to get a new staff member up to speed with any machinery etc. nevertheless, to fulfill one of the criteria's in the application process to become an accredited employer, an induction process document has to be developed.

HR Metrics



LABOUR RELATIONS/UNIONS

SCORE



Weak

Strong

Only if applicable

0

NOTE



SAFETY AND RISK MANAGEMENT

SCORE



Weak

▲
3

Strong

Health and Safety Policies and Procedures are in place

3

NOTE

The organisation has a very comprehensive Health and Safety Policy in place that was developed by WorkSafe Advisory Services. The policy will be reviewed every two years. There are some areas of concern that need immediate attention:

The secure recording of SOPs. The organisation has no SOPs for any of these 8 machines. In brief, SOPs are an essential part of a quality system, they are a compulsory instruction manual and enforce the user to carry out the operations correctly and always in the same manner. SOPs have to be kept where the work is completed. The organisation should get in touch with the Worksafe Advisory Services to have SOPs developed and put into place.

Incident or in other words 'near miss' reporting is vitally important in preventing serious incidents and falls under category of 'safe workplace practices'. A review of the Health and Safety policy may reveal templates are already set up and ready to use.

Train one or two employees to become Qualified First Aiders. Taking into consideration that the organisation has 8 machines operating, it is essential to have employee/s trained in first aid. It has to be pointed out that in the case of a work place accident immediate first aid treatment could mean the difference between life and death. Employees that are selected to become First Aiders should be trained by, and hold a current first aid certificate from, an organisation approved by the New Zealand Qualifications Authority, eg The Order of St John, or the New Zealand Red Cross Society.

Firewarden training is also really essential. In saying that it was established at the HR Health check audit that this has been discussed and is going to be organised.

Please note the NZ Immigration department will determine whether all requirements are met to become an accredited employer following Worksafe NZ or Labour Inspectorate findings



INFORMATION SYSTEMS

SCORE

0	1	2	3	4	5
<i>Weak</i>					▲ 5
Staff information is gathered and kept in a secure location, and is backed up electronically					5

NOTE

A very efficient system called Crystal Payroll ticks all the boxes in recording personnel records such as salary and wages, leave and absence details and all the data is secured with strict encryption safeguards and backed-up automatically and stored off-site in NZ. The system also keeps track of KiwiSaver and manages fixed or variable allowances, deductions and withholding tax for sub-contractor payments. Controlled access to the system also allows for changes in the system to be tracked. Any hard copies or physical documents, related to a staff member, such as employment agreements and immigration applications or work visas are kept in a secure, locked filing cupboard. The company takes every precaution to protect the privacy of personal information collected from their employees.



SUCCESSION AND CAREER PLANNING

SCORE



Career planning meets future business need and risks	1
Succession plans are in place for high risk positions	2

NOTE

Succession planning concerns itself with the skills and competence of a staff member in a very specific position. On reviewing the organisation, the Workshop Supervisor role, almost certainly could be categorised as such positions. Nevertheless, detailed job descriptions outlining skill requirements of all the employees, may depict another position/s. The organisation has implemented a form of ad hoc 'cross over' training (staff member A can provide cover for staff member B and vice versa). This type of ad hoc planning method is common in small organisations nevertheless it often does not allow for formal tracking of the internal development of another staff member. The expansion plan of bringing a new machine into this country along with recruiting a highly skilled Technician to service and maintain the new machine, may require the company to implement a formal succession plan. Since the risk of not doing this may include a detrimental impact on productivity, financial loss, damaged customers service and the credibility of the organisation.



ORGANISATION AND CHANGE MANAGEMENT

SCORE



Change management and restructure processes are identified and utilised to maximise business success	2
There is project management capability with the business to support change initiatives	0
HR change initiatives are developed and driven through a robust change process	0

NOTE

The company currently has not worked through any change management initiative or disestablishes any roles and made a staff member redundant. In the event the organisation considers a redundancy process the steps for this including key provisions are outline in the Individual Employment Agreements under section 11. Details of any redundancies would have to be admitted in the accredited employer application to NZ Immigration if this were to transpire.



POLICIES AND PROCEDURES

SCORE

0	1	2	3	4	5
<i>Weak</i>	▲ 1				<i>Strong</i>
Key HR policies are in place					1
SoP are in place for key processes and procedures					1

NOTE

The organisation has no HR policies or Standard Operating Procedures (SOPs) in place. The organisation's Health & Safety Policy is discussed under the section 'Safety and Risk Management' as well as any reference to SOPs.

To note the Individual Employment Agreement states under s4 Obligations of the Relationship_s4,1(v) Comply with all policies and procedures (including Codes of Conduct) implemented by the employer; under s14 Acknowledgment of the Agreement_s14.2(iv) that they agree to be bound by these terms of employment and the Employer's policies and procedures; NZ Immigration needs to see proof that HR practices are of high standard and therefore the department requires evidence of HR policies and procedures. Consequently it is imperative that a HR manual is developed in order to act in accordance with the aforementioned terms.



PERFORMANCE MANAGEMENT

SCORE



Performance Appraisal processes in place and fit for purpose	1
There is a defined process for managing for poor performance or behaviour	1

NOTE

It was established in the review that the workshop supervisor on a regular basis brings the staff together to talk to them about issues such as general safety and achieving work standards. Such 'team talks' are recognised as great morale boosters in an organisational setting and they can increase overall performance. However to adequately evaluate an employee's individual performance a formal performance appraisal process needs to be put into place. This will also serve as a basis for modifying or changing behavior towards more effective work habits and provides management with a platform for managing poor performance. Considering that poor performance can lead to dismissal, if it is not addressed, it is critical to ensure the organisation follows a 'fair process' (as stipulated by the Employment Relations Act) which also includes a performance improvement plan. Please note the organisation's individual employment agreement articulates that the employer shall conduct a performance review on at least an annual basis. Taking into account that the organisation is currently experiencing difficulties on how to manage a poor performing employee, it speaks for itself that this area needs urgent attention.



TRAINING AND DEVELOPMENT

SCORE



Training gaps identified to meet business needs	3
Staff development in place to support staff engagement	2
Formal processes to support training and development are in place and utilised	3

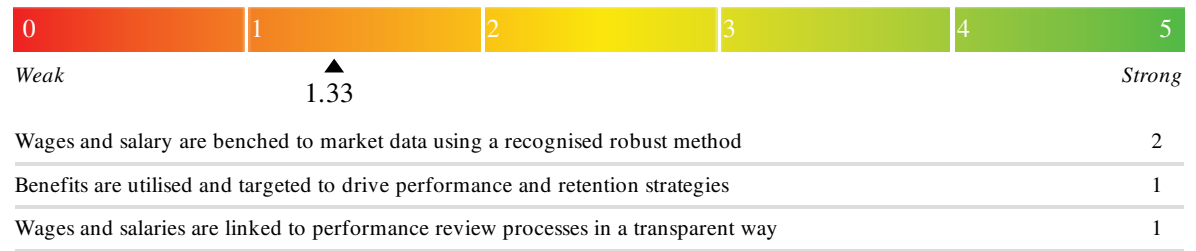
NOTE

Strict Hygiene and Food standards, as well as adhering to the organisation's Health & Safety policy provisions, form the basis of the organisation's training schedule. Outside providers such as NZ Foodsafety supply in-house training and forklift, as well as truck licences, get updated regularly. There is certainly a focus of training in the organisation and this is documented in different areas. The application process to become an accredited employer will include a number of factors in regards to training such as proof of in-house training as well as development programmes. In saying that, proof of any 'development programs' such as an employee acquiring a set of broader skills that go beyond the scope of their current role, or undertaking professional development, are not visibly documented and will need to be reviewed. As outlined in other sections of this report, a performance appraisal/review process can form the basis for a personal development plan.



REMUNERATION AND BENEFITS

SCORE



NOTE

The organisation is paying the majority of their staff the minimum wage. No bonuses are rewarded and the kiwi saver contribution is set to the minimum rate of 3%. Increase in wages are determined by legal requirements and not linked to any performance review process. Generally speaking the manufacturing sector has a large number of employees on the minimum wage which standardises the industry, nevertheless organisations should also ensure that in addition to paying the minimum wage 'pay practices' are as fair as possible. This could involve paying staff on a salary for any extra time worked, recognising extra qualities/ skills, acknowledging highly valuable work and/or any special responsibilities an employee may have taken on. Fair pay practices are likely to create an environment that is conducive to staff satisfaction and retention rates. A regular performance review process will also give a better understanding of how employees are performing against any targets that have been set and standards that have been agreed on and this will enable management to make an assessment around individual remuneration. Please note the organisations Individual Employment Agreement states under s2_2.3 Performance reviews_ The employer shall conduct a performance review of the Employee on at least an annual basis. The review shall be taken into account in any salary reviews.