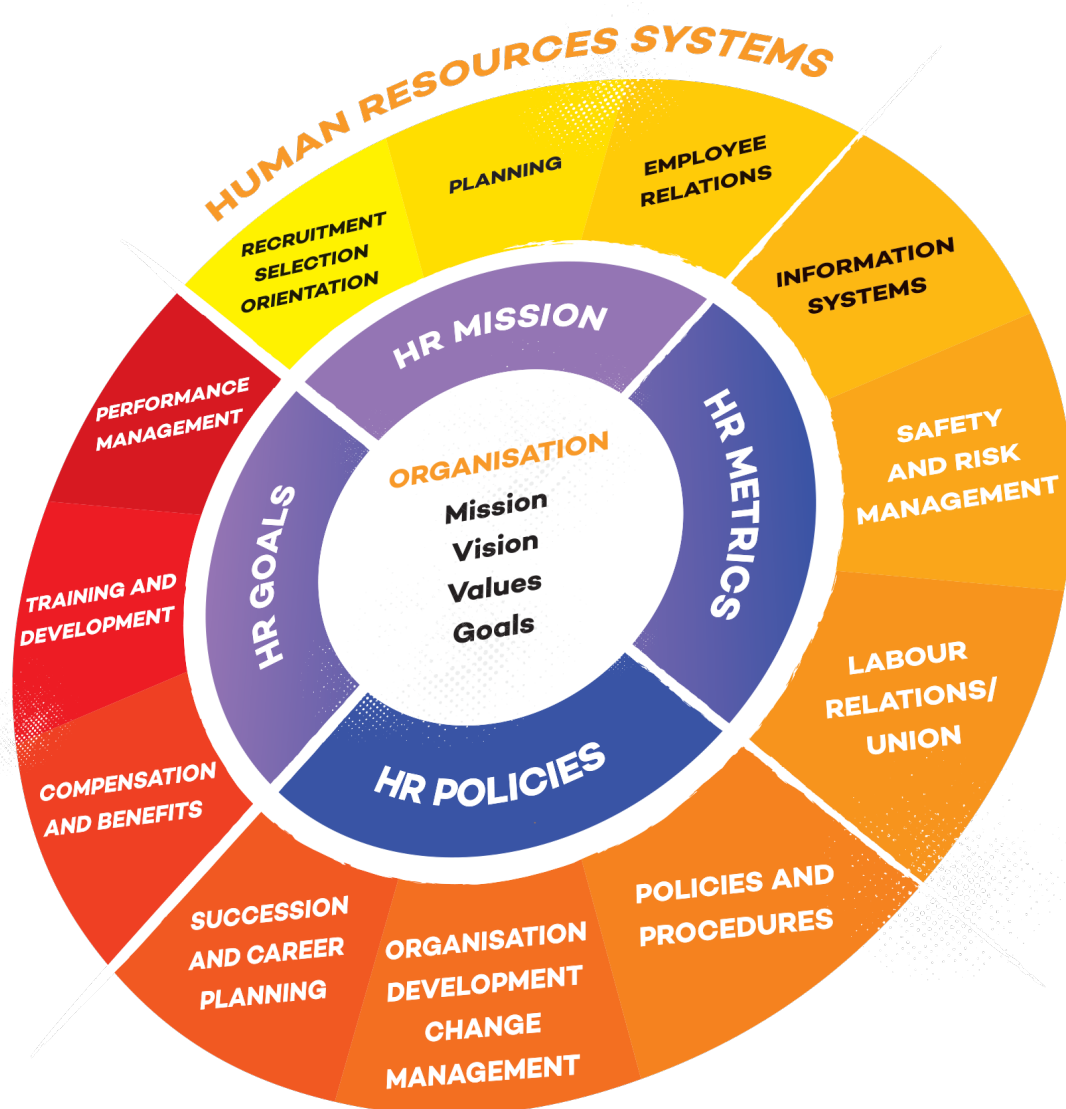


# Human Resources Health Check Report



## Sample Company



# Health Check Feedback Report



# Health Check Statistics

## HR Mission



### ORGANISATION

#### SCORE



Weak

4.75

Mission	5
Vision	5
Values	5
HR goals aligned to business strategy	4

#### NOTE

There are clearly articulated values and mission statements that staff are aware of and engaged with. There may be opportunity for these elements to be threaded through other organisational documentation and activities to embed further.



### EMPLOYMENT RELATIONS

#### SCORE



Weak

Strong

Individual Employment Agreements	2
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#### NOTE

Individual Employment Agreements: The Individual Employment Agreements need a refresh to stay abreast of current ERA changes. It is recommended the following clauses be added:

1. Medical Termination
2. Vehicle Use
3. Kiwi Saver not specified inclusive or exclusive of base pay

Note that the Employment Relations Amendment Bill including the 90 day trial provision is at Select Committee and is likely to be removed from companies with more 20 employees. An organisation chart clearly defines roles, responsibilities and reporting lines. This indicates an approach where understanding and mapping of staff is understood to be important. This function was not discussed in depth, but there is an obvious understanding that HR development is key to organisation development and positive change.



## HR PLANNING

### SCORE



Annual HR Plan driving towards continuous improvement

4

### NOTE

An organisation chart clearly defines roles, responsibilities and reporting lines. This indicates an approach where understanding and mapping of staff is understood to be important. This function was not discussed in depth, but there is an obvious understanding that HR development is key to organisation development and positive change.



## RECRUITMENT SELECTION AND ORIENTATION

### SCORE



Employee Value Proposition	3
Appropriate targeted sourcing strategies	2
Robust interview processes	5
Job Descriptions	2
Onboarding processes are compliant and ensure engaged and productive staff	5

### NOTE

Lyall indicated there was some difficulty in sourcing technical staff, noting this is a common experience in technical trades roles across the country. This is an area that could benefit from a deeper review to ascertain the best way to address current and future staffing needs, with a talent map and appropriate sourcing and development strategies.

Currently there is an onboarding process that is undertaken with new staff, further review may be necessary to address any gaps which may be present. The importance of effective onboarding is ensuring a good initial employee experience (which sets the tone for the ongoing relationship), employee engagement and early productivity.



## LABOUR RELATIONS/UNIONS

SCORE



Only if applicable

3

### NOTE

Policies that may need to be added or updated include:

- Vehicle Use (cell phone use in company vehicles)
- Credit Card Use Policy
- Disciplinary Policy
- Internet, cell and social media policy
- Leave Policy (Jury duty, special leave, unpaid leave and cashing up one week of leave)



## SAFETY AND RISK MANAGEMENT

SCORE



Health and Safety Policies and Procedures are in place

2

### NOTE

Policies that may need to be added or updated include:

- Vehicle Use (cell phone use in company vehicles)
- Credit Card Use Policy
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- Internet, cell and social media policy
- Leave Policy (Jury duty, special leave, unpaid leave and cashing up one week of leave)



# INFORMATION SYSTEMS

SCORE



Weak

▲  
4

Staff information is gathered and kept in a secure location, and is backed up electronically 4

NOTE

Currently a system called "Zoho" (CRM system) is being utilised as the HRIS. Lyall expressed a need for a system that could enable:

- effective HR reporting
- have performance reviews visible to managers
- provide a global view of staff skills
- provide a clear over view of pay to ensure alignment to market and internal relativity
- provide appropriate management access
- provide staff access to their own information

This would need investigation to source an off the shelf product (to manage cost) but which could also be modified to suit company needs.



## SUCCESSION AND CAREER PLANNING

SCORE



Career planning meets future business need and risks	3
Succession plans are in place for high risk positions	3

### NOTE

There are key position in the organisation that do not currently have a contingency or succession plan in place. This creates risk and the organisation would benefit from planning for key roles to covered in case of untimely exits for whatever reasons.

Career planning and development is key retention strategy for many organisation in a talent constrained market. There is opportunity, as already noted, to include development within the performance review process for both the organisation's benefit and the benefit for staff within a reward and recognition strategy.



## 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	4
HR change initiatives are developed and driven through a robust change process	2

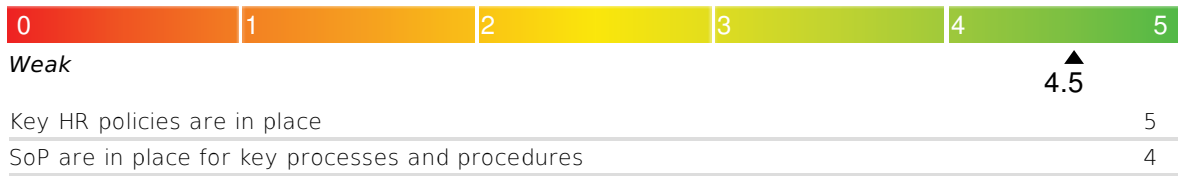
### NOTE

The organisation hasn't had a need for this level of HR expertise in the past and this can be contracted in on an as needed basis.



# POLICIES AND PROCEDURES

SCORE



NOTE

Policies that may need to be added or updated include:

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- Internet, cell and social media policy
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## 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	5

### NOTE

There is a performance review process in place for sales staff, but this may not be consistently applied to all other staff in other parts of the organisation. There is an opportunity to develop this area further to ensure employee engagement, development and productivity.

There is potential to link performance reviews to performance based pay increases. This would require market data to ensure external relativity to market and add robustness to internal relativity of pay structures.



## TRAINING AND DEVELOPMENT

### SCORE



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

### NOTE

It is suggested that training and development activities can be further embedded into the organisation as a key retention and engagement strategy and can be easily linked to performance reviews.



## REMUNERATION AND BENEFITS

### SCORE



Wages and salary are benchmarked to market data using a recognised robust method	0
Benefits are utilised and targeted to drive performance and retention strategies	1
Wages and salaries are linked to performance review processes in a transparent way	3

### NOTE