

paper should reflect the items contained in the Evaluation Guide as a whole in Sections I and VII, as well as one other part of the Evaluation Guide that follows.

EVALUATION GUIDE

- (I.) *The Organization and Its Mission* (This section to be completed with both options.)
- A. When and why was this organization established?
 - 1. Under what statutory or legal authority was it created?
 - 2. What are the principal needs and objectives that the organization is designed to fulfill?
 - B. What budgetary constraints confront the organization?
 - 1. What are the sources of revenue for this company?
 - a. for capital expenditures?
 - b. for operating expenditures?
 - 2. What changes have occurred in the organization's budget in recent years?
 - a. Have there been any noticeable increases or decreases in revenues?
 - b. Have there been any new sources of funding?
 - c. Have any old sources of funding been reduced or eliminated?
 - d. How have these trends affected management of the organization?
 - C. What is the total employment complement of the organization?
 - 1. How are these employees distributed throughout the organization?
 - a. by department or operational function?
 - b. by skill, e.g., managerial, professional, technical, clerical, skilled craftsperson, semi-skilled operatives, unskilled laborers, etc.?
 - 2. What have been some of the noticeable employment trends in recent years?
 - 3. Does the organization operate overseas? If so, do you employ Americans or foreign nationals overseas?
 - * D. What are the major strategic threats and opportunities confronting this organization?
 - 1. Does the organization have a strategic management plan including goals, objectives, and timetables?
 - 2. What strategies have you been pursuing and with what degree of success in order to address these challenges?
- (II.) *The Human Resource Function, Diversity, and Legal Issues*
- A. Does this organization have a formal and identifiable human resource function or department?
 - 1. When was this department or function formally established and why?
 - 2. How is the human resource function or department organized to carry out the objectives of the organization?
 - 3. How many individuals are directly associated with the human resource function or department?


4. What are the academic and employment backgrounds of those involved in the function or department?
- B. To what degree is human resource management centralized or decentralized?
- C. To what degree has the human resource function used information technology to manage information?
- D. How have shifting workforce demographics impacted the human resource function?
- E. What is the perceived importance of the human resource function or department relative to other functional operations of the organization?
- F. Does the human resource function provide support in foreign countries? What problems or challenges does this present?
- G. To what degree has the human resource function been involved in any organizational restructuring (i.e., mergers, outsourcing to other companies or countries, etc.)?
- * H. To what degree and how does the organization support a goal of diversity in the workplace?
- * I. To what degree is the human resource function achieving diversity goals for professional and managerial positions?
- J. What legal challenges (if any) is the human resource function currently addressing?
- K. What recommendations do you have (if any) for reorganizing the human resource function? Why?

III. *Meeting Human Resource Requirements: Job Analysis, Planning, Recruitment, and Selection*

- A. To what degree is human resources management integrated into the strategic management of the organization? How?
- B. Who is responsible for human resource planning and forecasting for the organization?
 1. What methods are used to determine staffing needs?
 2. Does the organization focus primarily upon short-term or long-term human resource needs, or both?
 3. Are job analyses and job descriptions made for each position in the organization? To what degree are they updated periodically?
 4. Is any human resource planning done?
 - How is it being done?
 - If not, why not?
 - Has the lack of human resource planning had any negative impact? Explain.
 5. Does the organization provide career planning and career counseling for employees? Why or why not? If yes, how is this done and how effective is it?
- C. Once staffing needs are established, what procedures are utilized for filling job vacancies?
 1. Who is responsible for staffing the organization—the human resource department or the respective functional departments?
 2. What methods are used to recruit new employees?

Discuss
Any →

3. What methods and criteria are used for evaluating and selecting job applicants? Have these methods been validated? How?
4. Have you used employee recruitment through social network sites and through the Internet? How effective are these?
5. To what extent are new employee recruitment, evaluation, and selection procedures aided or restricted by
 - a. established policies or practices of the organization?
 - b. provisions contained in employment laws?
 - c. factors associated with local labor markets?
6. To what degree does the organization seek to fill existing job vacancies from among present employees or by recruiting new employees, and why?
7. What selection processes and criteria do you use to select employees?
8. How have these criteria been validated?
9. What options do you provide for flexible employee work schedules?
10. To what degree does the staffing reflect the skills, knowledge, and abilities necessary to successfully implement the strategic goals of the organization?
11. What does the organization do to enhance the work and family interface?
- D. To what degree has the organization outsourced or downsized positions?
- E. What specific problems have been encountered in the employment staffing process?
 1. To what can these be attributed?
 2. What are the major alternatives for resolving these problems?
 3. Which solutions are most feasible, and why?

 IV. *Developing Effectiveness in Human Resources: Training, Career Development, and Performance Appraisal*

- A. Has the organization supported programs for employee training and development? Why or why not?
 1. What kinds of programs have been established? Have they been oriented toward
 - a. job skills?
 - b. supervisory and leadership skills?
 - c. basic educational skills?
 - d. knowledge, skills, and abilities necessary for strategic goal attainment?
 - e. orientation of new employees?
 2. How do these programs relate to the organization's strategic and operational objectives?
 3. Does the organization maintain its own training staff or are outside organizations used for training purposes?
 4. What proportions of employees have participated in training (in both general and specific job categories) and development programs supported by the organization?


5. Are training and development offered in-house, outside the organization, or both?
6. How has the effectiveness of employee training and development been evaluated?
- B. To what extent have the organization's programs of employee training and development been used in making decisions related to promotions and transfers within the organization?
- C. What processes and programs, if any, do you offer for employee career development?
- D. What options, if any, do you provide for flexible employee work schedules?
- E. What problems, if any, have been encountered in the administration of employee training and development programs within the organization? What suggestions for improvement can you make? Why?
- F. What methods are used for evaluating employees for the purpose of determining their effectiveness and any merited salary increases?
 - a. What methods of appraising employee performance are currently being used?
 - b. Do employee performance appraisal systems actually reflect job performance? Why or why not?
 - c. How adequate or inadequate are the performance appraisal methods currently being used? Why?
 - d. Do they reflect the knowledge, skills, and abilities needed to successfully implement the particular organization's strategic goals?
 - e. What factors other than job performance influence employee performance appraisal outcomes? Explain.



V. *Implementing Compensation Systems and Security*

- A. How are wage and salary levels and annual improvements determined?
 1. Does the organization conduct periodic internal and external wage surveys?
 2. Are salary levels adequate to enable the organization to attract and maintain an effective work force? Why or why not?
 3. Do differentials in salary grades appropriately reflect differentials in skills and responsibilities?
 4. How do salary levels compare with those of other comparable organizations for the same or similar occupational and experience groupings?
 5. Does the current reward system adequately reward employees with the requisite knowledge, skills, and abilities necessary to implement the strategic plan?
 6. What trends have taken place in salary levels over the past few years?
 7. To what degree is merit pay and incentive compensation used and in what areas? How effective are they in achieving high levels of employee performance?
 8. Do you provide bonuses for executives? If so, how are these bonuses determined? Do they reflect individual and/or organizational performance?
- B. How adequate are non-wage fringe benefits?
 1. How are they determined?
 2. How do they compare with those of other organizations?

3. How have they changed in recent years and how will they change in the future?
 4. Do you provide domestic partner benefits? If so, please describe.
 5. Do you provide for family and medical leave? If so, please describe.
- C. Does the organization provide employee health insurance coverage? If so, how have their benefits changed over time and how are they likely to change in the future as a result of healthcare reform?
 - D. Has the organization introduced any special programs or activities to improve health and safety conditions on the job (i.e., violence in the workplace)?
 - E. Has the organization developed, periodically reviewed, and implemented a disaster preparedness plan? If so, please describe.
 - F. What efforts, if any, are utilized to maintain employee morale and job satisfaction?
 - G. Does the organization provide for flexible work options such as telecommuting or job sharing? Please provide details.
 - H. What retirement pension benefits are currently offered and how are they expected to change in the future?
 - I. What improvements in compensation, employee motivation, and health and safety should be made? Why?

 VI. *Enhancing Employee Relations: Employee Discipline and Labor Relations*

- A. What methods and procedures are available for resolving employee complaints and grievances?
 1. Have there been large numbers of such grievances? Why?
 2. Has the volume of grievances been growing or declining? Why?
 3. What are the problems eliciting the majority of employee grievances?
- B. Have there been many employee discipline problems?
 1. Are there clearly spelled-out formal procedures within the organization for handling discipline cases? What are they?
 2. How often are employees disciplined or discharged?
 - a. What are the major causes of such problems?
 - b. How have these been dealt with by the organization?
 - c. Do you have any serious problems with employee violence or use of controlled substances in the workplace? How have these been addressed?
- C. To what extent have employee tardiness, absenteeism, and turnover been problems?
 1. Have these problems been studied to determine their most likely causes? What are they?
 2. What steps have been taken to resolve these problems, if they exist? What steps should have been taken? Why?
- D. What employee restrictions (if any) does the organization impose on employee free speech, surfing the Internet, and unhealthy behavior (smoking or drug use) on or off the job?

- E. Have any of the employees sought to join labor organizations for the purpose of engaging in collective bargaining over wages, hours, and working conditions? Explain.
 1. Why have, or have not, such organizing activities taken place?
 2. What is the official position of the organization toward acceptance or rejection of unionism for its employees?
 3. If a labor union exists in this organization, what effect has the union had upon
 - a. overall decision-making within the organization?
 - b. the efficiency and productivity of the organization?
 - c. the administration of the human resources function?
 - d. the relations between the managers of the organization and its non-managerial personnel?
 - e. the interpersonal relationships among non-supervisory employees?
- F. What has been the relationship between management and union leaders (e.g., cooperative, neutral, cold, hostile)?
 1. Have there been any noticeable changes in the nature of this relationship in the recent past? Why or why not?
 2. Have there been any work stoppages among employees in order to pressure management into agreeing to union demands?
 - a. What were the issue(s)?
 - b. Why did the dispute occur?
 - c. How was it resolved?
 - d. What has been its subsequent impact upon
 - i. the operation of the company?
 - ii. employee performance?
 - iii. the work environment?
 - iv. the decision-making process involved in personnel matters?
- G. What suggestions would you make for minimizing employee grievances and improving the labor relations climate (if applicable)? Why?

VII. *Summary and Evaluation* (This section is to be completed with both options.)

- A. How effectively is the human resource function of this organization contributing to the fulfillment of its mission, objectives, and strategic plan?
- B. What are some of the problems of human resources management that have been adequately solved or are now in the process of being solved by the organization?
- C. What are some of the major human resource problems that remain to be confronted and solved?
- D. What would appear to be among the most desirable solutions to these problems? Provide specific detail and justifications for your recommendations.