

## EMPLOYEE RELATIONS—INFORMATION GATHERING

The formal policies and procedures governing all conditions of employment, including specific human resources activities not otherwise categorized.

\_\_\_\_\_ 1. Is one individual within the human resources department accountable for coordinating all employee relations programs?

\_\_\_\_\_ Yes \_\_\_\_\_ No

\_\_\_\_\_ 2. Have the Organization's employees been told whom that individual is?

\_\_\_\_\_ Yes \_\_\_\_\_ No

\_\_\_\_\_ 3. Are there formal Organizationwide employee relations policies and procedures?

\_\_\_\_\_ Yes \_\_\_\_\_ No

\_\_\_\_\_ 4. If your answer to the previous question was yes, who has a copy of the Organization's formal policies and procedures? (Check all that apply.)

\_\_\_\_\_ All supervisors

\_\_\_\_\_ All managers

\_\_\_\_\_ Human resources

\_\_\_\_\_ All employees

\_\_\_\_\_ Other

\_\_\_\_\_ Individual responsible for employee relations

- \_\_\_\_\_ 5. Is there an employee handbook (a book for employees that describes conditions of employment)?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 6. If your answer to the previous question was yes, is each employee given the handbook at time of hire?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 7. If the Organization issues a handbook to employees, are new pages or a new handbook issued when changes are made?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 8. Whether there is an employee handbook or not, for which of the following subjects do new employees receive information? (Check all that apply.)
- \_\_\_\_\_ Organization history
- \_\_\_\_\_ Organization mission
- \_\_\_\_\_ Organization performance objectives and history
- \_\_\_\_\_ Organization financial history
- \_\_\_\_\_ Key people within Organization to contact with questions
- \_\_\_\_\_ Job information
- \_\_\_\_\_ Department information
- \_\_\_\_\_ Rules and regulations
- \_\_\_\_\_ Benefits
- \_\_\_\_\_ Performance reviews
- \_\_\_\_\_ Compensation

- \_\_\_\_\_ Leaving the Organization
- \_\_\_\_\_ Time off
- \_\_\_\_\_ Promotions and transfers
- \_\_\_\_\_ Training and development opportunities
- \_\_\_\_\_ Career opportunities
- \_\_\_\_\_ Other
- \_\_\_\_\_ 9. How often are employee relations policies and procedures reviewed? (Check no more than two.)
- \_\_\_\_\_ At least every six months
- \_\_\_\_\_ Every six months to one year
- \_\_\_\_\_ Every year
- \_\_\_\_\_ Every year to three years
- \_\_\_\_\_ Every three years or more
- \_\_\_\_\_ When requested
- \_\_\_\_\_ When the law requires a change
- \_\_\_\_\_ When the Organization makes a significant change
- \_\_\_\_\_ Never
- \_\_\_\_\_ 10. Are employees supplied (in employee handbooks or otherwise) information about whom to contact in human resources regarding employee relations policies and procedures?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 11. Is that information kept current?
- \_\_\_\_\_ Yes \_\_\_\_\_ No

- \_\_\_\_\_ 12. Is there a handbook or other manual for supervisors and managers on how to administer the Organization's policies and procedures?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 13. If your answer to the previous question was yes, is each supervisor and manager issued a handbook or manual?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 14. If there is a supervisor/manager handbook or manual, are new pages or a new handbook issued when changes are made?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 15. Is a file of employee relations decisions for areas not currently covered by established policy and procedure precedents maintained?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 16. If your answer to the previous question was yes, is that file referred to when employee relations policies and procedures are revised?  
\_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Not applicable
- \_\_\_\_\_ 17. Is there an individual within human resources available to counsel employees on personal problems?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 18. If your answer to the previous question was yes, are employees supplied (in the handbook or otherwise) information on whom that person is and how to contact her?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 19. If your answer to the previous question was yes, is that information kept current?  
\_\_\_\_\_ Yes \_\_\_\_\_ No

- \_\_\_\_\_ 20. If your answer to Question 17 was yes, are procedures in place to ensure the confidentiality of employee discussions?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 21. If your answer to Question 17 was yes, has the individual conducting the counseling been trained in appropriate techniques?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 22. Do new employees receive an orientation program regarding employee relations policies and procedures?
- \_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Sometimes
- \_\_\_\_\_ 23. If your answer to the previous question was yes, when is orientation conducted? (Check just one.)
- \_\_\_\_\_ Prior to hiring
- \_\_\_\_\_ The first day of employment
- \_\_\_\_\_ The first week of employment
- \_\_\_\_\_ The first month of employment
- \_\_\_\_\_ Whenever there are enough new employees
- \_\_\_\_\_ Other
- \_\_\_\_\_ 24. Are exit interviews conducted with or offered to all employees leaving the Organization? (Check just one.)
- \_\_\_\_\_ Conducted \_\_\_\_\_ Offered \_\_\_\_\_ No
- \_\_\_\_\_ 25. Does someone within the human resources department conduct the exit interviews?
- \_\_\_\_\_ Yes \_\_\_\_\_ No

- \_\_\_\_\_ 26. If your answer to Question 24 was yes, to whom is exit interview information sent? (Check all that apply.)
- \_\_\_\_\_ Supervisor of person in position
  - \_\_\_\_\_ Manager of supervisor of person in position
  - \_\_\_\_\_ Senior human resources manager
  - \_\_\_\_\_ Senior manager to whom senior human resources manager reports
  - \_\_\_\_\_ Other
- \_\_\_\_\_ 27. Are employee opinion surveys conducted?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 28. If your answer to the previous question was yes, how often are employee opinion surveys conducted? (Check just one.)
- \_\_\_\_\_ At least every six months
  - \_\_\_\_\_ Every six months to one year
  - \_\_\_\_\_ Every year
  - \_\_\_\_\_ Every one to three years
  - \_\_\_\_\_ Every three years or more
  - \_\_\_\_\_ When requested
  - \_\_\_\_\_ When a change has been made
  - \_\_\_\_\_ Never
- \_\_\_\_\_ 29. If your answer to Question 27 was yes, are the results of employee opinion surveys communicated to employees?
- \_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Sometimes

- \_\_\_\_\_ 30. If your answer to Question 27 was yes, who conducts the employee opinion surveys? (Check just one.)
- \_\_\_\_\_ Someone in human resources
- \_\_\_\_\_ An external consultant or consulting firm
- \_\_\_\_\_ Someone from operating management
- \_\_\_\_\_ Other
- \_\_\_\_\_ 31. Is an external employee assistance program, psychological program, or counseling service available for employees?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 32. If your answer to the previous question was yes, are employees supplied (in the handbook or otherwise) information on that service and how to contact it?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 33. If your answer to the previous question was yes, is that information kept current?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 34. If your answer to Question 31 was yes, are procedures in place to ensure the confidentiality of employee discussions?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 35. Is there an employee grievance procedure?
- \_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 36. If your answer to the previous question was yes, is it in writing?
- \_\_\_\_\_ Yes \_\_\_\_\_ No

- \_\_\_\_\_ 37. If your answer to the previous question was yes, has the procedure been distributed to all employees?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 38. Does the Organization have an open-door policy that allows any employee to talk to any manager within the Organization?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 39. If your answer to the previous question was yes, is it in writing?  
\_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Not applicable
- \_\_\_\_\_ 40. If your answer to Question 39 was yes, has it been distributed to all employees?  
\_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Not applicable
- \_\_\_\_\_ 41. If your answer to Question 38 was yes, is the policy followed?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 42. Does the Organization have employee behavior rules, guidelines, and regulations?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 43. If your answer to the previous question was yes, are they in writing?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 44. If your answer to Question 43 was yes, have they been distributed to all employees?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 45. Do individual departments have rules, guidelines, and regulations regarding employee behavior?  
\_\_\_\_\_ Yes \_\_\_\_\_ No

- \_\_\_\_\_ 46. If your answer to the previous question was yes, are they in writing?  
\_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Not applicable
- \_\_\_\_\_ 47. If your answer to Question 46 was yes, have they been distributed to all employees of the department?  
\_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Not applicable
- \_\_\_\_\_ 48. Have individual department rules, guidelines, and regulations been coordinated with Organization rules, guidelines, and regulations?  
\_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Not applicable
- \_\_\_\_\_ 49. Does the Organization have a performance improvement and/or disciplinary procedure?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 50. If your answer to the previous question was yes, is it in writing?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 51. If your answer to Question 50 was yes, has it been distributed to all employees?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 52. Does your Organization have a policy regarding termination?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 53. If your answer to the previous question was yes, is that policy in writing?  
\_\_\_\_\_ Yes \_\_\_\_\_ No
- \_\_\_\_\_ 54. If your answer to the previous question was yes, has that policy been communicated to all employees?  
\_\_\_\_\_ Yes \_\_\_\_\_ No

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- \_\_\_\_\_ 55. Has consideration been given to any of the following? (Check all that apply.)
- \_\_\_\_\_ Flexible hours
  - \_\_\_\_\_ Work at home
  - \_\_\_\_\_ Part-time work
  - \_\_\_\_\_ Job sharing
  - \_\_\_\_\_ Employee wellness program
  - \_\_\_\_\_ Outplacement for terminated employees
  - \_\_\_\_\_ Dress-down days
  - \_\_\_\_\_ Dress code
  - \_\_\_\_\_ Preretirement counseling
  - \_\_\_\_\_ Employment of spouses as a team
  - \_\_\_\_\_ Employment of two people alternately scheduled for one position
- \_\_\_\_\_ 56. On a scale of one to nine (one being low, five being typical, and nine being high), how do you think the human resources department has performed in this category? \_\_\_\_\_
- \_\_\_\_\_ 57. On a scale of one to nine (one being low, five being typical, and nine being high), how do you think employees of the human resources department feel the human resources department has performed in this category? \_\_\_\_\_
- \_\_\_\_\_ 58. On a scale of one to nine (one being low, five being typical, and nine being high), how do you think the clients of the human resources department within the Organization feel the human resources department has performed in this category? \_\_\_\_\_