

HUMAN RESOURCES PLANNING— INFORMATION GATHERING

- _____ 1. Is there an individual within the human resources department accountable for analyzing the current and projected personnel requirements of the Organization?
- _____ Yes _____ No
- _____ 2. Does the human resources department produce a projected personnel requirements plan for the Organization?
- _____ Yes _____ No
- _____ 3. If your answer to the previous question was yes, how often is such a plan prepared? (Check just one.)
- _____ Every six months
- _____ Every year
- _____ Every one to two years
- _____ Every three or more years
- _____ When requested
- _____ 4. If your answer to Question 2 was yes, who supplies information to the human resources department for determining the Organization's projected personnel requirements? (Check all that apply.)
- _____ Individual department heads
- _____ Human resources

_____ External sources

_____ Senior Organization managers

_____ Consultants

_____ No one

_____ 5. Are the Organization's projected personnel requirements used in planning recruitment activities?

_____ Yes _____ No

_____ 6. Are the Organization's projected personnel requirements used in planning the training and development programs to be offered?

_____ Yes _____ No

_____ 7. Are the Organization's projected personnel requirements coordinated with the Organization's tactical plans?

_____ Yes _____ No

_____ 8. Are the Organization's projected personnel requirements coordinated with the Organization's strategic plans?

_____ Yes _____ No

_____ 9. Are the Organization's projected personnel requirements reflected in the Organization's budget?

_____ Yes _____ No

_____ 10. Does the human resources department produce a management succession chart?

_____ Yes _____ No

- _____ 11. If your answer to the previous question was yes, how often is the chart prepared? (Check just one.)
- _____ Every six months
 - _____ Every year
 - _____ Every one to two years
 - _____ Every three or more years
 - _____ When requested
 - _____ Never
- _____ 12. If your answer to Question 10 was yes, is the management succession chart considered in making promotion decisions?
- _____ Yes _____ No
- _____ 13. If your answer to Question 10 was yes, who identifies the people to place on the management succession chart? (Check all that apply.)
- _____ Individual department heads
 - _____ Human resources
 - _____ External sources
 - _____ Senior Organization managers
 - _____ External consultants
 - _____ No one
- _____ 14. Have replacements been identified for all key positions?
- _____ Yes _____ No

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- _____ 15. Are replacements for positions considered from functional areas other than that of the position?
- _____ Yes _____ No
- _____ 16. If an employee is identified as a replacement for another position, is he notified?
- _____ Yes _____ No
- _____ 17. Are employees identified as replacements for other positions supplied any training and development to prepare them in advance for such positions?
- _____ Yes _____ No
- _____ 18. Are rotational assignments used to prepare employees identified as replacements for other positions?
- _____ Yes _____ No
- _____ 19. Are development objectives assigned to individual employees identified as replacements for other positions?
- _____ Yes _____ No
- _____ 20. Are individual employee career objectives considered in identifying replacement employees?
- _____ Yes _____ No
- _____ 21. Are tools such as assessment centers used to identify promotional potential?
- _____ Yes _____ No
- _____ 22. Are human resources department personnel plans an integral part of the Organization's strategic planning process?
- _____ Yes _____ No

- _____ 23. Is the senior human resources manager involved in the Organization's strategic planning process?
- _____ Yes _____ No
- _____ 24. Does the Organization's strategic plan include a section on human resources and/or its projected personnel requirements?
- _____ Yes _____ No
- _____ 25. Are human resources personnel plans an integral part of the Organization's tactical planning process?
- _____ Yes _____ No
- _____ 26. Is the senior human resources manager involved in the Organization's tactical planning process?
- _____ Yes _____ No
- _____ 27. Does the Organization's tactical plan include a section on human resources and/or its projected personnel requirements?
- _____ Yes _____ No
- _____ 28. Has the human resources department identified logical job families and/or career paths for developing employees?
- _____ Yes _____ No
- _____ 29. If your answer to the previous question was yes, have these job families/career paths been communicated to appropriate employees and candidates?
- _____ Yes _____ No
- _____ 30. Does the human resources department provide career-planning assistance to employees?
- _____ Yes _____ No

- _____ 31. Is a representative of human resources involved in any merger or acquisition consideration and/or analysis?
_____ Yes _____ No _____ Not applicable
- _____ 32. 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? _____
- _____ 33. 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? _____
- _____ 34. 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? _____