PEOPLE ROI

CHECKLIST

GROWTH ARCHITECTS

Leaders of healthy organizations routinely audit their people environment to ensure it posseses all the elements needed to thrive. Utilize this Worksheet to identify areas in which you need to enhance your approach to **attracting, growing** and **engaging** the people in your organization.

RECRUITING

SELECT EACH STATEMENT WHICH IS TRUE FOR YOUR ORGANIZATION:

We consistently evaluate our sourcing methods to determine which provide the most qualified candidates at the least expensive rate.

We provide recommended interview questions to our interviewers for each position.

We utilize a customized approach to strategically follow up on each offer we extend.

We have a clear consensus among all decision-makers on the profile for a qualified hire, which we use to evaluate candidates.

We have a clear, well-communicated program for sourcing candidates through an employee referral program.

We have updated job descriptions for each position, which include essential functions, work environment and physical requirements.

We have a process for collecting feedback from new employees regarding their experience with us as a candidate.

All interviewers have been trained and are competent in effective situation-based questioning and making sound hiring recommendations.

We track our average Time to Fill metric and use it to improve processes.

We track our average Cost to Hire metric and use it to improve processes.

We track our Average Employee Tenure metric and use it to improve processes.

Total number of items selected in this section.

ONBOARDING

SELECT EACH STATEMENT WHICH IS TRUE FOR YOUR ORGANIZATION:

We have a defined list of learning objectives we desire a new hire to meet by the end of their new employee orientation.

We have outlined the criteria by which a new employee's success will be evaluated within their first 90 days.

We have a clear process for retrieving feedback from new employees and their managers on the onboarding experience.

We have a clear, executed strategy for intentionally connecting new employees to their colleagues.

New employees have an established repository where they can access refresher resources post-orientation.

We track average Time to Competence for new employees and use it to improve processes.

Total number of items selected in this section.

TRAINING

SELECT EACH STATEMENT WHICH IS TRUE FOR YOUR ORGANIZATION:

We establish clear and effective learning objectives prior to conducting a training session.

We have a process for assessing training needs by identifying performance gaps.

We consistently evaluate training initiatives based on the extent to which they impact employee behavior and bottom-line business metrics.

We utilize a combination of instructor-led training, on-the-job coaching, and on-demand learning to train employees.

Training sessions are comprised of less than 50% lecture, and predominately rely on more engaging training methods like simulations, case studies, and small group exercises.

In-house trainers receive intentional training on effective learning approaches for adults.

Managers receive training on effective approaches to on-the-job skill development.

Total number of items selected in this section.

PERFORMANCE DEVELOPMENT

SELECT EACH STATEMENT WHICH IS TRUE FOR YOUR ORGANIZATION:

We have a clear path for advancement for each position in our organization.

Performance reviews are conducted for all employees at least once annually.

We intentionally use development plans to assist employees in moving from a current level of ability to a preferred, future level of ability.

Employees have access to resources (on-demand videos, e-course subscription, tuition reimbursement, etc.) which support autonomous growth.

All managers in our organization receive training on how to provide effective feedback to employees.

Our organization uses performance reviews to make employee decisions, including promotions, terminations, pay increases and reassignment.

Total number of items selected in this section.

PEOPLE ROI
WORKSHEET

GROWTH ARCHITECTS

EMPLOYEE ENGAGEMENT

MARK EACH STATEMENT WHICH IS TRUE FOR YOUR ORGANIZATION:

We have a clear process for gauging the level at which employees are fulfilled and engaged in their work.

We have employee recognition initiatives in place which incentivize the behavior and outcomes desired.

We have a calendar of connections which foster relationships between employees.

We have a well-promoted way for employees to provide feedback, solutions and to report concerns.

We routinely collect input on the factors which influence employees' decision to depart our organization.

We establish clear, measurable, company-wide goals each year which each employee either state from memory or independently access on-demand.

Total number of items selected in this section.

EVALUATING RESULTS

USE THIS SECTION TO SUMMARIZE YOUR RESULTS AND CREATE A STRATEGIC PEOPLE PLAN.

Total selected items from all sections above:

28-36 = **VERY HEALTHY** You should continue to invest in the initiatives currently in place.

17-27 = **MODERATELY HEALTHY** You should consider either making improvements to your current initiatives or adding new processes, in order to realize the most impact from your people approach.

0-16 = **UNHEALTHY** You should consider both making improvements to your current initiatives, as well as adding new processes, in order to realize the most impact from your people approach.

What element of my organization's people environment is most in need of action?

What goal should I set to determine success in this area?

What is the first measurable step that should be taken to move forward in this area?

READY TO TAKE ACTION ON THE NEXT STEP?

We conduct multiple employee interviews and evaluate individual processes in order to provide a comprehensive and customized people report for your organization, included recommended actions. **growth-architects.com/the-people-report**