

ORGANIZATIONAL ASSESSMENT©

ADMINISTRATION AND MANAGEMENT / HUMAN RESOURCES QUESTIONNAIRE

To be completed separately by each of the following:

- Executive
- Staff member responsible for personnel
- Chair of the Board's Personnel Committee or, if there is not such a committee, the Board Chair

1. Does the organization follow a written set of personnel policies that have been approved by the board of directors?

Yes _____

No _____

2. Have the personnel policies been reviewed and updated by the administration in the past two years?

Yes _____

No _____

3. Have the organization's personnel policies (along with any job advertisements or announcements, application forms and interview questions, hiring letters or employment agreements that the organization uses) been reviewed in the past two years by an attorney who is an expert in employment law and revised according to the attorney's advice?

Yes _____

No _____

4. Is there a written job description for each staff position that includes minimum qualifications, responsibilities and salary range?

Yes _____

No _____

If yes, have these been reviewed and updated within the past year?

Yes _____

No _____

5. Does the organization conduct a formal performance appraisal of each staff member annually?

Yes _____

No _____

6. Is there a written equal opportunity and non-discrimination policy?

Yes _____

No _____

ADMINISTRATION AND MANAGEMENT / HUMAN RESOURCES QUESTIONNAIRE (continued)

7. Is there a written sexual harassment policy?

Yes _____

No _____

8. Are there written nepotism, conflict of interest and ethical guidelines for staff?

Yes _____

No _____

9. If any persons working for the organization are classified as independent contractors do they meet current IRS standards for that classification?

Yes _____

No _____

10. Are all non-exempt personnel paid time and a half for any hours worked over 40 in a given work week?

Yes _____

No _____

11. Does the organization encourage promotion from within?

Yes _____

No _____

Please describe: _____

12. Are job-related skills development and educational opportunities offered to staff?

Yes _____

No _____

Please describe: _____

13. Is there a table of organization that visually displays job positions and reporting relationships?

Yes _____

No _____

14. Does the organization participate in the New York State Unemployment Insurance System and purchase workers compensation and disability insurance for all employees?

Yes _____

No _____

ADMINISTRATION AND MANAGEMENT / HUMAN RESOURCES QUESTIONNAIRE (continued)

15. Do the personnel who are responsible for administering the organization's human resources receive ongoing training and updated information about all federal, state and local laws and regulations that pertain to the organization?

Yes _____ No _____

Please describe: _____

16. Are equal treatment and fully documented progressive discipline practiced in a standardized way prior to termination of any employee for cause (except in the case of extremely serious violations)?

Yes _____ No _____

17. Does the organization have a written annual staffing plan that relates to the program plan and budget

Yes _____ No _____

If yes, does the plan identify:

number of staff needed Yes _____ No _____

core and specialized competencies required Yes _____ No _____

the means of meeting those organizational needs Yes _____ No _____

18. Does the organization regularly review its staff compensation package in light of industry standards and the organization's staffing needs?

Yes _____ No _____

19. Is the organization able to attract and retain a sufficient number of qualified staff to meet the organization's goals?

Yes _____ No _____

20. Does the organization offer benefits and incentives to employees that:

apply the values implicit in its mission to staff as well as clients Yes _____ No _____

enhance its ability to attract and retain staff (for example, job sharing, flextime, flexible benefits, substantial leave time)? Yes _____ No _____

21. Does the organization keep (for at least six years) personnel records for each employee including identifying information, hours worked and compensation?

Yes _____ No _____

ADMINISTRATION AND MANAGEMENT / HUMAN RESOURCES QUESTIONNAIRE (continued)

22. Does the organization have a form I-9 Employee Eligibility Verification Form on file for each employee?

Yes _____

No _____

23. Are employee records kept confidential and in limited access cabinets?

Yes _____

No _____

*(Any questions that were answered "no" indicate that this item should be given attention.
Many, although not all, of these items have legal implications for organizations that could be serious.)*