

**HR Systems and Procedures Review
 Client Questionnaire**

Client: _____ Date: _____

Roster Network Member: _____

Following are a list of questions designed to evaluate your HR practices and procedures and how they relate to meeting the needs of the rest of your organization. Some are best answered with a “yes or no” and others are best answered with answers within a range of possibilities. Accordingly, the answer blocks are formatted as per how we believe the question should be answered. Please try to stay within these formats. However, if the suggested format does not fit the correct response, the correct response should be noted on the form or on the attached. **Print this form and fax it to 219.432-7126 or to your Roster Network Member after completion.**

The purpose of this questionnaire is to determine whether the client has good HR systems and procedures in place and not to provide legal advice. An experienced employment attorney should always be consulted with regard to specific questions regarding legal compliance or a particular fact situation. The Roster Network Legal Hotline to experienced employment lawyers is available to clients of Roster Network Members.

Answer Codes

“Not applicable” or “Don’t know” should be entered as a 1.

Almost Always	Often	Some-times	Not Often	Very Seldom
5	4	3	2	1

HR Organization and Record Keeping

- 1) Does your organization have a documented strategic and/or business plan? Y N
- 2) Does the business plan include a section on HR and meeting staffing needs? Y N
- 3) Does your organization have a dedicated HR department? Y N
 If no, what position is responsible for maintaining HR records and conducting HR activities? _____
- 4) Is there a documented and clear definition of the relationship between HR personnel and all other parts of the organization? Y N
- 5) Does the company have a human resources information system (HRIS)? Y N
 If yes, what is it? _____
- 6) Are paper documents the primary source of human resources data? Y N

HR Systems and Procedures Evaluation- Client Questionnaire

Page 2

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
5	4	3	2	1

- 7) Below is a list of different types of information kept in human resources departments. For each item, whether you have an HRIS or use paper files, indicate those who have access to the information using the categories of people listed. If you do not keep the information or data listed, please write “N/A” after the listing of the information or data.
- i) HR Management and Staff;
 - ii) Payroll and Benefits Staff;
 - iii) Line Management and Supervisors;
 - iv) Supervisors and Management on a “need to know” basis for legitimate business purposes;
 - v) Open Access.
- b) Employment applications, resumes and supporting documentation i ii iii iv v
 - c) Background checks and personality assessments i ii iii iv v
 - d) Information regarding race, national origin, ethnicity, age and other information kept for EEOC compliance purposes not considered in employment decisions i ii iii iv v
 - e) Documents submitted by job applicants regarding eligibility for employment under federal labor and immigration laws and/or state laws regarding the employment of minors, including, but not limited to, I-9 verification. i ii iii iv v
 - f) Medical and workers comp injury records i ii iii iv v
 - g) Compensation data of any kind, including salary, wage rates, hours of service for non-exempt employees covered by state and federal wage and hour laws and absences from work i ii iii iv v
 - h) Forms regarding benefit elections, covered dependents, and deductions i ii iii iv v
 - i) Data regarding withholding and payment of taxes i ii iii iv v
 - j) Data regarding deductions for union dues, garnishments, support orders or other voluntary and involuntary deductions i ii iii iv v
 - k) Job descriptions i ii iii iv v
 - l) Performance appraisals i ii iii iv v
 - m) Training assessments and records, skills, test results, etc. i ii iii iv v
 - n) Records regarding discipline i ii iii iv v

HR Systems and Procedures Evaluation- Client Questionnaire

Page 3

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
5	4	3	2	1

- o) Information regarding awards and recognitions i ii iii iv v
- p) Records of promotions or demotions i ii iii iv v
- q) Records of layoffs i ii iii iv v
- r) Employee complaints, grievances and the resolution thereof i ii iii iv v
- s) Notes from discussions with employee regarding any of the above i ii iii iv v
- 8) Are all human resources records regularly backed up and securely stored on or off-premises? 5 4 3 2 1
- 9) Are all of your HR practices compliant with the EEOC, ADA, FMLA and other legal requirements? Y N
 If yes, how do you know they are compliant? _____

- 10) Do you have an experienced employment lawyer whom you consult on all material employment related legal issues? Y N
- 11) Do you maintain a system for verifying and tracking all professional, technical, training or other job-related licenses, credentials or certifications? Y N
- 12) Does the system have a prompt for license or certification renewal and continuing education requirements? Y N
- 13) Is it consistently used and updated? 5 4 3 2 1

HR Systems and Procedures

- 14) Are all of your HR procedures fair and objective? 5 4 3 2 1
- 15) Do your files on all of your employees indicate full compliance with immigration and naturalization laws (form I-9)? 5 4 3 2 1
- 16) Do you have a written plan and checklists to make sure that persons are not discriminated against in the hiring, promotion, discipline, compensation, termination and other job related decisions? 5 4 3 2 1
- 17) Are they consistently used and updated? 5 4 3 2 1
- 18) Is HR involved in all job related decisions? 5 4 3 2 1
- 19) Are all managers and supervisors trained to make, and involved in, all job related decisions? 5 4 3 2 1

HR Systems and Procedures Evaluation- Client Questionnaire

Page 4

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
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- 20) Are all job-related decisions based upon objective analysis of skills, competencies and performance of the person(s) in the applicable job? 5 4 3 2 1
- 21) Can you demonstrate and prove to the EEOC or a lawyer representing a current, former or prospective employee that all decisions are objective and that you did not discriminate against that person? 5 4 3 2 1
- 22) Do you maintain an Equal Employment Opportunity policy? 5 4 3 2 1
- 23) Do you maintain all Equal Employment Opportunity, Wage and Hour and other required postings as required? 5 4 3 2 1
- 24) Do you effectively communicate all of your business and employment policies and procedures to your employees? 5 4 3 2 1
- 25) Do you have a hotline or other anonymous system for employees to report suspected workers compensation fraud or abuse? Y N
- 26) Do you have a hotline or other anonymous system for employees to report suspected employment discrimination, harassment or intimidation? Y N
- 27) Do you have a hotline or other anonymous system for employees to report other suspected fraud or illegal activity? Y N
- 28) If so, is the existence of such hotlines consistently and effectively communicated to all employees? 5 4 3 2 1
- 29) Do you have a documented procedure for the investigation and resolution of any reports of any of the illegal acts referenced above with respect to hotlines, whether reported through a hotline, directly to management or otherwise? Y N
- 30) Does HR maintain an open door policy? 5 4 3 2 1
- 31) Does HR have open lines of communication with all department heads and managers? 5 4 3 2 1
- 32) Does HR produce a company newsletter, magazine, or newspaper? Y N
- 33) Do HR or others in the company maintain bulletin boards in conspicuous placed to facilitation communication within the company? Y N
- 34) Are all of your employees reasonably fluent in English: Y N
- 35) If not, have you taken steps to provide effective translation and communication of all employment and work related policies, procedures, data. 5 4 3 2 1
- 36) Do you maintain a drug and alcohol free workplace policy? Y N

HR Systems and Procedures Evaluation- Client Questionnaire

Page 5

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
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- 37) Do you maintain a formal employee assistance plan for employees with drug, alcohol or other personal problems that may affect their work? Y N
- 38) If so, is its availability consistently communicated and is it used by employees 5 4 3 2 1
- 39) Do you calculate and track employee turnover rates? Y N
- 40) Do you have the lowest turn over rate in your area of practice in your geographic area for your type of organization? 5 4 3 2 1
- 41) Do you keep all of the managers and supervisors you want to keep? 5 4 3 2 1
- 42) Do you keep all of the employees you want to keep? 5 4 3 2 1
- 43) Are your managers and supervisors motivated and satisfied? 5 4 3 2 1
- 44) Are your employees motivated and satisfied? 5 4 3 2 1
- 45) Do you have independent contractors that perform services for the company and are paid on a 1099 basis? Y N

If so, complete the Independent Contractor Worksheet at the end of this Questionnaire.

HR Outsourcing

- 46) Are any human resources functions outsourced such as payroll or data management? Y N
- 47) If yes, does the organization handle money such as payroll and tax deposits? Y N
- 48) If yes, are these monies held in a fiduciary or trust account? Y N
- 49) Do you use a professional employer organization or employee leasing company, sometimes referred to as a “PEO”? Y N
- 50) If yes, does the PEO provide anything other than health and other benefits, workers compensation insurance, payroll and data management? If yes, what?_____ If no, go to question 53. Y N
- 51) Does the PEO indemnify your organization against all loss from employment practices claims, carry employment practices liability insurance covering your organization’s interest as it may appear and do you have a certificate from the insurer evidencing such coverage? Y N
- 52) If you have a PEO, do you list a contingent liability on your financial statements for amounts paid to the PEO for wages, withholdings, unemployment contributions and insurance premiums to document your organization’s contingent liabilities if the PEO should become insolvent or default in its obligations? Y N

HR Systems and Procedures Evaluation- Client Questionnaire

Page 6

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Job Descriptions

- 53) Does your company have written job descriptions for all positions? 5 4 3 2 1
- 54) Does your form for job descriptions include each of the following?
- a) Measurable goals? 5 4 3 2 1
 - b) A summary of each work activity and the amount of time consumed by each activity? 5 4 3 2 1
 - c) Details on each work activity sufficient to identify if performance goals have been met? 5 4 3 2 1
 - d) Tools and processes used in the job? 5 4 3 2 1
 - e) Level of responsibility? 5 4 3 2 1
 - f) Others in the organization impacted by the work activities? 5 4 3 2 1
 - g) Position challenges? 5 4 3 2 1
 - h) Minimum combination of knowledge skills, experience, etc.? 5 4 3 2 1
 - i) Desired personality traits and strengths? 5 4 3 2 1
 - j) Inventory of physical, mental and environmental demands? 5 4 3 2 1
- 55) Do employees see their job descriptions:
- a) All the time? a b c d e
 - b) Once a quarter? a b c d e
 - c) Once a year? a b c d e
 - d) Only when they are hired? a b c d e
 - e) Never? a b c d e
- 56) Do your managers and supervisors know what each of your employees are supposed to do to achieve the goals of the business plan? 5 4 3 2 1
- 57) Do the employees know what they are supposed to do? 5 4 3 2 1
- 58) Do they know how they are supposed to do these things? 5 4 3 2 1

HR Systems and Procedures Evaluation- Client Questionnaire

Page 7

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Almost Always	Often	Some-times	Not Often	Very Seldom
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- 59) Do your managers and supervisors understand the mission and goal of the organization and how their jobs relate to this mission or goals? 5 4 3 2 1
- 60) Do your employees understand the mission and goals of the organization and how their jobs relate to this mission or goals? 5 4 3 2 1
- 61) Are managers and supervisors empowered to change the way they do their jobs if their managers and others impacted by their work agree? 5 4 3 2 1
- 62) Are employees empowered to change the way they do their jobs if their managers and others impacted by their work agree? 5 4 3 2 1
- 63) Do all of your employees have personalities suited to their jobs? 5 4 3 2 1

Performance Appraisals

- 64) Does your organization hold managers, supervisors and employees accountable for their job performance? 5 4 3 2 1
- 65) Is your performance appraisal process used more frequently than annually? 5 4 3 2 1
- 66) Do your job descriptions allow fair and objective performance appraisals; i.e., whether or not measurable goals were achieved? 5 4 3 2 1
- 67) Does your performance appraisal process take into consideration the views of key impacts and the person being reviewed in addition to those of the supervisor? 5 4 3 2 1
- 68) Can your employees initiate their own performance appraisals? 5 4 3 2 1
- 69) Do performance appraisals identify training and cross-training needs and opportunities? 5 4 3 2 1

Hiring

- 70) Is a written, objective job description used in the evaluation of each candidate for all positions to be filled? 5 4 3 2 1
- 71) If yes, is it reviewed and approved by all persons impacted by the position and by the supervisor? 5 4 3 2 1
- 72) Do you have a process for candidates to describe in writing how their past work experiences qualifies them for the open position? 5 4 3 2 1
- 73) Is this process consistently used? 5 4 3 2 1

HR Systems and Procedures Evaluation- Client Questionnaire

Page 8

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Almost Always	Often	Some-times	Not Often	Very Seldom
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- 74) Does your organization use any of the following to source applicants?
- a) Internal postings of open positions? 5 4 3 2 1
 - b) Newspaper ads? 5 4 3 2 1
 - c) Trade magazines? 5 4 3 2 1
 - d) Workforce development or other governmental agencies? 5 4 3 2 1
 - e) Vocational schools? 5 4 3 2 1
 - f) Colleges and Universities? 5 4 3 2 1
 - g) Business Networking Organizations? 5 4 3 2 1
 - h) Internet? 5 4 3 2 1
 - i) Search Firms 5 4 3 2 1
 - j) Other: _____ 5 4 3 2 1
- 75) Are interviewees given a copy of the job description for the position? 5 4 3 2 1
- 76) Is the job description used as the basis for the interview? 5 4 3 2 1
- 77) Are background checks conducted for all employees? 5 4 3 2 1
- 78) Is there a formal schedule for what background checks are conducted for each position? 5 4 3 2 1
- 79) What background checks are conducted? 5 4 3 2 1
- a) None? 5 4 3 2 1
 - b) Verify job history and education? 5 4 3 2 1
 - c) Professional credentialing and licensing verified? 5 4 3 2 1
 - d) Interview all references? 5 4 3 2 1
 - e) Check Motor Vehicle Records? 5 4 3 2 1
 - f) Check credit history? 5 4 3 2 1
 - g) Check criminal record? 5 4 3 2 1

HR Systems and Procedures Evaluation- Client Questionnaire

Page 9

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
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- 80) Are personality assessments used to identify candidates with suitable personalities for open positions? 5 4 3 2 1
- 81) Are prospective employees otherwise screened for dishonest, criminal, violent, reckless or fraudulent behavior? 5 4 3 2 1
- 82) Do you use post-offer physicals that are tied to the objective physical performance demand of the job of all new employees? 5 4 3 2 1
- 83) Do you use post-offer drug testing of all new employees? 5 4 3 2 1

Orientation and Training

- 84) Do you have a specific orientation program for managers and supervisors? 5 4 3 2 1
- 85) Do you have a specific orientation program for employees? 5 4 3 2 1
- 86) If so are they applicable to all new employees at all levels? 5 4 3 2 1
- 87) If so, is participation by each employee in the orientation program documented? 5 4 3 2 1
- 88) Is there a performance appraisal or testing of the employee at the end of the orientation program? 5 4 3 2 1
- 89) Is the orientation program consistently used and updated? 5 4 3 2 1
- 90) Are your managers and supervisor adequately trained? 5 4 3 2 1
- 91) Are your employees adequately trained? 5 4 3 2 1
- 92) Is the training they receive consistent with their job needs and not merely training for the sake of training? 5 4 3 2 1
- 93) Is there a training program(s) for employees: 5 4 3 2 1
 - a) Faced with skill obsolescence? 5 4 3 2 1
 - b) Wishing to change their line of work? 5 4 3 2 1
 - c) Desiring to advance? 5 4 3 2 1

Supervisor Training

- 94) Are supervisors trained to: 5 4 3 2 1
 - a) Identify training needs? 5 4 3 2 1

HR Systems and Procedures Evaluation- Client Questionnaire

Page 10

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
5	4	3	2	1

- | | | | | | |
|---|---|---|---|---|---|
| b) Detect dissatisfied employees? | 5 | 4 | 3 | 2 | 1 |
| c) Detect employees that may be stagnating in their careers? | 5 | 4 | 3 | 2 | 1 |
| d) Recognize and objectively deal with disciplinary issues? | 5 | 4 | 3 | 2 | 1 |
| e) Understand basic HR issues and functions? | 5 | 4 | 3 | 2 | 1 |
| f) Know when to refer a matter to HR or management? | 5 | 4 | 3 | 2 | 1 |
| g) Motivate employees? | 5 | 4 | 3 | 2 | 1 |
| h) How to consistently and fairly execute company policies? | 5 | 4 | 3 | 2 | 1 |
| i) Respond to complaints such as harassment or discrimination? | 5 | 4 | 3 | 2 | 1 |
| 95) Do the job descriptions and performance appraisals of supervisors consider their performance of the above activities? | 5 | 4 | 3 | 2 | 1 |
| 96) Is the advice of supervisors sought before major procedural or organizational changes are made? | 5 | 4 | 3 | 2 | 1 |
| 97) Do you solicit comments and ideas on proposed policies and procedures from supervisors and managers before implementing them? | 5 | 4 | 3 | 2 | 1 |
| 98) Are supervisors and managers advised of policy or procedure changes before a general announcement is made? | 5 | 4 | 3 | 2 | 1 |
| 99) Do supervisors have easy access to HR and senior management? | 5 | 4 | 3 | 2 | 1 |
| 100) Are supervisors involved in the hiring process for those persons reporting to them? | 5 | 4 | 3 | 2 | 1 |

Employee Communication

- | | | | | | |
|---|---|---|---|---|---|
| 101) Do you have employee handbooks? | Y | | | | N |
| 102) Is your employee handbook current and kept up to date on a regular basis? | 5 | 4 | 3 | 2 | 1 |
| 103) Is your employee handbook written in clear, easily understandable language? | 5 | 4 | 3 | 2 | 1 |
| 104) Do the employee handbooks contain a statement that all employment is “at will”? | Y | | | | N |
| 105) Have your employee handbooks been reviewed by experience employment counsel in the past three years? | Y | | | | N |
| 106) Do employees acknowledge receipt of handbooks, policies and procedures by signing a form? | Y | | | | N |

HR Systems and Procedures Evaluation- Client Questionnaire

Page 11

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
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- 107) Do you track when employees received them and when they received updates? Y N
- 108) Do you have an express written policy against sexual, racial, ethnic and other forms of harassment and/or discrimination? Y N
- 109) Is it effectively communicated to all employees and posted in the workplace? 5 4 3 2 1
- 110) Can you objectively prove this communication with respect to each employee? Y N
- 111) Is this policy consistently updated and enforced by managers and managers? 5 4 3 2 1
- 112) Does the policy require that any employee who feels he or she has been harassed or discriminated against to report the incident(s) to HR, a manager or a reporting hotline? Y N
- 113) Do you have written procedures regarding the investigation and disposition of such reports of harassment by employees? Y N
- 114) Are these procedures consistently used and updated? 5 4 3 2 1
- 115) Do the employee handbooks contain all applicable employer, EEO and anti-harassment policies? 5 4 3 2 1

Compensation and Benefits

- 116) Does your benefit plan compare favorably with those in your industry? 5 4 3 2 1
- 117) Is the administration of your benefit plan efficient and cost-effective? 5 4 3 2 1
- 118) Do employees have full information on benefit plans and options? 5 4 3 2 1
- 119) Do all benefit plans and information comply to all applicable laws and regulations? 5 4 3 2 1
- 120) Are all benefit plans and information periodically reviewed to assure they comply to all applicable laws and regulations? 5 4 3 2 1
- 121) Is your performance appraisal process separate from compensation reviews? 5 4 3 2 1
- 122) Do you have a written compensation plan? Y N
- 123) Is it consistently used and updated? 5 4 3 2 1
- 124) Do managers, supervisors and employees receive equal pay for equal work? 5 4 3 2 1
- 125) Do your managers, supervisors and employees receive fair compensation for the services they perform? 5 4 3 2 1
- 126) Does the compensation you pay allow you to attract and keep the best managers, supervisors and employees? 5 4 3 2 1

HR Systems and Procedures Evaluation- Client Questionnaire

Page 12

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Almost Always	Often	Sometimes	Not Often	Very Seldom
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managers, supervisors and employees?

- 127) Do you benchmark your compensation against other similar organizations? 5 4 3 2 1
- 128) Do you have incentive compensation plans or have you considered incentive compensation? 5 4 3 2 1

Discipline and Termination

- 129) Is there a written procedure for the conduct of all disciplinary actions? Y N
- 130) Are all disciplinary decisions based on the violation or written work rules or pre-defined performance standards in a written job description? 5 4 3 2 1
- 131) If so, is the procedure uniformly and consistently applied? 5 4 3 2 1
- 132) Does HR review all disciplinary actions before they are carried out? 5 4 3 2 1
- 133) Does HR have the authority to stop disciplinary actions if HR finds they are not supported or may result in a violation of a legal duty? 5 4 3 2 1
- 134) Are the grounds for disciplinary actions always documented prior to the decision to take the action? 5 4 3 2 1
- 135) Is there always an independent investigation by HR or management of any grounds for disciplinary action prior to it being taken? 5 4 3 2 1
- 136) Are alternatives to disciplinary action such as training, counseling, employee assistance programs offered in lieu of disciplinary action? 5 4 3 2 1
- 137) Are uniform notices of disciplinary action consistently used? 5 4 3 2 1
- 138) If so, do they always state the grounds for disciplinary action? 5 4 3 2 1
- 139) If so, do they provide notice of a right to an appeal or grievance procedure? 5 4 3 2 1
- 140) Is there a written procedure for the conduct of all terminations? Y N
- 141) Does HR review all involuntary terminations before they are carried out? 5 4 3 2 1
- 142) Does HR have the authority to stop terminations if HR finds they are not supported or may result in a violation of a legal duty? 5 4 3 2 1

HR Systems and Procedures Evaluation- Client Questionnaire

Page 13

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
5	4	3	2	1

- 143) Are the grounds for termination always documented prior to the decision to terminate employment? 5 4 3 2 1
- 144) Is there always an independent investigation by HR or management of any grounds for termination prior to the termination? 5 4 3 2 1
- 145) Are alternatives to termination such as training, counseling, employee assistance programs offered in lieu of termination? 5 4 3 2 1
- 146) Are there uniform notices of termination that are used? Y N
- 147) If uniform notices are used, do they always state the grounds for termination. 5 4 3 2 1
- 148) Are exit interviews conducted? 5 4 3 2 1
- 149) If exit interviews are conducted, is a uniform checklist of topics to cover used? 5 4 3 2 1
- 150) Are compensation due or severance benefits paid with the notice of termination? 5 4 3 2 1
- 151) Is there a uniform procedure for calculating compensation due or severance benefits? 5 4 3 2 1
- 152) Are COBRA notices issued within 14 days of termination? 5 4 3 2 1
- 153) Are the financial or other business reasons for reductions in force documented prior to the start of a reduction in force? 5 4 3 2 1
- 154) Is there a uniform procedure for carrying out reductions in force? Y N
- 155) If so, is it consistently and uniformly applied? 5 4 3 2 1
- 156) If so, does it require a review of all jobs in the applicable business unit to determine which, if any, will be retained? 5 4 3 2 1
- 157) If any employees are to be retained in a business unit, are all employees reviewed in a fair and objective manner to determine which employees will be retained? 5 4 3 2 1
- 158) Are outplacement services offered to terminated employees? 5 4 3 2 1

Safety Systems and Procedures

- 159) Is there an established and written policy promoting job safety? 5 4 3 2 1
- 160) Is there one person or team assigned the responsibility of implementing and enforcing work safety systems and procedures? 5 4 3 2 1
- If not, how are safety systems and procedures implemented and enforced?

HR Systems and Procedures Evaluation- Client Questionnaire

Page 14

Answer Codes

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Almost Always	Often	Some-times	Not Often	Very Seldom
5	4	3	2	1

-
- 161) Is there a strong commitment to safety on the part of all managers and supervisors? 5 4 3 2 1
 - 162) Are safety training needs specifically tracked for each position? 5 4 3 2 1
 - 163) Are tools and processes requiring special or safety training identified? 5 4 3 2 1
 - 164) Is there a documented policy against workplace violence, intimidation and other acts that may injure employees or their property? 5 4 3 2 1
 - 165) If so, is it consistently and uniformly updated and enforced? 5 4 3 2 1
 - 166) Does HR also monitor the safety of the working conditions? Y N
 - 167) Are employees trained in the safe operation of all equipment and processes they use in their jobs? 5 4 3 2 1
 - 168) If so, is there a documented process to assure all employees receive such training before they commence work? 5 4 3 2 1
 - 169) Is the company in compliance with legal requirements for safety and hazardous materials and medical waste training? 5 4 3 2 1
 - 170) Are hazardous materials exposures specifically tracked for each position? 5 4 3 2 1
 - 171) Is there a uniform workplace injury reporting and documentation system? Y N
 - 172) If so, is it consistently used and updated as needed? 5 4 3 2 1
 - 173) Are work activities classified by workers compensation codes? 5 4 3 2 1
 - 174) Is there a documented return to work program for injured employees? Y N
 - 175) Are all physical facility and operational procedures and processes documented? 5 4 3 2 1
 - 176) Is there a documented emergency and disaster action plan? 5 4 3 2 1
 - 177) If so, is an individual or team assigned the responsibility of reviewing and updating it as needed? 5 4 3 2 1
 - 178) Is there a documented emergency and disaster recovery plan? 5 4 3 2 1

HR Systems and Procedures Evaluation- Client Questionnaire

Page 15

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Pending or Threatened Litigation or Proceedings

179) During the past 24 months (12 months if this is a subsequent audit), have you received notice of, or been subjected to, any demand, claim, suit, EEOC or other administrative proceeding alleging or involving any employment related situation?

180) If yes, what are the essentials of the claim(s)? (Attach brief summary to your response.)

Independent Contractor Worksheet (Optional-see question 45)

- | | | | | | |
|--|---|---|---|---|---|
| 181) Are workers required to comply with other’s instructions on when, where, and how to work? | 5 | 4 | 3 | 2 | 1 |
| 182) Are workers trained to perform work in a particular method? | 5 | 4 | 3 | 2 | 1 |
| 183) Are the worker’s services integrated into the business operations of your company? | 5 | 4 | 3 | 2 | 1 |
| 184) Must workers personally perform the services? | 5 | 4 | 3 | 2 | 1 |
| 185) Do you have the right to hire, supervise, and pay assistants for the workers? | 5 | 4 | 3 | 2 | 1 |
| 186) Do the workers generally provide services for more than six L(6) months? | 5 | 4 | 3 | 2 | 1 |
| 187) Do the workers have set hours of work? | 5 | 4 | 3 | 2 | 1 |
| 188) Do the workers work on full time (40 hours or more per week) basis? | 5 | 4 | 3 | 2 | 1 |
| 189) Do the workers generally perform work only on your business premises? | 5 | 4 | 3 | 2 | 1 |
| 190) Are workers required to perform work in a specified order? | 5 | 4 | 3 | 2 | 1 |
| 191) Are workers required to submit regular or written reports? | 5 | 4 | 3 | 2 | 1 |
| 192) Are workers paid by the hour, week, or month? | 5 | 4 | 3 | 2 | 1 |
| 193) Do you pay the business expenses in incurred by the workers? | 5 | 4 | 3 | 2 | 1 |
| 194) Do you furnish tools and equipment for the workers? | 5 | 4 | 3 | 2 | 1 |
| 195) Do the workers invest in facilities, tools and equipment? | 5 | 4 | 3 | 2 | 1 |
| 196) Do the workers have the ability to realize a profit or loss from their services? | 5 | 4 | 3 | 2 | 1 |
| 197) Do the workers work for more than one company at a time? | 5 | 4 | 3 | 2 | 1 |
| 198) Do the workers make their services available to the general public on a regular and consistent basis? | 5 | 4 | 3 | 2 | 1 |
| 199) Do you have the right to discharge a worker? | 5 | 4 | 3 | 2 | 1 |

HR Systems and Procedures Evaluation- Client Questionnaire

Page 16

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5	4	3	2	1

200) Does the worker have the right to terminate his relationship without liability? 5 4 3 2 1

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