

HR Strategy Survey Instrument for Key Leaders

INTRODUCTION

“Human Resources as Strategic Partner” is one of the critical success factors in the Strategic Alignment system. This critical success factor is defined as follows:

Human resources (HR) professionals act as consultants with managers to develop, implement, and assess human capital policies and practices to achieve the organization’s shared vision. Senior leaders, managers, HR professionals, and key stakeholders contribute to the human capital vision and the agency’s broader strategic planning process.

In order for an agency to be strategically aligned, key leaders must be involved. This requires HR staff to coordinate with stakeholders and managers in achieving the agency’s mission, goals, and organizational objectives. The following are potential results of strategic alignment in the area of HR:

- HR professionals and key stakeholders are involved in the agency strategic and workforce planning efforts.
- The HR function is adequately staffed and prepared, in competencies and resources, to proactively partner and consult with line managers.
- The HR staff reaches out to other organizational functions and components through facilitation, coordination, and counseling to provide integrated mission support.

USING SURVEY INSTRUMENTS

Conducting surveys is an excellent method of collecting feedback to ensure HR staff is successfully coordinating with the agency’s key leaders. Such surveys can be distributed:

- In a paper-based format
- By email
- Via specified Web location.

The following pages present a sample survey.

HR Strategy Survey Instrument for Key Leaders (continued)

Sample HR Strategy Survey

Our goal is to partner with you to define the agency as a place where our people are the best source of competitive advantage. To do this, we must focus on effective strategic, programmatic, and operational products and services concurrently. It is critical that we in the HR Office use our prized, but limited, HR staff resources to your best advantage in meeting mission goals and objectives. This survey will assist us in doing that. We need to know what is most important to you, along with your assessment of how well we are currently doing in providing products and services to you.

For each item, please respond to both the importance of this product/service in supporting your ability to accomplish mission-critical work and the quality of our current service in this area.

1. Processing personnel actions accurately and quickly

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

2. Keeping you informed of the status of personnel action requests (e.g., filling vacancies, establishing positions)

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

3. Providing advice on and identifying recruitment sources and issues

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

HR Strategy Survey Instrument for Key Leaders (continued)

Sample HR Strategy Survey

4. Assisting in finding quality applicants by tapping identified recruitment sources

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

5. Orienting new employees to the organization

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

6. Providing advice on assessing employees' competencies/skills and making appropriate placements

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

7. Providing advice on succession planning

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

HR Strategy Survey Instrument for Key Leaders (continued)

Sample HR Strategy Survey

8. Providing advice on how to enhance employee productivity and assessing employee performance

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

9. Providing training in supervisory/managerial skills

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

10. Providing career counseling to employees and finding sources for all types of training

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

11. Developing policy and providing guidance on family-friendly quality of work life issues

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

HR Strategy Survey Instrument for Key Leaders (continued)

Sample HR Strategy Survey

12. Providing advice on compensation/pay options to attract and retain employees

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

13. Providing advice on dealing with "problem" employees

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

14. Providing counseling and information on retirement and benefits

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

15. Providing workforce data/reports for decision making

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

HR Strategy Survey Instrument for Key Leaders (continued)

Sample HR Strategy Survey

16. Providing advice on effective organization/position structure (including duties and grades/pay bands), as well as how to develop a business case for resourcing new organizational structures

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

17. Providing advice on recognizing employees and granting awards to them

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

18. Personifying a customer service orientation, e.g., being readily available to you

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

19. Assisting in identifying human capital goals and objectives for the agency strategic plan, its annual performance/budget plan, and its strategic human capital plan

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

HR Strategy Survey Instrument for Key Leaders (continued)

Sample HR Strategy Survey

20. Providing advice on how to determine your future workforce requirements, including establishing an effective staffing/hiring strategy to carry you into the future

Importance:

- Very important
- Somewhat important
- Not important

Quality: How well are we doing?

- Very well
- Well
- Needs improvement
- Poorly
- Don't know

Please tell us of any other services you consider important. Also feel free to comment on your answers above.