



Human Resources Brief Assessment

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The intent of this “mini” assessment is to assist you in focusing on the key components of your human resources management system, in order to get a sense of where you may need to consider some program additions or enhancements. A main aspect of an HR assessment is legal compliance.

Scoring is simple in this assessment. The more “yes” answers the better; the more “no” answers, the greater the need to pay attention to HR. Be honest with yourself about these questions, and keep in mind that many of these questions apply to credit unions of 5 employees or more. And, if your employee size is 20 or more, the number of state and federal legal requirements increases with relatively small increases in staff count.

Here are your questions:

1. Do you have a well-developed, consistently applied performance evaluation system to provide support for pay and disciplinary actions?
2. Do you have accurate, thorough and complete job descriptions for each position?
3. Have you developed performance standards and job objectives against which actual performance can be measured?
4. Do you give all employees a formal orientation, using a checklist so that all employees receive the same important information?
5. Do you have an employee handbook for each employee covering your “at-will” employer status, employee conduct requirements, and other important work rules and information? Do you make them sign it?
6. Do you have defined pay ranges and structures for all positions that are based on relative difficulty of the jobs and an analysis of competitive pay rates in your given market?
7. Do you know what your competitive market is? Do you have a philosophy as to where you want to pay within that market? “At market”, “Above”, “Below”?
8. Do you have a custodian for all personnel records? Are medical files kept separately from personnel files?
9. Are you fully compliant with IRCA regulations? Do you know what IRCA stands for? Are the verification forms kept separate from the personnel and medical records files?
10. Do you always perform a Fair Labor Standards Act (FLSA) analysis on every new and changed position?
11. Are you aware that, with few exceptions, you cannot deduct an FLSA-exempt staff member’s pay for an absence of less than a day?
12. Do you know in many cases, you are legally required to pay for travel time to approved training?



13. Do you have a set policy on employee/ex-employee/attorney requests to employee personnel files and exactly what's required to hand over (and what's not)?
14. Do you have a high turnover rate in any employee group?
15. Do you have a written succession plan, including provisions, for an emergency, in place?
16. Are your employees trained to perform the key functions they are now expected to do? For example, if there is more emphasis on sales, have you taught them how to sell?
17. Are you hiring the right people that can do the necessary job functions? Do you connect "scores" in the selection process to performance scores to validate your hiring process?
18. Did you know that filing for bankruptcy alone is not a legal cause for eliminating an applicant from consideration for a job? Or removing a current applicant from their position?
19. Have you measured employee satisfaction, to see what areas you do well in and what areas you might need to focus more on?
20. Did you realize there are so many area of HR to be concerned about?

There are many more questions to be asked. That's why specialized HR professionals, either "in-house" or through using outside expertise is increasingly necessary to meet practical, strategic or legal demands.

Through this assessment, we hope you are able to identify areas where your credit union may need to prioritize its activities in terms of improving its human resources system.

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