

Workforce Health Audit

date _____

Attribute	Description	Rating (0 low – 5 high)
Communication	Notice boards, notification of visitors, agendas posted, metrics posted, photos, names visible, meeting areas, informed people, open and honest conversations	
Time keeping	Punctuality, disciplined start and stop times, disciplined equipment start-up and shut-down times, adequate and proper time keeping systems, audit trail of plant entries and exits	
Time management	On-time corrective action reports, on-time projects, low salary OT, punctuality	
Direction	Schedules visible, planning charts, budgets known, visible production meetings, priorities understood, commitments met	
Goals	Goals visible, logically set, understood by people	
Quality/Reject issues	Low scrap, rework, low warranty, no escapes, no cribs	
Absenteeism	Less than 2%, sick days unused	
Accidents/safety	Safety audits in use with continually improving scores, safety metrics posted and improving	
Housekeeping	5-S in use with continually improving scores, pleasant work environment, tidy exterior	
Workforce attrition	Voluntary attrition rate around 3% annually...learned-out organization with fresh insights coming in, no involuntary layoffs	
Costs	Meeting goals, improving trends, people getting raises, improving ROIC, displayed, "open-book management" approach with employees	
Personal grievances	Common themes understood, tracked for significance, surveys taken, upward assessments	
Training & education	> 40hrs/person delivered, educational assistance program with 20% participation rate, skills matrix posted, low OT in critical skills areas, processes not individual dependant	
Rumoring	Personal drama, low coverage ☺ Plant closing, wide-spread coverage ☹	
Job satisfaction	Spirit and will, smiles, body language, people saying "hi," music, people engaged, willingness to do more than job scope, willing to give discretionary effort, ability to surge	
Suggestions	Ideas are shared, openness in discussing problems for improvement, team problem solving, "tool-box" meetings, people taking action items with ability to implement	
Vehicles in parking lot	No oil pools on pavement, newer vehicles, clean vehicles, seasonal sporting equipment (people feeling that job is stable and pride)	
Management turnover	Business unit manager and above in place for 60 months minimum, workforce has sense of stability in management and direction, loyalty to company, excited about product	
Support staff attrition	Seasoned engineers, supervisors, production control people who can provide solutions	
Business name	Stability in name, recognized by community, logo exists, positive association	
People	Pride in appearance, good attire, positive personal hygiene habits, working, involved in extra-curricular activities, pictures displayed, work/life balanced, upbeat attitude, approachable, attentive to the work, self-initiated, have needed tools and resources	
Personal opportunities	Growth opportunities exist and are available, known progression system, freedom to grow	
Equipment availability	TPM program in use, equipment running, clean, capacity matches work rqmts., tools & equipment not stolen	
Plant layout	Logical, understandable, "no-hunt" signage, line-of-sight, few barriers, "management by eye"	
Management style	Yelling not tolerated, explanations readily given, willing to listen, "Leader's Window" in use, cares about the workforce by being attentive to issues, attempts are made to accommodate employee needs, unilateral actions are infrequent, fairness in policy use	
Performance mgmt.	System in place and used, expectations known, perf. Standards known, people dismissed for poor performance	
Policy administration	Time & attendance, OT distribution, vacations, make-up time, flex-time, promotion are consistently administered	
Work instructions	Available, clear, complete, success oriented, visual, current	

Sum or ratings _____ ÷ 28 = _____ (5 is the goal)