

HR Health Check

Client Questionnaire

Helping you assess HR compliance; people risk and management capability.

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AMICA HR

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About this health check

Thank you for taking the time to complete this questionnaire. It is designed to help identify strengths, risks and opportunities within your organisation's people management practices. Your responses will support a tailored discussion and practical recommendations from Amica HR.

Organisation	
Completed by	
Job title	
Date	
Number of employees	

How to complete

Select the answer that best reflects your organisation's current position. Add brief comments where further context may be helpful. Once complete, save your document and email to us at info@amicahr.co.uk

Response	Meaning
Yes	Fully in place and operating consistently
Partly	Partially in place or applied inconsistently
No	Not currently in place
N/A	Not applicable to the organisation

Confidentiality note: Please avoid including detailed personal information about individual employees in this questionnaire. Any sensitive matters can be discussed separately and securely.

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Step 1 / 10

Contracts & Employment Documentation

Question	Yes	Partly	No	N/A
Do all employees have a written contract of employment or written statement of employment particulars?	☐	☐	☐	☐
Have contracts and written statements been reviewed within the last 24 months?	☐	☐	☐	☐
Do contracts accurately reflect current roles, hours, pay and working arrangements?	☐	☐	☐	☐
Do contracts contain appropriate confidentiality provisions?	☐	☐	☐	☐
Where appropriate, do contracts contain suitable post-termination restrictions?	☐	☐	☐	☐
Do you have an employee handbook or central suite of HR policies?	☐	☐	☐	☐
Has the handbook or policy suite been reviewed within the last 12 months?	☐	☐	☐	☐
Are policies readily accessible to employees and managers?	☐	☐	☐	☐
Are managers familiar with the policies they are expected to apply?	☐	☐	☐	☐

Comments or supporting information:

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Step 2 / 10

Employment Law Compliance

Question	Yes	Partly	No	N/A
Have recent UK employment law changes been reviewed for their impact on the organisation?	☐	☐	☐	☐
Do you have clear disciplinary and grievance procedures?	☐	☐	☐	☐
Are family leave and flexible working policies kept up to date?	☐	☐	☐	☐
Do you have equality, diversity and anti-harassment policies?	☐	☐	☐	☐
Do you have a whistleblowing procedure?	☐	☐	☐	☐
Are managers provided with appropriate guidance or training on their employment responsibilities?	☐	☐	☐	☐

Comments or supporting information:

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Step 3 / 10

Employee Relations

Question	Yes	Partly	No	N/A
Do managers feel confident addressing employee concerns promptly and appropriately?	☐	☐	☐	☐
Are grievances handled consistently and documented properly?	☐	☐	☐	☐
Are disciplinary matters managed fairly and in line with the organisation's procedure?	☐	☐	☐	☐
Are workplace investigations conducted where appropriate?	☐	☐	☐	☐
Is independent or external HR support available for complex or sensitive matters?	☐	☐	☐	☐

Comments or supporting information:

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Step 4 / 10

Attendance & Absence Management

Question	Yes	Partly	No	N/A
Is sickness absence recorded, monitored and regularly reviewed?	☐	☐	☐	☐
Do you have a clear absence management policy?	☐	☐	☐	☐
Are return-to-work discussions conducted consistently?	☐	☐	☐	☐
Are long-term absence cases actively and sensitively managed?	☐	☐	☐	☐
Is Occupational Health advice obtained when appropriate?	☐	☐	☐	☐
Are reasonable adjustments considered and documented where relevant?	☐	☐	☐	☐

Comments or supporting information:

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Step 5 / 10

Recruitment & Onboarding

Question	Yes	Partly	No	N/A
Is there a documented and consistent recruitment process?	☐	☐	☐	☐
Are right-to-work checks completed and recorded correctly?	☐	☐	☐	☐
Do new starters receive a structured induction?	☐	☐	☐	☐
Are probationary periods reviewed and confirmed formally?	☐	☐	☐	☐
Are recruitment and selection records retained securely and appropriately?	☐	☐	☐	☐
Are job descriptions current and used during recruitment and onboarding?	☐	☐	☐	☐

Comments or supporting information:

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Step 6 / 10

Management Capability

Question	Yes	Partly	No	N/A
Have managers received practical people-management training?	☐	☐	☐	☐
Are managers confident managing performance concerns?	☐	☐	☐	☐
Are managers confident managing attendance and wellbeing concerns?	☐	☐	☐	☐
Can managers conduct difficult conversations effectively?	☐	☐	☐	☐
Do managers understand when to seek HR advice?	☐	☐	☐	☐
Are management decisions and employee discussions documented appropriately?	☐	☐	☐	☐

Comments or supporting information:

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Step 7 / 10

Performance & Development

Question	Yes	Partly	No	N/A
Are performance and development discussions conducted consistently?	☐	☐	☐	☐
Do employees have clear objectives and understand what is expected of them?	☐	☐	☐	☐
Are learning and development needs identified and tracked?	☐	☐	☐	☐
Do key employees have appropriate development plans?	☐	☐	☐	☐
Have succession and key-person risks been considered?	☐	☐	☐	☐
Is underperformance addressed promptly and constructively?	☐	☐	☐	☐

Comments or supporting information:

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Step 8 / 10

HR Systems & Data Protection

Question	Yes	Partly	No	N/A
Is employee information stored securely with access limited appropriately?	☐	☐	☐	☐
Do employees receive a privacy notice explaining how their personal information is used?	☐	☐	☐	☐
Are personnel files reviewed for accuracy and unnecessary information?	☐	☐	☐	☐
Are document retention periods defined and followed?	☐	☐	☐	☐
Are managers aware of their data protection responsibilities?	☐	☐	☐	☐
Is there a clear process for responding to employee data requests or breaches?	☐	☐	☐	☐

Comments or supporting information:

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Step 9 / 10

Strategic People Management

Question	Yes	Partly	No	N/A
Do you have a people or workforce plan aligned with business priorities?	☐	☐	☐	☐
Do you monitor employee turnover and identify recurring themes?	☐	☐	☐	☐
Do you collect and act on employee feedback?	☐	☐	☐	☐
Are workforce risks discussed at leadership level?	☐	☐	☐	☐
Do you plan ahead for recruitment, skills and capacity requirements?	☐	☐	☐	☐
Is HR involved early in significant business or organisational decisions?	☐	☐	☐	☐

Comments or supporting information:

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Step 10 / 10

Your priorities

What are your three biggest people-management concerns?
1.
2.
3.

Where would support be most valuable?	
☐ Employment law advice	☐ Employee relations support
☐ Disciplinary & grievance management	☐ Workplace investigations
☐ Contracts & handbook review	☐ Manager training
☐ Recruitment support	☐ HR audit & compliance
☐ Absence management	☐ Performance management
☐ Organisational change	☐ Outsourced HR support
☐ HR systems	☐ Other…

Anything else you would like us to know?

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What happens next?

Save your complete document and email to us at info@amicahr.co.uk

Following review of your completed questionnaire, Amica HR can provide a practical summary of the areas discussed. Depending on the agreed scope, this may include:

- An HR risk summary
- A traffic-light assessment
- A prioritised action plan
- Practical recommendations for improvement
- An optional review discussion with an Amica HR consultant

Please note: This questionnaire is an initial information-gathering tool. It is not a substitute for advice on a specific situation. Recommendations will depend on the information provided and any agreed follow-up review.

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