

Sample High Performance Work Systems Measures

- How many *exceptional* candidates do we recruit for each *strategic* job opening?
- What proportion of all new hires have been selected based primarily on *validated* selection methods?
- To what extent has your firm adopted a professionally developed and validated competency model as the basis for hiring, developing, managing, and rewarding employees?
- How many hours of training does a new employee receive each year?
- What percentage of the workforce is regularly assessed via a formal performance appraisal?
- What proportion of the workforce receives formal feedback on job performance from multiple sources?

Sample HPWS Measures (Con't)

- What proportion of merit pay is determined by a formal performance appraisal?
- If the market rate for total compensation would be the 50th percentile, what is your firm's current percentile ranking on total compensation?
- What percentage of your exempt and non-exempt employees is eligible for annual cash or deferred incentive plans, or for profit-sharing?
- What percentage of the total compensation for your exempt and non-exempt employees is represented by variable pay?
- What is the likely *differential* in merit pay awards between high-performing and low-performing employees?
- To what extent does the average employee in your firm understand how his or her job contributes to the firm's success?