

Taken from *Becoming a Sustainable Organization: A Project and Portfolio Management Approach*, by Kristina Kohl, MBA, PMP. © 2016 CRC Press.

HCM Survey to Build a Sustainable Workforce

1. How can HR proactively support the organization's sustainability strategy over the next three years?
2. Do employees understand the organization's sustainability strategy?
3. Is employee behavior in line with current sustainability policies? If not, what behavioral changes are needed?
4. What skills and knowledge are needed for leadership to support sustainability initiatives?
5. What skills and knowledge are needed for the workforce to support existing and new sustainability programs?
6. Does HR have a plan to address workforce planning and the skills gap created by the sustainability vision?
7. How will workforce planning (recruitment or downsizing) affect local communities? What are the risks and opportunities to our corporate social responsibility programs?
8. What are the best methods for engaging current employees on issues? Will these methods work for sustainability projects and programs?
9. What channels of communication are most effective with internal stakeholders?
10. What are the best ways to measure the extent to which sustainability is embedded into our culture?
11. Do HR staff members have the skills and competencies to support adoption of a sustainable culture, including changes in process and performance management? If not, what skills are required?
12. Is our organization's sustainability message conveyed to the prospective talent pool? If so, how?
13. Is training in our sustainability policy part of the onboarding process?
14. What changes need to be made to the incentive and compensation structures to reward sustainable behaviors?
15. What inputs have been received from external stakeholders that affect human capital management policies and procedures?