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RESEARCH CATALOG



Human Resources' One-Stop Shop

Practical HR Research that Drives Measurable Results



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Icons



	Solution Set / Blueprint		Case Study
	Storyboard		Note
	Tool		Knowledge Base
	Template/Policy		Training Deck
	Video		Job Description

HR Strategy Research








HR Strategy: Metrics & Analytics





Type	Document	Short Summary
Drive Business Success with HR Analytics ** NEW RESEARCH **		
	Drive Business Success with HR Analytics	Most HR departments currently track operational metrics, but they do not measure or analyze strategic measures. To effectively implement HR analytics, cooperation must exist between HR and the business when creating insights to ensure that recommendations are based on a holistic understanding. http://hr.mcleanco.com/research/ss/drive-business-success-with-hr-analytics
	Storyboard: Drive Business Success with HR Analytics	This storyboard will walk you through the creation of value-producing HR analytics by ensuring alignment between organizational objectives, HR goals, the selection of metrics, data analysis, and effective communication. http://hr.mcleanco.com/research/storyboard-drive-business-success-with-hr-analytics
	Strategic HR Metrics Workbook	Record the transformation of strategic business goals into strategic HR goals in the Strategic Metrics Workbook. http://hr.mcleanco.com/research/hr-strategic-hr-metrics-workbook
	HR Metrics Library	This library consists of an extensive list of potential HR metrics that apply to all functions of HR. Use this library to find metrics that are applicable to your organization and objectives. http://hr.mcleanco.com/research/hr-metrics-library
Develop a Social Analytics Program		
	Develop a Social Analytics Program	Social media is wildly popular with consumers and as a result, many businesses are starting to develop a presence on services like Facebook and Twitter. However, many businesses still struggle with understanding how to leverage consumer insights from these services to drive business decisions. http://hr.mcleanco.com/research/hr-develop-a-social-analytics-program
	Storyboard: Develop a Social Analytics Program	Without a social analytics program, it's virtually impossible to gauge the success of your social media efforts. Social analytics are indispensable in gaining real-time insights across HR, marketing, sales, and customer service. http://hr.mcleanco.com/research/hr-storyboard-develop-a-social-analytics-program
	Build a Social Analytics Business Plan	Social analytics is a cross-departmental initiative. Having a strong focus is crucial for these types of projects, and a formal business plan is key to establishing that focus. This business plan will help you kick-start an analytics initiative, or build a Customer Insights Center of Excellence. http://hr.mcleanco.com/research/hr-build-a-social-analytics-business-plan
	Social Analytics Specialist	The role of the Social Analytics Specialist is to strategically design and select social analytics software and systems, and implement them, including integration with databases and data warehouses. This includes selecting, blueprinting, gathering requirements, designing, and rolling out BI solutions to end users. http://hr.mcleanco.com/research/hr-social-analytics-specialist
Develop a Strategy for Workforce Analytics with Big Data		
	Develop a Strategy for Workforce Analytics with Big Data	Implementing a big data workforce analytics (WFA) plan can help organizations become more data-driven, analytical, and strategic. Use the four WFA patterns to increase buy-in, reduce implementation time, and help identify a high-value WFA opportunity. http://hr.mcleanco.com/research/develop-a-strategy-for-workforce-analytics-with-big-data

Type	Document	Short Summary
	Storyboard: Develop a Strategy for Workforce Analytics with Big Data	Using McLean & Company's four WFA patterns to get started on your big data WFA project will help HR identify high-value WFA opportunities, increase buy-in, and reduce implementation time. http://hr.mcleanco.com/research/storyboard-develop-a-strategy-for-workforce-analytics-with-big-data
	Big Data Analyst	The Big Data Analyst is responsible for identifying unique trends and patterns in large data sets. http://hr.mcleanco.com/research/hr-big-data-analyst
	Big Data Workforce Analytics Maturity Assessment Tool	This tool will help your organization assess its maturity and readiness for big data workforce analytics. http://hr.mcleanco.com/research/big-data-workforce-analytics-maturity-assessment-tool
	Workforce Analytics Business Case Template	This template can be used to develop a complete business case for the workforce analytics with big data initiative. http://hr.mcleanco.com/research/workforce-analytics-business-case-template
	Workforce Analytics Cost/Benefit Tool	Using McLean & Company's four WFA patterns to get started on your big data WFA project will help HR identify high-value WFA opportunities, increase buy-in, and reduce implementation time. http://hr.mcleanco.com/research/workforce-analytics-cost-benefit-tool
	Workforce Analytics Pattern Analysis Template	This template will help the HR department analyze the four Workforce Analytics patterns to determine the ideal pattern to focus on in an initiative. The ideal pattern will address HR pain points and will have the greatest strategic impact for the organization. http://hr.mcleanco.com/research/workforce-analytics-pattern-analysis-template
	Workforce Analytics Prioritization Assessment Tool	The prioritization tool helps identify what type of data (internal or external, structured or unstructured) your organization is currently best able to analyze for insights. http://hr.mcleanco.com/research/workforce-analytics-prioritization-assessment-tool
	Workforce Analytics Strategy Template	The strategy template is the comprehensive final project deliverable – it will contain outputs from each prior deliverable and activity. It can then be used to attain stakeholder buy-in for your big data initiatives. http://hr.mcleanco.com/research/workforce-analytics-strategy-template
Evaluate the Quality of Organizational Turnover		
	Evaluate the Quality of Organizational Turnover	Most organizations track overall turnover, many track total voluntary turnover, but too few track the quality of voluntary turnover, or the types of people who are lost. Without this information, metrics will not be useful in understanding or addressing turnover. http://hr.mcleanco.com/research/hr-evaluate-the-quality-of-organizational-turnover
	Storyboard: Evaluate the Quality of Organizational Turnover	Turnover metrics often offer little information about the nature of turnover - specifically, the type of people being lost and their value to the organization. This storyboard will help you measure the quality of organizational turnover using four key rates: high performance turnover, critical roles turnover, regrettable turnover, and low performance turnover. http://hr.mcleanco.com/research/hr-storyboard-evaluate-the-quality-of-organizational-turnover


Type	Document	Short Summary
	Quality of Turnover Scorecard	If you don't have software that can track turnover quality, use this tool to keep tabs on the health of your turnover. http://hr.mcleanco.com/research/hr-quality-of-turnover-scorecard
	Total Cost of Turnover Worksheet	Retaining talent is a priority in any organization, and high employee departure costs make employee retention all the more important. Use this tool to calculate departure costs and plan your retention strategy. http://hr.mcleanco.com/research/hr-total-cost-of-turnover-worksheet










HR Strategy: Change Management









Type	Document	Short Summary
Adopt Change Management Techniques to Lead the Organization Through Change		
	Adopt Change Management Techniques to Lead the Organization Through Change	Effective change management is a critical capability as change is occurring with increasing speed and regularity. HR must step into the role of a change facilitator to improve change success rates by focusing on people, and making change management a process and way of life. http://hr.mcleanco.com/research/adopt-change-management-techniques-to-lead-the-organization-through-change
	Storyboard: Adopt Change Management Techniques to Lead the Organization Through Change	Organizations struggle with change. HR has the natural capabilities and position to take on the role of a change facilitator to guide an organization through change. Use this blueprint to develop HR's change management capabilities, and role in change. http://hr.mcleanco.com/research/storyboard-adopt-change-management-techniques-to-lead-the-organization-through-change
	Change Impact Assessment	Understanding the impact of change is a critical component of developing an action plan which incorporates the people effect of change. Ensure that your organization considers the entire impact of change from each perspective. http://hr.mcleanco.com/research/change-impact-assessment
	Change Management Action and Communication Plan	Change management requires detailed action and communication planning. For each deliverable and workstream in the change the necessary steps and corresponding communications must be documented. Use this tool to outline the steps that will be undertaken to implement the change. http://hr.mcleanco.com/research/change-management-action-and-communication-plan
	Change Management Competencies Assessment	Many organizations discount the value of change management competencies. Take the time to understand your organization's change management capability both pre- and post-change. http://hr.mcleanco.com/research/change-management-competencies-assessment
	Change Management Metric Tracking Tool	Track the appropriate metrics to understand the impact and progress of change. These metrics can be used to establish success and measure the benefits of change. http://hr.mcleanco.com/research/change-management-metric-tracking-tool
	Change Management Post-Mortem Template	Often change is implemented and then forgotten. Take the time to document lessons learned to be applied to future changes. Record what was done well during the project, areas of improvement, and solutions to issues which occurred. http://hr.mcleanco.com/research/change-management-post-mortem-template










	Change Management Project Charter Template	A project charter outlines the intended direction of the project and subsequent change. Secondly, it ensures that all participants are aligned, and thirdly prevents scope creep. Use this template to document your project charter. http://hr.mcleanco.com/research/change-management-project-charter-template
	Communication Medium Selection Guide	One of the keys to successful change is effective, and efficient communication. This guide provides a list of potential communication mediums, and a communication medium checklist to ensure that your medium selection is effective. http://hr.mcleanco.com/research/communication-medium-selection-guide
Develop an HR Plan to Effectively Manage the Merger or Acquisition Process		
	Develop an HR Plan to Effectively Manage the Merger or Acquisition Process	Give your merger or acquisition the best chance for success by thoroughly managing the process from due diligence well into the first year post-deal. Use our research to develop an HR plan to effectively manage the merger or acquisition process including up-front work, communication, cultural integration, workforce planning, and terms and conditions planning. http://hr.mcleanco.com/research/develop-an-hr-plan-to-effectively-manage-the-merger-or-acquisition-process
	Storyboard: Develop an HR Plan to Effectively Manage the Merger or Acquisition Process	HR should be involved in M&A when talks begin and should continue to be involved long after executives have moved on to something new. http://hr.mcleanco.com/research/storyboard-develop-an-hr-plan-to-effectively-manage-the-merger-or-acquisition-process
	M&A Organizational Culture Diagnostic Tool	The M&A Organizational Culture Diagnostic Tool can be used to assess various aspects of your organization's culture as well as the acquired or target organization's culture using a series of questions regarding environment, policies, procedures, and behaviors. http://hr.mcleanco.com/research/m-a-organizational-culture-diagnostic-tool
	M&A Project and Communication Plan	The M&A Project and Communication Plan provides a standard way to identify project tasks, as well as documenting M&S communication priorities and establishing a communication plan. http://hr.mcleanco.com/research/m-a-project-and-communication-plan
	M&A Workforce Planning Tool	The M&A Workforce Planning Tool provides insight into the roles and headcount you will require through to the end of the M&A transition period and will assist you in the development of a departmental plan, outlining which staff from the acquired and acquiring organizations will fill each role. http://hr.mcleanco.com/research/m-a-workforce-planning-tool
	M&A Terms and Conditions Inventory	The M&A Terms and Conditions Inventory allows you to evaluate the terms and conditions of both the acquiring and acquired organization, and select a target position for each term or condition. http://hr.mcleanco.com/research/m-a-terms-and-conditions-inventory




HR Strategy: Culture

Type	Document	Short Summary
Rid the Organization of an Inconsistent Culture to Improve Employee Engagement		
	Rid the Organization of an Inconsistent Culture to Improve Employee Engagement	This Solution Set helps to identify the organization's dominant culture so you can become aware of the associated challenges that can cause disengagement. Reinforce the dominant culture and eliminate inconsistencies by tweaking organization-wide processes and programs.







		http://hr.mcleanco.com/research/hr-rid-the-organization-of-an-inconsistent-culture-to-improve-employee-engagement
	Storyboard: Rid the Organization of an Inconsistent Culture to Improve Employee Engagement	This research helps you identify the organization's dominant culture so you can become aware of the associated challenges that cause disengagement. Reinforce the dominant culture and eliminate inconsistencies by tweaking organization-wide practices, policies, and behaviors. http://hr.mcleanco.com/research/hr-storyboard-rid-the-organization-of-an-inconsistent-culture-to-improve-employee-engagement
	Organizational Culture Diagnostic	Assessing organizational culture is a difficult task as it deals with subjective opinions on somewhat intangible concepts. As a result, many organizations can't define their culture, which means that leaders don't have a specific culture with which to align decisions. Use the Culture Diagnostic Tool to subjectively assess your organization's culture. http://hr.mcleanco.com/research/hr-organizational-culture-diagnostic
Uncover the Employee Value Proposition to Attract, Engage, and Retain Talent		
	Uncover the Employee Value Proposition to Attract, Engage, and Retain Talent	A strong Employee Value Proposition positively impacts engagement levels, which in turn positively impact profitability and shareholder value. An effective EVP also improves employee retention (decreasing turnover costs), increases alignment of HR with the business, increases recruiting efficiency, and lowers recruitment costs. http://hr.mcleanco.com/research/uncover-the-employee-value-proposition-to-attract-engage-and-retain-talent
	Storyboard: Uncover the Employee Value Proposition to Attract, Engage, and Retain Talent	The Employee Value Proposition is a critical tool for organizations to effectively retain and engage the right talent in their organizations, while attracting their desired future workforce. http://hr.mcleanco.com/research/storyboard-uncover-the-employee-value-proposition-to-attract-engage-and-retain-talent
	Employee Value Proposition Goal Setting Worksheet	The Employee Value Proposition Goal Setting Worksheet is designed to help HR leaders document their goals in order to complete the EVP project. Establishing baseline goals and metrics is essential in order to track your progress towards meeting end goals, and to measure the success of the EVP in your organization. http://hr.mcleanco.com/research/employee-value-proposition-goal-setting-worksheet
	Employee Value Proposition Statement Worksheet	The Employee Value Proposition Statement Worksheet provides a guide and template for HR leaders to use in developing and documenting their organization's EVP. http://hr.mcleanco.com/research/employee-value-proposition-statement-worksheet
	Employee Value Proposition Interview Guide	The Employee Value Proposition Interview Guide can be used in the absence of employee engagement survey data. The responses from the interview should be used to further enhance the organization's Employee Value Proposition. http://hr.mcleanco.com/research/employee-value-proposition-interview-guide
	Employee Value Proposition Scorecard	Use this Employee Value Proposition Scorecard tool to road test your Employee Value Proposition (EVP) internally and externally to ensure that it is aligned, accurate, aspirational, clear, compelling, comprehensive, and differentiated. http://hr.mcleanco.com/research/employee-value-proposition-scorecard
	Programs & Policies Assessment	Assessing how well your HR programs and policies support your employee value proposition (EVP) is a crucial step to its success. Use the Programs & Policies Assessment tool to document an inventory of your HR programs and











		<p>policies and to assess the degree of alignment with your EVP.</p> <p>http://hr.mcleanco.com/research/programs-policies-assessment</p>
	Employee Value Proposition Communication Plan	<p>Use this Employee Value Proposition Communication Plan tool to plan your internal and external communications strategy for your EVP.</p> <p>http://hr.mcleanco.com/research/employee-value-proposition-communication-plan</p>
	Employee Value Proposition Scorecard Handout	<p>Use this handout version of the Employee Value Proposition Scorecard to road test your Employee Value Proposition (EVP) with your internal focus group to ensure that it is aligned, accurate, aspirational, and differentiated. Have focus group participants document their individual evaluations.</p> <p>http://hr.mcleanco.com/research/employee-value-proposition-scorecard-handout</p>
Determine the Degree of Structural Centralization		
	Organizational Culture Diagnostic	<p>Assessing organizational culture is a difficult task as it deals with subjective opinions on somewhat intangible concepts. As a result, many organizations can't define their culture, which means that leaders don't have a specific culture with which to align decisions. Use the Culture Diagnostic Tool to subjectively assess your organization's culture.</p> <p>http://hr.mcleanco.com/research/hr-organizational-culture-diagnostic</p>
Develop a Gamification Strategy to Improve Employee Engagement		
	Organizational Culture Diagnostic	<p>Assessing organizational culture is a difficult task as it deals with subjective opinions on somewhat intangible concepts. As a result, many organizations can't define their culture, which means that leaders don't have a specific culture with which to align decisions. Use the Culture Diagnostic Tool to subjectively assess your organization's culture.</p> <p>http://hr.mcleanco.com/research/hr-organizational-culture-diagnostic</p>
Refresh Organizational Vision, Mission, and Values to Improve Business Performance		
	Refresh Organizational Vision, Mission, and Values to Improve Business Performance	<p>Companies that do not refresh their vision on a regular basis may experience catastrophic strategic failures. Many executives are so busy with day-to-day tasks that they fail to see the big picture. Unless a clear vision exists, employees will flounder and prioritize their efforts poorly.</p> <p>http://hr.mcleanco.com/research/refresh-organizational-vision-mission-and-values-to-improve-business-performance</p>
	Storyboard: Refresh Organizational Vision, Mission, and Values to Improve Business Performance	<p>Companies that do not refresh their vision on a regular basis may experience catastrophic strategic failures. Many executives are so busy with day-to-day tasks that they fail to see the big picture. Unless a clear vision exists, employees will flounder and prioritize their efforts poorly.</p> <p>http://hr.mcleanco.com/research/storyboard-refresh-organizational-vision-mission-and-values-to-improve-business-performance</p>
	Focus Group Values Questionnaire	<p>While the vision refresh is a top-down process, the values refresh should be a bottom-up process. Form a focus group of 4-5 peers in your organization and then send this questionnaire to your focus group members to gain insight on how employees understand the current values in the organization.</p> <p>http://hr.mcleanco.com/research/focus-group-values-questionnaire</p>
	Business SWOT Analysis Template	<p>Complete a Business SWOT Analysis to understand the Strengths, Weaknesses, Opportunities, and Threats of the departments within your organization to build your relationship with each departmental leader, and to gain support in the vision, mission, and values refresh initiative.</p> <p>http://hr.mcleanco.com/research/business-swot-analysis-template</p>











	HR Programs & Policies Inventory	The HR Programs & Policies Inventory allows you to document an inventory of your HR programs and policies, and assess the degree of alignment with the refreshed vision, mission, and values. http://hr.mcleanco.com/research/hr-programs-policies-inventory
	Stakeholder Power Map Worksheet	The Stakeholder Power Map Worksheet allows you to identify and understand the power and the interest of your stakeholders with respect to your organization's vision, mission, and values. The Stakeholder Power Map Worksheet can be used for stakeholders both external and internal to your organization. http://hr.mcleanco.com/research/stakeholder-power-map-worksheet
	Mission Refresh Questionnaire	If your organization chooses to go ahead with a mission refresh, follow the steps outlined in McLean & Company's Refresh Organizational Vision, Mission, and Values to Improve Business Performance storyboard and have the CEO, executive leadership team, and an HR representative complete this worksheet. http://hr.mcleanco.com/research/mission-refresh-questionnaire
	Communication Plan to Support the Vision, Mission & Values Refresh	The Communication Plan to Support the Vision, Mission, and Values Refresh supports you during the refresh process. Once you have identified the communication methods that work well for your stakeholders, use this tool to create a communication plan. http://hr.mcleanco.com/research/communication-plan-to-support-the-vision-mission-values-refresh
	Vision, Mission & Values Pre- & Post-Implementation Scorecard	The Vision, Mission & Values Pre- and Post-Implementation Scorecard provides a way to evaluate the effectiveness of your organization's vision, mission, and values prior to and after refreshing them. You will use the findings from this tool to determine which elements to focus on during the refresh process, as well as after the process for continuous improvement. http://hr.mcleanco.com/research/vision-mission-values-pre-post-implementation-scorecard
Embed Innovation in the Organization by Designing HR Programs that Drive It		
	Embed Innovation in the Organization by Designing HR Programs that Drive It	Organizations are not always putting the right foundations in place in order to encourage and enable innovation within their organization. The key to implementing successful innovation at any organization stems from concentrating on incremental innovation. http://hr.mcleanco.com/research/embed-innovation-in-the-organization-by-designing-hr-programs-that-drive-it
	Storyboard: Embed Innovation in the Organization by Designing HR Programs that Drive It	Organizations are not always putting the right foundations in place in order to encourage and enable innovation within their organization. The key to implementing successful innovation at any organization stems from concentrating on incremental innovation. http://hr.mcleanco.com/research/storyboard-embed-innovation-in-the-organization-by-designing-hr-programs-that-drive-it
	Innovation Competency Handout	Use this tool to have executives identify which innovative behaviors are the most important and relevant in their culture. Select the four most applicable behaviors that will become the base for your innovation competency. http://hr.mcleanco.com/research/innovation-competency-handout
	Innovation Diagnostic and Recommendations Tool	Use the Innovation Diagnostic & Recommendations Tool to determine which HR functions you should focus on in order to drive innovation and which actions you could take to improve innovation in your organization. http://hr.mcleanco.com/research/innovation-diagnostic-and-

		recommendations-tool
	Innovation Diagnostic Handout	Use the Innovation Diagnostic Handout with your focus group to evaluate the current strength of innovation in your organization. http://hr.mcleanco.com/research/innovation-diagnostic-handout
	Business Proposal Plan for Innovation	Use the Business Proposal Plan for Innovation to document the actions and steps required to take innovation to the next level in your organization. http://hr.mcleanco.com/research/business-proposal-plan-for-innovation
	Business Proposal Template for Innovation	Use the Business Proposal Template for Innovation to make the case to the CEO for HR programs that drive innovation in your organization. http://hr.mcleanco.com/research/business-proposal-template-for-innovation
	Communication Plan for Innovation	Effectively communicating with the appropriate key stakeholders and target audience will impact how well the various innovation programs and changes are accepted in your organization. Use this tool to plan out communication tasks to improve the success of your innovation initiatives. http://hr.mcleanco.com/research/communication-plan-for-innovation

HR Strategy: Organizational Design



Type	Document	Short Summary
	Job Family Summary Template	The Job Family Summary Template is used to capture job-related information for a group of related roles. This template is an alternative to individual job descriptions and clearly outlines the differentiation between roles within the family of positions. http://hr.mcleanco.com/research/hr-job-family-summary-template
Write Effective Job Descriptions ** NEW RESEARCH **		
	Write Effective Job Descriptions	Inaccurate job descriptions can have a far-reaching and costly impact on your business, including misguided recruitment and selection practices, off-base performance management, off-market compensation, and flawed workforce planning. http://hr.mcleanco.com/research/write-effective-job-descriptions
	Storyboard: Write Effective Job Descriptions	This storyboard will walk you through the creation of effective job descriptions that will clearly articulate job expectations, support HR initiatives, and keep you out of legal hot water. http://hr.mcleanco.com/research/storyboard-write-effective-job-descriptions
	Job Descriptions Metric Tracking Tool	This tool enables you to easily measure project success. Use it to document your goals and success metrics, track and measure your results on a quarterly basis, and produce illustrative trend-line graphs for ease of understanding and communication. http://hr.mcleanco.com/research/job-descriptions-metric-tracking-tool
	Turn a Job Description into an Effective Job Posting	This guide is intended as a reference document for employees tasked with crafting job postings. It describes the difference between a job description and a job posting, and details what job description content should be included in a job posting. http://hr.mcleanco.com/research/turn-a-job-description-into-an-effective-job-posting
	Job Description Template	This template should be used to document role requirements for all positions in the organization. It contains sections for general position information, a job summary, essential duties, positional requirements, competencies, and work conditions.














		http://hr.mcleanco.com/research/hr-job-description-template
	Training Deck: Train Managers to Write Effective Job Descriptions	This training deck illustrates the importance of job descriptions and walks managers through the process of writing a job description. The training deck will need to be modified to reflect the organization's chosen job description approach. http://hr.mcleanco.com/research/training-deck-train-managers-to-write-effective-job-descriptions
Determine the Degree of Structural Centralization		
	Determine the Degree of Structural Centralization	Organizational structure is part of a broader system of organizational design, which also includes strategy, people, roles, processes, and culture. This set takes a "big picture" approach to determine the appropriate degree of centralization of decision making for functions within an organization. http://hr.mcleanco.com/research/hr-determine-the-degree-of-structural-centralization
	Storyboard: Determine the Degree of Structural Centralization	Restructuring a given function must be done in the context of overarching business strategy, and with sensitivity to many moving parts. Determining the relative degree of decision-making centralization is the best first step. http://hr.mcleanco.com/research/hr-storyboard-determine-the-degree-of-structural-centralization
	Structure Scoping Template	Setting scope helps determine the money, time, and people required to complete a project. It also serves as an effective tool for measuring whether a project has hit its intended targets. http://hr.mcleanco.com/research/hr-structure-scoping-template
	Centralization Diagnostic Tool	The Centralization Diagnostic Tool will help you determine the degree of centralization you require in the future in order to meet business goals compared to where you currently stand today. http://hr.mcleanco.com/research/hr-centralization-diagnostic-tool
	Complexity and Uncertainty Checklist	This checklist is intended to help organizations considering restructuring a function weigh these environmental factors and the extent to which they align with or deviate from restructuring plans. http://hr.mcleanco.com/research/hr-complexity-and-uncertainty-checklist
Redesign Jobs for Improved Performance		
	Redesign Jobs for Improved Performance	Systematically redefining positions often falls to the backburner, resulting in confusion, unclear expectations, inaccurate performance appraisal information, unmet goals, and missed opportunities. http://hr.mcleanco.com/research/hr-design-positions-for-improved-performance
	Storyboard: Redesign Jobs for Improved Performance	Maintaining interesting, engaging, and complete jobs is often seen as a difficult and time-consuming task that is often triggered by extreme pain. This research will help you complete the process correctly and annually in order to improve employee attitudes, increase efficiency, and resolve problems before they can even start. http://hr.mcleanco.com/research/storyboard-redesign-jobs-for-improved-performance
	Write Effective Job Descriptions	The topic of job descriptions may not be exciting, but they are the foundation of many strategic HR initiatives. http://hr.mcleanco.com/research/write-effective-job-descriptions
	IT Job Repository	This repository is an example of what can be done with information collected while completing a job redesign. It is a sample that is currently in use by the IT












		Director of a professional services firm. http://hr.mcleanco.com/research/hr-it-job-repository
	Job Redesign Tool	The Job Redesign Tool acts as a repository for task requirements, clustering, assignment of clusters, and succession planning. Use it to collect and amalgamate job information in order to facilitate decision-making and resource planning. http://hr.mcleanco.com/research/hr-job-redesign-tool
	Employee Job Review Questionnaire	Use the Job Review Questionnaire to survey employees in order to determine key points of pain, overall satisfaction, and facilitate decision-making in regards to job design. http://hr.mcleanco.com/research/employee-job-review-questionnaire
Conduct a Job Analysis Project		
	Conduct a Job Analysis Project	So much relies on clear understanding and communication of what tasks and responsibilities an individual employee is expected to carry. Learn a systematic way to break down a given job, role or position into its constituent parts so that it's relevant and meaningful. http://hr.mcleanco.com/research/hr-conduct-a-job-analysis
	Storyboard: Conduct a Job Analysis Project	So much relies on clear understanding of what tasks, duties, and responsibilities an individual employee is expected to carry and the attributes required for the employee to perform successfully. Job analysis a systematic way for figuring out what a job really entails, which makes it a key process for successful HR management. http://hr.mcleanco.com/research/hr-storyboard-conduct-a-job-analysis-project
	Job Analysis Method Identifier Tool	Use this tool to identify job analysis methods that will help you collect the job information you want based on your main purpose for undertaking job analysis, aspects of the job being analyzed, and practical considerations, including time and resources. http://hr.mcleanco.com/research/hr-job-analysis-method-identifier-tool
	Project Charter Template	Successful projects start with a good plan. Use this Project Charter Template to plan, organize, and get stakeholder buy-in for any project you want to undertake. http://hr.mcleanco.com/research/hr-project-charter-template
	Job Analysis Project Planning & Monitoring Tool	Job analysis, like any organizational project, must be organized and tracked in order to stay on top of deadlines, resourcing, and budgeting. Use the Job Analysis Project Planning and Monitoring Tool to organize and monitor the status of any job analysis project. http://hr.mcleanco.com/research/hr-job-analysis-project-planning-monitoring-tool
	Project Kick-off Meeting Template	A project kick-off meeting is essential for organizing the project team and ensuring that everyone is on the same page before the project work begins. Use this Project Kick-off Meeting Template to develop an agenda to kick-off any project you undertake. http://hr.mcleanco.com/research/hr-project-kick-off-meeting-template
	Job Analysis Observation Form Template	Direct observation of incumbents performing the job being analyzed is a great method for collecting job information. Use this template to help develop an observation form for your job analysis project. http://hr.mcleanco.com/research/hr-job-analysis-observation-form-template
	Job Analysis Diary Template	Job diaries are a common job analysis method for collecting data from incumbents who perform the job being analyzed. Use this template to help











		develop a job diary form for your job analysis project. http://hr.mcleanco.com/research/hr-job-analysis-diary-template
	Job Analysis KSAO Inventory Template	This Knowledge, Skills, Abilities, and Other Characteristics (KSAO) inventory organizes ratings from job experts and identifies the critical KSAOs for the job being analyzed. Use this template to build a KSAO inventory for your job analysis project. http://hr.mcleanco.com/research/hr-job-analysis-ksao-inventory-template
	Project Debrief Report Template	Successful project planning and execution can be nullified by inadequate attention to project closure. Use the Project Debrief Report Template to conduct a formal review of the project and document key lessons learned to inform future projects. http://hr.mcleanco.com/research/hr-project-debrief-report-template
	Job Analysis Question Bank	Collecting good job analysis information with interviews and questionnaires is all about asking good questions. Use this tool to navigate the variety of common job analysis questions available and select questions to use in your methods. http://hr.mcleanco.com/research/hr-job-analysis-question-bank
	Critical Incident Technique Guide	The critical incident technique is a procedure commonly used in group interview settings to collect reports of actual work behavior at various levels of effectiveness from job experts. Use this guide to learn about the critical incident technique and how to effectively use it to collect behaviorally-focused information from job experts for a variety of purposes. http://hr.mcleanco.com/research/hr-critical-incident-technique-guide
	Job Analysis Questionnaire Template	Questionnaires are a common method used for collecting job analysis data. Use this template to build questionnaires for your job analysis project. http://hr.mcleanco.com/research/hr-job-analysis-questionnaire-template
	Job Analysis Task Inventory Template	A task inventory is a structured job analysis questionnaire used to collect ratings from job experts to identify the important job tasks. Use this template to build a task inventory for your job analysis project. http://hr.mcleanco.com/research/hr-job-analysis-task-inventory-template
	Job Analysis Individual Interview Template	Individual interviews are one of the most common job analysis methods. Use this template to organize job analysis interview questions, take notes during the interview, and ensure that all interviews follow a similar structure. http://hr.mcleanco.com/research/hr-job-analysis-individual-interview-template
	Communications Plan Template	Communicating information about projects is often critical for garnering support, acceptance, and participation from stakeholder groups. Use this Communications Plan Template to document the details for the who, what, and when of all communication tasks that are required for a project. http://hr.mcleanco.com/research/hr-communications-plan-template

HR Strategy: Strategy

Type	Document	Short Summary
	HR Business Advisory Committee Charter	The purpose of an HR Business Advisory Committee (BAC) is to review and prioritize project proposals by creating a shortlist of proposals recommended for consideration by senior decision makers. This template provides suggested details for a BAC mandate. http://hr.mcleanco.com/research/hr-hr-business-advisory-committee-charter
	Intangible Benefits Business Case Template	Just because you cannot quantify your project's benefits doesn't mean that it's not worth pursuing. Use this template to determine the benefits of your

		<p>proposed project.</p> <p>http://hr.mcleanco.com/research/hr-intangible-benefits-business-case-template</p>
	Business Case Summary Worksheet	<p>A business case summary is used to document high-level drivers, goals, and success measures of a project. Use this worksheet to document decision-maker consensus on the vision and gain initial approval to proceed.</p> <p>http://hr.mcleanco.com/research/hr-business-case-summary-worksheet</p>
	Six Hats Problem-Solving Tool	<p>No matter how great a challenge you face, understanding all possible courses of action open to you will help you choose the most appropriate one. The Six Hats approach is a tried and proven problem-solving tool that allows you to see the implications of all the options available to you before you make a decision.</p> <p>http://hr.mcleanco.com/research/hr-six-hats-problem-solving-tool</p>
	Business Case Summary Worksheet	<p>A business case summary is used to document high-level drivers, goals, and success measures of a project. Use this worksheet to document decision-maker consensus on the vision and gain initial approval to proceed.</p> <p>http://hr.mcleanco.com/research/hr-business-case-summary-worksheet</p>
Understand HR Trends and Priorities for 2015 ** NEW RESEARCH **		
	Understand HR Trends and Priorities for 2015	<p>Use McLean & Company's HR trends and priorities research to inform your 2015 strategic plan. Each year, McLean & Company surveys HR and business professionals to reveal top HR priorities and emerging HR trends. Our capstone HR Trends & Priorities for 2015 report was published in December 2014. This report goes into more depth on the Employee Engagement function.</p> <p>http://hr.mcleanco.com/research/understand-hr-trends-and-priorities-for-2015</p>
	HR Trends and Priorities 2015: Employee Engagement	http://hr.mcleanco.com/research/hr-trends-and-priorities-2015-employee-engagement
	HR Trends and Priorities 2015: HR Operations & Infrastructure	http://hr.mcleanco.com/research/hr-trends-and-priorities-2015-hr-operations-infrastructure
	HR Trends and Priorities 2015: HR Strategy	http://hr.mcleanco.com/research/hr-trends-and-priorities-2015-hr-strategy
	HR Trends and Priorities 2015: Learning and Development	http://hr.mcleanco.com/research/hr-trends-and-priorities-2015-learning-and-development
	HR Trends and Priorities 2015: Performance Management	http://hr.mcleanco.com/research/hr-trends-and-priorities-2015-performance-management
	HR Trends and Priorities 2015: Talent Acquisition	http://hr.mcleanco.com/research/hr-trends-and-priorities-2015-talent-acquisition
	HR Trends and Priorities 2015: Talent Management	http://hr.mcleanco.com/research/hr-trends-and-priorities-2015-talent-management
	HR Trends and Priorities 2015: Total Compensation	http://hr.mcleanco.com/research/hr-trends-and-priorities-2015-total-compensation
	HR Trends and Priorities for 2015	http://hr.mcleanco.com/research/hr-trends-and-priorities-for-2015
Develop an Agile HR Strategic Plan That Achieves Organizational Objectives ** NEW RESEARCH **		











	Storyboard: Develop an Agile HR Strategic Plan That Achieves Organizational Objectives	The Storyboard is a comprehensive, end-to-end project for developing an HR strategy. It starts with \Make the Case http://hr.mcleanco.com/research/storyboard-develop-an-agile-hr-strategic-plan-that-achieves-organizational-objectives
	HR Initiative Prioritization Tool	The HR Initiative Prioritization Tool scores HR initiatives based on their value to both HR and the business, and is personalized to your organization. It also gives comments and analysis of each initiative. http://hr.mcleanco.com/research/hr-initiative-prioritization-tool
	HR Scorecard	The HR Scorecard is a way to track progress towards your goals. Once you input your initiative information (including date and target metrics), the tool automatically calculates progress in a color-coded, easy-to-read way. http://hr.mcleanco.com/research/hr-scorecard
	Inventory Documentation Template	This template contains three inventories (Goals Cascade, Capabilities and Capacity Inventory, and the Start, Stop, Continue Inventory) and is designed as a repository to hold data that will be used as inputs elsewhere. http://hr.mcleanco.com/research/inventory-documentation-template
	SWOT Analysis Template	Completing a SWOT analysis allows you to bring outside factors into your analysis in a structured way that shows how each factor will affect HR's ability to deliver on business value. http://hr.mcleanco.com/research/swot-analysis-template
	CPPT Analysis Workbook	The CPPT Analysis Workbook is a comprehensive document that contains the desired state, current state, and gap analysis for the HR department in one place, leading to easier internal analysis of the HR department. http://hr.mcleanco.com/research/cppt-analysis-workbook
Review Continuity Plans to Deal with the Threat of Ebola ** NEW RESEARCH **		
	Review Continuity Plans to Deal with the Threat of Ebola	The Ebola Briefing and the Executive Presentation provide useful information on how to get the facts about Ebola, understand the risks to employees and your supply chain, and make a plan to ensure business continuity. http://hr.mcleanco.com/research/review-continuity-plans-to-deal-with-the-threat-of-ebola
	Ebola Briefing: Executive Presentation	This executive presentation provides useful information on how to get the facts about Ebola, understand the risks to employees and your supply chain, and make a plan to ensure business continuity. http://hr.mcleanco.com/research/ebola-briefing-executive-presentation
	Ebola Briefing	The Ebola Briefing is intended to provide you with the necessary information you need to analyze and mitigate the risks that the recent outbreak of Ebola Virus Disease (EVD) in West Africa pose to your organization. http://hr.mcleanco.com/research/ebola-briefing
Develop a Corporate Social Responsibility Strategy for HR		
	Develop a Corporate Social Responsibility Strategy for HR	Not only can HR help business leaders develop socially responsible business strategies and measure their impact, but an emphasis on socially responsible business practices also gives HR more support for existing responsibilities. http://hr.mcleanco.com/research/develop-a-corporate-social-responsibility-strategy-for-hr
	Storyboard: Develop a Corporate Social Responsibility Strategy for HR	Coordinate CSR initiatives with HR to measure their impact, show that the organization takes them seriously, and ensure that they generate tangible business value. http://hr.mcleanco.com/research/storyboard-develop-a-corporate-social-responsibility-strategy-for-hr









	CSR Maturity Tool	The McLean & Company CSR Maturity Tool uses a quantitative, behavioral approach to help organizations measure the level of development of their corporate social responsibility (CSR) programs relative to best practices in comparable organizations. http://hr.mcleanco.com/research/csr-maturity-tool
	Business Case Summary Worksheet	A business case summary is used to document high-level drivers, goals, and success measures of a project. Use this worksheet to document decision-maker consensus on the vision and gain initial approval to proceed. http://hr.mcleanco.com/research/hr-business-case-summary-worksheet
Develop Stakeholder Management Strategies		
	Develop Stakeholder Management Strategies	This new Guided Implementation Blueprint will be designed to walk the Head of HR and Functional Leaders step by step through the development and implementation of a Stakeholder Management Strategy. A strong Stakeholder Management Strategy involves HR having a clear understanding of who the key stakeholders are and how to communicate with them in a manner that resonates. This includes the development of a comprehensive business case that covers the key aspects that are important from a business perspective. Developing healthy relationships with stakeholders will make it easier for HR to obtain business support and funding for projects and initiatives. It will also allow HR to improve their credibility as a valued business partner. http://hr.mcleanco.com/research/develop-stakeholder-management-strategies
Assess HR Outsourcing		
	Assess HR Outsourcing	Deciding whether to outsource HR functions is not an easy task. Perform a thorough evaluation of your options and arrive at a best fit solution for your organization. http://hr.mcleanco.com/research/assess-hr-outsourcing
	Storyboard: Assess HR Outsourcing	Deciding whether to outsource HR functions is not an easy task. Perform a thorough evaluation of your options and arrive at a best fit solution for your organization. http://hr.mcleanco.com/research/storyboard-assess-hr-outsourcing
	HR Outsourcing Options Analysis Tool	Use the HR Outsourcing Options Analysis Tool to help you understand the organization's current and target state of HR functions. Calculate the cost implications of sourcing options in order to make a decision between outsourcing components of HR, hiring a consultant, or keeping underperforming functions in-house and restructuring or hiring additional staff. http://hr.mcleanco.com/research/hr-outsourcing-options-analysis-tool
	HR Outsourcing Business Case Template	This business case provides you with a means to communicate to executives the financial metrics, business impact, and risks of HR outsourcing, including recommendations on how to proceed. http://hr.mcleanco.com/research/hr-outsourcing-business-case-template
	HR Outsourcing RFI Template	A Request for Information (RFI) allows the purchaser to make an initial request of potential vendors to uncover the state of the market and to identify potential candidates for proposal solicitation and evaluation. http://hr.mcleanco.com/research/hr-outsourcing-rfi-template
	HR Outsourcing RFP Template	A Request for Proposal (RFP) is a formal invitation issued by a business or agency requesting interested vendors to submit written proposals meeting a particular set of requirements. http://hr.mcleanco.com/research/hr-outsourcing-rfp-template
	HR Outsourcing RFP	Purchasing that is significant enough to trigger the issuance of a Request for











	Evaluation Grid	Proposal (RFP) must be carefully evaluated to ensure you make the best decision for your organization. http://hr.mcleanco.com/research/hr-outsourcing-rfp-evaluation-grid
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Employee Engagement Research

Employee Engagement: Engagement Action Plans







Type	Document	Short Summary URL
	Post-Survey Engagement Program Plan	Once an employee engagement survey is conducted, use a post-survey plan to manage the change in an organized and effective manner. Use this template to outline each activity in your organization's post-survey process and prepare the relevant pieces of communication in tandem. http://hr.mcleanco.com/research/hr-post-survey-engagement-program-plan
	Focus Group Guide	The Focus Group Guide will help you run effective focus groups and record insights gained during these sessions. http://hr.mcleanco.com/research/hr-focus-group-guide
Engage Millennials ** NEW RESEARCH **		
	Engage Millennials	Despite different experiences Millennials are driven by the same motivations as other generations. It is critical that organizations begin to focus on Millennial engagement, as soon they will comprise the majority of the workforce. http://hr.mcleanco.com/research/engage-millennials
	Storyboard: Engage Millennials	A common misconception exists that Millennials are different than other generations. In reality, Millennials are driven by the same underlying motivations. This project highlights these motivations and outlines engagement tactics organizations can employ to improve the engagement of all generations. http://hr.mcleanco.com/research/storyboard-engage-millennials
	Training Deck: Engage Millennials	This training deck is designed for managers. It provides 10 simple, yet effective methods which managers can employ to engage Millennials. http://hr.mcleanco.com/research/training-deck-engage-millennials
Drive Engagement Through Interdepartmental Collaboration		
	Drive Engagement Through Interdepartmental Collaboration	Collaboration directly impacts the bottom-line. Not working collaboratively costs the organization money, whereas a collaborative work environment results in the tangible benefits of increased profits and productivity. http://hr.mcleanco.com/research/drive-engagement-through-interdepartmental-collaboration
	Storyboard: Drive Engagement Through Interdepartmental Collaboration	Transition from a non-collaborative environment to one that drives innovation and results across departments. http://hr.mcleanco.com/research/storyboard-drive-engagement-through-interdepartmental-collaboration
	Collaboration Assessment Tool	Use this tool to help understand the issues that are impacting the level and success of interdepartmental collaboration occurring in your organization. Gain a prioritized list of collaboration drivers that require focus and key action steps for the improvement of collaborative behaviors. http://hr.mcleanco.com/research/collaboration-assessment-tool
	Collaboration Assessment Questionnaire	Administer this questionnaire to departments that have a clear issue with interdepartmental collaboration. If you would like to factor their opinions and experiences into your strategy use the Collaboration Assessment Tool to help identify pain points. http://hr.mcleanco.com/research/collaboration-assessment-questionnaire
	Focus Group Collaboration	Evaluate the impact of the collaboration initiatives by directly asking









	Questionnaire	employees in departments that are facing collaboration issues to share their experiences. http://hr.mcleanco.com/research/focus-group-collaboration-questionnaire
Identify & Select Employee Engagement Initiatives		
	Identify & Select Employee Engagement Initiatives	Lack of employee engagement survey follow-up and subsequent organizational change result in serious consequences for the key HR performance indicators of employee productivity, retention, and attendance. http://hr.mcleanco.com/research/hr-continue-with-employee-engagement-post-survey
	Storyboard: Identify & Select Employee Engagement Initiatives	The purpose of an engagement survey is organizational change. This is determined through first measuring the drivers of engagement and identifying those in need of improvement. Most organizations fail to leverage employee engagement surveys to their full potential because they do not follow through with impactful change. http://hr.mcleanco.com/research/hr-storyboard-identify-select-employee-engagement-initiatives
	Issue and Initiative Team Brainstorming Template	Brainstorming is a powerful team-building and idea generation method because it can increase morale, create a more enjoyable work experience, and empower employees to participate in organizational initiatives. http://hr.mcleanco.com/research/hr-issue-and-initiative-team-brainstorming-template
Implement an Action Plan for Employee Engagement Initiatives		
	Implement an Action Plan for Employee Engagement Initiatives	Employee engagement isn't only about a survey. Organizations must act on employee feedback contained in engagement surveys to drive engagement, and maximize the benefits it offers to the organization. This set will focus on planning and implementing engagement initiatives, once they have been identified and selected by the organization. http://hr.mcleanco.com/research/implement-an-action-plan-for-employee-engagement-initiatives
	Storyboard: Implement an Action Plan for Employee Engagement Initiatives	Employee engagement isn't only about surveys. Organizations must act on employee feedback from engagement surveys to drive engagement, and jumpstart initiatives that will positively impact employees. http://hr.mcleanco.com/research/storyboard-implement-an-action-plan-for-employee-engagement-initiatives
	Post-Survey Engagement Program Plan	Once an employee engagement survey is conducted, use a post-survey plan to manage the change in an organized and effective manner. Use this template to outline each activity in your organization's post-survey process and prepare the relevant pieces of communication in tandem. http://hr.mcleanco.com/research/hr-post-survey-engagement-program-plan
Take Ownership of Strengthening Senior Management Relationships		
	Take Ownership of Strengthening Senior Management Relationships	This Solution Set is written for senior managers looking to improve employee engagement. It walks through the roles of the CEO, the executive team, and the department head, and gives practical examples of how to strengthen this important driver of employee engagement. http://hr.mcleanco.com/research/hr-drive-engagement-through-senior-management-relationships
	Storyboard: Take Ownership of Strengthening Senior	Senior managers must understand the important role they play in engaging employees and the impact that engaged employees have on the organization's bottom line.

	Management Relationships	http://hr.mcleanco.com/research/hr-storyboard-take-ownership-of-strengthening-senior-management-relationships
Develop a Gamification Strategy to Improve Employee Engagement		
	Develop a Gamification Strategy to Improve Employee Engagement	Organizations are recognizing the motivational power of games in engaging both customers and employees. Follow McLean & Company's process to tailor your gamified initiative to improve employee engagement. http://hr.mcleanco.com/research/hr-develop-a-gamification-strategy-to-improve-employee-engagement
	Storyboard: Develop a Gamification Strategy to Improve Employee Engagement	Organizations are recognizing the motivational power of games in engaging both customers and employees. Follow McLean & Company's process to tailor your gamified initiative in order to improve employee engagement. http://hr.mcleanco.com/research/hr-storyboard-develop-a-gamification-strategy-to-improve-employee-engagement
	Gamification Workshop Handouts	These handouts relate to the exercises in McLean & Company's Develop a Gamification Strategy to Improve Employee Engagement workshop slides. http://hr.mcleanco.com/research/hr-gamification-workshop-handouts
	Gamification Inventory	The Gamification Inventory Tool allows you to review and document the gamification initiatives currently in place at your organization, to determine if any aspect of them can be leveraged for your gamified engagement initiatives. http://hr.mcleanco.com/research/gamification-inventory
	Gaming Personality Assessment	The Gaming Personality Assessment will assist in determining the mix of gaming types within your target audience, so you can tailor the design of your gamified engagement initiative accordingly. http://hr.mcleanco.com/research/hr-gaming-personality-assessment
	Gamified Engagement Strategy Worksheet	The Gamified Engagement Strategy Worksheet provides a standard way to identify and document gamification goals related to priority engagement drivers, characteristics of the target audience, gamification options analysis, finalized options, an implementation plan and a communication plan. http://hr.mcleanco.com/research/hr-gamified-engagement-strategy-worksheet
Help Managers Inform, Interact, and Involve on the Way to Team Engagement		
	Help Managers Inform, Interact, and Involve on the Way to Team Engagement	Employee engagement on the team level should be owned by those who have the greatest impact on employees' daily lives - their managers. This set looks at HR's role in educating managers on the impact they have on engagement. http://hr.mcleanco.com/research/help-managers-inform-interact-and-involve-on-the-way-to-team-engagement
	Storyboard: Help Managers Inform, Interact, and Involve on the Way to Team Engagement	Employee engagement on the team level should be owned by those who have the greatest impact on employees' daily lives - their managers. This storyboard looks at HR's role in educating managers on the impact they have on engagement. http://hr.mcleanco.com/research/storyboard-help-managers-inform-interact-and-involve-on-the-way-to-team-engagement
	New Hire Conversation Guide	The first step to engaging new employees is getting to know them. New hire conversations are informal interviews that should be conducted within the first 90 days of an employee's tenure. http://hr.mcleanco.com/research/hr-new-hire-conversation-guide
	Stay Interview Guide	The Stay Interview Guide provides managers with a tool to conduct an Engagement Conversation (also known as a stay interview) with their team

		members. These help managers gain insight into elements of an employee's job. http://hr.mcleanco.com/research/engagement-conversation-guide
	Action Planning Worksheet	Without a realistic action plan, your engagement survey results will be meaningless data points. The Action Planning Worksheet provides a simple yet comprehensive way to plan your team's engagement initiatives. http://hr.mcleanco.com/research/hr-action-planning-worksheet
	Engagement Feedback Session Agenda Template	The Engagement Feedback Session Agenda Template provides managers with a customizable, step-by-step guide to conducting a team meeting to share insights on what the results mean and where you should go from there. http://hr.mcleanco.com/research/hr-engagement-feedback-session-agenda-template


Employee Engagement: Engagement Strategy & Assessments



Type	Document	Short Summary
Identify & Reengage the Disengaged		
	Identify & Reengage the Disengaged	A manager owns the relationship with the employee but the employee owns their own engagement level. HR is there to facilitate and support the manager throughout the process, but not to take on the employee's problem. http://hr.mcleanco.com/research/hr-identify-flight-risks
	Storyboard: Identify & Reengage the Disengaged	It costs a lot of time and money to identify and turnaround a disengaged employee. While it is much easier to rely on organizational and departmental initiatives implemented after an engagement survey, disengaged individuals are often hidden by survey results and completely overlooked. http://hr.mcleanco.com/research/hr-storyboard-identify-reengage-the-disengaged
Plan for the Future of Employee Engagement		
	Plan for the Future of Employee Engagement	Changes in the working world are making engaging employees more challenging for organizations. These changes include poor economic conditions, the increase of globalization, changing demographics, and decreased loyalty for both employees and organizations. http://hr.mcleanco.com/research/hr-look-forward-to-the-future-of-employee-engagement
	Storyboard: Plan for the Future of Employee Engagement	Changes in the working world are making engaging employees more challenging for organizations. These changes include poor economic conditions, the increase of globalization, changing demographics, and decreased loyalty for both employees and organizations. http://hr.mcleanco.com/research/hr-storyboard-look-forward-to-the-future-of-employee-engagement
Move Beyond Measuring Engagement and Start Improving It		
	Move Beyond Measuring Engagement and Start Improving It	Now that you've seen your employee engagement results, it's time to start acting on them. Use the tools provided in this workshop to leverage your results and start improving engagement levels in your organization. http://hr.mcleanco.com/research/hr-move-beyond-measuring-engagement-and-start-improving-it
	Summary of Focus Group Results	Use the Summary of Focus Group Results template to communicate the valuable insights and takeaways from engagement focus groups to all members of your organization.

		http://hr.mcleanco.com/research/hr-summary-of-focus-group-results
	Engagement Workshop Focus Group Final Agenda	The Engagement Workshop Focus Group Final Agenda provides the logistics of the breakout sessions, including ground rules, employee groups, and questions to discuss. This template also outlines the process for prioritizing employee-generated initiatives, session wrap-up, and next steps. http://hr.mcleanco.com/research/hr-engagement-workshop-focus-group-final-agenda
Make the Case for Employee Engagement		
	Make the Case for Employee Engagement	To face this changing world of work, organizations need to make employee engagement a priority. This solution set makes the case for improving engagement at your organization, starting with an employee engagement survey. http://hr.mcleanco.com/research/hr-make-the-case-for-employee-engagement
	Storyboard: Make the Case for Employee Engagement	The world of work is evolving and changing, and organizations must adapt. To face this changing world, make employee engagement a priority. http://hr.mcleanco.com/research/hr-storyboard-make-the-case-for-employee-engagement
Optimize Employee Engagement Surveys		
	Optimize Employee Engagement Surveys	In most cases, organizations are not only failing to leverage engagement surveys to their full potential, but they are also hurting employee engagement due to the lack of change implementation and communication. http://hr.mcleanco.com/research/optimize-employee-engagement-surveys
	Storyboard: Optimize Employee Engagement Surveys	Many organizations are not only failing to leverage employee engagement surveys to their full potential, but they are also hurting employee engagement due to the lack of change implementation and communication. Don't become another statistic: gain a better understanding of what effective employee engagement surveys can and should deliver, and how to carry them out. http://hr.mcleanco.com/research/storyboard-optimize-employee-engagement-surveys
	Employee Engagement Survey Reporting Tool	Analyzing and reporting survey results can be difficult and tedious. This reporting tool will help you navigate the complex data analysis of the employee engagement survey project. http://hr.mcleanco.com/research/employee-engagement-survey-reporting-tool
	Employee Engagement Survey Project Charter	Employee engagement surveys are enterprise-wide undertakings, and buy-in from all stakeholder groups is critical. Use a project charter to ensure all members of the team are on the same page concerning the survey's mandate. http://hr.mcleanco.com/research/employee-engagement-survey-project-charter
	Employee Engagement Survey Project and Communications Plan	Employee engagement surveys are far-reaching initiatives with multiple complex tasks and critical communication points. Treat these surveys as projects with supporting formal plans that detail milestones, deliverables, stakeholders, and goals. http://hr.mcleanco.com/research/employee-engagement-survey-project-and-communications-plan










Talent Management Research

Talent Management: Competencies







Type	Document	Short Summary
	Competency Framework Project Planning and Tracking Tool	The Competency Framework Project Planning and Tracking Tool will help you establish project goals, break down and track progress on each activity, and assign accountable team members to each task. http://hr.mcleanco.com/research/hr-competency-framework-project-planning-and-tracking-tool
	Core Competency Framework and Mapping Tool	McLean & Company has defined core competencies that can be used across many organizations. Use this tool to learn about core competencies in order to develop your organization's own core competency framework. http://hr.mcleanco.com/research/hr-core-competency-framework-and-mapping-tool
Select Strategically-Aligned Leadership Competencies		
	Select Strategically-Aligned Leadership Competencies	Setting leadership performance standards is a crucial first step to developing strong leaders. Boost your leadership bench strength by identifying leadership competencies that are central to your business's success and then developing to them. http://hr.mcleanco.com/research/select-strategically-aligned-leadership-competencies
	Storyboard: Select Strategically-Aligned Leadership Competencies	Setting leadership performance standards is a crucial first step to developing strong leaders. Boost your leadership bench strength by identifying leadership competencies that are central to your business's success and then developing to them. http://hr.mcleanco.com/research/storyboard-select-strategically-aligned-leadership-competencies
	Leadership Competency Library	Develop Leadership Competencies. http://hr.mcleanco.com/research/leadership-competency-library
	Leadership Competencies Workbook	The Leadership Competencies Workbook provides a structured way to document your work through the project to select strategically-aligned leadership competencies. http://hr.mcleanco.com/research/leadership-competencies-workbook
	Leadership Competencies Administration Guidelines	This template allows your organization to determine the owner(s) of the project and their respective responsibilities, and provides a way to organize a variety of administration procedures to enable the sustainability of the competencies. http://hr.mcleanco.com/research/leadership-competencies-administration-guidelines
Establish an Enterprise-Wide Career Path Framework		
	Establish an Enterprise-Wide Career Path Framework	A formal career path framework assists in talent attraction, boosts employee engagement, and decreases turnover - a high return investment. http://hr.mcleanco.com/research/hr-establish-an-enterprise-wide-career-path-framework
	Storyboard: Establish an Enterprise-Wide Career Path Framework	Career development is a core component of the organization's value proposition and a top priority for business leaders and HR. http://hr.mcleanco.com/research/hr-storyboard-establish-an-enterprise-wide-career-path-framework
	Career Path Framework	Create a guide for both employees and managers to follow to help ensure the


	Administrative Guidelines	success of your career path framework. http://hr.mcleanco.com/research/hr-career-path-framework-administrative-guidelines
	Career Path Framework Tool	The Career Path Framework Tool provides a standard way to identify and document career path framework goals as well as core, common, and job specific (technical) competencies and proficiency levels by tier. http://hr.mcleanco.com/research/hr-career-path-framework-tool
Develop a Comprehensive Competency Framework		
	Develop a Comprehensive Competency Framework	Competency frameworks are a springboard for improving the functional and strategic nature of HR as they provide a central point of reference for all HR functions and performance management activities. It will also help to build talent management consistency throughout the organization. http://hr.mcleanco.com/research/develop-a-comprehensive-competency-framework
	Storyboard: Develop a Comprehensive Competency Framework	Competency frameworks are vital talent management tools. They are the foundation of many key HR functions, from recruiting to succession planning. Developing an effective competency framework is essential to realizing benefits across all HR functions. http://hr.mcleanco.com/research/storyboard-develop-a-comprehensive-competency-framework
	Make the Case to Develop a Competency Framework	Use this presentation template to make the case to executives to develop a competency framework. http://hr.mcleanco.com/research/make-the-case-to-develop-a-competency-framework
	Core Competency Library	Develop Core Competencies. http://hr.mcleanco.com/research/core-competency-library
	Leadership Competency Library	Develop Leadership Competencies. http://hr.mcleanco.com/research/leadership-competency-library
	Human Resources Competency Library	Develop Functional HR Competencies. http://hr.mcleanco.com/research/human-resources-competency-library
	IT Competency Library	Develop Functional IT competencies. http://hr.mcleanco.com/research/it-competency-library
	Sales Competency Library	Develop Functional Sales Competencies. http://hr.mcleanco.com/research/sales-competency-library
	Marketing Competency Library	Develop Functional Marketing Competencies. http://hr.mcleanco.com/research/marketing-competency-library
	Finance and Accounting Competency Library	Develop Functional Finance and Accounting Competencies. http://hr.mcleanco.com/research/finance-and-accounting-competency-library
	Comprehensive Competency Library	Use this tool to develop a comprehensive competency framework for you employees, which includes core competencies, technical competencies and leadership competencies. http://hr.mcleanco.com/research/comprehensive-competency-library
	Competency Template	The Competency Template helps you draft, and review individual competencies selected for your competency framework. http://hr.mcleanco.com/research/hr-competency-template

Talent Management: Succession Planning


Type	Document	Short Summary
Create Flexible Succession Plans to Prepare for Both Planned and Unexpected Gaps ** NEW RESEARCH **		
	Create Flexible Succession Plans to Prepare for Both Planned and Unexpected Gaps	Traditional succession planning is no longer an option for organizations that operate in a high-change environment. Inject flexibility into your planning with the use of talent pools and agile elements to create a more responsive plan for developing and selecting successors. http://hr.mcleanco.com/research/ss/create-flexible-succession-plans-to-prepare-for-both-planned-and-unexpected-gaps
	Storyboard: Create Flexible Succession Plans to Prepare for Both Planned and Unexpected Gaps	This storyboard will guide you through setting the foundation for flexible succession plans, identifying key gaps, developing talent pools, and managing succession. http://hr.mcleanco.com/research/storyboard-create-flexible-succession-plans-to-prepare-for-both-planned-and-unexpected-gaps
	Flexible Succession Plan Key Foundational Practices Guide	This template is intended to help identify key practices that are required for flexible succession planning. It describes what each of the key practices are, what elements fall under them, and provides space to document the plan to implement them. http://hr.mcleanco.com/research/flexible-succession-plan-key-foundational-practices-guide
	Flexible Succession Plan Committee Charter	Use this template to document how the committee developed to manage the flexible succession plan will govern themselves and operate. http://hr.mcleanco.com/research/flexible-succession-plan-committee-charter
	Flexible Succession Plan Tracking Tool	This tool will help you document and track the components of your flexible succession planning, including key gaps, talent pools, employees, and their development. http://hr.mcleanco.com/research/flexible-succession-plan-tracking-tool
	Flexible Succession Plan Policy	Use this template to document your flexible succession planning process to create a single point of information on how the plan was developed and will be maintained. http://hr.mcleanco.com/research/flexible-succession-plan-policy
Mitigate the Risk of Retirement with Scalable Succession Planning		
	Mitigate the Risk of Retirement with Scalable Succession Planning	Practice sound succession planning and risk mitigation tactics to ensure people in key roles don't leave without sharing their valuable skills and knowledge. http://hr.mcleanco.com/research/hr-mitigate-the-risk-of-retirement-with-scalable-succession-planning
	Storyboard: Mitigate the Risk of Retirement with Scalable Succession Planning	Losing employees in key roles without adequate preparation for their departure hinders productivity, knowledge retention, relationships, and opportunities. Implement scalable succession planning to mitigate the risks. http://hr.mcleanco.com/research/hr-storyboard-mitigate-the-risk-of-retirement-with-scalable-succession-planning
	Key Roles Succession Planning Tool	Succession planning is a critical risk mitigation exercise that helps to ensure you have the required skills and knowledge to meet business goals. Use this Key Roles Succession Planning Tool to document key roles, incumbents, potential successors, and associated readiness and risk points. http://hr.mcleanco.com/research/hr-key-roles-succession-planning-tool

Talent Management: Talent Assessment




Type	Document	Short Summary
	Workforce Agility Calculator	The ability to respond to changing business needs is imperative to an organization's success, especially in the current unstable economic environment. Use this tool to find out just how agile your individual employees really are. http://hr.mcleanco.com/research/hr-workforce-agility-calculator
Build an Inclusive and Integrated Talent Management Strategy ** NEW RESEARCH **		
	Build an Inclusive and Integrated Talent Management Strategy	Talent management is ranked as the least effective of all HR functions. However, according to McLean & Company's 2015 Trends and Priorities Survey, organizations are prioritizing talent management programs for the future, regardless of their ineffectiveness, because of their necessity in gaining a competitive advantage in the market. http://hr.mcleanco.com/research/build-an-inclusive-and-integrated-talent-management-strategy
	Storyboard: Build an Inclusive and Integrated Talent Management Strategy	Talent management is a top priority but it is not meeting organizational needs. Use this storyboard to address the issue by building an inclusive talent management strategy. http://hr.mcleanco.com/research/storyboard-build-an-inclusive-and-integrated-talent-management-strategy
	Talent Goals Cascade Inventory	The talent goals cascade template is the start of the process and begins the thought process with the organization, moving to how talent management can support what is already going on in the organization. http://hr.mcleanco.com/research/talent-goals-cascade-inventory
	Talent Management Gap Analysis Workbook	The talent management gap analysis workbook is a place to document all changes that the HR department needs to make in order to increase its maturity level in order to support organizational goals. http://hr.mcleanco.com/research/talent-management-gap-analysis-workbook
	Talent Management Maturity Assessment	This tool provides an assessment of your current talent management maturity across three categories of maturity: strategy, department, and technology. http://hr.mcleanco.com/research/talent-management-maturity-assessment
	Talent Management Metrics and Timeline Tracking Inventory	Use the Talent Management Metrics and Timeline Tracking Inventory to document metrics and metric goals to measure the success of your talent management strategy and initiatives. http://hr.mcleanco.com/research/talent-management-metrics-and-timeline-tracking-inventory
	Talent Management Project Inventory	Use the Talent Management Project Inventory to help you identify how to make your current talent management programs better align with your talent management strategy and what modifications should be made to program offerings to better support strategy initiatives. http://hr.mcleanco.com/research/talent-management-project-inventory
	Talent Management Strategy Documentation Template	Use the Talent Management Strategy Documentation Template to document high-level information about your talent management strategy as you progress through strategy development. http://hr.mcleanco.com/research/talent-management-strategy-documentation-template
Build and Implement a 9-Box Talent Grid to Assess Employee Talent ** NEW RESEARCH **		







	Build and Implement a 9-Box Talent Grid to Assess Employee Talent	Talent assessment is vital to the success of talent programs such as succession planning, high potential programs, and leadership programs. Use this blueprint to build the foundation for developing your talent. http://hr.mcleanco.com/research/build-and-implement-a-9-box-talent-grid-to-assess-employee-talent
	Storyboard: Build and Implement a 9-Box Talent Grid to Assess Employee Talent	Internal talent assessment is the foundation for talent development programs such as Succession Planning, High Potential Identification, and Leadership Development among others. Build and implement a 9-Box Talent Grid to as your solid start to evaluating talent. http://hr.mcleanco.com/research/storyboard-build-and-implement-a-9-box-talent-grid-to-assess-employee-talent
	9-Box Talent Grid Assessment Tool	Use the 9-Box Talent Grid to successfully assess employee talent. http://hr.mcleanco.com/research/9-box-talent-grid-assessment-tool
	Training Deck for Managers: How to Use the 9-Box Talent Grid to Assess Your Employees	Use this Training Deck for Managers to inform managers of the upcoming change to the internal talent assessment process and provide them with practice to successfully assess employee talent. http://hr.mcleanco.com/research/training-deck-for-managers-how-to-use-the-9-box-talent-grid-to-assess-your-employees
Identify, Develop, and Engage High Potential Employees		
	Identify, Develop, and Engage High Potential Employees	Progressive leaders and HR professionals know that investing in high potential employees means better business practices, succession planning, and quality leadership pipelines. http://hr.mcleanco.com/research/hr-identify-develop-and-engage-high-potential-employees
	Storyboard: Identify, Develop, and Engage High Potential Employees	High potential employees are an organization's biggest asset; not only do they perform well in their current role, but they have the potential to be effective across the organization in a variety of roles over the long-term. Organizations are taking note of the importance of identifying, engaging, and developing high potential employees in their organization. http://hr.mcleanco.com/research/storyboard-identify-develop-and-engage-high-potential-employees
	High Potential Needs Analysis Template	A needs analysis is an assessment of the organization's current talent strengths and weaknesses relative to what is required to meet future business goals. Before developing your high potential employee criteria, ensure you determine how your high potential employees are connected to the business strategy. http://hr.mcleanco.com/research/hr-high-potential-needs-analysis-template
	High Potential Employee Development Plan Template	An Employee Development Plan documents development planning discussions including development goals, action plans, and progress updates. http://hr.mcleanco.com/research/hr-high-potential-employee-development-plan-template
	High Potential Evaluation Workbook	The High Potential Evaluation Workbook will serve both the HR team and managers evaluating their staff for high potential employees. http://hr.mcleanco.com/research/hr-high-potential-evaluation-workbook

Talent Management: Workforce Planning

Type	Document	Short Summary
	Staffing Comparison	Often, project size and complexity require organizations to consider multiple











	Options Tool	options when determining team composition. Deciding between a full-time employee and a contract worker may be especially difficult. This tool helps you to make smarter choices by comparing a range of implications associated with these staffing options. http://hr.mcleanco.com/research/hr-staffing-comparison-options-tool
	Team Selection Tool	Building a successful team requires finding the right balance of technical knowledge, soft skills, personal qualities, and experience. Use this tool to identify the specific skills and traits required by your team as well as the employees who possess them. http://hr.mcleanco.com/research/hr-team-selection-tool
	Staff Planning Preparedness Assessment Tool	Improved planning reduces the imbalance that inevitably occurs between the number of available employees and the number of employees required for day-to-day operations, projects, and to address special requests. Use this tool to obtain recommendations for improvements to the staff planning process. http://hr.mcleanco.com/research/hr-staff-planning-preparedness-assessment-tool
	Role Transition Plan Template	Many role transitions are characterized by low productivity and lost opportunities. As one employee exits a role and the successor takes over, a clear checklist-based plan will help ensure a smooth and rapid transition. http://hr.mcleanco.com/research/role-transition-plan-template
	Ideal Staffing Mix Tool	Use this tool to determine the optimal distribution of junior, intermediate and senior level staff in order to prevent attrition and ensure that all staffing requirements are being met. http://hr.mcleanco.com/research/hr-ideal-staffing-mix-tool
	Role Transition Plan Template	Many role transitions are characterized by low productivity and lost opportunities. As one employee exits a role and the successor takes over, a clear checklist-based plan will help ensure a smooth and rapid transition. http://hr.mcleanco.com/research/role-transition-plan-template
Build an Internship Program		
	Storyboard: Build an Internship Program	This blueprint is designed to help HR Managers and Talent Acquisition Specialists interested in designing or optimizing an internship program identify relevant success metrics and measure the business value of their program. http://hr.mcleanco.com/research/storyboard-build-an-internship-program
	Internship Program Design Tool	Build your Internship Program through analysis around best practices. Build a work plan and track progress. http://hr.mcleanco.com/research/internship-program-design-tool
	Employer Internship Program Template	The Employer Internship Program Template can keep all of the information concerning the program in one place. Use your own internal company policies and forms, or use the McLean & Company template as an inspiration for your own program. http://hr.mcleanco.com/research/employer-internship-program-template
Develop a Departmental Strategic Workforce Plan		
	Develop a Departmental Strategic Workforce Plan	Having the right talent in place isn't a reactive process. Organizations must look ahead to determine talent requirements and assess workforce trends to meet strategic business objectives. A well-defined Strategic Workforce Plan isn't a just a nice to have, it's a must have. http://hr.mcleanco.com/research/develop-a-departmental-strategic-workforce-plan









	Storyboard: Develop a Departmental Strategic Workforce Plan	The Develop a Departmental Strategic Workforce Plan storyboard takes you through every step required for a successful planning process. With HR facilitating and business leaders engaged, a roadmap for the future workforce can be developed. http://hr.mcleanco.com/research/hr-storyboard-develop-a-departmental-strategic-workforce-plan
	Departmental Strategic Workforce Planning Workbook	The Departmental Strategic Workforce Planning Workbook provide insight into the gaps that exist between your current workforce and the workforce you'll need in the future to meet business priorities. These tools are used throughout storyboard and workshop. http://hr.mcleanco.com/research/strategic-workforce-planning-workbook
	Workforce Vision 2020	The Workforce Vision 2020 describes the future workforce in a way that paints a picture of what it will look like and how it will interact. http://hr.mcleanco.com/research/workforce-vision-2020
	Action Planning Exercise	The Action Planning Exercise is used during the Develop a Departmental Strategic Plan workshop. http://hr.mcleanco.com/research/action-planning-exercise
Plan for a Heterogeneous Workplace by 2020		
	Plan for a Heterogeneous Workplace by 2020	With the workplace consistently in a frenzy of change, HR, managers, and executives should to prepare to ensure positive outcomes of inevitable work style changes of the future. http://hr.mcleanco.com/research/hr-plan-for-a-heterogeneous-workplace-by-2020
	Storyboard: Plan for a Heterogeneous Workplace by 2020	With the workplace consistently in a frenzy of change, HR, managers, and executives must prepare to ensure positive outcomes of inevitable work style changes of the future. http://hr.mcleanco.com/research/hr-storyboard-plan-for-a-heterogeneous-workplace-by-2020
	Work Style Readiness Tool	As the future of the workplace becomes more heterogeneous in work styles, it is important to decipher which ones are suitable options for each department in the organization. http://hr.mcleanco.com/research/hr-work-style-readiness-tool
Assess and Remediate Diversity Problems throughout the Employee Lifecycle		
	Assess and Remediate Diversity Problems throughout the Employee Lifecycle	Diversity is not just about ensuring compliance with affirmative action or employment equity legislation; it's about valuing differences among individuals and leveraging them to benefit the business. Supporting diversity throughout the employee lifecycle is key to reaping its many benefits. http://hr.mcleanco.com/research/hr-assess-and-remediate-diversity-problems-throughout-the-employee-lifecycle
	Storyboard: Assess and Remediate Diversity Problems throughout the Employee Lifecycle	Diversity is not just about ensuring compliance with affirmative action or employment equity legislation; it's about valuing differences among individuals and leveraging them to benefit the business. http://hr.mcleanco.com/research/hr-storyboard-assess-and-remediate-diversity-problems-throughout-the-employee-lifecycle
	Diversity Diagnostic	Despite efforts, many diversity initiatives fail to achieve desired goals. Often, this is due to hidden obstacles that are embedded in the organizational culture as well as the conscious and unconscious attitudes of the staff that work there. This diagnostic tool will help identify barriers to diversity. http://hr.mcleanco.com/research/hr-diversity-diagnostic

	Diversity Improvement Plan Template	An organized approach is crucial to improving your diversity programs and reaping the benefits of a diverse workforce. This template will help you document a diversity improvement plan based on the results of McLean & Company's Diversity Diagnostic. http://hr.mcleanco.com/research/hr-diversity-improvement-plan-template
Develop a Telework Program		
	Develop a Telework Program	Telework is a key workplace trend that is growing in popularity. Not only does it provide the business with cost savings, it is also a mechanism for attracting, retaining, and engaging employees with flexible work options. Organizations must prepare for a change in their work environments, with effective policy and employee agreements as the foundation of any telework program. http://hr.mcleanco.com/research/hr-develop-a-telework-program
	Storyboard: Develop a Telework Program	Teleworking is a key workplace trend that is growing in popularity. Use this storyboard to learn of the key ways in which your telework program can be optimized to provide maximum benefits to your organization. http://hr.mcleanco.com/research/hr-storyboard-develop-a-telework-program
	Telework Suitability Assessment Tool	Determine whether your organization or department is ready for telework adoption by answering this short questionnaire. http://hr.mcleanco.com/research/hr-telework-suitability-assessment-tool
	Telework Agreement	A telework agreement is an important administrative tool needed for documenting the specific telework arrangements agreed upon for individual employees. http://hr.mcleanco.com/research/hr-telework-agreement
	Telework Policy	A telework policy is key to the implementation of a successful telework program. http://hr.mcleanco.com/research/hr-telework-policy

Talent Acquisition Research








Talent Acquisition: Assessment

Type	Document	Short Summary
	Screening Interview Template	Use this template to conduct telephone screening interviews and identify qualified candidates for in-person interviews. http://hr.mcleanco.com/research/hr-screening-interview-template
	Checklist for Checking References	Most companies have had to fire people for reasons that could have been discovered through simple reference checks. In many instances, employers will ask about a candidate's past strengths, but many employers fail to ask about the candidate's weaknesses. Reference checking is a skill, and you have to be able to ask difficult questions. http://hr.mcleanco.com/research/hr-checklist-for-checking-references
Hone Competency-Based Selection and Interviewing Skills ** NEW RESEARCH **		
	Hone Competency-Based Selection and Interviewing Skills	Bad hires are common and costly. Talent acquisition specialists know that competency-based interviews can help reduce the incidence of bad hires; however, their hiring managers need training to interview candidates effectively. This project will help you put together a well-structured interview process, and train hiring managers to play their part. http://hr.mcleanco.com/research/hone-competency-based-selection-and-interviewing-skills
	Storyboard: Hone Competency-Based Selection and Interviewing Skills	This storyboard will help you with best practice competencies-based interviewing, how to interview for innovation skills, and how to build a comprehensive interview guide. http://hr.mcleanco.com/research/storyboard-hone-competency-based-selection-and-interviewing-skills
	Bad Hire Cost Calculator	The Bad Hire Cost Calculator will help you calculate the cost of a bad hire to your organization to help make the case for interviewing best practice training. http://hr.mcleanco.com/research/bad-hire-cost-calculator
	Comprehensive Competency-Based Question Collection	The Comprehensive Competency-Based Question Collection provides a list of behavioral questions that help the talent acquisition specialist and hiring manager interview for specific competencies. http://hr.mcleanco.com/research/comprehensive-competency-based-question-collection
	Core Competency-Based Question Collection	The Core Competency-Based Question Collection provides a list of behavioral questions that help the talent acquisition specialist and hiring manager interview for specific competencies. http://hr.mcleanco.com/research/core-competency-based-question-collection
	Functional Competency-Based Question Collection	The Functional Competency-Based Question Collection provides a list of behavioral questions that help the talent acquisition specialist and hiring manager interview for specific competencies. http://hr.mcleanco.com/research/functional-competency-based-question-collection
	Interview Guide Generation Tool	The Interview Guide Generation Tool will help you build a comprehensive interview guide based on competencies related to the role you are hiring for. http://hr.mcleanco.com/research/interview-guide-generation-tool
	Leadership Competency-	The Leadership Competency-Based Question Collection provides a list of


	Based Question Collection	behavioral questions that help the talent acquisition specialist and hiring manager interview for specific competencies. http://hr.mcleanco.com/research/leadership-competency-based-question-collection
	Training Deck: Hone Competency-Based Selection and Interviewing Skills	This manager training deck will help you train managers in interviewing best practices and competency-based interviewing. http://hr.mcleanco.com/research/training-deck-hone-competency-based-selection-and-interviewing-skills
Optimize the Interviewing Process		
	Optimize the Interviewing Process	This new Guided Implementation Blueprint will be designed to help Talent Acquisition leaders optimize their interviewing processes, by assessing and selecting the interview techniques that best suit their workplace culture, the competencies they are hiring for, and the candidate base they are hiring for. http://hr.mcleanco.com/research/optimize-the-interviewing-process
Perform a Holistic Talent Acquisition Process Audit to Improve Hiring Outcomes		
	Perform a Holistic Talent Acquisition Process Audit to Improve Hiring Outcomes	Audit the current talent acquisition processes for an employee segment to identify strengths, weaknesses, and opportunities in employer branding, sourcing & screening, selection, and onboarding. The employee segment targeted in the audit will be one of high priority based on current talent acquisition pain points and performance/outcomes. http://hr.mcleanco.com/research/perform-a-holistic-talent-acquisition-process-audit-to-improve-hiring-outcomes
	Storyboard: Perform a Holistic Talent Acquisition Process Audit to Improve Hiring Outcomes	Audit the current talent acquisition process for a particular employee segment to identify strengths, weaknesses, and opportunities in employer branding, sourcing & screening, selection, and onboarding. http://hr.mcleanco.com/research/storyboard-perform-a-holistic-talent-acquisition-process-audit-to-improve-hiring-outcomes
	Talent Acquisition Process Audit Tool	Use McLean & Company's Talent Acquisition Process Audit Tool to collect, identify, and prioritize initiatives to optimize gaps in your current process. http://hr.mcleanco.com/research/talent-acquisition-process-audit-tool
	Talent Acquisition 360 Review Feedback for Hiring Managers	When assessing the current performance of the TA process, a 360 degree evaluation from hiring managers will allow for a holistic view of the current process as well as a comparison of consistency across feedback, identification of breaking points, identification of where time and money are being wasted, and the gathering of recommendations for improvements. http://hr.mcleanco.com/research/talent-acquisition-360-review-feedback-for-hiring-managers
	Talent Acquisition 360 Review Feedback for Applicant	When assessing the current performance of the TA process, a 360 degree evaluation from applicants will allow for a holistic view of the current process as well as a comparison of consistency across feedback, identification of breaking points, identification of where time and money are being wasted, and the gathering of recommendations for improvements. http://hr.mcleanco.com/research/talent-acquisition-360-review-feedback-for-applicant
	Talent Acquisition 360 Review Feedback for New Hires	When assessing the current performance of the TA process, a 360 degree evaluation from new hires will allow for a holistic view of the current process as well as a comparison of consistency across feedback, identification of breaking points, identification of where time and money are being wasted,

		and the gathering of recommendations for improvements. http://hr.mcleanco.com/research/talent-acquisition-360-review-feedback-for-new-hires
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Talent Acquisition: Employer Brand

Type	Document	Short Summary
Define an Employer Brand		
	Define an Employer Brand	A strong and genuine employer brand is essential to attracting, retaining, and engaging employees. In order to stay competitive with top talent, organizations must establish an employer brand that is true to their organization, as well as appealing to both current and prospective employees. http://hr.mcleanco.com/research/hr-define-an-employer-brand
	Storyboard: Define an Employer Brand	The Define an Employer Brand Storyboard will help you make the case for a strong employer brand in your organization and guide you through the process to establish it. http://hr.mcleanco.com/research/hr-storyboard-define-an-employer-brand
	Employer Branding Organizational Tool	The Employer Branding Organizational Tool will help users stay on track during the Discovery phase of the employer branding project by acting as a repository for all the insights collected. http://hr.mcleanco.com/research/hr-employer-branding-organizational-tool
	Employer Branding SWOT Analysis Template	HR, Executives, and Marketing can use this template to understand and conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis for defining the employer brand. http://hr.mcleanco.com/research/hr-employer-branding-swot-analysis-template
Promote the Employer Brand		
	Promote the Employer Brand	Promoting the employer brand is essential to attracting, retaining, and engaging top talent. In order to promote the employer brand effectively, it must align with the organization's values and be promoted both internally and externally. http://hr.mcleanco.com/research/hr-promote-the-employer-brand
	Storyboard: Promote the Employer Brand	Improve your employer brand promotions activities by learning how you can optimize both internal and external promotional efforts. http://hr.mcleanco.com/research/hr-storyboard-promote-the-employer-brand
	Employer Brand Promotions Plan	The Employer Brand Promotions Plan allows you record tactics that will be used for internal and external branding in one document to share with all stakeholders. http://hr.mcleanco.com/research/hr-employer-brand-promotions-plan





Talent Acquisition: Internal Mobility










Type	Document	Short Summary
	Acting Role Offer Letter Template	Use the Acting Role Offer Letter Template as an offer letter for employees moving into temporary "acting" or "interim" roles. This letter should be presented to the employee prior to moving into the acting role. http://hr.mcleanco.com/research/hr-acting-role-offer-letter-template

Optimize the Global Talent Mobility Program

	Optimize the Global Talent Mobility Program	Global talent mobility is no longer about implanting "home office" leaders in foreign countries - it's about stationing the best talent in the right place, at the right time, for the right reasons, and supporting them appropriately. http://hr.mcleanco.com/research/hr-optimize-the-global-talent-mobility-program
	Storyboard: Optimize the Global Talent Mobility Program	The Optimize Your Global Talent Mobility Program Storyboard helps you to assess, develop, and plan your talent mobility program to best suit the business and workforce goals of your organization. http://hr.mcleanco.com/research/storyboard-optimize-the-global-talent-mobility-program
	Global Talent Mobility Assignment Cost Calculator	The Global Talent Mobility Assignment Cost Calculator should be used in conjunction with McLean & Company's Optimize the Global Talent Mobility Program solution set. It allows you to capture the costs of sending an employee on a global assignment. http://hr.mcleanco.com/research/hr-global-talent-mobility-assignment-cost-calculator
	Global Talent Mobility Assignment Assessment Checklist	The Global Talent Mobility Assignment Checklist should be used in conjunction with McLean & Company's Optimize the Global Talent Mobility Program solution set. It provides a way to evaluate your current global talent mobility practices and identify areas to be optimized. http://hr.mcleanco.com/research/hr-global-talent-mobility-assignment-assessment-checklist
	Global Talent Mobility Playbook	The Global Talent Mobility Playbook should be used in conjunction with McLean & Company's Optimize the Global Talent Mobility Program solution set. It allows you to capture key global talent mobility program decisions. http://hr.mcleanco.com/research/hr-global-talent-mobility-playbook
	Global Assignment Template	The Global Assignment Template sets the expectations for the global assignee's experience abroad. http://hr.mcleanco.com/research/hr-global-assignment-template


Talent Acquisition: Sourcing




Type	Document	Short Summary
Build a Collaborative Sourcing Process ** NEW RESEARCH **		
	Build a Strategic Sourcing Process	This project helps HR leaders take stock of the sourcing process, identify sourcing pain points, and develop an action plan to improve sourcing, including training the talent acquisition team to source effectively. http://hr.mcleanco.com/research/build-a-strategic-sourcing-process
	Storyboard: Build a Strategic Sourcing Process	Market forces are putting substantial pressure on the talent acquisition function. Build a collaborative strategic sourcing process to dramatically reduce sourcing costs and increase productivity. http://hr.mcleanco.com/research/storyboard-build-a-strategic-sourcing-process
	Search Kick-off Checklist	The Search Kick-off Checklist provides talent acquisition specialists with a standard way to get everyone on the same page when it comes to sourcing. http://hr.mcleanco.com/research/search-kick-off-checklist
	Sourcing Channel Identification Tool	The Sourcing Channel Identification Tool provides HR professionals and hiring managers with a place to start their search for relevant sourcing channels.

		http://hr.mcleanco.com/research/sourcing-channel-identification-tool
Improve the Candidate Experience to Get Better Talent in the Door Faster ** NEW RESEARCH **		
	Storyboard: Improve the Candidate Experience to Get Better Talent in the Door Faster	Obtain data to support the candidate experience project, learn how to use the associated tools and templates, and find action items and best-practice advice to help you correct your candidate experience. http://hr.mcleanco.com/research/storyboard-improve-the-candidate-experience-to-get-better-talent-in-the-door-faster
	Candidate Experience Assessment Tool	Use the assessment tool to pinpoint where you are experiencing issues within your candidate experience lifecycle. This includes a metrics tab, assessment and results tabs, and an action plan tab to document next steps. http://hr.mcleanco.com/research/candidate-experience-assessment-tool
	Candidate Experience Checklist	Ensure that you've covered key action items by using the checklist. It is broken down by candidate experience segment, and covers all of the best practices included in the blueprint. http://hr.mcleanco.com/research/candidate-experience-checklist
	Candidate Experience Service Level Agreement Template	Draft a service level agreement with talent acquisition specialists and hiring managers to set timelines and procedures that everyone can agree to, and that keep the candidate experience top of mind. http://hr.mcleanco.com/research/candidate-experience-service-level-agreement-template
Optimize the Organization's LinkedIn Presence ** NEW RESEARCH **		
	Storyboard: Optimize the Organization's LinkedIn Presence	This project will walk you through the steps involved in improving the visibility and reach of your hiring team on LinkedIn. Use it in conjunction with the LinkedIn Training Deck and the LinkedIn Benchmarking Tool. http://hr.mcleanco.com/research/storyboard-optimize-the-organization-s-linkedin-presence
	LinkedIn Benchmarking Tool	This tool will help users measure the impact of their use of LinkedIn. Use the tool to benchmark the performance of your talent acquisition function against industry standards, and measure the impact of your LinkedIn initiative. http://hr.mcleanco.com/research/linkedin-benchmarking-tool
	Training Deck: Build an Optimal LinkedIn Profile	Use the LinkedIn Training Deck to help hiring managers understand the case for optimizing their LinkedIn presence, develop an all-star profile to improve their network visibility, and grow their network to extend their reach. http://hr.mcleanco.com/research/training-deck-build-an-optimal-linkedin-profile
Build an Internship Program		
	Build an Internship Program	Get the project done quickly and carefully by focusing on goals and outcomes. Internship programs fail when organizations are not clear about the goals of the program or its learning outcomes, and when they fail to mentor and supervise interns effectively. A successful program does not need to be time-consuming so long as key elements are in place. Internships that work have a clearly defined work-plan, a diligent recruiting process, and an effective framework for intern supervision and mentoring. http://hr.mcleanco.com/research/build-an-internship-program
Improve and Optimize the Candidate Experience		
	Improve and Optimize the Candidate Experience	Organizations get so wrapped up in their end of the recruitment process that it's easy to forget that as much as you want candidates to impress you, they need you to impress them right back. http://hr.mcleanco.com/research/improve-and-optimize-the-candidate-experience

		experience
Strategically Source Candidates for the New World		
	Strategically Source Candidates for the New World	Make the right investments to build a strategic sourcing function. Strategic sourcing can help firms fill critical positions and ensure they remain competitive but only if they make the right investments. Talent acquisition teams need the people, processes, and technologies in place to attract top talent. http://hr.mcleanco.com/research/strategically-source-candidates-for-the-new-world
	Storyboard: Strategically Source Candidates for the New World	Strategic sourcing can help firms fill critical positions and ensure they remain competitive, but only if they make the right investments. Talent acquisition teams need the people, processes, and technologies in place to attract top talent. http://hr.mcleanco.com/research/storyboard-strategically-source-candidates-for-the-new-world
	Strategic Sourcing Diagnostic Tool	The sourcing diagnostic tool benchmarks the current state of your sourcing function, assesses its maturity, and allows you to track its measured value against organizational goals. http://hr.mcleanco.com/research/strategic-sourcing-diagnostic-tool
	Talent Profile Template	The Talent Profile Template documents your progress as you design talent profiles. These essential components of your strategic sourcing function orient your pipeline to talent pools of candidates that you can approach to fill critical positions. http://hr.mcleanco.com/research/talent-profile-template
Acquire Talent as a Hiring Manager		
	Job Description Template	Use this Job Description Template to help you write realistic, specific, and measurable job descriptions for your department. http://hr.mcleanco.com/research/hr-job-description-template
	Referral Form Template	Use this Referral Form Template to solicit and document referrals from current employees. Referrals are an excellent source of job candidates because current employees know what it takes to perform in a particular role and to work for the organization. http://hr.mcleanco.com/research/hr-referral-form-template
	Job Posting Template	Use this Job Posting Template to help you draft a successful job posting for placement in print or online media, such as job boards and the corporate Website. http://hr.mcleanco.com/research/hr-job-posting-template
Assess if Recruitment Process Outsourcing is Right for the Organization		
	Assess if Recruitment Process Outsourcing is Right for the Organization	Recruitment Process Outsourcing (RPO) is not for everyone, and it does not abdicate HR from its responsibility for the recruitment process. Use this research to determine whether it is for you, and to select a vendor that is best suited to your needs. http://hr.mcleanco.com/research/assess-if-recruitment-process-outsourcing-is-right-for-the-organization
	Storyboard: Assess if Recruitment Process Outsourcing is Right for the Organization	Recruitment Process Outsourcing (RPO) isn't for everyone, and it does not abdicate HR from its responsibility for the recruitment process. Use this research to determine whether it is for you, and to select a vendor that is best suited to your needs. http://hr.mcleanco.com/research/hr-storyboard-assess-if-recruitment-









		process-outsourcing-is-right-for-the-organization
	RFP Evaluation Grid	Purchasing that is significant enough to trigger the issuance of an RFP must be evaluated in an equally significant manner. http://hr.mcleanco.com/research/hr-rfp-evaluation-grid
	Recruitment Process Outsourcing RFI Template	A Request for Information (RFI) allows the purchaser to make an initial request of potential vendors to uncover the state of the market and to identify potential candidates for proposal solicitation and evaluation. http://hr.mcleanco.com/research/hr-recruitment-process-outsourcing-rfi-template
	Recruitment Pain Points Assessment Workbook	Use the McLean & Company Recruitment Pain Points Assessment Workbook to help identify recruitment pain points, which will help you evaluate whether using RPO is an appropriate decision for your organization. http://hr.mcleanco.com/research/hr-recruitment-pain-points-assessment-workbook
	Recruitment Process Outsourcing RFP Template	An RFP is a formal invitation issued by a business or agency requesting interested vendors to submit written proposals meeting a particular set of requirements. http://hr.mcleanco.com/research/hr-recruitment-process-outsourcing-rfp-template
	Job Description Template	Use this Job Description Template to help you write realistic, specific, and measurable job descriptions for your department. http://hr.mcleanco.com/research/hr-job-description-template
Craft a Departmental Candidate Sourcing Plan		
	Required Positions Inventory	The Required Positions Inventory will allow a Recruitment Manager or HR leader to maintain an up-to-date, prioritized register of all planned hires outlined in a departmental Strategic Workforce Plan (SWP), and all unplanned hires that have arisen in the department since the SWP was constructed. http://hr.mcleanco.com/research/hr-required-positions-inventory
Implement a Human Capital Growth Plan		
	Job Posting Template	Use this Job Posting Template to help you draft a successful job posting for placement in print or online media, such as job boards and the corporate Website. http://hr.mcleanco.com/research/hr-job-posting-template
	Ideal Candidate Profile Tool	The Ideal Candidate Profile Tool allows hiring managers to identify and evaluate the importance of attributes that an ideal candidate for a particular position should possess in order to be successful on the job. http://hr.mcleanco.com/research/hr-ideal-candidate-profile-tool
	Referral Form Template	Use this Referral Form Template to solicit and document referrals from current employees. Referrals are an excellent source of job candidates because current employees know what it takes to perform in a particular role and to work for the organization. http://hr.mcleanco.com/research/hr-referral-form-template
Evaluate & Optimize the Social Media Recruiting Plan		
	Evaluate & Optimize the Social Media Recruiting Plan	Evaluating current social media recruiting practices is a critical step for optimizing the use of social media for recruiting. Taking stock of and evaluating current social media efforts ensures that organizations do not waste time, money and resources focusing on the wrong social media




		channels or not leveraging them to their full potential. http://hr.mcleanco.com/research/hr-evaluate-optimize-the-social-media-recruiting-plan
	Storyboard: Evaluate & Optimize the Social Media Recruiting Plan	Social media recruiting (SMR) is here to stay, but many recruiters don't reap its benefits because they are too passive and fail to evaluate SMR efforts. http://hr.mcleanco.com/research/hr-storyboard-evaluate-optimize-the-social-media-recruiting-plan
	Social Media Recruiting Scorecard Tool	The Social Media Recruiting Scorecard Tool provides a way to evaluate your current social media recruiting (SMR) practices. Use this assessment to prioritize areas for improvement. The scorecard should be used in conjunction with McLean & Company's solution set, Evaluate & Optimize the Social Media Recruiting Plan. http://hr.mcleanco.com/research/hr-social-media-recruiting-scorecard-tool
	Optimized Social Media Recruiting Plan Tool	The Optimized Social Media Recruiting Plan Tool provides a way to document and track social media recruiting (SMR) objectives and initiatives. This tool should be used in conjunction with McLean & Company's solution set Evaluate & Optimize the Social Media Recruiting Plan. http://hr.mcleanco.com/research/hr-optimized-social-media-recruiting-plan-tool
Leverage & Optimize Social Media for Recruiting		
Policy	Corporate Social Media Acceptable Use Policy	As social media becomes prevalent for personal and business use, organizations must create policies surrounding the use of corporate social media for business purposes. http://hr.mcleanco.com/research/corporate-social-media-acceptable-use-policy
	Social Media Recruiting Project Charter	While implementing social media for recruiting is not the biggest project your organization will undertake, it is certainly one that has the potential to positively impact bottom line numbers. http://hr.mcleanco.com/research/social-media-recruiting-project-charter
	Social Media Recruiting Cost/Benefit Calculator	True ROI cannot be calculated for a social media recruiting campaign because the return is not directly translated into monetary values. A cost/benefit analysis is a much better tool to determine the level of investment needed to attain the desired return. http://hr.mcleanco.com/research/social-media-recruiting-costbenefit-calculator
Optimize the Referral Program		
	Optimize the Referral Program	In order to determine pain points, the current referral program must be benchmarked against standards to identify areas for improvement. A thorough understanding of the program goals and benchmarks will help determine prioritized projects to increase the success of the referral program. http://hr.mcleanco.com/research/optimize-the-referral-program
	Storyboard: Optimize the Referral Program	This blueprint is designed to help organizations benchmark their current employee referral program and perform a gap analysis to determine optimization projects with the goal of maximizing the impact on the talent pipeline. http://hr.mcleanco.com/research/storyboard-optimize-the-referral-program
	Employee Referral Program Optimization Tool	Benchmark your current program and determine gaps to prioritize optimization projects. http://hr.mcleanco.com/research/employee-referral-program-optimization-

		tool
	Employee Referral Policy	Record your referral program policy to ensure clear expectations and regulations. http://hr.mcleanco.com/research/employee-referral-policy
	Employee Referral Communication Email Template	Communicate your program regularly with targeted emails. http://hr.mcleanco.com/research/employee-referral-communication-email-template
Optimize the Use of LinkedIn Recruiter		
	Optimize the Use of LinkedIn Recruiter	The desired skills and competencies of a Talent Acquisition Specialist and Recruiter has changed over the past 5 years with the introduction of LinkedIn. Recruiters are expected to be well versed in the ins and outs of the new technology to increase the potential for desired hiring outcomes. http://hr.mcleanco.com/research/optimize-the-use-of-linkedin-recruiter





Performance Management Research



Performance Management: Coaching

Type	Document	Short Summary
	Coaching Tracking Sheet	Coaching - whether formal or informal - is an integral part of employee development within an organization. However, it is easy to lose track of employee progress without an effective record-keeping system in place. Use this tool to document all coaching sessions with staff and build a multi-year historic record. http://hr.mcleanco.com/research/hr-coaching-tracking-sheet
	Participant Training Session Evaluation	Assessing and analyzing participant feedback is critical for helping determine how a training session was received by learners and which areas require improvement. This template will help you identify where to focus improvements so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/participant-training-session-evaluation
	Feedback and Coaching Guide for Managers	Use the Feedback and Coaching Guide as a handy reference tool for your managers on how to provide meaningful feedback that will inspire change, and how to coach employees towards achieving their professional development potential. http://hr.mcleanco.com/research/feedback-and-coaching-guide-for-managers
Train Managers to Coach for High Performance		
	Train Managers to Coach for High Performance	While many organizations have adopted coaching initiatives, very few of these programs are effective. This blueprint will improve the value of coaching in your organization through a manager training session. http://hr.mcleanco.com/research/hr-train-managers-to-coach-employees-effectively
	Storyboard: Train Managers to Coach for High Performance	Most managers are not as effective coaches as they think they are. Formal training can significantly improve a manager's overall coaching effectiveness. This storyboard will get your organization started on the path to training managers to coach. http://hr.mcleanco.com/research/hr-storyboard-train-managers-to-coach-their-employees-to-better-performance
	Coaching Plan Template	A coaching plan documents coaching discussions, including: employee performance goals, issues preventing goal completion, options that will lead to goal completion, action plans, and progress updates. These discussions and the resulting actions are essential to building employee engagement, which in turn drives retention. http://hr.mcleanco.com/research/coaching-plan-template
	Participant Training Session Evaluation	Assessing and analyzing participant feedback is critical for helping determine how a training session was received by learners and which areas require improvement. This template will help you identify where to focus improvements so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/participant-training-session-evaluation
	Coaching Quiz	Quizzes and tests are mainstays of any employee development program. When used appropriately and immediately after core content has been delivered, they provide instructors with a good summary of new knowledge learned.









		http://hr.mcleanco.com/research/coaching-quiz
	Feedback and Coaching Guide for Managers	Use the Feedback and Coaching Guide as a handy reference tool for your managers on how to provide meaningful feedback that will inspire change, and how to coach employees towards achieving their professional development potential. http://hr.mcleanco.com/research/feedback-and-coaching-guide-for-managers
	Feedback and Coaching Self-Assessment for Managers	Use this tool to self-assess your skills today and again in six months to see how you improved. Delete the introductory text and make changes as necessary to customize the information in this guide before using it within your organization. http://hr.mcleanco.com/research/feedback-and-coaching-self-assessment-for-managers
	Training Deck: Train Managers to Coach for High Performance	Although coaching is important to employee development and overall performance, most managers are not as effective coaches as they think they are. Use this deck to train the organization's management team on how to deliver effective coaching to their staff. http://hr.mcleanco.com/research/hr-training-deck-effectively-coach-your-employees-to-better-performance










Performance Management: Goal Setting









Type	Document	Short Summary
Leverage Agile Goal Setting for Improved Employee Engagement & Performance		
	Leverage Agile Goal Setting for Improved Employee Engagement & Performance	Without a consistent and agile goal-setting environment that pervades every day, managers risk low productivity and disengaged employees. http://hr.mcleanco.com/research/hr-leverage-agile-goal-setting-for-improved-employee-engagement-performance
	Storyboard: Leverage Agile Goal Setting for Improved Employee Engagement & Performance	Most managers leave performance gains on the table because they don't regularly set agile short-term goals with their staff. Managers that empower their employees to set agile goals see increased productivity and employee engagement, which benefits both the manager and the organization as a whole. http://hr.mcleanco.com/research/hr-storyboard-leverage-agile-goal-setting-for-improved-employee-engagement-performance
Set Meaningful Employee Performance Measures		
	Set Meaningful Employee Performance Measures	Setting meaningful employee performance measures is a critical component of performance management. Set employees up for success by implementing measures that are holistic and inspire excellent performance, rather than the gaming of measurements. http://hr.mcleanco.com/research/hr-set-meaningful-employee-performance-measures
	Storyboard: Set Meaningful Employee Performance Measures	Effective employee measures are a key element of any organization's performance management program. However, finding the right mix of measures to accurately capture employee performance is a struggle for many managers. This research provides a comprehensive framework for setting, communicating, and reviewing employee performance measures that will drive business results. http://hr.mcleanco.com/research/storyboard-set-meaningful-employee-performance-measures



	Manager Handout: Set Meaningful Employee Performance Measures	Developing employee performance measures may seem like a daunting task for many time-strapped department heads and managers. This handout provides a concise yet comprehensive introduction to the McLean & Company process for setting effective employee performance measures. http://hr.mcleanco.com/research/hr-manager-handout-set-meaningful-employee-performance-measures
	Employee Performance Measures Template	The Employee Performance Measures Template provides an all-in-one tool for tracking your departmental goals, employee performance measures, reporting requirements, and associated communications. http://hr.mcleanco.com/research/hr-employee-performance-measures-template

Performance Management: Performance Appraisal

Type	Document	Short Summary
	Performance Improvement Plan Template	Use McLean & Company's Performance Improvement Plan Template to organize the process, document the employees' action plan, and track their progress. http://hr.mcleanco.com/research/hr-performance-improvement-plan
	Upward Feedback Template	The goal of this tool is to aid in 360-degree management evaluation. This specific tool is designed for the evaluation of management and supervisory staff by their subordinates. http://hr.mcleanco.com/research/hr-upward-feedback-template
	Performance Improvement Plan Template	Use the Performance Improvement Plan Template to build a Performance Development Plan that clearly articulates employee performance expectations and time frames. http://hr.mcleanco.com/research/hr-performance-improvement-plan
	Annual Self-Evaluation - Management	A critical part of the performance evaluation process is to engage staff in self-evaluation. This template provides a worksheet to capture information about a management-level staff member's perception of their annual performance. http://hr.mcleanco.com/research/hr-annual-self-evaluation-management
	Annual Self-Evaluation - Staff	A critical part of the performance evaluation process is to engage staff in self-evaluation. This template provides a worksheet for use to capture information about a practitioner-level staff member's perception of their annual performance. http://hr.mcleanco.com/research/hr-annual-self-evaluation-staff
Modernize the Performance Appraisal ** NEW RESEARCH **		
	Modernize the Performance Appraisal	The traditional performance appraisal has been proven to be inflexible, demotivating, and lacking in performance driving power. Modernize the performance appraisal to become a process that will counter these pains points and keep your employees engaged and productive. http://hr.mcleanco.com/research/ss/modernize-the-performance-appraisal
	Storyboard: Modernize the Performance Appraisal	Use this storyboard to modernize the performance appraisal to a process that will counter these pains points and keep your employees engaged and productive. http://hr.mcleanco.com/research/storyboard-modernize-the-performance-appraisal
	Modern Performance Appraisal Effectiveness Scorecard	Use this Performance Appraisal Effectiveness Scorecard while implementing the Modern Performance Appraisal project to help you measure how effective your current appraisal process is, and to track the effectiveness of the process










		once you have updated it. http://hr.mcleanco.com/research/modern-performance-appraisal-effectiveness-scorecard
	Modern Performance Appraisal Check-in Meeting Guide	Use the Modern PA Check-in Meeting Guide as an easy to read reference document for managers and employees as they conduct their check-in meetings using the modern PA framework. http://hr.mcleanco.com/research/modern-performance-appraisal-check-in-meeting-guide
	Modern Performance Appraisal Template	Have employees use the Modern PA Template to document the quarterly check-in meeting and year end review discussion covering expectations, goals, feedback and coaching, and manager and employee self-assessments. http://hr.mcleanco.com/research/modern-performance-appraisal-template
	Manager's Guide for Performance Appraisals	Use the Manager's Guide for Performance Appraisals as a tool for your managers on how to conduct performance management activities to effectively engage and inspire employees during check-in meetings and the year-end review. http://hr.mcleanco.com/research/manager-s-guide-for-performance-appraisals
	Training Deck for Managers: Modernize the Performance Appraisal	The manager training deck will equip managers with the knowledge and skills they need to help engage employees in the modern PA process. http://hr.mcleanco.com/research/training-deck-for-managers-modernize-the-performance-appraisal
	Training Deck for Employees: Modernize the Performance Appraisal	The employee training deck will prepare employees for the modern PA framework by engaging them in exercises and activities to familiarize them with the process and their accountabilities. http://hr.mcleanco.com/research/training-deck-for-employees-modernize-the-performance-appraisal
Implement Performance Improvement Plans ** NEW RESEARCH **		
	Implement Performance Improvement Plans	Managers dread implementing a Performance Improvement Plan (PIP) because they think it's a waste of time. However, in a recent McLean & Company survey, 68% of employees who were placed on a PIP were still with the organization. When a manager starts the PIP process with a positive attitude towards performance improvement, the PIP is more successful. http://hr.mcleanco.com/research/hr-craft-effective-performance-improvement-plans
	Storyboard: Implement Performance Improvement Plans	This project will walk you through how to set up a performance improvement plan program and train managers to use it effectively. Use it in conjunction with the Performance Improvement Program Benchmarking Tool and the Performance Improvement Plan Template. http://hr.mcleanco.com/research/hr-storyboard-implement-performance-improvement-plans
	Performance Improvement Plan Benchmarking Tool	Use McLean & Company's Performance Improvement Plan Benchmarking Tool to track the measured value of the program and compare the cost of terminating poor performers to the estimated cost of running a performance management program. http://hr.mcleanco.com/research/performance-improvement-plan-benchmarking-tool
	Performance Improvement Plan	Use McLean & Company's Performance Improvement Plan Template to organize the process, document the employees' action plan, and track their






	Template	progress. http://hr.mcleanco.com/research/hr-performance-improvement-plan
Create & Deliver Performance Appraisal Feedback to Drive Results		
	Create & Deliver Performance Appraisal Feedback to Drive Results	It is difficult to write a performance appraisal (PA) that will improve employee performance, especially for managers who cannot play an active role in every employee's daily work life. http://hr.mcleanco.com/research/hr-deliver-performance-appraisal-feedback-effectively
	Storyboard: Create & Deliver Performance Appraisal Feedback to Drive Results	Writing and communicating a performance appraisal to improve employee performance can seem like a daunting task, but it is only time consuming when treated as a once-a-year event. This research will help managers provide context and insight, specific examples and prescriptive advice, and effectively follow-up on employee progress. http://hr.mcleanco.com/research/hr-storyboard-create-deliver-performance-appraisal-feedback-to-drive-results
Throw Out the Annual Performance Appraisal and Move to an Agile System		
	Throw Out the Annual Performance Appraisal and Move to an Agile System	Don't let an outdated performance appraisal process be the reason your employees leave. Managers and employees have been telling human resources for years how frustrated they are with the old, traditional methods. Start using an agile approach and see how quickly your managers and employees become engaged, and how you can reduce costs and save time. http://hr.mcleanco.com/research/throw-out-the-annual-performance-appraisal-and-move-to-an-agile-system
	Storyboard: Throw Out the Annual Performance Appraisal and Move to an Agile System	Agile performance management can effectively reduce the pains and problems associated with the traditional approach, and have a positive impact on employee performance, engagement results, turnover rates, and business costs. http://hr.mcleanco.com/research/storyboard-throw-out-the-annual-performance-appraisal-and-move-to-an-agile-system
	Performance Appraisal Effectiveness Scorecard	Use this Performance Appraisal Effectiveness Scorecard tool to measure how effective your current appraisal process is, and to track the effectiveness of the process as you make changes to it. http://hr.mcleanco.com/research/performance-appraisal-effectiveness-scorecard
	Organizational APM Readiness Assessment Tool	Use the Organizational Readiness Assessment Tool to evaluate how ready your organization is to take on agile performance management (APM), and understand how you can increase agility within specific organizational components to support APM. http://hr.mcleanco.com/research/organizational-apm-readiness-assessment-tool
	Agile Performance Management Stakeholder Slides	Use the Agile Performance Management (APM) Stakeholder Slides to help you set an agenda for your stakeholder meeting, prepare your presentation, and organize insights to gain buy-in for APM to be implemented. http://hr.mcleanco.com/research/agile-performance-management-stakeholder-slides
	Agile Goal Template	Have managers and employees use the Agile Goal Template to document check-in meeting results and conversations surrounding employee expectations, business and development goals, and feedback and coaching notes.







		http://hr.mcleanco.com/research/agile-goal-template
	Check-in Meeting Guide	Use the Check-in Meeting Guide as an easy to read reference document for managers and employees as they conduct their check-in meetings. http://hr.mcleanco.com/research/check-in-meeting-guide
	Agile Performance Management Workshop Handouts	Use these Agile Performance Management Workshop Handouts in conjunction with the workshop, Throw Out the Yearly Appraisal and Move to an Agile System. http://hr.mcleanco.com/research/agile-performance-management-workshop-handouts

Learning & Development Research



Learning & Development: Employee Development










Type	Document	Short Summary
Implement a Job Rotation Program to Engage and Develop the Workforce		
	Implement a Job Rotation Program to Engage and Develop the Workforce	Employees increasingly desire more development and opportunities for new experiences in the organization in order to keep them engaged. Listen to your employees and implement a job rotation program to develop them in-house, instead of them leaving the organization to get development elsewhere. http://hr.mcleanco.com/research/implement-a-job-rotation-program-to-engage-and-develop-the-workforce
	Storyboard: Implement a Job Rotation Program to Engage and Develop the Workforce	Employees increasingly desire more development and opportunities for new experiences in the organization in order to keep them engaged. Use this storyboard to design and implement a job rotation program to develop them in-house, instead of them leaving the organization to get development elsewhere. http://hr.mcleanco.com/research/storyboard-implement-a-job-rotation-program-to-engage-and-develop-the-workforce
	Job Rotation Interview Guide and Assessment Template	Use the Job Rotation Interview Guide to organize interview questions and their rating scales, take notes during the interview, and ensure all interviews for the job rotation program follow a similar structure. http://hr.mcleanco.com/research/job-rotation-interview-guide-and-assessment-template
	Job Rotation Performance and Development Plan	The Job Rotation Performance and Development Plan template will guide employees throughout the duration of their placement by keeping them on track to achieve objectives set at the start of the placement. http://hr.mcleanco.com/research/job-rotation-performance-and-development-plan
	Job Rotation Plan Assignment Template	The Job Rotation Plan Assignment Template will help you outline the expectations for employees once they have been selected for a job rotation placement. http://hr.mcleanco.com/research/job-rotation-plan-assignment-template
	Job Rotation Suitability Assessment	Use the Job Rotation Suitability Assessment Tool to understand whether or not your organization is ready to directly implement a job rotation program. http://hr.mcleanco.com/research/job-rotation-suitability-assessment
	Job Rotation Tracking Tool	Use the Job Rotation Tracking Tool to manage your job rotation program from job selection to employee movement between rotations. http://hr.mcleanco.com/research/job-rotation-tracking-tool
	Implement a Job Rotation Program to Engage and Develop the Workforce Stakeholder Slides	Use the Job Rotation Stakeholder Slides to help you set an agenda for your stakeholder meeting, prepare your presentation, and organize insights to gain buy-in for developing and implementing a job rotation program. http://hr.mcleanco.com/research/implement-a-job-rotation-program-to-engage-and-develop-the-workforce-stakeholder-slides
Implement Effective Employee Development Planning		
	Implement Effective Employee Development Planning	Managers don't see the value of development planning and, therefore, don't make time for it, causing employees to feel under-appreciated and disengaged. In McLean & Company's engagement survey, only 50% of employees felt they were encouraged to pursue their career development. Engage your employees to own their career development with managers


		<p>providing guidance and support.</p> <p>http://hr.mcleanco.com/research/hr-implement-effective-employee-development-planning</p>
	Storyboard: Implement Effective Employee Development Planning	<p>In most organizations, employee development planning is done ineffectively or not at all. Neither managers nor employees value the process as they haven't experienced the benefits of development planning in the past. Use this storyboard to learn how to implement or improve employee development planning at your organization through meaningful discussions with your employees.</p> <p>http://hr.mcleanco.com/research/hr-storyboard-implement-effective-employee-development-planning</p>
	Development Plan Template	<p>Capturing development goals and recording progress, feedback, and coaching comments are all an essential part of the development planning process. It helps to keep employees focused and is an opportunity to celebrate successes when goals are achieved.</p> <p>http://hr.mcleanco.com/research/development-plan-template</p>
	Feedback Scenarios	<p>Managers struggle with how to give feedback in a meaningful way that will inspire employees to grow. Use the Feedback model and scenarios to train and coach managers on how to provide feedback.</p> <p>http://hr.mcleanco.com/research/feedback-scenarios</p>
Optimize the Mentoring Program to Build a High-Performing Learning Organization		
	Optimize the Mentoring Program to Build a High-Performing Learning Organization	<p>Mentoring can be more than a senior-junior power relationship. Use this solution set to amp up your program to support the development of quality learning relationships.</p> <p>http://hr.mcleanco.com/research/hr-optimize-the-mentoring-program-to-build-a-high-performing-learning-organization</p>
	Storyboard: Optimize the Mentoring Program to Build a High-Performing Learning Organization	<p>As workforce composition shifts, mentoring programs must move beyond the traditional senior-junior format option. Organizational culture and goals will dictate the best approach.</p> <p>http://hr.mcleanco.com/research/hr-storyboard-optimize-the-mentoring-program-to-build-a-high-performing-learning-organization</p>
	Mentee Preparation Checklist	<p>Help mentees prepare for the mentoring relationship by giving them this preparation checklist prior to your first meeting. This checklist will help the first meeting be more efficient and effective, and set your mentoring relationship up for success.</p> <p>http://hr.mcleanco.com/research/mentee-preparation-checklist</p>
	Mentoring Agreement Template	<p>A mentoring agreement or contract documents the specifics of a mentoring relationship. Use this template to set goals and clarify expectations for a mentoring relationship.</p> <p>http://hr.mcleanco.com/research/mentoring-agreement-template</p>
	Mentoring Project Plan Template	<p>The Mentoring Project Plan Template provides a central place to track progress and document the necessary details involved with developing a mentoring program.</p> <p>http://hr.mcleanco.com/research/hr-mentoring-project-plan-template</p>
	Mentoring Program Diagnostic	<p>The Mentoring Program Diagnostic tool helps you to determine your organization's dominant culture (Competitive, Innovative, Cooperative, or Traditional), and then assess how your current mentoring program operates and to what extent it aligns with your overall organizational culture.</p> <p>http://hr.mcleanco.com/research/hr-mentoring-program-diagnostic</p>











	Mentoring Project Feedback Surveys Template	Use the Mentoring Project Feedback Surveys Template to evaluate the program and garner feedback from the program participants. http://hr.mcleanco.com/research/hr-mentoring-project-feedback-surveys-template
Assess E-learning Appropriateness to Optimize Learning & Development Investment		
	Assess E-learning Appropriateness to Optimize Learning & Development Investment	E-learning has become a major method for delivering training and development programs, and use is on the rise. Defining learning outcomes and conducting evaluations will determine if e-learning is appropriate, meeting learning goals, and contributing to cost effectiveness. http://hr.mcleanco.com/research/hr-assess-e-learning-appropriateness-to-optimize-learning-and-development-investment
	Storyboard: Assess E-learning Appropriateness to Optimize Learning & Development Investment	E-learning has become a major method by which organizations choose to deliver their training and development programs. E-learning is a good choice for cost control, but often falls short when it comes to achieving desired learning outcomes. http://hr.mcleanco.com/research/hr-storyboard-assess-e-learning-appropriateness-to-optimize-learning-development-investment
	Learning Methods Cost-Benefit Analysis	The Learning Methods Cost-Benefit Analysis tool is designed to help you calculate the hard costs and benefits of different training and development delivery mechanisms. The results of a comprehensive financial analysis will demonstrate if, and to what extent, a Return on Investment is being achieved. http://hr.mcleanco.com/research/hr-learning-methods-cost-benefit-analysis
	E-learning Audit and Appropriateness Assessment	An inability to achieve desired learning outcomes is common in those organizations that make heavy use of e-learning as a training delivery mechanism. This tool will help you inventory your organization's existing e-learning applications and tools, and then assess their appropriateness given your target competencies, content, and learners. http://hr.mcleanco.com/research/hr-e-learning-audit-and-appropriateness-assessment
	E-learning Optimization Plan Template	An organized approach is crucial to improving your e-learning strategy and ensuring it is both financially feasible and aligns with learning outcomes. This template will help you develop and document a go-forward e-learning plan based on the results of McLean & Company's E-learning Audit and Appropriateness Assessment. http://hr.mcleanco.com/research/hr-e-learning-optimization-plan-template




Learning & Development: Leadership Development





Type	Document	Short Summary
Formalize a Learning & Development Strategy ** NEW RESEARCH **		
	Formalize a Learning & Development Strategy	Learning & Development strategies are essential for a well-integrated learning plan and solutions that address critical skills gaps. Stop using piecemeal initiatives and put a strategy in place that will help you build momentum towards a culture of learning. http://hr.mcleanco.com/research/formalize-a-learning-development-strategy
	Storyboard: Formalize a Learning & Development Strategy	Creating a Learning & Development strategy can be difficult, especially in terms of making one that is tactical and easy to implement. Use this storyboard to guide you through the process of creating a well-rounded strategy.









		http://hr.mcleanco.com/research/storyboard-formalize-a-learning-development-strategy
	Learning & Development Focus Group Guide	Seeking stakeholder input is crucial to the strategy creation process. Ensure that your learning and development strategy is aligned with organizational objectives and helps to prioritize initiatives that make a difference in your organization by using this focus group guide. http://hr.mcleanco.com/research/learning-development-focus-group-guide
	Learning & Development Strategy Metric Tracking Tool	Evaluating project success is essential to creating meaningful improvement over time. This tool allows you to establish baseline metrics and track them over time. http://hr.mcleanco.com/research/learning-development-strategy-metric-tracking-tool
	Learning & Development Strategy Template	This template allows you to document your Learning & Development strategy, and all of the elements that create it. By filling out this template, you can ensure that you've addressed all key gaps and priorities in your strategic plan. http://hr.mcleanco.com/research/learning-development-strategy-template
High-Impact Leadership: Train Managers to Craft Their Leadership Brand ** NEW RESEARCH **		
	High-Impact Leadership: Train Managers to Craft Their Leadership Brand	Leadership branding creates the opportunity for better customer reach and an improved reputation for the leader and the organization they work for. Leadership branding training also teaches leaders how to create organizationally aligned brands that positively represent their authentic leadership skills. http://hr.mcleanco.com/research/high-impact-leadership-train-managers-to-craft-their-leadership-brand
	Storyboard: High-Impact Leadership: Train Managers to Craft Their Leadership Brand	This storyboard on how to craft a leadership brand allows HR to prove the value of leadership training through key metrics and ROI analysis. http://hr.mcleanco.com/research/storyboard-high-impact-leadership-train-managers-to-craft-their-leadership-brand
	Leadership Brand Participant Handbook	The Participant Handbook will help training participants participate in activities and record notes during the leadership branding training. http://hr.mcleanco.com/research/leadership-brand-participant-handbook
	High-Impact Leadership Styles 360 Degree Review Feedback Form	Using the High-Impact Leadership Styles 360 Degree Review Feedback Form will help participants become self-aware regarding their leadership styles pre-training and post-training. Multi-rater feedback allows leaders to see their strengths and areas for further development opportunity. http://hr.mcleanco.com/research/high-impact-leadership-styles-360-degree-review-feedback-form
	High-Impact Leadership Training Program ROI Analysis Tool	The High-Impact Leadership Styles Training Program ROI Analysis Tool is designed to help you calculate the hard costs and benefits of your leadership development program. The results of a comprehensive financial analysis will demonstrate if, and to what extent, an ROI is being achieved. http://hr.mcleanco.com/research/high-impact-leadership-training-program-roi-analysis-tool
	High-Impact Leadership Training Session Feedback Template	Assessing and analyzing participant feedback is critical to determine how a training session was received by learners and which areas require improvement. This template will help you identify where to focus so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/high-impact-leadership-training-session-feedback-template






	High-Impact Leadership Training Deck: Craft Your Leadership Brand	Using this leadership training deck allows participants to understand the purpose of leadership branding, while creating their own branding statement using the four key elements that create a strong, organizationally-aligned and authentic brand. http://hr.mcleanco.com/research/high-impact-leadership-training-deck-craft-your-leadership-brand
Optimize the Leadership Development Program		
	Optimize the Leadership Development Program	Organizations are spending money to build leadership development programs, but many are not achieving the desired outcomes. Use this blueprint to optimize your leadership development program and improve its ability to meet intended objectives. http://hr.mcleanco.com/research/optimize-the-leadership-development-program
	Storyboard: Optimize the Leadership Development Program	Leadership development is expensive and its value is elusive so make sure you're getting the most out of it. http://hr.mcleanco.com/research/storyboard-optimize-the-leadership-development-program
	Individual Development Plan Template	The Individual Development Plan (IDP) is a document created for the purpose of growing and learning as a leader. When goals are formally documented, it creates accountability for the learner to put action plans in place to achieve desired goals. http://hr.mcleanco.com/research/individual-development-plan-template
	Leadership Development Assessment Questionnaire	Distribute McLean & Company's Leadership Development Assessment Questionnaire to key stakeholders to gain input for a 360-degree review of the program. http://hr.mcleanco.com/research/leadership-development-assessment-questionnaire
	Leadership Development Assessment Tool	Use the Leadership Development Assessment Tool to help you understand the issues that are impacting the success of your leadership development program. http://hr.mcleanco.com/research/leadership-development-assessment-tool
	Leadership Development Program Optimization Focus Group Guide	Gain qualitative feedback on the leadership development program by holding a focus group to solicit the participants' point of view. http://hr.mcleanco.com/research/leadership-development-program-optimization-focus-group-guide
	Leadership Development ROI Analysis Tool	The ROI Analysis Tool is designed to help you calculate the hard costs and benefits of your leadership development program. The results of a comprehensive financial analysis will demonstrate if, and to what extent, an ROI is being achieved. http://hr.mcleanco.com/research/leadership-development-roi-analysis-tool
	Leadership Development Strategy Template	Use McLean & Company's Leadership Development Strategy Template to assist you in creating a leadership development program that is optimized to address and deliver on your organization's strategies, goals, and objectives. http://hr.mcleanco.com/research/leadership-development-strategy-template
Build a Leadership Development Program		
	Build a Leadership Development Program	Build your leadership development program by identifying the right employees for development, and prioritizing the leadership competencies that support and align with business goals. http://hr.mcleanco.com/research/build-a-leadership-development-program






	Storyboard: Build a Leadership Development Program	Supporting the development of leadership in your organization will help decrease turn-over and reduce succession planning gaps, and improve the ability to complete key projects and achieve strategic goals. http://hr.mcleanco.com/research/storyboard-build-a-leadership-development-program
	Participant Program Evaluation Template	At the conclusion of any formal leadership development training session, distribute this evaluate sheet to gather participant feedback on the training. http://hr.mcleanco.com/research/participant-program-evaluation-template
High-Impact Leadership: Train Managers in the Art of Decision Making		
	High-Impact Leadership: Train Managers in the Art of Decision Making	Thorough training on decision making will enable managers to realize greater decision making success and this skill easily translates into significant business outcomes. http://hr.mcleanco.com/research/high-impact-leadership-train-managers-in-the-art-of-decision-making
	Storyboard: High-Impact Leadership: Train Managers in the Art of Decision Making	In order to become effective decision makers, leaders must be reminded of how to take a structured approach to decision making to drive stakeholder buy-in, reduce bias, manage groupthink and analysis paralysis, and drive overall decision consistency. http://hr.mcleanco.com/research/storyboard-high-impact-leadership-train-managers-in-the-art-of-decision-making
	Decision Making 360 Degree Review Form	The 360 degree review will give managers insight into their current strengths and weaknesses in decision making. http://hr.mcleanco.com/research/decision-making-360-degree-review-form
	Decision Making Individual Development Plan	An IDP enables employees to manage knowledge gained from 360 degree feedback and to plan development around it. This formal documentation drives follow-through and creates accountability. http://hr.mcleanco.com/research/decision-making-individual-development-plan
	Decision Making Participant Handbook	The participant handbook will help training participants stay on track and record information and activities used in the decision-making training. http://hr.mcleanco.com/research/decision-making-participant-handbook
	High-Impact Leadership Training Program ROI Analysis Tool	The High-Impact Leadership Styles Training Program ROI Analysis Tool is designed to help you calculate the hard costs and benefits of your leadership development program. The results of a comprehensive financial analysis will demonstrate if, and to what extent, an ROI is being achieved. http://hr.mcleanco.com/research/high-impact-leadership-training-program-roi-analysis-tool
	High-Impact Leadership Training Session Feedback Template	Assessing and analyzing participant feedback is critical to determine how a training session was received by learners and which areas require improvement. This template will help you identify where to focus so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/high-impact-leadership-training-session-feedback-template
	High-Impact Leadership Training Deck: The Art of Decision Making	In order to become effective decision makers, leaders must be reminded of how to take a structured approach to decision making to drive stakeholder buy-in, reduce bias, manage groupthink and analysis paralysis, and drive overall decision consistency. http://hr.mcleanco.com/research/high-impact-leadership-training-deck-the-art-of-decision-making

	Case Study: Saunders School of Business	This case study is used to solidify the learning in the decision-making training. The teaching note is designed to walk the facilitator through the case and potential answers. http://hr.mcleanco.com/research/case-study-saunders-school-of-business
High-Impact Leadership: Train Managers to Inspire Staff to Optimal Performance		
	High-Impact Leadership: Train Managers to Inspire Staff to Optimal Performance	Managers struggle with the “how” of inspiring their staff. This training ties inspiration to organizational vision, mission, and values to make training more concrete, and help leaders inspire their staff by leveraging familiar concepts. When leaders inspire their staff, engagement, retention, and performance all improve. http://hr.mcleanco.com/research/high-impact-leadership-train-managers-to-inspire-staff-to-optimal-performance
	Storyboard: High Impact Leadership Train Managers to Inspire Staff to Optimal Performance	Leaders struggle with the “how” of inspiring their staff. This training ties inspiration to organizational vision, mission, and values to make training more concrete, and help leaders inspire their staff by leveraging familiar concepts. When leaders inspire their staff, engagement, retention, performance, and retention all improve. http://hr.mcleanco.com/research/storyboard-high-impact-leadership-train-managers-to-inspire-staff-to-optimal-performance
	High-Impact Leadership 360 Degree Review Feedback Survey - Inspiration	This feedback survey will help participants become self-aware regarding their ability to inspire staff pre training and post training. http://hr.mcleanco.com/research/high-impact-leadership-360-degree-review-feedback-survey-inspiration
	High-Impact Leadership Individual Development Plan Template - Inspiration	The Individual Development Plan (IDP) is a document created for the purposes of growing and learning as a leader. When goals are formally documented, it creates accountability for the learner to put in place action plans to achieve desired goals. http://hr.mcleanco.com/research/high-impact-leadership-individual-development-plan-template-inspiration
	High-Impact Leadership Training Program ROI Analysis Tool - Inspiration	This tool is designed to help you calculate the hard costs and benefits of your leadership development program. The results of a comprehensive financial analysis will demonstrate if, and to what extent, a Return on Investment (ROI) is being achieved. http://hr.mcleanco.com/research/high-impact-leadership-training-program-roi-analysis-tool-inspiration
	High-Impact Leadership - Inspire Staff to Optimal Performance - Participant Handbook	The participant handbook is a takeaway and reference guide for managers to use when they need to review content from the Inspire Staff to Optimal Performance training. It also contains templates for use during various training exercises. http://hr.mcleanco.com/research/high-impact-leadership-inspire-staff-to-optimal-performance-participant-handbook
	Participant Training Session Evaluation - Inspiration	Assessing and analyzing participant feedback is critical for helping determine how a training session was received by learners and which areas require improvement. This template will help you identify where to focus improvements so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/participant-training-session-evaluation-inspiration
	Training Deck: High Impact	This training deck contains both the content and speaker’s notes for the





	Leadership - Inspire Staff to Optimal Performance	Inspire Staff to Optimal Performance Training Session. It also includes notes to the facilitator and customizable portions to make the training unique to the organization conducting it. http://hr.mcleanco.com/research/training-deck-high-impact-leadership-inspire-staff-to-optimal-performance
High-Impact Leadership: Train Managers to Effectively Influence Organizational Stakeholders		
	High-Impact Leadership: Train Managers to Effectively Influence Organizational Stakeholders	A leader's power is not derived from their position, but rather their ability to effectively influence others. In an age where organizations are flatter, global teams are the norm, and a focus on agility is commonplace, influence is power. http://hr.mcleanco.com/research/high-impact-leadership-train-managers-to-effectively-influence-organizational-stakeholders
	Storyboard: High-Impact Leadership - Train Managers to Effectively Influence Organizational Stakeholders	A leader's power is not derived from their position, but rather their ability to effectively influence others. In an age where organizations are flatter, global teams are the norm, and a focus on agility is commonplace, influence is power. http://hr.mcleanco.com/research/storyboard-high-impact-leadership-train-managers-to-effectively-influence-organizational-stakeholders
	High-Impact Leadership 360 Degree Review Feedback Survey	The High-Impact Leadership Styles 360 Degree Review Feedback survey will help participants become self-aware regarding their leadership styles pre-training and post-training. http://hr.mcleanco.com/research/high-impact-leadership-360-degree-review-feedback-survey
	High-Impact Leadership Training Session Feedback Template	Assessing and analyzing participant feedback is critical to determine how a training session was received by learners and which areas require improvement. This template will help you identify where to focus so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/high-impact-leadership-training-session-feedback-template
	High-Impact Leadership Training Program ROI Analysis Tool	The High-Impact Leadership Styles Training Program ROI Analysis Tool is designed to help you calculate the hard costs and benefits of your leadership development program. The results of a comprehensive financial analysis will demonstrate if, and to what extent, an ROI is being achieved. http://hr.mcleanco.com/research/high-impact-leadership-training-program-roi-analysis-tool
	High-Impact Leadership - Effectively Influence Organizational Stakeholders Participant Handbook	The participant handbook is a takeaway and reference guide for managers to use when they need to review content from the Effectively Influence Organizational Stakeholders training. It also contains templates for use during various training exercises. http://hr.mcleanco.com/research/high-impact-leadership-effectively-influence-organizational-stakeholders-participant-handbook
	High-Impact Leadership - Influence Case Study	Use the Case Study and Facilitation Notes in the Train Managers to Effectively Influence Organizational Stakeholders training deck to provide participants the opportunity to assess and identify appropriate influence tactics, as well as to practice influence action planning. http://hr.mcleanco.com/research/high-impact-leadership-influence-case-study
	High-Impact Leadership - Influence - Individual	The Individual Development Plan (IDP) is a document created for purposes of growing and learning as a leader. When goals are formally documented, it







	Development Plan Template	creates accountability for the learner to put in place action plans to achieve desired goals. http://hr.mcleanco.com/research/high-impact-leadership-influence-individual-development-plan-template
High-Impact Leadership: Train Managers to Effectively Resolve Conflicts		
	High-Impact Leadership: Train Managers to Effectively Resolve Conflicts	Conflict is consuming time and productivity levels. Use constructive conflict resolution to positively impact your organization. http://hr.mcleanco.com/research/high-impact-leadership-train-managers-to-effectively-resolve-conflicts
	Storyboard: High-Impact Leadership: Train Managers to Effectively Resolve Conflict	Managers spend a great deal of time handling conflicts. When conflict is handled inappropriately, it impacts the organizational culture. It can interfere with positive work relationships, create stress, and polarize teams. http://hr.mcleanco.com/research/storyboard-high-impact-leadership-train-managers-to-effectively-resolve-conflict
	Conflict Resolution 360 Degree Review Template	The High Impact Leadership Styles 360 Degree Review Feedback survey will help participants become self-aware regarding their leadership styles pre-training and post-training. http://hr.mcleanco.com/research/conflict-resolution-360-degree-review-template
	Conflict Resolution Training - Stakeholder Presentation Template	Use the Conflict Resolution Training Stakeholder Presentation Template to help you set an agenda for your stakeholder meeting, prepare your presentation, and organize insights to gain buy-in for training managers on how to handle conflict situations. http://hr.mcleanco.com/research/conflict-resolution-training-stakeholder-presentation-template
	High-Impact Leadership - Conflict Styles Self-Assessment	Have managers perform this self-assessment to gain an understanding of their typical approach when dealing with conflict, and how it can help or harm the conversation. http://hr.mcleanco.com/research/high-impact-leadership-conflict-styles-self-assessment
	Training Deck: High-Impact Leadership - Effectively Resolve Conflicts	Managers have reported spending 18-26% of their time dealing with conflict. Providing managers with training on how to constructively manage conflict can improve productivity levels and create a better work environment. http://hr.mcleanco.com/research/training-deck-high-impact-leadership-effectively-resolve-conflicts
	High-Impact Conflict Resolution - Role Play Scenarios	Role playing is one of the most effective development methods available. Use these conflict role play scenarios as a key learning exercise during your Conflict Resolution Manager Training session. http://hr.mcleanco.com/research/high-impact-conflict-resolution-role-play-scenarios
	High-Impact Conflict Resolution - Individual Development Plan Template	The Individual Development Plan (IDP) is a document created for purposes of growing and learning as a leader. When goals are formally documented, it creates accountability for the learner to put in place action plans to achieve desired goals. http://hr.mcleanco.com/research/high-impact-conflict-resolution-individual-development-plan-template
	High-Impact Leadership - Six Month Follow-up Evaluation	Use a follow-up evaluation to the Conflict Resolution Training Session to measure the degree to which participants have applied what they learned during the training to their on-the-job behaviors.






		http://hr.mcleanco.com/research/high-impact-leadership-six-month-follow-up-evaluation
	Conflict Resolution Participant Handbook	The Conflict Resolution Participant Handbook is a takeaway and reference guide for managers to use when they need to review content from the training. http://hr.mcleanco.com/research/conflict-resolution-participant-handbook
	High-Impact Leadership - Participant Training Session Evaluation	Assessing and analyzing participant feedback is critical for helping determine how a training session was received by learners and which areas require improvement. This template will help you identify where to focus improvements so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/high-impact-leadership-participant-training-session-evaluation
	High-Impact Leadership Training Program ROI Analysis Tool	The High-Impact Leadership Styles Training Program ROI Analysis Tool is designed to help you calculate the hard costs and benefits of your leadership development program. The results of a comprehensive financial analysis will demonstrate if, and to what extent, an ROI is being achieved. http://hr.mcleanco.com/research/high-impact-leadership-training-program-roi-analysis-tool
High-Impact Leadership: Train Managers to Effectively Use Leadership Styles		
	High-Impact Leadership: Train Managers to Effectively Use Leadership Styles	The leadership style you choose to use at any given time has a direct effect on the result you achieve. High-impact leaders have a repertoire of many leadership styles and know when to use them effectively. http://hr.mcleanco.com/research/high-impact-leadership-train-managers-to-effectively-use-leadership-styles
	Storyboard: High-Impact Leadership: Train Managers to Effectively Use Leadership Styles	Understanding leadership styles and how each can produce a desired outcome when used effectively helps leaders to influence their teams. Understand why you should train managers in this area and how you can get managers to deliver high impact results both from a people and business perspective. http://hr.mcleanco.com/research/storyboard-high-impact-leadership-train-managers-to-effectively-use-leadership-styles
	High-Impact Leadership Training Program ROI Analysis Tool	The High-Impact Leadership Styles Training Program ROI Analysis Tool is designed to help you calculate the hard costs and benefits of your leadership development program. The results of a comprehensive financial analysis will demonstrate if, and to what extent, an ROI is being achieved. http://hr.mcleanco.com/research/high-impact-leadership-training-program-roi-analysis-tool
	Train Managers to Use Effective Leadership Styles - Stakeholder Presentation Template	Use the Effective Leadership Styles Stakeholder Presentation Template to help you set an agenda for your stakeholder meeting, prepare your presentation, and organize insights to gain buy-in for training managers on their use of leadership styles. http://hr.mcleanco.com/research/train-managers-to-use-effective-leadership-styles-stakeholder-presentation-template
	High-Impact Leadership Styles 360 Degree Review Feedback Form	Using the High-Impact Leadership Styles 360 Degree Review Feedback Form will help participants become self-aware regarding their leadership styles pre-training and post-training. Multi-rater feedback allows leaders to see their strengths and areas for further development opportunity. http://hr.mcleanco.com/research/high-impact-leadership-styles-360-degree-











		review-feedback-form
	High-Impact Leadership Styles Self-Assessment/Diagnostic	This High-Impact Leadership Styles Self-Assessment will help participants in the training session identify their preferred and least preferred leadership styles. http://hr.mcleanco.com/research/high-impact-leadership-styles-self-assessment-diagnostic
	High-Impact Leadership Styles Individual Development Plan Template	This High-Impact Leadership Styles Individual Development Plan Template will help participants manage the knowledge gained from 360 degree feedback. http://hr.mcleanco.com/research/high-impact-leadership-styles-individual-development-plan-template
	High-Impact Leadership Styles Participant Handbook	The High-Impact Leadership Styles Participant Handbook is a takeaway and reference guide for managers to use when they need to review content from the training. http://hr.mcleanco.com/research/high-impact-leadership-styles-participant-handbook
	High-Impact Leadership Styles Training Evaluation Templates	Assessing and analyzing participant feedback is critical for helping determine how a training session was received by learners and which areas require improvement. These evaluations will help you identify where to focus improvements so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/high-impact-leadership-styles-training-evaluation-templates
	High-Impact Leadership Styles Case Studies	Use the case studies in the High-Impact Leadership Training Deck to provide participants the opportunity to learn how leadership styles are used in the work world. http://hr.mcleanco.com/research/high-impact-leadership-styles-case-studies






Learning & Development: Management Development












Type	Document	Short Summary
	ROI Calculator for Corporate Training	Although it requires the consideration of both known facts and unknown future circumstances, quantifying the ROI of training is very useful in determining the expected benefits from training. Use this tool to decide between two or more different training options. http://hr.mcleanco.com/research/hr-roi-calculator-for-corporate-training
	Characteristic Analysis and Time Management Goal Identification Tool	Managers with an effective portfolio work fewer hours and have a happier and more productive team. Characteristic Analysis allows you to determine your ideal placement within the suggested range for each role of the Manager Portfolio by identifying key influences in your environment. http://hr.mcleanco.com/research/hr-characteristic-analysis-and-time-management-goal-identification-tool
	Training Effectiveness Survey	Ongoing training is crucial in advancing the professional development goals of employees. To assess the quality of training, decision makers must examine the process used to create and administer the program and consider its value for the employee and the organization. This Training Effectiveness Survey can be used by training program participants to assess the overall effectiveness of a given training course. http://hr.mcleanco.com/research/hr-training-effectiveness-survey
	How to Use the	Learn how to effectively deploy McLean & Company's Management Training







	Management Training Modules	modules in your organization. http://hr.mcleanco.com/research/how-to-use-the-management-training-modules
Training Deck: Team Dynamics ** NEW RESEARCH **		
	Training Deck: Team Dynamics	This training deck is designed for managers of all levels. It outlines how to effectively navigate the four phases of the team lifecycle, develop positive team dynamics, and optimize team performance. http://hr.mcleanco.com/research/training-deck-team-dynamics
	Team Dynamics Workbook	This template will guide team leaders through the four phases of the team lifecycle. Training participants will use it to complete exercises from the Manager Training Deck: Team Dynamics. http://hr.mcleanco.com/research/team-dynamics-workbook
Optimize Manager Portfolio Breakdown		
	Optimize Manager Portfolio Breakdown	Working managers need to balance their time between getting things done, managing employee responsibilities, and coaching employees to maintain engagement, productivity, and high performance. http://hr.mcleanco.com/research/hr-optimize-manager-portfolio-breakdown
	Storyboard: Optimize Manager Portfolio Breakdown	Every manager seems to struggle with finding the time to get to everything they need to do. There are seven roles that make up every Manager's Portfolio: research, innovation, communication, daily operations, personal development, culture building, and staff development. All of these roles are essential to the success of the individual and the team. Managers with an effective portfolio work fewer hours and have a happier and more productive team. http://hr.mcleanco.com/research/hr-storyboard-optimize-manager-portfolio-breakdown
Build a Management Development Program		
	Build a Management Development Program	Many management development efforts fail because they don't leverage the right blend of delivery methods, or adhere to adult learning principles. As a result, newly learned skills are not reinforced or applied in the real world. This solution set will guide HR practitioners, who are responsible for management development program creation and delivery, through the requisite steps to develop, implement, and evaluate an effective and sustainable program. http://hr.mcleanco.com/research/hr-build-a-management-development-program
	Storyboard: Build a Management Development Program	Management development is a top priority for organizations. Use this storyboard to learn the key ways to build a successful management development program and reap the benefits. http://hr.mcleanco.com/research/hr-storyboard-build-a-management-development-program
	On-the-Job Assignment and Evaluation Template	This template is designed to document the details of an on-the-job assignment with specific learning objectives in mind, and then assess the quality of assignment outcomes. http://hr.mcleanco.com/research/hr-on-the-job-assignment-and-evaluation-template
	Management Capability Assessment Tool	Use this tool to determine how well your employee is performing as a manager, and to identify any skill gaps that may require further development. http://hr.mcleanco.com/research/hr-management-capability-assessment-tool
	Quiz/Test Template	Use this template to draft quizzes and tests to supplement elements of your development program, primarily classroom-based learning.

		http://hr.mcleanco.com/research/hr-quiztest-template
	Reflective Journaling Guidelines and Template	Since reflective journaling is the most personal of all development methods, learners may prefer to purchase and use their own journal. Offer this template as an alternative for those who choose to document their thoughts online. http://hr.mcleanco.com/research/hr-reflective-journaling-guidelines-and-template
	Build a Management Development Program: Methods Development and Delivery Guide	Development delivery methods are diverse. They address different stages of the learning cycle and have unique challenges and benefits. Understand what's involved in developing and delivering each method to sustain development efforts. http://hr.mcleanco.com/research/hr-build-a-management-development-program-methods-development-and-delivery-guide
	Group Discussion Guidelines	Group discussions are a central component of any classroom-based learning activity. This document sets out sample guidelines for group discussions that can be distributed prior to the session to ensure every participant gets value out of the exercise. http://hr.mcleanco.com/research/hr-group-discussion-guidelines
	Management Profile Template	A management profile is a description of the capabilities (skills and behaviors) and attitudes that an organization's managers require to drive the business strategy and lead their team. This template allows you to document your management profile. http://hr.mcleanco.com/research/hr-management-profile-template
	Mentoring Program Guidelines	Mentoring is an extremely effective tool that helps employees develop critical professional skills, particularly soft skills, which are difficult to train. Implementing a formal mentoring program helps protégés easily connect with suitable mentors, and adds a powerful interactive component to the overall employee development program. http://hr.mcleanco.com/research/hr-mentoring-program-guidelines
	Management Development Program Plan Template	Use this Management Development Program Plan Template to document your goals, decisions, and intended actions when building a program. http://hr.mcleanco.com/research/hr-management-development-program-plan-template
	Development Delivery Method Advice Tool	There are many ways to effectively help employees develop new skills, but many methods are underutilized. In other cases, an otherwise great development plan is restricted when methods that don't match the organizational culture are applied, or methods fail to adhere to adult learning principles. http://hr.mcleanco.com/research/hr-development-delivery-method-advice-tool
	Management Course Calendar	A course calendar is an effective tool for listing and describing the elements in your management development program portfolio, which potential learners can then consult. If you already use a Learning Management System (LMS), you may not need to use this course calendar; however, it could prove useful for documenting notes as you build out your program. http://hr.mcleanco.com/research/hr-management-course-calendar
	Participant Program Evaluation Tool	Assessing and analyzing participant feedback is critical for helping determine both how a development program was received by learners, and which areas require improvement. This tool will help you identify where to focus improvements so that the program can continue to evolve and succeed. http://hr.mcleanco.com/research/hr-participant-program-evaluation-tool





	Role Playing Sample and Guidelines	Use this role playing sample and set of guidelines to create effective role playing exercises and maximize the learning opportunity. http://hr.mcleanco.com/research/hr-role-playing-sample-and-guidelines
	Peer Mentoring Guidelines	Use this set of guidelines to help learners leverage the advantages of peer mentoring. http://hr.mcleanco.com/research/hr-peer-mentoring-guidelines
	Case Study Template	Case studies are excellent tools for helping learners examine and discuss real-life scenarios that pertain to their areas of study. Use this template to help devise case studies that will achieve critical learning objectives. http://hr.mcleanco.com/research/hr-case-study-template
Design a 360 Degree Feedback Program		
	Design a 360 Degree Feedback Program	360 degree feedback, the aggregate feedback of employee performance based on the inputs of multiple raters who have worked with the employee, has been used for many years, especially for leadership development. 360 feedback can be very useful if leveraged appropriately. http://hr.mcleanco.com/research/hr-implement-a-360-feedback-program
	Storyboard: Design a 360 Degree Feedback Program	360 degree feedback, the aggregate feedback of employee performance based on the inputs of multiple raters who have worked with the employee, has been used for many years, especially for leadership development. 360 feedback can be useful if leveraged appropriately. http://hr.mcleanco.com/research/storyboard-design-a-360-degree-feedback-program-
	360 Degree Feedback Program Scoping Document Template	A scope statement is one of the most critical communications in a project. A proper scope statement makes it clear exactly what will, and what will not be involved in a given project. This scope statement places boundaries around the 360 degree feedback program. http://hr.mcleanco.com/research/hr-360-degree-feedback-program-scoping-document-template
	360 Degree Feedback Interpretation Worksheet	This worksheet will help to analyze 360 degree feedback and determine the areas of strength you wish to build upon and the areas of opportunity you wish to address. http://hr.mcleanco.com/research/hr-360-degree-feedback-interpretation-worksheet
	360 Feedback Program Employee Development Plan Template	While the form is not as important as the discussion, you must still capture the discussion in writing to keep track of the decisions that were made and who is responsible for what tasks. http://hr.mcleanco.com/research/360-feedback-program-employee-development-plan-template
Design a Management Development Program		
	Design a Management Development Program	A well-designed management development program is more than training. It should have buy-in and sustainability, be measurable, evaluative, ongoing, and should focus on a few, prioritized capabilities and attitudes. http://hr.mcleanco.com/research/design-a-management-development-program
	Storyboard: Design a Management Development Program	Developing managers for the future of your organization is critical. Unfortunately, many organizations conduct one-off training sessions rather than integrating management development into different aspects of organizational life to build the management capabilities and attitudes that they need to meet business priorities.


		http://hr.mcleanco.com/research/storyboard-design-a-management-development-program
	Management Development Needs Analysis Template	<p>A needs analysis is an assessment of the organization's current management strengths and weaknesses relative to what is required to meet future business goals. This analysis is required to tie the management development program to the business strategy. Understanding these needs will inform the development program's purpose by providing a profile of the management capabilities required, referred to as a management profile.</p> <p>http://hr.mcleanco.com/research/hr-management-development-needs-analysis-template</p>
	Management Development Needs Prioritization Tool	<p>When defining the purpose of your management development program, you must prioritize the capabilities and attitudes to be developed to keep the program focused. This quick and simple tool provides an easy way to document and prioritize the capabilities and attitudes from your management profile.</p> <p>http://hr.mcleanco.com/research/hr-management-development-needs-prioritization-tool</p>
	Management Development Organizational SWOT Analysis Template	<p>As part of strategy development, a SWOT analysis is conducted to understand the strengths, weaknesses, opportunities, and threats facing an organization. For your management development program, use the SWOT analysis in the absence of a clearly articulated business strategy to identify the management capabilities and attitudes that are required to meet future business objectives. Use this template to learn about and conduct a SWOT Analysis.</p> <p>http://hr.mcleanco.com/research/hr-management-development-organizational-swot-analysis-template</p>
	Management Development Program Budgeting Worksheet Template	<p>Once you reach the design stage of the management development program, most of the decisions you make will be influenced by your budget. While analyzing your organization's needs, you should start thinking about the budget for the program.</p> <p>http://hr.mcleanco.com/research/hr-management-development-program-budgeting-worksheet-template</p>
	Management Development Program Proposal Template	<p>As part of the buy-in process, presenting your final management development program design recommendations is key to gaining commitment and support. This simple presentation template is used to get buy-in and agreement prior to proceeding with the development of the program content.</p> <p>http://hr.mcleanco.com/research/hr-management-development-program-proposal-template</p>
Train Managers to Handle Difficult Conversations		
	Train Managers to Handle Difficult Conversations	<p>Managers avoiding difficult conversations negatively impacts employees, HR, and the business' bottom-line. Train them up to stop avoiding, freezing, or giving in when the going gets tough so that they can reap the benefits of overcoming the challenge.</p> <p>http://hr.mcleanco.com/research/train-managers-to-handle-difficult-conversations</p>
	Storyboard: Train Managers to Handle Difficult Conversations	<p>Many managers fail to communicate when it comes to handling difficult conversations. Understand why you should train managers in this area and how you can get managers to stop avoiding and start facing difficult conversations in your organization.</p> <p>http://hr.mcleanco.com/research/storyboard-train-managers-to-handle-difficult-conversations</p>

	Difficult Conversations Role Play Scenarios	Use these role play scenarios during difficult conversations manager training to supplement the training content and give managers the opportunity to put what they've learned into action. http://hr.mcleanco.com/research/difficult-conversations-role-play-scenarios
	Training Logistics and Budget Form	Use the Training Logistics and Budget Form to help you plan out the who, what, where, and when for your upcoming training session. http://hr.mcleanco.com/research/training-logistics-and-budget-form
	Benchmark Comparison Tool	Use the Benchmark Comparison Tool to track changes in baseline metrics after the implementation of a project or initiative, within your department or organization. http://hr.mcleanco.com/research/benchmark-comparison-tool
	Difficult Conversations Self-Assessment	Use the Difficult Conversations Self-Assessment tool to understand participants comfort and behaviors with difficult conversations before and after training. http://hr.mcleanco.com/research/difficult-conversations-self-assessment
	Difficult Conversations Conflict Style Self-Assessment	This Conflict Styles Self-Assessment will help participants in the Difficult Conversations Training session identify what their dominant conflict style(s) is and how they can be optimized in a difficult conversation. http://hr.mcleanco.com/research/difficult-conversations-conflict-style-self-assessment
	Difficult Conversations Quiz	Use the Difficult Conversations Training Quiz after training your managers to evaluate their learning from the training session. http://hr.mcleanco.com/research/difficult-conversations-quiz
	Participant Training Session Evaluation Form	Assessing and analyzing participant feedback is critical for helping determine how a training session was received by learners and which areas require improvement. This tool will help you identify where to focus improvements so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/participant-training-session-evaluation-form
Train Managers to Negotiate		
	Train Managers to Negotiate	Minute for minute, you never make more money than when you're negotiating. Train managers to negotiate more effectively to create more value for the organization, decrease costs, and improve upon the way that they face conflict. http://hr.mcleanco.com/research/train-managers-to-negotiate
	Storyboard: Train Managers to Negotiate	Most managers go into a negotiation unprepared and unaware of the process, making it difficult to end a negotiation successfully and creating unwanted costs for the business. Use this storyboard to understand how negotiation training can help, how to use the McLean & Company Training deck, and how to prepare, implement, and follow up on training sessions. http://hr.mcleanco.com/research/storyboard-train-managers-to-negotiate
	Train Managers to Negotiate "Stakeholder Presentation Template	Use the Negotiation Stakeholder Presentation Template to help you set an agenda for your stakeholder meeting, prepare your presentation, and organize insights to gain buy-in for training managers on developing their negotiation skills. http://hr.mcleanco.com/research/train-managers-to-negotiate-stakeholder-presentation-template
	Negotiation Training KPI Comparison Tool	The Negotiation Training KPI Comparison Tool will help you measure the success of your negotiation training. http://hr.mcleanco.com/research/negotiation-training-kpi-comparison-tool
	Negotiation Assessment Tool	The Negotiation Assessment Tool evaluates a participant's dominant negotiation style, as well as their negotiation behaviors and techniques. Input

		into the tool allows for a comparison of results before and after training, areas that require development, and how the participant can strengthen them. http://hr.mcleanco.com/research/negotiation-assessment-tool
	Training Deck: Train Managers to Negotiate	Train managers to negotiate more effectively and make gains that positively impact the business line and improve their work environment. http://hr.mcleanco.com/research/training-deck-train-managers-to-negotiate
	Train Managers to Negotiate Training Deck Role Play Scenarios	Use these role play scenarios during manager training on negotiations to supplement the training content and give managers the opportunity to put their learning into action. http://hr.mcleanco.com/research/train-managers-to-negotiate-training-deck-role-play-scenarios
	Negotiation Guide for Managers	This guide will give your managers all of the necessary information they need on negotiation in a convenient place. Managers can review the guide prior to going into a negotiation to help plan their strategy. http://hr.mcleanco.com/research/negotiation-guide-for-managers
	Negotiation Training Quiz	Use the Negotiation Training Quiz immediately after training your managers to evaluate what they have learned from the training session. http://hr.mcleanco.com/research/negotiation-training-quiz
	Participant Training Session Evaluation Template	Assessing and analyzing participant feedback is critical for helping determine how a training session was received by learners and which areas require improvement. This tool will help you identify where to focus improvements so that the training session can continue to evolve and succeed. http://hr.mcleanco.com/research/participant-training-session-evaluation-template
	Training Logistics and Budget Form	Use the Training Logistics and Budget Form to help you plan out the who, what, where, and when for your upcoming training session. http://hr.mcleanco.com/research/training-logistics-and-budget-form

Learning & Development: Onboarding




Type	Document	Short Summary
	Sample Onboarding Checklist	Make sure onboarding tasks aren't forgotten by mandating the use of checklists for everyone involved in onboarding, from IT to the hiring manager. http://hr.mcleanco.com/research/hr-sample-onboarding-checklist
Leverage the First 100 Days as a New Leader		
	Leverage the First 100 Days as a New Leader	Over 50% of new leaders fail within the first 18 months of their assignment. Neglecting to leverage the first 100 days on the job is significantly linked to not meeting leadership expectations. http://hr.mcleanco.com/research/hr-guide-new-leaders-through-the-first-100-days
	Storyboard: Leverage the First 100 Days as a New Leader	Over 50% of new leaders fail within the first 18 months of their assignment. By neglecting to leverage the first 100 days on the job, managers risk not meeting leadership expectations in the long run. Organize the first 100 days on the job into manageable 30-40 day chunks with time focused goals to help you achieve success in the short and long-term. http://hr.mcleanco.com/research/hr-storyboard-leverage-the-first-100-days-as-a-new-leader
	New Leader Self-Assessment	Assess your strategic leadership competencies to find areas of strength and opportunity.

		http://hr.mcleanco.com/research/new-leader-self-assessment
	STOP, START, CONTINUE Team Assessment Template	The first month on the job will expose leaders to large amounts of information and opinions. In order to consolidate their thoughts to assess team dynamics, they must organize them into clear categories. Knowing what the team should stop, start, and continue is a succinct way to glean insights from your early days http://hr.mcleanco.com/research/hr-stop-start-continue-team-assessment-template
	New Leader SWOT Analysis Template	A SWOT analysis is one of the most common and applicable frameworks for examining a situation. New leaders must conduct a SWOT analysis within their first 100 days on the job to inform business and strategic planning initiatives. http://hr.mcleanco.com/research/hr-new-leader-swot-analysis-template
	New Leader Business Strategy and Planning Template	New leaders must begin creating a well-informed strategy within the first 100 days on the job. It is essential to document this strategy and plan in order to consult stakeholders and gain buy-in. http://hr.mcleanco.com/research/hr-new-leader-business-strategy-and-planning-template
Onboard New Hires for Ramp-up & Retention		
	Onboard New Hires for Ramp-up & Retention	Too many new hires end their first few days in a new job disoriented and disillusioned. A positive onboarding experience lays the foundation for faster ramp-up and ongoing engagement, making a new hire much more likely to stay with the organization for the long haul. http://hr.mcleanco.com/research/develop-an-onboarding-program
	Storyboard: Onboard New Hires for Ramp-up & Retention	Organizations often treat onboarding like orientation, devoting little time or effort to acclimatizing and engaging new hires. As a result, few organizations are realizing the business benefits that accompany a comprehensive onboarding program. http://hr.mcleanco.com/research/hr-storyboard-onboard-new-hires-for-ramp-up-retention
	Onboard New Hires Metric Tracking Tool	Evaluating project success is essential to creating meaningful improvement over time. This tool allows you to establish baseline metrics and track them over time. http://hr.mcleanco.com/research/onboard-new-hires-metric-tracking-tool
	KPI Tracking Tool	Use the KPI Tool to help you track the metrics for your onboarding program. http://hr.mcleanco.com/research/kpi-tracking-tool
	Sample Onboarding Checklist	Make sure onboarding tasks aren't forgotten by mandating the use of checklists for everyone involved in onboarding, from IT to the hiring manager. http://hr.mcleanco.com/research/hr-sample-onboarding-checklist
	Sample New Employee Welcome Letter	Customize this sample welcome letter and send it in a welcome package two weeks before the new hire's start date to continue the excitement of the job offer. http://hr.mcleanco.com/research/hr-sample-new-employee-welcome-letter
	Sample Internal Introduction Email	Send out an introduction email a few days before a new hire starts to spread the good news and lay the foundation for an exceptional first day. http://hr.mcleanco.com/research/hr-sample-internal-introduction-e-mail
	Sample Agenda: Day One	Pay attention to the details to ensure a standout first day for new hires. http://hr.mcleanco.com/research/hr-sample-agenda-day-one






Total Compensation Research











Total Compensation: Benefits


Type	Document	Short Summary
Use Flexible Work Arrangements and Time Off to Attract and Retain Top Talent		
	Use Flexible Work Arrangements and Time Off to Attract and Retain Top Talent	Improve key performance indicators like productivity, employee engagement and the ability to attract and retain top talent through a tailored FWA program using McLean & Company's four-step process. http://hr.mcleanco.com/research/use-flexible-work-arrangements-and-time-off-to-attract-and-retain-top-talent
	Storyboard: Use Flexible Work Arrangements and Time Off to Attract and Retain Top Talent	Improve key performance indicators like productivity, employee engagement and the ability to attract and retain top talent through a tailored FWA program using McLean & Company's four-step process. http://hr.mcleanco.com/research/storyboard-use-flexible-work-arrangements-and-time-off-to-attract-and-retain-top-talent
	FWA Assessment and Project Planning Tool	This tool is used throughout the flexible work arrangement (FWA) project to help determine your readiness for the FWA project, aid in the selection of FWA options, and help you to track costs and prepare for the project. http://hr.mcleanco.com/research/fwa-assessment-and-project-planning-tool
	Flexible Work Arrangements Scorecard	This Excel scorecard allows you to document and track KPIs associated with your FWA project on a quarterly basis. http://hr.mcleanco.com/research/flexible-work-arrangements-scorecard
	FWA Focus Group Guide	Focus groups are group interviews that provide insight into employees'™ or participants' views on various topics, including workplace issues, soliciting recommendations or feedback on an initiative, or for brainstorming about an issue. http://hr.mcleanco.com/research/fwa-focus-group-guide
	Flex Time (Flexible Time) Policy	This customizable policy template allows you to set guidelines and the scope for your Flex Time work arrangements. http://hr.mcleanco.com/research/flex-time-flexible-time-policy
	Flex Time Off (Flexible Time Off) Policy	This customizable policy template allows you to set guidelines and the scope for your Flex Time Off work arrangements. http://hr.mcleanco.com/research/flex-time-off-flexible-time-off-policy
	Flex Location (Flexible Location) Policy	This customizable policy template allows you to set guidelines and the scope for your Flex Location work arrangements. http://hr.mcleanco.com/research/flex-location-flexible-location-policy
	Results Only Work Environment (ROWE) Policy Statement	This customizable policy template allows you to set guidelines and the scope for your results only work environment. http://hr.mcleanco.com/research/results-only-work-environment-rowe-policy-statement
Optimize the Employee Wellbeing Program		
	Optimize the Employee Wellbeing Program	Employee wellbeing is increasingly becoming a necessity for organizations, rather than a supplementary employee benefit. Investing in employee wellbeing yields significant ROI, improving performance and reducing health-related costs for both the organization and employees. http://hr.mcleanco.com/research/hr-optimize-the-employee-wellbeing-program
	Storyboard: Optimize the Employee Wellbeing	Employee wellbeing is of critical importance to the organization. Learn how to optimize or create an employee wellbeing program for a healthier, happier,

	Program	more productive workforce. http://hr.mcleanco.com/research/hr-storyboard-optimize-the-employee-wellbeing-program
	Employee Wellbeing Program Strategic Planning Tool	The Employee Wellbeing Program Strategic Planning Tool documents decision-making and goal setting for your employee wellbeing program optimization project. It also provides a format for seeking executive sign-off and approval for your project decisions at each stage of the project. http://hr.mcleanco.com/research/hr-employee-wellbeing-program-strategic-planning-tool
	Employee Wellbeing Audit Tool	Use the Employee Wellbeing Audit Tool to assess your current employee wellbeing practices and metrics to set high level employee wellbeing goals, tied to your employee wellbeing vision and drivers. These goals will inform the selection of employee wellbeing initiatives and performance indicators. http://hr.mcleanco.com/research/hr-employee-wellbeing-audit-tool
	Employee Wellbeing Communications Plan	The Employee Wellbeing Communications Plan helps you to select, schedule, and manage wellbeing related communications throughout the year once the employee wellbeing program has been formed. http://hr.mcleanco.com/research/hr-employee-wellbeing-communications-plan




Total Compensation: Compensation

Type	Document	Short Summary
	Total Compensation Worksheet	Recruitment should be informed by a clear understanding of the full costs of current employees in relation to each new hire. Use this tool to calculate your employees' total compensation and to help set a budget for additional resources. http://hr.mcleanco.com/research/hr-total-compensation-worksheet
Train Managers on Compensation Philosophy & Effective Pay		
	Train Managers on Compensation Philosophy & Effective Pay Communication	Pay discussions can have a profound impact on employee engagement and retention. Ensure your managers are prepared to effectively navigate them by providing comprehensive pay practices and communication training. http://hr.mcleanco.com/research/train-managers-on-compensation-philosophy-effective-pay-communication
Create a Variable Compensation Plan		
	Create a Variable Compensation Plan	Variable compensation programs are complex, and a variable compensation plan is needed to ensure that the need to attract and retain talent is balanced against the desire for labor cost control. http://hr.mcleanco.com/research/hr-create-a-variable-compensation-strategy
	Storyboard: Create a Variable Compensation Plan	Variable compensation programs are complex, and a variable compensation plan is needed to ensure that the need to attract and retain talent is balanced against the desire for labor cost control. http://hr.mcleanco.com/research/storyboard-create-a-variable-compensation-plan
Eliminate Targets from Variable Compensation Plans		
	Eliminate Targets from Variable Compensation Plans	Nonlinear variable compensation plans often come with the hassle of target negotiations, the ill-effects of employees trying to game the system, and other unnecessary/avoidable costs. Use linear schemes to avoid these complications and build an efficient variable compensation plan that will save both time and

		<p>money.</p> <p>http://hr.mcleanco.com/research/hr-eliminate-targets-from-variable-compensation-plans</p>
	Storyboard: Eliminate Targets from Variable Compensation Plans	<p>Nonlinear variable compensation plans often come with the hassle of target negotiations, the ill-effects of employees trying to game the system, and other unnecessary/avoidable costs. Use linear schemes to avoid these complications and build an efficient variable compensation plan that will save both time and money.</p> <p>http://hr.mcleanco.com/research/hr-storyboard-eliminate-targets-from-variable-compensation-plans</p>
	Linear Plan Design Tool	<p>The Linear Plan Design Tool will help you develop and refine your linear variable compensation plan using a sensitivity analysis. This ensures that employees will continue to be motivated and the firm's financial health will be protected.</p> <p>http://hr.mcleanco.com/research/hr-linear-plan-design-tool</p>
	Linear Compensation Plan Policy	<p>The Linear Compensation Plan Policy template helps you document compensation plan decisions made throughout the lifecycle of the linear variable compensation project.</p> <p>http://hr.mcleanco.com/research/hr-linear-compensation-plan-policy</p>
Conduct an Annual Salary Assessment		
	Conduct an Annual Salary Assessment	<p>Competitive compensation is a moving target; it can, and often does, change quickly. That's why regularly assessing competitiveness is so important; you want to be sure that your pay practices are aligned with your pay intentions.</p> <p>http://hr.mcleanco.com/research/hr-conduct-an-annual-salary-assessment</p>
	Storyboard: Conduct an Annual Salary Assessment	<p>Competitive compensation is a moving target. It can, and often does, change quickly. This makes regularly assessing competitiveness crucial; you want to ensure that your pay practices are aligned with your pay intentions.</p> <p>http://hr.mcleanco.com/research/hr-storyboard-conduct-an-annual-salary-assessment</p>
	Salary Administration Guidelines	<p>Establish salary controls now to help avoid salary pain in the future, by using the Salary Administration Guidelines template.</p> <p>http://hr.mcleanco.com/research/hr-salary-administration-guidelines</p>
	Annual Salary Assessment Tool	<p>Conducting an annual salary assessment may seem overwhelming, but it doesn't have to be. Use this tool in conjunction with McLean & Company's five step Annual Salary Assessment process to develop a salary remediation plan for your CEO.</p> <p>http://hr.mcleanco.com/research/hr-annual-salary-assessment-tool</p>
Craft a Compensation Philosophy		
	Craft a Compensation Philosophy	<p>The first step in compensation planning is the development of a compensation philosophy that clearly articulates the organization's high-level approach to pay for each of its employee segments, including its target competitive position.</p> <p>http://hr.mcleanco.com/research/craft-a-compensation-philosophy</p>
	Storyboard: Craft a Compensation Philosophy	<p>Every organization compensates its employees, but few do so according to a defined plan that accounts for employee recruitment, retention, and cost control.</p> <p>http://hr.mcleanco.com/research/storyboard-craft-a-compensation-philosophy</p>
	Compensation Philosophy Worksheet	<p>A Compensation Philosophy (also known as a Pay Philosophy) documents your organization's governing principles for compensation programs and activities. Use the Compensation Philosophy Worksheet to assess and document the factors that will inform your Compensation Philosophy.</p>









		http://hr.mcleanco.com/research/compensation-philosophy-worksheet
	Compensation Philosophy Template	Use this Compensation Philosophy Template (also known as a Pay Philosophy) to document your organization's governing principles for compensation programs and activities. http://hr.mcleanco.com/research/hr-compensation-philosophy-template









Total Compensation: Recognition




Type	Document	Short Summary
Create a Culture of Recognition to Drive Engagement, Improve Retention, and Increase Profitability		
	Create a Culture of Recognition to Drive Engagement, Improve Retention, and Increase Profitability	The existence of a recognition program isn't enough. It needs to be widely used to create business benefits. To realize benefits and maintain them, create a culture of recognition. http://hr.mcleanco.com/research/create-a-culture-of-recognition-to-drive-engagement-improve-retention-and-increase-profitability
	Storyboard: Create a Culture of Recognition to Drive Engagement, Improve Retention, and Increase Profitability	The existence of a recognition program isn't enough. Create a culture of recognition by developing training & support and providing resources for informal recognition. http://hr.mcleanco.com/research/storyboard-create-a-culture-of-recognition-to-drive-engagement-improve-retention-and-increase-profitability
	Make the Case to Build a Culture of Recognition to Drive Engagement	Use this presentation template to make the case to executives for building a culture of recognition, in order to drive engagement. http://hr.mcleanco.com/research/make-the-case-to-build-a-culture-of-recognition-to-drive-engagement

HR Operations & Infrastructure Research







HR Operations & Infrastructure: Employee Communications

Type	Document	Short Summary
	Internal Communications Plan	Create your internal communications plan using this tool and get your communications stakeholders planning ahead. http://hr.mcleanco.com/research/hr-internal-communications-plan
Train Managers to Effectively Communicate at Every Touch Point to Improve Performance		
	Train Managers to Effectively Communicate at Every Touch Point to Improve Performance	Poor communications, especially around performance, can be detrimental to staff performance, morale, and overall company culture. http://hr.mcleanco.com/research/train-managers-to-effectively-communicate-at-every-touch-point-to-improve-performance
	Storyboard: Train Managers to Effectively Communicate at Every Touch Point to Improve Performance	Most managers do not go out of their way to ensure they are touching base with each employee on a daily basis. However, daily communications with direct reports can significantly improve key performance success metrics. Learn the tips and tricks of developing a daily communication strategy without micromanaging. http://hr.mcleanco.com/research/storyboard-train-managers-to-effectively-communicate-at-every-touch-point-to-improve-performance
	Issue Management and Feedback Personality Communication Guide	To achieve effective communication with their staff, managers must keep individual differences in mind. This training handout will help tailor communication styles based on personality differences. http://hr.mcleanco.com/research/hr-issue-management-and-feedback-personality-communication-guide
	Practicing the PDER Model: Issue Management Activity Handout	The Prepare-Decide-Execute-Reflect (PDER) model is a simple but effective approach to organizational communications. Carry out the activity on this printable handout in conjunction with McLean & Company's Training Deck: Effectively Communicate at Every Touch Point to practice using the model in the context of workplace issue management. http://hr.mcleanco.com/research/hr-practicing-the-pder-model-issue-management-activity-handout
	Practicing the PDER Model: Issue Management Activity Handout (Answers)	The Prepare-Decide-Execute-Reflect (PDER) model is a simple but effective approach to organizational communications. This document provides suggested answers for the PDER activity handout on Issue Management to be used with McLean & Company's Training Deck: Effectively Communicate at Every Touch Point. http://hr.mcleanco.com/research/hr-practicing-the-pder-model-issue-management-activity-handout-answers
	Practicing the PDER Model: Motivational Communications Activity Handout	The Prepare-Decide-Execute-Reflect (PDER) model is a simple but effective approach to organizational communications. Carry out the activity in this printable handout in conjunction with McLean & Company's Training Deck: Effectively Communicate at Every Touch Point to practice using the model to develop a motivational message. http://hr.mcleanco.com/research/hr-practicing-the-pder-model-motivational-communications-activity-handout
	Practicing the PDER Model: Motivational Communications Activity Handout (Answers)	The Prepare-Decide-Execute-Reflect (PDER) model is a simple but effective approach to organizational communications. This document provides suggested answers for the PDER activity handout on Motivational Communications to be used with McLean & Company's Training Deck: Effectively Communicate at

		Every Touch Point. http://hr.mcleanco.com/research/hr-practicing-the-pder-model-motivational-communications-activity-handout-answers
	Practicing the PDER Model: Operational Communications Activity Handout	The Prepare-Decide-Execute-Reflect (PDER) model is a simple but effective approach to organizational communications. Carry out the activity on this printable handout in conjunction with McLean & Company's Training Deck: Effectively Communicate at Every Touch Point to practice using the model to communicate information about job tasks and processes. http://hr.mcleanco.com/research/hr-practicing-the-pder-model-operational-communications-activity-handout
	Practicing the PDER Model: Operational Communications Activity Handout (Answers)	The Prepare-Decide-Execute-Reflect (PDER) model is a simple but effective approach to organizational communications. This document provides suggested answers for the PDER activity handout on Operational Communications to be used with McLean & Company's Training Deck: Effectively Communicate at Every Touch Point. http://hr.mcleanco.com/research/hr-practicing-the-pder-model-operational-communications-activity-handout-answers
	Training Deck: Effectively Communicate at Every Touch Point	Although frequent communication with employees can significantly improve performance, managers often neglect to touch base with their staff. Use this deck to train the organization's management team how to apply effective employee communication techniques. http://hr.mcleanco.com/research/hr-training-deck-effectively-communicate-at-every-touch-point
	Communications Constitution	Communications transparency is fundamental in establishing an overall culture of communication and accountability; a transparent process creates an open forum for communicating both upward and downward. To create this transparency and accountability, new managers should establish a constitution according to the needs of their team. http://hr.mcleanco.com/research/communications-constitution
	Manager Communications Feedback Form	Being an effective manager and communicator requires constant improvement. Collect feedback from staff members to understand their needs, perceptions, and ideas for improvement. Use the management communications feedback form to easily elicit comments from your team. http://hr.mcleanco.com/research/manager-communications-feedback-form
Vendor Landscape: Enterprise Collaboration Platforms		
	Vendor Landscape: Enterprise Collaboration Platforms	Effective employee-to-employee collaboration is critical for knowledge-intensive organizations. Social tools, mobile access, and the rise of social workflow management are rapidly disrupting the collaboration market. Pick a vendor that best aligns with the needs of your teams! http://hr.mcleanco.com/research/hr-vendor-landscape-enterprise-collaboration-platforms
	Vendor Landscape Storyboard: Enterprise Collaboration Platforms	Effective employee-to-employee collaboration is critical for knowledge-intensive organizations. Social tools, mobile access, and the rise of social workflow management are rapidly disrupting the collaboration market. Pick a vendor that best aligns with the needs of your teams! http://hr.mcleanco.com/research/hr-vendor-landscape-storyboard-enterprise-collaboration-platforms
	Enterprise Collaboration Platform RFP Template	Use this template to help create a request for proposal (RFP) that lists a collaboration platform's features according to your organization's









		requirements. http://hr.mcleanco.com/research/hr-enterprise-collaboration-platform-rfp-template
	Enterprise Collaboration Platform Vendor Shortlist Tool	Use this tool to generate a customized shortlist of vendors based on the capabilities your organization requires in a collaboration platform. http://hr.mcleanco.com/research/hr-enterprise-collaboration-platform-vendor-shortlist-tool
	Enterprise Collaboration Platform RFP Scoring Tool	After responses to an RFP have been received, enterprises considering collaboration platforms need a way to compare potential solutions. Use this RFP scoring tool to record and evaluate features across vendors. http://hr.mcleanco.com/research/hr-enterprise-collaboration-platform-rfp-scoring-tool
	Enterprise Collaboration Platform Vendor Demonstration Script	Use this demonstration script to provide vendors with a consistent set of instructions, ensuring an objective comparison of product features. http://hr.mcleanco.com/research/hr-enterprise-collaboration-platform-vendor-demonstration-script






Build an Employee Collaboration Strategy

	Build an Employee Collaboration Strategy	Allowing employees and teams to make decisions and gather resources through collaboration is an absolute requirement for knowledge-intensive companies. Organizations must enable knowledge-based workflows with the right collaboration strategy for maximum team productivity. http://hr.mcleanco.com/research/hr-build-an-employee-collaboration-strategy
	Storyboard: Build an Employee Collaboration Strategy	Allowing employees and teams to make decisions and gather resources with collaboration is an absolute requirement for knowledge-intensive companies. Organizations must enable knowledge-based workflows with the right collaboration strategy for maximum team productivity. http://hr.mcleanco.com/research/hr-storyboard-build-an-employee-collaboration-strategy
	Collaboration Readiness Assessment	Social tools are invaluable for enhancing employee-to-employee collaboration, but some organizations are better positioned to take immediate advantage of social tools than others. Use this tool to determine where your organization rates. http://hr.mcleanco.com/research/hr-collaboration-readiness-assessment
	Collaboration Business Plan	Documenting collaboration and E2E interaction strategy into a business plan is a crucial step in planning a social tool implementation. This template builds on the Collaboration Readiness Assessment to help construct a collaboration business plan. http://hr.mcleanco.com/research/hr-collaboration-business-plan
	Collaboration Solution Design Matrix Tool	Building a library of collaboration solutions for ad-hoc and persistent teams is essential for enabling effective collaboration. This tool assists IT architects and business analysts conducting collaboration pattern matching. http://hr.mcleanco.com/research/hr-collaboration-solution-design-matrix-tool
	HR Technology Collaboration Business Analyst	The HR Technology Collaboration Business Analyst plays a pivotal role in ensuring that IT understands business requirements for collaboration by creating a strategic relationship between the business (HR) and IT. http://hr.mcleanco.com/research/hr-hr-technology-collaboration-business-analyst




Implement an Employee Collaboration Platform

	Implement an Employee	The collaboration platform implementation should be split into two distinct
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	Collaboration Platform	<p>phases: initial platform deployment and ongoing solution design. HR Technology and IT managers are familiar with the former, but must also be actively involved in the latter to ensure the long-term success of the collaboration environment.</p> <p>http://hr.mcleanco.com/research/implement-an-employee-collaboration-platform</p>
	Storyboard: Implement an Employee Collaboration Platform	<p>The collaboration platform implementation should be split into two distinct phases: initial platform deployment and ongoing solution design. HR Technology and IT managers are familiar with the former, but must also be actively involved in the latter to ensure the long-term success of the collaboration environment.</p> <p>http://hr.mcleanco.com/research/hr-storyboard-implement-an-employee-collaboration-platform</p>
	Employee Collaboration Implementation Budgeting Tool	<p>Many organizations fail to adequately budget for their employee collaboration implementations, leading to cost and time overruns. This tool will help you budget for initial platform deployment and ongoing collaboration solution design.</p> <p>http://hr.mcleanco.com/research/hr-employee-collaboration-implementation-budgeting-tool</p>
	Employee Collaboration Platform Deployment Checklist	<p>Initial employee collaboration platform deployment consists of a number of discrete steps, from creating the front-end, support model, and back-end to designing and executing pilot projects. This tool will help serve as the basis for platform deployment project management.</p> <p>http://hr.mcleanco.com/research/hr-employee-collaboration-platform-deployment-checklist</p>
	Employee Collaboration Platform Annual Audit Template	<p>This template will help you conduct an annual assessment of the existing employee collaboration environment. It will consider a variety of different factors to construct a strategy for the ongoing operation of the collaboration system.</p> <p>http://hr.mcleanco.com/research/hr-employee-collaboration-platform-annual-audit-template</p>
	Collaboration Solution Design Matrix Tool	<p>Building a library of collaboration solutions for ad-hoc and persistent teams is essential for enabling effective collaboration. This tool assists IT architects and business analysts conducting collaboration pattern matching.</p> <p>http://hr.mcleanco.com/research/hr-collaboration-solution-design-matrix-tool</p>
	HR Technology Collaboration Business Analyst	<p>The HR Technology Collaboration Business Analyst plays a pivotal role in ensuring that IT understands business requirements for collaboration by creating a strategic relationship between the business (HR) and IT.</p> <p>http://hr.mcleanco.com/research/hr-hr-technology-collaboration-business-analyst</p>
Optimize the Internal Communications Strategy		
	Optimize the Internal Communications Strategy	<p>With the increasingly complex business environment, dispersed employees, economic instability, and the rise of Generation Y in the workforce, strategic internal communications is becoming ever more important as employees must know what is going on to remain engaged and to perform effectively in their roles.</p> <p>http://hr.mcleanco.com/research/hr-optimize-the-internal-communications-strategy</p>
	Storyboard: Optimize the	Inform, engage, and inspire employees with messages that matter. Develop an

	Internal Communications Strategy	internal communications strategy that doesn't just speak to the employees, but speaks with them. http://hr.mcleanco.com/research/hr-storyboard-optimize-the-internal-communications-strategy
	Internal Communications SWOT Analysis Template	Understand the strengths and weaknesses of your current internal communications strategy, as well as the opportunities and threats in the external environment that could impact your strategy, when developing an internal communications strategy that fits your organization. http://hr.mcleanco.com/research/hr-internal-communications-swot-analysis-template
	Internal Communications Assessment Tool	Evaluate your current internal communications strategy and practices to understand where your strengths and weaknesses are. The assessment results from the tool can be used to complete your Internal Communications SWOT Analysis to develop communications goals. http://hr.mcleanco.com/research/hr-internal-communications-assessment-tool
	Target Audience Profiling Template	Getting a better understanding of your key audience groups will help you cater more effective communications to them. http://hr.mcleanco.com/research/hr-target-audience-profiling-template
	Internal Communications Strategy Template	A strong internal communications strategy acts as a support system for all of the functions in an organization. Use this template in conjunction with the Optimize the Internal Communications Strategy solution set to create and document your internal communications strategy. http://hr.mcleanco.com/research/hr-internal-communications-strategy-template
	Internal Communications Plan	Create your internal communications plan using this tool and get your communications stakeholders planning ahead. http://hr.mcleanco.com/research/hr-internal-communications-plan






HR Operations & Infrastructure: Employee/Labor Relations










Type	Document	Short Summary
Off board Effectively to Manage Risk		
	Off board Effectively to Manage Risk	Organizations are needlessly suffering from the negative outcomes of poor off boarding. Proper off boarding minimizes loss of physical property, information, and knowledge. It also makes replacement employee ramp-up quicker and easier, and gives your exiting employees the sendoff they deserve. http://hr.mcleanco.com/research/hr-offboard-effectively-to-manage-risk
	Storyboard: Off board Effectively to Manage Risk	Employee exits, whether voluntary or involuntary, are an inevitable part of conducting business. Plan to manage them effectively to protect your corporate brand, organizational knowledge, and exposure to risk. http://hr.mcleanco.com/research/hr-storyboard-offboard-effectively-to-manage-risk
	Employee Departure Checklist Tool	The Employee Departure Checklist Tool walks HR through all the activities that need to be completed during off boarding. Use the tool to ensure that no steps in the off boarding process are missed; thereby, reducing the likelihood of experiencing negative effects from poor off boarding. http://hr.mcleanco.com/research/hr-employee-departure-checklist-tool










HR Operations & Infrastructure: HR Budget











Type	Document	Short Summary
Evaluate the HR Budget Planning, Proposal, and Negotiation Strategy		
	Evaluate the HR Budget Planning, Proposal, and Negotiation Strategy	Like many other clients, the member has come to dread the HR budgeting process. Every year, it seems like meetings with the CEO and CFO result in budget cuts to the HR department. http://hr.mcleanco.com/research/evaluate-the-hr-budget-planning-proposal-and-negotiation-strategy
	Evaluate the HR Budget Planning, Proposal, and Negotiation Strategy Storyboard	There should never be such a thing as an HR initiative, just business initiatives; every dollar spent in HR should help the business achieve its goals. http://hr.mcleanco.com/research/storyboard-evaluate-the-hr-budget-planning-proposal-and-negotiation-strategy
	HR Budget Planning Tool	The HR Budget Planning Tool is designed to assist with budget allocation for both operational and projects. http://hr.mcleanco.com/research/hr-budget-planning-tool
	HR Project Value Analysis Tool	This tool will estimate the cost of planned projects within the budget proposal. It provides an opportunity to evaluate the drivers effected by the project over a number...
	Communication Planning Template	This template assists with documenting the communication plan for proposing your new budget. http://hr.mcleanco.com/research/communication-planning-template




HR Operations & Infrastructure: HR Structure

Type	Document	Short Summary
Build HR Capabilities ** NEW RESEARCH **		
	Build HR Capabilities	McLean & Company defines HR capability as the combined competency and capacity of the HR team. Assess the capability of your HR team to ensure that you're ready to deliver support when and where it's needed. http://hr.mcleanco.com/research/build-hr-capabilities
	Storyboard: Build HR Capabilities	HR leaders have trouble holistically assessing their team's skills and determining whether they're equipped to deliver on organizational priorities. Use this blueprint to learn how to assess your team's competency and capacity to deliver on long-term goals. http://hr.mcleanco.com/research/storyboard-build-hr-capabilities
	HR Capability Workbook	Assessing HR capabilities requires collecting multiple data points, and making a number of staffing decisions. Document these in the HR Capabilities Workbook to ensure that your information flows from one step to the next. http://hr.mcleanco.com/research/hr-capability-workbook
	HR Competencies Inventory Tool	The HR Competencies Inventory Tool allows you to easily document all competency information related to role requirements, as well as the current skills of your team. http://hr.mcleanco.com/research/hr-competencies-inventory-tool
Align the HR Function with the Organization's Global Business Strategy		
	Align the HR Function with	Global HR functions must be fully aligned with the business' HR strategy to be








	the Organization's Global Business Strategy	successful. This means adopting new global HR capabilities, as well as determining the right global vs. local balance for all HR activities. http://hr.mcleanco.com/research/hr-align-the-hr-function-with-the-organizations-global-business-strategy
	Storyboard: Align the HR Function with the Organization's Global Business Strategy	Global HR functions must be fully aligned with the business' HR strategy to be successful. This means adopting new global HR capabilities, as well as determining the right global vs. local balance for all HR activities. http://hr.mcleanco.com/research/hr-storyboard-align-the-hr-function-with-the-organizations-global-business-strategy
	Global Business Strategy Review Worksheet	This worksheet allows HR leaders to systematically gather key information with respect to their organization's global strategy, and to leverage this information when developing aligned HR guiding principles. http://hr.mcleanco.com/research/hr-global-business-strategy-review-worksheet
	Global HR Capabilities Audit Tool	The purpose of this tool is to perform a diagnostic on the current and required level of these global HR capabilities, and to identify the size of the gap between the two. http://hr.mcleanco.com/research/global-hr-capabilities-audit-tool
	Global HR Decisions Template	This template allows HR leaders to document key decisions around three key global HR issues and use those decisions, along with the results of the Global HR Capabilities Audit Tool, to inform their global HR transition priorities. http://hr.mcleanco.com/research/hr-global-hr-decisions-template
Refine the HR Organizational Structure and Optimize Department Efficiency		
	Refine the HR Organizational Structure and Optimize Department Efficiency	A poor, unplanned department structure means that your HR team's efforts and roles are not strategic, or as efficient as they could be. Redesign your structure by determining current weaknesses and future needs to increase efficiency and reduce costs, as well as aligning your department to business needs. http://hr.mcleanco.com/research/refine-the-hr-organizational-structure-and-optimize-department-efficiency
	Storyboard: Refine the HR Organizational Structure and Optimize Department Efficiency	Use this toolkit to guide your HR department redesign process and ensure that your new structure will deliver on business needs and goals. http://hr.mcleanco.com/research/storyboard-refine-the-hr-organizational-structure-and-optimize-department-efficiency
	HR Department Redesign Business Proposal Template	Use this HR Department Redesign Business Proposal Template to lay out the case for an HR department redesign for your CEO and/or executive team. http://hr.mcleanco.com/research/hr-department-redesign-business-proposal-template
	HR Department Redesign Communication Plan	Gaining buy-in from employees for the HR department redesign initiative begins with properly communicating the rationale behind it and the process that will be involved. Develop a strong communication plan to support the redesign initiative, and ensure that both the HR department and the members of the organization as a whole understand how the redesign affects them. http://hr.mcleanco.com/research/hr-department-redesign-communication-plan
	HR Department Redesign Key Stakeholder Power Map Worksheet	The Key Stakeholder Power Map Worksheet allows you to identify and understand the power and interest of your stakeholders with respect to your HR departmental redesign. This worksheet can be used to identify stakeholders for both business leader interviews and the HR leadership team discussions.









		http://hr.mcleanco.com/research/hr-department-redesign-key-stakeholder-power-map-worksheet
	HR Department Redesign RACI Chart Template	Use this RACI chart template to record the mandates and key role accountabilities of employees when planning your HR department redesign. http://hr.mcleanco.com/research/hr-department-redesign-raci-chart-template
	HR Department Redesign Tool	Use the HR Department Redesign Tool to document the feedback from your business interviews, assess your current and future organizational design principles, and review the skills and competencies of employees in the department. Next, perform a cost analysis with the tool to understand the cost of undergoing the department redesign and respective changes to the roles within your team. http://hr.mcleanco.com/research/hr-department-redesign-tool
Implement HR Shared Services		
	Implement HR Shared Services	HR shared services (HRSS) has the potential to have a major positive impact on both HR operating costs and customer satisfaction. Follow the critical steps around people, process, and technology to ensure success. http://hr.mcleanco.com/research/hr-implement-hr-shared-services
	Storyboard: Implement HR Shared Services	Standardizing, centralizing, and automating administrative HR tasks through an HRSS center allows HR to assume a strategic role in the business while reducing HR costs and ensuring customer satisfaction with HR services. http://hr.mcleanco.com/research/hr-storyboard-implement-hr-shared-services
Align the Role of HR with the Organization by Conducting a Diagnostic		
	Align the Role of HR with the Organization by Conducting a Diagnostic	The role HR plays in the organization should closely align with organizational needs and goals. If it doesn't, HR efforts will either fall short of the mark or be seen as irrelevant and unwelcome. Identify the role HR currently plays - Administrative, Functional, or Strategic - and the role the business needs it to play in order to chart a path to alignment. http://hr.mcleanco.com/research/align-the-role-of-hr-with-the-organization-by-conducting-a-diagnostic
	Storyboard: Align the Role of HR with the Organization by Conducting a Diagnostic	The role HR plays in the organization should closely align with organizational needs and goals. If it doesn't, HR efforts will either fall short of the mark or be seen as irrelevant and unwelcome. Use this storyboard to help you diagnose HR's current role and the role the business needs HR to play. http://hr.mcleanco.com/research/hr-storyboard-align-the-role-of-hr-with-the-organization-by-conducting-a-diagnostic
Align the Role of HR with the Organization by Transitioning HR from Administrative to Functional		
	Align the Role of HR with the Organization by Transitioning HR from Administrative to Functional	HR departments that take on a functional role are more successful than their administrative counterparts. Use McLean & Company's recommendations and tools to plan and execute your role transition. http://hr.mcleanco.com/research/hr-align-the-role-of-hr-with-the-organization-by-transitioning-hr-from-administrative-to-functional
	Storyboard: Align the Role of HR with the Organization by Transitioning HR from Administrative to Functional	Administrative HR departments are simply not as successful as Functional HR departments. Make the transition to Functional as a target unto itself or as a critical phase in the ultimate transition to Strategic. http://hr.mcleanco.com/research/hr-storyboard-align-the-role-of-hr-with-the-organization-by-transitioning-hr-from-administrative-to-functional
	HR Role Transition Project Planning & Tracking Tool	Tackling the transition from Administrative to Functional HR requires a method to avoid madness. Use this tool to plan and document your transition project.









		http://hr.mcleanco.com/research/hr-hr-role-transition-project-planning-tracking-tool
	HR Role Diagnostic Tool	<p>Guessing at the role HR currently plays in the organization will likely result in disagreement between HR and business leaders. Take a systematic and collaborative approach to this process by using McLean & Company's HR Role Diagnostic Tool.</p> <p>http://hr.mcleanco.com/research/hr-hr-role-diagnostic-tool</p>
Align the Role of HR with the Organization by Transitioning HR from Functional to Strategic		
	Align the Role of HR with the Organization by Transitioning HR from Functional to Strategic	<p>Business leaders overwhelmingly want HR to play a Strategic role in the organization. Use McLean & Company's recommendations and tools to plan and execute your role transition.</p> <p>http://hr.mcleanco.com/research/hr-align-the-role-of-hr-with-the-organization-by-transitioning-hr-from-functional-to-strategic</p>
	Storyboard: Align the Role of HR with the Organization by Transitioning HR from Functional to Strategic	<p>Strategic HR departments are more successful than their Administrative and Functional counterparts. Make the transition to Strategic to meet business goals or to improve overall HR department effectiveness.</p> <p>http://hr.mcleanco.com/research/hr-storyboard-align-the-role-of-hr-with-the-organization-by-transitioning-hr-from-functional-to-strategic</p>
	HR Business Partner Role Readiness Assessment Tool	<p>The HR Business Partner Role Readiness Assessment Tool evaluates a single HR staff member's capabilities in terms of their preparedness for a Business Partner role.</p> <p>http://hr.mcleanco.com/research/hr-hr-business-partner-role-readiness-assessment-tool</p>
	HR Role Transition Project Planning & Tracking Tool	<p>Tackling the transition from Administrative to Functional HR requires a method to avoid madness. Use this tool to plan and document your transition project.</p> <p>http://hr.mcleanco.com/research/hr-hr-role-transition-project-planning-tracking-tool</p>
	HR Role Diagnostic Tool	<p>Guessing at the role HR currently plays in the organization will likely result in disagreement between HR and business leaders. Take a systematic and collaborative approach to this process by using McLean & Company's HR Role Diagnostic Tool.</p> <p>http://hr.mcleanco.com/research/hr-hr-role-diagnostic-tool</p>
	HR Business Partner	<p>Partnering with Business Leaders in support of strategic business objectives, the HRBP advises and coaches leaders in all elements of talent management, including identifying current and future people implications.</p> <p>http://hr.mcleanco.com/research/hr-hr-business-partner</p>
Implement a Human Capital Growth Plan		
	Implement a Human Capital Growth Plan	<p>This project walks through a roadmap designed to guide the creation of an HR strategy that helps manage company growth. Each of the sections guide HR leaders through laying the foundations for future growth, while equipping them to manage growth in the short term efficiently and effectively.</p> <p>http://hr.mcleanco.com/research/implement-a-human-capital-growth-plan</p>
	Storyboard: Implement a Human Capital Growth Plan	<p>This project walks through a roadmap designed to guide the creation of an HR strategy that helps manage company growth. Each of the sections guide HR leaders through laying the foundations for future growth, while equipping them to manage growth in the short term efficiently and effectively.</p> <p>http://hr.mcleanco.com/research/storyboard-implement-a-human-capital-growth-plan</p>
	Promotions and Transfers	<p>Opportunities for promotions and transfer paths are advantageous to the</p>

	Policy	business and integral to employee development. A well-crafted policy will help you choose the best internal talent by providing clear guidelines for application and selection. http://hr.mcleanco.com/research/promotions-and-transfers-policy
	Resource Planning Tool	The Resource Planning Tool will be used in many steps of creating your rapid growth talent acquisition strategy. http://hr.mcleanco.com/research/resource-planning-tool
	Hiring Toolkit	The Hiring Toolkit contains common interview questions for face to face interviews and is used to test candidates for various competencies and personality aspects. http://hr.mcleanco.com/research/hiring-toolkit
	Sample New Hire Onboarding Checklist	Use the Sample New Hire Onboarding Checklist to give new hires a concrete idea of what knowledge they should obtain, and what milestones they can expect throughout their onboarding experience. http://hr.mcleanco.com/research/sample-new-hire-onboarding-checklist










HR Operations & Infrastructure: Templates & Tools

Type	Document	Short Summary
	Time-Off Request Form	Keeping track of the time taken off by all employees is essential to ensure effective staff planning. Use this template to document all time-off requests and ensure that they go through the proper approval process. http://hr.mcleanco.com/research/hr-time-off-request-form
	Contract Template	The Contract Template provides a structure for developing a worker contract agreement. This is to be used like an offer letter, when hiring a contractor/consultant for a specific period of time, to complete a specific job. http://hr.mcleanco.com/research/hr-contract-template
	Course or Conference Request and Approval Form	While continuing education is crucial to employee development and organizational success, courses and conferences can be costly and may not be useful in meeting development objectives. Use this form to keep track of employee requests and to assess the costs and benefits associated with employee attendance. http://hr.mcleanco.com/research/hr-course-or-conference-request-and-approval-form
	Letter of Agreement Template	In most cases, negotiating and signing a contract should precede the beginning of work. However, in some cases, the assignment is too small to warrant a full contract. http://hr.mcleanco.com/research/hr-letter-of-agreement-template
	Policy Violation Letter Template	When employees violate policies, they must be reprimanded accordingly. Depending on the severity of the violation, the penalty could include anything from a verbal warning to termination. Use this template to draft an official policy violation letter once guilt of transgression is proven. http://hr.mcleanco.com/research/hr-policy-violation-letter-template
	HR Policy Effort Assessment Tool	Developing or revising an HR policy takes time; how much time depends on a range of factors. Use this HR Policy Effort Assessment Tool to get a sense of the effort involved so that you can effectively plan policy revision and development. http://hr.mcleanco.com/research/hr-hr-policy-effort-assessment-tool
	HR Policy Needs and	Determining which HR policies your organization really needs can seem

	Priority Assessment Tool	daunting. As a result, many organizations have misaligned and out of date policies in place. Take an inventory of current policies and complete a needs and priority assessment for each one to identify your highest priority policies. http://hr.mcleanco.com/research/hr-hr-policy-needs-and-priority-assessment-tool
	Policy Template	When developing a set of policies, make them comprehensive and consistent. Use this Policy Template to help achieve this goal. http://hr.mcleanco.com/research/hr-policy-template
	Policy Draft Review Form	When developing policies, soliciting feedback from key stakeholders is imperative to ensure clarity, accuracy, and usability of the resulting document. Use this template when soliciting feedback from stakeholders to provide structure to the feedback process and help reviewers remain focused. http://hr.mcleanco.com/research/hr-policy-draft-review-form
	Policy Receipt Acknowledgement Template	To ensure that new or revised HR policies have been read and understood by employees, obtain a policy receipt acknowledgement from them. The acknowledgement can be attached to the end of a set of policies and signed by new hires, it can be signed annually by all employees, or it can be attached to the end of an individual policy that has been revised. http://hr.mcleanco.com/research/hr-policy-receipt-acknowledgement-template
	Employment Agreement Template	An Employment Agreement defines the full legal rights and responsibilities of both the employee and the employer. The agreement should be signed before the employment relationship begins. http://hr.mcleanco.com/research/hr-employment-agreement-template
	Policy Violation Letter Template	When employees violate policies, they must be reprimanded accordingly. Depending on the severity of the violation, the penalty could include anything from a verbal warning to termination. Use this template to draft an official policy violation letter once guilt of transgression is proven. http://hr.mcleanco.com/research/hr-policy-violation-letter-template
	HR Policy Effort Assessment Tool	Developing or revising an HR policy takes time; how much time depends on a range of factors. Use this HR Policy Effort Assessment Tool to get a sense of the effort involved so that you can effectively plan policy revision and development. http://hr.mcleanco.com/research/hr-hr-policy-effort-assessment-tool
	HR Policy Needs and Priority Assessment Tool	Determining which HR policies your organization really needs can seem daunting. As a result, many organizations have misaligned and out of date policies in place. Take an inventory of current policies and complete a needs and priority assessment for each one to identify your highest priority policies. http://hr.mcleanco.com/research/hr-hr-policy-needs-and-priority-assessment-tool
	Policy Template	When developing a set of policies, make them comprehensive and consistent. Use this Policy Template to help achieve this goal. http://hr.mcleanco.com/research/hr-policy-template
	Policy Draft Review Form	When developing policies, soliciting feedback from key stakeholders is imperative to ensure clarity, accuracy, and usability of the resulting document. Use this template when soliciting feedback from stakeholders to provide structure to the feedback process and help reviewers remain focused. http://hr.mcleanco.com/research/hr-policy-draft-review-form
	Policy Receipt Acknowledgement	To ensure that new or revised HR policies have been read and understood by employees, obtain a policy receipt acknowledgement from them. The

	Template	<p>acknowledgement can be attached to the end of a set of policies and signed by new hires, it can be signed annually by all employees, or it can be attached to the end of an individual policy that has been revised.</p> <p>http://hr.mcleanco.com/research/hr-policy-receipt-acknowledgement-template</p>
Effectively Manage the HR Policy Portfolio		
	Effectively Manage the HR Policy Portfolio	<p>Robust policies are crucial to all HR functions' well-managed policies keep things running smoothly. However, mismanaged policies result in significant monetary costs, wasted time, and potential legal liability.</p> <p>http://hr.mcleanco.com/research/effectively-manage-the-hr-policy-portfolio</p>
	Storyboard: Effectively Manage the HR Policy Portfolio	<p>Robust policies are crucial to all HR functions' well-managed policies keep things running smoothly. However, mismanaged policies result in significant monetary costs, wasted time, and potential legal liability.</p> <p>http://hr.mcleanco.com/research/storyboard-effectively-manage-the-hr-policy-portfolio</p>
	HR Policy Effort Assessment Tool	<p>Developing or revising an HR policy takes time; how much time depends on a range of factors. Use this HR Policy Effort Assessment Tool to get a sense of the effort involved so that you can effectively plan policy revision and development.</p> <p>http://hr.mcleanco.com/research/hr-hr-policy-effort-assessment-tool</p>
	HR Policy Needs and Priority Assessment Tool	<p>Determining which HR policies your organization really needs can seem daunting. As a result, many organizations have misaligned and out of date policies in place. Take an inventory of current policies and complete a needs and priority assessment for each one to identify your highest priority policies.</p> <p>http://hr.mcleanco.com/research/hr-hr-policy-needs-and-priority-assessment-tool</p>
	Policy Draft Review Form	<p>When developing policies, soliciting feedback from key stakeholders is imperative to ensure clarity, accuracy, and usability of the resulting document. Use this template when soliciting feedback from stakeholders to provide structure to the feedback process and help reviewers remain focused.</p> <p>http://hr.mcleanco.com/research/hr-policy-draft-review-form</p>
	Policy Receipt Acknowledgement Template	<p>To ensure that new or revised HR policies have been read and understood by employees, obtain a policy receipt acknowledgement from them. The acknowledgement can be attached to the end of a set of policies and signed by new hires, it can be signed annually by all employees, or it can be attached to the end of an individual policy that has been revised.</p> <p>http://hr.mcleanco.com/research/hr-policy-receipt-acknowledgement-template</p>
	Policy Template	<p>When developing a set of policies, make them comprehensive and consistent. Use this Policy Template to help achieve this goal.</p> <p>http://hr.mcleanco.com/research/hr-policy-template</p>
	Policy Violation Letter Template	<p>When employees violate policies, they must be reprimanded accordingly. Depending on the severity of the violation, the penalty could include anything from a verbal warning to termination. Use this template to draft an official policy violation letter once guilt of transgression is proven.</p> <p>http://hr.mcleanco.com/research/hr-policy-violation-letter-template</p>



HR Operations & Infrastructure: Technology

Type	Document	Short Summary
Vendor Landscape: Human Resources Information System		
	Vendor Landscape: Human Resources Information System	Human Resources Information System (HRIS) is an integrated software suite designed to manage an organization's HR and related processes. Solutions generally cover time and attendance, workforce management, performance management, talent management, and predictive analytics and reporting. Use this Vendor Landscape to shortlist and select the appropriate vendor for your HR needs. http://hr.mcleanco.com/research/vendor-landscape-human-resources-information-system
	Vendor Landscape Storyboard: Human Resources Information System	A Human Resources Information System (HRIS) is an integrated software suite designed to manage an organization's HR and related processes. Use this research to find an appropriate vendor for your HRIS requirements. http://hr.mcleanco.com/research/vendor-landscape-storyboard-human-resources-information-system
	Human Resources Information System Vendor Shortlist Tool	A Human Resources Information System (HRIS) is an integrated software suite designed to manage an organization's HR and related processes. Use this research to find an appropriate vendor for your HRIS requirements. http://hr.mcleanco.com/research/human-resources-information-system-vendor-shortlist-tool
Drive a Robust Systems Strategy to Achieve HR Objectives and Enable the Business		
	Drive a Robust Systems Strategy to Achieve HR Objectives and Enable the Business	Evaluate your HR systems holistically to gain a strategic perspective and develop the appropriate functionality for your business needs. http://hr.mcleanco.com/research/drive-a-robust-systems-strategy-to-achieve-hr-objectives-and-enable-the-business
	Storyboard: Drive a Robust Systems Strategy to Achieve HR Objectives and Enable the Business	Evaluate your HR systems holistically to gain a strategic perspective and develop the appropriate functionality for your business needs. http://hr.mcleanco.com/research/storyboard-drive-a-robust-systems-strategy-to-achieve-hr-objectives-and-enable-the-business
	HR System Strategy RACI Chart	The RACI chart assists you in organizing roles for carrying out project steps and ensures there are definite roles that different individuals in the organization must play. Complete this tool to assign project steps to individuals of best-fit. http://hr.mcleanco.com/research/hr-system-strategy-raci-chart
	HR System Health Assessment Tool	This tool will help you build requirements, assess gaps, and rate functional and integration quality of your HR systems. http://hr.mcleanco.com/research/hr-system-health-assessment-tool
	HR Technology Roadmap Tool	This tool will help key stakeholders visualize the implementation of HR Tech initiatives on an easy-to-read timeline. Beyond serving as a mechanism for communication, this tool can aid in the scheduling and tracking of initiatives as needed. http://hr.mcleanco.com/research/hr-technology-roadmap-tool
Improve Accountability for Technology Vendor Management Excellence		
	Improve Accountability for Technology Vendor Management Excellence	Whether you have a separate IT function for HR technology or it's embedded within your organization's IT department, rather than simply focusing on procurements, IT organizations must shift positioning to be relationship strategists when dealing with vendors. http://hr.mcleanco.com/research/hr-improve-accountability-for-technology-





		vendor-management-excellence
	Storyboard: Improve Accountability for Technology Vendor Management	Master current vendor management practices and take next steps towards more advanced capability with the right people on the team. http://hr.mcleanco.com/research/hr-storyboard-improve-accountability-for-technology-vendor-management
	Contract Items Risk Assessment Tool	Prior to setting a negotiation plan, it's worthwhile to evaluate each negotiable item to understand its importance, the impact of vendor failure to deliver, and the overall probability of failure. http://hr.mcleanco.com/research/contract-items-risk-assessment-tool
	Vendor Contract Negotiation Plan	The goal of this tool is to help prioritize the main areas that must be addressed during negotiations, understand the risks, and identify walk-away values. http://hr.mcleanco.com/research/hr-vendor-contract-negotiation-plan
	Key Vendor Relationship List	The Key Vendor Relationship List is for keeping track of vital vendor relationships. Use it to document all vendors providing products and services to IT, and the individual responsible for maintaining each vendor relationship. http://hr.mcleanco.com/research/hr-key-vendor-relationship-list
	Vendor Performance Metrics Tracking Document	Actively monitoring performance levels is a beneficial practice. It allows you to be fully aware whether vendors are meeting contract agreements, and remedy any issues as they arise, rather than letting undetected problems persist. http://hr.mcleanco.com/research/hr-vendor-performance-metrics-tracking-document
	Vendor RFP Response Evaluation Tool	The Vendor RFP Response Evaluation Tool provides a framework for grading proposals against appropriate selection criteria, and reaching a rational decision as to the best proposals. http://hr.mcleanco.com/research/hr-vendor-rfp-response-evaluation-tool
	Vendor Management (VM) Capability Assessment Tool	Use this tool to measure your current level of capability in the five key management areas that encompass vendor management. http://hr.mcleanco.com/research/hr-vendor-management-vm-capability-assessment-tool
	Contract Negotiation Team Rules of Engagement (ROE) Checklist	The Contract Negotiation Rules of Engagement Checklist describes rules of conduct that can help focus the team on a common goal. http://hr.mcleanco.com/research/hr-contract-negotiation-team-rules-of-engagement-roe-checklist
	Contract Negotiation Team Selection	Successful negotiations hinge on the careful development and execution of a clear negotiation strategy. http://hr.mcleanco.com/research/hr-contract-negotiation-team-selection
	Vendor Escalation List Template	When vendor expectations are not met, the enterprise must take steps to remedy the situation. In such cases, there must be a clear line of communication between the enterprise and the vendor. http://hr.mcleanco.com/research/hr-vendor-escalation-list-template
	Vendor Performance Metrics Guide	The Vendor Performance Metrics Guide suggests the types of targets and measurements that are appropriate for various types of vendor services. http://hr.mcleanco.com/research/hr-vendor-performance-metrics-guide
	IT Request for Proposal (RFP)	A Request for Proposal (RFP) is a formal invitation issued by a business or agency requesting interested vendors to submit written proposals meeting a particular set of requirements. http://hr.mcleanco.com/research/hr-it-request-for-proposal-rfp

Training Decks



HR Strategy Training Decks




Type	Document	Short Summary
	Training Deck: Train Managers to Write Effective Job Descriptions	This training deck illustrates the importance of job descriptions and walks managers through the process of writing a job description. The training deck will need to be modified to reflect the organization's chosen job description approach. http://hr.mcleanco.com/research/training-deck-train-managers-to-write-effective-job-descriptions
	Training Deck: Lead Staff through Change	Change management is an essential part of your management toolkit. Organizational change can be a big pain, but it's important to understand how much it impacts the bottom line. http://hr.mcleanco.com/research/hr-training-deck-lead-staff-through-change

Employee Engagement Training Decks







Type	Document	Short Summary
	Training Deck: Engage Millennials	This training deck is designed for managers. It provides 10 simple, yet effective methods which managers can employ to engage Millennials. http://hr.mcleanco.com/research/training-deck-engage-millennials
	Training Deck: Empower to Engage	Effective employee empowerment is the biggest driver of employee engagement, a current hot topic in the HR world. Only 3% of disengaged employees are empowered. http://hr.mcleanco.com/research/hr-training-deck-empower-to-engage
	Training Deck: Identify & Reengage the Disengaged	Engaged employees have a significant and important role in an organization's productivity. Employees who become disengaged have an equally significant and important role in an organization's poor performance and high costs. http://hr.mcleanco.com/research/hr-training-deck-identify-reengage-the-disengaged
	Training Deck: Effectively Communicate at Every Touch Point	Although frequent communication with employees can significantly improve performance, managers often neglect to touch base with their staff. Use this deck to train the organization's management team how to apply effective employee communication techniques. http://hr.mcleanco.com/research/hr-training-deck-effectively-communicate-at-every-touch-point


Talent Management Training Decks

Type	Document	Short Summary
	Training Deck: Build an Optimal LinkedIn Profile	Use the LinkedIn Training Deck to help hiring managers understand the case for optimizing their LinkedIn presence, develop an all-star profile to improve their network visibility, and grow their network to extend their reach. http://hr.mcleanco.com/research/training-deck-build-an-optimal-linkedin-profile
	Training Deck: Hone Competency-Based	Many hiring managers believe they are good interviewers; however, studies show that the hiring success rate of most organizations is abysmal. This








	Selection and Interviewing Skills	manager training deck will help you train managers in interviewing best practices and competency-based interviewing. http://hr.mcleanco.com/research/training-deck-hone-competency-based-selection-and-interviewing-skills
	Training Deck for Managers: How to Use the 9-Box Talent Grid to Assess Your Employees	Use this Training Deck for Managers to inform managers of the upcoming change to the internal talent assessment process and provide them with practice to successfully assess employee talent. http://hr.mcleanco.com/research/training-deck-for-managers-how-to-use-the-9-box-talent-grid-to-assess-your-employees
	Training Deck: Succession Planning	Losing employees in key roles can hinder the organization in terms of productivity, knowledge retention, relationships, and opportunities. Create a sound succession plan to mitigate these risks and start thinking about the future of your organization, now. http://hr.mcleanco.com/research/training-deck-succession-planning
	Training Deck: Identify, Develop, and Engage High Potential Employees	There is significant ROI from investing in high potential practices, and the most popular development initiatives are not costly. Organizations that identify high potential employees are almost twice as successful at succession planning as organizations that do not. http://hr.mcleanco.com/research/hr-training-deck-identify-develop-and-engage-high-potential-employees






Performance Management Training Decks

Type	Document	Short Summary
	Training Deck for Employees: Modernize the Performance Appraisal	The employee training deck will prepare employees for the modern PA framework by engaging them in exercises and activities to familiarize them with the process and their accountabilities. http://hr.mcleanco.com/research/training-deck-for-employees-modernize-the-performance-appraisal
	Training Deck for Managers: Modernize the Performance Appraisal	The manager training deck will equip managers with the knowledge and skills they need to help engage employees in the modern PA process. http://hr.mcleanco.com/research/training-deck-for-managers-modernize-the-performance-appraisal
	Training Deck: Set Meaningful Employee Performance Measures	Meaningful measures are critical to performance management. Train managers to set employees up for success by implementing holistic measures that inspire excellence rather than mediocre performance or employee gaming. http://hr.mcleanco.com/research/training-deck-set-meaningful-employee-performance-measures
	Training Deck: Leverage Agile Goal Setting	Dodge the micromanaging foul, and score with agile short-term goal setting. http://hr.mcleanco.com/research/hr-training-deck-leverage-agile-goal-setting
	Training Deck: Create & Deliver Performance Appraisal Feedback to Drive Results	This deck will help HR or facilitators train managers on McLean & Company's Performance Appraisal framework. Use this training deck to harness the power of performance appraisals and managers will see improvements in employee productivity while saving time and effort. http://hr.mcleanco.com/research/hr-training-deck-create-deliver-performance-appraisal-feedback-to-drive-results
	Training Deck: Team Dynamics	To successfully reap the benefits of working in teams, organizations must focus on effective transition through the four phases of the team lifecycle: Forming, Storming, Norming, and Performing.


		http://hr.mcleanco.com/research/hr-training-deck-team-dynamics
	Training Deck: Manage Global Teams	Effectively managing a global team can be challenging for even a seasoned team manager; geographic dispersion and cultural diversity introduce complexities that need to be taken into consideration. By training your managers to effectively manage this increasingly common team type, you can realize many organizational benefits. http://hr.mcleanco.com/research/training-deck-manage-global-teams-


Learning and Development Training Decks

Type	Document	Short Summary
	Training Deck for Employees: Implement Effective Employee Development Planning	In McLean & Company's engagement survey, only 50% of employees felt they were encouraged to pursue their career development. 33% of Gen X and Millennial surveyed rated training and development as their first choice. It is time to action and engage your workforce. http://hr.mcleanco.com/research/training-deck-for-employees-implement-effective-employee-development-planning
	Training Deck: Build and Maintain an Effective Mentoring Relationship	Mentoring skills can make or break a mentoring relationship. This deck will help HR or a facilitator train managers to effectively prepare for and engage in a mentoring relationship. http://hr.mcleanco.com/research/training-deck-build-and-maintain-an-effective-mentoring-relationship
	Training Deck for Managers: Implement Effective Employee Development Planning	Managers don't see the value of development planning and therefore don't make time for it, causing employees to feel under-appreciated and disengaged. If managers do make time for development planning, they think about it from a formal training perspective and fail to consider the many other, more effective, on-the-job forms of development. http://hr.mcleanco.com/research/hr-training-deck-implement-effective-employee-development-planning
	High-Impact Leadership Training Deck: Craft Your Leadership Brand	Using this leadership training deck allows participants to understand the purpose of leadership branding, while creating their own branding statement using the four key elements that create a strong, organizationally-aligned and authentic brand. http://hr.mcleanco.com/research/high-impact-leadership-training-deck-craft-your-leadership-brand
	High-Impact Leadership Training Deck: The Art of Decision Making	In order to become effective decision makers, leaders must be reminded of how to take a structured approach to decision making to drive stakeholder buy-in, reduce bias, manage groupthink and analysis paralysis, and drive overall decision consistency. http://hr.mcleanco.com/research/high-impact-leadership-training-deck-the-art-of-decision-making
	Training Deck: High Impact Leadership - Inspire Staff to Optimal Performance	This training deck contains both the content and speaker's notes for the Inspire Staff to Optimal Performance Training Session. It also includes notes to the facilitator and customizable portions to make the training unique to the organization conducting it. http://hr.mcleanco.com/research/training-deck-high-impact-leadership-inspire-staff-to-optimal-performance
	Training Deck: High-Impact Leadership – Effectively	Managers have reported spending 18-26% of their time dealing with conflict. Providing managers with training on how to constructively manage conflict can

	Resolve Conflicts	improve productivity levels and create a better work environment. http://hr.mcleanco.com/research/training-deck-high-impact-leadership-effectively-resolve-conflicts
	High-Impact Leadership Training Deck: Train Managers to Effectively Use Leadership Styles	Many individuals have a natural leadership style. However, they fail to utilize different styles depending on the situation. This training deck will teach leaders to adapt to the needs of their team to lead in a way that will garner the greatest efficiency, effectiveness, and business results. http://hr.mcleanco.com/research/high-impact-leadership-training-deck-train-managers-to-effectively-use-leadership-styles
	High-Impact Leadership Training Deck: Effectively Influence Organizational Stakeholders	In an age where organizations are flatter, global teams are the norm, and a focus on agility is commonplace, influence is power. Train managers to effectively influence organizational stakeholders. http://hr.mcleanco.com/research/high-impact-leadership-training-deck-effectively-influence-organizational-stakeholders
	Train Managers to Negotiate Training Deck Role Play Scenarios	Use these role play scenarios during manager training on negotiations to supplement the training content and give managers the opportunity to put their learning into action. http://hr.mcleanco.com/research/train-managers-to-negotiate-training-deck-role-play-scenarios
	Training Deck: Train Managers to Negotiate	Train managers to negotiate more effectively and make gains that positively impact the business line and improve their work environment. http://hr.mcleanco.com/research/training-deck-train-managers-to-negotiate
	Training Deck: Train Managers to Coach for High Performance	Although coaching is important to employee development and overall performance, most managers are not as effective coaches as they think they are. Use this deck to train the organization's management team on how to deliver effective coaching to their staff. http://hr.mcleanco.com/research/hr-training-deck-effectively-coach-your-employees-to-better-performance
	Training Deck: Mastering Difficult Conversations	Avoiding difficult conversations can negatively impact employees, the HR department, and the business's bottom line. Train managers in this area to give them confidence and equip them with the tools that they need to stop avoiding and start effectively facing difficult conversations. http://hr.mcleanco.com/research/training-deck-mastering-difficult-conversations
	Training Deck: Optimize Manager Portfolio Breakdown	Too many managers are feeling over-worked and under-productive. This training deck shows managers how to create optimal scheduling based on their personal needs and those of their workplace. http://hr.mcleanco.com/research/hr-training-deck-optimize-manager-portfolio-breakdown
	Training Deck: Design a 360 Degree Feedback Program	360 degree feedback, the aggregate feedback of employee performance based on the inputs of multiple raters who have worked with the employee, has been used for many years, especially for leadership development. http://hr.mcleanco.com/research/hr-training-deck-design-a-360-degree-feedback-program


Total Compensation Training Decks

Type	Document	Short Summary
	Training Deck: Train	Pay discussions can have a profound impact on employee engagement and





	Managers on Compensation Philosophy & Effective Pay Communication	retention. Ensure your managers are prepared to effectively navigate them by providing comprehensive pay practices and communication training. http://hr.mcleanco.com/research/training-deck-train-managers-on-compensation-philosophy-effective-pay-communication
	Training Deck: Train Managers to Provide Timely and Effective Recognition	Managers play a critical role in recognition, yet most organizations do not train them on its importance and how to use it effectively. Use McLean & Company's customizable training deck to get managers involved in creating a culture of recognition. http://hr.mcleanco.com/research/training-deck-train-managers-to-provide-timely-and-effective-recognition

Notes


HR Strategy Notes

Type	Document	Short Summary
	Guide to Conducting a Job Analysis Project	Job analysis is a systematic process for identifying what a job really entails and what's required to perform it well. This makes job analysis a key process for successful HR management. Use this guide to navigate the requisite steps to effectively and efficiently collect, analyze, and document job analysis data. http://hr.mcleanco.com/research/hr-guide-to-conducting-a-job-analysis-project





Employee Engagement Notes

Type	Document	Short Summary
	Manager Guide: Inform, Interact, and Involve on the Way to Team Engagement	This manager deck provides tools and advice to guide managers in analyzing engagement survey results, acting on them, and changing their everyday actions to be an engaging manager. http://hr.mcleanco.com/research/manager-guide-inform-interact-and-involve-on-the-way-to-team-engagement
	Workshop: Move Beyond Measuring Engagement and Start Improving It	Too often employee engagement programs start and finish with the survey. However, to really make a difference, an action plan for improvement must be developed. Use this workshop to gather feedback from employees and build an action plan. http://hr.mcleanco.com/research/hr-workshop-move-beyond-measuring-engagement-and-start-improving-it
	Move Beyond Measuring Engagement: Start Improving It	Increasing employee engagement was rated as the top priority for 2012 by HR professionals. Given only 1 in 3 employees are engaged, substantial improvement opportunities exist. http://hr.mcleanco.com/research/hr-move-beyond-measuring-engagement-start-improving-it
	The Importance of Employee Engagement	It's been widely proven that engaged employees perform at a higher level than employees who are merely satisfied. As a result, organizations with an actively engaged workforce perform better than those without. Organizations that ignore engagement are missing out on substantial performance improvement opportunities. http://hr.mcleanco.com/research/hr-the-importance-of-employee-engagement



Performance Management Notes

Type	Document	Short Summary
	HR Guide to Meaningful Employee Performance Measures	Effective performance measurement starts with this organization. Use this short presentation to introduce the McLean & Company employee performance measurement process to your HR department. http://hr.mcleanco.com/research/hr-guide-to-meaningful-employee-performance-measures



Learning and Development Notes

Type	Document	Short Summary
	Implement a Job Rotation Program to Engage and Develop the Workforce – Stakeholder Slides	Use the Job Rotation Stakeholder Slides to help you set an agenda for your stakeholder meeting, prepare your presentation, and organize insights to gain buy-in for developing and implementing a job rotation program. http://hr.mcleanco.com/research/implement-a-job-rotation-program-to-engage-and-develop-the-workforce-stakeholder-slides
	Train Managers to Handle Difficult Conversations - Stakeholder Presentation Template	Use the Difficult Conversations Stakeholder Presentation Template to help you set an agenda for your stakeholder meeting, prepare your presentation, and organize insights to gain buy-in for training managers on how to handle difficult conversations. http://hr.mcleanco.com/research/train-managers-to-handle-difficult-conversations-stakeholder-presentation-template
	Difficult Conversations Manager Toolkit	The Difficult Conversations Manager Toolkit is a takeaway guide for managers to use when they need to review tips and tricks for handling a challenging conversation. http://hr.mcleanco.com/research/difficult-conversations-manager-toolkit
	Management Training	Ongoing training is crucial in advancing the professional development goals of your managers. McLean & Company's management training modules are storyboards that are designed to facilitate management training workshops. Rooted in research solution sets geared at the HR professional, these workshops can turn your management team into world class leaders. http://hr.mcleanco.com/research/hr-management-training

Total Compensation Notes



Type	Document	Short Summary
	FWA Project Proposal Template	This PowerPoint proposal template is used to get executive buy-in for the FWA program. The template has been formatted to be nearly complete, leaving fill in the blanks for customization for your organization. http://hr.mcleanco.com/research/fwa-project-proposal-template
	Make the Case to Train Managers on the Compensation Philosophy & Effective Pay Communication	Managers have a tremendous impact on employee pay perception, which drives organizational commitment, engagement, and productivity. Few managers have the skills required to effectively manage pay perception; they require training. http://hr.mcleanco.com/research/make-the-case-to-train-managers-on-the-compensation-philosophy-effective-pay-communication

HR Operations & Infrastructure Notes



Type	Document	Short Summary
	Business Case Proposal Template	Use this Business Case Proposal Template to document all information pertinent to your rapid growth talent acquisition strategy, and associated proposed sourcing decision. http://hr.mcleanco.com/research/business-case-proposal-template
	HR Policies Samples List	The following collection of sample policies should be used as a springboard for development of your own customized, enterprise-specific HR policies. http://hr.mcleanco.com/research/hr-hr-policies-samples-list

Job Description Research








Job Description: Administration





Type	Document	Short Summary
	Administrative Assistant	The Administrative Assistant is responsible for ensuring efficient day-to-day office operations by providing administrative, clerical, and reception support, as well as fulfilling a wide range of office administration duties. http://hr.mcleanco.com/research/hr-administrative-assistant
	Receptionist	The Receptionist is responsible for performing all front-office administrative duties that are key to the successful operation of the office. http://hr.mcleanco.com/research/hr-receptionist

Job Description: Education








Type	Document	Short Summary
	Education Services Coordinator	The Education Services Coordinator is responsible for building and maintaining long-term relationships with a variety of parties to support the delivery of specialized tutoring, student assessments, and parental support. http://hr.mcleanco.com/research/hr-education-services-coordinator
	Head of Learning and Development	The Head of Learning and Development (HLD) is responsible for enhancing the talent pool of Human Resources (HR) within the organization. http://hr.mcleanco.com/research/hr-head-of-learning-and-development

Job Description: Facilities





Type	Document	Short Summary
	Carpenter	The Carpenter is responsible for the construction and maintenance of company buildings. http://hr.mcleanco.com/research/hr-carpenter
	Custodian	The Custodian is responsible for performing a range of custodial duties, including cleaning and waste disposal, while ensuring the strict adherence to health and safety rules and regulations. http://hr.mcleanco.com/research/hr-custodian
	Day Porter	The Day Porter discretely ensures that public areas on the property are kept clean and attractive. http://hr.mcleanco.com/research/hr-day-porter
	Gardener	The Gardener is responsible for the proper maintenance and beautification of the property's grounds, including the lawn and garden. http://hr.mcleanco.com/research/gardener
	Groundsperson	The Groundsperson is responsible for maintenance of company property and grounds in accordance with company standards and policies. http://hr.mcleanco.com/research/hr-groundsperson
	Handyman	The Handyman is responsible for performing a range of general upkeep, preventative maintenance, and repair duties on the premises and its buildings. http://hr.mcleanco.com/research/handyman
	HVAC Technician	The Heating, Ventilation, and Air Conditioning (HVAC) Technician is responsible for the installation, monitoring, maintenance, repair, and replacement of all heating, ventilation, air conditioning, and refrigeration systems and equipment.

		http://hr.mcleanco.com/research/hr-hvac-technician
	Maintenance Technician	The Maintenance Technician is responsible for all aspects of routine and emergency maintenance operations and repairs. http://hr.mcleanco.com/research/hr-maintenance-technician
	Parking Attendant	The Parking Attendant is primarily responsible for providing motorists with parking stubs, collecting fees, and ensuring safety in the parking lot. http://hr.mcleanco.com/research/hr-parking-attendant
	Security Patrol Officer	The Security Patrol Officer is responsible for physically protecting the premises from theft and vandalism, ensuring the safety of persons and property on the premises, and deterring all types of criminal activity from taking place on the premises. http://hr.mcleanco.com/research/hr-security-patrol-officer
	Tool Inventory Clerk	The Tool Inventory Clerk ensures that all tools owned by the company are accounted for and ready to be used when needed. http://hr.mcleanco.com/research/hr-tool-inventory-clerk









Job Description: Finance





Type	Document	Short Summary
	Accountant	The Accountant is responsible for applying accounting principles and procedures throughout the organization's accounting cycle. http://hr.mcleanco.com/research/hr-accountant
	Accounts Payable Clerk	The Accounts Payable Clerk is responsible for accounting and clerical tasks related to maintaining and processing accounts payable transactions. http://hr.mcleanco.com/research/hr-accounts-payable-clerk
	Accounts Receivable Clerk	The Accounts Receivable Clerk is responsible for providing financial, clerical, and administrative services to ensure accurate and timely payments for accounts. http://hr.mcleanco.com/research/hr-accounts-receivable-clerk
	Bookkeeper	The Bookkeeper's role is to maintain the organization's accounting records, ensuring their accuracy, completeness, and compliance with policies and procedures. http://hr.mcleanco.com/research/hr-bookkeeper
	Chief Financial Officer	The Chief Financial Officer will contribute to the business strategy, financing and operations of the organization as a key member of the senior leadership team. http://hr.mcleanco.com/research/hr-chief-financial-officer
	Financial Reporting Manager	Reporting to the CFO, the Financial Reporting Manager is accountable for financial reporting and overall process improvements for Finance. Financial reporting responsibilities involve the analysis and documentation of all of the Organization's financial data, within generally accepted accounting practices (GAAP), for the purposes of internal and external reporting. http://hr.mcleanco.com/research/hr-financial-reporting-manager
	Sarbanes-Oxley Project Manager	The role of the Sarbanes-Oxley Project Manager is to plan, develop, and implement Sarbanes-Oxley (SarboX) business projects on time and within budget. In particular, this individual's primary responsibility will be to assess and remedy the effectiveness of internal controls over financial reporting across the enterprise. http://hr.mcleanco.com/research/hr-sarbanes-oxley-project-manager

Job Description: Hospitality and Housing







Type	Document	Short Summary
	Front Desk Clerk	The Front Desk Clerk is responsible for providing outstanding frontline customer service to ensure guest satisfaction throughout their stay. http://hr.mcleanco.com/research/hr-front-desk-clerk
	Housekeeping Cleaner	Working as part of the housekeeping team, the Housekeeping Cleaner is responsible for daily cleaning and maintenance of assigned guest rooms and common spaces as well as general housekeeping duties. http://hr.mcleanco.com/research/hr-housekeeping-cleaner
	Housekeeping Porter	The Housekeeping Porter is responsible for cleaning assigned areas while maintaining health and safety standards and ensuring company property appears neat, clean, and orderly at all times. http://hr.mcleanco.com/research/hr-housekeeping-porter
	Leasing Representative	Reporting to the Leasing Manager, the Leasing Representative is responsible for minimizing rental unit vacancies. http://hr.mcleanco.com/research/hr-leasing-representative










Job Description: HR










Type	Document	Short Summary
	Compensation Manager	The Compensation Manager is responsible for the management of the company's employee compensation process. http://hr.mcleanco.com/research/hr-compensation-manager
	Director of HR	The Director of Human Resources (HR) is responsible for guiding and managing the overall provision of HR services, policies, and programs for the entire organization. http://hr.mcleanco.com/research/hr-director-of-hr
	Director of Recruitment	The Director of Recruitment is responsible for overseeing the recruitment function of the organization. http://hr.mcleanco.com/research/director-of-recruitment
	Head of Human Resources	The Head of Human Resources (HHR) participates in setting strategic directives for the organization and is responsible for the overall direction of Human Resources (HR) in the organization. http://hr.mcleanco.com/research/hr-head-of-human-resources
	Human Resources Administrator	The Human Resources Administrators role is to provide daily administrative support to HR advisors and HR managers to ensure that HR provides a comprehensive service to managers and staff within the organization. http://hr.mcleanco.com/research/hr-human-resources-administrator
	Human Resources Analyst	The Human Resources Analyst is responsible for providing keen critical analysis and evaluation to support the operations of the Human Resources (HR) Department within the organization. http://hr.mcleanco.com/research/hr-human-resources-analyst
	Human Resources Generalist	The Human Resources (HR) Generalist is responsible for all HR activities for the company. This includes recruiting, interviewing, hiring, and onboarding new staff. http://hr.mcleanco.com/research/hr-human-resources-generalist
	Human Resources Manager	The Human Resources (HR) Manager is responsible for providing leadership, oversight, and direction for all aspects of HR operations including labor










		relations, benefits and compensation, recruitment, HR planning, and employee training and development. http://hr.mcleanco.com/research/hr-human-resources-manager
	Instructional Designer	The Instructional Designer is responsible for the end-to-end development of learning solutions for the organization. http://hr.mcleanco.com/research/hr-instructional-designer
	Organizational Development Manager	The Organizational Development Manager is responsible for the development, implementation, and evaluation of all aspects of employee development while ensuring alignment with the company's overall goals and values. http://hr.mcleanco.com/research/hr-organizational-development-manager
	Recruiter	The Recruiter is responsible for sourcing quality, talented individuals to meet the needs of the organization. http://hr.mcleanco.com/research/hr-recruiter
	Training Administrator	The Training Administrator is responsible for the administrative tasks required for maintaining training and development programs. http://hr.mcleanco.com/research/hr-training-manager









Job Description: IT










Type	Document	Short Summary
	Application Development Manager	The Application Development Manager's role is to plan, coordinate, and supervise all activities related to the design, development, and implementation of organizational information systems and software applications. The Application Development Manager is also responsible for maintaining, supporting, and upgrading existing systems and applications. http://hr.mcleanco.com/research/hr-application-development-manager
	Application Integration Specialist	The Application Integration Specialist's role is to plan, coordinate, and supervise all activities related to the integration of software programs and applications into organizational information systems. This individual is also responsible for testing the interoperability of application modules under development by in-house software development teams. http://hr.mcleanco.com/research/hr-application-integration-specialist
	Application Support Analyst	The Application Support Analyst's role is to deliver support to end users in the organization about how to use various types of software programs efficiently and effectively in fulfilling business objectives. http://hr.mcleanco.com/research/hr-application-support-analyst
	Applications Manager	The Applications Manager's role is to supervise and maintain the organization's repository of software applications through best practices and the appropriate staffing and management of a technical team. http://hr.mcleanco.com/research/hr-applications-manager
	AV Technician	The AV Technician's role is to support and maintain in-house audio-visual equipment and non-print media assets. This includes operating, maintaining, distributing, installing, configuring, repairing, and upgrading various electronic products while ensuring their optimal performance. This person will also troubleshoot problem areas in a timely and accurate fashion, and provide end-user training and assistance where required. http://hr.mcleanco.com/research/hr-av-technician
	Business Intelligence Specialist	The Business Intelligence (BI) Specialist's role is to strategically design and implement BI software and systems, including integration with databases and













		data warehouses. This includes selecting, blueprinting, gathering requirements, designing, and rolling out BI solutions to end users. The Business Intelligence Specialist is also responsible for ensuring high levels of BI availability through support functions and in-depth testing. http://hr.mcleanco.com/research/hr-business-intelligence-specialist
	Business Requirements Analyst	The Business Requirements Analyst's role is to elicit, analyze, specify, and validate the business needs of project stakeholders, be they customers or end users. http://hr.mcleanco.com/research/hr-business-requirements-analyst
	CAD (Computer-aided Design) Manager	The CAD Manager's role is to ensure the stable operation of in-house CAD (computer-aided design) software within the organization. This includes developing, installing, configuring, maintaining, supporting, and optimizing all CAD installations across the enterprise. The CAD Manager will also analyze and resolve user CAD program issues in a timely and accurate fashion, and provide end-user training where required. This position may require the management of a team of CAD engineers, drafters, designers, and/or technicians. http://hr.mcleanco.com/research/cad-computer-aided-design-manager
	CAD (Computer-aided Design) Operator	The CAD Operator's role is to prepare complex drawings, diagrams, and documents using computer-aided design (CAD) software within the organization. This includes developing CAD files based on notes, sketches, engineering schematics, technical guides, vendor information, and so on. The CAD Operator will produce CAD files in a timely and accurate fashion. This position may include duties involving artwork and other graphical elements. http://hr.mcleanco.com/research/hr-cad-computer-aided-design-operator
	Chief Technology Officer	The Chief Technology Officer's role is to align technology vision with business strategy by integrating company processes with the appropriate technologies. http://hr.mcleanco.com/research/hr-chief-technology-officer
	Citrix Administrator	The Citrix Administrator's role is to manage and performance-tune Citrix systems, networks, and applications to ensure high levels of availability and security for the supported business applications. This individual also participates in the planning and implementation of policies and procedures to ensure Citrix system provisioning and maintenance that is consistent with company goals, industry best practices, and regulatory requirements. http://hr.mcleanco.com/research/hr-citrix-administrator
	Cloud Analyst	The Cloud Analyst's role is to investigate how cloud technologies can be best leveraged to meet the business needs of the organization. http://hr.mcleanco.com/research/hr-cloud-analyst
	Cloud Architect	The Cloud Architect is responsible for the overall architecture and management of the organization's cloud system. http://hr.mcleanco.com/research/hr-cloud-architect
	Collaboration Business Analyst	The Collaboration Business Analyst plays a pivotal role in ensuring that IT understands business requirements for collaboration by creating a strategic relationship between the business and IT. http://hr.mcleanco.com/research/hr-collaboration-business-analyst
	Content Manager	The Content Manager's role is to coordinate the planning, maintenance, and accessibility of company owned and generated content and content-related services. This includes ensuring that the layout, positioning, navigation, and look and feel of content are consistent across and throughout the organization. The Content Manager is also responsible for creating some original content. Understanding of Web development languages and publishing tools is required.










		http://hr.mcleanco.com/research/hr-content-manager
	Continual Service Improvement (CSI) Manager	<p>This role represents a source of accountability for the continual improvement program. The CSI Manager will be the champion for all Continual Service Improvement initiatives. The Improvement Manager is responsible for the creation and maintenance of a continual service improvement program responsible for maintaining and improving ongoing quality in IT services. The candidate will be held accountable for the outcome of ongoing improvement activities. They will report to the CIO/IT Manager.</p> <p>http://hr.mcleanco.com/research/hr-continual-service-improvement-csi-manager</p>
	Corporate Compliance Officer	<p>The Corporate Compliance Officer's role is to oversee and review all legal technology issues across the organization.</p> <p>http://hr.mcleanco.com/research/hr-corporate-compliance-officer</p>
	CRM Manager	<p>The CRM Manager's role is to supervise and maintain the installation, configuration, and support of the organization's customer relationship management (CRM) software through best practices and management of a technical team. This person will analyze and resolve CRM program issues in a timely and accurate fashion as well as hold responsibility for monitoring data quality.</p> <p>http://hr.mcleanco.com/research/hr-crm-manager</p>
	Data Integration Specialist	<p>The Data Integration (DI) Specialist's role is to plan, coordinate, and supervise all activities related to the integration of data across various sources. This individual is also responsible for the monitoring of data flow between databases, servers and Cloud services to identify and implement the most suitable DI architecture for the organization's needs.</p> <p>http://hr.mcleanco.com/research/hr-data-integration-specialist</p>
	Data Mining Specialist	<p>The Data/Data Mining Specialist's role is to design data modeling/analysis services used to mine enterprise systems and applications for knowledge and information that enhance business processes. This individual is also responsible for data support tools, metadata inventories, and definitions for database file/table creation.</p> <p>http://hr.mcleanco.com/research/hr-data-mining-specialist</p>
	Data Steward	<p>The role of the Data Steward is to manage, investigate, and resolve data quality issues in enterprise applications, via deletion and merging while safeguarding against data loss both On-Premise and within the Cloud. Data stewards also guide decision makers in determining where to place specific data while considering business purposes and how the location of certain data will incur particular risks.</p> <p>http://hr.mcleanco.com/research/hr-data-steward</p>
	Data Warehouse Architect	<p>The Data Warehouse Architect's role is to strategically design and implement data warehouses, data marts, and data stores, while ensuring high levels of data availability. This individual is also responsible for defining data standards and models for warehouse architectures.</p> <p>http://hr.mcleanco.com/research/hr-data-warehouse-architect</p>
	Database Administrator	<p>The Database Administrator's role is to design, install, monitor, maintain, and performance-tune production databases while ensuring high levels of data availability.</p> <p>http://hr.mcleanco.com/research/hr-database-administrator</p>
	Database Analyst	The Database Analyst's role is to direct, evaluate, review, and manage database










		resources and services across the organization while ensuring high levels of data quality. This individual is also responsible for developing, implementing, and overseeing database policies and procedures to ensure the integrity and availability of databases and their accompanying software. http://hr.mcleanco.com/research/hr-database-analyst
	Database Developer	The Database Developer's role is to strategically design and implement databases across the organization, while ensuring high levels of data availability. The Database Developer will in addition evaluate and select all technology components, such as software, hardware, and networking capabilities, for database management systems and applications. http://hr.mcleanco.com/research/hr-database-developer
	Desktop Technician	The Desktop Technician's role is to provide a single point of contact for end users to receive support and maintenance within the organization's desktop computing environment. The person will also troubleshoot problem areas and provide end-user assistance where required. http://hr.mcleanco.com/research/hr-desktop-technician
	Director of Change and Release Management	The Director of Change and Release Management provides oversight and strategic direction for IT change projects and processes, as well as software release and deployment. http://hr.mcleanco.com/research/hr-director-of-change-and-release-management
	Director of Information Technology	The primary responsibility of the Director of Information Technology is to oversee the streamlined operation of the IT department and to ensure it aligns with the business objectives of the organization. http://hr.mcleanco.com/research/hr-director-of-information-technology
	Director of IT	The Director of Information Technology's primary responsibility is to oversee the streamlined operation of the IT department and to ensure it aligns with the business objectives of the organization. This individual's principal goals are to develop and manage application portfolios for each department and to attain all IT service level agreements for the user community within the organization. The Director of IT will work closely with decision makers in other departments to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of the organization. http://hr.mcleanco.com/research/hr-director-of-it
	Director of IT Infrastructure	The Director of IT Infrastructure is responsible for planning and oversight of all aspects of the organization's IT infrastructure operations in order to ensure stability and efficiency. http://hr.mcleanco.com/research/director-of-it-infrastructure
	Director of IT Service Delivery	The Director of IT Service Delivery oversees the planning, production, support, and efficient delivery of IT services while ensuring alignment with overall organizational strategy. http://hr.mcleanco.com/research/hr-director-of-it-service-delivery
	Director of PMO	The Director of Project Management Office (PMO) is responsible for overseeing all aspects of IT project management. http://hr.mcleanco.com/research/hr-director-of-pmo
	Director of Software Development	The Director of Software Development oversees and provides strategic direction for all stages of the software development process, including the design, coding, testing, and analysis of software programs and applications. http://hr.mcleanco.com/research/hr-director-of-software-development










	Disaster Recovery Administrator	The Disaster Recovery Administrator's role is to ensure the security and integrity of data, data systems, and data networks across the entire organization. This includes designing and implementing disaster recovery processes and business continuity procedures for re-establishing servers, databases, and operating systems in the event of a disruption, both minor and catastrophic. This person will also perform and analyze disaster simulations for the prompt restoration of services, and conduct security audits where required. http://hr.mcleanco.com/research/hr-disaster-recovery-administrator
	EDI Specialist	The EDI Specialist's role is to develop, coordinate, implement, and communicate the organization's Internet-based strategies and initiatives for legacy Electronic Data Interchange (EDI) systems. The EDI Specialist will also act as liaison between end users and the IT staff implementing EDI-based applications. http://hr.mcleanco.com/research/hr-edi-specialist
	Electronic Records Manager	The Electronic Records Manager's role is to ensure that all corporate records are stored electronically in a manner that complies with all applicable laws and industry regulations. The Electronic Records Manager will also use their excellent records-keeping expertise and organizational skills to develop standards and procedures for records maintenance across the organization. http://hr.mcleanco.com/research/hr-electronic-records-manager
	Enterprise Data Architect	The role of the Enterprise Data Architect is to expand the company's use of data as a strategic enabler of corporate goals and objectives. The Enterprise Data Architect will achieve this by strategically designing, developing, and implementing data models for enterprise-level applications and systems. http://hr.mcleanco.com/research/hr-enterprise-data-architect
	Exchange Administrator	The Exchange Administrator's role is to manage Exchange servers and related components to achieve high availability and performance of the various business applications supported. This individual also participates in the planning and implementation of policies and procedures to ensure Exchange provisioning and maintenance that is consistent with company goals, industry best practices, and regulatory requirements. http://hr.mcleanco.com/research/hr-exchange-administrator
	GIS (Geographic Information Systems) Manager	The Geographic Information Systems (GIS) Manager's role is to coordinate, implement, and manage the organization's Internet-based strategies and initiatives for GIS software. This individual is responsible for ensuring the development and maintenance of applications based upon spatially referenced data and digital mapping. The GIS Manager will also preserve the integrity and design of geographic information databases, as well as manage and direct a team of IT professionals whose purpose is to support GIS functions. http://hr.mcleanco.com/research/hr-gis-geographic-information-systems-manager
	Help Desk Manager	The Help Desk Manager's role is to oversee the entire Help Desk staff and ensure that end users are receiving the appropriate assistance. This includes the responsibility of managing all procedures related to the identification, prioritization, and resolution of end user help requests, including the monitoring, tracking, and coordination of Help Desk functions. http://hr.mcleanco.com/research/hr-help-desk-manager
	Help Desk Technician	The Help Desk Technician's role is to ensure proper computer operation so that end users can accomplish business tasks. http://hr.mcleanco.com/research/hr-help-desk-technician










	Identity, Credentials, and Access Management (ICAM) Program Manager	The role of the ICAM Program Manager is to oversee the execution and operations of projects and initiatives pertaining to the [Organization Name] ICAM program. http://hr.mcleanco.com/research/hr-identity-credentials-and-access-management-icam-program-manager
	Infrastructure Analyst	The Infrastructure Analyst manages a variety of analytical and technical assignments that provide problem diagnosis and solutions documentation, implementation, administration, support, and maintenance of a variety of hardware, software, and network products. http://hr.mcleanco.com/research/hr-infrastructure-analyst
	Infrastructure Manager	The Infrastructure Manager's role is to plan, organize, and manage staff and overall operations to ensure the stable operation of the organization's IT infrastructure. http://hr.mcleanco.com/research/hr-infrastructure-manager
	IT Architect	The IT Architect's role is to develop and maintain the high-level design plan for the overall logical and technical IT architecture. This individual will provide technical leadership and consulting across the organization, from strategic decision making down to the project planning level. The IT Architect will gain organizational commitment for all high-level infrastructure plans, and initiate and participate in projects to evaluate technologies and methods for implementing these plans. http://hr.mcleanco.com/research/hr-it-architect
	IT Capacity Planner	The Lead Capacity Planner will optimize the computer operating environment by ensuring capacity purchased is appropriately sized and managed over its useful life. http://hr.mcleanco.com/research/hr-it-capacity-planner
	IT Contract Manager	The role of the IT Contract Manager is to support, manage, and administer contracts for technology spending on services and products across the organization. http://hr.mcleanco.com/research/hr-it-contract-manager
	IT Control Auditor	The IT Controls Auditor plays a pivotal role in ensuring the enterprise's compliance with the Sarbanes-Oxley Act/Bill 198 (SarbOx). The IT Controls Auditor will fulfill these duties by collaborating with internal and external audit teams, IT management, corporate accountants, consultants, and other stakeholders to ensure compliance project deliverables are met. Strong knowledge of governance frameworks is essential for this position. http://hr.mcleanco.com/research/hr-it-control-auditor
	IT Manager	The IT Manager's role is to ensure the streamlined operation of the IT Department in alignment with the business objectives of the organization. This individual will plan, coordinate, direct, and design IT-related activities of the organization, as well as provide administrative direction and support for daily operational activities of the IT department. The IT Manager will work closely with decision makers in other departments to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of the organization. http://hr.mcleanco.com/research/hr-it-manager
	IT Policy Developer and Coordinator	The role of the IT Policy Developer and Coordinator is to develop IT policies and procedures for internal IT department operations as well as end-user technology support and acceptable use. http://hr.mcleanco.com/research/hr-it-policy-developer-and-coordinator






	IT Procurement Manager	The role of the IT Procurement Manager is to plan, execute, and finalize procurement strategies for technology spend across the organization. http://hr.mcleanco.com/research/hr-it-procurement-manager
	IT Project Manager	The role of the IT Project Manager is to plan, execute, and finalize projects according to strict deadlines and within budget. http://hr.mcleanco.com/research/it-project-manager
	IT Vendor Portfolio Manager	The role of the IT Vendor Portfolio Manager is pivotal in the IT department's interactions with suppliers of services, hardware, and software. The portfolio manager provides product and service purchasing guidance for the entire IT department. http://hr.mcleanco.com/research/hr-it-vendor-portfolio-manager
	Lotus Notes Administrator	The Lotus Notes Administrator's role is to ensure the stable operation of in-house e-mail messaging systems and their corresponding hardware and software. This person will also analyze and resolve end-user messaging program and connectivity issues in a timely and accurate fashion, and provide end-user training where required. http://hr.mcleanco.com/research/hr-lotus-notes-administrator
	Mainframe Computer Operator	The Mainframe Computer Operator's role is to observe and control the company's mainframe computer systems and peripheral equipment for the purpose of uninterrupted data processing, operating runs, and batch program jobs. This includes monitoring system consoles for error indicators, error messages, failures, and peripheral malfunctions. The Mainframe Computer Operator will apply proven analytical and problem-solving skills to identify, diagnose, and resolve malfunctions to achieve system or network recovery. http://hr.mcleanco.com/research/hr-mainframe-computer-operator
	Microsoft Exchange Administrator	The Exchange Administrator's role is to manage Exchange servers and related components to achieve high availability and performance of the various business applications supported. http://hr.mcleanco.com/research/hr-microsoft-exchange-administrator
	Multimedia Developer	The Multimedia Developer's role is to provide media development services for projects, products, and applications across the enterprise. http://hr.mcleanco.com/research/hr-multimedia-developer
	Network Administrator	The Network Administrator's role is to ensure the stable operation of the in-house computer network. http://hr.mcleanco.com/research/hr-network-administrator
	Network Analyst	The Network Analyst's role is to design, build, and implement network systems across the enterprise. This person will also troubleshoot network performance issues, as well as analyze network traffic and provide capacity planning solutions. http://hr.mcleanco.com/research/hr-network-analyst
	Network Engineer	The Network Engineer's role is to ensure the stability and integrity of in-house voice, data, and video, and wireless network services. http://hr.mcleanco.com/research/hr-network-engineer
	Network Manager	The Network Manager's role is to plan, direct, and coordinate the design, installation, and connectivity of computer and network systems to ensure the stable operation of the organization's IT assets. http://hr.mcleanco.com/research/hr-network-manager
	Open Source Software Architect	The OSS architect has overall responsibility for OSS in the enterprise. The OSS Architect will oversee the investigation, evaluation, selection, and

		implementation of OSS (both infrastructure and application technologies) across the organization. http://hr.mcleanco.com/research/hr-open-source-software-architect
	Operations Manager	The Operations Manager's role is to supervise and ensure the efficient operation of the company's network, client servers, databases, and equipment. This includes managing the IT staff responsible for monitoring and diagnosing network and hardware problems. The Operations Manager will also work closely with the IT executive staff and decision makers in other departments in order to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of the organization. http://hr.mcleanco.com/research/hr-operations-manager
	PACS Administrator	The PACS Administrator's role is to perform all related activities for supporting the hospital's Picture Archiving and Communications System (PACS). This includes preparing images for digital archiving and assuring the quality control of medical diagnostic images and files. http://hr.mcleanco.com/research/hr-pacs-administrator
	PC Technician	The PC Technician's role is to support and maintain in-house computer systems, desktops, and peripherals. The person will also troubleshoot problem areas in a timely and accurate fashion, and provide end user training and assistance where required. http://hr.mcleanco.com/research/hr-pc-technician
	Product Owner	The Product Owner works within the agile process and is the final authority for decisions regarding priority, business value, and functionality for all the work done by the agile development team. The Product Owner possesses an in depth knowledge of goals and desired objectives of the project. http://hr.mcleanco.com/research/hr-product-owner
	Programmer Analyst	The Programmer Analyst's role is to define, develop, test, analyze, and maintain new software applications in support of the achievement of business requirements. http://hr.mcleanco.com/research/hr-programmer-analyst
	Project Office Manager	The role of the Project Office Manager is to establish, implement, develop, and control best practices for IT project management throughout the organization. This includes defining and documenting all policies and processes of project lifecycles in order to deliver these projects according to plan and within budget. The Project Office Manager will also create formal methodologies for defining project key performance metrics and allocating resources. http://hr.mcleanco.com/research/hr-project-office-manager
	Quality Assurance Analyst	The Quality Assurance Analyst's role is to develop and establish quality assurance standards and measures for the information technology services within the organization. The QA Analyst will apply proven analytical and problem-solving skills to help validate IT processes through careful testing in order to maximize the benefit of business investments in IT initiatives. http://hr.mcleanco.com/research/hr-quality-assurance-analyst
	Quality Assurance Manager	The Quality Assurance Manager's role is to develop, establish, and enforce quality assurance standards and measures for the information technology services within the organization. http://hr.mcleanco.com/research/hr-quality-assurance-manager
	Report Writer	The Report Writer's role is to examine and evaluate reporting requirements for various business units across the organization. The Report Writer is also responsible for proactively generating and compiling reports based on his or



		<p>her findings, complete with recommended improvements to - or new requirements for - business processes, operational procedures, and their corresponding reporting structures.</p> <p>http://hr.mcleanco.com/research/hr-report-writer</p>
	SAP Administrator	<p>The SAP Administrator's role is to supervise and operate the organization's SAP systems through implementation best practices. The SAP Administrator is also responsible for planning and coordinating the change management of processes required for the support of SAP systems necessary for business operations.</p> <p>http://hr.mcleanco.com/research/hr-sap-administrator</p>
	Scrum Master	<p>The Scrum Master will be dedicated to a single Scrum team. They will be responsible for enforcing the rules of Scrum, removing impediments from their team while promoting self-management and constantly improving our standards of work.</p> <p>http://hr.mcleanco.com/research/hr-scrum-master</p>
	Server Administrator	<p>The Server Administrator's role is to design, install, administer, and optimize company servers and related components to achieve high performance of the various business applications supported by tuning the servers as necessary.</p> <p>http://hr.mcleanco.com/research/hr-server-administrator</p>
	Service Desk Technician - Level I	<p>The Level I Service Desk Technician's role is to ensure proper computer operation so that end users can accomplish business tasks. Problem resolution may involve the use of diagnostic and help request tracking tools, as well as require that the individual give in-person, hands-on help at the desktop level.</p> <p>http://hr.mcleanco.com/research/hr-service-desk-technician-level-i</p>
	Service Desk Technician - Level II	<p>The Level II Service Desk Technician's role is to ensure proper computer operation so that end users can accomplish business tasks. Problem resolution may involve the use of diagnostic and help request tracking tools, as well as require that the individual give in-person, hands-on help at the desktop level.</p> <p>http://hr.mcleanco.com/research/hr-service-desk-technician-level-ii</p>
	SharePoint Business Analyst	<p>As a member of our SharePoint team, your responsibilities will include working with all stakeholders to analyze business needs, working with the Solutions Architect to design appropriate solutions, and working with developers to ensure that the SharePoint solutions meet stakeholder expectations.</p> <p>http://hr.mcleanco.com/research/hr-sharepoint-business-analyst</p>
	SharePoint Designer	<p>As a member of our SharePoint team, you will be responsible for implementing custom workflow, collaboration, and document management solutions in Microsoft SharePoint Server 2010 using a combination of SharePoint Designer, built-in functionality, and custom web parts provided by our development team or external sources.</p> <p>http://hr.mcleanco.com/research/hr-sharepoint-designer</p>
	SharePoint Developer	<p>As a member of our SharePoint team, you will develop business-changing enterprise solutions with SharePoint 2010 and other leading-edge technologies. The ideal candidate will have experience developing web applications using Microsoft and compatible technologies including SharePoint 2007/2010, Visual Studio, VB.Net, and C#.</p> <p>http://hr.mcleanco.com/research/hr-sharepoint-developer</p>
	SharePoint Solutions Architect	<p>As the SharePoint Solutions Architect, you will be the point person for all SharePoint projects. This includes leading the SharePoint team in the analysis, design, development, and deployment of SharePoint solutions.</p> <p>http://hr.mcleanco.com/research/hr-sharepoint-solutions-architect</p>








	Social Media Representative	<p>The role of the Social Media Representative (SMR) is to work as part of a dedicated team for handling inbound and outbound customer interactions over social channels. This person will analyze conversations occurring in the social cloud and respond in a manner that improves prospect/customer satisfaction while strengthening brand image.</p> <p>http://hr.mcleanco.com/research/hr-social-media-representative</p>
	Software Applications Trainer	<p>The Software Applications Trainer's role is to deliver training to end users in the organization about how to use various types of software programs efficiently and effectively in support of business objectives. This individual is responsible for designing, delivering, and improving in-house software applications training programs and related courseware.</p> <p>http://hr.mcleanco.com/research/hr-software-applications-trainer</p>
	Software Developer	<p>The software developer's role is to design, code, test, and analyze software programs and applications.</p> <p>http://hr.mcleanco.com/research/hr-software-developer</p>
	Software Engineer	<p>The Software Engineer's role is to design, execute, assess, and troubleshoot software programs and applications. The Software Engineer will also oversee system startups in a timely and accurate fashion, and provide support to other departments where required.</p> <p>http://hr.mcleanco.com/research/hr-software-engineer</p>
	Software Licensing Manager	<p>The role of the Software Licensing Manager is to support, manage, and administer contracts for software and application services and products across the organization. The Software Licensing Manager will also define and facilitate communication between the enterprise and its providers in order to deliver software and applications according to plan and within budget, and to ensure licensing compliance.</p> <p>http://hr.mcleanco.com/research/hr-software-licensing-manager</p>
	Systems Analyst	<p>The Systems Analyst's role is to plan, design, develop, and launch efficient information systems and operations systems in support of core organizational functions.</p> <p>http://hr.mcleanco.com/research/hr-systems-analyst</p>
	Systems Architect	<p>The Systems Architect's role is to strategically design and implement in-house information systems and networked software architectures that support core organizational functions, and assure their high availability. In addition, the Systems Architect provides technical leadership across the organization, from strategic decision making down to the project planning level.</p> <p>http://hr.mcleanco.com/research/hr-systems-architect</p>
	Systems Engineer	<p>The Systems Engineer's role is to ensure the stability, integrity, and efficient operation of the in-house information systems that support core organizational functions. The Systems Engineer will apply proven communication, analytical, and problem-solving skills to help identify, communicate, and resolve issues in order to maximize the benefit of IT systems investments.</p> <p>http://hr.mcleanco.com/research/hr-systems-engineer</p>
	Systems Software Applications Tester	<p>The Systems/Software Application Tester's role is to plan, design, architect, and deploy effective test suites and regimes for in-house product development, software application development, information system launches, and operations systems enhancements. This individual will resolve systems/software application issues through careful testing in order to maximize the benefit of IT investments and initiatives.</p> <p>http://hr.mcleanco.com/research/hr-systems-software-applications-tester</p>

	Technical Writer	The Technical Writer's role is to develop written information about the organization's computing systems that aid in their development, use, and support. http://hr.mcleanco.com/research/hr-technical-writer
	TechScrum Master	The TechScrum Master will be dedicated to the TechScrum team. The successful candidate will be considered an Agile subject-matter expert, have excellent logic and problem solving skills, and the drive to make a difference. The TechScrum Master is an individual who puts the team before themselves. http://hr.mcleanco.com/research/hr-techscrum-master
	Telecommunications Analyst	The Telecommunications Analyst's role is to coordinate strategies for - and ensure the integrity of - in-house voice, data, and video equipment and its associated network connections. This includes configuring and optimizing all telephone systems and services, voicemail and PBX communication systems, and video conferencing environments, both internally and those integrated with Internet-based services. http://hr.mcleanco.com/research/hr-telecommunications-analyst
	Telecommunications Technician	The Telecommunications Technician's role is to install, support, and maintain in-house voice, data, and video equipment. This includes configuring, diagnosing, repairing, upgrading, and optimizing all telephone systems and services, voicemail and PBX communication systems, and video conferencing environments. http://hr.mcleanco.com/research/hr-telecommunications-technician
	Unix System Administrator	The Unix System Administrator's role is to operate and tune Unix systems, servers, and related components to ensure high levels of availability and security of the supported business applications. This individual also participates in the planning and implementation of policies and procedures to ensure Unix system provisioning and maintenance that is consistent with company goals, industry best practices, and regulatory requirements. http://hr.mcleanco.com/research/hr-unix-system-administrator
	User Experience Lead	The User Experience Lead will define user experience on large scale, dynamic, and enterprise Web solutions (B2B, B2C, enterprise). The User Experience Lead will be responsible for overseeing and contributing to the end-to-end user experience solution designs, ensuring that the user experience vision and goals are achieved. http://hr.mcleanco.com/research/hr-user-experience-lead
	User Interface Analyst	The role of the User Interface Analyst is to prototype, design, and build graphic user interfaces (GUIs) for software development, Web forms, and other applications. This includes capturing user requirements through collaboration with business analysts, leading and participating in testing sessions, and coordinating final implementation of the GUI based on feedback. http://hr.mcleanco.com/research/hr-user-interface-analyst
	Visual Designer	The Visual Designer will be responsible for the end-to-end process of transforming complex product requirements into visually stunning and highly functional user interfaces. This individual will collaborate to continuously improve the quality and innovation of the user interface for products and enterprise systems. http://hr.mcleanco.com/research/hr-visual-designer
	VoIP Engineer Architect	The VoIP Engineer/Architect's role is to coordinate strategies for defining, deploying, and maintaining the company's in-house IP telephony voice communication architecture and its associated network connections and





		component hardware. The VoIP Engineer/Architect's mandate will be to maintain SLAs for all organizational IP telephony applications. http://hr.mcleanco.com/research/hr-voip-engineer-architect
	VP of Information Technology	Reporting directly to the CEO/President, the VP of IT's role is to plan, coordinate, direct, and design all operational activities of the IT department, as well as provide direction and support for IT solutions that enhance mission-critical business operations. This individual will collaborate directly with the executive management team and decision makers in other departments to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of the organization. http://hr.mcleanco.com/research/hr-vp-of-information-technology
	Web Architect	The Web Architect's role is to construct and implement the technical design for the organization's presence on the Internet. The Web Architect is also responsible for ascertaining system volume and analyzing traffic patterns. This individual is sometimes responsible for creating original Web site content. http://hr.mcleanco.com/research/hr-web-architect
	Web Developer	The Web Developer's role is to build the operations end of the organization's Web sites and keep them running smoothly. This includes designing, building, and implementing new Web pages and sites; integrating sites with back end applications; and performing day-to-day administration of the organization's Web portfolio. http://hr.mcleanco.com/research/hr-web-developer
	Webmaster	The Webmaster's role is to coordinate the planning, maintenance, and accessibility of Web site content in a way that ensures the consistency of the Web site's look and feel. This individual is also responsible for creating some original Web site content. http://hr.mcleanco.com/research/hr-webmaster
	Wireless Network Specialist	The Wireless Network Specialist's role is to ensure the stability and integrity of in-house wireless network services. The Wireless Network Specialist will oversee the installation, monitoring, maintenance, support, and optimization of all WLAN hardware, software, and communication links. http://hr.mcleanco.com/research/hr-wireless-network-specialist



Job Description: Marketing

Type	Document	Short Summary
	Brand Manager	The Brand Manager will guide the marketing strategy and development roadmap for a particular brand in the company's portfolio. http://hr.mcleanco.com/research/hr-brand-manager
	Chief Marketing Officer	The Chief Marketing Officer will provide strategic leadership of the marketing organization, including marketing communication, product marketing (online and print), and product management to assist the organization to achieve key goals, develop tactics that will enhance existing client relationships and market share, expand into new markets, innovate rapidly, and extend the service reach of the organization. http://hr.mcleanco.com/research/hr-chief-marketing-officer
	Director of Marketing	The Marketing Director is responsible for developing, planning, and executing strategic and responsive marketing initiatives that support consistent business growth, expand market share, and strengthen brand equity and reputation.




		http://hr.mcleanco.com/research/hr-director-of-marketing
	Market Research Manager	The Market Research Manager directs and coordinates activities concerned with market research and development of new concepts, ideas, data, and applications for the organization's products, services, ideologies, and client needs. http://hr.mcleanco.com/research/hr-market-research-manager
	Marketing Channel Manager	The Marketing Channel Manager is an agile, energetic individual that can develop, lead, implement, and analyze marketing strategy for an assigned channel (website, social media, e-mail, direct mail, retail store, etc.). http://hr.mcleanco.com/research/hr-marketing-channel-manager
	Product Manager	The Product Manager's role is to plan, manage, and market assigned products. The Product Manager must manage all aspects of the product from the strategic vision to technical specifications to marketing to product end of life if necessary. http://hr.mcleanco.com/research/hr-product-manager
	Public Relations Director	The Public Relations Director role is to develop and implement the organization's strategic public relations plan to promote the organization's image as a leader in the industry and to help build and maintain a positive public image. http://hr.mcleanco.com/research/hr-public-relations-director
	Public Relations Specialist	The Public Relations Specialist works with the Public Relations team to help build and maintain a positive public image. http://hr.mcleanco.com/research/hr-public-relations-specialist
	Social Media Evangelist	The Social Media Evangelist is responsible for managing the overall social technology voice of the organization. http://hr.mcleanco.com/research/hr-social-media-evangelist
	Social Media Manager	The Social Media Manager's role is to define the organization's social media strategy and to bring compelling campaigns to its social channels. This individual will report to the Social Media Steering Committee (SMSC) and will work with the legal and HR departments to satisfy various legal and risk mitigation requirements. http://hr.mcleanco.com/research/hr-social-media-manager

Job Description: Medical





Type	Document	Short Summary
	Clinical Informatics Specialist	The Clinical Informatics Specialist acts as a liaison between the hospital's clinical areas and the IT department. The Clinical Informatics Specialist will also lead the evaluation, selection, and implementation of clinical systems (i.e. EMR, PACS, digital imaging, etc.). http://hr.mcleanco.com/research/hr-clinical-informatics-specialist
	Medical Assistant	The Medical Assistant is responsible for performing administrative tasks, such as managing patient communications and maintaining records. http://hr.mcleanco.com/research/medical-assistant
	Medical Files Clerk	The Medical Files Clerk ensures that all physical and electronic health information records are accounted for and easily accessible when needed. http://hr.mcleanco.com/research/hr-medical-files-clerk
	Medical Receptionist	The Medical Receptionist is responsible for performing all front-office administrative duties that are key to the successful operation of the doctor's










		office. http://hr.mcleanco.com/research/hr-medical-receptionist
	Medical Secretary	The Medical Secretary is responsible for performing a range of administrative duties for the office. http://hr.mcleanco.com/research/hr-medical-secretary
	Nursing Assistant	The Nursing Assistant performs a variety of tasks to support the care of patients. Specifically, the Nursing Assistant aids in the personal care of patients, monitors patient vitals, and is the first contact for patient requests. http://hr.mcleanco.com/research/hr-nursing-assistant







Job Description: Non-Profit

Type	Document	Short Summary
	Community Outreach Coordinator	The Community Outreach Coordinator is responsible for increasing organization's presence in the community through appropriate outreach initiatives and events. http://hr.mcleanco.com/research/hr-community-outreach-coordinator
	Director of Development	Reporting to the Executive Director, the Director of Development is responsible for planning, implementing and managing all aspects of organization's development plan. http://hr.mcleanco.com/research/hr-director-of-development
	Executive Director	The Executive Director is responsible for providing the leadership and direction required for the successful management of the company. http://hr.mcleanco.com/research/executive-director---non-profit
	Program Manager	The Program Manager is responsible for overseeing all aspects of the program to further organization's mission in the community. http://hr.mcleanco.com/research/hr-program-manager
	Special Events Coordinator	The Special Events Coordinator is responsible for researching, planning, developing, implementing and evaluating events that help achieve organization's fundraising goals and promote its mission in the community. http://hr.mcleanco.com/research/hr-special-events-coordinator

Job Description: Operations


Type	Document	Short Summary
	Business Process Analyst	The Business Process Analyst's role is to devise and design business process requirements for all systems critical to core organizational functions. http://hr.mcleanco.com/research/hr-business-process-analyst
	Business Systems Analyst	The Business Systems Analyst's role is to plan, design, develop, and launch efficient business, financial, and operations systems in support of core organizational functions and business processes. http://hr.mcleanco.com/research/hr-business-systems-analyst
	Change Management Specialist	The Change Management Specialist's role is to facilitate the adoption of new or improved processes and/or procedures across the organization. http://hr.mcleanco.com/research/hr-change-management-specialist
	Chief Privacy Officer	The Chief Privacy Officer's role is to provide vision and leadership for developing and supporting initiatives critical to the organization's information privacy practices. This individual directs the development and implementation

		<p>of policies and procedures regarding the privacy of, and access to, all company-related information. This includes information concerning clients, customers, partners, employees, business practices and operations, and enterprise IT systems.</p> <p>http://hr.mcleanco.com/research/hr-chief-privacy-officer</p>
	Chief Security Officer	<p>The Chief Security Officer's role is to provide vision and leadership for developing and supporting security initiatives.</p> <p>http://hr.mcleanco.com/research/hr-chief-security-officer</p>
	Consulting Manager	<p>The role of the Consulting Manager is to oversee the consultancy services of the team and provide direction in order to successfully meet client needs.</p> <p>http://hr.mcleanco.com/research/hr-consulting-manager</p>
	Contract Manager	<p>The role of the Contract Manager is to support, manage, and administer contracts for spending on services and products across the organization. This includes overseeing the execution of requests for proposals (RFPs), requests for qualifications (RFQs), and invitations to bid (ITBs).</p> <p>http://hr.mcleanco.com/research/hr-contract-manager</p>
	Corporate Librarian	<p>The Corporate Librarian's role is to manage and maintain all company-owned information resources and associated content. This includes ensuring that the storing, archiving, and taxonomical layout of information resources are consistent across and throughout the organization. The Corporate Librarian is also responsible for developing and implementing cataloging systems, as well preserving the freshness and accuracy of cataloged items. Understanding of a broad range of software packages and tools is required.</p> <p>http://hr.mcleanco.com/research/hr-corporate-librarian</p>
	Customer Service Knowledge Manager	<p>The Customer Service Knowledge Manager's role is to collect, synthesize, organize, and manage corporate information and information services for business units providing internal and external service support. This includes ensuring that the storing, archiving, and taxonomical layout of information resources are consistent across and throughout the organization. The Customer Service Knowledge Manager is also responsible for developing and implementing cataloging systems, as well preserving the freshness and accuracy of cataloged items.</p> <p>http://hr.mcleanco.com/research/hr-customer-service-knowledge-manager</p>
	Document Imaging Specialist	<p>The Document Imaging Specialist's role is to perform production activities for supporting in-house document retention policies and procedures.</p> <p>http://hr.mcleanco.com/research/hr-document-imaging-specialist</p>
	ERP Project Sponsor	<p>The ERP Project Sponsor are expected to make the ERP project account for at least 50% of their time. They are responsible for creating the business case for the project, assuming accountability for the project completion, and ensuring successful transition from implementation to operation of the ERP system including training and change management. The ERP Project Sponsor is a senior executive from a business unit that is strongly impacted by the ERP project and not IT.</p> <p>http://hr.mcleanco.com/research/hr-erp-project-sponsor</p>
	General Manager	<p>Reporting to the Vice President, the General Manager is accountable for managing day-to-day operations and facilities of the company.</p> <p>http://hr.mcleanco.com/research/hr-general-manager</p>
	Global Data Center Facilities Director	<p>The Director of Global Data Center Operations' role is to focus on strategic development of all aspects of the global facilities, including managing staffing requirements, optimizing processes and technology, and ensuring a high</p>

		availability platform. The Director of Global Operations will also work closely with the IT executive staff in [insert country names] and decision makers in other departments in order to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of the global organization. http://hr.mcleanco.com/research/hr-global-data-center-facilities-director
	Knowledge Manager	The Knowledge Manager's role is to collect, synthesize, organize, and manage corporate information and information services in support of business units across the enterprise. The Knowledge Manager is also responsible for generating some original information and knowledge assets. Top-level critical analysis and customer service skills are essential for this role. http://hr.mcleanco.com/research/hr-knowledge-manager
	Management Consultant	The role of the Management Consultant is to provide objective advice and develop sustainable solutions for organizations. http://hr.mcleanco.com/research/hr-management-consultant
	Project Manager	The role of the Project Manager is to plan, execute, and finalize projects according to strict deadlines and within budget. This includes acquiring resources and coordinating the efforts of team members and third-party contractors or consultants in order to deliver projects according to plan. http://hr.mcleanco.com/research/hr-project-manager
	Senior Consulting Manager	The role of the Senior Consulting Manager is to direct the consultancy services of the management team in order to successfully meet client needs. http://hr.mcleanco.com/research/hr-senior-consulting-manager
	Senior Management Consultant	The role of the Senior Management Consultant is to provide objective advice and develop sustainable solutions for organizations. http://hr.mcleanco.com/research/hr-senior-management-consultant
	Service Desk Manager	The Service Desk Manager's role is managing all procedures related to identification, prioritization and resolution of incidents, including the monitoring, tracking and coordination of Service Desk functions. The Service Desk Manager is also responsible for staffing capacity planning, service process design, performance analysis, and developing proactive resolution plans. http://hr.mcleanco.com/research/hr-service-desk-manager








Job Description: Sales

Type	Document	Short Summary
	Direct Sales Supervisor	The Direct Sales Supervisor's role is to manage the recruitment, selection, training, and performance of the sales team. http://hr.mcleanco.com/research/hr-direct-sales-supervisor
	Director of Sales	The Director of Sales leads and manages a dedicated team of sales and account professionals to drive sales and deliver revenue growth, customer satisfaction, and other assigned success metrics in a defined territory. http://hr.mcleanco.com/research/hr-director-of-sales
	Regional Sales Manager	The Regional Sales Manager is responsible for coordinating and developing all activities related to the sale of the organization's products and services within a specific geographical region or area and achieving sales and profitability goals in that region. http://hr.mcleanco.com/research/hr-regional-sales-manager
	Senior Account Executive	The Senior Account Executive is responsible for maintaining current accounts




		and gaining new accounts in order to achieve sales and/or profitability objectives. http://hr.mcleanco.com/research/hr-senior-account-executive
	Vice President of Sales	As an integral member of the executive team, the Vice President of Sales executes and maintains a sales plan and strategy for achieving annual quotas and revenue targets for the company's products and services. http://hr.mcleanco.com/research/hr-vice-president-of-sales





Policies Research

Policies: Employee Benefits & Services








Type	Document	Short Summary
	Attendance Management Policy	Managing attendance is one of the most complicated functions of an HR Department. Employees miss work for various reasons, very few of which are the same case by case. Attendance Management must be adaptable enough to accommodate the needs of employees but strict enough to ensure proper compliance. http://hr.mcleanco.com/research/hr-attendance-management-policy
	On-Call Policy and Agreement	Maintaining an organization where employees need to be on-call requires a finely-tuned policy to outline expectations. http://hr.mcleanco.com/research/hr-on-call-policy-and-agreement
	Outside Employment Policy	Depending on your industry, you may or may not allow employees to have additional employment outside of the organization. http://hr.mcleanco.com/research/hr-outside-employment-policy
	Overtime Policy	Overtime is a common occurrence in many organizations. Although in some cases it is seen as a given condition, it should still be managed to ensure that overtime worked is in keeping with current legislation and protects the morale of employees. http://hr.mcleanco.com/research/hr-overtime-policy
	Paid Time-Off Policy	The Paid Time Off (PTO) Policy is used as a replacement for vacation and sick leave policies. It gives employees more autonomy over when and why they take time off and allows the organization to remain competitive in the talent marketplace. http://hr.mcleanco.com/research/hr-paid-time-off-policy
	Short-Term Disability Policy	Short-term disability is an important part of a comprehensive benefit package. Use this template to provide your employees with a clear statement of the disability benefits available at your organization. http://hr.mcleanco.com/research/hr-short-term-disability-policy
	Sick Days Policy	A clear and comprehensive policy governing sick days is a key element of employee relations at any workplace. Use this template to craft a policy that fits your needs. http://hr.mcleanco.com/research/hr-sick-days-policy



Policies: Employment Status, Hours & Pay

Type	Document	Short Summary
	Attendance Management Policy	Managing attendance is one of the most complicated functions of an HR Department. Employees miss work for various reasons, very few of which are the same case by case. Attendance Management must be adaptable enough to accommodate the needs of employees but strict enough to ensure proper compliance. http://hr.mcleanco.com/research/hr-attendance-management-policy
	On-Call Policy and Agreement	Maintaining an organization where employees need to be on-call requires a finely-tuned policy to outline expectations. http://hr.mcleanco.com/research/hr-on-call-policy-and-agreement
	Outside Employment Policy	Depending on your industry, you may or may not allow employees to have additional employment outside of the organization.







		http://hr.mcleanco.com/research/hr-outside-employment-policy
	Overtime Policy	Overtime is a common occurrence in many organizations. Although in some cases it is seen as a given condition, it should still be managed to ensure that overtime worked is in keeping with current legislation and protects the morale of employees. http://hr.mcleanco.com/research/hr-overtime-policy
	Paid Time-Off Policy	The Paid Time Off (PTO) Policy is used as a replacement for vacation and sick leave policies. It gives employees more autonomy over when and why they take time off and allows the organization to remain competitive in the talent marketplace. http://hr.mcleanco.com/research/hr-paid-time-off-policy
	Short-Term Disability Policy	Short-term disability is an important part of a comprehensive benefit package. Use this template to provide your employees with a clear statement of the disability benefits available at your organization. http://hr.mcleanco.com/research/hr-short-term-disability-policy
	Sick Days Policy	A clear and comprehensive policy governing sick days is a key element of employee relations at any workplace. Use this template to craft a policy that fits your needs. http://hr.mcleanco.com/research/hr-sick-days-policy





Policies: Hiring, Transfers & Promotions

Type	Document	Short Summary
	Employee Code of Conduct	An Employee Code of Conduct document establishes rules for ethical behavior in an organization, as well as outlines recourse in the event of misconduct routes for recourse in the event of abuse. These documents serve to summarize the range of behavioral expectations already introduced across a range of enterprise policies. http://hr.mcleanco.com/research/hr-employee-code-of-conduct
	Employee Records Policy	Employee records are kept for both legal and organizational requirements. http://hr.mcleanco.com/research/hr-employee-records-policy
	Employee Reference Provision Policy	Providing former employees and co-workers with a job reference is a common practice. However, inappropriate disclosure of information can bring unexpected legal trouble. Every company should have an Employee Reference Provision Policy in place in order to guide its staff while providing references and protect it against the ramifications in the event an employee misstep. http://hr.mcleanco.com/research/hr-employee-reference-provision-policy
	Temporary Employee Policy	Direct hire temporary employees may be necessary due to regular staff shortages, during short-term projects, or periods of peak activity. http://hr.mcleanco.com/research/hr-temporary-employee-policy
	Employee Status Change Policy and Form	Employee status can change for a variety of reasons, including promotion, leave of absence, transfer, termination, or change in pay. When a status change occurs, there is a need for formal documentation to track the change and create a record. http://hr.mcleanco.com/research/hr-employee-status-change-policy-and-form
	Equal Employment Policy	Freedom from discrimination in employment is recognized as a fundamental right. http://hr.mcleanco.com/research/hr-equal-employment-policy
	Job Offer Request Form	The conclusion of the interview process is only the start of the job offer






		<p>process. This form serves to initiate the formal job offer process between the candidate's department and Human Resources.</p> <p>http://hr.mcleanco.com/research/hr-job-offer-request-form</p>
	New Hire Business Case Template	<p>Whether or not your organization utilizes a formal business case process in determining hiring needs, you will benefit from listing and considering factors that influence your hiring decisions. This template will help you to make more informed decisions by providing a framework for determining your actual hiring needs.</p> <p>http://hr.mcleanco.com/research/hr-new-hire-business-case-template</p>
	Position Request Form	<p>Identifying the need to hire is one thing. Actually getting permission to hire is a different matter. Use this template to facilitate the approval process by documenting key information about the position for which you would like to hire.</p> <p>http://hr.mcleanco.com/research/hr-position-request-form</p>


Policies: IT Policies

Type	Document	Short Summary
	Administrative Rights Policy	<p>The decision whether or not to grant computer end users administrative rights is hotly contested, and irritating to enforce. However, in an environment where security is a priority, administrative rights should be highly restricted, if granted at all. Use this policy to help you maintain control.</p> <p>http://hr.mcleanco.com/research/hr-administrative-rights-policy</p>
	E-Mail and Messaging Acceptable Use Policy	<p>This template provides enterprises with a measuring-stick against which to weigh existing policy, as well as a foundation for new enterprises designing this policy for the first time. Download and modify this document to suit enterprise needs.</p> <p>http://hr.mcleanco.com/research/hr-e-mail-and-messaging-acceptable-use-policy</p>
	Internet Acceptable Use Policy	<p>Most organizations that provide Internet access to their employees have put in place an Internet Acceptable Use Policy. Some of these policies have been in place, unchanged, for several years. With the major expansion of Internet capabilities and usage, enterprises should review their policies to ensure that they reflect today's challenges and organizational expectations.</p> <p>http://hr.mcleanco.com/research/hr-internet-acceptable-use-policy</p>
	Mobile Device Acceptable Use Policy	<p>This policy outlines the baseline behaviors required to ensure that employees, contractors and related constituents who use mobile devices to access corporate resources for business use do so in a safe, secure and responsible manner.</p> <p>http://hr.mcleanco.com/research/hr-mobile-device-acceptable-use-policy</p>
	Mobile Phone Acceptable Use Policy	<p>Mobile phones, smartphones, and related technology are invaluable business tools. However, without clear policies in place these tools may become liabilities. Use this template to craft a comprehensive policy on acceptable mobile phone use.</p> <p>http://hr.mcleanco.com/research/hr-mobile-phone-acceptable-use-policy</p>
	Password Policy	<p>Passwords are the primary form of user authentication used to grant access to information systems. To ensure that passwords provide as much security as possible they must be carefully created and used.</p> <p>http://hr.mcleanco.com/research/hr-password-policy</p>









	Printer Policy	Printing is an essential business function, yet it is often not closely governed, leading to exorbitant and unnecessary costs. Develop and implement a printer policy to help you control printing practices and costs in your organization. http://hr.mcleanco.com/research/hr-printer-policy
	Software Installation Policy	The goal of a Software Installation Policy is to identify permitted standard software titles, clearly communicate what is prohibited, and outline proper procedures for installation. Use this template to craft a policy suited to the needs of your enterprise. http://hr.mcleanco.com/research/hr-software-installation-policy
	Technology Use Monitoring Policy	Many organizations monitor the usage of technology to ensure compliance with regulation, organizational policy, and law. Monitoring technology usage is a delicate exercise, and must be transparent and forthcoming in order to maintain trust in the organization. http://hr.mcleanco.com/research/hr-technology-use-monitoring-policy
	Telephone and Voicemail Acceptable Use Policy	Telephony is one technology often taken for granted. As a result, it is very easy for employees to intentionally or inadvertently misuse telephony tools for non-business purposes. http://hr.mcleanco.com/research/hr-telephone-and-voicemail-acceptable-use-policy









Policies: Performance Management

Type	Document	Short Summary
	Employee Performance Appraisal Policy	Performance appraisals are an essential part of performance management because they deliver messages of success, improvement areas, goals, objectives, development opportunities, and action plans to employees. When done well, performance appraisals can have a positive and dramatic effect on employee productivity. http://hr.mcleanco.com/research/hr-employee-performance-appraisal-policy
	Employee Recognition and Rewards Policy	Recognizing the accomplishments of staff can have significant positive influence over a workforce. Fairly and equitably distributing rewards and recognizing excellence can motivate and engage a workforce while attracting top talent to the organization. Administering recognition and rewards unfairly will have the opposite effect. http://hr.mcleanco.com/research/hr-employee-recognition-and-reward-policy
	Peer Feedback Template - Management	The purpose of this tool is to facilitate 360-degree employee evaluations. This specific tool is designed for the evaluation of management by their peers. http://hr.mcleanco.com/research/hr-peer-feedback-template-management
	Peer Feedback Template - Staff	The purpose of this tool is to facilitate 360-degree employee evaluations. This specific tool is designed for the evaluation of non-management employees by their peers. http://hr.mcleanco.com/research/hr-peer-feedback-template-staff
	Project Contribution Feedback	Although inter-departmental collaboration is common in many organizations, it may be difficult to assess the performance of individual employees who take part in cross-functional teams. Use this template to

		keep track of individual team members' expectations and performance. http://hr.mcleanco.com/research/hr-project-contribution-feedback
	Senior Management Expectation Survey	Effective communication between HR and senior management is key in ensuring that the HR department fulfills its role within the organization. Use this survey to obtain a detailed picture of senior management's expectations and perceptions of your HR department. http://hr.mcleanco.com/research/hr-senior-management-expectation-survey

Policies: Workplace Policies

Type	Document	Short Summary
	Americans with Disabilities Act (ADA) Policy	Accessibility in employment is one of the cornerstones of the Americans with Disabilities Act (ADA). This template provides a practical framework for creating an ADA employment policy. http://hr.mcleanco.com/research/hr-americans-with-disabilities-act-ada-policy
	Anti-Harassment Policy	Harassment can come in many forms and through many mediums. Ensure that your employees understand the definition and consequences of harassment in the workplace. http://hr.mcleanco.com/research/hr-anti-harassment-policy
	Anti-Violence Policy	Workplace violence is a threat to everyone, and incidents often go unreported. http://hr.mcleanco.com/research/hr-anti-violence-policy
	Complaint Resolution Policy	Effective complaint resolution procedures are a vital component of the employment relationship. This policy provides a framework for resolving employee complaints in a timely and collaborative manner. http://hr.mcleanco.com/research/complaint-resolution-policy
	Conflict of Interest Policy	Situations may arise where employees have (or appear to have) a vested interest in influencing the outcome of a business decision for personal/private gain. http://hr.mcleanco.com/research/hr-conflict-of-interest-policy
	Corporate Social Responsibility Policy	In recent years, sustainability and accountability have emerged as top priorities in strategic business planning. Corporate social responsibility (CSR) initiatives are a means of translating those priorities into everyday business practices. http://hr.mcleanco.com/research/hr-corporate-social-responsibility-policy
	Drug and Alcohol Policy	While it may seem obvious to some that the use of drugs and alcohol at work is prohibited, organizations must still hold and enforce a strong drug and alcohol policy to protect them and their employees against the actions of an employee who behaves inappropriately with regards to the use of drugs and alcohol. http://hr.mcleanco.com/research/hr-drug-and-alcohol-policy
	Progressive Discipline Policy	A progressive discipline framework provides an effective way of sanctioning a range of undesirable workplace behaviors. http://hr.mcleanco.com/research/hr-progressive-discipline-policy
	Employee Handbook Template	An employee handbook is a valuable resource that provides one-stop access to key organizational policies and procedures for everyone in the organization. http://hr.mcleanco.com/research/hr-employee-handbook-template
	Employee Manual	A basic manual that contains general policies and procedures that affect all employees is a fundamental tool in any organization. While ownership of the Employee Manual typically lives with the HR Department, all organizational leaders should be very familiar with the contents of such a document.

		http://hr.mcleanco.com/research/hr-employee-manual
	Green Office Initiatives Policy	Implementing environmentally friendly ("green") initiatives in the workplace has numerous benefits. Companies save money on supplies (less paper used), utilities (less energy wasted), as well as promoting a healthier environment for your employees. http://hr.mcleanco.com/research/hr-green-office-initiatives-policy
	Health and Safety Policy	Above all else, the health and safety of employees should be an organization's top priority. There are strict regulations surrounding the working conditions an employer must provide to employees, and an outline of the responsibilities of employees to ensure and maintain a healthy and safe working environment. http://hr.mcleanco.com/research/hr-health-and-safety-policy
	Inclement Weather Policy	Severe weather conditions can pose a significant hazard to public safety, and your employees. http://hr.mcleanco.com/research/hr-inclement-weather-policy
	Personal Social Media Acceptable Use Policy	Social media is used by many as means of sharing information, communicating, and connecting with others. The use of social media at work for personal reasons is a contentious issue for many employers as the opportunity for a distracted, less productive workforce becomes a reality. http://hr.mcleanco.com/research/hr-personal-social-media-acceptable-use-policy
	Plagiarism and Copyright Policy	Organizations must consider the seriousness of plagiarism in the context of ethics, but also of law. Advances in electronic communication and technology, such as the Internet, have had a dramatic impact on the way organizations conduct business, and have greatly facilitated access to a wide range of information and media. http://hr.mcleanco.com/research/hr-plagiarism-and-copyright-policy
	Recognition and Appreciation - Non-Profit Policy	Timely employee recognition is crucial to employee engagement. This template provides a comprehensive framework for a recognition and appreciation program in a non-profit setting. http://hr.mcleanco.com/research/hr-recognition-and-appreciation-non-profit-policy
	Smoking Policy	Having a smoking policy addresses the hazards of secondhand smoke to the health and well-being of your workforce, as well as addressing compliance with any relevant laws/regulations. http://hr.mcleanco.com/research/hr-smoking-policy
	Remote Access Policy	Working off-site is often convenient, but employees still need access to network resources from remote locations. Access needs to be managed with the best interests of the company in mind and a well-crafted policy is a crucial first step. Use this template to help you fashion a remote access policy that reflects the needs of your organization. http://hr.mcleanco.com/research/hr-remote-access-policy