

THE RESOLUTION ROOM

Small Business HR Risk Checkup

A practical self-assessment to help identify HR gaps before they become bigger problems.

Designed for small-business owners and leaders who want a clearer view of their people practices - without needing to be an HR expert.

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How to Use This Checkup

Managing employees comes with responsibilities that can be difficult to navigate, especially when your business does not have a dedicated HR professional. This self-assessment is designed to help you identify areas where your current HR practices may need additional attention.

For each statement, mark the answer that best reflects your organization:

YES - We have this in place and consistently follow it.

SOMEWHAT - We have something in place, but it may be informal, inconsistent, or need improvement.

NO / NOT SURE - We do not have this in place, or we are not confident about our current practice.

There is no complicated score. The goal is to identify potential HR gaps and determine what may deserve a closer look.

Organization: _____

Completed by: _____ Date: _____

Number of employees: _____ State(s) where employees work: _____

1. Wage & Hour Practices

Review Statement	Yes	Somewhat	No / Not Sure
We have reviewed which employees are classified as exempt (salaried) versus nonexempt (overtime eligible).	☐	☐	☐
Our nonexempt employees accurately record all time worked.	☐	☐	☐
Employees are not expected or permitted to routinely work off the clock.	☐	☐	☐
We have clear practices for overtime, meal periods, and rest breaks based on the states where our employees work.	☐	☐	☐
We periodically review employee versus independent-contractor classifications.	☐	☐	☐

ASK YOURSELF: Are you confident that everyone is being classified and paid correctly?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

2. Hiring & I-9 Practices

Review Statement	Yes	Somewhat	No / Not Sure
We use a consistent hiring process.	☐	☐	☐
Our interview questions focus on job-related qualifications.	☐	☐	☐
Written offers clearly communicate position, compensation, and important employment conditions.	☐	☐	☐
Form I-9 is completed within required timeframes for applicable employees.	☐	☐	☐
If we use background checks, we follow a consistent process and applicable notice requirements.	☐	☐	☐
Required licenses, certifications, or credentials are verified when applicable.	☐	☐	☐

ASK YOURSELF: Could you confidently explain and document your hiring process if a candidate challenged a hiring decision?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

3. Employee Records & Confidentiality

Review Statement	Yes	Somewhat	No / Not Sure
We maintain organized personnel records for employees.	☐	☐	☐
Access to personnel information is appropriately limited.	☐	☐	☐
Employee medical information is kept confidential and appropriately separated from general personnel information.	☐	☐	☐
Important employment decisions and compensation changes are documented.	☐	☐	☐
We have a process for retaining and securely disposing of employment records.	☐	☐	☐

ASK YOURSELF: If you needed an employee's employment history tomorrow, could you easily locate the appropriate documentation?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

4. Employee Handbook & Policies

Review Statement	Yes	Somewhat	No / Not Sure
We have a current employee handbook or written employment policies.	☐	☐	☐
Employees acknowledge receiving applicable policies.	☐	☐	☐
Our policies address harassment, discrimination, retaliation, attendance, timekeeping, leave, and workplace conduct.	☐	☐	☐

Employees know how and where to report workplace concerns.

☐
☐
☐

Our policies have been reviewed recently for the states where our employees work.

☐
☐
☐

ASK YOURSELF: When was the last time someone knowledgeable in HR reviewed your employee handbook?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

5. Leave & Workplace Accommodations

Review Statement	Yes	Somewhat	No / Not Sure
Managers know who to contact when an employee requests medical leave or mentions a medical limitation affecting work.	☐	☐	☐
We have a consistent process for reviewing employee leave requests.	☐	☐	☐
We have a process for responding to requests for workplace accommodations.	☐	☐	☐
Employee medical information is handled confidentially.	☐	☐	☐
Our attendance practices account for legally protected absences where applicable.	☐	☐	☐
We review federal, state, and local leave requirements that apply to our workforce.	☐	☐	☐

ASK YOURSELF: Would your managers know what to do if an employee said, "My medical condition is making it difficult for me to do my job"?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

6. Employee Complaints & Investigations

Review Statement	Yes	Somewhat	No / Not Sure
Employees know how to report harassment, discrimination, retaliation, or other workplace concerns.	☐	☐	☐
Employees have an alternative reporting option if their concern involves	☐	☐	☐

their direct supervisor.

Managers understand that certain employee complaints must be escalated.	☐	☐	☐
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Significant employee complaints are documented and reviewed.	☐	☐	☐
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Workplace investigations are conducted objectively and consistently when appropriate.	☐	☐	☐
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Employees are protected from retaliation for raising legitimate workplace concerns.	☐	☐	☐
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ASK YOURSELF: If an employee reported harassment today, would your managers know exactly what to do next?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

7. Performance Management & Corrective Action

Review Statement	Yes	Somewhat	No / Not Sure
Employees understand what is expected of them.	☐	☐	☐
Managers address performance and conduct concerns promptly.	☐	☐	☐
Significant performance problems are documented.	☐	☐	☐
Corrective actions clearly explain the concern and expected improvement.	☐	☐	☐
Similar employee situations are generally handled consistently.	☐	☐	☐
Managers receive guidance before issuing significant corrective action when appropriate.	☐	☐	☐

ASK YOURSELF: If you had to terminate an employee for poor performance tomorrow, would your documentation clearly show what happened before the termination?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

8. Termination & Offboarding

Review Statement	Yes	Somewhat	No / Not Sure
Involuntary terminations receive appropriate management or HR review.	☐	☐	☐
The reason for termination is clearly documented.	☐	☐	☐
We consider recent complaints, leave, accommodations, or other protected activity before making termination decisions.	☐	☐	☐
We understand applicable final-pay requirements.	☐	☐	☐

Company property is collected and system access is removed promptly.	☐	☐	☐
Termination records are maintained appropriately.	☐	☐	☐

ASK YOURSELF: Before terminating someone, does another knowledgeable person review the decision for potential HR risk?

☐ **YES** ☐ **SOMEWHAT** ☐ **NO / NOT SURE**

Notes: _____

9. Manager HR Practices

Review Statement	Yes	Somewhat	No / Not Sure
Managers understand basic HR responsibilities associated with supervising employees.	☐	☐	☐
Managers know when they should contact HR or leadership before taking action.	☐	☐	☐
Managers know how to appropriately document employee concerns.	☐	☐	☐
Managers understand that medical, harassment, discrimination, retaliation, and leave issues require special attention.	☐	☐	☐
Managers understand basic timekeeping and wage-and-hour responsibilities.	☐	☐	☐
Managers receive periodic training regarding their responsibilities as supervisors.	☐	☐	☐

ASK YOURSELF: Are your managers making HR decisions based on established practices rather than simply doing what they think is best?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

10. Workplace Safety & Required HR Practices

Review Statement	Yes	Somewhat	No / Not Sure
Required federal, state, and local workplace notices are available to employees.	☐	☐	☐
Employees know how to report workplace injuries and safety concerns.	☐	☐	☐

Workers' compensation procedures are established.	☐	☐	☐
Workplace violence and emergency procedures are communicated where appropriate.	☐	☐	☐
Required employment and safety training is tracked.	☐	☐	☐
We periodically review employment requirements when our workforce or business locations change.	☐	☐	☐

ASK YOURSELF: Are you confident that your basic workplace compliance requirements are being reviewed regularly?

☐ YES ☐ SOMEWHAT ☐ NO / NOT SURE

Notes: _____

What Do Your Answers Tell You?

STRONG FOUNDATION

You answered YES to most questions and have established HR practices that are consistently followed. Continue reviewing your practices as your workforce, business, and employment requirements change.

SOME AREAS NEED ATTENTION

You selected SOMEWHAT or NOT SURE several times. Your business may have HR practices in place, but they may be informal, outdated, inconsistently applied, or dependent on individual managers.

POTENTIAL HR RISK

You answered NO / NOT SURE to several questions, particularly in higher-risk areas. These gaps may warrant a closer professional review. A No answer does not automatically mean a law has been violated.

Pay Particular Attention to These Areas

Consider seeking HR assistance if you identified uncertainty involving wage and hour practices, harassment or discrimination complaints, employee leave, workplace accommodations, employee classification, terminations, employee medical information, or Form I-9 practices.

The Five-Question Reality Check

1. When was the last time your employee handbook was professionally reviewed?

2. When was the last time you reviewed salaried employees to confirm their classifications?

3. Who would investigate an employee harassment complaint if one were made tomorrow?

4. Who reviews an involuntary termination before the employee is terminated?

5. Who does your leadership team call when an HR situation becomes complicated?

Ready for a Closer Look?

You do not necessarily need a full-time HR department. You do need HR practices that protect the organization, support employees, and give managers clear direction.

If this Checkup identified areas you are uncertain about, The Resolution Room can help you review your actual practices, policies, and documentation and determine what should be addressed first.

Professional HR Risk Checkup

A professional review may include:

- Employee handbook and policies
- Personnel-file practices
- Hiring and onboarding
- Wage-and-hour practices
- Job descriptions and classifications
- Leave and accommodation procedures
- Corrective-action practices
- Employee complaint procedures
- Termination practices
- Manager HR practices

What You Receive

- What appears to be working
- What needs attention
- What should be addressed first
- Practical recommended next steps

LET'S TACKLE THE UNRESOLVED, TOGETHER.

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Important Notice

This self-assessment is intended for general educational and HR risk-management purposes. Employment requirements vary based on employer size, industry, workforce, location, and other circumstances. Completion of this assessment does not constitute a legal compliance audit, legal opinion, certification of compliance, or legal advice. Organizations should consult qualified legal counsel regarding specific legal questions.