HUMAN RESOURCES PHILOSOPHY REFLECTION QUESTIONS

INTRODUCTION

How you approach people practices says more about your leadership than almost anything else. Human Resources isn't just about policies, compliance, or paperwork—it's about the philosophy that shapes how you recruit, develop, reward, and retain your team. Every decision, from how you write job descriptions to how you handle promotions or terminations, reflects the values and culture you want your organization to embody.

This reflection tool is designed to help you think intentionally about your HR philosophy. It lays out key areas—such as compliance, hiring, onboarding, compensation, training, performance management, and culture—and asks you to define where you stand. Rather than adopting generic practices or reacting on the fly, this process encourages you to clarify your principles so that your approach is consistent, fair, and aligned with your broader vision for the business.

The real power of this exercise isn't in filling out answers—it's in the conversations and self-awareness it sparks. By reflecting on these questions, you'll be better equipped to create an environment where people know what to expect, feel valued, and are able to do their best work.

ᶠᶦᵗ Reflection Questions:

Please explain your leadership philosophy/vision in regard to each topic below. Sample position statements are included.

▶ Labor Law/Compliance. (**e.g.,** we play by the book and take it very seriously; no stupid lawsuits)

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▶ Job Descriptions/Role Responsibilities. (**e.g.,** complete clarity on what success means)

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▶ Recruiting/Hiring. (**e.g.,** slow to hire to ensure there is a good fit; keep looking until feels right)

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▶ Employee Onboarding/Orientation. (**e.g.,** we make them feel welcome and set up for success)

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▶ Progressive Discipline. (**e.g.,** same process applied consistently throughout; records kept)

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▶ Firing. (**e.g.,** employee should see termination coming; no surprises)

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▶ Employee Retention/Turnover. (**e.g.,** we strive to keep our "A" players; industry avg. with others)

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▶ Promotions/ Advancement. (**e.g.,** merit-based instead of driven by tenure and/or loyalty; well-defined career paths)

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▶ Compensation. (**e.g.,** we pay at market rate for B players and top quartile for A players)

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▶ Benefits. (**e.g.,** in line with industry standards; fair but not too generous)

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▶ Performance Incentives/Rewards. (**e.g.,** every employee should have some potential for upside)

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▶ Education and Training. (**e.g.,** we take training very seriously and invest accordingly; ROI mindset)

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▶ Performance Management/Reviews. (**e.g.,** KPIs for everyone; ongoing process with frequent conversations, not an annual event)

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▶ Internal Communication. (**e.g.,** frequently using all available channels/tools)

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▶ Workplace Environment/Culture. **(e.g.,** work hard, play hard)

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Given your answers to the above questions, please create an HR philosophy narrative summary that best reflects your organizational workplace. Do this in no more than 3 paragraphs.