

This checklist assesses how well a policy is being implemented in an organisation (Questions C1–4 and E1–4). The checklist also records information on moderators of implementation to help explain the level of implementation achieved (Questions D1–9). Section F collates the data from sections B–E. This is a tool for anyone who wants to evaluate the fidelity with which a written policy has been implemented (this could be academic researchers, HR managers or staff, line managers or employees).

A. What is the source of the following information about the policy?

Policy document	<input type="checkbox"/>	Company records	<input type="checkbox"/>
Interviews with / questionnaires to single HR manager	<input type="checkbox"/>	OR several HR staff	<input type="checkbox"/>
Interviews with / questionnaires to line manager(s)	<input type="checkbox"/>	OR employees	<input type="checkbox"/>

POLICY

B. Do you have a written policy on _____

If so, fill in a separate list for each practice relating to that policy (eg. different types of appraisal, training, payment systems)

PRACTICE

C. What is the practice? _____

1. According to this written policy, how often should the practice take place?

2. According to this policy, who should be covered by this practice?

All staff	Some staff	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If some staff, who are they?

3. According to this policy, what are the various elements of this practice? (eg. appraisal: to be by line manager; to be 1 hour; to offer employee opportunity for feedback)

4. Which of these elements of this practice are 'core', that is, are considered essential to the practice having its desired effect?

4.a. How have the 'core' elements of the practice been decided?

D. What strategies exist(ed) to facilitate implementation of the policy?

1. Who is responsible for delivering the practice?

HR staff	Line managers	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Did the people responsible for delivering the practice receive any training?

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Details

2.a. If there was training, who delivered the training?
(eg. HR professionals)

3. Were guidelines or a manual provided for people responsible for delivering the practice?

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Details

4. Were the people affected by the practice involved in its development or their opinion asked about the practice?

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Details

5. Was the quality of delivery by people responsible for delivering the practice monitored?
(eg. feedback, performance monitoring)

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Details

6. Was there any ongoing support provided to the people responsible for delivering the practice?
(eg. support services, helplines, technical help)

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Details

7. Did the practice require any new facilities or materials, and if so, were they made available?

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Details

Are any strategies in place to sustain full implementation over time?

8. Is there formal training for new members of staff responsible for delivering the practice?

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Details

If there is training, who delivers the training?
(eg. HR professionals)

9. Are guidelines or a manual provided for new members of staff responsible for delivering the practice?

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Details

E. Is the policy being implemented as planned or intended?

This needs to be assessed by a combination of independent observation of staff or company records and data collection from managers and employees. The benchmark for the answers to these questions is provided by the answers to Questions C1–4.

1. What is the source of the following information about implementation?

Independent observation by researchers	<input type="checkbox"/>	Company records	<input type="checkbox"/>
Interviews with / questionnaires to HR staff by researchers	<input type="checkbox"/>	By HR staff	<input type="checkbox"/>
Interviews with / questionnaires to line managers by researchers	<input type="checkbox"/>	By HR staff	<input type="checkbox"/>
Interviews with / questionnaires to employees by researchers	<input type="checkbox"/>	By HR staff	<input type="checkbox"/>

3. Can the number of facilitation strategies help to explain the level of implementation?

Yes	No	Cannot tell
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Does the quality of delivery help to explain the level of implementation?

Yes	No	Cannot tell
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Does participant responsiveness help to explain the level of implementation?

Yes	No	Cannot tell
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>