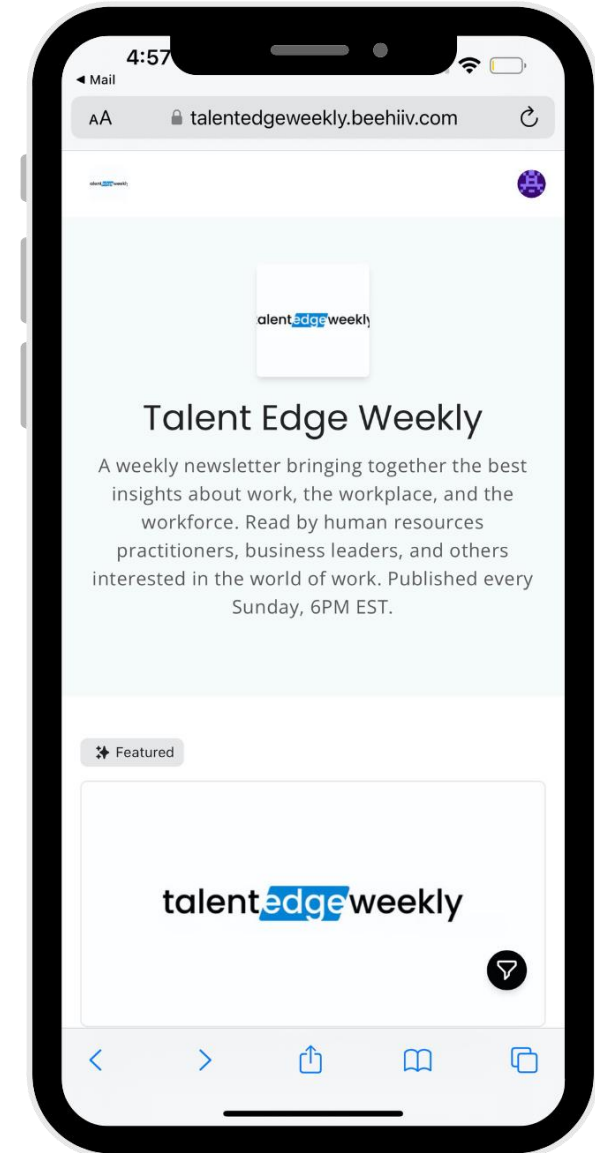


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18 Questions Chief Human Resources Officers & Their Teams Might Be Asked About Talent

***Note.** This is not an exhaustive list of questions, and questions only cover a few talent categories. Review each question and click the box to add a check mark to the questions you want to think through further and answer. The sample questions are pulled from various resources, including PwC and SAP.

Overall Strategy	Succession Planning	Diversity and Inclusion
☐ Do we have a workforce plan that forecasts our talent needs now and the next few years? ☐ What are the challenges to executing our people strategy? ☐ What are our most critical talent risks, and what are we doing to mitigate these risks? ☐ Do we need to recruit any new kinds of talent? ☐ What's our strategy for acquiring or developing talent? ☐ What is our strategy for moving talent internally between lines of business or functional areas? ☐ In what ways are we investing in skill development, reskilling, and upskilling to ensure our workforce has the skills needed to delivery our business strategy?	☐ What is our current succession plan, and how far into the organization does it go? ☐ What percentage of our key positions have identified successors? What is the depth and quality of the successor pool for these positions? ☐ What is our track record on succession planning (i.e., how often did the company ultimately choose the successor identified in the plan, and how often did it choose another candidate)? ☐ Are the executives two to three levels below the C-suite getting the experience and development they need to drive our current and future strategies? ☐ What percentage of our leadership team will be eligible to retire in the next three years? What is our proactive strategy to ensure strong business continuation as key leaders retire?	☐ How are we investing in recruiting, developing, and promoting a diverse workforce? What are the results of those efforts? ☐ For areas where we have gaps in a having a diverse workforce, what steps are we taking to address the problem? ☐ Is the recruiting pipeline appropriately diverse to help ensure diversity in hires and the overall workforce? ☐ How are we holding executives accountable to support and enable our DEI goals and objectives? ☐ Are we receiving the data we need to gauge progress on DEI efforts? ☐ What is our workforce's sentiment about diversity, equity, & inclusion? How does this sentiment vary across employee segments?

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