



## People Foundations Healthcheck

### **Purpose**

A short, honest diagnostic to assess whether the company's People foundations are fit for its current stage and ready for scale. This is not about perfection; instead it's about risk, readiness, and where leadership time is being unnecessarily absorbed.

### **How to use**

Each area is scored **1–5** based on the descriptions below. The score indicates urgency and helps prioritise focus.

### **Scoring logic**

- **1–2** → **Immediate action required** (material risk, fragility, or potential legal exposure)
- **3** → **Action required soon** (will become a constraint in 3+ months as business grows)
- **4–5** → **No immediate action** (fit for purpose at current stage)

## **1. Core Employment Contracts, Policies & Compliance**

**Guiding question:** *Are the basics solid, current, and consistently applied?*

- Employment contract types (for all types of individuals engaged), robustness and validity of clauses to protect the business (IP, restrictive covenants, notice periods, PILON, etc), Right To Works, IR35 exposure, and core statutory policies (UK-compliant and up to date), etc.

### **Score indicators**

- **1–2:** Gaps, outdated documents, or inconsistent application
- **3:** Mostly in place but reliant on individual judgement
- **4–5:** Clear, current, embedded, and low risk

## **2. People Processes Across the Employee Lifecycle**

**Guiding question:** *Can the business scale without reinventing people decisions each time?*

- Hiring, onboarding, probation, performance, progression, pay decisions, exits, etc - these are all supported with clear ownership and repeatable processes with good levels of adoption across the business and consistently applied by managers.

## Score indicators

- **1–2:** Ad-hoc, reactive, exception-led
- **3:** Defined but inconsistently applied
- **4–5:** Simple, documented, manager-friendly, and effective

## 3. Performance, Feedback & Progression

**Guiding question:** *Do people know what's expected of them and how they can grow?*

- Role clarity and expectations based on a clear progression path supported by feedback on the 'What' and the 'How'. The feedback is regular (not just annual reviews) and check-ins (at least twice a year) supported by People metrics identifying low/poor performers, development needs, and building capability for the future.

## Score indicators

- **1–2:** No clear framework, feedback is informal or inconsistent
- **3:** Some structure but limited consistency
- **4–5:** Clear expectations, fair, and understood

## 4. People Systems, Data & Single Source of Truth

**Guiding question:** *Are decisions driven by data or guesswork?*

- Suitability and scalability of the HRIS, where employee data lives, how reliable it is, and control measures in place to protect it. Workflows and triggers automating: Joiners, leavers, changes, documentation to support legal compliance, payroll changes and benefits. Good levels of confidence in headcount, risk, and people insights which shape People priorities.

## Score indicators

- **1–2:** Spreadsheets, inboxes, and tacit knowledge not documented and difficult to access
- **3:** Partial system use and limited insight
- **4–5:** Clean data, trusted reporting, single source of truth, and reliable and insightful People metrics

## 5. Values, Behaviours & Recognition

**Guiding question:** *Are the right behaviours clear, reinforced, and rewarded?*

- Clarity and shared understanding of company values embedded across the entire employee career journey. Defined behavioural expectations (both positive and negative indicators) across three levels: leaders, managers, and individual contributors.

Recognition that reinforces how the organisation expects people to show up - with behaviours both celebrated and constructively challenged when misaligned.

### Score indicators

- **1–2:** Values are vague, behaviours undefined, recognition ad-hoc
- **3:** Values exist but aren't consistently embedded
- **4–5:** Values are lived, behaviours are clear, recognition reinforces them

### Healthcheck Score Summary & Prioritisation

#### Purpose

This summary brings together the scores from each section to highlight where risk is concentrated, what will constrain growth next, and where leadership attention should be focused first.



Area	Score (1–5)	Priority
1. Core Employment Contracts, Policies & Compliance		
2. People Processes (Lifecycle)		
3. Performance, Feedback & Progression		
4. People Systems, Data & SSOT		
5. Values, Behaviours & Recognition		

#### How to interpret

- **Any score of 1–2** → Immediate focus (risk, fragility, or exposure)
- **Multiple 3s** → Growing constraint that will limit scale within 6–12 months
- **Mostly 4–5s** → Foundations are holding; optimise rather than rebuild

If this Healthcheck surfaces areas of strain or structural risk, the priority is not to fix everything at once — it's to focus on what will constrain growth first.

I'm happy to review your outputs with you, identify the highest-impact priorities, and explore how Scaling People Solutions can support in stabilising and strengthening your People foundations.

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