



ELEVATED
PERFORMANCE
GROUP

*Bringing clarity
to complexity*

HR HEALTH CHECK

A PRACTICAL SELF-ASSESSMENT
FOR LEADERS & PEOPLE TEAMS

Strong people practices.
Confident leaders.
Healthier organisations.

10 questions to recognise what is working, uncover gaps and
focus your next steps.



REFLECT



RATE



PRIORITISE



ACT

Better people practices start with an honest conversation.

HR HEALTH CHECK

A SELF-ASSESSMENT FOR LEADERS AND PEOPLE TEAMS

Choose one rating per question. Rate everyday practice, using recent evidence.

01

HR FOUNDATIONS & ACCOUNTABILITY

Are your people practices clear, current and consistently applied?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
Responsibilities are clear. Core policies and employment documents are reviewed, accessible and used consistently.	Some documents or responsibilities are unclear or outdated. Managers apply people practices differently.	Key documents are missing or rarely used. Nobody clearly owns HR decisions, records or follow-up.
		

LOOK FOR: Policy review dates, employment documents and who owns HR decisions.

NOTES / NEXT STEP

02

WORKFORCE PLANNING

Do you have the right people and skills to deliver your priorities?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
Workforce needs are reviewed against priorities. Capacity, critical skills and cover for key roles are planned.	Some gaps are known, but planning is reactive. Workload and cover depend on a few key people.	Persistent skill or capacity gaps disrupt delivery. There is no clear plan for key roles or future needs.
		

LOOK FOR: Workload, skill gaps, vacancies and cover for critical roles.

NOTES / NEXT STEP



CLARITY BEFORE COMPLEXITY

Build a clear foundation for consistent people decisions.

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03

RECRUITMENT & SELECTION

Does your recruitment process consistently select people who fit the role?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
Roles and selection criteria are clear. Structured interviews and relevant checks support consistent decisions. ○	Role requirements or interview methods vary. Checks and candidate communication are inconsistent. ○	Hiring is rushed or based mainly on instinct. Expectations are unclear and avoidable mismatches recur. ○

LOOK FOR: Role descriptions, interview criteria, checks and recent hiring outcomes.

NOTES / NEXT STEP

04

ONBOARDING & ROLE CLARITY

Do new starters know what success looks like and get the support to achieve it?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
New starters receive a planned induction, clear expectations, essential training and scheduled check-ins. ○	Basic induction happens, but role expectations, training or early check-ins depend on the manager. ○	People largely work things out alone. Unclear expectations or missing support delay effective performance. ○

LOOK FOR: Induction plans, early check-ins and feedback from recent starters.

NOTES / NEXT STEP



SET PEOPLE UP TO SUCCEED

Good hiring and onboarding create the conditions for contribution.

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05

PERFORMANCE & FEEDBACK

Are people receiving clear goals, useful feedback and fair performance support?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
Goals are clear and reviewed regularly. Managers recognise progress and address concerns early with support.	Goals or check-ins are inconsistent. Difficult feedback is delayed and follow-up is uneven.	People are unsure how they are performing. Concerns persist without clear feedback, support or action.
☐	☐	☐

LOOK FOR: Goals, check-in records, recognition and follow-up on performance concerns.

NOTES / NEXT STEP

06

LEARNING & CAPABILITY

Are you building the skills people and managers need to succeed?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
Priority skill gaps inform development plans. Learning is applied at work and progress is reviewed.	Training is available but loosely linked to needs. Time to learn and follow-up vary across teams.	Development is mostly absent or reactive. Recurring skill gaps and weak manager capability affect results.
☐	☐	☐

LOOK FOR: Development plans, manager training and examples of learning applied.

NOTES / NEXT STEP



GROW CAPABILITY, GROW CONFIDENCE

Regular feedback and purposeful learning strengthen performance.

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07

CULTURE, INCLUSION & EMPLOYEE VOICE

Can people contribute, feel respected and raise concerns with confidence?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
People are treated respectfully and included. Feedback is invited, concerns are followed up and action is visible.	Experience varies across teams. Some people hesitate to speak up and feedback does not always lead to action.	Disrespect, exclusion or fear of speaking up is evident. Concerns are ignored or remain unresolved.
		

LOOK FOR: Employee feedback, participation, reported concerns and follow-up.

NOTES / NEXT STEP

08

WELLBEING & SUSTAINABLE WORK

Are workloads and working conditions supporting people to perform sustainably?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
Workload and wellbeing are discussed regularly. Pressure points are addressed and people know where to get support.	Support exists, but workload problems persist. Responses depend on individuals asking for help.	Excessive demands or ongoing stress are normalised. Warning signs are missed and practical support is lacking.
		

LOOK FOR: Workload, overtime, absence trends and action taken on employee feedback.

NOTES / NEXT STEP



PEOPLE THRIVE WHERE THEY FEEL SUPPORTED

Listen to everyday experience and follow through with action.

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09

REWARD, RECOGNITION & RETENTION

Do your reward and recognition practices help retain valued people?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
Reward decisions use clear criteria. Contributions are recognised and retention risks are discussed and addressed.	Recognition or reward decisions feel inconsistent. Reasons people stay or leave are only partly understood.	People see reward or recognition as unfair. Valued employees leave and recurring reasons are not addressed.
		

LOOK FOR: Reward criteria, recognition, turnover themes and retention conversations.

NOTES / NEXT STEP

10

HR RECORDS, INSIGHT & IMPROVEMENT

Do reliable people records and insights lead to better decisions?



GREEN STRONG	AMBER INCONSISTENT	RED AT RISK
People records are accurate and access is controlled. Useful measures are reviewed and improvements have owners.	Records or measures have gaps. Reporting happens, but action and ownership are inconsistent.	Records are unreliable or poorly controlled. People decisions rely on guesswork and issues repeatedly recur.
		

LOOK FOR: Record quality, access controls, people measures and completed improvement actions.

NOTES / NEXT STEP



TURN PEOPLE INSIGHT INTO PROGRESS

Recognise contribution, track what matters and keep improving.



HR HEALTH CHECK

YOUR RESULTS & NEXT STEPS

TURN INSIGHT INTO ACTION

Count your ratings, then choose the people priorities that will make the greatest difference.

01 CALCULATE YOUR SCORE

GREEN = 3 POINTS	AMBER = 2 POINTS	RED = 1 POINT
Count: ____ x 3 = ____	Count: ____ x 2 = ____	Count: ____ x 1 = ____
		TOTAL: ____ / 30

Rating counts should total 10.

02 UNDERSTAND YOUR RESULT

25-30 STRONG FOUNDATION	18-24 ROOM TO STRENGTHEN	10-17 PRIORITY ATTENTION
Maintain what works. Strengthen any weaker areas.	Build consistency. Agree a small set of priorities.	Address key gaps with clear ownership and support.

Reflection guide only, not a validated benchmark or compliance assessment. Review every red rating regardless of the total; act promptly on serious people concerns.

03 MAKE A FOCUSED ACTION PLAN

#	PRIORITY / FIRST ACTION	OWNER	REVIEW DATE
1			
2			
3			

Progress will look like: _____



READY TO TAKE THE NEXT STEP?

Talk to Elevated Performance Group

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