



The Capstone HR Check-Up

A practical self-assessment for growing businesses and professional organizations

As organizations grow, informal people practices can become inconsistent, inefficient, or risky. This check-up helps business leaders evaluate the strength of their HR foundation and identify areas that may need clearer systems, stronger management practices, or closer review.

HOW TO USE THIS CHECK-UP

For each statement, mark Yes, Partially, No, or Not Sure. Focus on patterns rather than a single score. This self-assessment is designed to help identify areas that may warrant closer review; it is not a legal opinion or formal compliance audit.

1. HR Ownership, Structure & Accountability

Responsibility for HR decisions and day-to-day people practices is clearly assigned.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Leaders and managers understand their HR responsibilities and know when issues should be escalated.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Job descriptions and reporting relationships are current and reflect how work is actually performed.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

The organization's HR structure has evolved appropriately as the business has grown or changed.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

2. Policies, Procedures & HR Infrastructure

The organization has a current employee handbook or written personnel policies appropriate to its workforce.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

HR policies and procedures are documented, reviewed periodically, and applied consistently.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Standard HR forms, templates, approval processes, and documentation practices are established and used consistently.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

HR systems and processes support the organization's current size, locations, workforce, and operational needs.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

3. Recruiting, Hiring & Classification

Open positions have current job descriptions and defined selection criteria before recruiting begins.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Interviewing and hiring practices are structured, documented, and consistently applied.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Background screening is conducted when appropriate to the role and applicable requirements.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Worker classifications, including employee versus independent contractor and exempt versus nonexempt where applicable, are reviewed rather than assumed.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

4. Onboarding, Records & Employee Lifecycle

New employees receive a consistent onboarding and orientation experience.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Required employment records, acknowledgments, and personnel documentation are collected and maintained appropriately.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Access to confidential employee information is limited to authorized individuals.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

The organization has defined practices across the employee lifecycle: recruit, hire, onboard, develop, engage, retain, and separate.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

5. Performance Management & Employee Relations

Employees receive clear expectations, meaningful feedback, and regular performance discussions.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Managers use a consistent process for addressing performance, attendance, and conduct concerns.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Employees have a clear process for raising workplace concerns or complaints.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Workplace concerns and investigations are handled objectively, documented appropriately, and escalated when needed.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Corrective action and separation decisions follow a consistent review and documentation process.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

6. Leadership & Manager Capability

Managers receive training or guidance on core people-management responsibilities.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Leaders understand how their decisions and behaviors influence culture, engagement, retention, and risk.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Managers know how to document employee issues and when to seek HR support.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Leadership practices are reasonably consistent across departments, teams, and locations.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

7. Compliance, Risk & Organizational Readiness

The organization periodically reviews HR practices for compliance, consistency, and organizational risk.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Required workplace notices, records, pay practices, leave practices, and employment processes are reviewed for applicability.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

HR practices are reassessed when the organization grows, restructures, adds locations, changes systems, or experiences leadership transitions.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

The organization knows where to obtain qualified HR and legal guidance when an issue exceeds internal expertise.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

8. Workforce Planning & Growth Readiness

Leadership considers workforce needs as part of business planning and organizational growth.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Critical roles, staffing gaps, succession needs, and future skill requirements are periodically reviewed.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

The organization monitors meaningful workforce information such as turnover, vacancies, performance trends, employee concerns, or other relevant indicators.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Current HR capacity is sufficient for the organization's needs, or leadership has identified where additional internal, fractional, or project-based HR support is needed.

☐ Yes ☐ Partially ☐ No ☐ Not Sure

Review Your Results

Pay particular attention to items marked Partially, No, or Not Sure. These responses may point to informal or inconsistent practices, unclear accountability, documentation gaps, management capability needs, or HR systems that have not kept pace with the organization.

Mostly Yes	Many foundational HR practices appear to be in place. The next step is to confirm that they are current, consistently applied, documented, and aligned with the organization's growth and business needs.
Several Partially / Not Sure	Some practices may exist but be informal, inconsistent, or unclear. A focused assessment can help establish priorities and determine what should be strengthened.
Several No	The organization may benefit from building or formalizing core HR systems, policies, management practices, documentation, and accountability.

A Practical Next Step

Use your responses to identify the areas that deserve attention first. The Capstone HR Collective can help interpret the results, conduct a more comprehensive HR or workforce assessment, prioritize risk and infrastructure needs, and build practical solutions that support your organization's people and business goals.

Schedule a consultation: calendly.com/capstonehr

Important: This resource is for educational and informational purposes only. It does not constitute legal advice, a legal opinion, or a comprehensive HR/compliance audit. Requirements vary by jurisdiction and organizational circumstances.