

Human Capital Self-assessment



Points

Score each statement honestly on a scale of 1–5. There are no right or wrong answers. The value is in the gap between where you are and where you want to be.

		1	2	3	4	5
		Never / Not in place	Rarely / Ad hoc	Sometimes / Partially	Usually / Mostly	Always / Fully embedded
1	We have a documented leadership development program with clear progression criteria, and leaders at all levels are actively coached and assessed against it.					
2	Every team member can articulate our mission, vision, and values without prompting — and our last five significant hiring or performance decisions visibly reflected those values.					
3	People in our organization regularly give upward feedback, challenge decisions constructively, and do so without fear of negative consequences. Managers give specific, timely feedback, not just at year-end reviews.					
4	Our stated values are enforced consistently, including when it is uncomfortable. We have made hiring, promotion, or exit decisions that prioritized cultural alignment over short-term convenience.					
5	We measure employee engagement formally (survey or eNPS) at least annually, share the results transparently with the organization, and have a documented action plan in response to findings					
6	We maintain an active pipeline of potential candidates for critical roles before a vacancy exists. We do not rely solely on reactive job postings when a seat becomes empty.					
7	We use structured behavioral interviews with consistent questions and a defined scoring rubric for every candidate. Hiring decisions are based on documented evidence, not gut feel alone.					
8	Our compensation bands are documented, market-benchmarked, and reviewed at least annually. We conduct regular pay equity audits across gender, ethnicity, and experience level.					
9	Every employee has an active Individual Development Plan reviewed at least semi-annually. Performance objectives are specific, KPI-linked, and reviewed in regular check-ins, not just at year-end.					
10	Our voluntary turnover is at or below our industry benchmark. We conduct stay interviews with critical employees proactively and act on what we hear.					
Subtotal						
TOTAL						

What Your Score Means

Score	Stage	What it suggests
10 – 24	Foundation	Human capital is managed reactively. Critical processes are absent or ad hoc. Risk of talent loss and cultural drift is high. Start with your two lowest scoring areas.
25 – 37	Building	Core processes exist but are inconsistent or incomplete. You have the foundations — now focus on embedding them systematically and extending them across all roles and teams.
38 – 50	Compounding	Human capital is managed proactively and deliberately. Your people systems create a competitive advantage. The focus now shifts to continuous improvement, measurement refinement, and staying ahead of the market.

Reflection Prompts

1. Your highest-leverage gap

Which single question produced your lowest score — and what is the most likely root cause behind that score?

2. The hidden cost

If that gap remained unaddressed for another 12 months, what would it cost you — in people, in performance, or in competitive position?

3. Your 90-day action

Name one specific, realistic action you will take in the next 90 days to begin closing the gap you identified above. Who owns it? By when?
