



CONOR HUGHES
CONSULTING

HR HEALTH REPORT

A Comprehensive Self-Assessment for HR Leaders

ASSESS · IDENTIFY · ELEVATE

40 Questions

Across 8 core HR areas

1-5 Scoring Scale

Clear, consistent methodology

Section-by-Section

Detailed area breakdowns

Results Guide

Actionable next steps by tier

CONOR HUGHES CONSULTING

conorhughes.com | info@conorhughes.com | 914-482-3740

WELCOME TO YOUR HR HEALTH ASSESSMENT

This assessment is designed to help HR leaders and business owners take an honest look at the health and maturity of their HR function. Working through each of the eight key areas will give you a clear picture of where your organization excels — and where there are opportunities to strengthen your people practices.

SCORING GUIDE

- 1 Not in Place**
No formal process or program exists.
- 2 Minimal**
Ad hoc or inconsistent practices only.
- 3 Developing**
Process exists but not fully implemented.
- 4 Established**
Consistent, working well across the org.
- 5 Optimized**
Best-in-class, data-driven, continuously improved.

ASSESSMENT AREAS

- 01 Recruiting & Talent Acquisition**
- 02 Onboarding**
- 03 Performance Management**
- 04 Compensation & Benefits**
- 05 Learning & Development**
- 06 HR Compliance & Risk**
- 07 Culture & Engagement**
- 08 HR Systems & Data**

Each of the 8 sections contains 5 questions scored from 1 to 5. Maximum section score: 25 pts |
Maximum total score: 200 pts

HOW TO SCORE: For each statement, rate your organization on a scale of 1–5. Be candid — this tool is most valuable when it reflects your current reality, not your aspirations. Record your score in the field provided for each question, then tally your section total at the bottom of each page. Transfer your section totals to the Score Summary page at the end.



Evaluate the strength and consistency of your talent attraction, selection, and hiring practices.

1 = Not in Place 2 = Minimal 3 = Developing 4 = Established 5 = Optimized

1 We have a documented, repeatable hiring process that all hiring managers consistently follow.

Notes: _____ SCORE

2 We track and review key recruiting metrics such as time-to-fill, cost-per-hire, and offer acceptance rate.

Notes: _____ SCORE

3 Our employer brand clearly articulates our employee value proposition and resonates with target candidates.

Notes: _____ SCORE

4 We proactively build talent pipelines for critical roles before vacancies occur.

Notes: _____ SCORE

5 We consistently collect and act on candidate experience feedback to improve our hiring process.

Notes: _____ SCORE

SECTION 01 TOTAL / 25

Add your 5 scores above. Maximum: 25 points.



Assess how effectively your organization integrates new employees and sets them up for long-term success.

1 = Not in Place 2 = Minimal 3 = Developing 4 = Established 5 = Optimized

1 New hires experience a structured onboarding program that extends meaningfully beyond their first week.

Notes: _____ SCORE

2 We define and communicate clear 30/60/90-day expectations for every new employee.

Notes: _____ SCORE

3 Every new employee is assigned a dedicated buddy, mentor, or onboarding partner to support their transition.

Notes: _____ SCORE

4 We measure new hire satisfaction and time-to-productivity, and use this data to continuously improve.

Notes: _____ SCORE

5 Onboarding is delivered consistently and equitably across all departments, locations, and roles.

Notes: _____ SCORE

SECTION 02 TOTAL / 25
Add your 5 scores above. Maximum: 25 points.



Review the effectiveness of your performance processes, feedback culture, and goal alignment.

1 = Not in Place 2 = Minimal 3 = Developing 4 = Established 5 = Optimized

1 We have a formal, structured performance review process with a clear and consistent cadence.

Notes:

SCORE

2 Managers are trained and supported in delivering effective, constructive, and timely feedback.

Notes:

SCORE

3 Individual employee goals are meaningfully connected to organizational objectives (e.g., OKRs, KPIs).

Notes:

SCORE

4 Underperformance is identified early and addressed through timely, documented, and consistent processes.

Notes:

SCORE

5 Our performance management system supports differentiated rewards, promotions, and development planning.

Notes:

SCORE

SECTION 03 TOTAL / 25

Add your 5 scores above. Maximum: 25 points.



Examine whether your total rewards strategy is competitive, equitable, and clearly communicated.

1 = Not in Place 2 = Minimal 3 = Developing 4 = Established 5 = Optimized

1 Our pay ranges are documented, maintained, and informed by current market benchmarking data.

Notes:

SCORE

2 We conduct regular pay equity analyses and take corrective action to address any disparities identified.

Notes:

SCORE

3 Our total rewards package (salary, benefits, perks) is competitive within our industry and talent market.

Notes:

SCORE

4 Employees clearly understand their full compensation package, including the value of non-salary benefits.

Notes:

SCORE

5 We have a clear, documented compensation philosophy that guides all pay decisions consistently.

Notes:

SCORE

SECTION 04 TOTAL / 25

Add your 5 scores above. Maximum: 25 points.



Evaluate your investment in employee growth, skill development, and leadership capability building.

1 = Not in Place 2 = Minimal 3 = Developing 4 = Established 5 = Optimized

1 We have a structured L&D strategy that is aligned to both business goals and individual employee growth.

Notes: _____

SCORE

2 Employees have access to relevant, high-quality training and professional development resources.

Notes: _____

SCORE

3 We invest in a formal manager and leadership development program.

Notes: _____

SCORE

4 Career pathways and growth opportunities are clearly communicated and accessible to all employees.

Notes: _____

SCORE

5 We track learning effectiveness and use data to continuously refine our L&D approach.

Notes: _____

SCORE

SECTION 05 TOTAL

Add your 5 scores above. Maximum: 25 points.

/ 25



Assess the strength of your compliance framework, policy infrastructure, and risk management practices.

1 = Not in Place 2 = Minimal 3 = Developing 4 = Established 5 = Optimized

1 Our employee handbook and key HR policies are current, documented, and easily accessible to all staff.

Notes: _____ SCORE

2 We conduct regular compliance reviews and proactively stay current on employment law changes.

Notes: _____ SCORE

3 Managers receive training on core compliance topics including harassment, discrimination, and leave laws.

Notes: _____ SCORE

4 We have a clear, accessible, and trusted process for employees to report concerns or complaints.

Notes: _____ SCORE

5 Employee data and HR records are managed securely and in compliance with applicable privacy regulations.

Notes: _____ SCORE

SECTION 06 TOTAL / 25

Add your 5 scores above. Maximum: 25 points.



Review the health of your organizational culture, employee engagement, and inclusion practices.

1 = Not in Place 2 = Minimal 3 = Developing 4 = Established 5 = Optimized

1 We regularly measure employee engagement and take meaningful, visible action based on the findings.

Notes: _____ SCORE

2 Our organization has clearly articulated values that are authentically reflected in everyday behavior.

Notes: _____ SCORE

3 We have intentional recognition programs that meaningfully celebrate employee contributions.

Notes: _____ SCORE

4 Diversity, equity, and inclusion are genuine organizational priorities with measurable goals and accountability.

Notes: _____ SCORE

5 Managers are equipped and held accountable for creating psychologically safe, supportive environments.

Notes: _____ SCORE

SECTION 07 TOTAL / 25

Add your 5 scores above. Maximum: 25 points.



Examine your HR technology ecosystem and the quality, accessibility, and use of your people data.

1 = Not in Place 2 = Minimal 3 = Developing 4 = Established 5 = Optimized

1 We use an HRIS (HR Information System) that effectively meets our current workforce management needs.

Notes:

SCORE

2 Our HR data is accurate, well-maintained, and actively used to inform people strategy and business decisions.

Notes:

SCORE

3 We track and regularly report on key HR metrics such as headcount, turnover, and time-to-fill.

Notes:

SCORE

4 Our HR technology integrates effectively with payroll, benefits, and other core business systems.

Notes:

SCORE

5 We have a clear roadmap and investment plan for HR technology optimization and future capability building.

Notes:

SCORE

SECTION 08 TOTAL / 25

Add your 5 scores above. Maximum: 25 points.

CALCULATE YOUR HR HEALTH SCORE

Transfer your section totals from each assessment page below. Add them together to calculate your overall HR Health Score, then use the Results Guide on the next page to understand what your score means and where to focus your energy.

ASSESSMENT AREA	YOUR SCORE	MAXIMUM
01 Recruiting & Talent Acquisition	<input type="text"/>	25
02 Onboarding	<input type="text"/>	25
03 Performance Management	<input type="text"/>	25
04 Compensation & Benefits	<input type="text"/>	25
05 Learning & Development	<input type="text"/>	25
06 HR Compliance & Risk	<input type="text"/>	25
07 Culture & Engagement	<input type="text"/>	25
08 HR Systems & Data	<input type="text"/>	25
TOTAL HR HEALTH SCORE	<input type="text"/>	200

REFLECTIONS & PRIORITIES

Based on your scores, note the two or three areas where focused attention could deliver the greatest impact for your organization:

WHAT YOUR SCORE MEANS

Your total score reflects the current maturity of your HR function. Use the guide below to understand where you stand and what to focus on next. Remember — this is a starting point for growth, not a verdict.

0 – 80
pts

FOUNDATIONAL

Your HR function is in its early stages. Many core processes are absent or inconsistent, which creates legal and operational risk and limits your ability to attract, develop, and retain great people.

- Prioritize compliance fundamentals: employee handbook, HR policies, and job descriptions.
- Build your recruiting and onboarding process from the ground up with clear structure.
- Consider engaging a fractional HR professional or HR consultant to establish a strong foundation.

81 – 120
pts

DEVELOPING

Some structures are in place, but execution is inconsistent. You have the foundations of an HR function — now it's time to systematize, formalize, and scale your people practices for reliability and impact.

- Focus on consistency — standardize processes so all managers and employees get the same experience.
- Invest in manager training to elevate how people leadership happens day-to-day.
- Begin tracking HR metrics so you can make data-informed decisions.

121 – 160
pts

ESTABLISHED

Your HR function is operating well. Core processes are in place and generally consistent. Now is the time to optimize, deepen your people analytics capability, and elevate HR as a true strategic partner to the business.

- Shift focus to optimization — where can you increase effectiveness or employee experience?
- Strengthen your HR analytics capability and use people data more proactively.
- Develop more advanced HR competencies: workforce planning, org design, and culture strategy.

161 – 200
pts

THRIVING

Your HR function is a genuine competitive advantage. You're operating at a high level across all areas and HR is clearly positioned as a strategic partner that drives organizational performance and culture.

- Sustain excellence by benchmarking against leading practices and monitoring emerging HR trends.
- Focus on innovation — how can HR proactively help the organization navigate future challenges?
- Share your expertise: mentor HR professionals and contribute to your broader people community.



WHAT'S NEXT?

Your HR Health Score is just the beginning.

Whether you're building an HR function from scratch, optimizing an established one, or navigating a period of significant growth or change — Conor Hughes Consulting can help you turn your assessment insights into a clear, actionable people strategy.

HOW WE CAN HELP

HR Assessments & Strategy

Deep-dive diagnostics and custom roadmaps tailored to your organization's size, stage, and goals.

Fractional HR Leadership

Senior-level HR expertise and partnership without the cost of a full-time hire.

HR Process Design & Implementation

Build or rebuild the processes, programs, and policies your people deserve.

Manager & Leadership Development

Equip your leaders with the practical skills to drive performance, culture, and engagement.

READY TO TAKE THE NEXT STEP?

info@conorhughes.com | [914-482-3740](tel:914-482-3740) | conorhughes.com