

BEFORE YOU CALL

The People Risk Scan.

Twenty-five questions a leadership team can answer in an afternoon. Scored, with a key that tells you what to fix first.

FOR

Founders, CEOs, leadership teams, and the sponsors behind them, in companies of 15 to 500 people that have outgrown an HR generalist.

TIME

About thirty minutes, honestly answered. Do it alone first, then with your HR lead.

HOW TO USE IT

Answer honestly. Score it. Bring the number.

The Scan covers the six areas a buyer's diligence team will look at, and the ones a board asks about when a quarter goes wrong. It is the same structure we use in the first week of a 30-Day People Diagnostic.

Scoring

Each question gets one answer.

- 2 Yes.** True today, and you could show the evidence in an hour.
- 1 Partly.** True for some of the company, or true but undocumented.
- 0 No.** Not true, or you do not know.

Maximum score: 50. "Do not know" is a 0 on purpose. In diligence, unknown reads as no.

The diligence tag

Five questions carry a **DILIGENCE** tag. These are the items a buyer's advisors test first and price against. A 0 on any of them is a fix-first regardless of your total.

Who should answer

The person who runs the company, alone, first. Then compare notes with your HR lead. Where the two of you disagree, the lower score is usually the honest one.

What this is not. A survey of how people feel, or a compliance audit. It is a read on whether the people function can carry the growth plan, and where it will give way first.

THE SIX AREAS

- 1. Organization** Structure, decision rights, ownership.
- 2. Talent and workforce** Plan, hiring, attrition.
- 3. Compensation** Levels, bands, equity, pay equity.

- 4. Performance and leadership** Managers, cycles, succession.
- 5. People operations** Data, policy, classification.
- 6. Culture and engagement** Clarity, listening, the board's view.

THE QUESTIONS

Areas one to three.

1. Organization

NO 0 · PARTLY 1 · YES 2

QUESTION	NO	PARTLY	YES
1 Does the org chart match how decisions actually get made?	☐	☐	☐
2 Do most managers have between five and ten direct reports?	☐	☐	☐
3 Is there one named owner of the people plan inside the growth plan?	☐	☐	☐
4 Does every leadership role have a written scope with the outcomes it owns?	☐	☐	☐

2. Talent and workforce

5 Do you know your regretted attrition rate for the last four quarters?	☐	☐	☐
6 Is there a twelve-month workforce plan tied to the revenue model?	☐	☐	☐
7 Is time to fill for critical roles measured, and under sixty days?	☐	☐	☐
8 Does every open role have a scorecard before the first interview?	☐	☐	☐

3. Compensation and rewards

9 Can you show a pay band for every role in the company? DILIGENCE	☐	☐	☐
10 Are job levels defined, and applied the same way in every function?	☐	☐	☐
11 Has pay equity been reviewed in the last twelve months, with findings acted on? DILIGENCE	☐	☐	☐
12 Is there a written incentive and equity philosophy a buyer could read?	☐	☐	☐
13 Are offers made inside the bands, with exceptions approved and logged?	☐	☐	☐

Subtotal, areas one to three (out of 26)

THE QUESTIONS

Areas four to six.

4. Performance and leadership

NO 0 · PARTLY 1 · YES 2

QUESTION	NO	PARTLY	YES
14 Is there a written manager standard, and are managers measured against it?	☐	☐	☐
15 Did the last performance cycle finish on time, with ratings that actually vary?	☐	☐	☐
16 Is there a named successor for each of your top five roles?	☐	☐	☐
17 Do your leaders get structured feedback at least twice a year?	☐	☐	☐

5. People operations and compliance

18 Would your contractor classifications hold up in diligence? DILIGENCE	☐	☐	☐
19 Is every employee in one system of record that reconciles to payroll? DILIGENCE	☐	☐	☐
20 Are policies current for every state you employ in, and acknowledged in writing? DILIGENCE	☐	☐	☐
21 Can you produce headcount, people cost and attrition by function within a day?	☐	☐	☐

6. Culture and engagement

22 Do you measure engagement at least twice a year and share results with managers?	☐	☐	☐
23 Could most employees name the company's three priorities for this quarter?	☐	☐	☐
24 Did exit interviews change something you can point to in the last year?	☐	☐	☐
25 Does the board pack carry a one-page people scorecard every month?	☐	☐	☐

Subtotal, areas four to six (out of 24)

Total (out of 50)

Diligence questions scored 0 (9, 11, 18, 19, 20)

THE KEY

What your score means, and what to fix first.

Your total

40 to 50	A people function a board can trust. Protect it through the next integration or leadership change, and keep the scorecard honest.
25 to 39	Gaps a diligence process will find. Most are fixable in a quarter if someone owns them. Nobody does yet.
0 to 24	Value is leaking now, through attrition, pay exposure or decisions made without data. Sequence the fixes before adding headcount.

Any diligence question at 0 overrides the band. A 44 with an unresolved classification problem is a diligence finding, not a strength.

Fix first, in this order

1. **Classification (18).** Contractor and exempt status is the finding that trades against price, and the cheapest to correct early.
2. **Pay equity (11) and bands (9).** You cannot defend what you have not measured. Bands make every later comp decision faster.
3. **Policies and the system of record (20, 19).** One place the numbers live, and paper that matches every state you are in.
4. **Single points of failure (16, 3).** Successors for the top five seats, and one owner for the people plan.
5. **Managers (14, 15).** A written standard, then a performance cycle that finishes and means something.
6. **The measurement layer (5, 21, 25).** Attrition you trust, numbers within a day, one page for the board.

Three ways to read your lowest area

Lowest in 3 or 5. Exposure. Fix before any process, sale or refinancing.

Lowest in 2 or 6. Signal. You are flying without instruments, and attrition will tell you late.

Lowest in 1 or 4. Capacity. The plan is bigger than the team that has to run it.

Everything low. Start with a Diagnostic, not a hire. Thirty days to a defensible read.

BRING THE NUMBER TO THE CALL

Thirty minutes. No pitch.

Tell us your score and the one area that surprised you. You will leave with a clear read on the situation and what we would do first, whether or not you work with ScalePath.

BOOK A 30-MINUTE CALL

scalepathpartners.com/contact · finesse@scalepathpartners.com

ABOUT SCALEPATH

ScalePath Partners is a people-leadership firm for growth-stage companies with 15 to 500 employees, whether founder-led, family-owned, or sponsor-backed. We take the Chief People Officer seat in businesses that have outgrown an HR generalist and are not ready to fund the full-time role. Led by a former first Chief People Officer of a private-equity-backed SaaS platform.

WHAT HAPPENS NEXT

If the read is that you need a full-time hire, or nothing this quarter, you will hear that. If it is a 30-Day People Diagnostic, you get a current-state assessment, a people risk register, an approved people roadmap and a board-ready readout, built on the same six areas as this Scan.