

Activity is not ownership.

Twelve people decisions every scaling business should assign, evidence and review.

THE TEST

A blank owner is an accountability gap. Evidence held only in email or memory is a control gap. An issue without a named next decision is a management-information gap.

USE THIS MAP WITH

the chief executive, leadership team, finance and the current HR owner.

Name one owner. Require operating evidence.

Complete the map against the business as it operates today—not the intended model.

01 WORKFORCE PLAN Growth priorities become roles, timing and capability choices. ☐ OWNER _____ ☐ EVIDENCE _____	05 OFFER AND JOINING Terms, close ownership and resignation risk are controlled. ☐ OWNER _____ ☐ EVIDENCE _____	09 REWARD Market context, internal equity, criteria and exceptions are visible. ☐ OWNER _____ ☐ EVIDENCE _____
02 ORGANISATION DESIGN Structure, spans, role clarity and decision rights are explicit. ☐ OWNER _____ ☐ EVIDENCE _____	06 ONBOARDING A 30–60–90 day route connects the hire to early contribution. ☐ OWNER _____ ☐ EVIDENCE _____	10 RETENTION RISK Employee signals become named leadership actions, not activity. ☐ OWNER _____ ☐ EVIDENCE _____
03 HIRING MANDATE Outcome, investment, decision owners and timetable are authorised. ☐ OWNER _____ ☐ EVIDENCE _____	07 MANAGER SUPPORT One route for advice, decisions, escalation and recurring themes. ☐ OWNER _____ ☐ EVIDENCE _____	11 PEOPLE DATA One trusted baseline informs decisions rather than reporting volume. ☐ OWNER _____ ☐ EVIDENCE _____
04 SELECTION Comparable evidence supports a documented appointment decision. ☐ OWNER _____ ☐ EVIDENCE _____	08 PERFORMANCE Expectations, conversations, calibration and follow-through operate. ☐ OWNER _____ ☐ EVIDENCE _____	12 CONTINUITY Exits, knowledge transfer and succession exposure are controlled. ☐ OWNER _____ ☐ EVIDENCE _____

THE 30-MINUTE REVIEW

Prioritise any decision with no owner, no current evidence or no next leadership action. Those gaps define the operating mandate before headcount or outsourcing options are compared.