

SIVELI

A PROCESS PHYSICS CONSULTANCY

— A PRACTICAL TOOL

The HR Operations *Self-Diagnostic.*

Twelve questions across four pillars. A starting read on where your function is healthy — and where Process Drag is hiding.

SIVELI CONSULTING
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HOW TO USE THIS

Twelve questions. *Honest answers.*

This is a self-administered scorecard. Twelve questions, organised into the four pillars of HR function health Siveli measures across every engagement. The point is not precision — the proper diagnostic takes twenty days and atomic time-motion observations. The point is to surface, quickly and honestly, where your function may be running below its capability.

Instructions.

1. For each question, answer on a 1–5 scale: **1 = strongly disagree, 5 = strongly agree**. If you don't know the answer for sure, your guess is more useful than skipping the question.
2. Note your score in the margin or on a separate sheet. Don't overthink it. The first instinct is usually the right one.
3. When you've finished all twelve, total your scores per pillar and consult the scoring table on page 6.

Who should answer.

This is designed for the person who has the most operational picture of the HR function — typically an HR Director, VP HR, or CHRO. CEOs and CFOs can also use it, though their answers will skew toward the strategic view rather than the operational one. That difference is itself diagnostic: when leadership and HR ops disagree on these questions, the gap between them is worth examining.

What this is not.

This is not a sales tool, and it does not call for any action other than honest reflection. Some readers will finish the questionnaire, see a strong score, and conclude their function is in good shape. That is a legitimate outcome. Others will see a result that surprises them and want to discuss it. That is also legitimate. The questionnaire is the offer; the next step is yours.

A NOTE

Total time required: about ten minutes. Bring a pen. Be honest in a way that would be uncomfortable to share with your board. The diagnostic only works at the resolution of the truth you bring to it.

PILLAR 01

Process Health.

Friction. Redundancy. Cycle time. System gaps. Approval bottlenecks. Rework loops.

Q.01

If asked, our HR team could produce a current, accurate map of any major value stream (onboarding, payroll, exit) within twenty-four hours.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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Q.02

Across our key HR processes, fewer than 20% of the steps involve manual data movement between systems (downloads, re-keying, copy-paste, email).

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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Q.03

When a process fails or causes a complaint, we can typically identify the root cause within the same week, not the same quarter.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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PILLAR 02

Capacity *Health*.

FTE variance. Workload distribution. True utilization vs. allocated headcount.

Q.04

We know, with reasonable accuracy, how many hours per month each of our high-volume HR tasks actually consumes — not estimated, but observed.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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Q.05

If you removed our top three workflow inefficiencies tomorrow, we would not need to backfill the equivalent of one or more full-time employees.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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Q.06

Workload across our HR team is distributed fairly — there are no individuals who are consistently doing the work of two people, and none who are doing half the work of one.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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PILLAR 03

Readiness *Health.*

Data structure. Tech maturity. Workforce AI fluency. Integration readiness.

Q.07

Our HR systems talk to one another via integrations or APIs, not via humans copying data between them.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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Q.08

Our employee master data is clean enough that we would trust it as the input layer for an automation or AI deployment.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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Q.09

More than half our HR team can describe, accurately, what specific HR tasks they would delegate to an AI tool if one were available tomorrow.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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PILLAR 04

People *Health*.

Attrition. Engagement. eNPS. Manager effectiveness. Mobility. Exit themes.

Q.10

When people leave us, we know — quantitatively, not anecdotally — the top three reasons, and we can show the trend across the last twelve months.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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Q.11

Our engagement scores have moved meaningfully (in either direction) in the last two years, and we know why.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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Q.12

Manager effectiveness in our organisation is measured by something more substantive than employee survey free-text responses, and the data is reviewed quarterly.

1 STRONGLY DISAGREE	2 DISAGREE	3 NEUTRAL	4 AGREE	5 STRONGLY AGREE
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NEXT

Total your scores by pillar (sum of 3 questions per pillar; max 15 per pillar; max 60 overall). Then turn the page.

SCORING & INTERPRETATION

What your score *means*.

Total each pillar (3 questions, max 15 per pillar). Then total all four pillars (max 60). Use the bands below to interpret. The interpretations are starting points, not verdicts — the proper diagnostic produces evidence; the questionnaire produces hypotheses worth testing.

52–60 · ENGINEERED

Your function is in unusual shape.

If your honest score is here, you are running an HR function that already has the discipline most organisations are trying to build. The marginal value of an external diagnostic is small — though it may be worth comparing notes on what you've built.

40–51 · OPERATING WELL

Healthy in most pillars. Probably one weak one.

Most functions in this range have one pillar dragging down the rest. Identifying which one — and isolating the work needed there — is typically a focused engagement, not a full transformation. Look at the pillar with the lowest score and start there.

28–39 · PROCESS DRAG IS REAL

Significant capacity is leaking. The cause is multi-pillar.

This is the most common range for mid-market HR functions. The score is not catastrophic, but it indicates Process Drag in multiple pillars at once — usually Process Health and Readiness Health together. A 20-day diagnostic is typically the right next step.

12–27 · STRUCTURAL REBUILD

The function is below the threshold of being fixable in place.

Scores in this range usually indicate a function that has accumulated debt across multiple operational dimensions — not because anyone has done anything wrong, but because the function has never been measured against an engineering standard. This is the situation Siveli was built for.

Want to discuss your result?

The first conversation is thirty minutes. No pitch. We listen to what your numbers are telling you, ask clarifying questions, and tell you honestly whether Siveli is the right fit — or whether someone else would serve you better.

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