For Chief People Officers and Heads of HR

People questions need a clear boundary before the model sees the data.

Keep this monthly workflow at team level; route expanded uses to Legal.

Decision	Evidence to supply	Check before action
01 / Capacity **More output from the same people**	Headcount and an output measure by team and month, last four quarters, with process changes dated.	Team level only; no person is scored.
02 / Attrition **Which teams are at risk**	Tenure mix, engagement scores, manager changes and open roles, aggregated by team, last two quarters.	Discuss team signals with HR. Route any per-person scoring request to Legal before use.
03 / Hiring Slip **What a late hire costs**	Open roles with target dates, the plan lines that depend on them and the SLAs those teams carry.	Finance confirms the revenue link before it enters the pack.
04 / The Page **The monthly page for the exec pack**	Capacity, hiring funnel, time to productivity, engagement and the red flags from the three above.	Red flags name a team and an owner, never a person.

Monthly, at team level.

People data moves slowly and a weekly run invents trends. One monthly pass by team keeps the picture honest.

A people question answered per person.

Keep this workflow at team level. Route requests for individual attrition scoring, role matching or other expanded uses to Legal for review before running them.

The CPO owns the people decision. The model aggregates and compares. Who is hired, moved or supported is decided by a person, and the record shows who.

Measure the workflow: Output per head by team · time to fill against plan · time to productivity · red flags with an owner.

Get the people picture without scoring people.
Bring one team question and its HR export. We can define the aggregation, review and first run.

Sample output on page 2. Companion prompt and downloads.

CPO / Monthly people page

Monthly people page

Illustrative / Synthetic · Northstar Workflow · August 2026; reviewed 18 September

Gaps first / TO AGREE

Hiring-to-revenue linkage is missing. Team aggregates still need HR disclosure review. No individual attrition score or role match is produced.

August team page

Team / H01	Capacity and output	Signals for discussion
Support	10 people; 480 resolved tickets; 48 per head, versus 45 in July	Engagement 3.9 → 3.6 / 5; 8 of 10 responded (80%); 2 open roles
Implementation	8 people; 16 onboardings; 2 per head, unchanged from July	Engagement 4.0 → 4.0 / 5; 6 of 8 responded (75%); 1 open role

Read the team, do not infer the person

Support has a lower engagement score and two open roles. The People lead should discuss workload and context with the team. These observations do not establish attrition risk, intent or causation.

Hiring slip

Implementation opening: target 31 August, still open on 18 September, 18 days late. Finance has not confirmed a revenue link; the pack carries no lost-revenue estimate. [H02]

Legal routing before expanded use

People lead
Purpose + aggregate schema

→

Legal + IT
Review use and settings

→

CPO
Approve scope or hold

Hold and route: requests for employee scoring, named-person matching or a new data class go to Legal before any run. Legal determines the assessment needed. This is an operating route, not a statement of legal classification.

Monthly follow-up: People lead reviews Support workload. Finance checks the hiring dependency. Legal review of any expanded use remains TO AGREE. [P02]

Synthetic evidence: H01-H02, P02. CPO = Chief People Officer. Compare team-level July/August data only. Employee rows must be removed before model access; small-group disclosure remains an HR review question.