HR DELIVERY
Making Sure HR Delivers

THE CLIENT BROCHURE SERIES

Organisation Design and TalentMaps³

Design the work, clarify roles and plan capacity

Connect your operating needs with clearer roles, relevant competency expectations and credible workforce scenarios, using practical resources to prepare structures and implementation choices for informed organisational review.

EXPLORE. PLAN. PUT IT TO WORK.

Website resources · specialist support · portal tools
Practical examples and client journeys

START WITH YOUR PRIORITY

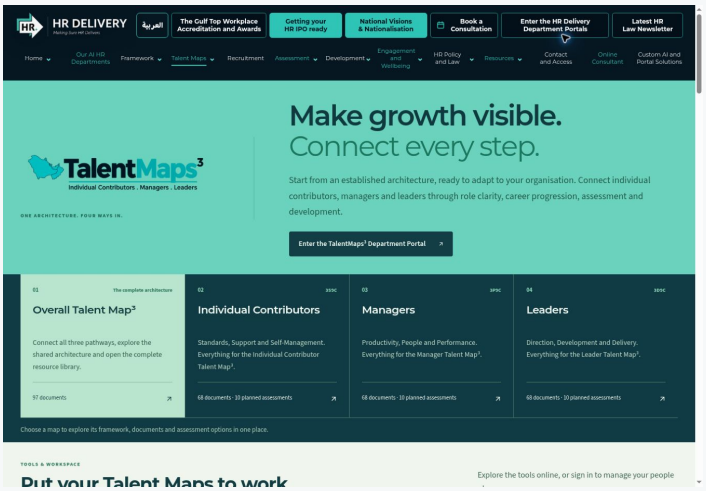
Start with the work your organisation must deliver

An organisation chart shows reporting relationships, but a useful design begins earlier: what work is required, which decisions belong together and what capability is needed? HR Delivery connects those questions with TalentMaps[3] role and competency resources, job design, workforce planning and structure modelling. The aim is to prepare choices your leadership team can examine against the operating demands of the business.

You can begin with one unclear role, a growing function or a wider design assignment. Explore the public references, then discuss the question with Lama. The team can help sequence the work, identify the records needed and agree review points. Reference grades, competency levels and model outputs require calibration to your organisation's responsibilities and context.

WHO THIS GUIDE IS FOR

- Leaders reviewing how a function or organisation should operate
- HR teams building role architecture and capability expectations
- Workforce planners comparing capacity and structure options



WEBSITE SCREEN / Live TalentMaps[3] architecture explorer with its four entry routes.

THE QUESTIONS TO BRING

- What work and decisions must this design support?
- Which roles and capabilities are required to deliver it?
- What assumptions make the proposed capacity and structure credible?

WHAT YOU CAN WORK TOWARDS

- Role packs with clear responsibilities and capability requirements
- Workforce scenarios with explicit demand and supply assumptions
- Structure options and an agreed implementation-review brief

A GUIDE TO YOUR GUIDE

Find the support you need

Explore the service, understand the tools and arrive at a focused conversation with HR Delivery.

01 / GET TO KNOW THE SERVICE

Introduction 002

Foreword from Dr Phillip 004

Meet Lama: your first point of contact 005

About HR Delivery and our five pledges 006

02 / EXPLORE AND USE THE SERVICE

Website resources and how to use them 008

Your specialist support 010

The portal: tools, studios and workspaces 022

03 / BRING IT INTO YOUR ORGANISATION

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Your next conversation with HR Delivery 044

USE THE PDF AS A WORKING GUIDE

The contents and page-foot links are clickable. PDF bookmarks give direct access to every tool, studio, resource and client example.

A PERSPECTIVE ON ORGANISATION DESIGN

Foreword from Dr Phillip Welsh

PROPOSED WORDING FOR DR PHILLIP'S REVIEW

> *"A useful organisation design makes the work, the decision responsibilities and the assumptions behind capacity visible to everyone involved."*

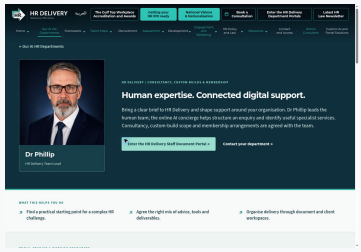
Organisation design is most useful when it makes work easier to understand and decisions easier to place. A new reporting line may look tidy without resolving an unclear responsibility. Additional headcount may relieve pressure without addressing the reason demand has changed. The quality of the design depends on asking what the organisation must deliver and examining how roles, capability and management arrangements contribute to that work.

HR Delivery brings role architecture and practical design tools into the same conversation. TalentMaps[3] provides a language for individual contribution, management and leadership. Career families and competency resources help describe the work more precisely. Job design, workforce scenarios, organisation charts and layers-and-spans modelling then provide different views of the choices under consideration. Each view should reveal assumptions that colleagues can question, refine and test against their own operating experience.

Use this brochure to identify a manageable starting point. You may need a role pack, a capacity review or support for a broader structural change. Bring the business question and the information already available to Lama. HR Delivery can help agree the sequence, clarify the decisions and prepare outputs that support a considered organisational discussion and practical follow-through.

DR PHILLIP WELSH

Human team lead, HR Delivery



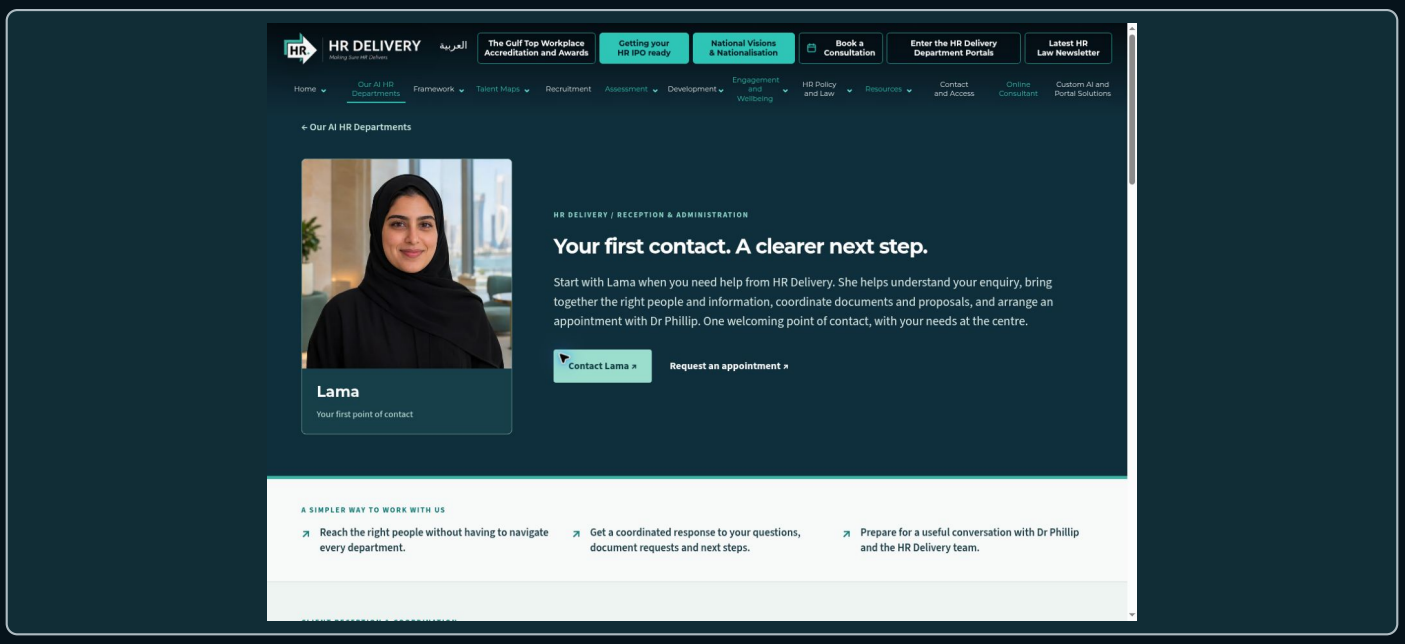
WEBSITE SCREEN / Dr Phillip Welsh: HR Delivery's human team lead.

YOUR FIRST POINT OF CONTACT

Meet Lama

Bring your business question. We will help you find the right next step.

Bring Lama the design question in its current form: an unclear reporting relationship, a new function, a capacity concern or a role that needs definition. You do not need a finished organisation proposal. The reception route helps organise a discussion with the appropriate HR Delivery colleagues, identify useful starting documents and agree the next step in scoping the assignment together.



WEBSITE SCREEN / Lama's public reception and administration service route.

A USEFUL FIRST BRIEF

- Business priorities, operating requirements and the design question
- Current organisation chart and relevant job descriptions
- Headcount, vacancies, workload or coverage information
- Known constraints, decision authorities and intended review dates

HOW LAMA HELPS

- Identify the role, workforce or structure work needed first
- Arrange the appropriate TalentMaps and organisation-design discussion
- Confirm scope, workspace access and enabled communication channels

Start with the work that needs to change. Lama can help bring the relevant people and information into a focused conversation about your organisation's priorities.

ABOUT HR DELIVERY

Expertise that turns people priorities into useful work

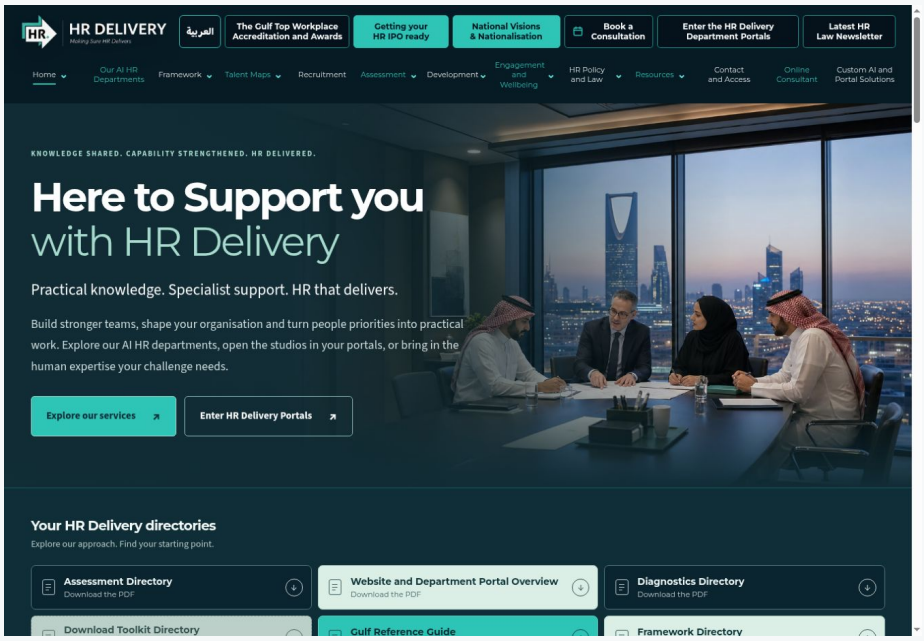
A multidisciplinary HR service led by Dr Phillip Welsh, connecting professional advice, practical resources and hands-on support.

OUR MISSION

Help organisations develop their people, strengthen HR capability and put plans into practice through expert advice, useful tools and direct delivery support.

OUR VISION

Organisations with the leadership, capability and culture to help people thrive and sustain their success.



WEBSITE SCREEN / HR Delivery: the public service directory and department routes.

THE WAY WE WORK

Your organisational context comes first. HR Delivery draws together psychometrics, organisation development, learning and development, project delivery and HR practice. Advice and resources are adapted to the assignment, its people and its operating environment.

OUR VALUES

Expertise · generosity · accountability · adaptability · respect for local context

OUR COMMITMENT TO YOU

Five pledges.
One working relationship.

What these commitments mean when you work with HR Delivery.

01 Deep expertise

Bring relevant professional knowledge to your question and combine evidence with considered judgement.

02 Always helping

Offer useful resources and a level of support that fits the challenge you are trying to resolve.

03 Delivery guaranteed

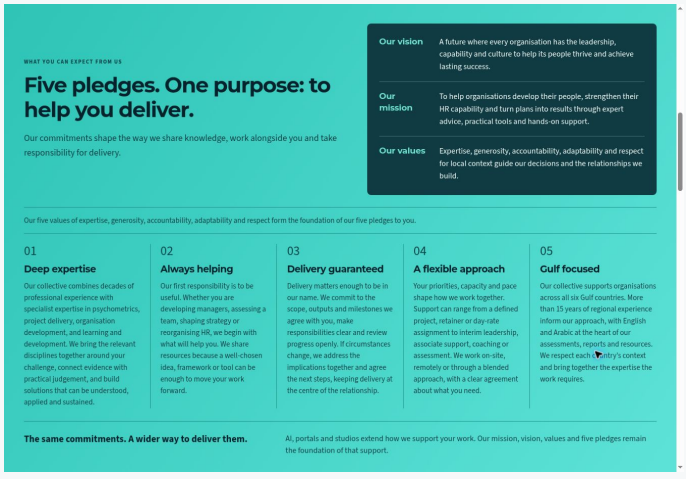
Agree the work, outputs, responsibilities and review points, with clear communication about progress.

04 A flexible approach

Shape the delivery arrangement around your requirements, whether advisory, project based, ongoing, remote or in person.

05 Gulf focused

Take account of the six Gulf countries, the local organisational context and the language needs of the assignment.



WHAT YOU CAN EXPECT FROM US

Five pledges. One purpose: to help you deliver.

Our commitments shape the way we share knowledge, work alongside you and take responsibility for delivery.

Our vision	A future where every organisation has the leadership, capability and culture to help its people thrive and achieve lasting success.
Our mission	To help organisations develop their people, strengthen their HR capability and turn plans into results through expert advice, practical tools and hands-on support.
Our values	Expertise, generosity, accountability, adaptability and respect for local context guide our decisions and the relationships we build.

Our five values of expertise, generosity, accountability, adaptability and respect form the foundation of our five pledges to you.

01	02	03	04	05
Deep expertise	**Always helping**	**Delivery guaranteed**	**A flexible approach**	**Gulf focused**
Our collective combines decades of professional experience with specialist expertise in psychometrics, project delivery, organisation development, and learning and development. We bring the relevant disciplines together around your challenge, connect evidence with practical judgement, and build solutions that can be understood, applied and sustained.	Our first responsibility is to be useful. Whether you are developing managers, assessing a team, shaping strategy or reorganising HR, we begin with what will help you. We share resources because a well-chosen idea, framework or tool can be enough to move your work forward.	Delivery matters enough to be in our name. We commit to the scope, outputs and milestones we agree with you, make responsibilities clear and review progress openly. If circumstances change, we address the implications together and agree the next steps, keeping delivery at the centre of the relationship.	Your priorities, capacity and pace shape how we work together. Support can range from a defined project, retainer or day-rate assignment to interim leadership, associate support, coaching or assessment. We work on-site, remotely or through a blended approach, with a clear agreement about what you need.	Our collective supports organisations across all six Gulf countries. More than 15 years of regional experience inform our approach, with English and Arabic at the heart of our assessments, reports and resources. We respect each country's context and bring together the expertise the work requires.

The same commitments. A wider way to deliver them. AI, portals and studios extend how we support your work. Our mission, vision, values and five pledges remain the foundation of that support.

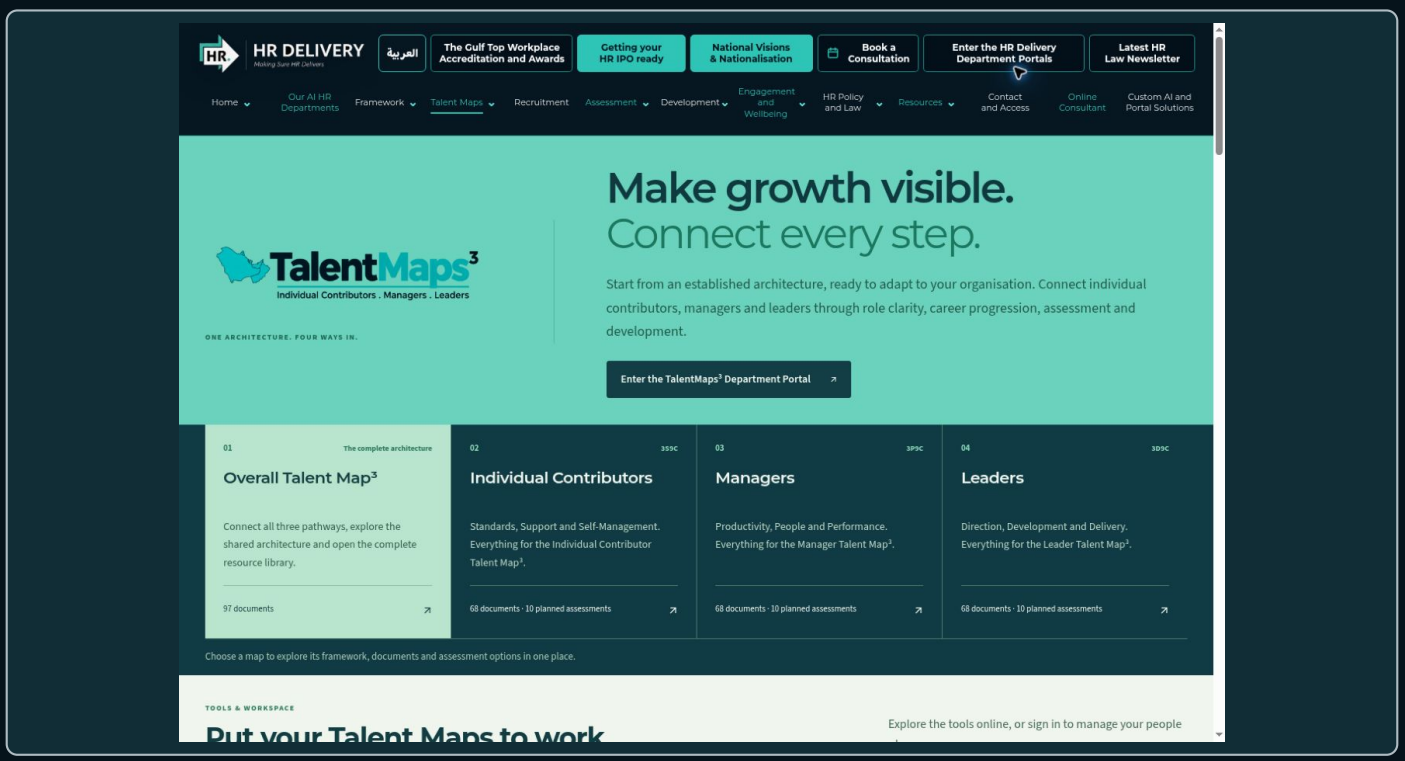
WEBSITE SCREEN / HR Delivery's published mission, vision, values and five pledges.

C / ORGANISATION DESIGN

01

Explore the website resources

Connect role architecture, capability expectations and organisation design resources with your business context.

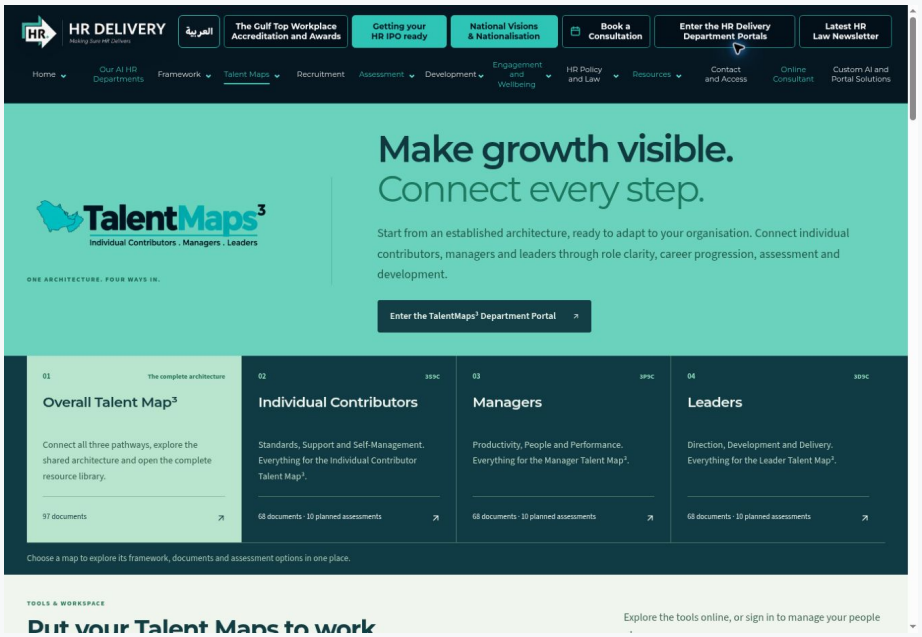


WEBSITE SCREEN / Live TalentMaps3 architecture explorer with its four entry routes.

WEBSITE / ORIENTATION

Explore a shared language for roles and capability

The website introduces the Individual Contributor, Manager and Leader maps, career families, maturity guidance and behavioural and technical directories. These references help you describe contribution and identify questions to discuss with the people who know the work. Rakan's and Faisal's specialist areas provide routes into talent architecture and organisation design. Use the resources as a starting point, then confirm the appropriate levels, dedicated career-path availability and service scope with the team.



WEBSITE SCREEN / Live TalentMaps³ architecture explorer with its four entry routes.

HOW TO EXPLORE

1. **Choose the contribution.** Identify whether the question concerns individual work, management, leadership or specialist capability.
2. **Explore relevant references.** Read the career-family, competency and maturity material that relates to the actual role.
3. **Prepare a design question.** Bring the differences between the reference and your organisation's work into the service discussion.

ILLUSTRATIVE CLIENT USE

Illustrative example: An HR team is defining a new customer support function. It explores the individual-contributor and manager maps, reviews relevant career-family material and notes which expectations need local clarification. Lama then arranges a discussion about role packs, management responsibilities and the proposed design sequence.

SPECIALIST SUPPORT

Meet Rakan & Faisal

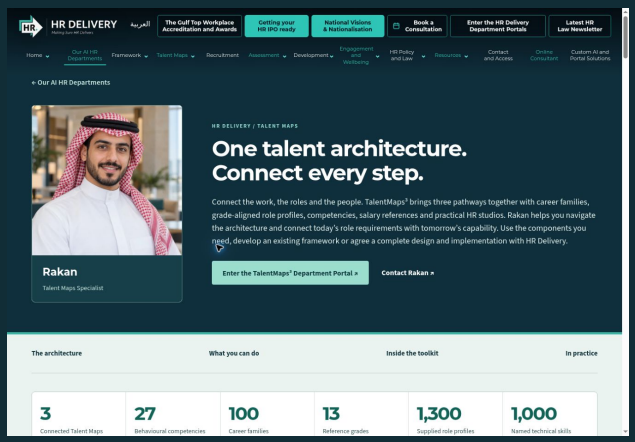
Use the specialist area to prepare a focused question and connect it with the service you need.

RAKAN / TALENTMAPS³ SPECIALIST AREA

- Which contribution map and career family best describe this role?
- How should we distinguish behavioural maturity, technical proficiency and grade?
- Which role references can support our development or workforce discussion?

FAISAL / ORGANISATION DESIGN SPECIALIST AREA

- What work and decisions should the proposed structure support?
- Which workforce assumptions need testing before we change headcount?
- How should we sequence role design, reporting lines and implementation review?



WEBSITE SCREEN / Rakan department profile

ACCESS IN THREE STEPS

- Explore Rakan's or Faisal's profile according to the question you want to address.
- Prepare the current role, workforce or structure context and your main uncertainties.
- Ask Lama to arrange the service and confirm the enabled digital channels during setup.

Rakan and Faisal are named AI specialist areas. Arrange the assignment with the human HR Delivery team through Lama; provider-backed communication and any dedicated explorer required for delivery are confirmed during setup.

SERVICE AT A GLANCE

TalentMaps³ architecture explorer

Define what good contribution looks like for individual contributors, managers and leaders, then connect those expectations with everyday HR decisions.

3S9C

Individual contributors

Standards · Support · Self-Management

3P9C

Managers

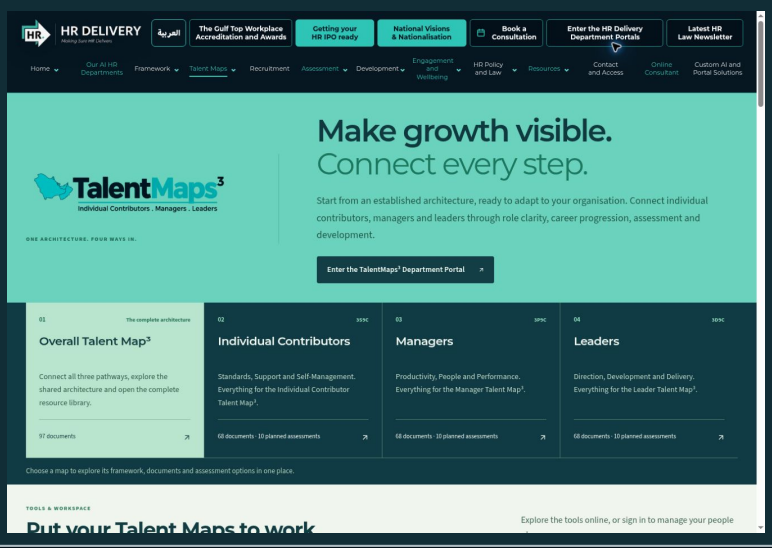
Productivity · People · Performance Management

3D9C

Leaders

Direction · Development · Delivery

The explorer connects three contribution maps with role design, competencies, reward, development and performance resources. Each map contains three domains and nine behavioural competencies, providing a structured starting point for adapting expectations to your organisation.

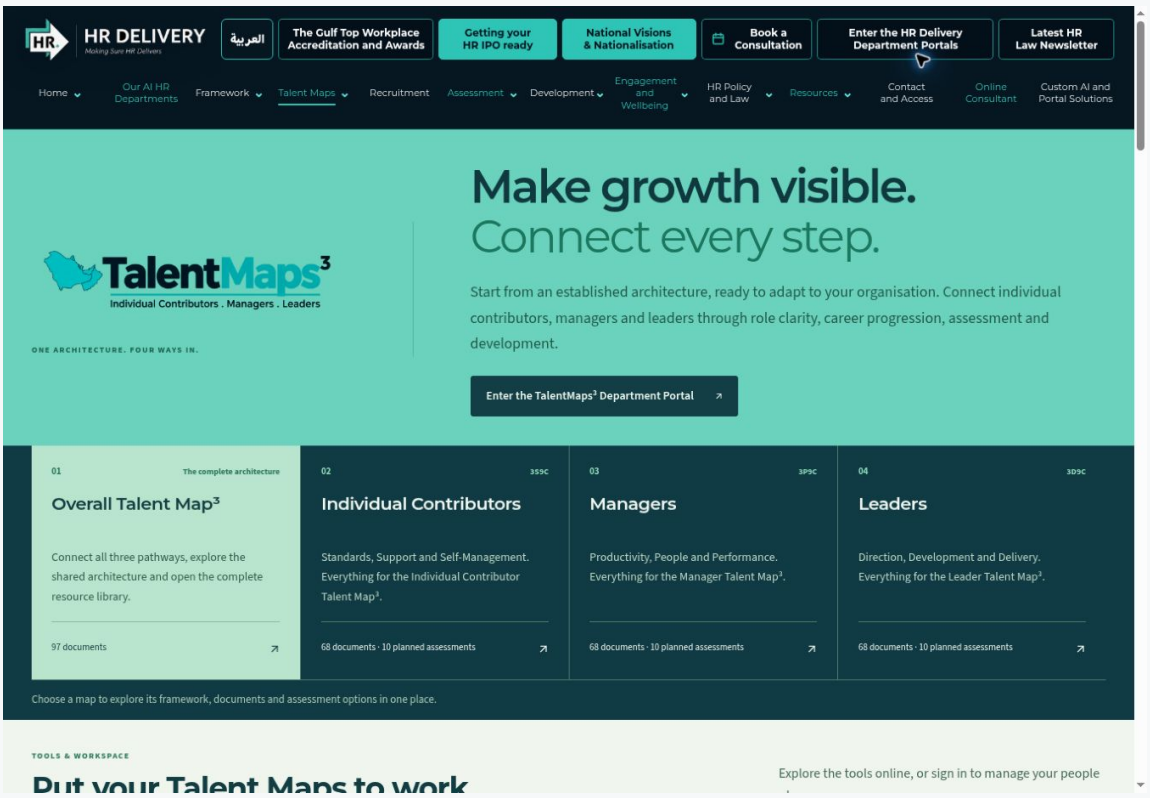


WEBSITE SCREEN / Live TalentMaps³ architecture explorer with its four entry routes.

A SHARED LANGUAGE FOR CONTRIBUTION

TalentMaps³ architecture explorer

Define what good contribution looks like for individual contributors, managers and leaders, then connect those expectations with everyday HR decisions.



WEBSITE SCREEN / Live TalentMaps³ architecture explorer with its four entry routes.

WHAT IT GIVES YOU

The explorer connects three contribution maps with role design, competencies, reward, development and performance resources. Each map contains three domains and nine behavioural competencies, providing a structured starting point for adapting expectations to your organisation.

YOUR OUTPUTS

- 3S9C: Standards, Support and Self-Management
- 3P9C: Productivity, People and Performance Management
- 3D9C: Direction, Development and Delivery

THE CLIENT VALUE

Use a shared role language to connect expectations, capability, development and organisational priorities.

SERVICE CONTEXT / Public explorer; Talent Maps assessment cards planned

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

CLIENT APPLICATION

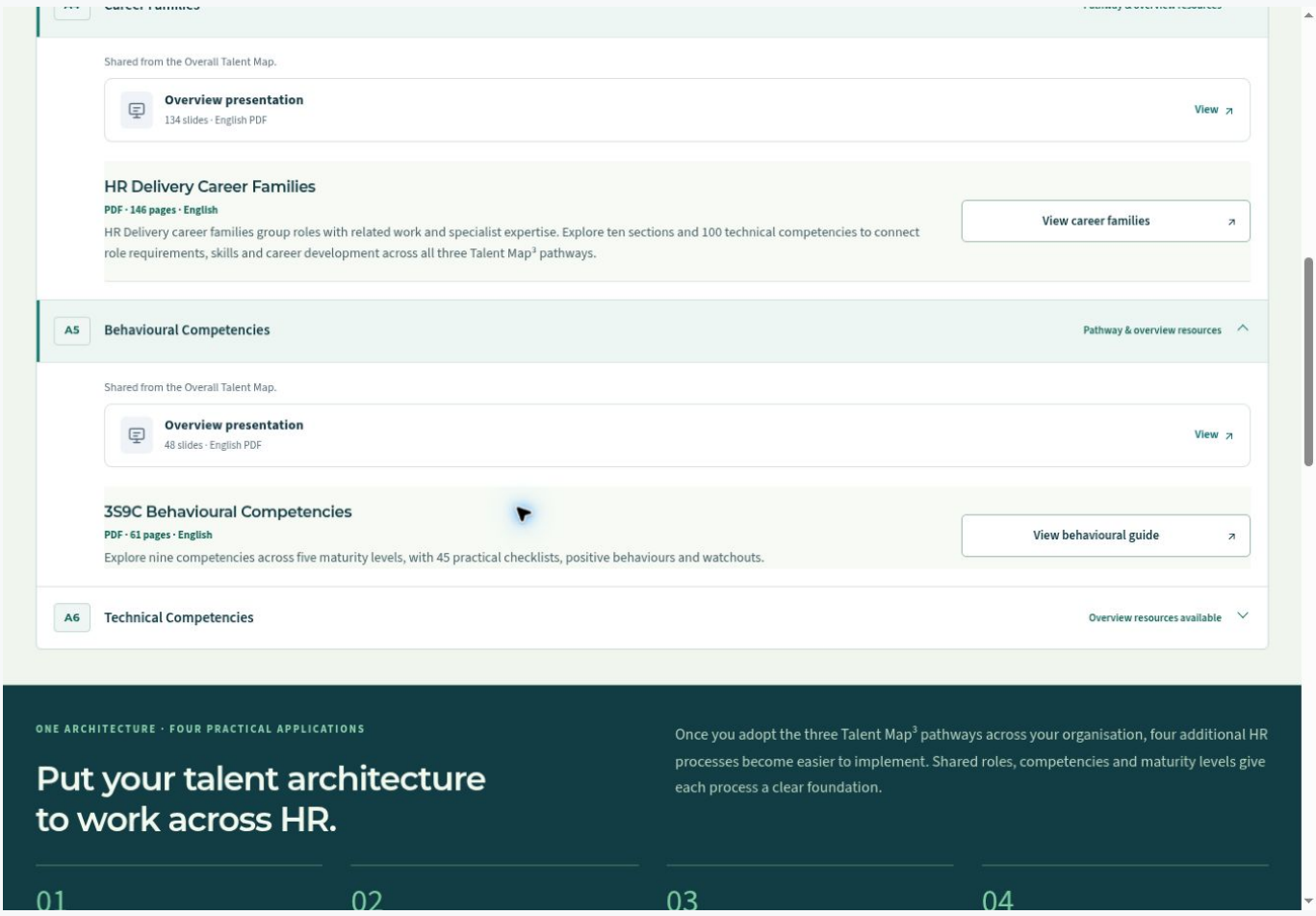
TalentMaps³ architecture explorer

A practical way to bring the tool into an organisational conversation.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A business is clarifying expectations for service advisers, team managers and department leaders. HR explores the three contribution maps, then discusses which responsibilities belong at each level before adapting behavioural expectations to the actual work and decision authority.

Which contribution map best reflects the work this role is expected to perform?



RELATED SERVICE VIEW / Live behavioural directory, including the 3S9C guide and its 45 level checklists.

CLARIFY THE LEVEL OF WORK

Maturity maps, career families and grading

Connect the scope of a role with its career family, contribution expectations and reference grade before making development or reward decisions.

WHAT IT GIVES YOU

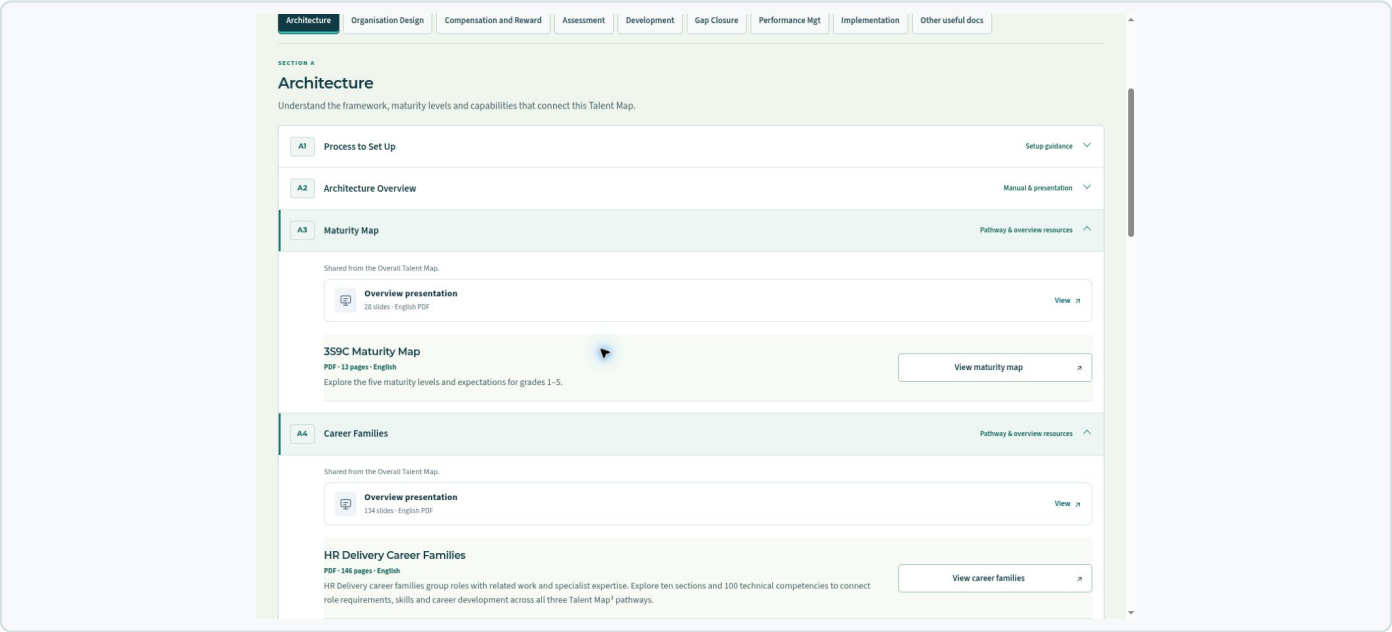
The resources organise work into ten A-J sections, 100 career families and 13 reference grades. Maturity guides describe contribution levels, while classification helps compare role scope. Behavioural maturity, technical proficiency and grade remain separate considerations requiring local calibration.

THE CLIENT VALUE

A shared structure makes role comparisons more explainable and helps employees understand how increasing responsibility differs from simply accumulating experience in the role.

YOUR OUTPUTS

- 100 career-family references
- 13 reference grades
- Maturity and job-classification guidance



WEBSITE SCREEN / Live maturity and career-family reference directory; grading requires local review.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: Two specialist roles have similar titles but different scope. HR reviews their career-family references and maturity guidance, then examines responsibilities with the managers, keeping behavioural maturity, technical proficiency and the proposed grade as separate questions for local calibration. What evidence distinguishes this role's scope from the reference level you are considering?

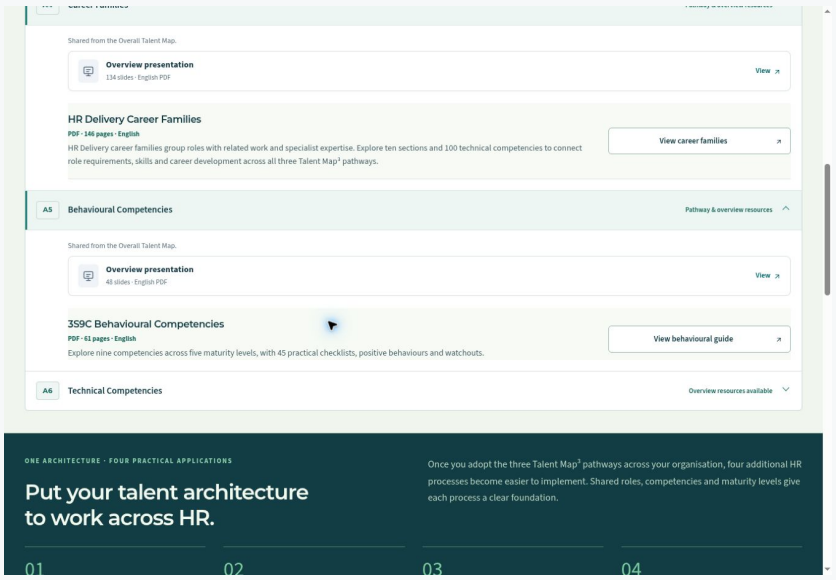
SERVICE CONTEXT / Reference framework; local calibration required

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

MAKE EXPECTATIONS OBSERVABLE

Behavioural competency directories

Replace broad statements about attitude or potential with specific behaviours that employees and managers can discuss, practise and review through work evidence.



WEBSITE SCREEN / Live behavioural directory, including the 3S9C guide and its 45 level checklists.

WHAT IT GIVES YOU

The directories cover 27 competencies across individual contribution, management and leadership, each with five maturity levels. Definitions, positive behaviours, watchouts and checklists help identify relevant expectations. The Individual Contributor guide includes nine competencies and 45 level checklists.

THE CLIENT VALUE

Clear indicators give feedback greater precision and connect development conversations with observable practice, while a self-rating remains a starting point for discussion.

YOUR OUTPUTS

- Behaviour definitions and maturity indicators
- Positive behaviours and watchouts
- Checklists for evidence-based discussion

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A team manager wants clearer expectations for handling customer concerns. HR reviews relevant competency definitions, positive behaviours and watchouts, then turns the selected indicators into discussion prompts linked to actual work examples rather than treating checklist ratings as proof of competence. Which observable behaviours would make this competency meaningful in the role?

SERVICE CONTEXT / Public resources; ratings are not proof of competence

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

SPECIFY THE EXPERTISE THE ROLE NEEDS

Technical competency directories

Identify the knowledge and skills required by a particular career family, then agree the proficiency and work evidence appropriate to the role.

WHAT IT GIVES YOU

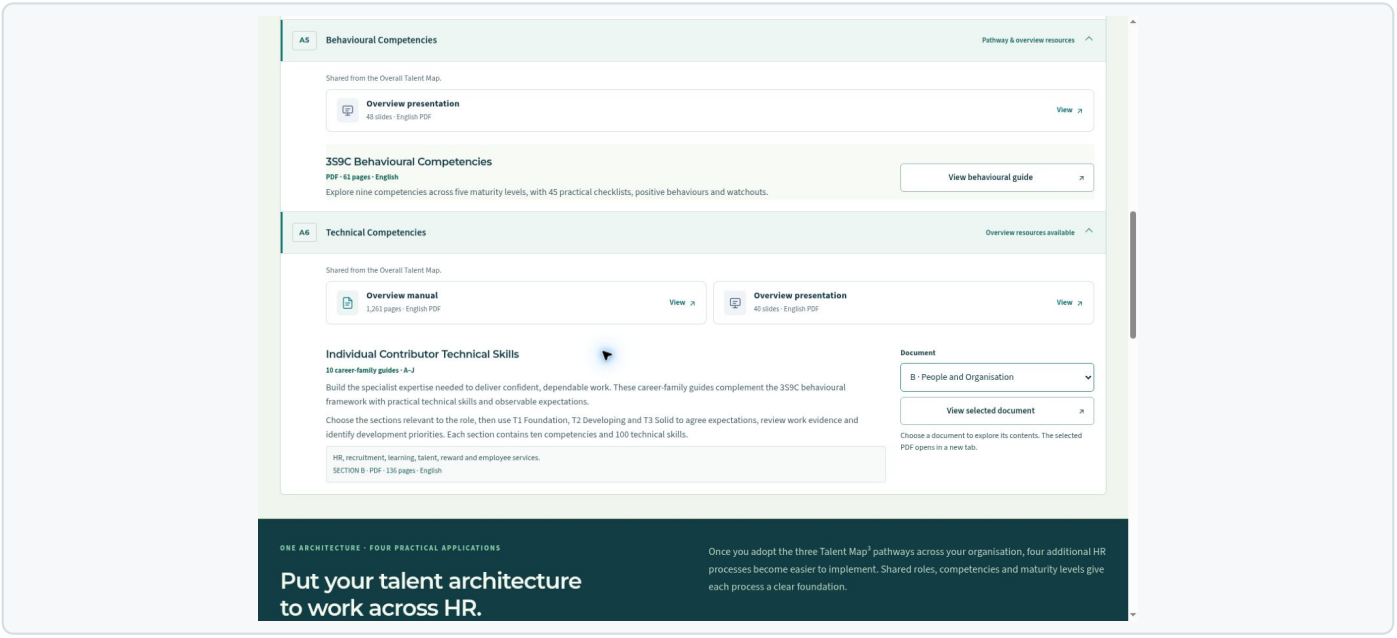
The technical directory names 1,000 skills across 100 career families, with section guides supporting focused exploration. The wider architecture describes T1-T5 proficiency; the Individual Contributor explorer presents T1 Foundation, T2 Developing and T3 Solid for its pathway.

THE CLIENT VALUE

HR and line specialists can agree a clearer capability requirement, improving the connection between role design, recruitment criteria and technical development priorities.

YOUR OUTPUTS

- Career-family skill references
- Technical proficiency descriptions
- Role-relevant capability requirements



WEBSITE SCREEN / Live technical directory with People and Organisation selected.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A procurement function is updating specialist requirements. The team explores its career-family skills, selects those relevant to the work and confirms the appropriate proficiency scale before describing the technical evidence expected from someone performing each role. Which technical skills and proficiency definitions are appropriate to this specific responsibility level?

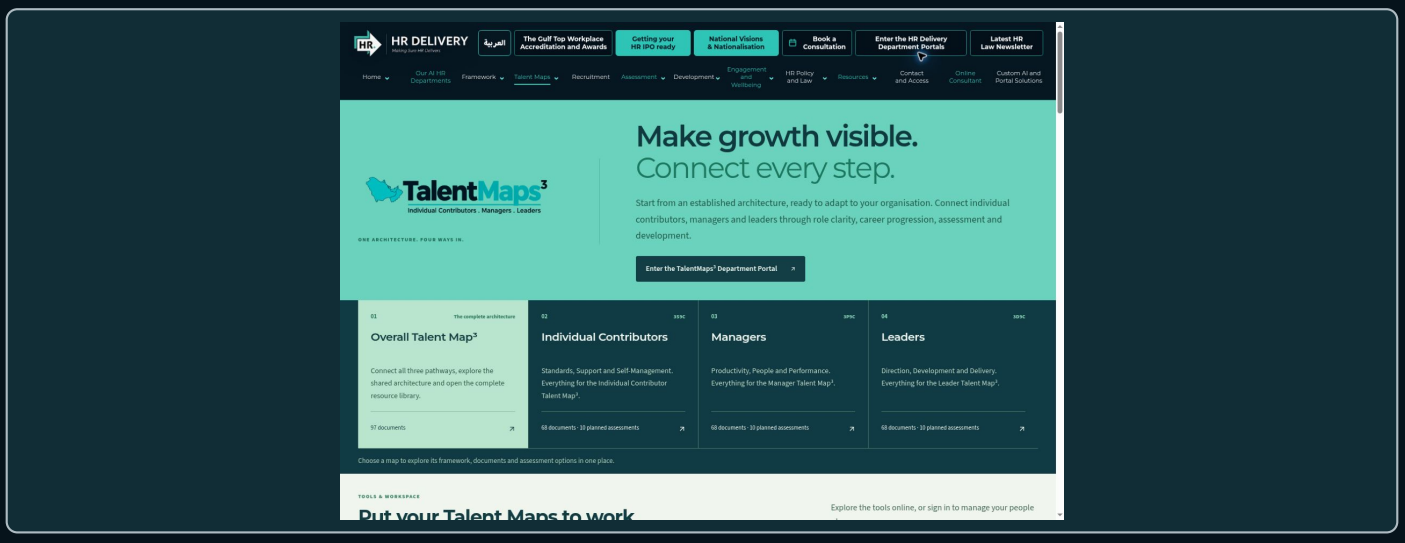
SERVICE CONTEXT / Public directories; confirm the relevant proficiency scale

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

DISCUSS REALISTIC PROGRESSION

Professional and paraprofessional career paths

Explore how a current role could develop towards specialist, management or leadership work, using established role and competency references to guide the conversation.



WEBSITE SCREEN / Supporting live TalentMaps architecture overview; the named career explorers were not independently inspected.

WHAT IT GIVES YOU

The supplied scope includes professional and paraprofessional career-path explorers for considering progression and transferable expertise. The public Individual Contributor Career Paths card remains marked Coming soon, so dedicated explorer availability should be confirmed when planning a client engagement.

THE CLIENT VALUE

Employees can connect career ambitions with practical preparation, while managers can explain the experience and evidence relevant to a possible next role.

YOUR OUTPUTS

- Current-role and destination-role comparison
- Transferable capability discussion
- Development priorities for a proposed pathway

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An employee wants to explore progression from an administrative role into specialist work. HR compares current responsibilities, transferable expertise and potential development needs, while confirming which dedicated professional or paraprofessional career-path resources are available before promising an explorer-led journey. What destination-role requirements would make this progression discussion concrete?

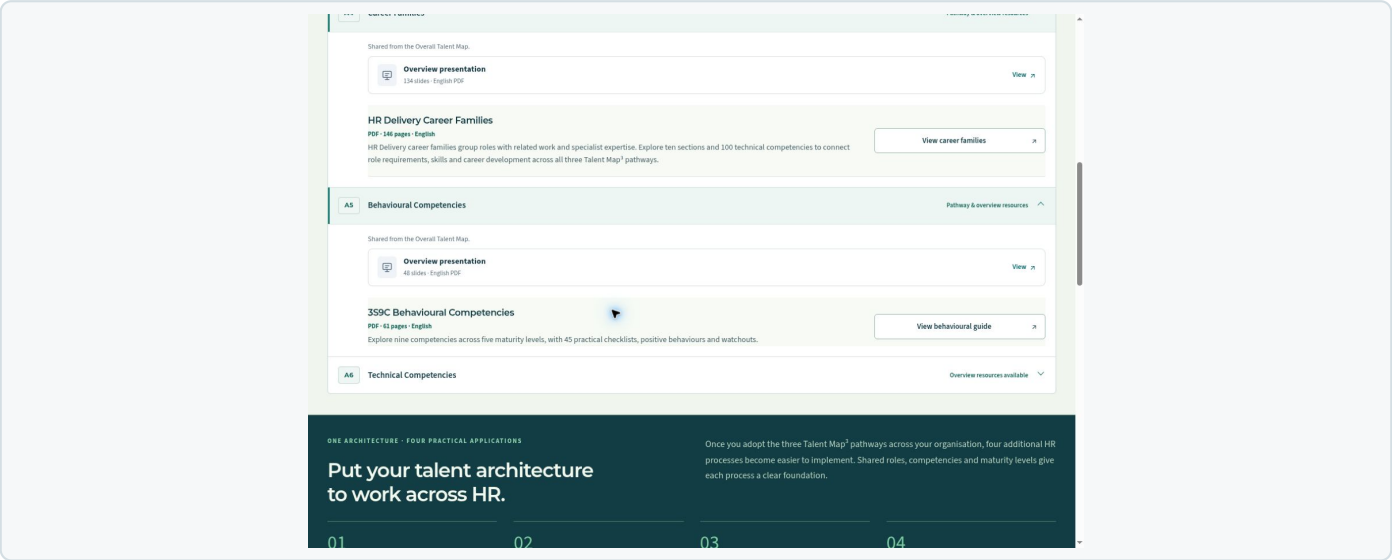
SERVICE CONTEXT / Dedicated career-path explorer availability to confirm

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

CONNECT STANDARDS ACROSS THE EMPLOYEE JOURNEY

Competency directories for practical HR use

Use behavioural and technical references as a common foundation for defining a role, preparing assessment criteria and selecting relevant development priorities.



WEBSITE SCREEN / Live behavioural directory, including the 3S9C guide and its 45 level checklists.

WHAT IT GIVES YOU

Choose the contribution map, career family and level, then examine its expectations and indicators. The directories can inform job descriptions, interview criteria, evidence discussions and learning plans, with local calibration establishing how a reference applies to a specific role.

THE CLIENT VALUE

A common reference reduces conflicting expectations across HR activities and makes it easier to explain how assessment and development relate to the work.

YOUR OUTPUTS

- Consistent role criteria
- Interview and evidence prompts
- Capability priorities for learning

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An HR adviser prepares a job description and interview criteria for the same vacancy. The adviser selects a relevant contribution map, career family and level, then adapts the directory indicators so the documents describe consistent expectations grounded in the actual role. Do your role description, interview questions and learning priorities use compatible criteria?

SERVICE CONTEXT / Public resources; calibrate criteria to the role

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

YOUR SPECIALIST STARTING POINT

Meet Rakan - Talent Maps

Use Rakan's public specialist area to frame a talent-architecture brief around role families, contribution levels, career progression and the organisation's capability needs.

WHAT IT GIVES YOU

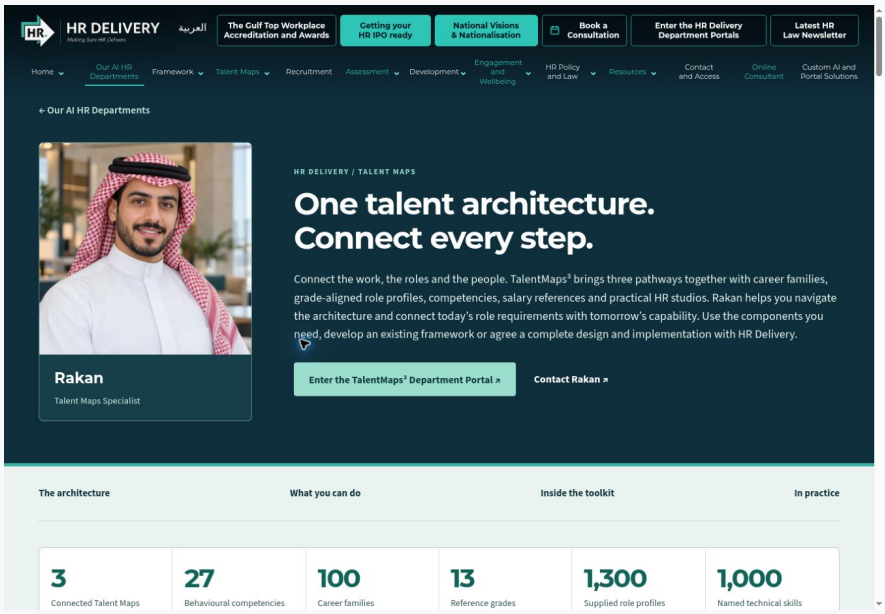
Rakan's role connects the 3S9C, 3P9C and 3D9C maps with role profiles, workforce planning, performance, succession and development. The profile helps clients identify relevant resources and prepare the questions they want the human HR Delivery team to address.

THE CLIENT VALUE

Clients can begin with a clearer statement of the architecture problem and identify which connected tools or resources are relevant to the assignment.

YOUR OUTPUTS

- A focused talent-architecture brief
- Relevant maps and role references
- Questions for an HR Delivery consultation



WEBSITE SCREEN / Rakan department profile

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client wants a consistent language for role profiles and development discussions. Rakan's specialist area introduces the TalentMaps architecture; the client prepares questions about contribution tracks, career families and levels for a scoped conversation arranged through Lama. Where would a shared role and competency language help your organisation most?

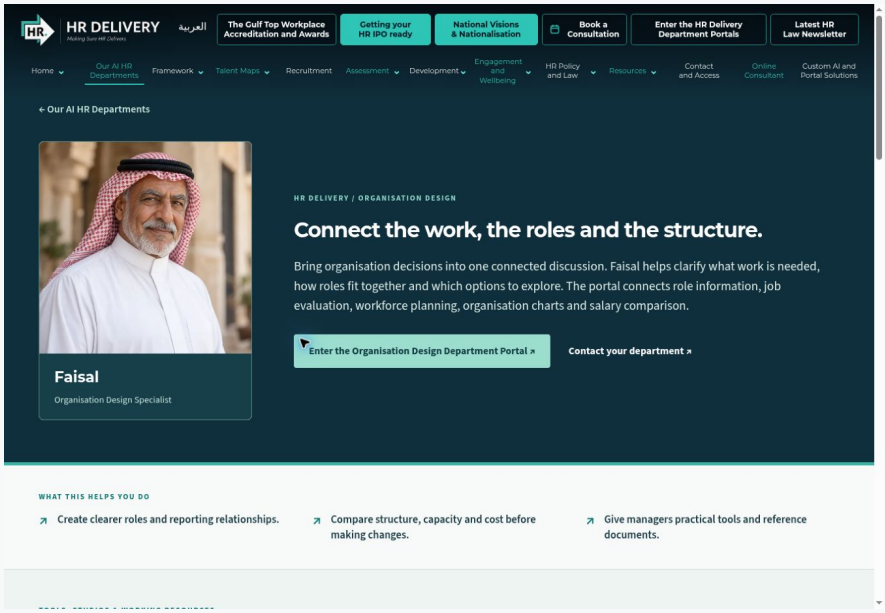
SERVICE CONTEXT / Specialist profile available; live AI connection pending

SOURCE: HR.DELIVERY / DEPARTMENT TALENT MAPS

FRAME THE ORGANISATION-DESIGN CHALLENGE

Meet Faisal - Organisation Design

Start an organisation-design enquiry with the work requirements, accountabilities and structural questions that need to be resolved for the organisation to perform.



WEBSITE SCREEN / Faisal department profile

WHAT IT GIVES YOU

Faisal's public profile connects operating requirements, reporting relationships, workforce scenarios, spans, layers, job evaluation and cost assumptions. It helps clients organise the design question before selecting tools or discussing a wider assignment with the HR Delivery team.

THE CLIENT VALUE

A focused brief helps the design discussion stay connected to work, accountability and capacity, with structural choices considered alongside their practical consequences.

YOUR OUTPUTS

- Organisation-design enquiry brief
- Inputs for structure and capacity analysis
- Questions about implementation and cost

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A department is considering another management layer. Faisal's specialist area helps frame the enquiry around operating needs, reporting relationships, capacity and cost assumptions, which the client brings to Lama before selecting tools or commissioning a wider design assignment. What operating problem is the proposed structure intended to solve?

SERVICE CONTEXT / Specialist profile available; live AI connection pending

SOURCE: HR.DELIVERY / DEPARTMENT ORGANISATION DESIGN

C1 · YOUR CLIENT EXPERIENCE

Confirm the career-path resources included in your scope

The inventory describes professional and paraprofessional explorers, while the reviewed TalentMaps Career Paths card is marked Coming soon.

WHAT IT GIVES YOU

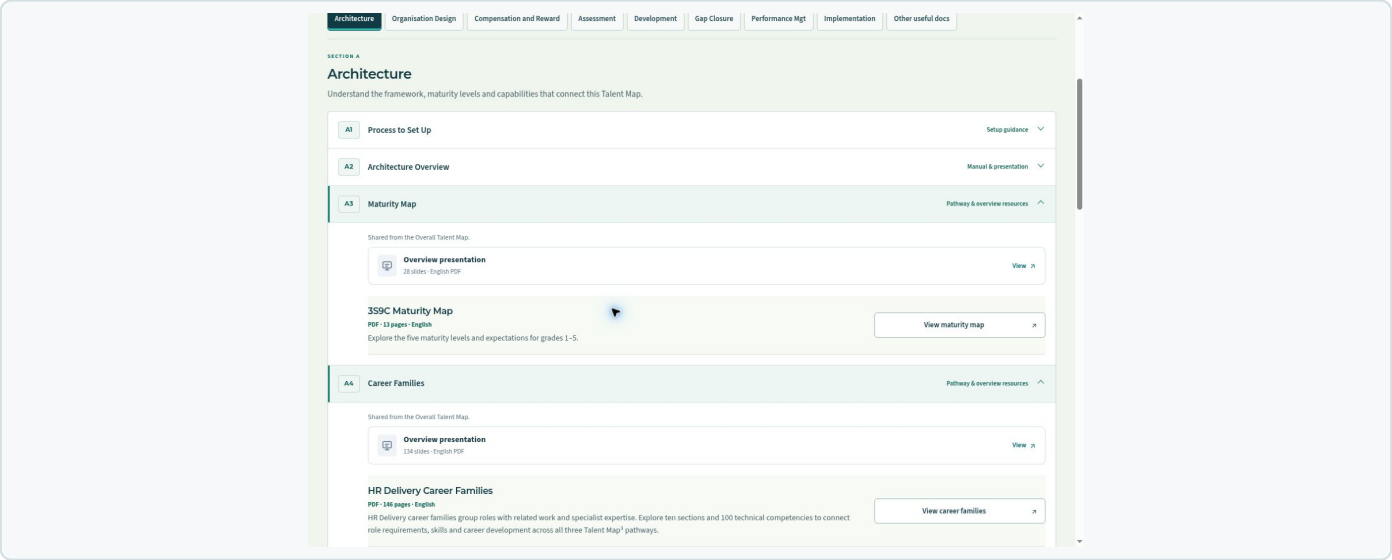
Before promising a particular employee journey, ask the team to identify the intended explorer, relevant career families and progression logic. Its location and availability should be confirmed alongside the wider competency and role resources used for development.

THE CLIENT VALUE

Employees and managers receive a clear development route matched to the resources that are actually available for the assignment.

YOUR OUTPUTS

- A confirmed career-path route
- Relevant families and progression criteria
- A realistic resource handover



WEBSITE SCREEN / Live Talent Maps maturity and career-family material provides context; it does not demonstrate the unlocated career-path explorer.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client plans an employee career workshop and wants to include a dedicated explorer. Before announcing the programme, HR asks the team to confirm the intended resource, career-family coverage and progression logic, then scopes the workshop around the materials actually available. Which career-path resource has been confirmed for this engagement?

SERVICE CONTEXT / Readiness and scope to confirm for the client engagement.

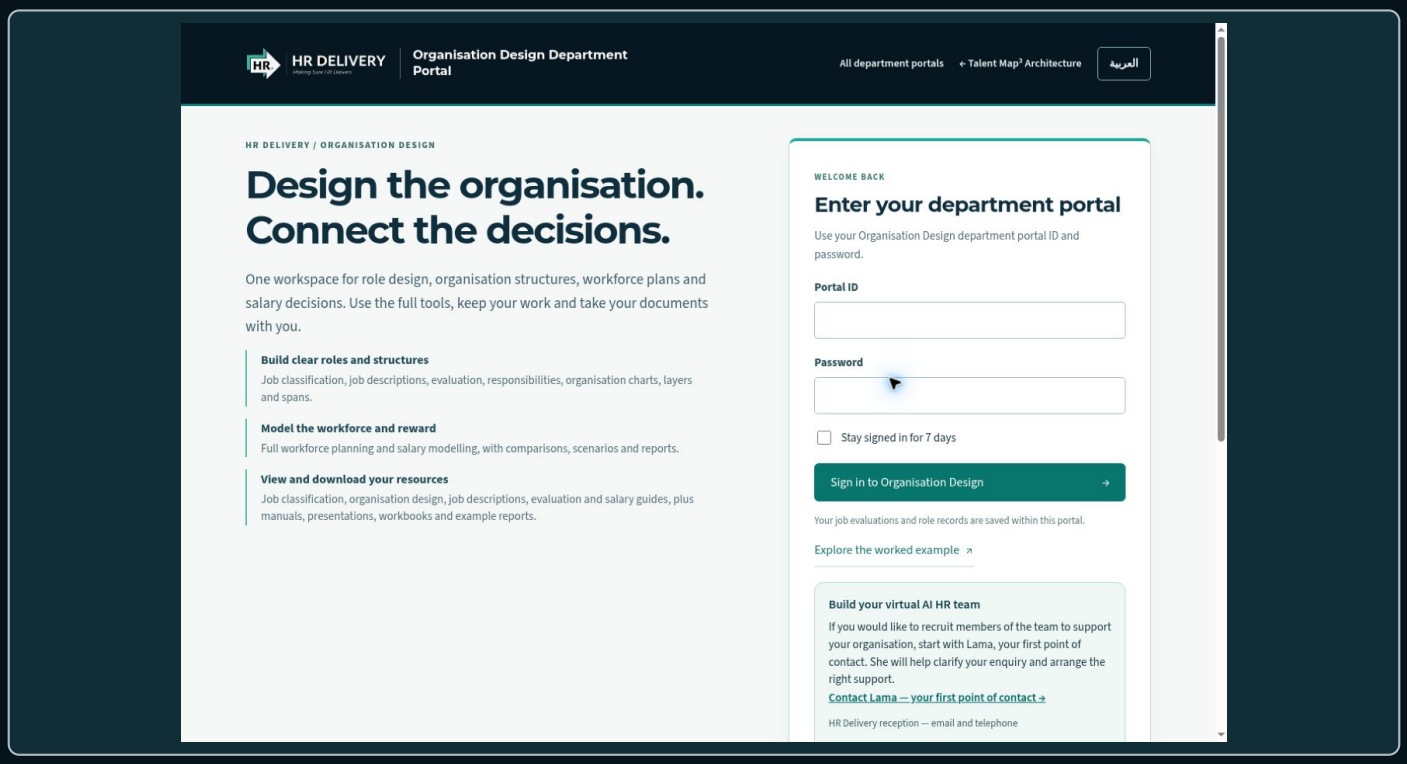
SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

C / ORGANISATION DESIGN

02

Put the portal to work

Model roles, structures, capacity and people records to prepare a practical organisation proposal.



WEBSITE SCREEN / Live Organisation Design portal access page; public planning tools were reviewed separately.

PORTAL / THE WORKING SEQUENCE

Compare role, workforce and structure choices together

The department workspaces bring role references, job design, workforce planning, organisation charts, layers and spans into a practical design process. Begin with a reliable picture of the current work and the business question. Build the relevant role or capacity assumptions, compare credible alternatives and prepare the preferred proposal for review. Employee and position records can provide context where authorised. Agree the assignment sequence and available workspace functions during setup, with organisational stakeholders retaining responsibility for calibration, decisions and implementation.

01

Establish the baseline

Confirm current roles, reporting relationships, workforce records and the operating demand to address.

02

Describe the required work

Adapt role responsibilities and capability expectations using the appropriate TalentMaps and career-family references.

03

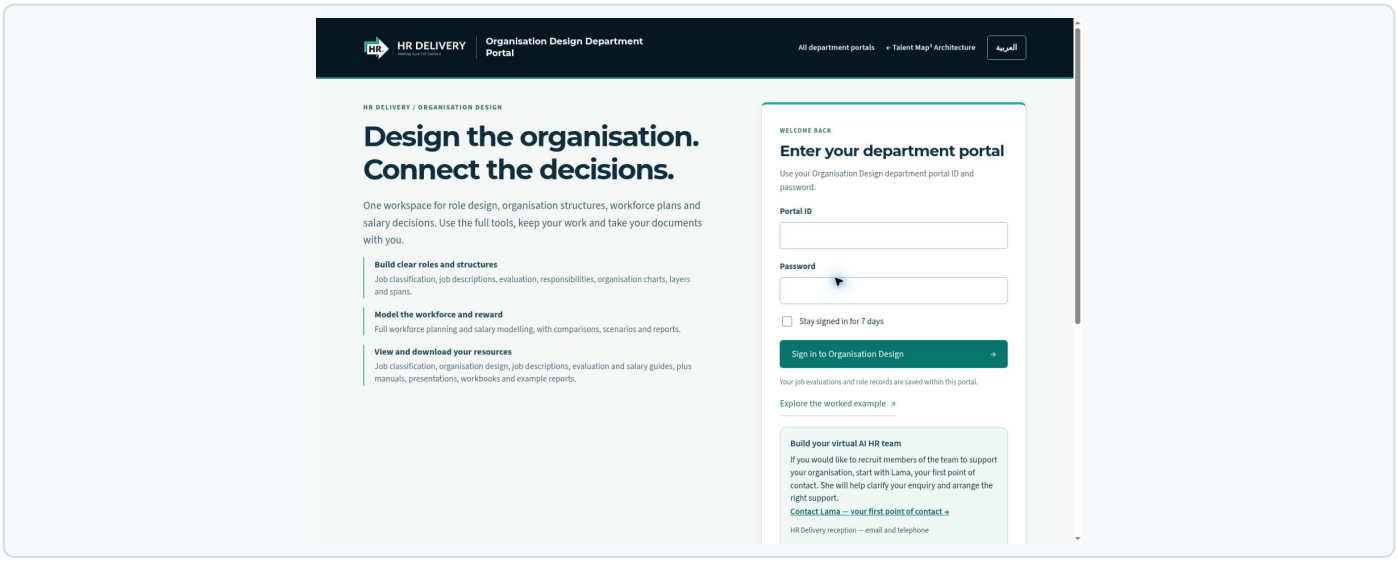
Compare credible options

Test demand, supply, capacity, cost and management assumptions across the proposed alternatives.

04

Prepare the decision

Present the role packs, structure and actions with unresolved questions and implementation responsibilities.



WEBSITE SCREEN / Live Organisation Design portal access page; public planning tools were reviewed separately.

BRING TO THE WORKSPACE

- Business requirement and operating assumptions
- Position, headcount and reporting-line baseline
- Job descriptions and capability evidence
- Workload, supply, cost and implementation constraints

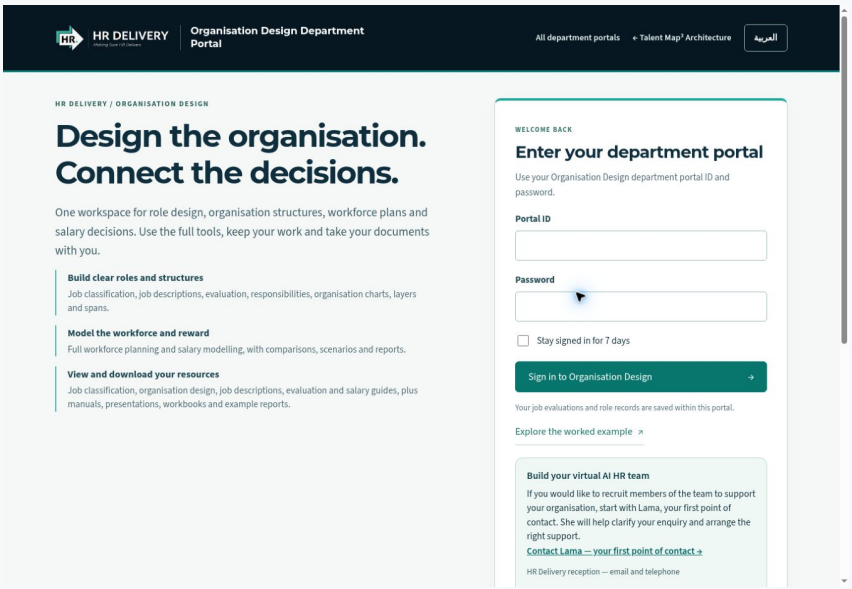
WORK TOWARDS THESE OUTPUTS

- Locally adapted role and competency packs
- Demand, supply and workforce-gap scenarios
- Organisation charts with layer and span assumptions
- Action plan and stakeholder-review questions

C2 · YOUR CLIENT EXPERIENCE

Organisation Design: shape the work, then the structure

Bring role design, reporting relationships, workforce demand and people costs into one structured planning conversation.



WEBSITE SCREEN / Live Organisation Design portal access page; public planning tools were reviewed separately.

WHAT IT GIVES YOU

Clarify work using job descriptions and evaluation resources, then explore reporting lines through the Organisation Chart Creator and Layers & Spans Modeller. Workforce planning connects demand, supply, capability and cost scenarios so proposed structures can be compared on explicit assumptions.

THE CLIENT VALUE

Leaders can discuss the implications of alternative designs with clearer evidence about roles, reporting, capacity and affordability.

YOUR OUTPUTS

- A proposed organisation structure
- Defined roles and capacity assumptions
- A practical implementation brief

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A business reviews a support function after expanding its services. The design discussion begins with responsibilities and required capacity, then compares reporting relationships, management assumptions and workforce scenarios before presenting a structure proposal and implementation questions to stakeholders. Have you clarified the required work before choosing the reporting structure?

SOURCE: HR.DELIVERY / PORTALS

C2 · YOUR CLIENT EXPERIENCE

TalentMaps³: connect roles with everyday people decisions

Use a common role architecture to connect job requirements, competencies, development, workforce planning and performance conversations.

WHAT IT GIVES YOU

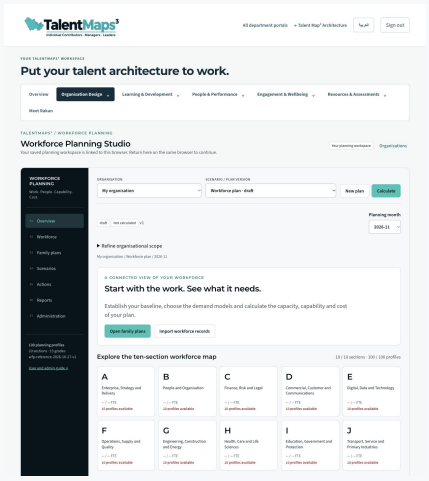
The portal brings the Individual Contributor, Manager and Leader maps together with practical HR tools. Its published architecture describes 27 behavioural competencies, 100 career families, 13 reference grades and 1,300 supplied role profiles; select the relevant pathway and adapt it to your context.

THE CLIENT VALUE

Managers can use a shared language for expectations while linking individual capability with the work the organisation needs.

YOUR OUTPUTS

- Role and competency references
- Job and workforce planning tools
- Connected development resources



PUBLISHED WORKSPACE DEMONSTRATION / Workforce Planning Studio: models and navigation. English interface; isolated demonstration workspace, no client or employee records.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An HR team wants role profiles, development plans and workforce discussions to use compatible references. It selects the relevant TalentMaps pathways and career families, then adapts the supplied resources to its own operating context while keeping planned assessment cards outside current commitments. Which people decisions should draw on the same locally calibrated role references?

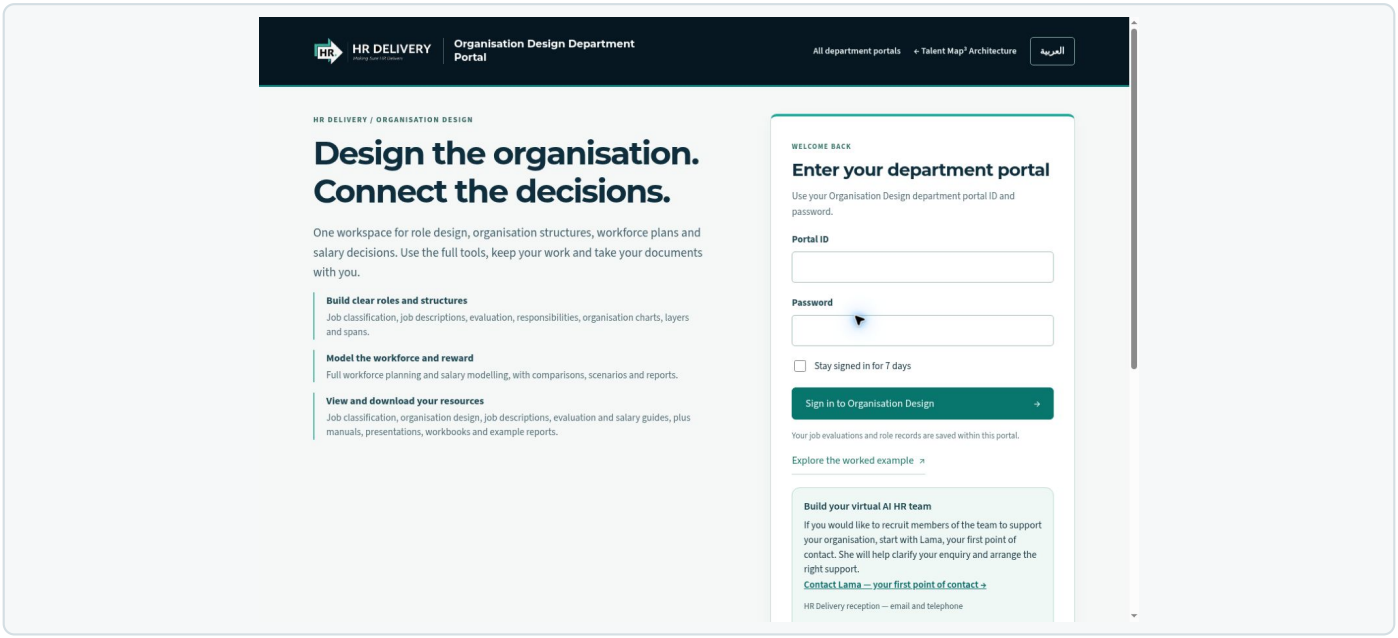
SERVICE CONTEXT / TalentMaps assessment-suite cards remain planned.

SOURCE: HR.DELIVERY / PORTALS

BRING THE DESIGN TOOLS TOGETHER

Organisation Design Studio

Develop an organisation proposal by connecting the work to be done with role scope, reporting relationships, management capacity and workforce demand.



WEBSITE SCREEN / Live Organisation Design portal access page listing its connected tools; private session unverified.

WHAT IT GIVES YOU

The studio brings together job descriptions, job evaluation, organisation charts, layers and spans, and workforce planning. Public examples support initial exploration; the department portal describes retained work and resources for taking the design through a fuller review process.

THE CLIENT VALUE

Using the tools together helps teams see how one design choice affects accountabilities, capacity and cost before committing to a new structure.

YOUR OUTPUTS

- Role and structure design inputs
- Workforce and management-capacity comparisons
- An organisation proposal for stakeholder review

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client needs both revised job descriptions and a clearer organisation chart. HR Delivery scopes how job design, evaluation, workforce planning and structure modelling should contribute, so the client receives a coordinated review sequence rather than disconnected tool outputs. Which design outputs must be considered together before your stakeholders can decide?

SERVICE CONTEXT / Public examples; saved work uses the department workspace

SOURCE: HR.DELIVERY / DEPARTMENT ORGANISATION DESIGN

MATCH CAPACITY TO THE WORK

Workforce Planning Studio

Build a workforce plan from a defined baseline, using a demand method that reflects how the organisation actually delivers its work.

WHAT IT GIVES YOU

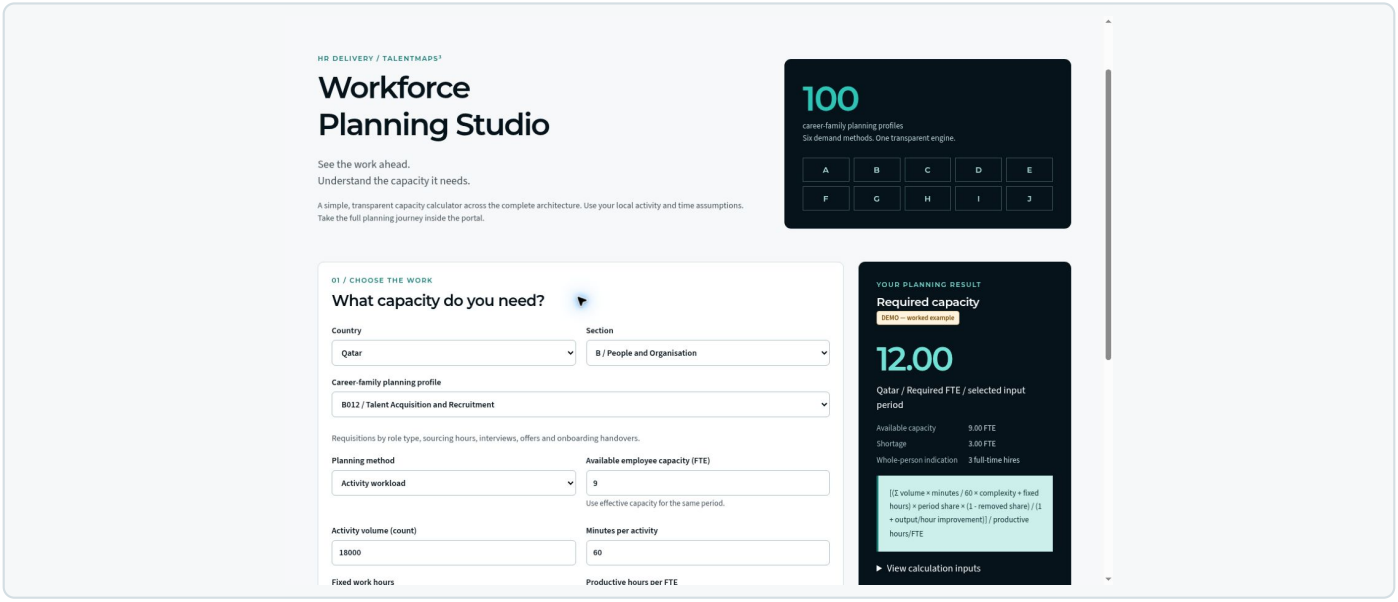
The studio includes 100 career-family profiles and six demand methods: activity workload, staffed coverage, project work, approved local ratio, baseline growth and approved establishment. Supply, capability and cost assumptions support monthly forecasts over a planning horizon of up to five years.

THE CLIENT VALUE

A transparent model gives leaders a practical basis for discussing staffing requirements, testing assumptions and choosing actions that address the real capacity gap.

YOUR OUTPUTS

- Workforce baseline and family profiles
- Demand, supply and capability gaps
- Monthly staffing and cost assumptions



WEBSITE SCREEN / Live workforce calculator using the site's explicitly labelled demonstration example.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A service centre needs staffed coverage at defined times, while a project team needs capacity against planned work. The planners choose demand methods suited to each setting, document supply and capability assumptions, and compare the resulting monthly staffing requirements. Which demand method best represents how work creates a need for capacity here?

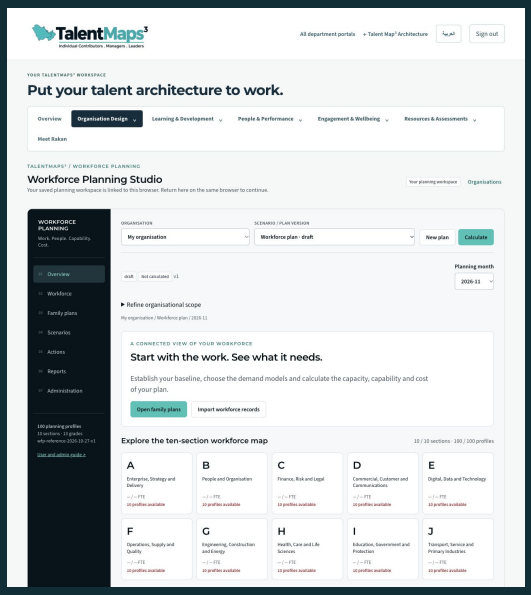
SERVICE CONTEXT / Public example available; full planning records require portal access

SOURCE: HR.DELIVERY / WORKFORCE PLANNING

MOVE FROM A FORECAST TO A DECISION

Workforce scenarios, actions and reports

Compare credible alternatives for demand, supply, productivity and cost, then turn the preferred workforce scenario into defined actions and reporting requirements.



PUBLISHED WORKSPACE DEMONSTRATION / Workforce Planning Studio: models and navigation. English interface; isolated demonstration workspace, no client or employee records.

WHAT IT GIVES YOU

The workspace demonstration includes workforce records, family plans, scenarios, actions, reports and an import control. The described import and export facilities support reconciliation with organisational records, while scenario assumptions provide context for interpreting the resulting workforce gaps.

THE CLIENT VALUE

Decision-makers can compare options on a consistent basis and connect an agreed staffing direction with the practical work needed to implement it.

YOUR OUTPUTS

- Alternative workforce scenarios
- Action plan linked to identified gaps
- Reports and import/export records

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client compares recruiting additional staff with developing existing capability over a longer period. The workforce scenarios retain the assumptions behind each option, and the preferred response becomes an action plan with responsible owners and review information for the next planning discussion. What action follows from the workforce gap in your preferred scenario?

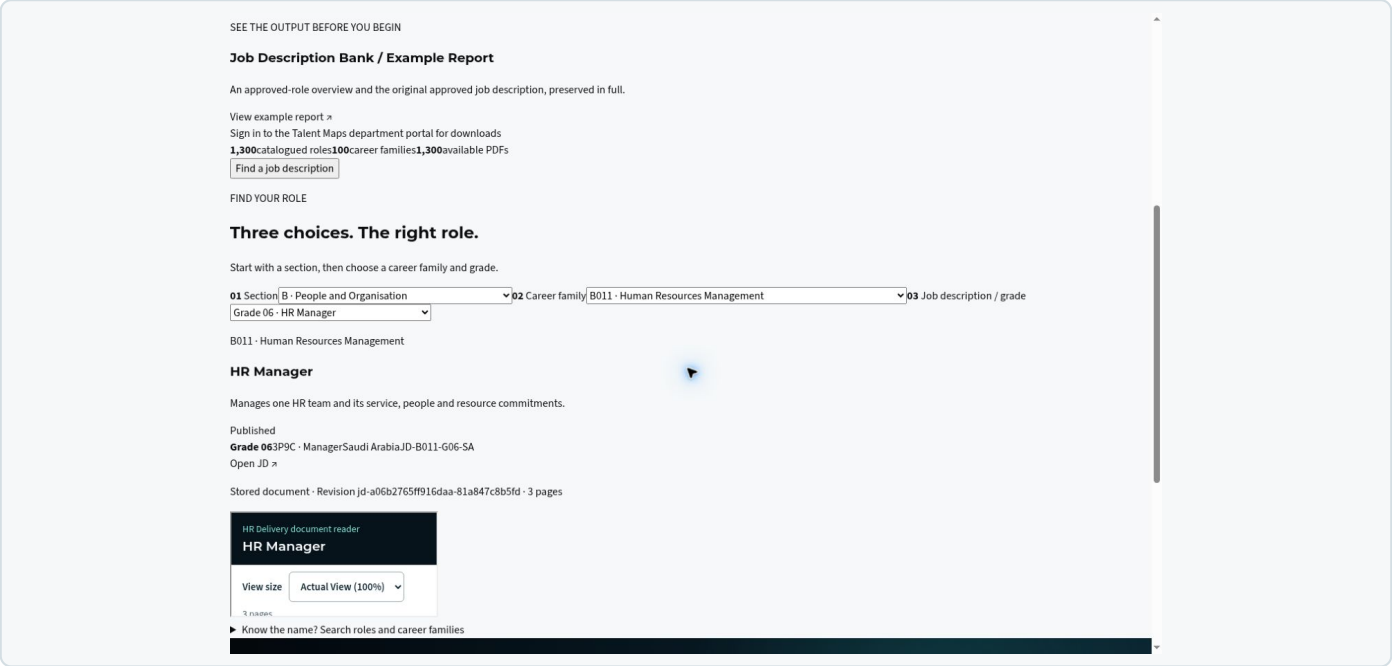
SERVICE CONTEXT / Published workspace demonstration; operational records are private

SOURCE: HR.DELIVERY / DEPARTMENT TALENT MAPS

START WITH A STRUCTURED ROLE PROFILE

Job Description Bank and Job Design

Use a relevant reference role to begin the job-design conversation, then adapt its purpose, responsibilities and capability requirements to the organisation.



WEBSITE SCREEN / Live Job Description Bank with Grade 6 HR Manager selected; actual browser rendering shown.

WHAT IT GIVES YOU

The bank lists 1,300 roles across 100 career families, with searches by role or selections by section, family and grade. Public PDFs support exploration; the portal describes editable Word originals and role packs for organisation-specific drafting.

THE CLIENT VALUE

A structured starting point saves preparation effort while keeping the final job description grounded in the organisation's actual work, relationships and accountabilities.

YOUR OUTPUTS

- Role-purpose and responsibility draft
- Behavioural and technical requirements
- Public PDF and described editable role pack

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A company needs a role pack for a facilities supervisor. HR searches the relevant family and grade references, reviews a suitable starting profile and adapts the purpose, responsibilities and capability requirements with the manager before seeking local approval. Which parts of the reference job description need changing to reflect your organisation's actual work?

SERVICE CONTEXT / Public catalogue and examples; adapt before approval

SOURCE: HR.DELIVERY / JOB DESCRIPTION BANK

MAKE REPORTING RELATIONSHIPS CLEAR

Organisation Chart Creator

Create a shared view of positions, reporting lines and vacancies, with the option to show employee names when that suits the discussion.

WHAT IT GIVES YOU

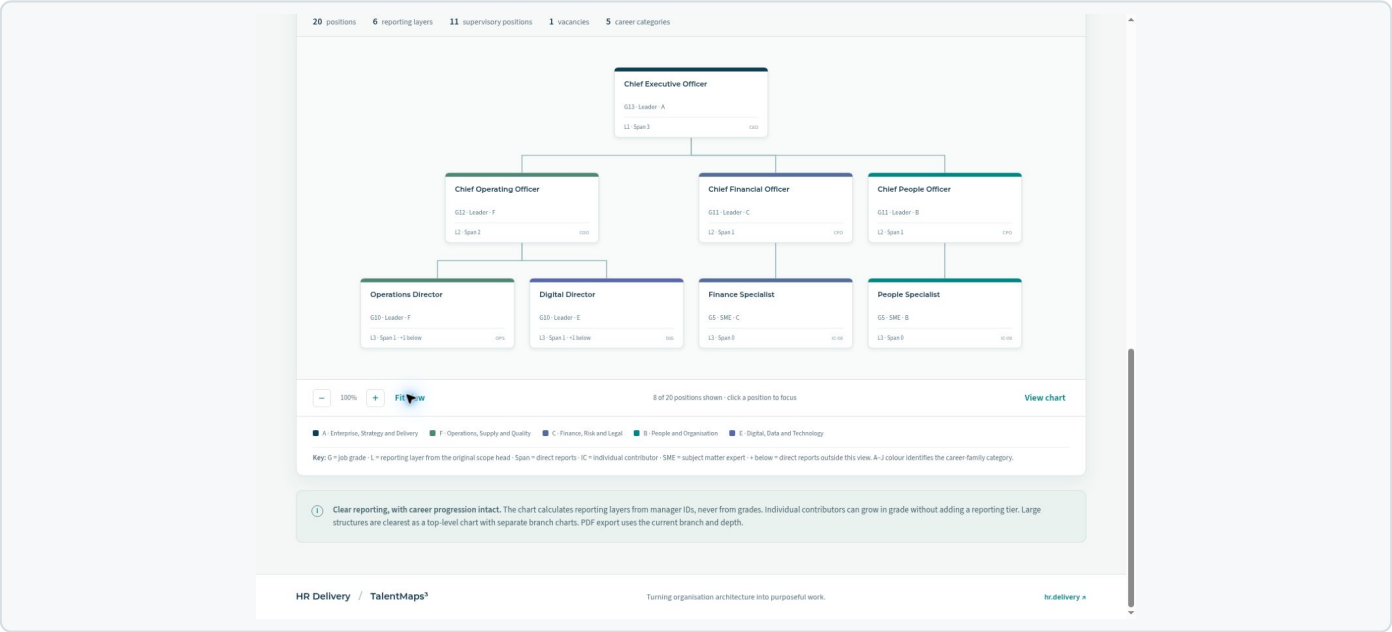
Position records can include title, grade, career family, contribution track, manager and vacancy or planned status. The creator offers roles-only and people views, branch focus and depth controls, with checks for duplicate IDs, missing managers and reporting loops.

THE CLIENT VALUE

A clear chart helps stakeholders discuss accountability and planned changes while keeping the design of a position separate from its current occupant.

YOUR OUTPUTS

- Roles-only or named organisation chart
- Structure validation prompts
- CSV/JSON data and SVG/PDF export controls



WEBSITE SCREEN / Live roles-only chart using the site's demonstration positions; no employee names.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A leadership team reviews a proposed structure before assigning employees to positions. HR prepares a roles-only chart, checks missing managers and reporting loops, and uses branch focus to discuss one function before producing any authorised view with employee names. Would a roles-only view make this structure discussion clearer?

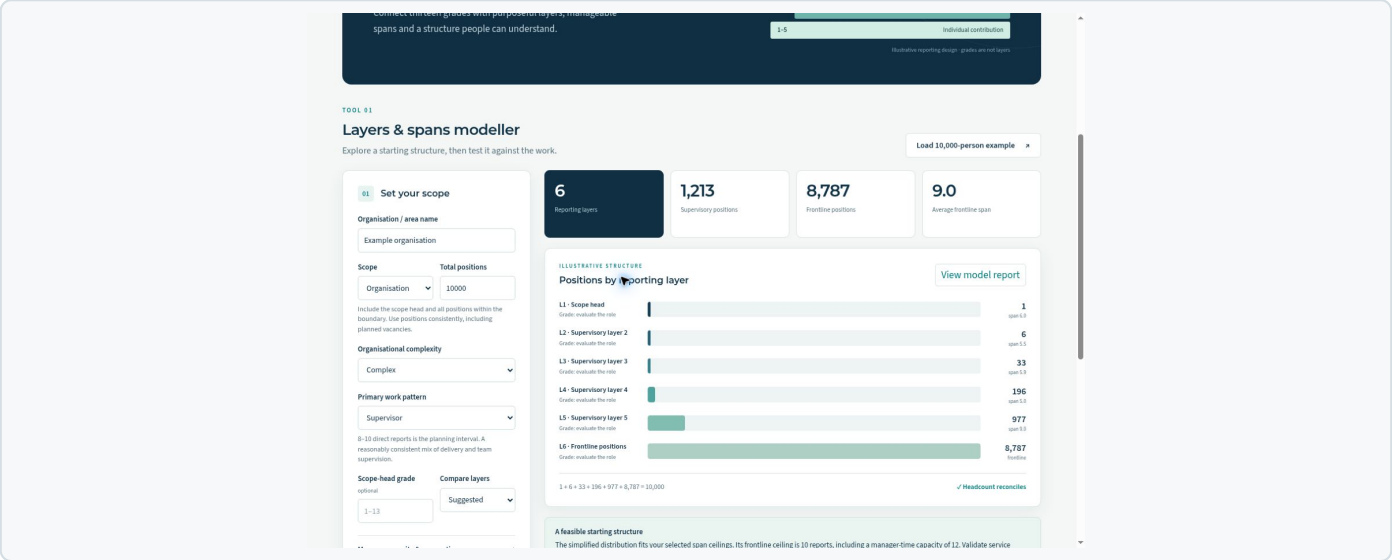
SERVICE CONTEXT / Public demonstration; check source records before use

SOURCE: HR.DELIVERY / LAYERS SPANS/#MODELLER

TEST MANAGEMENT ASSUMPTIONS

Layers & Spans Modeller

Examine how management depth and supervisory capacity change under different assumptions before deciding whether an organisation structure is suitable for its work.



WEBSITE SCREEN / Live model result for the supplied 10,000-person example; planning assumptions remain visible.

WHAT IT GIVES YOU

The modeller compares one to seven reporting layers using headcount, complexity, scope and management assumptions. Its results provide a transparent planning hypothesis. Reporting layers are distinct from the 13-grade framework, and the output requires review against local operating demands.

THE CLIENT VALUE

Leaders can challenge structural assumptions explicitly and consider risk, geography and decision rights before adopting a preferred management arrangement for their organisation.

YOUR OUTPUTS

- Alternative layer configurations
- Supervisory and frontline position estimates
- Span assumptions for discussion

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An operation considers whether a proposed supervisory arrangement is practical. The modeller makes headcount, complexity and management assumptions explicit across alternative layer configurations, which leaders discuss against the work's demands without confusing reporting layers with the organisation's grade structure. What complexity or management demand justifies the proposed layer and span assumptions?

SERVICE CONTEXT / Planning model; results require organisational judgement

SOURCE: HR.DELIVERY / LAYERS SPANS/#MODELLER

LINK THE PERSON, ROLE AND DEVELOPMENT PLAN

Employee ERP and connected people records

Keep employee information connected to approved job assignments, organisation structure and development work so HR activity starts from a consistent people record.

WHAT IT GIVES YOU

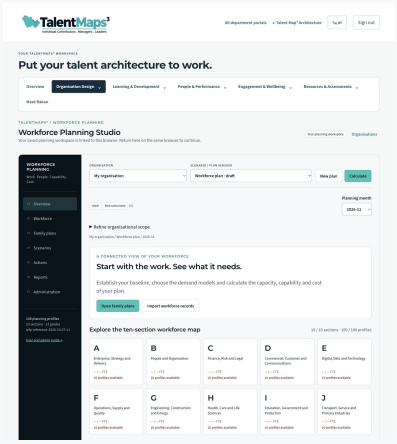
The described ERP scope includes employee profiles, employment history, job assignments, organisational relationships, development assignments, imports and people reports. Person and position information provide the context for changes over time and for coordinating development against agreed role requirements.

THE CLIENT VALUE

Consistent records help HR teams reconcile changes, understand who occupies which role and connect administrative information with the development work agreed for employees.

YOUR OUTPUTS

- Employee and employment-history records
- Role and structure assignments
- Development assignments, imports and people reports



PUBLISHED WORKSPACE DEMONSTRATION / Workforce Planning Studio: models and navigation. English interface; isolated demonstration workspace, no client or employee records.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An employee moves into a newly defined position while continuing a development assignment. Authorised colleagues review the person, employment history, job assignment and organisational relationships, so the records preserve the distinction between the employee and the position over time. Are your employee and position records clear enough to explain this change over time?

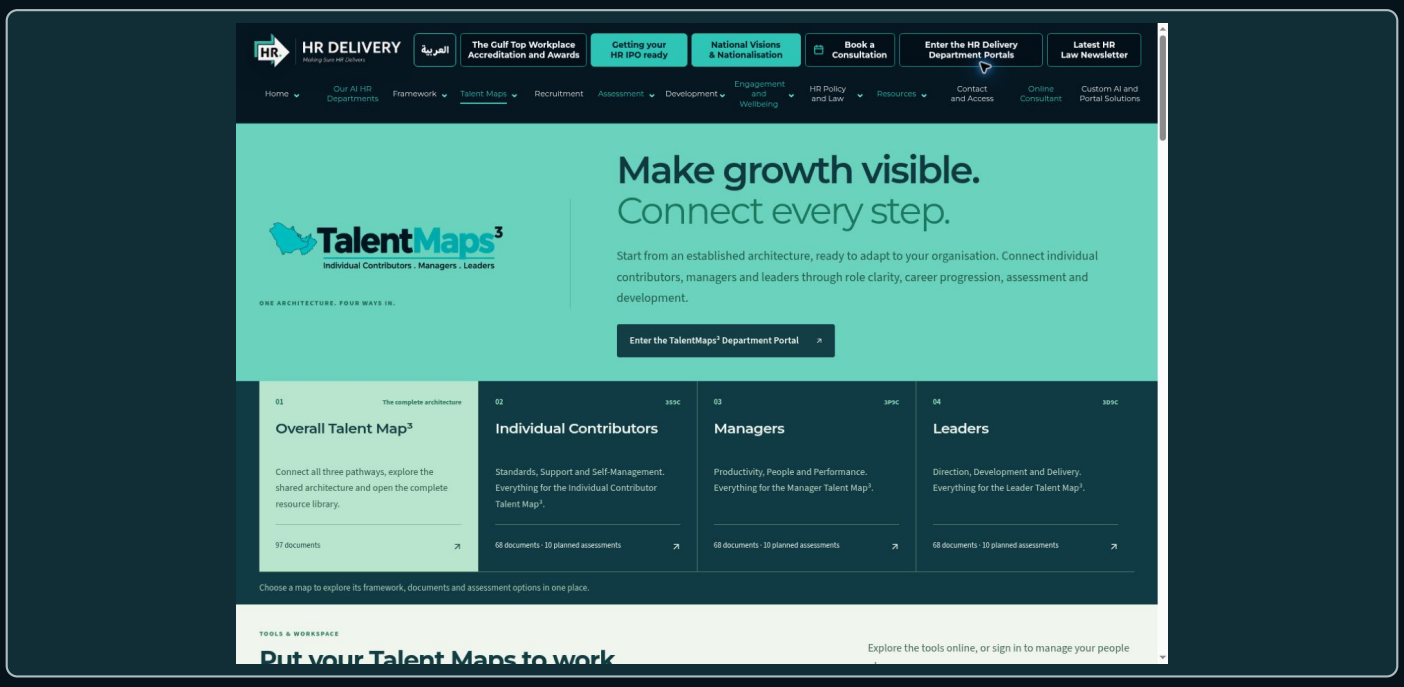
SERVICE CONTEXT / Private employee workspace; authorised access required

SOURCE: HR.DELIVERY / DEPARTMENT TALENT MAPS

FROM ARCHITECTURE TO A USABLE JOB DEFINITION

Build a role pack for review

Bring role purpose, contribution level and capability requirements together before asking stakeholders to agree the job and its organisational context.



RELATED SERVICE VIEW / Live TalentMaps³ architecture explorer with its four entry routes.

WHAT IT GIVES YOU

Select the Talent Map and career family, then adapt a reference job description to the actual work. Keep responsibilities, behavioural expectations and technical requirements together in the draft for stakeholder review.

YOUR OUTPUTS

- Role-purpose and responsibility draft
- Behavioural and technical requirements
- Questions for stakeholder agreement

HOW TO USE IT

1. **Select the reference.** Choose the contribution map, career family and relevant reference role.
2. **Adapt the work.** Confirm actual responsibilities, relationships and the capability required for delivery.
3. **Agree the pack.** Review the draft with stakeholders and record the agreed role expectations.

WHY THIS HELPS

A coherent role pack gives reviewers a clearer basis for discussing accountabilities and helps subsequent recruitment, performance and development work stay aligned.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A new analyst role needs agreement from HR and the operating manager. The draft pack combines role purpose, responsibilities, behavioural expectations and technical requirements, with open questions highlighted so stakeholders can resolve the actual work before approving the profile. What must stakeholders agree before this role pack is ready for use?

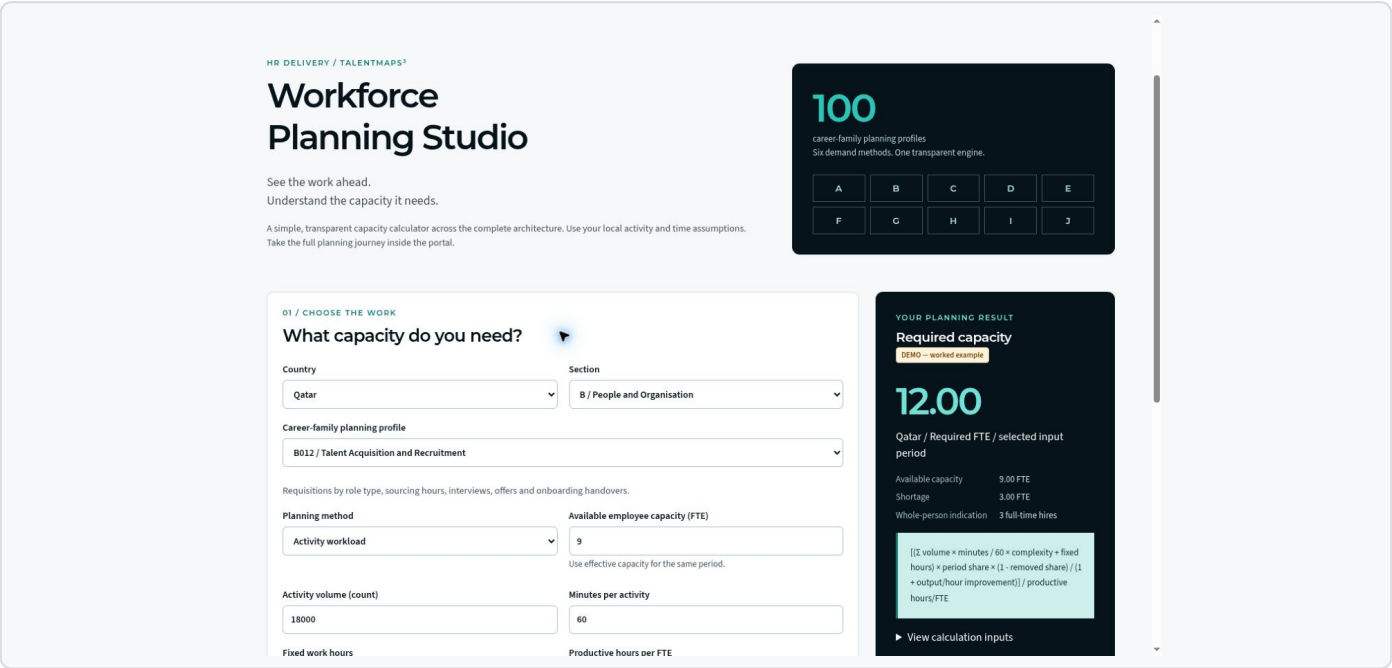
SERVICE CONTEXT / Reference material requires local role calibration

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

BASELINE, DEMAND, OPTIONS AND ACTION

Turn a workforce gap into an action plan

Use a clear baseline and an appropriate demand method to identify the workforce question and compare practical responses with decision-makers.



RELATED SERVICE VIEW / Live workforce calculator using the site's explicitly labelled demonstration example.

WHAT IT GIVES YOU

Make demand, supply, capability and cost assumptions visible. Compare credible scenarios and connect the preferred response with accountable actions, required evidence and review arrangements appropriate to the workforce gap.

YOUR OUTPUTS

- Demand and supply comparison
- Selected workforce scenario
- Accountable action and reporting requirements

HOW TO USE IT

1. **Establish the baseline.** Confirm the people records, planning period and current operating assumptions.
2. **Model the work.** Choose a demand method and compare supply, capability and cost.
3. **Agree the response.** Review scenarios and assign actions against the preferred planning option.

WHY THIS HELPS

The organisation can see what drives the gap and agree practical follow-up without treating one modelled staffing number as a complete answer.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A forecast highlights a capability gap even where total headcount appears sufficient. HR and operations examine demand and supply assumptions, compare development and recruitment responses, then assign accountable actions and evidence requirements for the option they decide to pursue. Does the gap concern headcount, capability, timing or a combination of these?

SERVICE CONTEXT / Planning assumptions need organisational review

SOURCE: HR.DELIVERY / WORKFORCE PLANNING

STRUCTURE CHOICES WITH THEIR OPERATING IMPLICATIONS

Review a proposed organisation structure

Prepare a structure proposal that stakeholders can examine through role relationships, management capacity and the work the organisation must deliver.

WHAT IT GIVES YOU

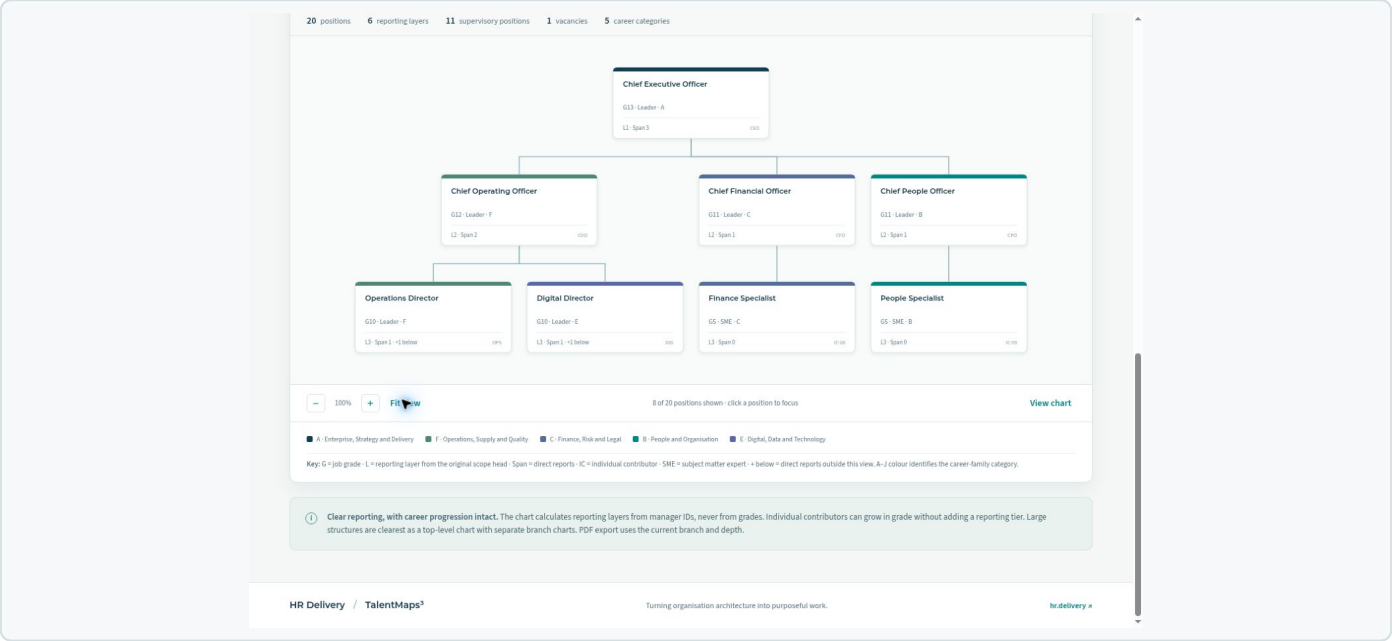
Map reporting relationships from position records, then test layer and span assumptions against operating needs. Review workforce and implementation implications before selecting the preferred structure for stakeholder consideration.

YOUR OUTPUTS

- Roles-only or named chart
- Layer and span assumptions
- Implementation questions and design decisions

HOW TO USE IT

1. **Map the positions.** Check position identifiers, reporting lines, vacancies and planned organisational changes.
2. **Test management capacity.** Review layers and spans against complexity, geography and decision rights.
3. **Review the implications.** Connect the preferred structure with workforce requirements and implementation actions.



RELATED SERVICE VIEW / Live roles-only chart using the site's demonstration positions; no employee names.

WHY THIS HELPS

A reviewable proposal helps leaders discuss accountability and capacity together and makes the practical consequences of a structural choice easier to examine.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A proposed reporting structure is presented as a roles-only chart. Reviewers examine the layers and spans, test the management assumptions against operating needs and discuss workforce and implementation consequences before selecting an option for further stakeholder consideration. Which practical consequence of this structure needs testing before a preferred option is selected?

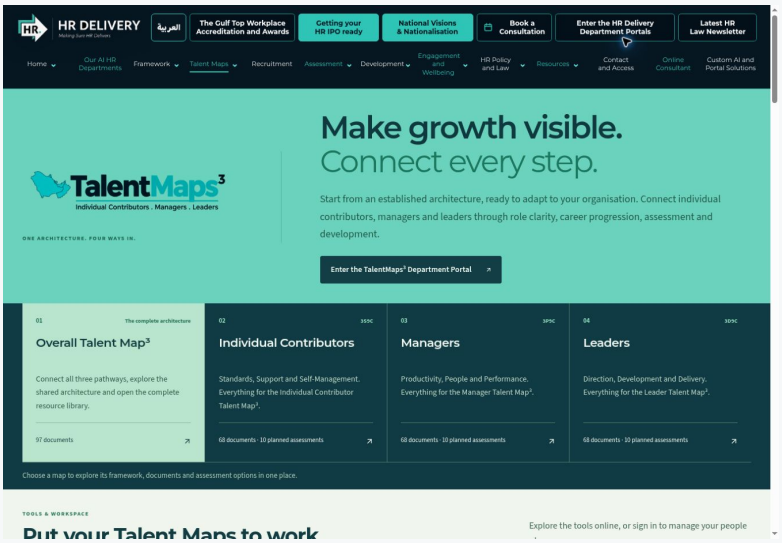
SERVICE CONTEXT / Models support judgement; no universal structure prescribed

SOURCE: HR.DELIVERY / LAYERS SPANS/#MODELLER

C2 · YOUR CLIENT EXPERIENCE

Agree the organisation design sequence with your adviser

The dedicated Organisation Design Process resource is marked Coming soon, alongside tools that can already be explored publicly.



WEBSITE SCREEN / Live architecture overview supporting the resource context; individual design tools were reviewed separately.

WHAT IT GIVES YOU

Workforce planning, charts, layers and spans, job descriptions and evaluation can support an assignment. Agree how those components will be sequenced, what decisions each informs and which outputs will be reviewed, rather than assuming a finished process manual accompanies them.

THE CLIENT VALUE

You can use the developed tools within a coherent engagement and know which supporting process resource is still forthcoming.

YOUR OUTPUTS

- An agreed assignment sequence
- Defined decision points
- A set of expected design outputs

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client commissions a redesign involving workforce planning, job descriptions and reporting lines. The service brief specifies the order of analysis, the decision each component informs and the review outputs, rather than assuming a complete implementation method accompanies the tools. What sequence of analysis and decisions has been agreed for this assignment?

SERVICE CONTEXT / Readiness and scope to confirm for the client engagement.

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

C2 · YOUR CLIENT EXPERIENCE

Follow the current recruitment route from TalentMaps

The TalentMaps Recruitment Tools card is marked Coming soon, while Recruitment Studio has its own department and published workspace demonstration.

WHAT IT GIVES YOU

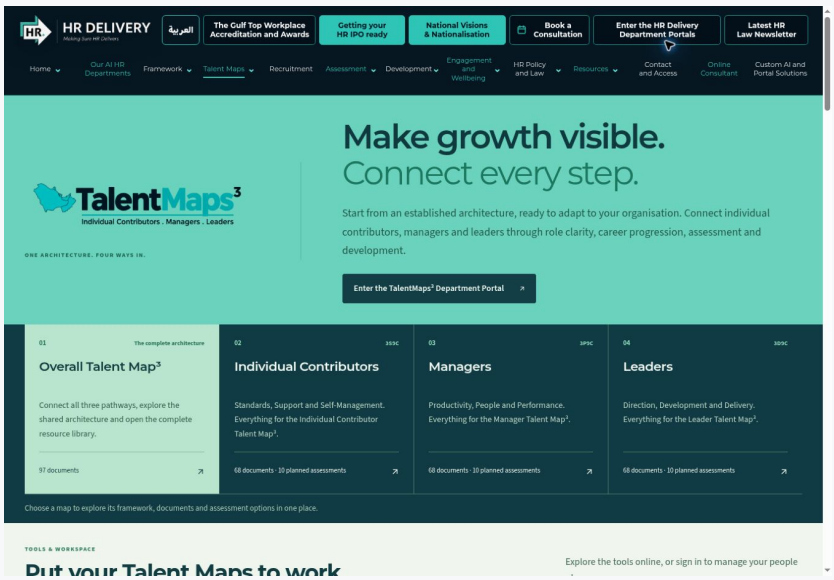
Use the separate recruitment service route for current hiring requirements. Confirm whether the planned TalentMaps card will introduce distinct resources or connect to that service, and make the intended navigation clear in your team's handover.

THE CLIENT VALUE

Teams can reach the relevant recruitment offer while understanding the development status of the TalentMaps entry.

YOUR OUTPUTS

- A working recruitment starting point
- A clear relationship between resources
- A future navigation or content requirement



WEBSITE SCREEN / Live Talent Maps architecture overview provides context for the planned gap-closure resource.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A workforce review identifies a vacancy that now needs recruitment support. HR follows the separate recruitment service route and explains that handover to the hiring team, while confirming the purpose of any planned TalentMaps recruitment card before relying on its navigation. Which current service route will your team use when the design creates a hiring requirement?

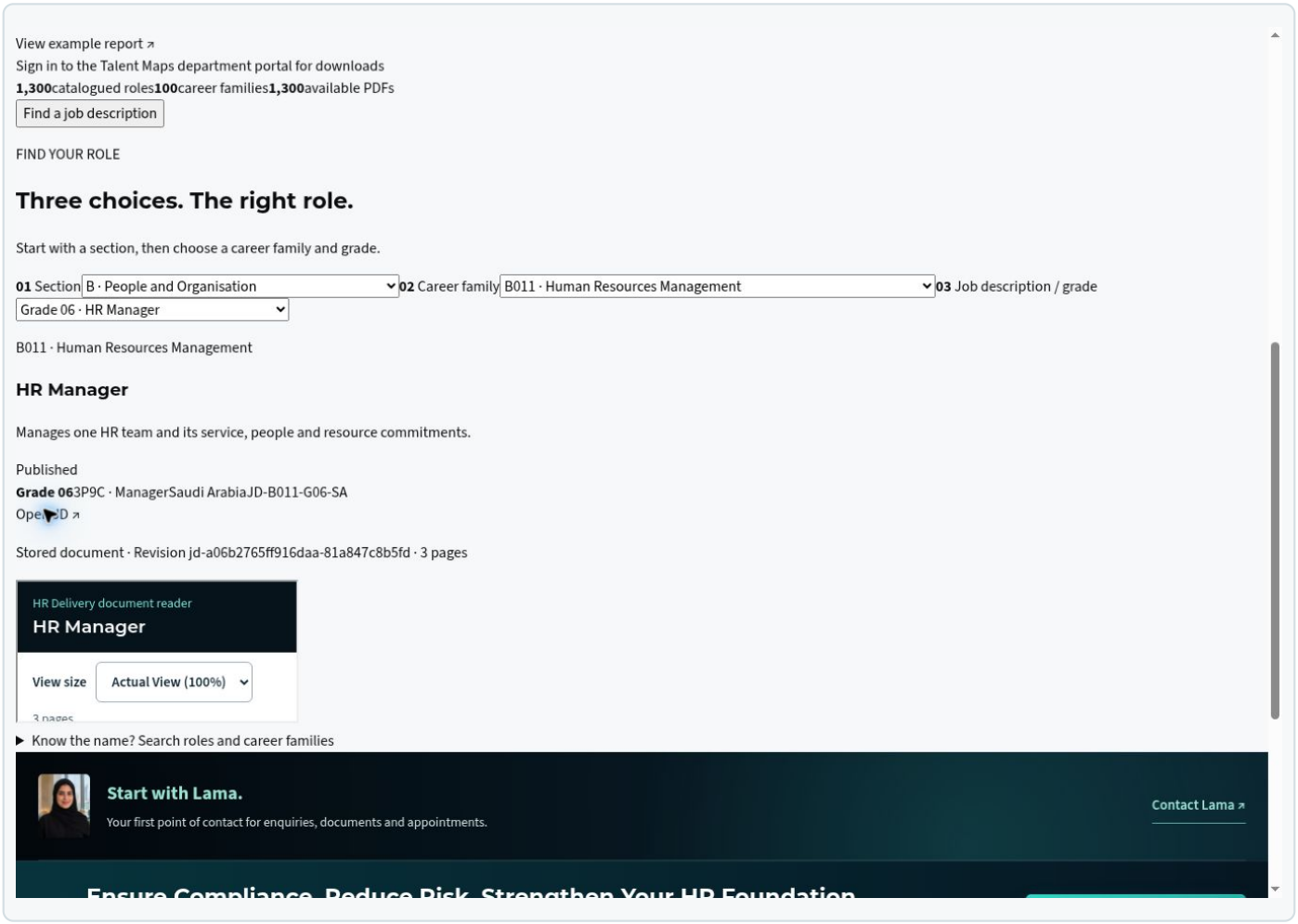
SERVICE CONTEXT / Readiness and scope to confirm for the client engagement.

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

THE SERVICE ON SCREEN

Job Description Bank and Job Design / screen view

A complete captured view of the related resource, with its original proportions preserved.

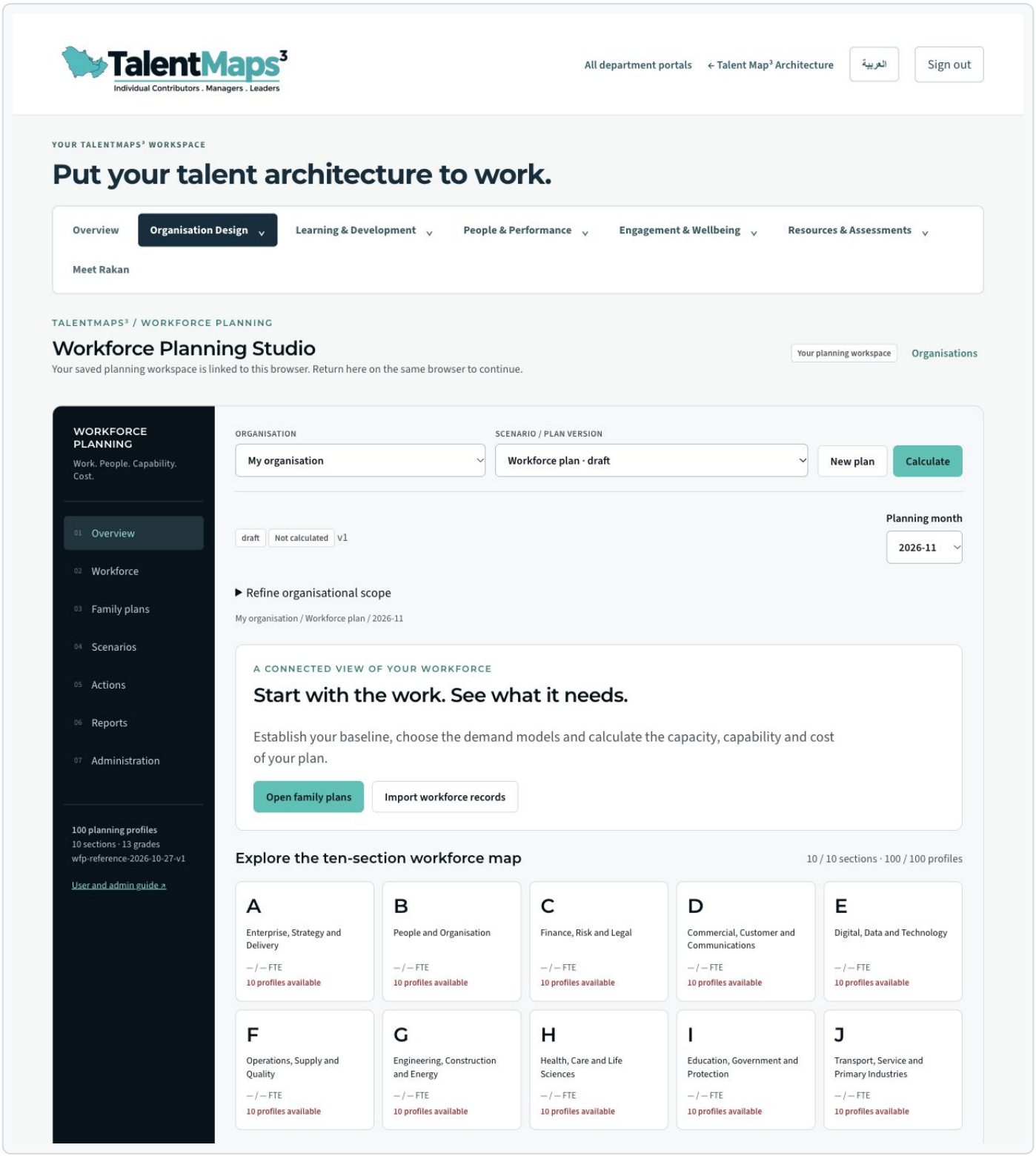


WEBSITE SCREEN / Public example role-description PDF opened from the Job Description Bank.

THE SERVICE ON SCREEN

A closer look at the workspace

The complete published demonstration is shown at a larger scale. Use the feature pages to connect this view with your own service requirements.



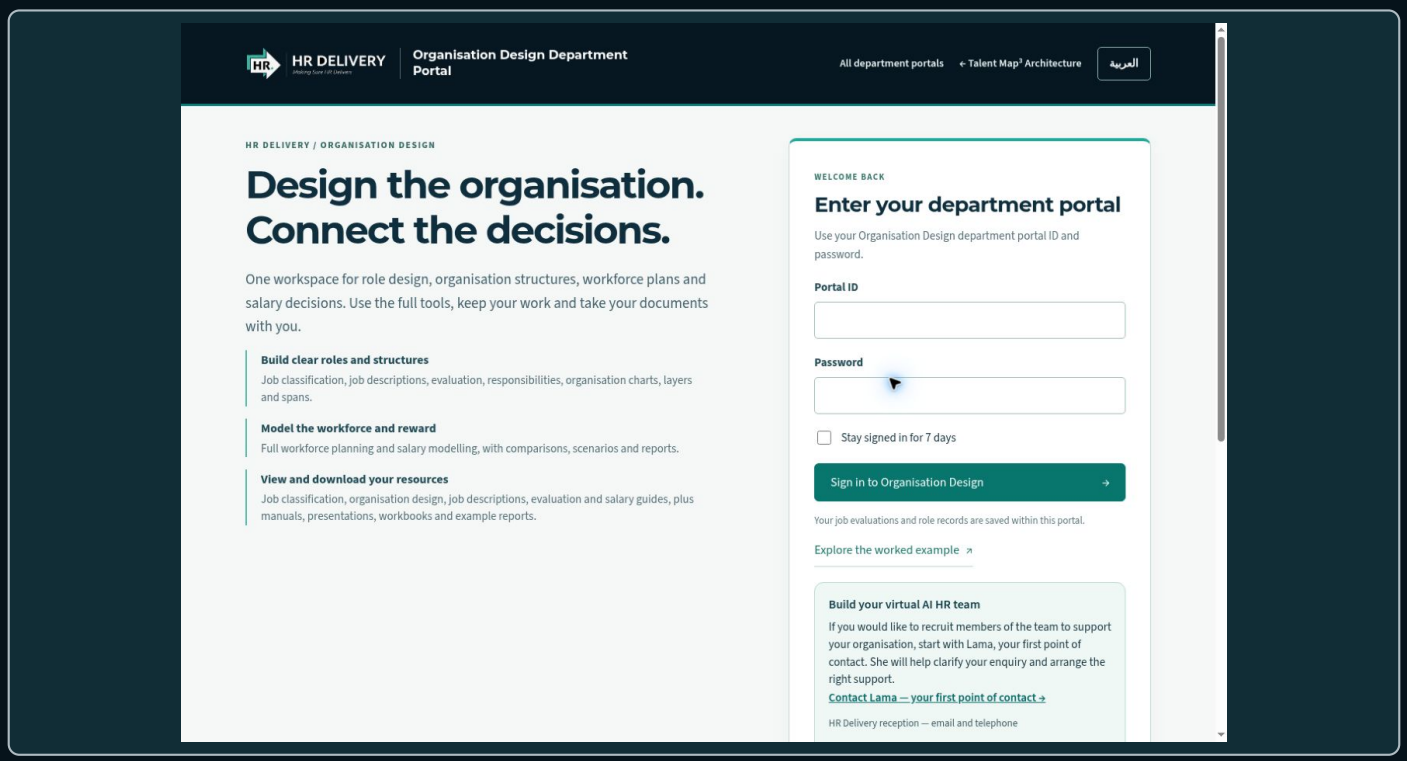
PUBLISHED WORKSPACE DEMONSTRATION / Workforce Planning Studio: models and navigation. English interface; isolated demonstration workspace, no client or employee records.

C / ORGANISATION DESIGN

03

See the service in practice

Two illustrative client journeys connect the tools with a business need, a working sequence and useful outputs.



WEBSITE SCREEN / Live Organisation Design portal access page; public planning tools were reviewed separately.

CLIENT JOURNEY / 01

Design roles for a new function

Illustrative client journey: A business introduces a customer experience function but has not separated specialist work from managerial responsibility. HR wants role packs that explain contribution and reporting relationships before recruitment begins. The team uses relevant references and stakeholder discussion to prepare the proposed design.

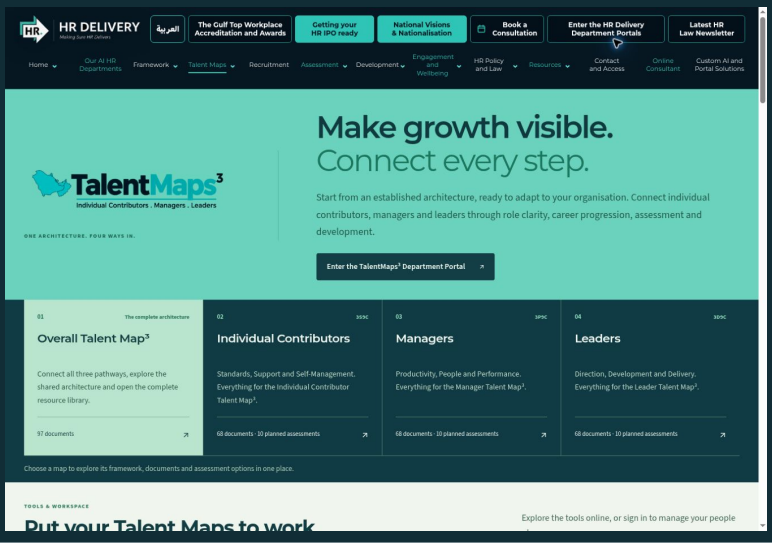
1. **Describe the service.** Clarify the work, customers, decisions and interfaces the new function must support.
2. **Build the role packs.** Adapt relevant job descriptions, behavioural expectations and technical requirements to the agreed responsibilities.
3. **Map the relationships.** Prepare a roles-only chart and examine management responsibilities, layers and dependencies.
4. **Review before implementation.** Resolve stakeholder questions and identify the role, workforce and recruitment actions requiring approval.

WHAT THE WORK PRODUCES

- Function purpose and role packs
- Proposed reporting relationships
- Implementation and recruitment questions

THE VALUE FOR YOUR TEAM

Colleagues can review how the work is divided and managed before recruitment begins, reducing ambiguity in role briefs, reporting relationships and the proposed implementation responsibilities.



WEBSITE SCREEN / Live TalentMaps³ architecture explorer with its four entry routes.

EXPLORE NEXT / TalentMaps³ architecture explorer (p012) · Job Description Bank and Job Design (p029) · Build a role pack for review (p033)

CLIENT JOURNEY / 02

Respond to a workforce-capacity gap

Illustrative client journey: A service operation expects demand to change but does not want to base staffing decisions on a single growth assumption. HR and operations prepare the baseline, compare suitable demand methods and explore supply, capability and cost implications before selecting a preferred response.

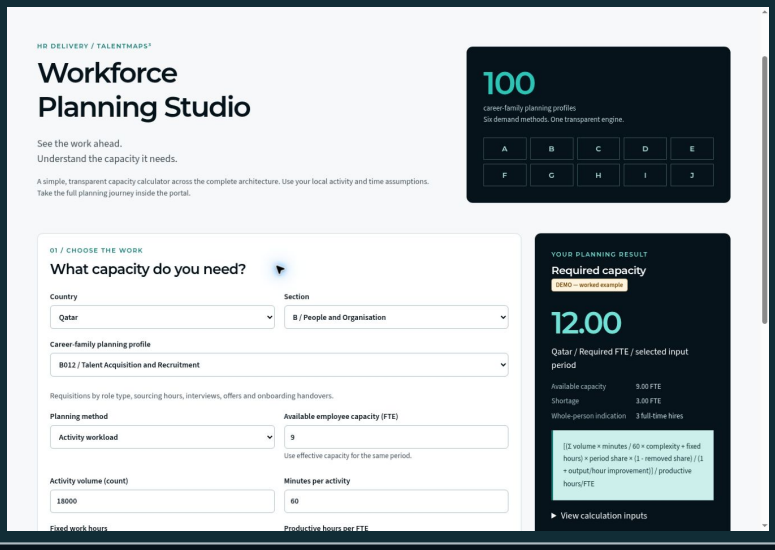
1. **Check the starting records.** Reconcile positions, available workforce and relevant workload or coverage information with operational colleagues.
2. **Choose the demand basis.** Select a method suited to the work and document the assumptions it requires.
3. **Compare possible responses.** Examine alternative staffing, capability or timing choices alongside supply and cost considerations.
4. **Assign and review actions.** Agree responsible owners, evidence needs and review points for the preferred workforce response.

WHAT THE WORK PRODUCES

- Documented workforce baseline
- Comparable demand and supply scenarios
- Accountable workforce action plan

THE VALUE FOR YOUR TEAM

Leaders can see why a capacity gap is expected, compare practical responses and revisit the decision when demand, supply or operating assumptions change over time.



WEBSITE SCREEN / Live workforce calculator using the site's explicitly labelled demonstration example.

EXPLORE NEXT / Workforce Planning Studio (p027) · Workforce scenarios, actions and reports (p028) · Employee ERP and connected people records (p032)

SERVICE ARRANGEMENTS

A clear handover helps your team start well

Agree the people, workspaces, outputs and service connections required for your assignment.

SCOPE AND RESPONSIBILITY

Confirm the business question, participating colleagues, outputs and the decisions that remain with your authorised team.

ACCESS AND COMMUNICATION

Lama can coordinate the relevant portal route and service setup. Specialist AI profiles are virtual characters; enabled chat, call, email and Telegram channels depend on the agreed provider connections.

SCREENS AND EXAMPLES

Screens show the public website, published workspace demonstrations or related service views, as labelled. Examples in this brochure are illustrative; they do not report client results or completed private transactions.

REVIEW AND RELEASE

Adapt models and documents to the assignment. Agree professional review, approval, release and record-handling arrangements before organisational use.

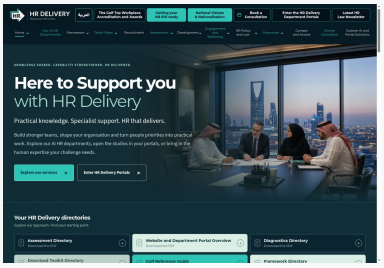
USEFUL DIRECT ROUTES

Speak with Lama

Explore the portal directory

Request a conversation with Dr Phillip

Contact HR Delivery



Source basis: the approved HR Delivery Client Guide and its linked site review, expanded with client applications. Mission, vision and pledges were checked against HR Delivery's public site in November 2026. Catalogue counts refer to the stated inventory, not a promise of future totals.

YOUR NEXT STEP

Choose the design question worth resolving first

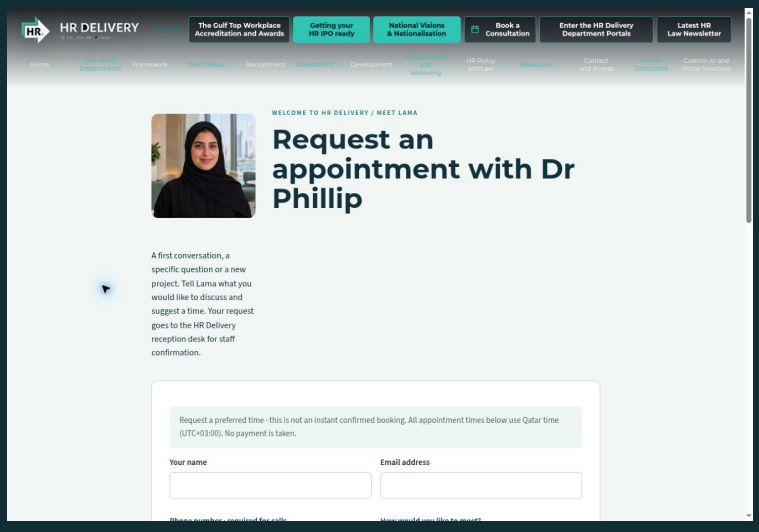
A useful assignment can begin with one role, one capacity issue or one unclear reporting relationship. Share that question with Lama and bring the records you already use. HR Delivery can help identify the relevant references, sequence the analysis and prepare outputs for stakeholder review. Confirm the available resources, local calibration and implementation responsibilities during setup, so the proposed design has a clear connection to your organisation's work and priorities.

A PRACTICAL START

- Identify the role, workforce or structure decision to address.
- Collect the current records and note the assumptions that need testing.
- Arrange a scoping conversation with Lama and the relevant specialist team.

A STARTING BRIEF YOU CAN ADAPT

We want to review [role, function or structure] because [business need]. Our current arrangement is [summary]. We have [records] and need help with [questions]. The proposal will be reviewed by [stakeholders] within [timing]. Please help us agree the starting point.



WEBSITE SCREEN / Public appointment-request route: requests are reviewed by the team.

Start with Lama

www.hr.delivery | drphillip@hr.delivery