



HR DELIVERY
Making Sure HR Delivers

THE HR DELIVERY FRAMEWORK DIRECTORY

Frameworks & practical delivery

A connected model.
A clear way forward.

Explore the HR Delivery framework portfolio and connect strategy, people, organisation design and everyday delivery around the needs of your organisation.



29

**Practical
frameworks**

From strategy to service

07

Connected areas

A complete organisational view

01

Shared purpose

Turn understanding into action

A SHARED STRUCTURE FOR PRACTICAL IMPROVEMENT

See the connections. Choose the next step.

A useful framework makes a complex organisational challenge easier to understand. It gives people a shared language, a clear structure and a practical way to connect evidence, decisions and action.

What is a framework?

A framework organises the important parts of a subject and shows how they fit together. It can define the capabilities needed for effective leadership, the conditions that shape engagement, or the stages required to plan and deliver change. It helps teams ask better questions, compare different perspectives and identify what deserves attention. The diagram is a starting point for a useful conversation; the value comes from how the model is applied.

Why use one?

Without a shared structure, different teams may work on the same issue in different ways. Priorities become difficult to compare and improvements may address a symptom while missing its cause. A framework makes the connections visible. It supports clearer expectations, more consistent conversations and better coordination across HR, line managers and leaders. It also helps turn a broad ambition into specific responsibilities, practical actions and evidence of progress.

When a framework can help

Use a framework when a new strategy requires different capabilities, employee feedback points to recurring problems, roles or structures need to change, or learning investment needs a clearer purpose. It is also useful when leaders want to bring several initiatives together. Start with the question you need to answer, rather than choosing a model simply because it looks familiar.

How HR Delivery helps

We help you clarify the challenge, select the relevant framework and connect it with your organisation's strategy, context and people. Depending on the need, this can involve facilitated workshops, evidence gathering, assessments, employee listening, design work, development conversations and action planning. We work with the people responsible for delivery so the model becomes part of how decisions are made and progress is reviewed.

A connected portfolio

Our 29 frameworks sit within seven connected areas. Strategy and Planning gives the overall direction. Five pillars translate that direction into the employee experience and organisational practice. HR Service and Analytics provides the support, feedback and evidence that keeps improvement moving. You can begin with one focused framework and combine related models as the work develops.

What a framework is - and is not

A framework supports judgement; it does not replace it. A diagram alone does not establish a diagnosis, prove a cause or guarantee an outcome. We consider the relevant evidence, listen to the people involved and make the limits of each approach clear. The aim is a proportionate response that fits your organisation, with practical ownership and a way to learn from what happens next.

01 Clarify

Define the challenge

02 Connect

Select the model

03 Apply

Agree the actions

04 Review

Learn from progress

PEOPLE, PURPOSE AND PRACTICAL DELIVERY

Better understanding. Meaningful change.

The challenge is rarely a shortage of ideas. It is knowing which ideas matter, how they connect and what people need to do differently. That is where a well-chosen framework can make a real difference.



FOUNDER & MANAGING DIRECTOR

Dr Phillip Welsh

DProf · Chartered FCIPD · FRSA

HR Delivery combines regional insight with international practice, connecting strategic HR advisory, organisational development, assessment and practical delivery. Our focus is helping clients understand their starting point and make progress that is useful to their people and their organisation.

Why frameworks matter

I believe frameworks should make work clearer, rather than add another layer of complexity. They help us see the whole picture, bring different perspectives into the conversation and identify the connections between strategy, capability and the everyday experience of employees. Used well, they give leaders and practitioners a practical basis for deciding where to begin.

From a model to useful action

The starting point is always your organisation and the question you need to answer. We look at the evidence, listen to the people involved and consider which parts of the framework are most relevant. We then work towards clear priorities, shared responsibilities and actions that can be tested and reviewed in practice.

What we stand for

HR Delivery is built around people, capability and impact. We value clear thinking, professional judgement and practical support. Our work brings HR, leaders and managers together around the same organisational purpose. We want clients to understand the approach, feel confident using it and be able to carry the work forward.

An invitation to explore

This directory introduces the framework portfolio and the relationships between its seven areas. Use it to explore a particular challenge or to consider how several models can support a wider programme. If a framework raises a useful question about your organisation, we would welcome a conversation about how to turn that question into progress.



SEVEN AREAS. ONE CONNECTED MODEL.

29 ways to turn understanding into action.

Choose an area, then explore the frameworks that address your priority.

01 Strategy and Planning

Agree where the organisation is going, the workforce it needs and how HR will support it.

3 frameworks

[Explore 08 >](#)

02 Attraction and Retention

Create a clear employment offer, attract the right talent and give people good reasons to stay.

4 frameworks

[Explore 12 >](#)

03 Organisation Design and Change Management

Understand how the organisation works, shape clear roles and structures, and help people navigate change.

6 frameworks

[Explore 17 >](#)

04 Talent Development

Build the skills, behaviours and confidence people need today, and prepare them for what comes next.

7 frameworks

[Explore 24 >](#)

05 Engagement, Wellbeing and Culture

Listen to people and understand the conditions that help them feel connected, supported and able to contribute.

4 frameworks

[Explore 32 >](#)

06 Performance Management and Reward

Set meaningful expectations, support progress and recognise the contribution people make.

2 frameworks

[Explore 37 >](#)

07 HR Service and Analytics

Support every area with effective HR services, useful evidence and thoughtful use of AI.

3 frameworks

[Explore 40 >](#)



FIND THE FRAMEWORK YOU NEED

The complete directory.

Select a name or page number to go directly to its framework page.

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Select a useful starting point

Begin with the organisational question. Use the overall model to identify the relevant area, then compare the frameworks, their applications and practical outputs. Each model image links to its detailed website page.

[Explore the approach >](#)

Build a connected response

A priority may cross several areas. Link the relevant models around one purpose, agree clear ownership and review progress together. Our tailoring and practitioner support sections explain how HR Delivery can help.

[Explore the approach >](#)

THE WHOLE ORGANISATION, CONNECTED

One shared direction. Seven areas of practice.

1. Strategy and Planning

HR Strategy Framework (HRSF)
Workforce Planning Framework (WPF)
HR Department Provision and Capability Framework (HRCF)

2. Attraction and Retention

Value Proposition Framework (VPF)

Talent Attraction Framework (TAF)

Onboarding and Induction Framework (OIF)

Retention Strategy Framework (RSF)

3. Organisation Design and Change Management

OD Diagnostic Framework (ODDF)

Capability Assessment Framework (CAF)

Change Management Framework (CMF)

Organisational Design Framework (ODF)

Competency and Capabilities Framework (CCF)

Job Evaluation Framework (JEF)

4. Talent Development

Training Needs Analysis Framework (TNAF)

Individual Contributor Development Framework (ICF)

Leadership Development Framework (LDF)

Team Development Framework (TDF)

Career Planning and Career Paths Framework (CPF)

Coaching and Mentoring Framework (CCF)

Succession Planning Framework (SPF)

5. Engagement, Wellbeing and Culture

Organisational Engagement Framework (OEF)

Organisational Wellbeing Framework (OWF)

Staff Satisfaction Framework (SSF)

3E Culture Framework (CDF)

6. Performance Management and Reward

Performance Management Framework (PMF)

Compensation and Reward Framework (CRF)

7. HR Service and Analytics

HR Service End User Feedback Framework (EUFF)

HR Analytics Framework (HRAF)

HR AI Framework (HRAIF)

The roof

Strategy sets the shared direction and the capabilities required.

The pillars

Five connected areas translate that direction into everyday practice.

The foundation

Service, feedback and analytics inform the next improvement cycle.

USEFUL MODELS. VISIBLE PROGRESS.

Start with the need. Build the right response.

The same framework can support a focused conversation or a wider programme. Agree the purpose and depth of the work before choosing tools, gathering evidence or designing an intervention.

01

Define the organisational question

Clarify the business priority, who is affected and what a useful result would look like. Review what is already known and where assumptions need to be tested. Agree the scope, sponsors and people who should take part.

02

Select and connect the frameworks

Choose the model closest to the need, then look at the related areas. An engagement issue may also involve line management, work design or reward. A leadership programme may need capability evidence, coaching and succession planning.

03

Gather evidence and agree action

Use appropriate conversations, work evidence, listening or assessment to understand the starting point. Discuss the pattern with the people involved. Agree a small number of meaningful actions, clear owners, support requirements and review dates.

04

Review, learn and sustain

Track what has been delivered and what has changed in practice. Seek feedback, compare progress with the starting point and adjust the response. Make successful practices part of normal management, rather than a separate project that ends when the workshop finishes.

TWO EXAMPLES OF A CONNECTED APPROACH

Preparing future leaders

Workforce planning clarifies future needs. Capability assessment highlights gaps. Leadership development, coaching and succession planning build readiness. Performance and engagement evidence show whether the approach is working.

Improving the employee experience

Employee listening identifies the issues. Engagement, wellbeing and culture models help explain the pattern. Managers agree local actions, while HR service feedback and analytics track whether the experience improves.

01

Strategy and Planning

HR Strategy Framework

01

FRAMEWORK

HRSF

AREA

Strategy and Planning

PURPOSE

Practical organisational development

The Strategy-to-Value System

HR STRATEGY FRAMEWORK



THE FRAMEWORK IN BRIEF

An effective HR strategy connects people decisions with the outcomes the organisation needs. This framework helps leaders identify critical capabilities, understand workforce and organisation gaps, choose coherent investments and build a deliverable portfolio. It gives each priority a clear purpose, accountable ownership and evidence for reviewing value.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Strategy-to-Value System traces enterprise outcomes through critical capabilities, evidenced gaps, choices and delivery. Six connected decisions establish strategy logic; ten people-system domains check coherence; ten gates guide approval. A Line-of-Sight Record makes ownership, assumptions and value review explicit.

When to use the framework

- People initiatives compete for funding without a clear strategic link.
- New business direction requires different skills, roles or working arrangements.
- Leaders need to choose which HR projects deserve continued investment.

What the model covers

Corporate outcomes · Critical organisational capabilities · Workforce and organisation implications · HR strategic choices · Delivery model and portfolio · Evidenced value

Organisation and people value

- Makes investment priorities visible and connected to enterprise outcomes.
- Clarifies who delivers each action and who reviews its benefit.
- Links progress measures with capability change and expected business contribution.

Applying the framework

Choose one business priority and trace its people initiatives. Identify the capability each should change, the gap evidence and the business owner responsible for reviewing benefits. Agree what deserves funding, sequencing, correction or deferral.

Outputs and practical tools

- Strategy-to-value map linking outcomes, capabilities and supporting people choices.
- Prioritised delivery portfolio with funding, ownership, sequencing and dependencies.
- Value review scorecard distinguishing delivery progress from business contribution.

Workforce Planning Framework

02

FRAMEWORK

WPF

AREA

Strategy and Planning

PURPOSE

Practical organisational development

The 8A Strategic Workforce Planning System



THE FRAMEWORK IN BRIEF

Future workforce needs start with the work the organisation must deliver. This framework brings business leaders, HR and Finance together to examine demand, capability, capacity and supply under different scenarios. It supports timely choices about development, recruitment, mobility, redesign and contingency, with explicit assumptions and review triggers.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The 8A Strategic Workforce Planning System connects strategy, future work, capability, workforce supply and investment. Eight Rights test the overall choice; nine workforce levers broaden responses. Scenarios, evidence checks and decision gates create an owned portfolio with explicit adaptation triggers.

When to use the framework

- Growth or service change will alter workforce capacity and capability.
- Critical expertise is scarce or concentrated in a few people.
- Uncertain demand requires adaptable options beyond one fixed headcount forecast.

What the model covers

Anchor • Anticipate • Architect • Assess • Analyse • Address • Activate • Adapt • Right work • Right capability • Right capacity • Right place • Right time • Right cost • Right source and contract • Right experience • Build • Buy • Borrow • Bind • Bridge • Bot • Blend • Base • Buffer

Organisation and people value

- Makes future demand assumptions, uncertainty and capability requirements explicit.
- Broadens workforce responses beyond recruitment and one fixed headcount forecast.
- Establishes review triggers before additional resources or commitments are approved.

Applying the framework

Select a changing service and compare future work with available capability. Explore demand scenarios, supply lead times and suitable workforce responses. Agree funding, accountable owners and the evidence that would trigger a different decision.

Outputs and practical tools

- Future-work scenarios with explicit demand, capability and operating assumptions.
- Workforce gap assessment covering capacity, skills, supply and lead times.
- Workforce action portfolio with costs, owners and adaptable decision points.

HR Department Provision and Capability Framework

03

FRAMEWORK

HRCF

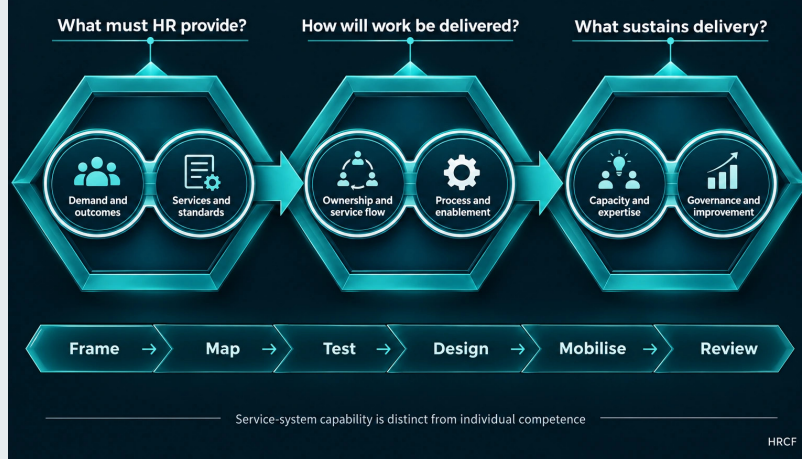
AREA

Strategy and Planning

PURPOSE

Practical organisational development

Provision-to-Capability Map



THE FRAMEWORK IN BRIEF

Reliable HR support depends on more than committed professionals. This framework examines the whole service system: what users need, what HR promises, how work moves and the capacity and expertise delivery requires. It helps leaders find constraints and make practical service, process, technology and resource choices.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Provision-to-Capability Map reviews HR as a service system, connecting demand and commitments with delivery arrangements, capacity and expertise. Six dimensions locate constraints; a six-step process turns journey and workload evidence into practical options, ownership and service improvement.

When to use the framework

- Managers wait for HR support despite a heavily stretched team.
- Shared services or technology changes need an evidence-led operating review.
- HR responsibilities, service commitments or handovers remain unclear across teams.

What the model covers

Demand and outcomes · Services and standards · Ownership and service flow · Process and enablement · Capacity and expertise · Governance and improvement

Organisation and people value

- Clarifies service responsibilities, commitments and ownership across the HR function.
- Makes delivery constraints visible before selecting staffing or technology solutions.
- Connects capacity and expertise investment with evidenced HR service needs.

Applying the framework

Trace a recent HR request from contact to effective resolution. Record delays, repeated information and handovers against the service commitment. Establish whether the constraint concerns demand, design, capacity or expertise, then agree and review a targeted improvement.

Outputs and practical tools

- HR service map defining users, demand, standards and intended outcomes.
- Delivery constraint review identifying delays, repeated work and ownership gaps.
- Service improvement plan covering responsibilities, processes, systems and expertise.

02

Attraction and Retention

Value Proposition Framework

04

FRAMEWORK

VPF

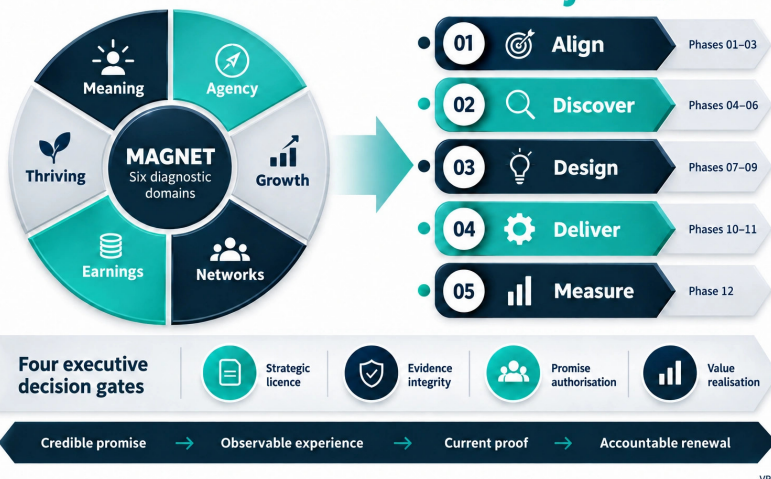
AREA

Attraction and Retention

PURPOSE

Practical organisational development

The Promise-to-Proof EVP System



THE FRAMEWORK IN BRIEF

A credible employment proposition reflects what people value and what the organisation can consistently deliver. This framework connects workforce priorities with the lived employee deal, then helps leaders strengthen the offer and support every material promise with evidence. It brings recruitment messages and everyday employment experience into alignment.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Promise-to-Proof EVP System combines six MAGNET inquiry domains with five delivery stages, twelve phases and four decision gates. Employee experience, policy and market evidence inform proposition design. A proof ledger connects each material promise with evidence, ownership and renewal.

When to use the framework

- Recruitment promises differ from the employment experience colleagues actually recognise.
- Organisational change calls for a refreshed and credible employment offer.
- Workforce groups value different aspects of working for the organisation.

What the model covers

Meaning · Agency · Growth · Networks · Earnings · Thriving · Align · Discover · Design · Deliver · Measure

Organisation and people value

- Gives employment claims a clear basis in current experience evidence.
- Clarifies ownership, eligibility and delivery limits for each material promise.
- Creates a proposition colleagues can recognise in everyday working life.

Applying the framework

Choose a recruitment claim and compare policy, actual opportunities and employee experience. Record what is consistently available, what needs repair and who owns delivery. Communicate clear eligibility and limitations, with supporting evidence and a review point.

Outputs and practical tools

- Employment experience evidence separating the offer, experience and valued attributes.
- Promise-to-proof record linking claims with evidence, owners and delivery limits.
- Delivery and communication plan strengthening experience and supporting employment claims.

Talent Attraction Framework

05

FRAMEWORK

TAF

AREA

Attraction and Retention

PURPOSE

Practical organisational development

Attraction Evidence Loop

A proof requirement, an owner and a review point at every decision



THE FRAMEWORK IN BRIEF

Successful attraction brings suitable people into work they understand and can contribute to. This framework connects workforce need, credible employment promises, candidate access, relevant assessment and the transition into employment. It helps recruitment and hiring teams locate barriers, target investment and improve the journey using evidence.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Attraction Evidence Loop connects workforce need, credible promises, candidate access, job-related assessment and joining. Five decisions carry practical proof requirements, supported by four standards. Journey data and candidate accounts identify where targeted changes can strengthen recruitment and the onboarding handover.

When to use the framework

- Vacancies attract many applications but few candidates meet genuine requirements.
- Suitable candidates withdraw or decline offers during lengthy recruitment journeys.
- Early employment experience differs from promises made during recruitment.

What the model covers

Need · Promise · Reach · Assess · Commit · Job relevance · Fair access · Promise integrity · Candidate care

Organisation and people value

- Clarifies genuine entry requirements and capabilities that can be developed.
- Creates a coherent candidate journey from attraction to joining.
- Supports channel and process choices with useful progression evidence.

Applying the framework

Review one difficult vacancy against actual work and essential requirements. Trace suitable candidates through assessment, withdrawal, offers and joining. Identify a consequential barrier, test a bounded change with its owner and review candidate progression and experience.

Outputs and practical tools

- Role success profile distinguishing essential entry evidence from developable capabilities.
- Candidate journey review locating barriers across reach, assessment and transition.
- Attraction improvement plan for messages, channels, selection and onboarding handover.

Onboarding and Induction Framework

06

FRAMEWORK

OIF

AREA

Attraction and Retention

PURPOSE

Practical organisational development

Role Readiness Pathway



THE FRAMEWORK IN BRIEF

A useful onboarding journey helps colleagues understand their role, practise safely and build the relationships needed to contribute. This framework coordinates manager, HR and service-team responsibilities from preparation to ongoing development. It makes learning needs and organisational barriers visible, supporting new recruits, internal moves and returning employees.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Role Readiness Pathway connects preparation with guided practice and increasing contribution through five stages. Four readiness strands reveal learning needs and organisational barriers. Role-specific milestones, work evidence and shared support responsibilities guide the next appropriate step into ongoing development.

When to use the framework

- Completed induction leaves colleagues without access, relationships or role clarity.
- Managers take inconsistent approaches to helping people settle into work.
- Internal moves or returning employees need coordinated support and practice.

What the model covers

Prepare · Orient · Practise · Contribute · Integrate · Clarity · Capability · Connection · Conditions

Organisation and people value

- Defines practical role milestones using relevant evidence of readiness.
- Makes manager, HR and service-team support responsibilities clear and visible.
- Separates learning needs from organisational barriers to confident role contribution.

Applying the framework

Review a recent joiner's plan with the colleague and manager. Separate completed administration from evidence of readiness. Identify the next task, required support and any organisational barrier, then assign owners and agree the next safe responsibility.

Outputs and practical tools

- Role readiness pathway with specific milestones and evidence of progress.
- Manager and colleague plan defining practice, relationships, priorities and check-ins.
- Readiness and support record separating learning needs from organisational barriers.

Retention Strategy Framework

07

FRAMEWORK

RSF

AREA

Attraction and Retention

PURPOSE

Practical organisational development

The Stay System

Five conditions



Three evidence layers



Action portfolio



Review delivery, experience and movement; protect confidentiality

RSF

THE FRAMEWORK IN BRIEF

Retention improves when leaders understand the conditions behind avoidable departures and the continuity the organisation needs. This framework combines employee experience with actual workforce movement and delivery exposure. It helps teams protect strengths, repair recurring friction and provide credible opportunities while preparing responsibly for normal movement.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Stay System examines five employment conditions using experience, movement and continuity evidence together. Findings guide a balanced portfolio that protects strengths, repairs friction, renews opportunity and prepares for departures. Named actions are reviewed through delivery, employee experience and observed movement.

When to use the framework

- Experienced people repeatedly leave a particular role or workforce group.
- Early departures suggest gaps between employment expectations and actual experience.
- Workload or limited development threatens continuity in important organisational work.

What the model covers

Sustainable work · Fair exchange · Trusted management · Belonging and voice · Future opportunity · Experience evidence · Movement evidence · Continuity evidence

Organisation and people value

- Connects retention priorities with working conditions and important continuity needs.
- Helps leaders choose actions supported by several complementary evidence sources.
- Creates ownership for improvements and preparation for normal workforce movement.

Applying the framework

Choose a role group experiencing repeated departures. Compare listening themes, tenure, internal moves, workload and continuity exposure. Test plausible explanations, agree a practical improvement to work or support and review experience and movement over a suitable period.

Outputs and practical tools

- Retention evidence map combining experience, movement and continuity findings.
- Continuity exposure review identifying consequential gaps and knowledge-transfer needs.
- Prioritised retention portfolio with owners, resources and experience review measures.

03

Organisation Design and Change Management



OD Diagnostic Framework

08

FRAMEWORK

ODDF

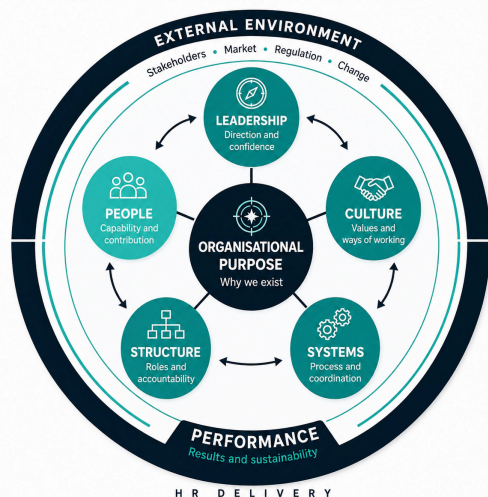
AREA

Organisation Design and Change Management

PURPOSE

Practical organisational development

OD DIAGNOSTIC FRAMEWORK



THE FRAMEWORK IN BRIEF

The OD Diagnostic Framework helps leaders understand the organisational conditions shaping performance, engagement and sustainable delivery. It examines the organisation as a connected system, bringing survey evidence, employee comments and facilitated discussion together so strengths, concerns and their likely causes can become focused improvement priorities with clear ownership, realistic milestones and agreed practical review points.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The model uses 74 diagnostic statements across eight connected organisational dimensions. Survey patterns, written comments and facilitated discussion build a shared picture of strengths and pressures, helping leaders test root causes and choose focused improvements with clear ownership.

When to use the framework

- Review organisational health before agreeing the next set of improvement priorities.
- Test strategy alignment, resources and responsibilities before launching organisational transformation programmes.
- Investigate differing experiences across functions, sites or teams with sufficient responses.

What the model covers

External Environment · Organisational Purpose · Leadership · People · Culture · Structure · Systems · Performance

Organisation and people value

- Creates shared language for understanding the organisation as one connected system.
- Connects numerical patterns with comments and operational context for sound interpretation.
- Focuses improvement where evidence, organisational importance and capacity to act meet.

Applying the framework

Confirm scope, communications, confidentiality and reporting groups, then gather survey and qualitative evidence. Analyse patterns together and facilitate discussion about root causes. Select a few priorities with owners and milestones, review delivery and re-measure where useful.

Outputs and practical tools

- Executive summary and eight-dimension scorecard showing organisational strengths and material concerns.
- Structured comment themes and meaningful, confidential comparisons between appropriate organisational groups.
- Priority action plan with owners, realistic milestones and agreed review dates.

Capability Assessment Framework

09

FRAMEWORK

CAF

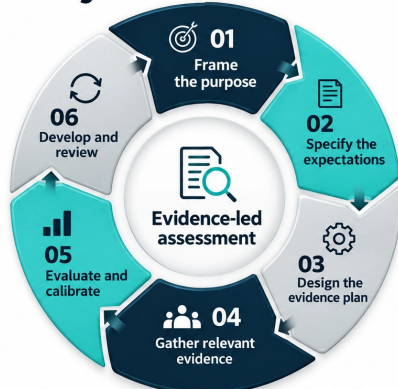
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Organisation Design and Change Management

PURPOSE

Practical organisational development

Capability Assessment Framework



Six evidence checks

- Relevance
- Coverage
- Authenticity
- Consistency
- Accessibility
- Currency

Capability Evidence Record

Criterion → Evidence → Observation → Judgement → Limitation → Next action

Review when purpose or requirements change

CAF

THE FRAMEWORK IN BRIEF

Capability assessment is most useful when expectations, evidence and next steps are clear. This framework helps organisations identify demonstrated strengths, development needs and unanswered questions through methods suited to the work. It supports consistent interpretation and practical feedback while keeping current capability, aspiration and future potential distinct.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

CAF connects clear role expectations with proportionate evidence gathering, calibrated interpretation and development through six stages. Six quality checks keep conclusions within the available evidence. The Capability Evidence Record explains strengths, gaps, uncertainty and supported next actions for the agreed purpose.

When to use the framework

- Capability judgements rely on confidence, reputation or inconsistent manager views.
- Development priorities need clearer evidence against actual role expectations.
- Assessment methods must fit an important technical or workforce decision.

What the model covers

Frame the purpose · Specify the expectations · Design the evidence plan · Gather relevant evidence · Evaluate and calibrate · Develop and review · Relevance · Coverage · Authenticity · Consistency · Accessibility · Currency

Organisation and people value

- Connects capability judgements with observable requirements and relevant work evidence.
- Makes strengths, development needs and evidence limitations understandable to participants.
- Supports more consistent interpretation, feedback and focused workplace development.

Applying the framework

Start with a role priority and the decision assessment must support. Define expected work, suitable evidence and accessible instructions. Review observations against agreed criteria, discuss assessor differences and provide a focused practice opportunity with feedback and review.

Outputs and practical tools

- Assessment blueprint connecting criteria, methods, evidence standards and responsibilities.
- Capability Evidence Record explaining observations, judgements, limitations and next actions.
- Focused feedback and development plan with practice and review evidence.

Change Management Framework

10

FRAMEWORK

CMF

AREA

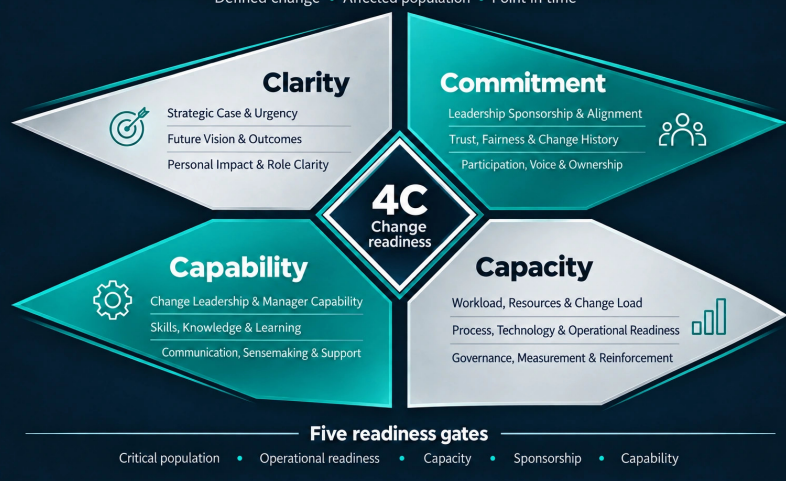
Organisation Design and Change Management

PURPOSE

Practical organisational development

The 4C Change Readiness Framework

Defined change • Affected population • Point in time



THE FRAMEWORK IN BRIEF

Change succeeds when people understand what is changing and have credible ownership, relevant capability and workable conditions. This framework helps leaders identify the specific readiness gaps affecting a defined change. It combines employee insight with operational evidence to target support, prepare implementation and sustain adoption in everyday work.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The 4C Change Readiness Framework separates understanding, ownership, ability and operating conditions across four domains and twelve dimensions. Eight delivery stages combine listening with operational evidence; five executive gates connect targeted interventions, implementation readiness and sustained adoption with accountable decisions.

When to use the framework

- Employees understand the announcement but remain unsure how work changes.
- Leaders need to identify readiness constraints before an implementation decision.
- Several changes compete for manager attention, practice time and resources.

What the model covers

Clarity • Commitment • Capability • Capacity • Strategic Case & Urgency • Future Vision & Outcomes • Personal Impact & Role Clarity • Leadership Sponsorship & Alignment • Trust, Fairness & Change History • Participation, Voice & Ownership • Change Leadership & Manager Capability • Skills, Knowledge & Learning • Communication, Sensemaking & Support • Workload, Resources & Change Load • Process, Technology & Operational Readiness • Governance, Measurement & Reinforcement

Organisation and people value

- Distinguishes readiness constraints requiring different leadership and operational responses.
- Targets communication, practice and resource choices to specific evidenced gaps.
- Makes implementation conditions, accountable ownership and sustained adoption visible.

Applying the framework

Select a defined change and its most affected roles. Examine understanding, ownership, future-task practice and operating constraints. Compare listening with delivery evidence, then agree targeted actions and the conditions to verify before the next implementation decision.

Outputs and practical tools

- Readiness diagnostic showing specific domain gaps, context and evidence limitations.
- Targeted action plan with sponsor commitments, owners and review dates.
- Operational readiness record documenting launch conditions, dependencies and residual risks.

Organisational Design Framework

11

FRAMEWORK

ODF

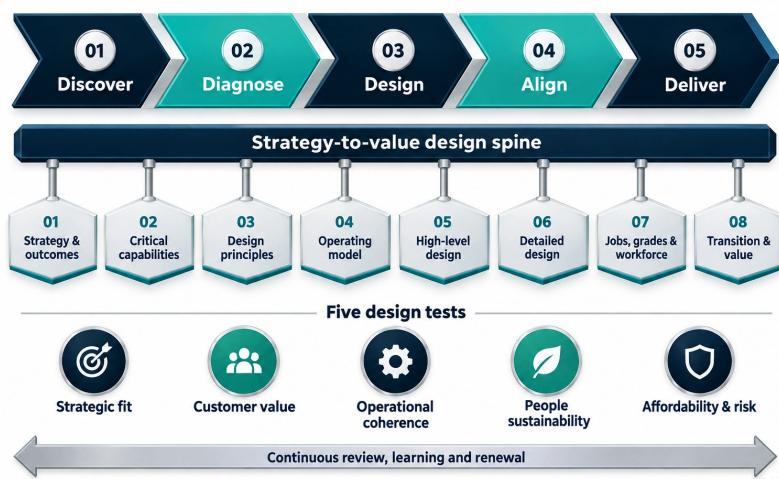
AREA

Organisation Design and Change Management

PURPOSE

Practical organisational development

Organisational Design Framework



THE FRAMEWORK IN BRIEF

Organisational design connects strategy with how work, decisions and responsibilities operate. This framework helps leaders understand delivery constraints, compare coherent options and translate the chosen design into roles, workforce requirements and a manageable transition. It keeps customer value, people sustainability and practical implementation visible throughout the review.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Strategy-to-Value Design Spine traces eight connected choices from strategic outcomes to workforce requirements and transition. Five delivery stages develop and implement the design, while five tests challenge coherence and sustainability. Representative work scenarios expose accountability, interface and capacity issues.

When to use the framework

- Strategy requires new capabilities or different coordination across organisational boundaries.
- Delivery problems reveal unclear decisions, responsibilities, interfaces or capacity.
- Proposed structural changes need coherent options and an achievable transition.

What the model covers

Strategy & outcomes · Critical capabilities · Design principles · Operating model · High-level design · Detailed design · Jobs, grades & workforce · Transition & value · Discover · Diagnose · Design · Align · Deliver · Strategic fit · Customer value · Operational coherence · People sustainability · Affordability & risk

Organisation and people value

- Connects structural choices with strategy, capability and how work operates.
- Tests accountability, customer value and people sustainability across credible options.
- Plans practical transition ownership and review beyond the implementation date.

Applying the framework

Follow a representative delivery request across teams. Examine decisions, handovers, capacity and priorities, then agree design principles and compare options. Test the selected design with role holders, assign transition responsibilities and review how delivery works in practice.

Outputs and practical tools

- Design evidence and principles connecting strategic outcomes with operating choices.
- Approved design covering responsibilities, interfaces, roles and workforce requirements.
- Transition and value plan with ownership, stabilisation and outcome measures.

Competency and Capabilities Framework

12

FRAMEWORK

CCF

AREA

Organisation Design and Change Management

PURPOSE

Practical organisational development

Four connected layers of role expectation



THE FRAMEWORK IN BRIEF

Clear capability expectations make good work easier to describe, assess and develop. This framework helps organisations build usable role profiles grounded in actual tasks and contribution. It connects shared behaviours, specialist practice and responsibility, giving managers and employees a common reference for development and approved people processes.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

Four connected layers translate role purpose into observable behaviours, specialist practice and contribution scope. Six delivery stages build and test the architecture against real work, then integrate and maintain approved profiles. Clear indicators distinguish essential entry requirements from supported development.

When to use the framework

- Role expectations remain vague or are interpreted differently across teams.
- Behavioural and technical profiles need alignment with actual required work.
- Development, recruitment and performance processes need consistent observable expectations.

What the model covers

Purpose and outcomes • Behavioural expectations • Technical and professional practice • Scope and responsibility

Organisation and people value

- Creates clear expectations that managers and role holders can apply.
- Connects behavioural requirements and specialist practice with actual role contribution.
- Maintains consistent profiles that adapt as work and priorities change.

Applying the framework

Choose a role with unclear expectations. Ask role holders and specialists about critical tasks, behaviours, technical judgement and decision scope. Draft observable requirements, test them against realistic work examples and refine wording before using the profile.

Outputs and practical tools

- Competency architecture connecting shared expectations, specialist practice and contribution levels.
- Role profiles with observable indicators, examples and relevant evidence.
- Governance and integration plan maintaining approved profiles as work changes.

Job Evaluation Framework

13

FRAMEWORK

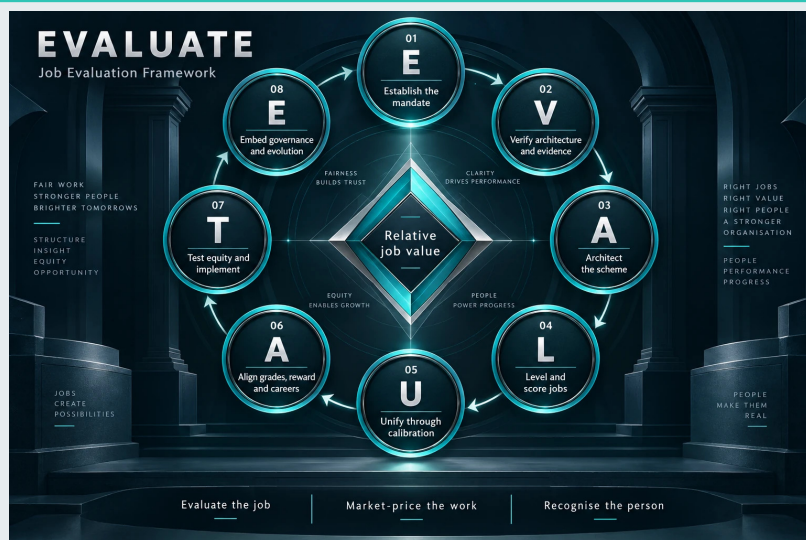
JEF

AREA

Organisation Design and Change Management

PURPOSE

Practical organisational development



THE FRAMEWORK IN BRIEF

Job evaluation creates a consistent account of the relative value of required work. This framework connects job evidence, evaluation methods, calibration, grades and wider people systems. It helps leaders explain decisions, review equity and manage changing jobs while keeping the role's requirements distinct from its current holder's performance.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

EVALUATE uses eight stages and readiness gates to connect reliable job evidence, scheme design, evaluation, calibration and grading. Traceable records support equity review, implementation and maintenance. The architecture links with reward and careers while keeping job value and market evidence distinct.

When to use the framework

- Similar jobs receive inconsistent grades without clear supporting work evidence.
- Specialist roles or changing accountabilities no longer fit established architecture.
- Reward and career decisions need a traceable job-value foundation.

What the model covers

Establish the mandate · Verify architecture and evidence · Architect the scheme · Level and score jobs · Unify through calibration · Align grades, reward and careers · Test equity and implement · Embed governance and evolution

Organisation and people value

- Creates comparable evidence about the work required across different jobs.
- Makes evaluation and grade decisions traceable, consistent and explainable.
- Provides a clear route for reviewing disputes and changed work.

Applying the framework

Choose jobs with apparently inconsistent grades. Verify their accountabilities, complexity and decision scope, then review evidence and the evaluation method. Calibrate comparable roles, explain the rationale and agree how changed work or disputed judgements enter review.

Outputs and practical tools

- Controlled job catalogue and profiles describing required work consistently.
- Calibrated evaluation records explaining evidence, levels and grade decisions.
- Grade architecture and maintenance policy covering changes, appeals and assurance.

04

Talent Development

Training Needs Analysis Framework

14

FRAMEWORK

TNAF

AREA

Talent Development

PURPOSE

Practical organisational development

7A Training Needs Analysis

From strategic need to workplace impact



THE FRAMEWORK IN BRIEF

Learning investment should address important capability needs and the conditions required to apply new skills. This framework connects strategy and future work with current proficiency, gap diagnosis and a prioritised response. It helps leaders distinguish learning needs from wider performance barriers and review evidence of workplace application.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The 7A Training Needs Analysis Framework connects strategic demand, future work, current proficiency and gap diagnosis with investment and assurance. Four lenses locate needs from enterprise to individual. Decision gates support a prioritised portfolio with practice, workplace support and application evidence.

When to use the framework

- Learning plans contain course requests without clear capability investment priorities.
- Future strategy or services require skills that are not available.
- Performance difficulties may reflect workflow, resources or expectations alongside skills.

What the model covers

Align · Anticipate · Assess · Analyse · Agree · Activate · Assure · Enterprise · Function and process · Role and team · Individual

Organisation and people value

- Provides a clear capability reason for each proposed learning investment.
- Builds manager support and practice opportunities into the response.
- Reviews workplace application and changed capability alongside learning delivery.

Applying the framework

Take a course request and identify the work it should improve. Check required standards and capability evidence alongside tools, workflow and expectations. If learning fits, agree practice, manager support and work evidence that will demonstrate application.

Outputs and practical tools

- Capability gap diagnosis distinguishing learning needs from wider performance barriers.
- Prioritised learning portfolio with resources, support and workplace application opportunities.
- Application review showing changed practice and contribution beyond course attendance.

Individual Contributor Development Framework

15

FRAMEWORK

ICF

AREA

Talent Development

PURPOSE

Practical organisational development

HR DELIVERY

THE 3S INDIVIDUAL CONTRIBUTOR FRAMEWORK

A balanced model for stronger performance, contribution and growth



THE FRAMEWORK MODEL

THE FRAMEWORK IN BRIEF

The Individual Contributor Development Framework makes effective everyday contribution visible. Its 3S model describes the quality of work, support for others and personal responsibility that employees demonstrate in real situations. It gives contributors and managers a fair, practical language for reflection, performance conversations, coaching and focused development.

[Explore the framework online >](#)

Framework approach

The 3S model balances work quality, contribution to others and personal responsibility through nine competencies and five maturity stages. Assessment insight and consistent workplace evidence help contributors recognise strengths, identify priority behaviours and agree practical development actions.

When to use the framework

- Clarify contribution expectations across roles where standards are currently implied.
- Prepare coaching or performance conversations using recent examples of work.
- Create growth pathways for specialists developing within individual contributor roles.

What the model covers

Standards · Quality and Accuracy · Consistency and Reliability · Process and Compliance · Support · Teamwork and Cooperation · Communication and Responsiveness · Service and Contribution · Self-Management · Accountability and Ownership · Professionalism and Discipline · Adaptability and Learning

Organisation and people value

- Clarifies what excellent contribution means for each role and career stage.
- Gives managers shared behavioural evidence for more consistent development conversations.
- Connects quality, cooperation and adaptability with stronger everyday organisational delivery.

Applying the framework

Review strategy, roles and critical work, then tailor competencies and maturity anchors. Combine proportionate assessments, self-reflection and workplace evidence. Choose priority behaviours and agree supported actions for 60 to 90 days, linked to career and performance processes.

Outputs and practical tools

- Tailored competencies, behavioural indicators and maturity anchors for relevant role families.
- Evidence of contribution strengths and priority behaviours requiring focused development.
- One to three practical development actions with support and review points.

Leadership Development Framework

16

FRAMEWORK

LDF

AREA

Talent Development

PURPOSE

Practical organisational development



THE FRAMEWORK IN BRIEF

The Leadership Development Framework gives organisations one practical language for leadership expectations, assessment and growth. Its 3D9C model connects strategic clarity, people development and reliable execution through observable behaviour. Organisations can tailor indicators to role and level while using a consistent basis for selection, performance, coaching and succession decisions.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The 3D9C model connects strategic clarity, people development and reliable execution through three domains and nine competencies. Tailored behavioural indicators and complementary assessment evidence create a balanced view, guiding leadership coaching, workplace practice and decisions about future readiness.

When to use the framework

- Align leadership expectations with strategy, values and critical organisational outcomes.
- Build consistent evidence for selection, talent reviews and succession planning.
- Translate assessment feedback into targeted coaching, practice and development programmes.

What the model covers

Direction · Strategic Direction & Focus · Credibility & Professional Judgement · Innovation & Future Vision · Development · Commitment & Engagement · Collaboration & Partnership · Capability & Growth · Delivery · Ownership & Accountability · Client Partnership & Experience · Agility & Operational Excellence

Organisation and people value

- Makes leadership behaviour visible, assessable and practical to develop across levels.
- Creates consistency across recruitment, performance, development and future readiness decisions.
- Links leadership practice with people, client and organisational delivery outcomes.

Applying the framework

Confirm leadership levels, context and outcomes, then refine indicators within the core model. Gather complementary assessment and workplace evidence, translate findings into coaching and practice, and embed expectations in recruitment, performance, talent reviews and succession.

Outputs and practical tools

- Tailored leadership framework with level-specific behavioural indicators and shared expectations.
- Balanced evidence profile identifying leadership strengths and priority development needs.
- Focused coaching, practice assignments and development plans connected to real work.

Team Development Framework

17

FRAMEWORK

TDF

AREA

Talent Development

PURPOSE

Practical organisational development



HR Delivery Team Framework

Seven practices that turn a group into a high-performing team



THE FRAMEWORK IN BRIEF

The Team Development Framework helps colleagues strengthen the way they work together. It makes workstyle differences, contribution gaps, trust, challenge and follow-through discussable, then connects these dynamics to collective delivery. Assessment evidence, facilitated dialogue and real-work application give teams a practical route towards stronger coordination, accountability and learning through seven connected practices.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

Seven connected practices move teams from insight into workstyles and contribution towards trust, challenge and shared accountability. Three diagnostic tools, facilitated dialogue and live-work experiments help colleagues establish practical commitments, strengthen coordination and review collective delivery over time.

When to use the framework

- Help a new or changing team establish clear shared working expectations.
- Resolve friction from communication differences, contribution gaps or duplicated effort.
- Strengthen trust and peer accountability when decisions or commitments stall.

What the model covers

Understand workstyles · Align contributions · Build trust and candour · Challenge for better outcomes · Honour commitments · Practise mutual accountability · Deliver together

Organisation and people value

- Creates shared language for workstyles, contribution and effective everyday team behaviour.
- Supports direct conversations about risk, tension, constructive challenge and practical support.
- Connects stronger coordination and accountability with delivery, client value and learning.

Applying the framework

Agree the business context and diagnose the team dynamics that matter most. Facilitate honest dialogue and practise critical conversations, then establish a focused charter. Apply practices to live priorities and review behaviour and outcomes through shared accountability.

Outputs and practical tools

- Team diagnostic combining workstyle, contribution and performance-watchpoint evidence in business context.
- Focused team charter setting commitments, standards and shared working practices.
- Priority workplace experiments and a review rhythm for behaviour and outcomes.

Career Planning and Career Paths Framework

18

FRAMEWORK

CPF

AREA

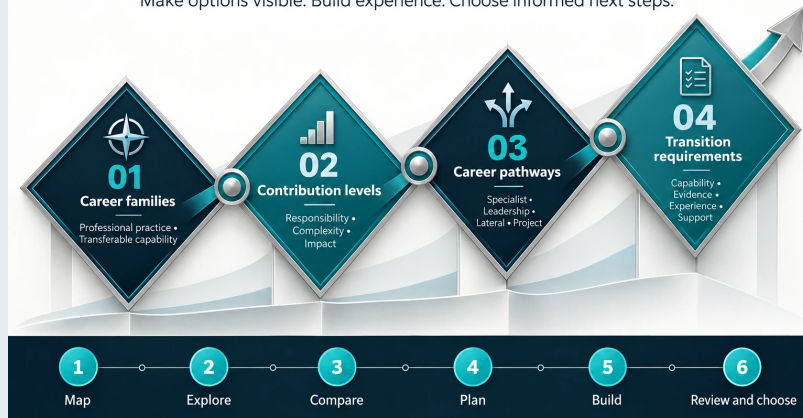
Talent Development

PURPOSE

Practical organisational development

Career Planning and Career Paths

Make options visible. Build experience. Choose informed next steps.



Growth can deepen contribution in the current role; an opportunity is not a guaranteed appointment.

THE FRAMEWORK IN BRIEF

Credible career pathways help people see options and take a practical development step. This framework makes specialist, leadership, lateral and project routes understandable through role families, contribution levels and transition requirements. It connects organisational opportunity with individual aspirations, relevant evidence and supported experience, without promising an appointment.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

Four pathway elements connect role families, contribution levels, credible routes and transition requirements. Six stages link the organisational map with individual aspirations, evidence and supported experience. The Career and Development Record turns exploration into practical action, with appointment decisions separately governed.

When to use the framework

- Specialists believe management is the only credible route to progression.
- Career conversations create aspirations without practical opportunities to build experience.
- Employees need to understand transferable skills and requirements for moves.

What the model covers

Career families · Contribution levels · Career pathways · Transition requirements · Map the landscape · Explore aspirations · Compare requirements · Plan development · Build experience · Review and choose

Organisation and people value

- Makes credible development routes visible beyond a single promotion ladder.
- Clarifies transition requirements and separates opportunities from illustrative possibilities.
- Gives career conversations a supported and practical next development step.

Applying the framework

Map credible specialist, management and lateral options within a role family. Discuss the employee's preferred contribution and compare evidence with one transition. Agree supported experience that builds relevant capability, then review progress and the next choice together.

Outputs and practical tools

- Career pathway maps showing families, levels and credible mobility routes.
- Transition profiles defining capability, evidence and support for possible moves.
- Career and Development Record capturing direction, experiences and review points.

Coaching and Mentoring Framework

19

FRAMEWORK

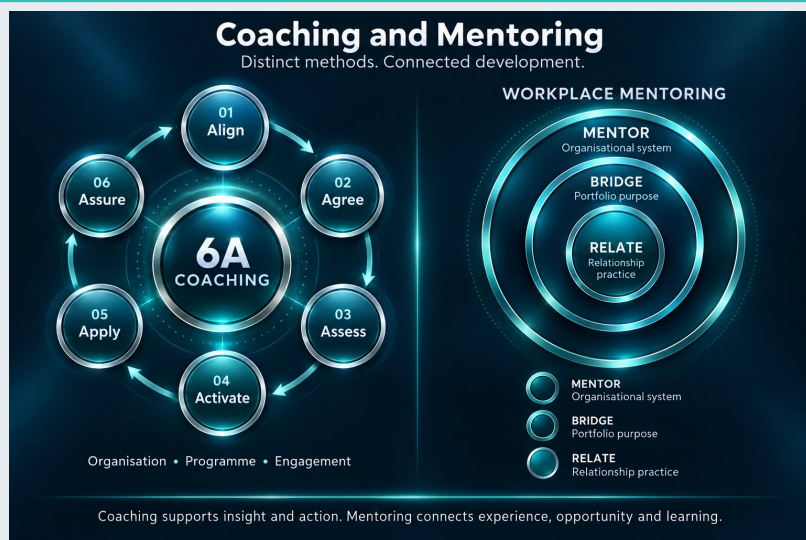
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Talent Development

PURPOSE

Practical organisational development



THE FRAMEWORK IN BRIEF

Developmental relationships work best when purpose, support and workplace application are clear. This framework helps organisations choose coaching or mentoring for an evidenced need and build a programme people can use. It connects participant goals, skilled practice, matching, confidentiality and ongoing oversight with practical opportunities to apply learning.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The framework connects organisational purpose, programme support and individual relationships. Coaching uses the 6A system; mentoring distinguishes operating governance, portfolio purpose and relationship practice. Agreed boundaries, practitioner capability and workplace experiments support learning, with review evidence informing continuation, adaptation and renewal.

When to use the framework

- Developmental relationships begin without clear purposes, roles or confidentiality agreements.
- Participants need practical support to apply conversation insights at work.
- Programmes require consistent practitioner selection, matching, access and ongoing oversight.

What the model covers

Coaching's 6A system connects organisational alignment, contracting, assessment, dialogue, workplace application and assurance. Mentoring uses MENTOR to govern the programme, BRIDGE to define its primary purpose and RELATE to guide each relationship. Together, the layers connect strategic intent, fair access, participant support and confidential developmental practice with learning applied at work.

Organisation and people value

- Establishes clear reasons for each programme and developmental relationship.
- Clarifies participant, practitioner and sponsor roles with appropriate confidentiality boundaries.
- Connects learning insights with supported experiments and everyday workplace practice.

Applying the framework

Check an existing relationship's purpose, goals and information-sharing boundaries. Agree a realistic workplace experiment or experience and the support needed. Review learning and relationship quality with appropriate stakeholders while respecting confidential session content and agreed roles.

Outputs and practical tools

- Purpose-led programme design defining participants, practitioner requirements and support.
- Relationship agreements clarifying goals, roles, confidentiality and review arrangements.
- Workplace application plan with experiments, experiences and proportionate learning evidence.

Succession Planning Framework

20

FRAMEWORK

SPF

AREA

Talent Development

PURPOSE

Practical organisational development

S8 Succession Planning

Strategy and critical work guide future readiness



THE FRAMEWORK IN BRIEF

Succession planning protects important work before a vacancy exposes a continuity gap. This framework helps leaders identify critical roles and future requirements, examine credible supply options and build development and cover arrangements. It makes readiness assumptions and portfolio dependencies visible so succession discussions lead to owned action.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The S8 cycle starts with future strategic demand and critical work, then builds role standards, supply options and candidate evidence. Calibrated readiness leads to funded development and continuity action. Ongoing assurance revisits assumptions, shared-candidate dependencies and exposure as circumstances change.

When to use the framework

- Critical knowledge or authority depends on a small group of people.
- Succession lists name familiar candidates without sufficient evidence of readiness.
- Future role requirements differ from assumptions in existing continuity plans.

What the model covers

Scan • Segment • Specify • Source • Scrutinise • Synchronise • Strengthen • Sustain

Organisation and people value

- Makes critical work and consequential continuity exposure clear to leaders.
- Connects readiness conclusions with target-role evidence and explicit conditions.
- Assigns ownership for development, knowledge transfer and realistic contingency arrangements.

Applying the framework

Choose a role whose absence would disrupt delivery. Define future requirements and compare cover with relevant evidence. Examine supply options and shared-candidate dependencies, then agree funded development, knowledge transfer or contingency action with a readiness review date.

Outputs and practical tools

- Critical-work risk map identifying roles, future requirements and continuity gaps.
- Succession evidence record explaining requirements, readiness assumptions and limitations.
- Development and continuity plan assigning experiences, cover, resources and owners.

05

Engagement, Wellbeing and Culture



Organisational Engagement Framework

21

FRAMEWORK

OEF

AREA

Engagement, Wellbeing and Culture

PURPOSE

Practical organisational development

Engagement Heat Map Model



THE FRAMEWORK MODEL

THE FRAMEWORK IN BRIEF

The Organisational Engagement Framework turns employee feedback into focused improvement. It distinguishes how people feel about their work and organisation from the conditions influencing that experience and their future intentions. Leaders receive a clearer view of strengths, barriers and local differences, with visible follow-through for employees.

[Explore the framework online >](#)

Framework approach

The framework separates engagement outcomes, organisational drivers and future intentions across 15 reporting themes. Full surveys and focused pulses combine results, comments and confidential group comparisons, helping leaders choose meaningful priorities and monitor whether agreed actions improve employees' experience.

When to use the framework

- Establish a comprehensive baseline for annual listening or employee-experience improvement.
- Understand engagement risks during restructuring, transformation or workforce integration programmes.
- Check whether agreed actions are visible through targeted follow-up pulses.

What the model covers

Employee Engagement Index · Connected · Purpose and Direction · Senior Leadership · Communication · Teamwork and Collaboration · Enabled · Role Clarity and Meaningful Work · Enablement and Resources · Performance and Accountability · Supported · Line Manager Effectiveness · Recognition and Appreciation · Wellbeing and Sustainable Work · Empowered · Employee Voice and Psychological Safety · Fairness, Inclusion and Respect · Developed · Learning and Career Development · Retention and Future Intentions

Organisation and people value

- Explains organisational drivers alongside engagement outcomes and future employment intentions.
- Reveals local strengths and barriers obscured by an overall percentage.
- Connects feedback with accountable organisational, departmental and team-level improvement actions.

Applying the framework

Define the listening purpose and confidentiality rules, then measure, diagnose and prioritise using outcomes, drivers, comments and context. Assign owners, timelines and success measures. Monitor delivery, communicate what changed, review impact and repeat focused measurement.

Outputs and practical tools

- Executive and diagnostic reports covering engagement, driver themes and retention indicators.
- Confidential heat maps, local comparisons and structured employee comment analysis.
- Prioritised action plans and trend reports tracking progress against selected issues.

Organisational Wellbeing Framework

22

FRAMEWORK

OWF

AREA

Engagement, Wellbeing and Culture

PURPOSE

Practical organisational development



THE FRAMEWORK MODEL

THE FRAMEWORK IN BRIEF

The Organisational Wellbeing Framework connects employee experience with work design, leadership and organisational practice. It gives leaders a shared language and evidence-led route for preventing avoidable strain, building capability and supporting recovery. The emphasis is sustainable work, with practical improvement guided by confidential organisational insight.

[Explore the framework online >](#)

Framework approach

Ten wellbeing areas describe employee and work experiences, while six strategic enablers explain organisational capability. Confidential listening and workforce evidence guide three levels of intervention, improving working conditions, building capability and supporting recovery through owned, measurable action.

When to use the framework

- Bring fragmented wellbeing initiatives into a coherent organisational strategy and governance.
- Investigate concentrated pressures in a unit, location or workforce group.
- Review workload, management routines and support pathways during organisational change.

What the model covers

Healthy Work · Mind · Body · Safety · Connection · Life · Financial Security · Growth · Digital Wellbeing · Recovery Support · Leadership · Employee Voice · Manager Capability · Policies · Communication · Data and Governance

Organisation and people value

- Directs attention to working conditions and prevention alongside appropriate employee support.
- Combines employee experience with organisational evidence to identify material pressures.
- Creates accountability for wellbeing actions, measures, resources and sustained follow-through.

Applying the framework

Align scope, outcomes and governance, then diagnose using assessment, workforce, policy and qualitative evidence. Protect strengths and address concentrated risks through organisational, local and targeted interventions. Track changing conditions, communicate progress and sustain improvement through review and focused measurement.

Outputs and practical tools

- Executive wellbeing report identifying strengths, material risks and priority workforce populations.
- Organisational heat maps and confidential local insight across areas and enablers.
- Priority action plan with owners, milestones, resources and agreed review dates.

Staff Satisfaction Framework

23

FRAMEWORK

SSF

AREA

Engagement, Wellbeing and Culture

PURPOSE

Practical organisational development

Staff Satisfaction Value Cycle

Listen with integrity. Act with discipline. Review what changes.



Connect strategy, EVP, culture, capability and workforce risk

Ten satisfaction domains

- 1 Purpose and strategy
- 2 Leadership and trust
- 3 Manager support
- 4 Voice, communication and change
- 5 Work design and resources
- 6 Teamwork and relationships
- 7 Growth and career
- 8 Recognition, reward and fairness
- 9 Inclusion, respect and safety
- 10 Wellbeing and sustainable work

THE FRAMEWORK IN BRIEF

Employee listening earns confidence through visible follow-through. This framework connects survey and other listening evidence with the working conditions employees experience, then helps leaders choose a manageable set of improvements. It protects participation and interpretation, assigns action ownership and communicates what changed and what remains unresolved.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Staff Satisfaction Value Cycle connects eight listening-to-action stages with ten working-condition domains. Evidence gates protect participation, interpretation and delivery. A few material priorities become owned interventions, while progress updates and outcome reviews show colleagues what changed and support renewal.

When to use the framework

- Employees complete surveys but see little explanation or follow-through afterwards.
- Leaders need to understand working conditions behind satisfaction results.
- Employee listening needs a repeatable approach to diagnosis and improvement.

What the model covers

Align · Architect · Assure · Listen · Diagnose · Prioritise · Act · Prove + Renew · Purpose and strategy · Leadership and trust · Manager support · Voice, communication and change · Work design and resources · Teamwork and relationships · Growth and career · Recognition, reward and fairness · Inclusion, respect and safety · Wellbeing and sustainable work

Organisation and people value

- Connects employee listening with specific decisions and material working conditions.
- Creates focused actions colleagues can recognise in their working experience.
- Reports progress, unresolved commitments and learning back to participating colleagues.

Applying the framework

Review previous listening commitments and what employees can see. Explain unfinished actions, then investigate a small number of working conditions through relevant domains. Agree resourced improvements, assign owners and report progress before requesting further employee feedback.

Outputs and practical tools

- Purposeful listening design with relevant questions and protected participation.
- Working-experience diagnosis explaining domain findings, differences and evidence limitations.
- Employee action and feedback plan with resources, owners and progress.

3E Culture Framework

24

FRAMEWORK

CDF

AREA

Engagement, Wellbeing and Culture

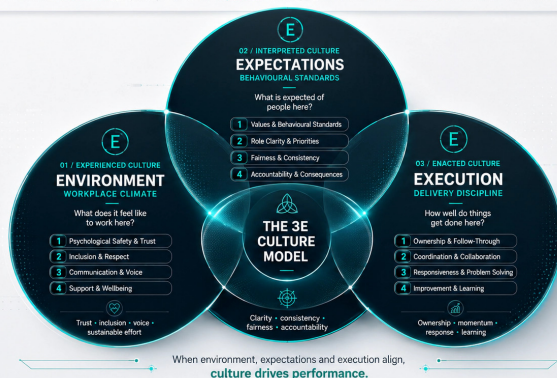
PURPOSE

Practical organisational development

THE 3E CULTURE FRAMEWORK

A practical model of how culture is experienced, interpreted and enacted.

“ Culture is the **environment** people experience, the **expectations** that guide behaviour, and the **execution** that determines how work gets done.



THE FRAMEWORK IN BRIEF

The 3E Culture Framework helps leaders understand what people experience, what guides their behaviour and how reliably work gets done. The Culture Map connects these three perspectives into one cultural story, providing a structured route from employee and leadership input to dialogue, practical improvement and visible follow-through.

[Explore the framework online >](#)

Framework approach

The 3E Culture Map connects experienced climate, interpreted standards and enacted performance through three pillars and 12 dimensions. Surveys or facilitated maturity reviews reveal patterns and differences, supporting contextual dialogue, focused behavioural changes and visible progress through targeted follow-up.

When to use the framework

- Create a shared culture baseline before transformation or organisational development.
- Align leaders around the behaviours, decisions and routines they reinforce.
- Explore cultural differences during mergers, integration or cross-team development programmes.

What the model covers

Environment • Psychological Safety & Trust • Inclusion & Respect • Communication & Voice • Support & Wellbeing • Expectations • Values & Behavioural Standards • Role Clarity & Priorities • Fairness & Consistency • Accountability & Consequences • Execution • Ownership & Follow-Through • Coordination & Collaboration • Responsiveness & Problem Solving • Improvement & Learning

Organisation and people value

- Shows how workplace climate, usable expectations and execution habits interact.
- Reveals specific cultural drivers and differences beneath overall pillar scores.
- Turns cultural dialogue into focused changes with ownership and observable progress.

Applying the framework

Define purpose, decisions and success measures, then launch the chosen diagnostic. Map pillars, dimensions and maturity; interpret findings with operational evidence and leadership dialogue. Select meaningful shifts with owners and measures, communicate progress and track change through pulses and reviews.

Outputs and practical tools

- Three-pillar profile and 12-dimension heat map with confidential segmented insight.
- Priority strengths, risks and leadership implications interpreted against organisational context.
- Focused action plan with behavioural changes, owners, measures and review rhythms.

06

Performance Management and Reward

Performance Management Framework

25

FRAMEWORK

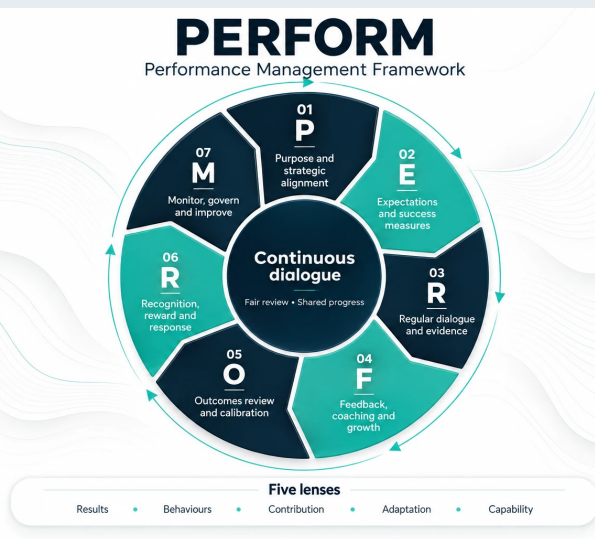
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AREA

Performance Management and Reward

PURPOSE

Practical organisational development



THE FRAMEWORK MODEL

THE FRAMEWORK IN BRIEF

Performance management should help people contribute throughout the year. This framework connects clear expectations with useful dialogue, timely feedback, evidence and practical development. It supports consistent reviews and proportionate responses while making changing priorities, barriers, team contribution and the support employees need visible in everyday management.

[Explore the framework online >](#)

Framework approach

PERFORM links strategic contribution, clear expectations, ongoing dialogue, supported development and consistent review through seven recurrent stages. Five lenses recognise broader role contribution. Recorded agreements keep priorities current; calibration and governance examine evidence standards, fairness, usefulness and appropriate follow-through.

When to use the framework

- Annual reviews are completed but everyday performance conversations remain weak.
- Goals become outdated without timely discussion or revised expectations.
- Managers need consistent ways to discuss contribution, barriers and development.

What the model covers

Purpose & strategic alignment · Expectations & success measures · Regular dialogue & evidence · Feedback, coaching & growth · Outcomes review & calibration · Recognition, reward & response · Monitor, govern & improve · Results · Behaviours · Contribution · Adaptation · Capability

Organisation and people value

- Keeps expectations clear, current and relevant to everyday role contribution.
- Provides feedback close to the work with practical supported improvement.
- Connects evidence, development and review decisions with consistent follow-through.

Applying the framework

Review a current goal with the employee. Check today's priorities, evidence, dependencies and support. Discuss barriers and agree a practical action. Record any revised expectation clearly, then review the contribution against what was agreed for the period.

Outputs and practical tools

- Role contribution expectations connecting goals, work and current success measures.
- Conversation and evidence rhythm covering feedback, barriers and supported development.
- Review and calibration arrangements supporting consistent judgement and follow-through.

Compensation and Reward Framework

26

FRAMEWORK

CRF

AREA

Performance Management and Reward

PURPOSE

Practical organisational development



THE FRAMEWORK IN BRIEF

Explainable reward decisions need clear principles and relevant evidence. This framework helps leaders connect the employment offer with organisational priorities, the value of work, external comparisons and affordability. It supports targeted policy reviews or broader redesign, making reward elements, progression rules, exceptions and ongoing ownership easier to govern.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Reward Decisions Model connects six policy choices from purpose to ongoing stewardship. Job value, market, contribution and funding evidence answer distinct questions. Diagnostic review and option testing inform reward design, movement rules and implementation, with clear approval and exception ownership.

When to use the framework

- Pay exceptions have accumulated without a clear policy rationale.
- Managers treat different reward concerns as the same adjustment problem.
- The employment offer needs a structured review of reward choices.

What the model covers

Purpose · Value · Position · Mix · Movement · Stewardship ·
Internal job value · Market evidence · Contribution evidence ·
Funding evidence

Organisation and people value

- Makes the purpose and rationale of reward decisions clear.
- Keeps job value, market, contribution and funding evidence distinct.
- Supports consistent exception handling, communication and review of reward choices.

Applying the framework

Choose a pay-adjustment request and establish its intended purpose. Separate job value, market, contribution and funding evidence before considering amounts. Compare policy options, record the authorised rationale and clarify eligibility, communication and the trigger for review.

Outputs and practical tools

- Reward policy mandate explaining principles, scope and authorised decision roles.
- Evidence and option review separating job value, markets and affordability.
- Implementation and review plan covering eligibility, communication and exceptions.

07

HR Service and Analytics



HR Service End User Feedback Framework

27

FRAMEWORK
EUFF

AREA
HR Service and Analytics

PURPOSE
Practical organisational development

Service Experience Loop

Understand the journey. Improve the service.



THE FRAMEWORK IN BRIEF

HR service feedback shows what happens when people need help. This framework examines the journey from finding support to reaching a clear, usable conclusion. It combines users' accounts with service-flow evidence so HR can understand friction, choose practical improvements and check whether the resulting experience is better.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Service Experience Loop examines five dimensions of the user journey, with trust throughout. Six delivery stages combine proportionate feedback with operational evidence. Diagnosis distinguishes experience from possible causes, then assigns specific improvements and verifies whether users receive clearer, usable support.

When to use the framework

- Closed requests prompt repeat contact because users still need help.
- Healthy response-time targets conceal difficult or unclear service experiences.
- HR needs to locate friction within a specific service journey.

What the model covers

Find · Access · Progress · Resolve · Trust · Define · Design · Listen · Diagnose · Improve · Verify

Organisation and people value

- Makes user experience visible across the whole HR service journey.
- Distinguishes administrative closure from understandable and usable service resolution.
- Connects feedback with specific service changes and accountable improvement owners.

Applying the framework

Sample recently closed requests and check whether users found help, understood progress and could use the outcome. Examine repeat contacts and handovers, identify likely causes, then agree a targeted change and gather feedback at a meaningful point.

Outputs and practical tools

- Service journey listening plan covering discovery, access, progress and resolution.
- Experience diagnosis combining user accounts with flow and repeat contacts.
- Service action record with changes, owners and improved-experience review measures.

HR Analytics Framework

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FRAMEWORK

HRAF

AREA

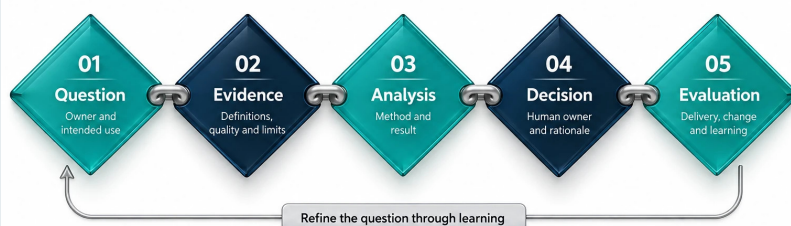
HR Service and Analytics

PURPOSE

Practical organisational development

Question-to-Decision Chain

Make people decisions with evidence you can explain



Purpose limitation • Data quality • Confidentiality • Reproducibility • Human accountability



Decision brief



Data agreement



Analysis record



Action-and-learning log

THE FRAMEWORK IN BRIEF

People analytics creates value when a clear question leads to a decision and learning. This framework helps HR and business leaders establish trustworthy evidence, choose proportionate analysis and explain findings with their limits. It connects data work with accountable action and a review of what happened next.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Question-to-Decision Chain connects a focused people question with usable evidence, proportionate analysis, accountable action and evaluation. Handover tests keep each link reviewable. Definitions, assumptions and alternative explanations remain visible, while the decision owner records what happened and what was learned.

When to use the framework

- Dashboards show patterns but leaders disagree about interpretation and action.
- HR, Finance and operational reports use inconsistent definitions or populations.
- A people initiative needs an evidence-based review of its contribution.

What the model covers

Question • Evidence • Analysis • Decision • Evaluation

Organisation and people value

- Establishes a clear decision question before committing to analysis.
- Makes source quality, alternative explanations and evidence limitations visible.
- Connects analysis with accountable action and a practical learning review.

Applying the framework

Choose a measure and identify its decision owner and intended use. Agree definitions, population and timeframe, then examine data quality and alternative explanations. Present evidence and uncertainty alongside feasible options, record the response and establish a review point.

Outputs and practical tools

- Decision and evidence brief defining questions, ownership and source requirements.
- Interpretation explaining findings, alternative explanations and limits of the evidence.
- Action and learning log recording decisions, expected change and review.

HR AI Framework

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FRAMEWORK

HRAIF

AREA

HR Service and Analytics

PURPOSE

Practical organisational development

Human-Governed AI Lifecycle

Accountable people retain consequential decisions



Material changes trigger re-testing and reapproval

Data minimisation • Privacy and security • Human routes • Incident response • Monitoring

Four use categories

-  Assisted general work
-  Controlled internal support
-  Restricted specialist support
-  Excluded uses

Practical review categories, not statutory risk classifications

THE FRAMEWORK IN BRIEF

Useful AI in HR starts with a defined task and accountable people. This framework helps teams compare options, establish boundaries and test a service against real work and exceptions. It supports controlled adoption with clear ownership, appropriate information access, human assistance and an ongoing decision to continue or change.

[Explore the framework online >](#)

THE FRAMEWORK MODEL

Framework approach

The Human-Governed AI Lifecycle connects task definition, boundaries, representative testing, authorisation, operation and review. Four practical use categories guide proportionate controls. Source checks, escalation routes and stopping criteria support accountable oversight, with material changes triggering reassessment and a workable alternative maintained.

When to use the framework

- HR is considering AI for drafting or approved-information support.
- Convincing demonstrations need testing against routine work and difficult exceptions.
- Existing AI use lacks clear scope, ownership or operating review.

What the model covers

Frame • Bound • Test • Authorise • Operate • Review • Assisted general work • Controlled internal support • Restricted specialist support • Excluded uses

Organisation and people value

- Establishes a clear permitted scope and accountable use-case owner.
- Tests reliability against representative work, exceptions and approved source evidence.
- Maintains human oversight, operating controls and evidence-led review after launch.

Applying the framework

Select an AI task and authorised examples from current work. Define useful performance, important errors and escalation cases. Test a specific version against approved sources and a human-reviewed baseline, then prepare the findings and controls for pilot authorisation.

Outputs and practical tools

- Scoped use-case brief defining tasks, users, benefits and accountable ownership.
- Testing and authorisation record documenting representative cases and acceptance conditions.
- Operating controls covering human support, information access, monitoring and stopping.

FIT THE MODEL TO THE ORGANISATION

The right frameworks. A practical programme.

A framework is most useful when people recognise their own organisation in the work. HR Delivery helps you choose the relevant models, adapt the language and connect the approach with existing priorities, measures and responsibilities.

01 Clarify the starting point

Agree the organisational challenge, the business outcomes and the people who need to be involved. Understand the current practices, context and constraints before proposing a programme.

02 Combine complementary models

Connect frameworks that address different parts of the same need. For example, link strategy, capability and development, or connect employee listening with line management, wellbeing and service improvement.

03 Tailor the language and tools

Use role-relevant examples, practical behaviours and organisational language. Where appropriate, develop a custom competency model, workshop, assessment approach or implementation plan that fits the intended use.

04 Support implementation and review

Build a programme with clear deliverables, named owners and an agreed review rhythm. Combine advisory support, facilitation, coaching and practical tools so the work continues beyond the initial discussion.

A CLEARER BRIEF MAKES THE WORK MORE USEFUL

- 01 What is the organisational question we need to answer?
- 02 Which decisions, behaviours or working practices should improve?
- 03 What evidence do we already have, and what is missing?
- 04 Who will sponsor, deliver and review the work?
- 05 What would visible progress look like in the next three months?



FOR CLIENTS, PRACTITIONERS AND PARTNERS

Tools that support confident delivery.

Frameworks become more useful when the people applying them have the right context, materials and support. HR Delivery can help teams and practitioners connect the models with evidence, purposeful conversations and practical delivery.

Explore and understand

Use the detailed website framework pages, full-size model views and one-page overview PDFs. Related factsheets, white papers, booklets, example reports and development materials are available where relevant to the associated tool.

Work with the evidence

Connect the framework with suitable assessments, listening, diagnostics and practical work evidence. Interpret the information in context and use it to establish priorities, rather than expecting a model or one result to tell the whole story.

Build practitioner capability

Discuss the support you need for facilitation, debriefs, workshops and coaching. Practitioner resources can support planning and delivery, while a shared approach makes conversations more consistent across leaders, managers and HR.

Develop a partnership

The Practitioner Portal is a resource space for partners working with HR Delivery. We can discuss the tools, materials and support that fit your consulting or development work, and how to apply the framework portfolio responsibly in practice.

LET US START WITH YOUR ORGANISATIONAL PRIORITY

Whether you need one focused framework or a connected programme, we can help you identify a useful starting point. Share the challenge, who is involved and the result you would like to achieve. We will help shape a practical way forward.

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