HR DELIVERY
Making Sure HR Delivers

D1 / TALENT DEVELOPMENT

Training Needs Analysis

A practitioner toolkit for turning work evidence into the right development response.



Discover / Diagnose / Design / Deliver / Review

D1 PRACTITIONER SUITE / OCTOBER 2026

Conceptual brand imagery; not a record of an actual client assignment. The worked numbers and cases in this toolkit are illustrative.

INTRODUCTION

Begin with the work.

A course request is an invitation to investigate, not a confirmed diagnosis.

Begin with the work

Name the task, the result that matters and the people doing the work. A course request starts an inquiry; it is not yet evidence of a learning need.

Test another explanation

Skill, clarity, workflow, tools, capacity and incentives can all affect performance. A learning response is justified only when capability is part of the cause.

Use the source architecture

The seven decisions in the HR Delivery 7A framework control the method. This toolkit's five sections organise practitioner activity without renaming those decisions.

Make the response usable

Pair learning with practice, manager support and changes to the work setting. Specify the task where improved capability should become visible.

Protect the evidence

Keep records, observation and employee experience distinct. Record missing evidence and rival explanations before assigning a cause or recommending development.

Review what changed

Compare later work with an agreed baseline. Attendance and satisfaction are useful signals, but neither demonstrates capability transfer or workplace impact.

THE THREE THREADS THROUGH EVERY D1 STAGE

01 Decision	02 Evidence	03 Transfer
What work must change?	What can confirm the cause?	What will be different at work?

YOUR FIRST PRACTICAL ACTION

Write one sentence naming the work outcome, the issue owner and the evidence still missing. Use D1-D01 and D1-D03 to turn that sentence into a bounded inquiry.

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Find the decision. Find the tool.

Use the bookmarks and the return-to-contents footer. Every tool has a matching working record.

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104 PRACTITIONER TOOLS

Use the linked PDF bookmarks to jump directly to any numbered tool.

FOREWORD PREPARED FOR REVIEW

Invest in capability with care.

Editorial draft prepared for Dr Phillip Welsh; approval is not represented as complete.



Dr Phillip Welsh

HR Delivery / foreword prepared for approval

Ask what the work needs

A request for training shows that someone wants work to improve. It does not yet tell us why the work is difficult or what response will help. The useful first step is to understand the task, its standard and the conditions surrounding it. The seven decisions of the 7A framework hold that inquiry together. A programme can then be selected for a reason rather than by habit, and a decision not to train can be explained with equal care.

Treat people fairly

An employee should not be labelled as lacking a skill because a system is unreliable, an expectation is unclear or an opportunity to demonstrate proficiency has not been provided. Ask for work examples and a second perspective. Keep survey responses separate from observed practice. A missing record is a reason to investigate, not permission to fill the gap with an assumed low level. Participants deserve a careful reading of evidence and a clear account of uncertainty.

Make learning usable

When a capability gap is supported, the response must give people an opportunity to practise the work that matters. A course may open the door, but it cannot on its own update an obsolete process, give a manager time for feedback or remove a broken handoff. Managers, process owners and learning specialists each have a part in turning instruction into dependable practice. Design those conditions before the first learning activity begins.

Review the difference

The value of this toolkit lies in better decisions and better work, not a more impressive training calendar. Keep a baseline and revisit the original question. Look at what changed in the task, what else changed at the same time and which conclusions the evidence can actually support. Be willing to continue, adapt or stop an activity that is not helping. Return to the people who contributed and explain what will happen next.

A QUESTION TO TAKE INTO THE ASSIGNMENT

What will people be better able to do in the work, and what evidence would change our choice of response?

THE CONTROLLING FRAMEWORK

Seven decisions. One evidence path.

The 7A Training Needs Analysis Framework is retained in full.

01 Align
Strategic outcomes

02 Anticipate
Future capability

03 Assess
Current evidence

04 Analyse
Gaps and causes

05 Agree
Priorities and funding

06 Activate
Action and practice

07 Assure
Workplace impact

FOUR ANALYSIS LENSES

Enterprise / Function and process / Role and team / Individual

FIVE-STAGE NAVIGATION

The model remains 7A.

Discover, Diagnose, Design, Deliver and Review are toolkit sections, not a replacement framework.

DISCOVER

Align / initial Anticipate

Approved question, owner, scope and evidence plan

DIAGNOSE

Anticipate / Assess / Analyse

Future and current work, gaps, rival causes

DESIGN

Agree / design for Activate

Prioritised portfolio, transfer and evaluation

DELIVER

Activate

Actions deployed with practice and support

REVIEW

Assure / return to Align

Evidence-led scale, adapt, stop or refresh decision

The question may move backward when new work evidence challenges an earlier assumption. A stage gate authorises the next decision, not a claim that learning has worked.

WHAT IS AVAILABLE

Three published sources. One working system.

Use the framework for decisions, the diagnostic for exact instruments and the ebook for learning context.

7A FRAMEWORK

Seven stages and four lenses

The approved HR Delivery framework defines Align through Assure, the four analysis lenses, governance foundations and gates.

DIAGNOSTIC MANUAL

95 pages / retained instruments

Seven dimensions, 35 interview questions, 28 focus-group questions, 28 survey items and three large-group methods. Printed evidence rules control interpretation.

D1 EBOOK

130 pages / learning companion

Twelve chapters and six practice clinics cover task requirements, causes, investment, application and evaluation.

TALENTMAPS3 TNA

Optional digital workflow

The portal can record manager assessments against approved role requirements. Those results are evidence inputs, not an automatic organisational diagnosis.

STRUCTURE AND INSTRUCTIONS

Select a route, not a pile of forms.

Use only the tools that improve this decision and carry their outputs into the next stage.

01

Name the decision

Begin with a task, standard, population and owner.

02

Select evidence

Choose the smallest source mix that can test rival explanations.

03

Work the tool

Follow the procedure; capture actual evidence and uncertainty.

04

Complete the record

Use the matching field list and preserve provenance and version.

05

Test the gate

Agree what is proven, what remains open and who accepts the next action.

The working example illustrates how to complete a record. It is not a client finding, benchmark or measured result.

01 / DISCOVER

A useful question. A fair inquiry.

Is there a worthwhile capability question, an accountable owner and permission to gather proportionate evidence?



20 TOOLS / D1-D01 TO D1-D20

Handover: An approved review charter, scoped population, baseline, evidence plan and explicit decision gate.

D1-D01 / PRACTITIONER TOOL

Test the training request

Decide whether an incoming course request warrants a capability inquiry before a programme is commissioned.

FRAME AND GATHER

01 Record the request in the manager's own words and the work it is meant to change.

02 Ask for one recent example of the desired work and one where the result fell short.

TEST AND DECIDE

03 List skill, expectation, tool, workflow and capacity explanations without choosing among them yet.

04 Agree what decision the evidence must support and who can make it.

INPUT EVIDENCE

Request, recent work example, proposed standard and decision owner.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Request	Work outcome	Example	Rival explanations
Decision	Owner	Next evidence check	

QUALITY TEST

Do not turn a preferred course into a confirmed need before examining the work.

D1-D01 / WORKED AND REUSABLE RECORD

Test the training request

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A service manager asks for a communication course after complaints rise. The initial record separates unclear decision letters from late approval changes. Only the former might involve explanation skill; neither cause is assumed proven.

RECORD FIELDS

Request

Work outcome

Example

Rival explanations

Decision

Owner

Next evidence check

INTERPRETATION CHECK Do not turn a preferred course into a confirmed need before examining the work.

D1-D02 / PRACTITIONER TOOL

Write the performance question

Translate a broad request into a question that can be answered using observable work evidence.

FRAME AND GATHER

01 Name the task and intended outcome, not the course or provider.

02 Describe the expected standard in terms an observer could recognise.

TEST AND DECIDE

03 Specify the team, role, location and period in scope.

04 State what comparison would distinguish a capability gap from a work-system barrier.

INPUT EVIDENCE

Task description, service standard, relevant case records and sponsor confirmation.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Outcome	Task	Required standard	Population
Period	Comparison	Decision use	

QUALITY TEST

If the question cannot be tested against real work, narrow it before collecting survey responses.

D1-D02 / WORKED AND REUSABLE RECORD

Write the performance question

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Instead of 'Do advisers need customer-care training?', ask 'Can advisers explain complex eligibility decisions accurately and empathetically using current guidance, and what prevents this in recent cases?'

RECORD FIELDS

Outcome	**Task**
Required standard	**Population**
Period	**Comparison**
Decision use	

INTERPRETATION CHECK If the question cannot be tested against real work, narrow it before collecting survey responses.

D1-D03 / PRACTITIONER TOOL

Agree sponsor success criteria

Set the result that matters and the threshold for a useful learning investment.

FRAME AND GATHER

01 Ask the sponsor what would be different in the work after a successful response.

02 Separate a service result from learning attendance or satisfaction.

TEST AND DECIDE

03 Identify a feasible baseline and a review date.

04 Record the sponsor's decision right, resource commitment and constraints.

INPUT EVIDENCE

Outcome measure definition, existing baseline and sponsor decision record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Success statement	Leading behaviour	Service measure	Baseline
Review date	Sponsor	Conditions	

QUALITY TEST

A target is provisional until its data definition and baseline are checked.

D1-D03 / WORKED AND REUSABLE RECORD

Agree sponsor success criteria

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor wants fewer avoidable complaint reopens. The review will also observe whether advisers use the correct explanation and whether the approval workflow is stable.

RECORD FIELDS

Success statement	**Leading behaviour**
Service measure	**Baseline**
Review date	**Sponsor**
Conditions	

INTERPRETATION CHECK A target is provisional until its data definition and baseline are checked.

D1-D04 / PRACTITIONER TOOL

Set the review boundary

Keep a learning-needs review proportionate and prevent it from turning into an undefined organisation-wide survey.

FRAME AND GATHER

01 Define the decision, work tasks, units and time period included.

02 List related issues that will be referred to another owner rather than hidden.

TEST AND DECIDE

03 Identify the populations whose experience and evidence are needed.

04 Agree triggers for extending scope or stopping the review.

INPUT EVIDENCE

Commissioning brief, organisation structure, task scope and risk log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

In scope	Out of scope	Affected groups	Referral owner
Change trigger	Approval		

QUALITY TEST

Do not exclude a plausible non-learning cause merely because it sits outside L&D authority.

D1-D04 / WORKED AND REUSABLE RECORD

Set the review boundary

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A pilot covers complex eligibility decisions in two service teams over eight weeks; pay policy and staffing levels are logged as dependencies, not silently treated as training problems.

RECORD FIELDS

In scope	**Out of scope**
Affected groups	**Referral owner**
Change trigger	**Approval**

INTERPRETATION CHECK Do not exclude a plausible non-learning cause merely because it sits outside L&D authority.

D1-D05 / PRACTITIONER TOOL

Map decision and evidence owners

Identify who can supply evidence, agree standards, remove barriers and authorise action.

FRAME AND GATHER

01 Place the business sponsor, task owner, employee representatives, managers, L&D and data steward on one map.

02 Mark each person's decision, evidence or implementation responsibility.

TEST AND DECIDE

03 Trace where a finding must move if it concerns a process or resource rather than skill.

04 Agree a private route for concerns and disputed interpretations.

INPUT EVIDENCE

Role descriptions, process ownership and access permissions.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Actor	Interest	Evidence held	Authority
Participation method	Escalation route		

QUALITY TEST

A stakeholder list without decision rights is insufficient for a usable handover.

D1-D05 / WORKED AND REUSABLE RECORD

Map decision and evidence owners

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The service manager owns coaching time; the policy owner controls guidance; the operations lead controls routing. The L&D lead cannot correct all three through one course.

RECORD FIELDS

Actor	**Interest**
Evidence held	**Authority**
Participation method	**Escalation route**

INTERPRETATION CHECK A stakeholder list without decision rights is insufficient for a usable handover.

D1-D06 / PRACTITIONER TOOL

Trace strategy to critical work

Connect the inquiry to strategic outcomes and the tasks that must be performed to achieve them.

FRAME AND GATHER

01 Select the approved objective or service priority that prompted the review.

02 Identify the processes and role tasks that influence that objective.

TEST AND DECIDE

03 Draw a simple path from task behaviour to a measurable result, noting other influences.

04 Validate the path with task owners and employees who do the work.

INPUT EVIDENCE

Strategy, service measures, task maps and practitioner accounts.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Outcome	Contributing process	Task	Required capability
Other conditions	Evidence link		

QUALITY TEST

Do not assert that one capability alone causes a broad organisational outcome.

D1-D06 / WORKED AND REUSABLE RECORD

Trace strategy to critical work

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Faster claims resolution depends on advisers identifying complete evidence at first contact, but also on the availability of a functioning document portal.

RECORD FIELDS

Outcome	**Contributing process**
Task	**Required capability**
Other conditions	**Evidence link**

INTERPRETATION CHECK Do not assert that one capability alone causes a broad organisational outcome.

D1-D07 / PRACTITIONER TOOL

Classify the work failures

Describe the actual pattern of errors or delays before choosing a diagnosis method.

FRAME AND GATHER

01 Take a bounded sample of recent cases using a selection rule agreed in advance.

02 Group cases by task, failure point, severity and context.

TEST AND DECIDE

03 Record examples that went well and exceptions that challenge the first explanation.

04 Check whether the categories make sense to people doing and receiving the work.

INPUT EVIDENCE

De-identified cases, service logs, complaints or rework records.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Case reference	Task	Failure category	Consequence
Context	Counterexample		

QUALITY TEST

Do not report a frequency from a convenience sample as if it represents the whole service.

D1-D07 / WORKED AND REUSABLE RECORD

Classify the work failures

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Reopened cases fall into three groups: incorrect eligibility explanation, outdated guidance and late approval. A single 'communication' label would conceal different remedies.

RECORD FIELDS

Case reference	**Task**
Failure category	**Consequence**
Context	**Counterexample**

INTERPRETATION CHECK Do not report a frequency from a convenience sample as if it represents the whole service.

D1-D08 / PRACTITIONER TOOL

Separate mandatory learning

Keep legal, safety and professional requirements visible without forcing them through a discretionary return-on-investment ranking.

FRAME AND GATHER

01 List required qualifications, licences, certifications and mandated training with their governing source.

02 Check who is covered, when the requirement applies and when renewal is due.

TEST AND DECIDE

03 Distinguish compliance completion from demonstrated task proficiency.

04 Set an owner for any missing or uncertain requirement.

INPUT EVIDENCE

Approved policy, regulator or professional body requirement and current completion records.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Requirement	Authority	Population	Due date
Evidence	Gap	Owner	Review

QUALITY TEST

Do not invent a legal obligation from a preferred development activity.

D1-D08 / WORKED AND REUSABLE RECORD

Separate mandatory learning

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A required safeguarding refresher stays in the mandatory register. Separate observation tests whether staff can apply the escalation process in a complex case.

RECORD FIELDS

Requirement	**Authority**
Population	**Due date**
Evidence	**Gap**
Owner	**Review**

INTERPRETATION CHECK Do not invent a legal obligation from a preferred development activity.

D1-D09 / PRACTITIONER TOOL

Audit the course-request backlog

Reveal demand patterns and duplicate requests without treating popularity as proof of a learning need.

FRAME AND GATHER

01 Collect current requests with their stated reasons and proposed audiences.

02 Group duplicates by task outcome rather than course title.

TEST AND DECIDE

03 Flag requests with no work standard or evidence of a gap.

04 Return a short list of questions to each requester before prioritisation.

INPUT EVIDENCE

Request register, programme calendar, business plans and requester notes.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Request	Task	Audience	Reason
Evidence supplied	Duplicate link	Follow-up question	

QUALITY TEST

Do not collapse materially different task needs into one generic course simply because the software name matches.

D1-D09 / WORKED AND REUSABLE RECORD

Audit the course-request backlog

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Three departments ask for 'Excel advanced'. Their actual work differs: one needs data validation, one a reproducible dashboard, and one a spreadsheet control review.

RECORD FIELDS

Request	**Task**
Audience	**Reason**
Evidence supplied	**Duplicate link**
Follow-up question	

INTERPRETATION CHECK Do not collapse materially different task needs into one generic course simply because the software name matches.

D1-D10 / PRACTITIONER TOOL

Inventory roles and critical tasks

Identify the work that the review must assess, including tasks not obvious from job titles alone.

FRAME AND GATHER

01 List roles in scope using the approved architecture where it applies.

02 Ask role holders and managers which tasks are frequent, complex or high consequence.

TEST AND DECIDE

03 Check current job descriptions against observed work and forthcoming changes.

04 Record tasks with uncertain ownership or missing standards.

INPUT EVIDENCE

Approved job descriptions, process maps, work samples and manager/employee accounts.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Task	Frequency	Consequence
Current standard	Future change	Owner	

QUALITY TEST

A role title is a starting classification, not a substitute for task analysis.

D1-D10 / WORKED AND REUSABLE RECORD

Inventory roles and critical tasks

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An adviser role includes routine responses and a less frequent appeal explanation. The latter has higher consequence and needs a more demanding evidence check.

RECORD FIELDS

Role	**Task**
Frequency	**Consequence**
Current standard	**Future change**
Owner	

INTERPRETATION CHECK A role title is a starting classification, not a substitute for task analysis.

D1-D11 / PRACTITIONER TOOL

Triage task criticality

Allocate diagnostic effort to work where a capability gap would matter most.

FRAME AND GATHER

01 Agree criteria for consequence, frequency, future importance and reversibility.

02 Rate each task with reasons and examples, not a number alone.

TEST AND DECIDE

03 Review high-impact but infrequent tasks separately from routine work.

04 Check with task owners whether any mandatory or safety duty has been missed.

INPUT EVIDENCE

Incident history, service risk, task volumes and future-work plans.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Task	Criteria	Evidence	Judgement
Uncertainty	Review priority		

QUALITY TEST

Do not multiply ordinal judgements into a false precision score unless a valid scale has been approved.

D1-D11 / WORKED AND REUSABLE RECORD

Triage task criticality

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An annual regulatory filing is infrequent but critical; routine data entry is frequent with recoverable errors. Both may need attention, through different evidence plans.

RECORD FIELDS

Task	**Criteria**
Evidence	**Judgement**
Uncertainty	**Review priority**

INTERPRETATION CHECK Do not multiply ordinal judgements into a false precision score unless a valid scale has been approved.

D1-D12 / PRACTITIONER TOOL

Choose the four analysis lenses

Locate the need across Enterprise, Function and process, Role and team, and Individual levels.

FRAME AND GATHER

01 Begin with the organisational decision and choose the lenses that could change its interpretation.

02 State the question and evidence source for each selected lens.

TEST AND DECIDE

03 Show where the same issue appears across levels without counting it twice.

04 Document any lens excluded and why its omission is safe for this decision.

INPUT EVIDENCE

Strategy, workflow, role standards, work evidence and participant accounts.

SEE THE DECISION

Enterprise	Function / process	Role / team	Individual

QUALITY TEST

Do not infer an individual deficiency from aggregate team or survey data.

D1-D12 / WORKED AND REUSABLE RECORD

Choose the four analysis lenses

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A team has uneven skills, but an enterprise system outage explains a wider delay. The individual lens still matters for targeted coaching, while the process lens prevents misdiagnosis.

RECORD FIELDS

Lens	**Decision question**
Evidence	**Owner**
Dependency	**Exclusion reason**

INTERPRETATION CHECK Do not infer an individual deficiency from aggregate team or survey data.

D1-D13 / PRACTITIONER TOOL

Agree evidence access

Secure the minimum work records and observations needed for a credible review.

FRAME AND GATHER

01 List the evidence needed for each question before requesting access.

02 Classify sensitivity and choose de-identification or observation where possible.

TEST AND DECIDE

03 Name the custodian, permitted use, access window and retention rule.

04 Test one sample record to confirm it actually supports the proposed judgement.

INPUT EVIDENCE

Data inventory, access approval and sample record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Evidence item	Purpose	Custodian	Sensitivity
Access decision	Retention	Fallback	

QUALITY TEST

An analyst's ability to open a record is not permission to reuse personal information.

D1-D13 / WORKED AND REUSABLE RECORD

Agree evidence access

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The team uses de-identified complaint cases instead of copying participant names into the diagnostic workbook; the service owner authorises a limited sample.

RECORD FIELDS

Evidence item	**Purpose**
Custodian	**Sensitivity**
Access decision	**Retention**
Fallback	

INTERPRETATION CHECK An analyst's ability to open a record is not permission to reuse personal information.

D1-D14 / PRACTITIONER TOOL

Protect participation and fairness

Set conditions for safe, accessible input and proportionate reporting.

FRAME AND GATHER

01 Explain purpose, audience, voluntary elements and information use in plain language.

02 Offer accessible routes for language, time and disability-related needs.

TEST AND DECIDE

03 Separate confidential concerns from group analysis and avoid promises of anonymity in interviews.

04 Agree minimum reporting groups and a route to challenge a finding.

INPUT EVIDENCE

Participant notice, access arrangements, reporting plan and concern route.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Participation route	Accommodation	Consent/use notice	Reporting threshold
Concern owner			

QUALITY TEST

Translation alone does not prove equivalent understanding or safe group reporting.

D1-D14 / WORKED AND REUSABLE RECORD

Protect participation and fairness

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A bilingual team is offered reviewed English and Arabic prompts with a comprehension check; small subgroups are combined where a chart might identify an individual.

RECORD FIELDS

Participation route

Accommodation

Consent/use notice

Reporting threshold

Concern owner

INTERPRETATION CHECK Translation alone does not prove equivalent understanding or safe group reporting.

D1-D15 / PRACTITIONER TOOL

Set the evidence standard

Agree what would count as direct evidence of proficiency or a work-system barrier.

FRAME AND GATHER

01 Define the task standard and the behaviour an observer should see.

02 Select work samples, observation or simulation appropriate to the task and its risk.

TEST AND DECIDE

03 Name how manager and employee accounts will be used as perspectives, not automatic proof.

04 Record the confidence needed for a funding or individual decision.

INPUT EVIDENCE

Task standard, source records, sample plan and calibration criteria.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Claim	Direct indicator	Source	Sample rule
Reviewer	Confidence	Contrary evidence	

QUALITY TEST

Self-report alone is insufficient for a consequential proficiency decision.

D1-D15 / WORKED AND REUSABLE RECORD

Set the evidence standard

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

To judge explanation skill, reviewers compare actual decision letters against the approved explanation standard and discuss ambiguous cases together.

RECORD FIELDS

Claim	**Direct indicator**
Source	**Sample rule**
Reviewer	**Confidence**
Contrary evidence	

INTERPRETATION CHECK Self-report alone is insufficient for a consequential proficiency decision.

D1-D16 / PRACTITIONER TOOL

Define the baseline

Capture the starting work position so later improvement can be evaluated honestly.

FRAME AND GATHER

01 Choose a relevant task behaviour and business or service result.

02 Specify numerator, denominator, period, exclusions and data owner for each measure.

TEST AND DECIDE

03 Check case mix, system changes and missing values that could distort comparison.

04 Freeze a dated baseline and record its limitations.

INPUT EVIDENCE

Operational extracts, work samples and measure definitions.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Measure	Formula	Source	Period
Sample	Exclusions	Baseline	Limitation

QUALITY TEST

An anecdotal starting impression is not a measured baseline.

D1-D16 / WORKED AND REUSABLE RECORD

Define the baseline

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The service records avoidable complaint reopens as a share of resolved cases, with the same case definition planned for the post-intervention review.

RECORD FIELDS

Measure	**Formula**
Source	**Period**
Sample	**Exclusions**
Baseline	**Limitation**

INTERPRETATION CHECK An anecdotal starting impression is not a measured baseline.

D1-D17 / PRACTITIONER TOOL

Plan employee and manager input

Hear the people who perform and supervise the work without making their opinions the whole evidence base.

FRAME AND GATHER

01 Select participants across relevant roles, shifts and locations.

02 Choose interview, focus group, survey or observation for the question at hand.

TEST AND DECIDE

03 Test the invitation and question wording with intended participants.

04 Schedule feedback to participants on findings and next decisions.

INPUT EVIDENCE

Population list, sampling rationale, invitation, accessibility check and feedback plan.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Group	Reason	Method	Invitation
Support need	Response route	Feedback date	

QUALITY TEST

Do not treat the loudest or easiest-to-reach group as representative.

D1-D17 / WORKED AND REUSABLE RECORD

Plan employee and manager input

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Day and evening advisers are both invited because the approval route differs by shift; observation accompanies the conversations to check what happens in practice.

RECORD FIELDS

Group	**Reason**
Method	**Invitation**
Support need	**Response route**
Feedback date	

INTERPRETATION CHECK Do not treat the loudest or easiest-to-reach group as representative.

D1-D18 / PRACTITIONER TOOL

Select the case sample

Choose recent work examples fairly before the diagnostic result is known.

FRAME AND GATHER

01 Define the distinct case unit and time window.

02 Select the latest relevant cases under a rule recorded in advance, including ordinary work and exceptions.

TEST AND DECIDE

03 Record exclusions and the effect of a small case base.

04 Keep identifiers protected and preserve a route to recheck classifications.

INPUT EVIDENCE

Case register and pre-agreed sample rule.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Case unit	Window	Selection rule	Selected count
Exclusions	Access	Limitation	

QUALITY TEST

The retained diagnostic's Performing rule cannot be confirmed from fewer than two relevant cases; do not silently relax its criteria.

D1-D18 / WORKED AND REUSABLE RECORD

Select the case sample

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The latest five eligible scheduling cases are selected before reviewing quality. If only three exist, all three are examined and the limited case base is reported.

RECORD FIELDS

Case unit	Window
Selection rule	Selected count
Exclusions	Access
Limitation	

INTERPRETATION CHECK

The retained diagnostic's Performing rule cannot be confirmed from fewer than two relevant cases; do not silently relax its criteria.

D1-D19 / PRACTITIONER TOOL

Build the evidence timetable

Sequence standards, access, fieldwork, interpretation and decisions so the inquiry can finish usefully.

FRAME AND GATHER

01 Back-plan from the sponsor's decision date and the point at which action can still change the outcome.

02 Place standards and access approval before interviews or data extraction.

TEST AND DECIDE

03 Allow time to calibrate reviewers and test rival explanations.

04 Reserve dates for sponsor decision, participant feedback and later application review.

INPUT EVIDENCE

Decision calendar, owner availability, access lead times and evaluation window.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Milestone	Owner	Prerequisite	Evidence ready
Decision	Risk	Contingency	

QUALITY TEST

A schedule that ends at course procurement has omitted the work-application review.

D1-D19 / WORKED AND REUSABLE RECORD

Build the evidence timetable

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The team schedules a two-week standard and access phase, three weeks of evidence collection, one week of analysis and a decision before the next service intake cycle.

RECORD FIELDS

Milestone	**Owner**
Prerequisite	**Evidence ready**
Decision	**Risk**
Contingency	

INTERPRETATION CHECK A schedule that ends at course procurement has omitted the work-application review.

D1-D20 / PRACTITIONER TOOL

Run the Discover gate

Confirm that the review is authorised, testable and proportionate before deeper diagnosis begins.

FRAME AND GATHER

01 Present the performance question, task scope, owner and baseline definition.

02 Show the evidence plan, sample rule, access permission and participant protections.

TEST AND DECIDE

03 List unresolved assumptions, non-learning risks and resource constraints.

04 Ask the sponsor to approve, revise or stop the inquiry and record the reason.

INPUT EVIDENCE

Completed D1-D01 to D1-D19 records as selected for this assignment.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Gate decision	Evidence accepted	Conditions	Unresolved risks
Next owner	Date		

QUALITY TEST

Do not mistake approval of a diagnostic plan for approval of a training programme.

D1-D20 / WORKED AND REUSABLE RECORD

Run the Discover gate

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor approves a limited review of explanation quality, conditional on de-identified case access and a parallel operations check of approval delays.

RECORD FIELDS

Gate decision	**Evidence accepted**
Conditions	**Unresolved risks**
Next owner	**Date**

INTERPRETATION CHECK Do not mistake approval of a diagnostic plan for approval of a training programme.

02 / DIAGNOSE

Evidence before the intervention.

Which gaps are demonstrated against the required work, which are still uncertain, and which are caused or reinforced by the work system?



21 TOOLS / D1-G01 TO D1-G21

Handover: A traceable gap and cause register with evidence confidence, contrary cases, participant feedback and an owner for every learning or non-learning issue.

D1-G01 / PRACTITIONER TOOL

Forecast the work before the skills

Identify a plausible future task change without presenting a forecast as an established proficiency gap.

FRAME AND GATHER

01 Place the approved business change, start date and accountable owner on a one-page timeline.

02 Ask task owners what people will do differently, more often or for the first time.

TEST AND DECIDE

03 Separate committed changes from contingent scenarios and record the assumption behind each.

04 List evidence that would confirm or retire each future capability requirement.

INPUT EVIDENCE

Approved service plans, change decisions, project milestones and task-owner accounts.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Change	Date	Task difference	Affected roles
Confidence	Trigger	Owner	

QUALITY TEST

Do not use a proposed system feature as proof that employees currently lack a skill.

D1-G01 / WORKED AND REUSABLE RECORD

Forecast the work before the skills

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A service plans a new digital claims route next quarter. The team may need exception-handling practice; the planned workflow is recorded separately from a demonstrated current skill gap.

RECORD FIELDS

Change	**Date**
Task difference	**Affected roles**
Confidence	**Trigger**
Owner	

INTERPRETATION CHECK Do not use a proposed system feature as proof that employees currently lack a skill.

D1-G02 / PRACTITIONER TOOL

Build the future-task scenario

Test whether a capability requirement holds under different credible work conditions.

FRAME AND GATHER

01 Choose a baseline and two materially different future work scenarios.

02 For each, specify volume, complexity, tools and decision rights without inventing an official forecast.

TEST AND DECIDE

03 Ask role holders to walk through a representative task in each scenario.

04 Record stable capability requirements and those that depend on a scenario trigger.

INPUT EVIDENCE

Planning assumptions, process design, task walk-throughs and decision-owner review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scenario	Assumptions	Task	Requirement
Trigger	Uncertainty	Next check	

QUALITY TEST

Label assumptions and scenarios; do not mix them with observed baseline facts.

D1-G02 / WORKED AND REUSABLE RECORD

Build the future-task scenario

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

If routine enquiries move online, advisers may handle fewer but more complex cases. A supervised case simulation tests the requirement before a programme is bought.

RECORD FIELDS

Scenario

Assumptions

Task

Requirement

Trigger

Uncertainty

Next check

INTERPRETATION CHECK Label assumptions and scenarios; do not mix them with observed baseline facts.

D1-G03 / PRACTITIONER TOOL

Check the role and grade fit

Anchor the review to approved role requirements while identifying where local work differs.

FRAME AND GATHER

01 Retrieve the relevant approved job description and record its version.

02 Map the ten duties and required technical and behavioural skills to the tasks in scope.

TEST AND DECIDE

03 Mark a duty as current, changing, local addition or not evidenced, with a manager's explanation.

04 Ask the role owner to approve a working standard for any task not covered by the description.

INPUT EVIDENCE

Approved job description, role architecture, work samples and local task owner.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Grade	Source version	Duty
Local task	Standard	Approval	

QUALITY TEST

Do not invent or edit an approved competency to fit one team's local practice.

D1-G03 / WORKED AND REUSABLE RECORD

Check the role and grade fit

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The approved role names customer explanation, while a local team also checks complex evidence. The extra task is documented for this review rather than silently added to the architecture.

RECORD FIELDS

Role	**Grade**
Source version	**Duty**
Local task	**Standard**
Approval	

INTERPRETATION CHECK Do not invent or edit an approved competency to fit one team's local practice.

D1-G04 / PRACTITIONER TOOL

Calibrate the required standard

Give reviewers a shared, observable reference before assessing current work.

FRAME AND GATHER

01 Select two strong and two borderline examples of the target task, with permissions.

02 Have task experts describe the decisions and behaviours that make each example acceptable.

TEST AND DECIDE

03 Resolve disagreements about the standard with the accountable role owner.

04 Write an observable rubric and test it on one fresh case before using it broadly.

INPUT EVIDENCE

Approved guidance, de-identified work examples, role-owner decision and calibration notes.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Task	Criterion	Acceptable example	Borderline example
Disputed point	Approver		

QUALITY TEST

A course objective is not a substitute for an approved work standard.

D1-G04 / WORKED AND REUSABLE RECORD

Calibrate the required standard

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Reviewers agree that a decision letter must explain the rule, the case-specific reason and the next step. Polite tone alone does not meet the work standard.

RECORD FIELDS

Task	**Criterion**
Acceptable example	**Borderline example**
Disputed point	**Approver**

INTERPRETATION CHECK A course objective is not a substitute for an approved work standard.

D1-G05 / PRACTITIONER TOOL

Select a defensible case sample

Choose real work examples that can test a claim without favouring only memorable failures.

FRAME AND GATHER

01 Define the population, time window and inclusion rule before opening cases.

02 Include ordinary work, complex work and relevant exceptions in the planned mix.

TEST AND DECIDE

03 Record missing and inaccessible cases and why they could change the interpretation.

04 Check with a data steward that the sample can be reviewed and reported safely.

INPUT EVIDENCE

Case register, sampling rule, access permission and case metadata.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Population	Period	Inclusion rule	Selected cases
Omissions	Bias risk	Steward	

QUALITY TEST

Never claim population frequency from a deliberately selected diagnostic sample.

D1-G05 / WORKED AND REUSABLE RECORD

Select a defensible case sample

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A team reviews recent routine and appealed claims rather than selecting only complaint files. The report states which cases could not be accessed.

RECORD FIELDS

Population	**Period**
Inclusion rule	**Selected cases**
Omissions	**Bias risk**
Steward	

INTERPRETATION CHECK Never claim population frequency from a deliberately selected diagnostic sample.

D1-G06 / PRACTITIONER TOOL

Observe the work in context

See whether the person can perform the task under normal tools, time and support conditions.

FRAME AND GATHER

01 Agree the observation purpose, consent and a non-disruptive task window.

02 Use the calibrated standard to note specific actions and work conditions.

TEST AND DECIDE

03 Ask the employee to explain a decision where the action alone is ambiguous.

04 Separate observed capability, opportunity and environmental constraint in the record.

INPUT EVIDENCE

Observation notes, current guidance, relevant work product and participant explanation.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Task	Criterion	Observed action	Conditions
Explanation	Limitation	Reviewer	

QUALITY TEST

One observation cannot establish a stable individual proficiency pattern.

D1-G06 / WORKED AND REUSABLE RECORD

Observe the work in context

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An adviser follows the correct decision process when guidance is available but cannot retrieve it during a system outage. The outage is logged as an enabling condition.

RECORD FIELDS

Task

Criterion

Observed action

Conditions

Explanation

Limitation

Reviewer

INTERPRETATION CHECK One observation cannot establish a stable individual proficiency pattern.

D1-G07 / PRACTITIONER TOOL

Review a work-product portfolio

Compare examples of completed work with the required standard and reveal variation.

FRAME AND GATHER

01 Collect a bounded set of outputs from different task conditions.

02 Blind or de-identify material where possible, preserving what is needed to judge the task.

TEST AND DECIDE

03 Have two calibrated reviewers mark each criterion and explain disagreement.

04 Discuss the pattern with task owners before identifying a learning response.

INPUT EVIDENCE

Permitted work products, approved rubric, reviewer notes and task-owner challenge.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Product	Task condition	Criterion	Observation
Reviewer difference	Conclusion		

QUALITY TEST

Do not turn a document-template defect into an employee training requirement.

D1-G07 / WORKED AND REUSABLE RECORD

Review a work-product portfolio

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Five decision letters show accurate rules but inconsistent next-step advice. Reviewers investigate whether the template or the adviser's explanation skill accounts for the pattern.

RECORD FIELDS

Product	**Task condition**
Criterion	**Observation**
Reviewer difference	**Conclusion**

INTERPRETATION CHECK Do not turn a document-template defect into an employee training requirement.

D1-G08 / PRACTITIONER TOOL

Run the structured interview

Gather a person's experience with the diagnostic manual's exact questions and checkable examples.

FRAME AND GATHER

01 Use the manual's opening and explain scope, information use and the right to pass.

02 Ask the five printed questions for each selected 7A dimension in order, allowing a recent example and a different experience.

TEST AND DECIDE

03 Request a shareable record only where permission and relevance are clear.

04 Read back the account and mark the view provisional until a second perspective and record or observation are obtained.

INPUT EVIDENCE

Diagnostic manual interview cards, participant account, example reference and consent record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Dimension	Question route	Account	Example
Counterexample	Record requested	Status	

QUALITY TEST

Do not paraphrase the controlled question set as if it were the official instrument.

D1-G08 / WORKED AND REUSABLE RECORD

Run the structured interview

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A manager says new starters are unprepared; an employee describes good induction but an outdated job aid. Both accounts are retained pending a work-record check.

RECORD FIELDS

Dimension	**Question route**
Account	**Example**
Counterexample	**Record requested**
Status	

INTERPRETATION CHECK Do not paraphrase the controlled question set as if it were the official instrument.

D1-G09 / PRACTITIONER TOOL

Facilitate different experiences

Use the manual's focus-group route to surface variation without forcing a consensus level.

FRAME AND GATHER

01 Invite a group able to speak freely and explain that participants hear one another.

02 Give the relevant behaviour guides and collect private starting views.

TEST AND DECIDE

03 Ask each printed question, pause for reflection and request an example that differs.

04 Record the range of views, closing evidence and unresolved issues without averaging or voting maturity.

INPUT EVIDENCE

Diagnostic manual focus-group cards, private ratings, examples and facilitator notes.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Dimension	Participants	Shared pattern	Different experience
Evidence	Concern route		

QUALITY TEST

A majority view is not a confirmed organisational practice level.

D1-G09 / WORKED AND REUSABLE RECORD

Facilitate different experiences

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Managers describe regular practice time, while employees in one location report that shift coverage prevents attendance. The difference becomes a work-system check.

RECORD FIELDS

Dimension	**Participants**
Shared pattern	**Different experience**
Evidence	**Concern route**

INTERPRETATION CHECK A majority view is not a confirmed organisational practice level.

D1-G10 / PRACTITIONER TOOL

Administer the controlled survey

Collect a wider descriptive signal without changing the diagnostic instrument or treating it as a behavioural rating.

FRAME AND GATHER

01 Choose the complete route and record its wording and language version.

02 Offer the printed 1–5 scale and DK, NA, PN and blank responses without coercion.

TEST AND DECIDE

03 Keep the presented item order and exact item identifiers in the data export.

04 Check completeness, reporting base and small-cell risk before calculating any dimension signal.

INPUT EVIDENCE

Diagnostic manual participant form and administrator key, controlled version and response export.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Route	Version	Language	Eligible base
Missing codes	Safe reporting decision		

QUALITY TEST

Do not reverse-key, impute zero, pool raw responses across people or infer cause from a survey score.

D1-G10 / WORKED AND REUSABLE RECORD

Administer the controlled survey

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A department completes the seven-dimension form. One dimension has too few valid answers for a person-level mean, so that result stays missing rather than becoming zero.

RECORD FIELDS

Route	**Version**
Language	**Eligible base**
Missing codes	**Safe reporting decision**

INTERPRETATION CHECK Do not reverse-key, impute zero, pool raw responses across people or infer cause from a survey score.

D1-G11 / PRACTITIONER TOOL

Calculate a survey dimension

Produce a transparent signal while keeping scoring and practice judgement separate.

FRAME AND GATHER

01 Check the exact four item identifiers and valid-answer minimum for the selected dimension.

02 Calculate each eligible person's mean from valid 1–5 answers only.

TEST AND DECIDE

03 Average eligible person means equally for a group, recording the eligible base.

04 Show the unrounded mean, descriptive band and suppression decision beside the behaviour-status column.

INPUT EVIDENCE

Controlled item key, coded responses, inclusion log and calculation worksheet.

SEE THE DECISION



2 + 3 + 3 + 4 = 12 / 4 = 3.0000

ILLUSTRATIVE SURVEY SIGNAL ONLY

QUALITY TEST

The manual's total-point table applies only to one completely answered person-dimension, never a partial dimension or group.

D1-G11 / WORKED AND REUSABLE RECORD

Calculate a survey dimension

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Answers 2, 3, 3 and 4 total 12, giving a person mean of 3.0000 and a Developing survey signal. This does not confirm Developing practice.

RECORD FIELDS

Dimension	**Item IDs**
Valid count	**Person means**
Group mean	**Eligible n**
Band	

INTERPRETATION CHECK The manual's total-point table applies only to one completely answered person-dimension, never a partial dimension or group.

D1-G12 / PRACTITIONER TOOL

Run an evidence gallery walk

Let a larger group interrogate shared examples and reveal missing context before action selection.

FRAME AND GATHER

01 Use one station per selected diagnostic dimension, with the question, permitted evidence and room for contradiction.

02 Allow silent review and accessible seated or remote participation.

TEST AND DECIDE

03 Invite participants to add the context that makes an example typical or unusual.

04 Cluster questions for later verification; do not convert sticker counts into a practice rating.

INPUT EVIDENCE

Diagnostic manual large-group method, station sheets, source references and facilitator record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Station	Evidence	Added context	Contradiction
Owner of verification	Follow-up		

QUALITY TEST

Workshop preference is not evidence that a printed level's indicators have been met.

D1-G12 / WORKED AND REUSABLE RECORD

Run an evidence gallery walk

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A gallery of learning requests reveals that one team's apparent skill gap coincides with a change in approval guidance; the process owner agrees to test that link.

RECORD FIELDS

Station	**Evidence**
Added context	**Contradiction**
Owner of verification	**Follow-up**

INTERPRETATION CHECK Workshop preference is not evidence that a printed level's indicators have been met.

D1-G13 / PRACTITIONER TOOL

Rank issues with parallel groups

Prioritise a small set of improvement questions while protecting quieter contributions.

FRAME AND GATHER

01 Give groups the same focal question and collect ideas silently before discussion.

02 Take one idea per person in turn and clarify meanings without debate about preferred solutions.

TEST AND DECIDE

03 Use the manual's private ranking procedure and show each group's participation base.

04 Pass the leading issues to an evidence review and decision owner rather than treating votes as proof.

INPUT EVIDENCE

Manual's Parallel Nominal Group Technique, idea cards, rankings and evidence log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Question	Group base	Ideas	Private ranks
Evidence required	Decision owner		

QUALITY TEST

Priority ranking chooses what to investigate; it is not a maturity score.

D1-G13 / WORKED AND REUSABLE RECORD

Rank issues with parallel groups

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Several groups prioritise missing feedback after training. The sponsor commissions a check of actual manager coaching records before selecting a remedy.

RECORD FIELDS

Question	**Group base**
Ideas	**Private ranks**
Evidence required	**Decision owner**

INTERPRETATION CHECK Priority ranking chooses what to investigate; it is not a maturity score.

D1-G14 / PRACTITIONER TOOL

Stress-test a decision scenario

Expose a capability or support gap by testing the same task under difficult but plausible conditions.

FRAME AND GATHER

01 Give all groups identical baseline facts and label hypothetical changes clearly.

02 Ask each group to make the same work decision and record its reasoning.

TEST AND DECIDE

03 Compare decisions against the calibrated standard and note tool, process and skill constraints.

04 Decide what real-work evidence is needed before concluding that a learning gap exists.

INPUT EVIDENCE

Diagnostic manual scenario lab, task standard, scenario sheet and group reasoning.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scenario	Baseline	Decision	Criterion
Variation	Explanation	Evidence check	

QUALITY TEST

A hypothetical exercise can reveal a question but does not by itself measure ordinary workplace frequency.

D1-G14 / WORKED AND REUSABLE RECORD

Stress-test a decision scenario

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A simulated urgent appeal tests whether staff can use exception rules when the normal approver is absent. Unclear delegated authority is recorded separately from knowledge.

RECORD FIELDS

Scenario	**Baseline**
Decision	**Criterion**
Variation	**Explanation**
Evidence check	

INTERPRETATION CHECK A hypothetical exercise can reveal a question but does not by itself measure ordinary workplace frequency.

D1-G15 / PRACTITIONER TOOL

Separate gap from opportunity

Avoid labelling a person unskilled when they have lacked the chance or support to demonstrate the work.

FRAME AND GATHER

01 For each criterion, record the work opportunities actually available in the review period.

02 Compare observed performance only with tasks the person was expected and able to perform.

TEST AND DECIDE

03 Mark absent or unsuitable evidence as Not yet confirmed.

04 Agree a safe demonstration or supervised practice opportunity and a recheck date.

INPUT EVIDENCE

Task allocation, work sample, observation conditions and employee/manager accounts.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Criterion	Opportunity	Observation	Missing condition
Status	Demonstration plan		

QUALITY TEST

Missing evidence is not a Foundational finding or an individual training need.

D1-G15 / WORKED AND REUSABLE RECORD

Separate gap from opportunity

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A junior analyst has not handled high-stakes cases because allocation rules reserve them for senior staff. The review schedules a supervised case before rating that task.

RECORD FIELDS

Criterion	**Opportunity**
Observation	**Missing condition**
Status	**Demonstration plan**

INTERPRETATION CHECK Missing evidence is not a Foundational finding or an individual training need.

D1-G16 / PRACTITIONER TOOL

Test competing root causes

Distinguish missing capability from expectation, workflow, tool, resource and feedback barriers.

FRAME AND GATHER

01 Write the observed gap and at least two credible explanations before choosing one.

02 For each explanation, predict a work pattern that should appear if it is true.

TEST AND DECIDE

03 Compare ordinary and contrary cases, including conditions under which the task succeeds.

04 Assign a confidence statement and an owner for any non-learning barrier.

INPUT EVIDENCE

Case comparison, process timing, task standard, tool availability and practitioner accounts.

SEE THE DECISION

Skill | Workflow | Tools | **Compare cases**

QUALITY TEST

A correlation or confident stakeholder story is not causal proof.

D1-G16 / WORKED AND REUSABLE RECORD

Test competing root causes

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Errors rise only after late schedule changes, while unchanged cases are handled correctly. The review tests a workflow change before purchasing refresher training.

RECORD FIELDS

Observed gap	**Explanation**
Predicted pattern	**Supporting case**
Contrary case	**Owner**

INTERPRETATION CHECK A correlation or confident stakeholder story is not causal proof.

D1-G17 / PRACTITIONER TOOL

Map the end-to-end friction

Find process points that make good performance hard even when staff know the task.

FRAME AND GATHER

01 Draw the task from request to finished output with the people and systems involved.

02 Mark handoffs, approvals, queues and information needed at each decision.

TEST AND DECIDE

03 Overlay cases that met and missed the standard to locate recurring friction.

04 Separate a teachable task step from a process change requiring another owner.

INPUT EVIDENCE

Process map, timing records, case examples and cross-functional walk-through.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Step	Input	Owner	Delay or error
Cause hypothesis	Remedy owner		

QUALITY TEST

Do not prescribe training to compensate indefinitely for an avoidable broken handoff.

D1-G17 / WORKED AND REUSABLE RECORD

Map the end-to-end friction

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A service team's handover fails when requests arrive after the daily cut-off. A briefing may improve awareness, but the cut-off and routing rule need operational ownership.

RECORD FIELDS

Step	**Input**
Owner	**Delay or error**
Cause hypothesis	**Remedy owner**

INTERPRETATION CHECK Do not prescribe training to compensate indefinitely for an avoidable broken handoff.

D1-G18 / PRACTITIONER TOOL

Apply the printed behaviour rules

Make a defensible 7A practice judgement against the manual's exact indicators.

FRAME AND GATHER

01 Select the relevant dimension and assess both printed indicators at each candidate level.

02 Document the pre-agreed case base and the supporting and contrary examples.

TEST AND DECIDE

03 Apply the manual's sequential rules for Foundational, Developing, Performing and Sustaining.

04 Require a second relevant perspective and a record or observation; otherwise retain provisional or Not yet confirmed status.

INPUT EVIDENCE

Printed dimension guide, case sample, two perspectives, record or observation and review history.

SEE THE DECISION

1 Foundational	2 Developing	3 Performing	4 Sustaining

QUALITY TEST

Never average ordinal levels; Sustaining additionally requires two reviews at least 28 days apart.

D1-G18 / WORKED AND REUSABLE RECORD

Apply the printed behaviour rules

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Both Developing indicators are shown in a recent operating example. Only two of the latest five cases meet both Performing indicators, so Performing is not confirmed.

RECORD FIELDS

Dimension	**Case base**
Indicator checks	**Contrary case**
Supported level	**Status**
Reviewer	

INTERPRETATION CHECK Never average ordinal levels; Sustaining additionally requires two reviews at least 28 days apart.

D1-G19 / PRACTITIONER TOOL

Build the gap-and-cause register

Give the design team a traceable set of learning needs, non-learning actions and unresolved questions.

FRAME AND GATHER

01 State each required task and observed difference in plain language.

02 Link the difference to its evidence and likely cause without hiding a rival explanation.

TEST AND DECIDE

03 Classify the proposed response as learning, enabling-condition change, mixed or further test.

04 Give every response an owner, decision date and confidence limit.

INPUT EVIDENCE

Work standard, observed cases, diagnostic status, cause test and owner acceptance.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Task	Gap	Evidence	Cause
Contrary evidence	Response class	Owner	Confidence

QUALITY TEST

An unresolved cause must remain visible instead of being assigned to training by default.

D1-G19 / WORKED AND REUSABLE RECORD

Build the gap-and-cause register

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The register separates incorrect exception-handling decisions, which warrant guided practice, from incomplete guidance access, which needs a system fix.

RECORD FIELDS

Task	**Gap**
Evidence	**Cause**
Contrary evidence	**Response class**
Owner	**Confidence**

INTERPRETATION CHECK An unresolved cause must remain visible instead of being assigned to training by default.

D1-G20 / PRACTITIONER TOOL

Return the diagnosis to participants

Test whether the interpretation reflects the work and give participants a chance to challenge it.

FRAME AND GATHER

01 Share scope, observed pattern, limits and proposed response without identifying participants.

02 Ask what matches, what differs and which missing perspective could alter the decision.

TEST AND DECIDE

03 Record material disagreement and arrange a specific evidence check rather than forcing agreement.

04 Tell contributors what will be decided, by whom and when they will hear back.

INPUT EVIDENCE

Draft profile, safe feedback notes, contrary examples and sponsor decision route.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Finding	Participant response	Contrary case	Decision change
Owner	Return date		

QUALITY TEST

Do not use consultation as an endorsement stamp for a conclusion already fixed.

D1-G20 / WORKED AND REUSABLE RECORD

Return the diagnosis to participants

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Staff agree that guidance is hard to find but challenge a claim that knowledge is weak. The team tests an accessible guidance pilot before finalising the learning plan.

RECORD FIELDS

Finding	**Participant response**
Contrary case	**Decision change**
Owner	**Return date**

INTERPRETATION CHECK Do not use consultation as an endorsement stamp for a conclusion already fixed.

D1-G21 / PRACTITIONER TOOL

Run the Diagnose gate

Decide which findings are ready for investment design and which need another evidence cycle.

FRAME AND GATHER

01 Present the gap-and-cause register with the scope, case base and confidence for each conclusion.

02 Check that survey signals and organisational behaviour levels remain separate.

TEST AND DECIDE

03 Route non-learning actions to owners with authority, and hold unresolved concerns open.

04 Have the sponsor accept, revise or defer the diagnosis with a recorded reason.

INPUT EVIDENCE

Completed D1-G01 to D1-G20 records as applicable, diagnostic rules and decision log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Accepted findings	Deferred findings	Non-learning referrals	Evidence conditions
Sponsor	Date		

QUALITY TEST

Do not approve a training portfolio solely because interviews or a survey produced an attractive chart.

D1-G21 / WORKED AND REUSABLE RECORD

Run the Diagnose gate

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor approves practice for exception handling and an operations fix for late changes, while leaving one small subgroup unrated until more cases are available.

RECORD FIELDS

Accepted findings	**Deferred findings**
Non-learning referrals	**Evidence conditions**
Sponsor	**Date**

INTERPRETATION CHECK Do not approve a training portfolio solely because interviews or a survey produced an attractive chart.

03 / DESIGN

Choose the response. Design for work.

Which combination of learning, workplace support and non-learning action is justified, affordable and testable?



21 TOOLS / D1-S01 TO D1-S21

Handover: A prioritised and costed response portfolio, approved development briefs, practice and manager-support plans, and a measurement agreement.

D1-S01 / PRACTITIONER TOOL

Write the need statement

Turn a supported diagnosis into a concise requirement that does not presume a course.

FRAME AND GATHER

01 Name the work, standard and population using the approved scope.

02 State the observed difference, direct evidence and evidence still missing.

TEST AND DECIDE

03 Separate capability from enabling-condition explanations and say where both matter.

04 Ask the task owner and an employee representative whether the statement fits real work.

INPUT EVIDENCE

Accepted gap-and-cause register, task standard and diagnostic decision.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Required work	Difference	Evidence	Cause
Uncertainty	Owner	Acceptance	

QUALITY TEST

A request for a particular provider or format is not itself a need statement.

D1-S01 / WORKED AND REUSABLE RECORD

Write the need statement

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Advisers need to route defined exceptions using current guidance. Some errors reflect unfamiliarity, while late routing information requires a process fix; the two actions are commissioned together.

RECORD FIELDS

Required work

Difference

Evidence

Cause

Uncertainty

Owner

Acceptance

INTERPRETATION CHECK A request for a particular provider or format is not itself a need statement.

D1-S02 / PRACTITIONER TOOL

Separate obligation from discretion

Keep mandated learning visible while allowing discretionary investments to be compared fairly.

FRAME AND GATHER

01 List legal, regulatory, professional and policy obligations with their actual source.

02 Record the population, due date, completion evidence and accountable owner.

TEST AND DECIDE

03 Identify the task capability that completion alone may not demonstrate.

04 Place mandatory actions on a protected route and compare other needs against agreed priorities.

INPUT EVIDENCE

Verified authority, policy version, role population and compliance register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Requirement	Authority	Population	Deadline
Completion proof	Task check	Owner	

QUALITY TEST

Do not describe a preferred workshop as a legal requirement without a verified source.

D1-S02 / WORKED AND REUSABLE RECORD

Separate obligation from discretion

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A required refresher remains scheduled for the covered group; a separate case exercise checks whether the escalation process can be used under realistic conditions.

RECORD FIELDS

Requirement	**Authority**
Population	**Deadline**
Completion proof	**Task check**
Owner	

INTERPRETATION CHECK Do not describe a preferred workshop as a legal requirement without a verified source.

D1-S03 / PRACTITIONER TOOL

Build a transparent priority matrix

Compare competing needs without turning judgement into false mathematical precision.

FRAME AND GATHER

01 Agree business importance, consequence of delay, future relevance and readiness to apply learning.

02 Describe the evidence behind each criterion for every need.

TEST AND DECIDE

03 Flag dependencies, mandatory work and uncertain diagnosis outside the discretionary comparison.

04 Review the proposed order with decision owners and document reversals or deferrals.

INPUT EVIDENCE

Accepted need statements, strategic priorities, risk information and capacity plan.

SEE THE DECISION

Mandatory route	Importance	Ready to apply	Defer / test

QUALITY TEST

Do not present a sum of ordinal judgements as an objective return on investment.

D1-S03 / WORKED AND REUSABLE RECORD

Build a transparent priority matrix

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Exception-handling practice ranks ahead of generic presentation training because it affects a current service risk and the team has real cases available for supported practice.

RECORD FIELDS

Need

Criterion

Evidence

Dependency

Proposed order

Challenge

Decision

INTERPRETATION CHECK Do not present a sum of ordinal judgements as an objective return on investment.

D1-S04 / PRACTITIONER TOOL

Map capability dependencies

Place prerequisite knowledge, work access and manager support in the right order.

FRAME AND GATHER

01 For each priority task, list what must be known or available before practice is safe.

02 Draw arrows from prerequisites to target performance and mark non-learning conditions.

TEST AND DECIDE

03 Identify items that can run in parallel and those that must precede assessment.

04 Ask a task expert to test the sequence against a difficult real case.

INPUT EVIDENCE

Task analysis, subject-expert review, process conditions and approved standards.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Target task	Prerequisite	Source	Order
Enabler	Expert	Test case	

QUALITY TEST

Do not turn a missing work permission or broken system into a learner prerequisite.

D1-S04 / WORKED AND REUSABLE RECORD

Map capability dependencies

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Advisers need current authority rules and portal access before exception-case practice. A workshop before the guidance update would rehearse the wrong process.

RECORD FIELDS

Target task	**Prerequisite**
Source	**Order**
Enabler	**Expert**
Test case	

INTERPRETATION CHECK Do not turn a missing work permission or broken system into a learner prerequisite.

D1-S05 / PRACTITIONER TOOL

Choose the response mechanism

Select a method because of how it changes task performance, not because it is fashionable.

FRAME AND GATHER

01 For each confirmed gap, identify whether knowledge, judgement, procedural fluency or feedback is missing.

02 Compare job aid, demonstration, practice, coaching, mentoring, simulation and formal learning against that mechanism.

TEST AND DECIDE

03 State the work condition required for transfer and who controls it.

04 Reject or defer options that cannot be practised or safely assessed in this context.

INPUT EVIDENCE

Diagnosis, task risk, learner access, work opportunities and manager capacity.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Gap	Mechanism	Response option	Practice opportunity
Constraint	Selected reason		

QUALITY TEST

A blended list of activities is not a design unless each component has a task purpose.

D1-S05 / WORKED AND REUSABLE RECORD

Choose the response mechanism

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A short job aid supports a rarely used rule; varied supervised cases build judgement for complex exceptions. A generic lecture alone is unlikely to test the decision.

RECORD FIELDS

Gap	**Mechanism**
Response option	**Practice opportunity**
Constraint	**Selected reason**

INTERPRETATION CHECK A blended list of activities is not a design unless each component has a task purpose.

D1-S06 / PRACTITIONER TOOL

Design a non-learning action

Give process, tool, expectation and capacity barriers an owned response alongside development.

FRAME AND GATHER

01 State the barrier and the evidence connecting it to the work gap.

02 Choose the smallest operational change that can test the explanation.

TEST AND DECIDE

03 Name the owner with authority, implementation condition and affected population.

04 Set a work-result check and a fallback if the barrier remains.

INPUT EVIDENCE

Cause register, process owner agreement, case pattern and risk control.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Barrier	Intervention	Owner	Permission
Test period	Result measure	Fallback	

QUALITY TEST

Do not place an operational action in an L&D plan without an owner who can implement it.

D1-S06 / WORKED AND REUSABLE RECORD

Design a non-learning action

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The operations owner revises the late-change cut-off and monitors rework, while L&D works only on the separately evidenced exception-handling gap.

RECORD FIELDS

Barrier

Intervention

Owner

Permission

Test period

Result measure

Fallback

INTERPRETATION CHECK Do not place an operational action in an L&D plan without an owner who can implement it.

D1-S07 / PRACTITIONER TOOL

Write the development brief

Give a provider or internal designer a clear task standard, practice requirement and acceptance test.

FRAME AND GATHER

01 Describe the task, target population, current evidence and intended behaviour.

02 Specify real or safe representative cases, required standards and subject-expert checks.

TEST AND DECIDE

03 State access, language, inclusion and assessment requirements.

04 Set the outputs, review points and change-control owner before commissioning.

INPUT EVIDENCE

Approved need statement, task rubric, participant profile and governance requirements.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Task	Audience	Outcome	Cases
Practice	Assessment	Inclusion	Approval

QUALITY TEST

Do not specify attendance as the only acceptance test for a capability response.

D1-S07 / WORKED AND REUSABLE RECORD

Write the development brief

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A brief asks for guided practice in routing five types of exceptions using current rules, with a supervisor checking rationale and a later work-sample review.

RECORD FIELDS

Task	**Audience**
Outcome	**Cases**
Practice	**Assessment**
Inclusion	**Approval**

INTERPRETATION CHECK Do not specify attendance as the only acceptance test for a capability response.

D1-S08 / PRACTITIONER TOOL

Choose representative practice cases

Make practice resemble the decisions learners must make in real work.

FRAME AND GATHER

01 Choose routine, boundary and exceptional cases from the task analysis.

02 Remove identifying information and check permission to reuse each example.

TEST AND DECIDE

03 Sequence cases from supported demonstration to independent judgement.

04 Ask subject experts to confirm the correct rationale and any safety limits.

INPUT EVIDENCE

Permitted case library, task standard, expert answer key and privacy review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Case	Task condition	Criterion	Difficulty
Expected rationale	Safeguard		

QUALITY TEST

A realistic-looking case is not safe to use if it exposes private client details.

D1-S08 / WORKED AND REUSABLE RECORD

Choose representative practice cases

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Advisers first practise a standard eligibility decision, then a case with conflicting evidence and finally an appeal requiring referral rather than personal discretion.

RECORD FIELDS

Case	**Task condition**
Criterion	**Difficulty**
Expected rationale	**Safeguard**

INTERPRETATION CHECK A realistic-looking case is not safe to use if it exposes private client details.

D1-S09 / PRACTITIONER TOOL

Design feedback for the task

Make feedback specific enough to improve the next attempt.

FRAME AND GATHER

01 Define the observable decision points for the chosen practice cases.

02 Show reviewers how to state what met the standard and what differed.

TEST AND DECIDE

03 Give the learner a chance to explain the reasoning and retry a varied case.

04 Capture the changed action and any standard that remains unclear.

INPUT EVIDENCE

Calibrated rubric, case answer key, observation and learner reflection.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Attempt	Criterion	Feedback	Learner explanation
Retry	Remaining need		

QUALITY TEST

Feedback about confidence or personality cannot replace feedback against the task criterion.

D1-S09 / WORKED AND REUSABLE RECORD

Design feedback for the task

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A reviewer praises correct routing but challenges the evidence cited. The adviser then works a different appeal case and explains why escalation is needed.

RECORD FIELDS

Attempt	**Criterion**
Feedback	**Learner explanation**
Retry	**Remaining need**

INTERPRETATION CHECK Feedback about confidence or personality cannot replace feedback against the task criterion.

D1-S10 / PRACTITIONER TOOL

Plan the manager's transfer role

Make space and feedback for workplace application before the learning event begins.

FRAME AND GATHER

01 Agree the first real task on which the learner can apply the new capability.

02 Reserve time, permissions and a reviewer able to give task-based feedback.

TEST AND DECIDE

03 Tell the manager what to observe and what support to remove or provide.

04 Set the first review date and an escalation route if the opportunity disappears.

INPUT EVIDENCE

Work allocation, manager agreement, task standard and practice schedule.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Learner group	First task	Time	Manager action
Feedback	Review	Escalation	

QUALITY TEST

A manager's signature is not proof that practice time or feedback will occur.

D1-S10 / WORKED AND REUSABLE RECORD

Plan the manager's transfer role

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The team leader assigns a supervised exception case within two weeks of practice, checks the rationale and logs whether current guidance was accessible.

RECORD FIELDS

Learner group

First task

Time

Manager action

Feedback

Review

Escalation

INTERPRETATION CHECK A manager's signature is not proof that practice time or feedback will occur.

D1-S11 / PRACTITIONER TOOL

Make the route accessible

Remove avoidable language, format, timing and access barriers without lowering the work standard.

FRAME AND GATHER

01 Ask participants what would make the activity and assessment usable.

02 Check language, reading load, assistive access, shift patterns and remote participation.

TEST AND DECIDE

03 Offer equivalent routes to demonstrate the same task standard where appropriate.

04 Test the material and record adaptations and their approval.

INPUT EVIDENCE

Participant needs, accessibility test, translation review and task standard.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Barrier	Adjustment	Equivalent criterion	Test
Approval	Remaining risk		

QUALITY TEST

Translation or a screen-reader claim is not verified until the participant journey is tested.

D1-S11 / WORKED AND REUSABLE RECORD

Make the route accessible

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A bilingual group receives reviewed English and Arabic task prompts. The work criterion remains the same and comprehension is checked before scoring.

RECORD FIELDS

Barrier	**Adjustment**
Equivalent criterion	**Test**
Approval	**Remaining risk**

INTERPRETATION CHECK Translation or a screen-reader claim is not verified until the participant journey is tested.

D1-S12 / PRACTITIONER TOOL

Cost the whole response

Show the real resources needed for learning, work practice and review.

FRAME AND GATHER

01 List design, expert, participant, manager, mentor, platform and travel inputs as applicable.

02 Multiply hours or units by agreed rates without mixing currency or time periods.

TEST AND DECIDE

03 Show direct cost, backfill or opportunity cost separately to avoid double counting.

04 State assumptions, exclusions, owner and a sensitivity range for uncertain inputs.

INPUT EVIDENCE

Approved rates, participant count, schedule, supplier proposal and finance assumptions.

SEE THE DECISION

Hours	× rate	= resource cost	+ other inputs

QUALITY TEST

Do not invent a salary rate, benchmark or return on investment where none is approved.

D1-S12 / WORKED AND REUSABLE RECORD

Cost the whole response

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Sixteen learners at ten hours each create 160 learner-hours; mentor, design and manager review time are added as separate resource lines, using the organisation's actual rates.

RECORD FIELDS

Input	**Unit**
Quantity	**Rate**
Cost	**Owner**
Assumption	**Exclusion**

INTERPRETATION CHECK Do not invent a salary rate, benchmark or return on investment where none is approved.

D1-S13 / PRACTITIONER TOOL

Test delivery capacity

Check whether people, cases, equipment and managers can sustain the intended design.

FRAME AND GATHER

01 Map each activity to the people and facilities it needs in the planned period.

02 Compare demand with available expert, mentor, manager and service capacity.

TEST AND DECIDE

03 Identify bottlenecks and the service risk of releasing participants.

04 Stage or narrow the design and record the trade-off for the sponsor.

INPUT EVIDENCE

Resource calendar, workforce schedule, mentor capacity and service demand.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Activity	Required capacity	Available capacity	Bottleneck
Alternative	Decision		

QUALITY TEST

A funded course is not deliverable if practice and assessment capacity are absent.

D1-S13 / WORKED AND REUSABLE RECORD

Test delivery capacity

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Two specialists can supervise only a limited number of exception cases per week, so cohorts are staggered rather than scheduled all at once.

RECORD FIELDS

Activity	**Required capacity**
Available capacity	**Bottleneck**
Alternative	**Decision**

INTERPRETATION CHECK A funded course is not deliverable if practice and assessment capacity are absent.

D1-S14 / PRACTITIONER TOOL

Compare provider or build options

Select an internal or external solution against the approved development brief.

FRAME AND GATHER

01 Give each option the same task outcomes, case needs, accessibility requirements and evidence standard.

02 Record what the option includes and excludes: design, practice, feedback, manager support and evaluation.

TEST AND DECIDE

03 Compare cost, capacity, timing, data handling and adaptation control.

04 Ask the decision owner to approve the rationale and any conditions before purchase.

INPUT EVIDENCE

Development brief, comparable option responses, procurement rules and expert review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Option	Task fit	Practice	Access
Cost	Risk	Reason	Approval

QUALITY TEST

A polished sales demonstration is not evidence that the solution fits the organisation's task.

D1-S14 / WORKED AND REUSABLE RECORD

Compare provider or build options

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An internal subject expert offers better case fidelity but limited facilitation capacity. A provider can run cohorts only if it uses the current decision standard and agreed data controls.

RECORD FIELDS

Option	**Task fit**
Practice	**Access**
Cost	**Risk**
Reason	**Approval**

INTERPRETATION CHECK A polished sales demonstration is not evidence that the solution fits the organisation's task.

D1-S15 / PRACTITIONER TOOL

Set the evaluation agreement

Agree what will be measured and by whom before delivery makes the original baseline hard to recover.

FRAME AND GATHER

01 Specify delivery, learning, workplace application and organisational contribution as distinct questions.

02 Choose a measure and source for each question, including the existing baseline and timing.

TEST AND DECIDE

03 Record other changes that might influence the outcome and what claim the evidence can support.

04 Assign data access, analysis and decision ownership with a reporting date.

INPUT EVIDENCE

Baseline, task rubric, work-system measures and sponsor decision need.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Question	Measure	Source	Baseline
Time	Limitation	Owner	Decision

QUALITY TEST

Do not treat course satisfaction, or a before-after difference alone, as proof of causal impact.

D1-S15 / WORKED AND REUSABLE RECORD

Set the evaluation agreement

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The team records attendance, a case-based demonstration and later real-work quality separately. A concurrent workflow update is noted before interpreting service improvement.

RECORD FIELDS

Question	**Measure**
Source	**Baseline**
Time	**Limitation**
Owner	**Decision**

INTERPRETATION CHECK Do not treat course satisfaction, or a before-after difference alone, as proof of causal impact.

D1-S16 / PRACTITIONER TOOL

Set a safe pilot boundary

Learn from a small implementation without putting consequential work at risk.

FRAME AND GATHER

01 Choose a representative but bounded group and task with a clear inclusion rule.

02 State what must remain supervised, what data may be collected and how a concern is raised.

TEST AND DECIDE

03 Define a success signal and a stopping or adaptation condition in advance.

04 Record what will be compared and what cannot be generalised from the pilot.

INPUT EVIDENCE

Risk assessment, pilot population, task standard, baseline and sponsor approval.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Pilot scope	Supervision	Success signal	Stop rule
Data	Generalisation limit		

QUALITY TEST

Do not call an uncontrolled pilot a causal experiment.

D1-S16 / WORKED AND REUSABLE RECORD

Set a safe pilot boundary

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A small adviser cohort practises complex cases in a sandbox and then under supervision. No live specialist decision is delegated during the pilot.

RECORD FIELDS

Pilot scope	**Supervision**
Success signal	**Stop rule**
Data	**Generalisation limit**

INTERPRETATION CHECK Do not call an uncontrolled pilot a causal experiment.

D1-S17 / PRACTITIONER TOOL

Create the portfolio map

Show learning and non-learning responses, dependencies and decisions on one page.

FRAME AND GATHER

01 Place each accepted need or barrier on a row with its response and accountable owner.

02 Connect prerequisites, manager support, practice opportunities and evaluation checks.

TEST AND DECIDE

03 Mark proceed, test, defer or decline decisions with reasons and review triggers.

04 Check that each action has capacity, timing and a route back to the original work outcome.

INPUT EVIDENCE

Accepted diagnosis, priority matrix, cost model and owner commitments.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Need	Response	Dependency	Owner
Timing	Cost	Decision	Review trigger

QUALITY TEST

A catalogue of courses is not a response portfolio if barriers and transfer are invisible.

D1-S17 / WORKED AND REUSABLE RECORD

Create the portfolio map

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The portfolio couples an updated job aid, guided exception practice and a routing fix. A generic communication course is deferred until its distinct task need is evidenced.

RECORD FIELDS

Need	**Response**
Dependency	**Owner**
Timing	**Cost**
Decision	**Review trigger**

INTERPRETATION CHECK A catalogue of courses is not a response portfolio if barriers and transfer are invisible.

D1-S18 / PRACTITIONER TOOL

Write the investment case

Give leaders a balanced decision brief with cost, intended value and uncertainty.

FRAME AND GATHER

01 State the work outcome, diagnosed gap and selected mechanism in plain language.

02 Show the full resource request and the minimum viable pilot or phased commitment.

TEST AND DECIDE

03 Describe the plausible benefit pathway as a hypothesis, with baseline and alternative causes.

04 Give a clear proceed, defer or stop recommendation and the consequence of each.

INPUT EVIDENCE

Portfolio map, full cost, baseline, task evidence and implementation constraints.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Decision	Need	Options	Cost
Benefit hypothesis	Uncertainty	Recommendation	

QUALITY TEST

Do not attach a precise financial return to a benefit that cannot yet be attributed or valued.

D1-S18 / WORKED AND REUSABLE RECORD

Write the investment case

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor is asked to fund a bounded practice pilot plus a guidance fix, with a review of case quality before any wider roll-out.

RECORD FIELDS

Decision

Need

Options

Cost

Benefit hypothesis

Uncertainty

Recommendation

INTERPRETATION CHECK Do not attach a precise financial return to a benefit that cannot yet be attributed or valued.

D1-S19 / PRACTITIONER TOOL

Review risk and safeguards

Protect participants, clients and service quality when development touches consequential work.

FRAME AND GATHER

01 Identify safety, legal, privacy, fairness and operational risks for each planned activity.

02 Choose supervision, de-identification, access control or escalation appropriate to each risk.

TEST AND DECIDE

03 Test that facilitators and managers know when to pause a task or refer a concern.

04 Record who accepts residual risk and the check during delivery.

INPUT EVIDENCE

Task risk, policy, participant route, case controls and accountable owner.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Risk	Consequence	Safeguard	Owner
Residual concern	Trigger	Approval	

QUALITY TEST

A training design does not override professional or employment controls.

D1-S19 / WORKED AND REUSABLE RECORD

Review risk and safeguards

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Real client cases are de-identified for learning; any live appeal decision remains with authorised staff, and a concern goes through the approved route.

RECORD FIELDS

Risk	**Consequence**
Safeguard	**Owner**
Residual concern	**Trigger**
Approval	

INTERPRETATION CHECK A training design does not override professional or employment controls.

D1-S20 / PRACTITIONER TOOL

Run a pre-delivery rehearsal

Check whether the intended route actually lets learners practise and demonstrate the task.

FRAME AND GATHER

01 Ask a representative learner, manager and subject expert to complete a short sample journey.

02 Observe unclear instructions, inaccessible material, wrong case assumptions and missing permissions.

TEST AND DECIDE

03 Test the feedback rubric and record where reviewers disagree.

04 Revise the brief and obtain approval for any change to the task standard or evidence plan.

INPUT EVIDENCE

Rehearsal notes, usability feedback, calibrated rubric and change log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Journey step	Issue	Impact	Revision
Retest	Approver		

QUALITY TEST

Do not call a plan ready because the slides look finished while the work task fails in rehearsal.

D1-S20 / WORKED AND REUSABLE RECORD

Run a pre-delivery rehearsal

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A rehearsal finds that the case exercise refers to an obsolete guidance field. The subject expert corrects the case before participants begin.

RECORD FIELDS

Journey step	**Issue**
Impact	**Revision**
Retest	**Approver**

INTERPRETATION CHECK Do not call a plan ready because the slides look finished while the work task fails in rehearsal.

D1-S21 / PRACTITIONER TOOL

Run the Design gate

Authorise a deliverable response with an explicit practice, cost and assurance plan.

FRAME AND GATHER

01 Present the portfolio with each action linked to a supported gap or barrier.

02 Check cost, capacity, access, risk, manager support and the first real-work practice opportunity.

TEST AND DECIDE

03 Verify baseline, measurement owner, pilot limits and stop or adaptation conditions.

04 Record sponsor approval, conditions, deferred items and the handover to delivery owners.

INPUT EVIDENCE

Completed D1-S01 to D1-S20 records as selected, accepted diagnosis and sponsor decision.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Approved actions	Conditions	Deferred work	Cost
Owner	Review date	Decision	

QUALITY TEST

Do not launch an activity without a task standard, practice route and accountable transfer owner.

D1-S21 / WORKED AND REUSABLE RECORD

Run the Design gate

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor approves a limited case-practice cohort, an updated guide and a routing fix, with a review before any wider investment.

RECORD FIELDS

Approved actions	**Conditions**
Deferred work	**Cost**
Owner	**Review date**
Decision	

INTERPRETATION CHECK Do not launch an activity without a task standard, practice route and accountable transfer owner.

04 / DELIVER

Make practice possible.

Are the agreed learning and non-learning actions being used in real work with the promised access, practice, feedback and safeguards?



21 TOOLS / D1-L01 TO D1-L21

Handover: Delivery evidence, practice records, manager feedback, barrier-action status and a dated work-application sample ready for review.

D1-L01 / PRACTITIONER TOOL

Check launch readiness

Prevent a finished-looking programme from starting without the conditions required for application.

FRAME AND GATHER

01 Reopen the approved Design gate and list every launch condition.

02 Test current guidance, access, practice cases, manager time, facilitators and participant communication.

TEST AND DECIDE

03 Assign an owner and date for each failed check.

04 Decide launch, limited launch or hold, and record who accepted the remaining risk.

INPUT EVIDENCE

Approved development brief, rehearsal findings, resource calendar and access tests.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Condition	Test	Result	Defect
Owner	Decision	Date	

QUALITY TEST

Do not treat a booked date as proof that the workplace can support learning.

D1-L01 / WORKED AND REUSABLE RECORD

Check launch readiness

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The cohort starts only after the exception guide is updated and the sandbox route works. The sponsor holds the second group until a mentor has time to review cases.

RECORD FIELDS

Condition	**Test**
Result	**Defect**
Owner	**Decision**
Date	

INTERPRETATION CHECK Do not treat a booked date as proof that the workplace can support learning.

D1-L02 / PRACTITIONER TOOL

Brief sponsors and managers

Give each decision owner a precise role during delivery and workplace transfer.

FRAME AND GATHER

01 State the work outcome, diagnosed gap and response boundary in a short briefing.

02 Tell managers what task to assign and what evidence to observe after practice.

TEST AND DECIDE

03 Confirm the owner of each process or system action that runs alongside learning.

04 Ask each owner to repeat the commitment and record any capacity problem.

INPUT EVIDENCE

Approved portfolio, manager practice plan, barrier-action register and briefing attendance.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Owner	Commitment	Task	Time
Barrier	Confirmation	Escalation	

QUALITY TEST

A general endorsement is weaker than a named task, date and owner.

D1-L02 / WORKED AND REUSABLE RECORD

Brief sponsors and managers

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The operations manager confirms the routing fix, and each team leader reserves a supervised case for participants rather than assuming a workshop will transfer itself.

RECORD FIELDS

Owner

Commitment

Task

Time

Barrier

Confirmation

Escalation

INTERPRETATION CHECK A general endorsement is weaker than a named task, date and owner.

D1-L03 / PRACTITIONER TOOL

Orient participants fairly

Explain why the activity exists, what will be assessed and how participants can raise concerns.

FRAME AND GATHER

01 Describe the work task and standard rather than implying an employee deficit.

02 Explain the learning route, practice opportunity, assessment use and information handling.

TEST AND DECIDE

03 Offer language or accessibility adjustments and a private question route.

04 Check understanding before collecting individual work evidence.

INPUT EVIDENCE

Participant notice, task standard, accessibility plan and question log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Group	Message	Adjustment	Question
Answer	Understanding check	Owner	

QUALITY TEST

Do not present development as a disciplinary finding without the appropriate separate process.

D1-L03 / WORKED AND REUSABLE RECORD

Orient participants fairly

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Advisers are told that the review found both exception-handling and workflow issues, and that practice records will be used for support under the agreed access rules.

RECORD FIELDS

Group	**Message**
Adjustment	**Question**
Answer	**Understanding check**
Owner	

INTERPRETATION CHECK Do not present development as a disciplinary finding without the appropriate separate process.

D1-L04 / PRACTITIONER TOOL

Calibrate facilitators and reviewers

Make the standard and feedback consistent across cohorts.

FRAME AND GATHER

01 Give every facilitator the current case set, rubric and answer rationale.

02 Have reviewers score the same borderline case independently.

TEST AND DECIDE

03 Resolve differences with the accountable subject expert and log the decision.

04 Repeat calibration when a material standard, case or reviewer changes.

INPUT EVIDENCE

Current rubric, case key, independent judgements and expert decision.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Case	Reviewer A	Reviewer B	Disagreement
Standard decision	Version		

QUALITY TEST

Do not allow facilitator preference to create different standards for different groups.

D1-L04 / WORKED AND REUSABLE RECORD

Calibrate facilitators and reviewers

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Two reviewers disagree about whether an appeal should be escalated. The policy owner clarifies the authority threshold before participants receive feedback.

RECORD FIELDS

Case	**Reviewer A**
Reviewer B	**Disagreement**
Standard decision	**Version**

INTERPRETATION CHECK Do not allow facilitator preference to create different standards for different groups.

D1-L05 / PRACTITIONER TOOL

Run a bounded pilot

Test the response mechanism and delivery conditions before wider use.

FRAME AND GATHER

01 Use the pre-agreed pilot population, task and supervision boundary.

02 Record what was actually delivered and which participants could practise.

TEST AND DECIDE

03 Collect the planned demonstration and early workplace observations.

04 Compare results with the stop and adaptation conditions before deciding expansion.

INPUT EVIDENCE

Pilot charter, attendance and access record, task observations and issue log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Pilot scope	Activity delivered	Practice exposure	Signal
Issue	Decision		

QUALITY TEST

A positive reaction to the pilot is not enough to justify organisation-wide roll-out.

D1-L05 / WORKED AND REUSABLE RECORD

Run a bounded pilot

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A first group completes guided exception cases, but the manager cannot assign live supervised work. The next cohort waits while transfer capacity is fixed.

RECORD FIELDS

Pilot scope	**Activity delivered**
Practice exposure	**Signal**
Issue	**Decision**

INTERPRETATION CHECK A positive reaction to the pilot is not enough to justify organisation-wide roll-out.

D1-L06 / PRACTITIONER TOOL

Deliver the minimum explanation

Provide essential knowledge without allowing instruction to replace task practice.

FRAME AND GATHER

01 Show the governing rule, why it matters and where to find the current version.

02 Demonstrate one ordinary and one boundary case with the decision rationale.

TEST AND DECIDE

03 Ask participants to explain the rule in their own words.

04 Move quickly to a task attempt and record what the explanation did not resolve.

INPUT EVIDENCE

Approved rule, demonstration cases, learner questions and knowledge check.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Rule	Version	Demonstration	Question
Misunderstanding	Next practice		

QUALITY TEST

A slide deck completed is not evidence that the work task can now be performed.

D1-L06 / WORKED AND REUSABLE RECORD

Deliver the minimum explanation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The facilitator explains the current exception rule, models a referral and asks advisers to identify the authority limit before they begin varied cases.

RECORD FIELDS

Rule	**Version**
Demonstration	**Question**
Misunderstanding	**Next practice**

INTERPRETATION CHECK A slide deck completed is not evidence that the work task can now be performed.

D1-L07 / PRACTITIONER TOOL

Run a varied practice ladder

Build task judgement across increasingly demanding examples with feedback.

FRAME AND GATHER

01 Begin with a supported routine example and show the criterion.

02 Move through boundary and exception cases from the approved case bank.

TEST AND DECIDE

03 Give specific feedback and require a revised decision or rationale.

04 Track whether performance holds on a new case rather than only the rehearsed one.

INPUT EVIDENCE

Case bank, rubric, attempts, feedback and final varied task.

SEE THE DECISION

Demonstrate	Guided case	Varied case	**New work**

QUALITY TEST

Repeating the same memorised example does not demonstrate transfer to a different case.

D1-L07 / WORKED AND REUSABLE RECORD

Run a varied practice ladder

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An adviser handles a standard claim, then conflicting evidence, then an appeal that must be referred. The final case uses a new fact pattern.

RECORD FIELDS

Learner	**Case level**
Attempt	**Feedback**
Retry	**New-case result**

INTERPRETATION CHECK Repeating the same memorised example does not demonstrate transfer to a different case.

D1-L08 / PRACTITIONER TOOL

Use a decision simulation safely

Let participants rehearse consequential choices without unapproved live authority.

FRAME AND GATHER

01 Label the scenario and explain which decisions remain hypothetical.

02 Give all participants the same baseline facts and authorised materials.

TEST AND DECIDE

03 Capture the choice, rationale and escalation decision at each fork.

04 Debrief against the standard, including what the scenario cannot establish about live work.

INPUT EVIDENCE

Approved scenario, current guidance, decision log and expert debrief.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scenario	Decision point	Choice	Rationale
Feedback	Safety boundary		

QUALITY TEST

Do not mistake a simulation score for a measured rate of ordinary workplace error.

D1-L08 / WORKED AND REUSABLE RECORD

Use a decision simulation safely

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A simulated appeal lets advisers practise when to escalate. No participant is allowed to exercise specialist authority on a real client file.

RECORD FIELDS

Scenario	**Decision point**
Choice	**Rationale**
Feedback	**Safety boundary**

INTERPRETATION CHECK Do not mistake a simulation score for a measured rate of ordinary workplace error.

D1-L09 / PRACTITIONER TOOL

Use a job aid at the task point

Put infrequent or easily forgotten rules where people make the decision.

FRAME AND GATHER

01 Choose a task point where a prompt can prevent a predictable error.

02 Write the aid from the approved standard and mark its owner and version.

TEST AND DECIDE

03 Test it in a real or safe representative workflow with users.

04 Record where it helps, where it slows work and when it must be revised.

INPUT EVIDENCE

Approved guidance, aid prototype, user test and version control.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Task point	Aid	Version	Test case
Observed use	Defect	Owner	

QUALITY TEST

An aid that is accurate but inaccessible at the decision moment is not an implemented response.

D1-L09 / WORKED AND REUSABLE RECORD

Use a job aid at the task point

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A one-page exception-routing card appears next to the claims system; advisers test whether it gives the correct referral route during a supervised case.

RECORD FIELDS

Task point	**Aid**
Version	**Test case**
Observed use	**Defect**
Owner	

INTERPRETATION CHECK An aid that is accurate but inaccessible at the decision moment is not an implemented response.

D1-L10 / PRACTITIONER TOOL

Create a peer case clinic

Help colleagues compare reasoning on difficult cases while preserving the authorised standard.

FRAME AND GATHER

01 Select de-identified cases that reveal different plausible interpretations.

02 Give participants quiet time to make and explain a decision.

TEST AND DECIDE

03 Invite alternative reasoning before the expert states the controlling rule.

04 Capture one reusable insight and one ambiguity requiring owner resolution.

INPUT EVIDENCE

Permitted cases, task rubric, expert response and clinic notes.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Case	Reasoning options	Controlling criterion	Insight
Unresolved issue	Owner		

QUALITY TEST

Peer consensus cannot override a formal authority or approved standard.

D1-L10 / WORKED AND REUSABLE RECORD

Create a peer case clinic

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Advisers debate an ambiguous eligibility case, then the policy owner clarifies the rule; the clarification is added to the controlled guidance.

RECORD FIELDS

Case	**Reasoning options**
Controlling criterion	**Insight**
Unresolved issue	**Owner**

INTERPRETATION CHECK Peer consensus cannot override a formal authority or approved standard.

D1-L11 / PRACTITIONER TOOL

Coach the first workplace attempt

Use a real task and timely feedback to bridge learning and ordinary performance.

FRAME AND GATHER

01 Assign a suitable first task within the agreed transfer window.

02 Have a manager or qualified mentor observe the decision without taking over prematurely.

TEST AND DECIDE

03 Ask the learner to explain the approach, then give criterion-based feedback.

04 Record the next independent opportunity and any barrier to applying the method.

INPUT EVIDENCE

Work allocation, observation, feedback record and updated action.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Learner	Task	Support	Observed decision
Feedback	Barrier	Next attempt	

QUALITY TEST

A coaching conversation without a relevant work attempt does not establish application.

D1-L11 / WORKED AND REUSABLE RECORD

Coach the first workplace attempt

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The team leader observes a supervised exception case, notes correct routing and asks for a clearer rationale before assigning a second case.

RECORD FIELDS

Learner

Task

Support

Observed decision

Feedback

Barrier

Next attempt

INTERPRETATION CHECK A coaching conversation without a relevant work attempt does not establish application.

D1-L12 / PRACTITIONER TOOL

Use mentoring where expertise is scarce

Transfer expert task judgement with explicit time, boundaries and evidence.

FRAME AND GATHER

01 Define the specific work decisions the mentor will demonstrate or review.

02 Agree matching, availability, confidentiality and escalation with both people.

TEST AND DECIDE

03 Schedule observed examples and progressively more independent attempts.

04 Review whether the mentor's time is sufficient and whether the learner has access to relevant work.

INPUT EVIDENCE

Mentoring agreement, task standard, schedule and reviewed attempts.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Mentor	Learner	Task	Boundaries
Session	Evidence	Capacity check	

QUALITY TEST

Naming a mentor is not proof that a usable mentoring relationship or practice opportunity exists.

D1-L12 / WORKED AND REUSABLE RECORD

Use mentoring where expertise is scarce

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A senior adviser reviews complex appeals with a junior colleague for four scheduled cases, then checks a later case completed with less support.

RECORD FIELDS

Mentor	**Learner**
Task	**Boundaries**
Session	**Evidence**
Capacity check	

INTERPRETATION CHECK Naming a mentor is not proof that a usable mentoring relationship or practice opportunity exists.

D1-L13 / PRACTITIONER TOOL

Implement the enabling change

Track the non-learning actions required for the capability response to work.

FRAME AND GATHER

01 Bring the barrier-action owner into the same delivery review as L&D.

02 Verify the process, tool or standard change has been implemented in the work setting.

TEST AND DECIDE

03 Test a case that previously exposed the barrier.

04 Record any residual problem, workaround, follow-up owner and effect on learning transfer.

INPUT EVIDENCE

Barrier register, release note or process decision, user test and case evidence.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Barrier	Action	Owner	Implementation proof
Case test	Residual issue		

QUALITY TEST

Do not mark a barrier solved merely because a policy document was updated.

D1-L13 / WORKED AND REUSABLE RECORD

Implement the enabling change

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Operations changes the late-routing rule and verifies a schedule-change case while advisers practise their separate exception-handling task.

RECORD FIELDS

Barrier	**Action**
Owner	**Implementation proof**
Case test	**Residual issue**

INTERPRETATION CHECK Do not mark a barrier solved merely because a policy document was updated.

D1-L14 / PRACTITIONER TOOL

Adapt the route without changing the standard

Allow access adjustments while preserving comparable task evidence.

FRAME AND GATHER

01 Check whether participants can use the language, medium, schedule and tools.

02 Record a necessary adjustment and the criterion it must still demonstrate.

TEST AND DECIDE

03 Ask a subject expert and access owner to approve material changes.

04 Retest the adapted journey and explain any limit on comparison.

INPUT EVIDENCE

Participant feedback, accessibility test, approved criterion and change log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Barrier	Adjustment	Same criterion	Approval
Retest	Comparison limit		

QUALITY TEST

An easier format must not quietly lower a role's approved performance requirement.

D1-L14 / WORKED AND REUSABLE RECORD

Adapt the route without changing the standard

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A participant uses an accessible digital case pack instead of a paper pack; the required decision and evidence standard remain unchanged.

RECORD FIELDS

Barrier	**Adjustment**
Same criterion	**Approval**
Retest	**Comparison limit**

INTERPRETATION CHECK An easier format must not quietly lower a role's approved performance requirement.

D1-L15 / PRACTITIONER TOOL

Protect data and participant trust

Keep learning evidence proportionate, private and used only for the agreed purpose.

FRAME AND GATHER

01 Check that the data collected matches the participant notice and decision need.

02 Remove names or sensitive case details from shared learning examples.

TEST AND DECIDE

03 Apply access, retention and deletion rules to individual records.

04 Route a personal or urgent concern through the protected process rather than a group report.

INPUT EVIDENCE

Participant notice, data inventory, access list and concern route.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Data item	Purpose	Access	Retention
Deletion	Concern owner		

QUALITY TEST

A group workshop is not a confidential channel for named individual concerns.

D1-L15 / WORKED AND REUSABLE RECORD

Protect data and participant trust

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The facilitator retains de-identified case reasoning for programme improvement but keeps individual coaching notes in the authorised manager system.

RECORD FIELDS

Data item	**Purpose**
Access	**Retention**
Deletion	**Concern owner**

INTERPRETATION CHECK A group workshop is not a confidential channel for named individual concerns.

D1-L16 / PRACTITIONER TOOL

Monitor delivery against plan

See whether the response was actually available and completed as designed.

FRAME AND GATHER

01 Track invitations, participation, access, task practice and feedback separately.

02 Compare delivered activity with the approved brief and record changes.

TEST AND DECIDE

03 Investigate missing practice or subgroup differences before interpreting results.

04 Share an exception report with the sponsor and the owner able to correct it.

INPUT EVIDENCE

Delivery log, access check, practice records and approved design.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Activity	Planned	Delivered	Subgroup
Deviation	Reason	Owner	

QUALITY TEST

A completion percentage cannot stand in for practice exposure.

D1-L16 / WORKED AND REUSABLE RECORD

Monitor delivery against plan

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Attendance is high but a night-shift group has no supervised cases. The dashboard shows that transfer condition as missing rather than declaring full delivery.

RECORD FIELDS

Activity	**Planned**
Delivered	**Subgroup**
Deviation	**Reason**
Owner	

INTERPRETATION CHECK A completion percentage cannot stand in for practice exposure.

D1-L17 / PRACTITIONER TOOL

Respond to a stalled learner

Offer focused support when a person has not yet demonstrated the required task.

FRAME AND GATHER

01 Review the criterion, attempts and feedback with the learner privately.

02 Check opportunity, guidance, tools, language and supervision before assuming a skill deficit.

TEST AND DECIDE

03 Agree a targeted practice or alternate support route and its timeframe.

04 Reassess on a new appropriate case and escalate only through the approved process.

INPUT EVIDENCE

Task attempts, feedback, work conditions and participant account.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Criterion	Evidence	Condition	Support
New case	Review date	Status	

QUALITY TEST

Do not label a participant from one failed exercise or share the result outside authorised channels.

D1-L17 / WORKED AND REUSABLE RECORD

Respond to a stalled learner

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An adviser misses an escalation cue. The manager checks whether the rule was visible, gives two varied supervised cases and reviews the next decision.

RECORD FIELDS

Criterion	**Evidence**
Condition	**Support**
New case	**Review date**
Status	

INTERPRETATION CHECK Do not label a participant from one failed exercise or share the result outside authorised channels.

D1-L18 / PRACTITIONER TOOL

Resolve delivery exceptions

Keep a controlled route for obsolete material, missed access, safety concerns and changed work requirements.

FRAME AND GATHER

01 Log the exception with its affected cohort, task and possible consequence.

02 Contain any unsafe or incorrect material immediately.

TEST AND DECIDE

03 Assign the appropriate expert or decision owner to correct and approve a version.

04 Tell affected participants what changed and whether their earlier assessment needs review.

INPUT EVIDENCE

Issue report, material version, expert decision and participant notification.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Exception	Affected group	Containment	Correction
Approval	Reassessment		

QUALITY TEST

Do not silently edit an answer key after participants have been assessed.

D1-L18 / WORKED AND REUSABLE RECORD

Resolve delivery exceptions

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An out-of-date case answer is withdrawn, corrected by the policy owner and retested with the group before it is used for a judgement.

RECORD FIELDS

Exception	**Affected group**
Containment	**Correction**
Approval	**Reassessment**

INTERPRETATION CHECK Do not silently edit an answer key after participants have been assessed.

D1-L19 / PRACTITIONER TOOL

Capture the first application sample

Collect real-work evidence once participants have had a reasonable chance to use the new capability.

FRAME AND GATHER

01 Use the agreed inclusion rule and period for the first work sample.

02 Record whether each participant had the relevant task, tools and support.

TEST AND DECIDE

03 Apply the same task rubric used in the baseline or explain any change.

04 Keep successful, weak and missing examples distinct for the later review.

INPUT EVIDENCE

Work allocation, permitted cases, baseline definition, rubric and reviewer notes.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Person or group	Task opportunity	Case	Criterion
Observation	Limitation		

QUALITY TEST

No opportunity to apply is a missing transfer condition, not a zero capability score.

D1-L19 / WORKED AND REUSABLE RECORD

Capture the first application sample

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The first supervised claims sample includes both correct and incorrect exception routes, plus participants who had no suitable case yet.

RECORD FIELDS

Person or group	**Task opportunity**
Case	**Criterion**
Observation	**Limitation**

INTERPRETATION CHECK No opportunity to apply is a missing transfer condition, not a zero capability score.

D1-L20 / PRACTITIONER TOOL

Reconcile actions with the original need

Check that delivery has not drifted into activities detached from the diagnosed work.

FRAME AND GATHER

01 Put each delivered activity beside its accepted need or barrier statement.

02 Show the mechanism, practice and evidence produced for each.

TEST AND DECIDE

03 Flag additions, omitted supports and unresolved process actions.

04 Ask the sponsor to confirm the review question and decide any immediate adaptation.

INPUT EVIDENCE

Approved portfolio, delivery log, practice records and barrier register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Need	Planned action	Delivered action	Evidence
Drift	Decision		

QUALITY TEST

Do not hide a missing enabling action inside an apparently successful course report.

D1-L20 / WORKED AND REUSABLE RECORD

Reconcile actions with the original need

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The team ran the case clinic but the routing fix is late. The sponsor keeps the capability review separate and assigns operations a new completion date.

RECORD FIELDS

Need	**Planned action**
Delivered action	**Evidence**
Drift	**Decision**

INTERPRETATION CHECK Do not hide a missing enabling action inside an apparently successful course report.

D1-L21 / PRACTITIONER TOOL

Run the Deliver gate

Hand over a truthful account of what was delivered and what can now be reviewed.

FRAME AND GATHER

01 Present delivery, access, practice, manager feedback and non-learning action status separately.

02 Show which groups or tasks have enough application opportunity for a fair review.

TEST AND DECIDE

03 List deviations, unresolved risks and missing evidence with owners.

04 Agree the review sample, timing and any action that must continue before judgement.

INPUT EVIDENCE

Completed D1-L01 to D1-L20 records as selected, approved plan and first application sample.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Delivered	Applied	Not yet tested	Barrier status
Owner	Review date		

QUALITY TEST

Do not describe delivery as impact or declare a task mastered before real-work evidence is examined.

D1-L21 / WORKED AND REUSABLE RECORD

Run the Deliver gate

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor accepts the first cohort for review but leaves the night-shift group unassessed until its supervised practice is completed.

RECORD FIELDS

Delivered	**Applied**
Not yet tested	**Barrier status**
Owner	**Review date**

INTERPRETATION CHECK Do not describe delivery as impact or declare a task mastered before real-work evidence is examined.

05 / REVIEW

See what changed. Choose what follows.

What changed in capability and work, what else could explain it, and should the response continue, adapt, scale or stop?



21 TOOLS / D1-R01 TO D1-R21

Handover: A transparent application and outcome review, participant feedback, a reasoned investment decision and a refreshed capability question where the work has changed.

D1-R01 / PRACTITIONER TOOL

Reopen the original decision

Keep the review anchored to the work question that justified the investment.

FRAME AND GATHER

01 Retrieve the approved need statement, baseline, task standard and evaluation agreement.

02 List any later changes to scope, population, work conditions or standard.

TEST AND DECIDE

03 State which original questions remain answerable and which now require a new baseline.

04 Agree the review period and decision owner before looking at a favourable result.

INPUT EVIDENCE

Design gate, metric dictionary, task rubric and change history.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Original question	Baseline	Change	Comparability
Review period	Owner		

QUALITY TEST

Do not change a success measure after seeing the result without recording the change.

D1-R01 / WORKED AND REUSABLE RECORD

Reopen the original decision

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The team planned to review exception routing after eight weeks, but guidance changed halfway through. The report separates pre-change and post-change cases.

RECORD FIELDS

Original question	**Baseline**
Change	**Comparability**
Review period	**Owner**

INTERPRETATION CHECK Do not change a success measure after seeing the result without recording the change.

D1-R02 / PRACTITIONER TOOL

Reconcile reach and exposure

Show who could actually access the designed response and who could not.

FRAME AND GATHER

01 Compare the eligible population with invitations, participation and completion.

02 Check whether cohorts received the same material, practice and feedback.

TEST AND DECIDE

03 Record exclusions, missed opportunities and small-group reporting limits.

04 Explain how exposure differences constrain any overall conclusion.

INPUT EVIDENCE

Eligibility list, delivery record, practice log and access register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Eligible base	Invited	Participated	Practised
Excluded	Difference	Limit	

QUALITY TEST

A high attendance rate does not show equal access to application.

D1-R02 / WORKED AND REUSABLE RECORD

Reconcile reach and exposure

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Most advisers attended, but one shift lacked practice cases. The review does not generalise the first cohort's result to that shift.

RECORD FIELDS

Eligible base	**Invited**
Participated	**Practised**
Excluded	**Difference**
Limit	

INTERPRETATION CHECK A high attendance rate does not show equal access to application.

D1-R03 / PRACTITIONER TOOL

Review what was learned

Assess task knowledge or judgement demonstrated during the learning route.

FRAME AND GATHER

01 Use the approved demonstration criterion rather than a satisfaction question.

02 Compare suitable early and later varied attempts where the design allows it.

TEST AND DECIDE

03 Record what the learner can do, with what assistance and under which case conditions.

04 Keep missing evidence and inconclusive attempts visible.

INPUT EVIDENCE

Case rubric, task attempts, assessor notes and versioned case set.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Criterion	Early attempt	Later attempt	Support
Result	Limitation		

QUALITY TEST

Successful recall of a rule is not the same as using it in a live decision.

D1-R03 / WORKED AND REUSABLE RECORD

Review what was learned

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Advisers improve on varied simulated exceptions but still need supervised work samples before workplace application is claimed.

RECORD FIELDS

Criterion	**Early attempt**
Later attempt	**Support**
Result	**Limitation**

INTERPRETATION CHECK Successful recall of a rule is not the same as using it in a live decision.

D1-R04 / PRACTITIONER TOOL

Compare workplace application

Test whether the capability is being used in the work it was meant to improve.

FRAME AND GATHER

01 Select post-response cases using the pre-agreed rule or explain any deviation.

02 Apply the same task criteria as the baseline, with calibrated reviewers.

TEST AND DECIDE

03 Record task opportunity, support, tools and case complexity beside the result.

04 Compare patterns and contrary cases without hiding an unresolved change in conditions.

INPUT EVIDENCE

Baseline and later cases, rubric, work allocation and reviewer record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Case period	Selection	Criterion	Observed use
Condition	Difference	Caveat	

QUALITY TEST

Do not equate a larger proportion of easy cases with improved capability.

D1-R04 / WORKED AND REUSABLE RECORD

Compare workplace application

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A later sample shows more complete referral rationales, while cases during a system outage remain difficult. The result is reported with that condition.

RECORD FIELDS

Case period	**Selection**
Criterion	**Observed use**
Condition	**Difference**
Caveat	

INTERPRETATION CHECK Do not equate a larger proportion of easy cases with improved capability.

D1-R05 / PRACTITIONER TOOL

Check manager support actually occurred

Evaluate the transfer condition promised in the approved design.

FRAME AND GATHER

01 Compare planned supervised tasks and feedback dates with actual records.

02 Ask learners and managers where application was supported or blocked.

TEST AND DECIDE

03 Review a work attempt to see whether feedback was criterion-based.

04 Assign an owner to restore missing support before judging the learner or programme.

INPUT EVIDENCE

Manager practice plan, work allocation, feedback notes and participant account.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Planned support	Delivered support	Task	Feedback quality
Barrier	Owner		

QUALITY TEST

A ticked follow-up field does not prove meaningful task feedback.

D1-R05 / WORKED AND REUSABLE RECORD

Check manager support actually occurred

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A manager held the follow-up meeting but no relevant case was assigned. The review records the transfer condition as unmet.

RECORD FIELDS

Planned support	**Delivered support**
Task	**Feedback quality**
Barrier	**Owner**

INTERPRETATION CHECK A ticked follow-up field does not prove meaningful task feedback.

D1-R06 / PRACTITIONER TOOL

Review the non-learning actions

Establish whether process and tool changes addressed their part of the diagnosed gap.

FRAME AND GATHER

01 List each barrier, owner and agreed work test from the portfolio.

02 Verify implementation in ordinary work, not just release of a new document.

TEST AND DECIDE

03 Compare cases that encounter the old and new condition where safe and possible.

04 Record residual barriers and whether they limit interpretation of the learning response.

INPUT EVIDENCE

Barrier register, implementation proof, user test and case pattern.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Barrier	Action	Actual use	Case result
Residual issue	Owner		

QUALITY TEST

Do not credit a learning programme for an improvement caused largely by a workflow repair.

D1-R06 / WORKED AND REUSABLE RECORD

Review the non-learning actions

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The late-routing rule was updated, but one team still receives changes after the cut-off. The operational action remains open despite the training cohort's completion.

RECORD FIELDS

Barrier	**Action**
Actual use	**Case result**
Residual issue	**Owner**

INTERPRETATION CHECK Do not credit a learning programme for an improvement caused largely by a workflow repair.

D1-R07 / PRACTITIONER TOOL

Review the 7A survey signal

Use a repeat survey descriptively without changing the controlled diagnostic scoring rules.

FRAME AND GATHER

01 Confirm the same route, item version, language, response labels and comparable population.

02 Recalculate eligible person means and group dimension means under the printed minimum rule.

TEST AND DECIDE

03 Show eligible bases, missing codes and suppression decisions for each period.

04 Describe movement as a signal for inquiry, not confirmation of a behaviour level or causal effect.

INPUT EVIDENCE

Versioned diagnostic instrument, response exports, scoring key and population comparison.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Dimension	Period	Version	Eligible n
Mean	Missing	Comparison limit	

QUALITY TEST

Do not pool raw item responses, impute missing answers or treat rounded band movement as proof.

D1-R07 / WORKED AND REUSABLE RECORD

Review the 7A survey signal

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A dimension mean rises after the programme, but response participation differs. The review records the difference and checks work evidence before interpretation.

RECORD FIELDS

Dimension	**Period**
Version	**Eligible n**
Mean	**Missing**
Comparison limit	

INTERPRETATION CHECK Do not pool raw item responses, impute missing answers or treat rounded band movement as proof.

D1-R08 / PRACTITIONER TOOL

Reassess organisational practice

Use the manual's exact behaviour guide to decide whether a 7A practice level is now supported.

FRAME AND GATHER

01 Return to the same dimension and its printed two indicators per level.

02 Check the relevant case base, second perspective and record or observation.

TEST AND DECIDE

03 Apply the sequential Foundational-to-Sustaining rules and retain contradictions.

04 Record the highest complete supported level or Not yet confirmed, with reviewer and next check.

INPUT EVIDENCE

Diagnostic behaviour guide, cases, two perspectives, observation and review history.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Dimension	Indicators	Cases	Perspectives
Supported level	Status	Next check	

QUALITY TEST

Do not average ordinal levels or grant Sustaining without two reviews at least 28 days apart.

D1-R08 / WORKED AND REUSABLE RECORD

Reassess organisational practice

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A new planning process works in several cases, but fewer than the manual's required case base supports Performing. Developing remains the highest confirmed level.

RECORD FIELDS

Dimension	**Indicators**
Cases	**Perspectives**
Supported level	**Status**
Next check	

INTERPRETATION CHECK Do not average ordinal levels or grant Sustaining without two reviews at least 28 days apart.

D1-R09 / PRACTITIONER TOOL

Compare experiences fairly

Find whether a broad improvement conceals a group with less access or a different work barrier.

FRAME AND GATHER

01 Choose only permitted, sufficiently sized groups relevant to the original question.

02 Compare task opportunity, support and case mix before comparing outcomes.

TEST AND DECIDE

03 Protect small or identifiable groups and use private inquiry where needed.

04 Ask affected people to explain a difference without assuming a personal cause.

INPUT EVIDENCE

Safe reporting plan, work allocation, task results and participant feedback.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Group	Reporting base	Opportunity	Result
Difference	Safe follow-up		

QUALITY TEST

Do not display a small cell that identifies a person or infer deficiency from a group average.

D1-R09 / WORKED AND REUSABLE RECORD

Compare experiences fairly

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A site shows weaker application because it has not received the new job aid. The review recommends access correction before further individual development labels.

RECORD FIELDS

Group	**Reporting base**
Opportunity	**Result**
Difference	**Safe follow-up**

INTERPRETATION CHECK Do not display a small cell that identifies a person or infer deficiency from a group average.

D1-R10 / PRACTITIONER TOOL

Inspect contrary and failed cases

Learn from exceptions that challenge a positive summary.

FRAME AND GATHER

01 Select relevant cases that did not improve or became worse.

02 Check the task, standard, case difficulty and conditions against successful cases.

TEST AND DECIDE

03 Ask what explanation would change the investment decision.

04 Record a focused test, safeguard or redesign owner.

INPUT EVIDENCE

Case samples, reviewer notes, process conditions and affected-worker account.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Contrary case	Context	Possible cause	Evidence needed
Safeguard	Owner		

QUALITY TEST

Do not discard exceptions simply because the overall chart points in the desired direction.

D1-R10 / WORKED AND REUSABLE RECORD

Inspect contrary and failed cases

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Most decisions improve, but appeals with conflicting evidence still fail. The next cohort adds those cases and specialist feedback rather than repeating the same routine exercise.

RECORD FIELDS

Contrary case	**Context**
Possible cause	**Evidence needed**
Safeguard	**Owner**

INTERPRETATION CHECK Do not discard exceptions simply because the overall chart points in the desired direction.

D1-R11 / PRACTITIONER TOOL

Check other causes of change

Keep attribution proportionate when several things changed around the same time.

FRAME AND GATHER

01 Draw a timeline of the learning activity and relevant workflow, staffing, policy or demand changes.

02 Compare what each change could plausibly influence and when.

TEST AND DECIDE

03 Seek a counterexample or unaffected task where feasible and ethical.

04 State what the evidence supports, what remains uncertain and what would strengthen the claim.

INPUT EVIDENCE

Change log, service metrics, case evidence and owner accounts.

SEE THE DECISION

Learning | Workflow | Other change | **Observed result**

QUALITY TEST

A before-and-after trend alone is not proof that training caused it.

D1-R11 / WORKED AND REUSABLE RECORD

Check other causes of change

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Complaint reopens fell after both a guidance repair and practice programme. The report describes their combined contribution without assigning a precise share to either.

RECORD FIELDS

Observed change

Concurrent event

Plausible pathway

Counterexample

Claim limit

INTERPRETATION CHECK A before-and-after trend alone is not proof that training caused it.

D1-R12 / PRACTITIONER TOOL

Reconcile resources used

Show the actual cost and capacity consumed compared with the approved case.

FRAME AND GATHER

01 Gather actual participant, manager, mentor, expert, supplier and platform inputs.

02 Use the same units, rates and exclusions as the design cost model or explain changes.

TEST AND DECIDE

03 Separate direct expenditure, work time and one-off setup.

04 Report variance, reason and future recurring commitment without double counting.

INPUT EVIDENCE

Approved cost model, invoices, schedules, time records and finance confirmation.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Resource	Budget	Actual	Unit
Variance	Reason	Future obligation	

QUALITY TEST

Do not combine unlike currency or periods or invent a benefit to make the ratio attractive.

D1-R12 / WORKED AND REUSABLE RECORD

Reconcile resources used

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Mentor hours exceed plan because more complex cases needed review, while external facilitator cost is lower. Both differences are shown separately.

RECORD FIELDS

Resource	**Budget**
Actual	**Unit**
Variance	**Reason**
Future obligation	

INTERPRETATION CHECK Do not combine unlike currency or periods or invent a benefit to make the ratio attractive.

D1-R13 / PRACTITIONER TOOL

Interpret the business measure

Show whether the work outcome moved and how confidently it relates to the response.

FRAME AND GATHER

01 Verify the measure definition and comparable population for both periods.

02 Plot the result with its denominator and relevant service or seasonal context.

TEST AND DECIDE

03 Set capability evidence beside the trend rather than replacing it with the trend.

04 Write a cautious contribution statement and name other plausible drivers.

INPUT EVIDENCE

Metric dictionary, baseline and follow-up data, task sample and change timeline.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Measure	Denominator	Baseline	Follow-up
Context	Contribution	Caveat	

QUALITY TEST

A percentage without its denominator, period or definition is not a trustworthy result.

D1-R13 / WORKED AND REUSABLE RECORD

Interpret the business measure

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Avoidable rework falls in the reviewed queue. The chart also marks a new routing rule, so the conclusion focuses on supported improvement in task decisions and a plausible shared service effect.

RECORD FIELDS

Measure	**Denominator**
Baseline	**Follow-up**
Context	**Contribution**
Caveat	

INTERPRETATION CHECK A percentage without its denominator, period or definition is not a trustworthy result.

D1-R14 / PRACTITIONER TOOL

Test the benefit sensitivity

Show leaders how a conclusion changes when uncertain inputs move.

FRAME AND GATHER

01 Choose the few assumptions that materially affect cost or expected value.

02 Set plausible low, central and high values with their source, not invented certainty.

TEST AND DECIDE

03 Recalculate the decision consequence under each value.

04 Identify the assumption worth measuring before a larger commitment.

INPUT EVIDENCE

Actual cost, measured work result, approved value assumption and finance review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Assumption	Source	Low	Central
High	Decision effect	Next measurement	

QUALITY TEST

A sensitivity range does not validate an unsupported underlying benefit claim.

D1-R14 / WORKED AND REUSABLE RECORD

Test the benefit sensitivity

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The review shows how different case volumes affect expected time saved. It does not claim a cash saving unless finance confirms a real cost mechanism.

RECORD FIELDS

Assumption	**Source**
Low	**Central**
High	**Decision effect**
Next measurement	

INTERPRETATION CHECK A sensitivity range does not validate an unsupported underlying benefit claim.

D1-R15 / PRACTITIONER TOOL

Check sustained use

Look beyond the first successful attempt to see whether the practice remains useful.

FRAME AND GATHER

01 Choose a later ordinary-work sample and compare it with the initial application sample.

02 Check whether guidance, access and manager feedback remain available.

TEST AND DECIDE

03 Review difficult cases and changes in the task rather than only easy repeated work.

04 Decide whether practice needs reinforcement, redesign or a new standard.

INPUT EVIDENCE

Later cases, guidance version, support record and task change log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Later period	Case mix	Task use	Support
Change	Sustainment action		

QUALITY TEST

One strong post-course sample does not establish sustained capability.

D1-R15 / WORKED AND REUSABLE RECORD

Check sustained use

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Advisers continue to route common exceptions correctly but struggle after a policy revision. A brief update and new cases are commissioned.

RECORD FIELDS

Later period	**Case mix**
Task use	**Support**
Change	**Sustainment action**

INTERPRETATION CHECK One strong post-course sample does not establish sustained capability.

D1-R16 / PRACTITIONER TOOL

Invite participant and client feedback

Test whether the response was useful and whether it created unintended effects.

FRAME AND GATHER

01 Ask learners, managers and affected service users about specific changes in the work.

02 Collect a concrete positive and a concrete difficult example from each perspective.

TEST AND DECIDE

03 Separate reported experience from checked work evidence.

04 Record what participants will be told and how unresolved concerns will be handled.

INPUT EVIDENCE

Safe feedback route, work examples, client experience data where authorised and concern log.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Perspective	Reported change	Example	Verification
Concern	Reply owner		

QUALITY TEST

Do not present a testimonial as a measured outcome or expose a participant through a quote.

D1-R16 / WORKED AND REUSABLE RECORD

Invite participant and client feedback

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Managers report clearer decisions; service users still find the written explanation confusing. The team revises the letter template alongside continued practice.

RECORD FIELDS

Perspective	**Reported change**
Example	**Verification**
Concern	**Reply owner**

INTERPRETATION CHECK Do not present a testimonial as a measured outcome or expose a participant through a quote.

D1-R17 / PRACTITIONER TOOL

Run the evidence review meeting

Let decision owners challenge the finding before committing to the next investment.

FRAME AND GATHER

01 Present the original question, scope, delivery, learning, application and outcome evidence in that order.

02 Put uncertainties, contrary cases and concurrent changes beside the positive results.

TEST AND DECIDE

03 Ask which explanation best fits and what evidence could change that view.

04 Record decisions, dissent, owners and next review dates.

INPUT EVIDENCE

Evaluation agreement, full results profile, cost record and participant feedback.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Finding	Evidence	Challenge	Alternative
Decision	Owner	Next review	

QUALITY TEST

Do not use a visually impressive results page to hide missing application evidence.

D1-R17 / WORKED AND REUSABLE RECORD

Run the evidence review meeting

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor accepts improved exception decisions but requests another period of evidence before expanding to every service location.

RECORD FIELDS

Finding	**Evidence**
Challenge	**Alternative**
Decision	**Owner**
Next review	

INTERPRETATION CHECK Do not use a visually impressive results page to hide missing application evidence.

D1-R18 / PRACTITIONER TOOL

Decide whether to scale

Expand only when the task need, response mechanism and supporting capacity still hold.

FRAME AND GATHER

01 Check that the pilot population and receiving population do comparable work.

02 Review benefit, harms, cost, mentor capacity and manager practice time.

TEST AND DECIDE

03 Identify adaptations needed for language, workflow or local authority.

04 Set a phased rollout with hold points and a comparable evidence plan.

INPUT EVIDENCE

Pilot review, target-population task analysis, capacity plan and sponsor approval.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Receiving group	Similarity	Capacity	Adaptation
Hold point	Approval		

QUALITY TEST

A successful pilot does not automatically generalise to a different task or support environment.

D1-R18 / WORKED AND REUSABLE RECORD

Decide whether to scale

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The practice route expands to a second site only after the site receives the updated guide and a manager who can review real cases.

RECORD FIELDS

Receiving group	**Similarity**
Capacity	**Adaptation**
Hold point	**Approval**

INTERPRETATION CHECK A successful pilot does not automatically generalise to a different task or support environment.

D1-R19 / PRACTITIONER TOOL

Adapt, defer or stop an action

Make a clear decision when the evidence or operating conditions do not support continuation.

FRAME AND GATHER

01 State which intended mechanism did not occur or which result remains unsupported.

02 Separate a design defect from lack of access, practice or a changed work need.

TEST AND DECIDE

03 Choose a focused revision, a new test, deferral or stop with its cost and risk.

04 Notify affected participants and owners; retain the learning in the portfolio.

INPUT EVIDENCE

Delivery deviations, task evidence, participant feedback and cost record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Action	Issue	Cause	Option
Decision	Communication	Revisit trigger	

QUALITY TEST

Do not continue an activity solely because budget was already committed.

D1-R19 / WORKED AND REUSABLE RECORD

Adapt, defer or stop an action

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A broad webinar is stopped because it produced little practice and no task evidence; the team tests a short supervised case clinic instead.

RECORD FIELDS

Action	**Issue**
Cause	**Option**
Decision	**Communication**
Revisit trigger	

INTERPRETATION CHECK Do not continue an activity solely because budget was already committed.

D1-R20 / PRACTITIONER TOOL

Refresh the capability question

Return to Align when work, strategy or evidence has changed enough to require a new review.

FRAME AND GATHER

01 Compare the original task and standard with current and planned work.

02 Record new risks, technologies, populations or dependencies that change the requirement.

TEST AND DECIDE

03 Retire needs that no longer apply and preserve unresolved questions.

04 Commission a proportionate new Discover route with an owner and decision date.

INPUT EVIDENCE

Current work plan, later cases, change decisions and prior D1 records.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Original need	Change	New question	Retired item
Owner	Next evidence		

QUALITY TEST

Do not carry an old training priority forward when the work it served has changed.

D1-R20 / WORKED AND REUSABLE RECORD

Refresh the capability question

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Automation removes routine claims, leaving complex appeals as the main work. The sponsor commissions a new task analysis rather than repeating the same course calendar.

RECORD FIELDS

Original need	**Change**
New question	**Retired item**
Owner	**Next evidence**

INTERPRETATION CHECK Do not carry an old training priority forward when the work it served has changed.

D1-R21 / PRACTITIONER TOOL

Run the Review gate

Close the decision loop with an honest account of value, limits and next action.

FRAME AND GATHER

01 Present separate delivery, learning, workplace use and organisational contribution findings.

02 Show baseline comparability, other causes, cost, fairness and unresolved evidence.

TEST AND DECIDE

03 Ask the sponsor to choose continue, adapt, scale, stop or re-diagnose, with a reason.

04 Assign owners, dates, participant communication and the next capability question.

INPUT EVIDENCE

Completed D1-R01 to D1-R20 records as selected, original charter and sponsor review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Decision	Evidence	Limits	Cost
Owner	Communication	Next review	

QUALITY TEST

Do not mark the toolkit complete because activities finished; close it only with a reasoned decision and a route for the remaining need.

D1-R21 / WORKED AND REUSABLE RECORD

Run the Review gate

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor continues targeted practice, completes the routing repair and defers wider rollout until the second site has a comparable work sample.

RECORD FIELDS

Decision	**Evidence**
Limits	**Cost**
Owner	**Communication**
Next review	

INTERPRETATION CHECK Do not mark the toolkit complete because activities finished; close it only with a reasoned decision and a route for the remaining need.

APPLIED CASE / OVERVIEW

One question. Two different causes.

A service team asks for training after exception-routing delays. The practitioner tests what work must change before choosing a response.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

01

Discover

Define the decision

02

Diagnose

Separate causes

03

Design

Choose two actions

04

Deliver

Practise and repair

05

Review

Check work evidence

The same case appears on the following seven pages. All dates, counts and costs are demonstration inputs; replace them with authorised local evidence.

APPLIED CASE / DISCOVER

Write the decision before the solution.

Matched tools: D1-D01 request test, D1-D04 task standard, D1-D09 evidence plan and D1-D20 gate.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

REQUEST

A manager asks for a communication course because routing of service exceptions is late.

DECISION TO SUPPORT

Which part of the delay is caused by adviser capability, and which part by changing guidance or approval flow?

Completed record field	Illustrative entry
Important work	Route a defined exception to the right owner, with a reason a colleague can use.
Task standard	Current version of the route guide, effective date and exception category confirmed by the process owner.
Population / scope	One service team; advisers handling the selected exception category during the review window.
Rival explanations	Adviser judgement, unclear guidance, late approval change, tool access and peak workload.
Evidence and owner	Five recent distinct cases; task-owner observation; guide version history. Sponsor accepts the inquiry plan.

GATE

Proceed to diagnosis only after the task owner confirms the standard and the sample can be reviewed lawfully.

APPLIED CASE / DIAGNOSE

Read the work through four lenses.

Matched tools: D1-G07 sample frame, D1-G12 four-lens view, D1-G16 rival-cause test and D1-G18 practice level.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

Lens	Evidence to seek	Boundary
Enterprise	Service objective and approved change calendar.	A strategy statement is not an observed skill gap.
Function / process	Guide version, approval flow and tool log.	Late route changes need a process owner.
Role / team	Task standard, handoffs and case mix.	Do not compare unlike exceptions.
Individual	Case reasoning and supported practice.	Protect identity; do not label a person from one case.

ILLUSTRATIVE CASE SAMPLE

Five distinct relevant cases are reviewed. In three, both required behavioural indicators are observed. This is 3/5, below the manual's 4/5 Performing threshold. The level remains unconfirmed; it is not scored as a fifth level.

WHAT CHANGES THE NEXT QUESTION

Two cases also used an outdated routing note. Test the guidance version separately; training cannot correct a late process update by itself.

APPLIED CASE / EVIDENCE

Keep the numbers in their own lanes.

The published diagnostic manual defines separate survey signals and organisational practice levels.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

SURVEY EXAMPLE

Four routed answers are 2, 3, 3 and 4. Their person mean is 3.0000 on the five-point survey scale. Keep DK, N/A, prefer not to say, blank and not routed separate.



2 + 3 + 3 + 4 = 12; 12 / 4 = 3.0000. This is a response signal, not an organisational practice level or a percentage of staff proficient.

EVIDENCE RULE

A confirmed organisational practice level also needs a second perspective and a record or observation. Sustaining needs two reviews at least 28 days apart; a single review cannot establish it.

APPLIED CASE / DESIGN

Commission what each cause requires.

Matched tools: D1-S01 need statement, D1-S05 response mechanism, D1-S06 non-learning action and D1-S20 gate.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

Cause hypothesis	Response	Evidence of use
Adviser unfamiliarity with current exception cases	Guided case rehearsal, feedback and one varied live case with manager review.	Case reasoning follows the approved route and explains the decision.
Outdated routing note at a process handoff	Process owner updates note and effective-date control before launch.	Current note is visible at the decision point; superseded copy is withdrawn.
Unconfirmed peak-load contribution	Test volume and queue timing; defer an intervention until the data support it.	Peak-window comparison and staffing/capacity decision recorded.

DECISION TRACE

The approved need statement names the task, standard, two supported causes and uncertainty. The sponsor funds rehearsal and the process repair together; workload remains an open test.

RESOURCE CALCULATION

Illustrative internal planning: 12 preparation hours × 200 planning units = 2,400 units, plus any separately approved materials and participant time. Replace all rates with authorised local costs.

APPLIED CASE / DELIVER

A launch has to make practice possible.

Matched tools: D1-L01 launch readiness, D1-L07 practice ladder, D1-L12 manager support and D1-L19 application sample.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

1

Demonstrate

Show a current exception and the route decision.

2

Guide

Ask the adviser to work a familiar case with prompts.

3

Vary

Use a new category and remove the prompts.

4

Apply

Manager reviews a real case against the task rubric.

LAUNCH CONDITION

Do not begin until the new routing note is visible, the practice environment works and managers have protected time for review.

EVIDENCE RETAINED

Record attendance, access defects, practice feedback, current guide version and the date of live case review. Attendance alone is not application.

APPLIED CASE / REVIEW

Show the movement and its limits.

Matched tools: D1-R01 original decision, D1-R04 application, D1-R11 rival causes and D1-R19 adapt or stop.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

Measure	Before	Later	Interpretation
Both indicators in distinct relevant cases	3 / 5	4 / 5	Performing threshold met in this one illustrative review only.
Current routing note at decision point	Version mismatch observed	Current version checked	Process repair happened alongside rehearsal.
Two reviews at least 28 days apart	Not available	Not available	Sustaining cannot be confirmed.

DECISION

Continue a smaller practice sample and check the process fix. Recheck at a second eligible date before any Sustaining conclusion. Keep volume and case mix visible as rival explanations.

HONEST REPORT LINE

The one-review result is compatible with improvement in the task standard. Because guidance changed at the same time, it does not isolate the effect of training.

APPLIED CASE / TRANSFER

Take the record back to the work.

The case is a demonstration of how to use the toolkit, not an approved programme or a substitute for the diagnostic instruments.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

DISCOVER → DIAGNOSE

Approved task, standard, scope, sample and rival explanations.

DIAGNOSE → DESIGN

Case evidence, survey signal kept distinct, process issue and limits of confidence.

DESIGN → DELIVER

Two owned actions, capacity, cost, practice and evaluation method.

DELIVER → REVIEW

Guide-version proof, participation, varied-case practice and manager observations.

REVIEW → NEXT CYCLE

Result, alternate causes, unresolved Sustaining threshold and next decision date.

ASSESSMENT INPUTS

Where appropriate, use the published Behavioural Competency Assessment, Technical Competency Assessment or Learning Preference Questionnaire as a supplementary input. Check the instrument's permitted purpose; a score alone does not diagnose an organisational training need.

SOURCES AND EDITION BOUNDARY

Keep the architecture intact.

This edition connects the approved HR Delivery sources without replacing their original instruments.

HR DELIVERY / FRAMEWORK

7A Training Needs Analysis Framework; published framework page and one-page overview. Seven stages and four lenses control the D1 method.

HR DELIVERY / DIAGNOSTIC

Training Needs Analysis Diagnostic Manual, 95 pages; exact retained questions, behaviour criteria and evidence rules.

HR DELIVERY / EBOOK

Diagnosing Learning and Development Needs, 130 pages; learning companion and practice cases.

HR DELIVERY / TEMPLATE

C3 Change Management Practitioner Toolkit, 278 pages; C10 Organisational Consulting Toolkit, 330 pages; original approved visual and structural masters.

EXTERNAL CONTEXT

CIPD Learning needs analysis factsheet; ILO Anticipating and matching skills and jobs; Kirkpatrick Partners evaluation model. External sources do not replace the HR Delivery architecture.