HR DELIVERY
Making Sure HR Delivers

HR Delivery Website & Portals

What organisations can explore, use and download

A+B

TWO CONNECTED PARTS

Website information

Fourteen specialist portals
One connected HR offer

Purpose and direction

The mission, vision and values stated on the home page

01

Vision

A future where every organisation has the leadership, capability and culture to help its people thrive and achieve lasting success.

02

Mission

To help organisations develop their people, strengthen their HR capability and turn plans into results through expert advice, practical tools and hands-on support.

03

Values

Expertise, generosity, accountability, adaptability and respect for local context guide our decisions and the relationships we build.

The five pledges

The commitments behind the way HR Delivery works

01
Deep expertise

Bring relevant specialists together around the real challenge.

02
Always helping

Share a useful idea, framework or tool when it moves work forward.

03
Delivery guaranteed

Agree scope, milestones and responsibilities; review openly.

04
Flexible approach

Match the work to the client's pace, capacity and context.

05
Gulf focused

Work across six Gulf countries with English and Arabic central.

06
One purpose

Help organisations turn people priorities into delivery.

About HR Delivery

A multidisciplinary collective led by Dr Phillip Welsh

Expertise around the work

Psychometricians, project managers, OD consultants and learning specialists combine assessment, design, delivery and development around a shared brief.

Experience in context

The collective works across all six Gulf countries. Dr Welsh brings over 30 years of experience and more than 15 years in the region.

WHAT THIS MEANS

Clients can draw on the disciplines their challenge actually requires.

How the offer connects

Start with information, then choose the appropriate workspace

01	02	03	04	05
Explore →	**Understand** →	**Choose** →	**Work** →	**Review**
Read the public service pages	Use examples, guides and tools	Select the relevant portal	Save, model and download	Act on evidence and results

THE POINT

The website explains the offer; the portals support active work.

HR DELIVERY
Making Sure HR Delivers

PART A

Information on the website

Public explanations, examples, resources and entry points across twelve service areas.

A

TWELVE WEBSITE SECTIONS

Frameworks

What the public website offers

01
Strategy & planning

HR strategy, workforce plans and HR capability.

02
Attraction & retention

Employee proposition, hiring, onboarding and retention.

03
Design & change

Structures, capability, change and job evaluation.

04
Talent development

Learning, careers, coaching and succession.

05
Culture & wellbeing

Engagement, wellbeing, satisfaction and culture.

06
Delivery & analytics

Performance, reward, HR service, data and AI.

Frameworks

How this area can help an organisation

The seven-area model

The 29 frameworks form a connected model: strategy sets direction, five pillars organise people practice, and HR service and analytics support learning.

Use it to frame decisions

Begin with the issue in front of you. Open its overview and one-page factsheet, then follow the links to the other decisions it affects.

PRACTICAL POINT

A shared language makes cross-functional planning more coherent.

Recruitment

What the public website offers

01
Executive search

Senior HR, OD and change appointments across the Gulf.

02
Large-scale hiring

Mobilisation for openings and organisational growth.

03
Overseas campaigns

Planned sourcing, assessment and follow-through.

04
Graduate pathways

Intake design, selection and early development.

05
Nationalisation

Recruitment aligned to local workforce priorities.

06
Selection evidence

Psychometrics and assessment centres for role fit.

Recruitment

How this area can help an organisation

For employers

A clear role brief, consistent candidate assessment and a visible recruitment pipeline support defensible decisions and smoother mobilisation.

For candidates

The website offers opportunity search, CV registration and a route to express interest in work with HR Delivery.

PRACTICAL POINT

Recruitment connects a hiring decision with onboarding and development.

Assessment

What the public website offers

01
Strategy & culture

Explore organisational fit and cultural context.

02
Capability & career

Understand strengths, interests and development needs.

03
Management

Examine judgement, people leadership and delivery.

04
Teams

Explore contribution and collaboration patterns.

05
Cognitive ability

Use relevant reasoning evidence with other inputs.

06
Combinations

Combine tools around a defined decision question.

Assessment

How this area can help an organisation

Choosing a tool

The catalogue covers 50 assessments and pathways. Factsheets, example reports and a selection tool help match the method to the decision.

Responsible interpretation

Assessments add structured evidence; they should be considered with role requirements, interviews, experience and feedback.

PRACTICAL POINT

A good assessment answers a specific question, not every question.

Talent Map³ architecture

What the public website offers

01
Three pathways

Individual contributors, managers and leaders.

02
Roles & grades

Career families, descriptions, duties and evaluation.

03
Reward

Salary benchmarks, bands and pay philosophy.

04
Capability

Behavioural and technical competency references.

05
Development

IDPs, training needs and 27 competency workshops.

06
Continuity

Performance, succession and workforce planning.

Talent Map³ architecture

How this area can help an organisation

One architecture

The three Talent Maps connect expectations, assessment, development and progression. Each map has three domains and nine competencies.

Website to workspace

Public pages explain the model and preview tools. The TalentMaps³ Portal adds saved work, full tools, downloadable resources and reports.

PRACTICAL POINT

Role clarity and development decisions use the same reference point.

Engagement & wellbeing

What the public website offers

01
Engagement

Understand purpose, belonging and involvement.

02
Wellbeing

Explore workload, support and sustainable work.

03
Satisfaction

Hear what employees value and would improve.

04
Pulse & mood

Listen between larger surveys.

05
Employee journeys

Onboarding and exit perspectives.

06
HR feedback

Learn how HR services work for their users.

Engagement & wellbeing

How this area can help an organisation

Eight listening areas

The public page presents satisfaction, engagement, pulse, mood, wellbeing, exit, onboarding and HR service feedback routes.

From voice to action

Choose a clear question, protect confidentiality, examine patterns and assign owners to improvements. The portal adds survey design and analytics.

PRACTICAL POINT

Listening is useful when results lead to visible changes.

Diagnostic tools

What the public website offers

01
Interviews

Hear detailed perspectives and test explanations.

02
Surveys

Compare patterns across larger groups.

03
Focus groups

Explore shared experience in conversation.

04
Large interventions

Bring many stakeholders into a decision.

05
Subject manuals

29 manuals linked to seven framework areas.

06
Feedback

Discuss findings before designing a response.

Diagnostic tools

How this area can help an organisation

Evidence before action

A five-stage approach moves from discovery and diagnosis to design, delivery and review. Method choice depends on the question and context.

What organisations gain

A more reliable account of causes, not only symptoms, and a practical basis for deciding where effort and resources should go.

PRACTICAL POINT

Diagnosis should end with agreed priorities and accountable next steps.

Resources

What the public website offers

01
Country guides

Gulf and country context for HR decisions.

02
Short insights

Concise reflections on everyday practice.

03
Long-read articles

Deeper discussion across HR and OD topics.

04
Research

Publications, evidence and salary guides.

05
eBooks

Structured reading on major practice themes.

06
Toolkits

Guides and templates for practical application.

Resources

How this area can help an organisation

A connected library

The site presents six resource collections, including 61 long-read articles and 48 eBooks in the current English catalogue.

A useful sequence

Start with national context, explore the idea through articles or an eBook, then use a toolkit or framework to plan the work.

PRACTICAL POINT

Knowledge becomes more valuable when it changes practice.

HR Policy & Law

What the public website offers

01
Six country centres

Saudi Arabia, Qatar, UAE, Oman, Bahrain and Kuwait.

02
Policy examples

Browse examples by country and topic.

03
Official references

Check legal context and source material.

04
Country guides

Find a practical starting point for each market.

05
Digital guides

Illustrated introductions to policy and law.

06
Portal studios

Download and adapt policies, contracts and letters.

HR Policy & Law

How this area can help an organisation

What the public centre does

It separates official references from example policies and helps teams understand the national context before adapting a document.

Where the portal helps

The protected workspace offers PDF and editable Word copies, document studios and a place to prepare organisation-specific policies and letters.

PRACTICAL POINT

Every example still needs local review and approval before use.

Online Consultant

What the public website offers

01
Meet Maya

A guided introduction to the consultant concept.

02
Assessment choice

Find a suitable method for a people question.

03
Frameworks

Identify models relevant to the challenge.

04
Diagnostics

Consider how to gather useful evidence.

05
Development

Locate learning and capability resources.

06
Human support

Connect with the HR Delivery team directly.

Online Consultant

How this area can help an organisation

Current experience

The public page explains Maya and invites visitors to enter a question. Live consultancy conversations are described as being prepared.

Organisational use

The intended service is a starting point for navigating HR and OD resources; significant decisions still call for professional judgement.

PRACTICAL POINT

The page is a preview, not a live advisory substitute.

Online executive coaching

What the public website offers

01
Leadership reflection

Work through a challenge or decision.

02
6A approach

Align, Agree, Assess, Activate, Apply, Assure.

03
Practice

Rehearse conversations and next actions.

04
Assessment link

Use real findings as development input.

05
Resource links

Find relevant learning and coaching materials.

06
Coaching Portal

Access the protected library and workspace.

Online executive coaching

How this area can help an organisation

Public experience

The page explains the coaching model and points visitors to the portal. It says natural voice and live AI conversations are still being connected.

Where it may help

A digital starting point can make reflection easier between meetings; human coaching remains available for complex or sensitive work.

PRACTICAL POINT

Describe the current service accurately: introduction and resources first.

IPO readiness

What the public website offers

01
Six country routes

Start with the relevant Gulf market.

02
People governance

Clarify accountabilities and decision rights.

03
Workforce evidence

Understand capacity, capability and key roles.

04
Employment controls

Review policies, obligations and records.

05
Diagnostics

Identify gaps, owners and priorities.

06
Implementation

Retest controls and retain evidence.

IPO readiness

How this area can help an organisation

A coordinated programme

IPO readiness brings leadership, governance, employment, workforce and people controls into one sequence of evidence and action.

Public and portal roles

The website introduces each country and its resources. The portal provides downloadable documents and country diagnostics for working teams.

PRACTICAL POINT

A readiness assessment should lead to an owned evidence plan.

Gulf workplace recognition

What the public website offers

01
Engaged workplace

Employee experience of purpose and belonging.

02
Well-led workplace

Clarity, communication and manager support.

03
Wellbeing organisation

Support and sustainable working conditions.

04
Awards

Nominate distinctive workplace practice.

05
Employee voice

Survey evidence would underpin accreditation.

06
Improvement

Use findings to shape practical action.

Gulf workplace recognition

How this area can help an organisation

Programme status

The public page calls the accreditation programme a draft for development. Three survey pathways and recognition levels are proposed.

Why organisations may use it

A credible recognition programme can test the employee experience, identify improvement priorities and share verified practice.

PRACTICAL POINT

Present nominations and accreditation as developing programmes.

PART B

Inside the HR Delivery portals

B

Fourteen workspaces for active work, protected resources and document delivery.

TalentMaps³ Portal

What is available in the workspace

01
Employee ERP

Keep employee and organisation records connected.

02
Performance

Record objectives, review and development.

03
Succession

Review critical roles and successor readiness.

04
Training needs

Compare role requirements with evidence.

05
Organisation design

Evaluate jobs, structures and workforce plans.

06
Learning library

IDPs, workshops, coaching and documents.

TalentMaps³ Portal

How this area can help an organisation

Working scope

The portal joins role architecture to the day-to-day people cycle: records, evaluation, performance, succession, training needs and development.

Value to an organisation

Teams can retain their work, produce reports and download supporting documents while using consistent roles, grades and competencies.

PRACTICAL POINT

The same architecture supports decisions from role design to growth.

Assessment Portal

What is available in the workspace

01
50 assessments

Individual, team and combined pathways.

02
Participants

Register, allocate and track completion.

03
Interpretation

Use guides, factsheets and example reports.

04
Reporting

Generate results and development reports.

05
Feedback

Support discussions after assessment.

06
Partner materials

Access approved practitioner resources.

Assessment Portal

How this area can help an organisation

Operational scope

This combines the assessment resource area with delivery management. Assessment activity, participant records and reporting sit together.

Access and benefit

The common portal opens resources; authorised HR management of participant records and reports retains its separate permission. This protects sensitive work.

PRACTICAL POINT

Evidence, interpretation and feedback stay connected.

Organisation Design Portal

What is available in the workspace

01
Classification
Use the complete job classification.

02
Role design
Clarify duties, descriptions and responsibilities.

03
Job evaluation
Assess role value against consistent factors.

04
Structure
Create charts; review layers and spans.

05
Workforce planning
Model capacity, gaps, costs and scenarios.

06
Salary data
Compare markets and download references.

Organisation Design Portal

How this area can help an organisation

Full working tools

The portal contains the organisation design studio, job description bank, evaluation tool, workforce planning studio and salary benchmark studio.

Organisational benefit

Design choices can be tested against responsibilities, management capacity, workforce cost and pay rather than being made in isolation.

PRACTICAL POINT

Documents are available to view and download inside the portal.

Engagement & Wellbeing Portal

What is available in the workspace

01
Live polling
Run interactive questions in sessions.

02
Survey Studio
Create surveys across eight listening areas.

03
Benchmarks
Use full engagement and wellbeing datasets.

04
Analytics
Examine results and reporting.

05
Action plans
Convert findings into owned commitments.

06
Downloads
Keep PDF and CSV benchmark outputs.

Engagement & Wellbeing Portal

How this area can help an organisation

A listening workspace

The portal brings polling, survey design and benchmark exploration together so teams can collect evidence and compare it meaningfully.

Current boundary

The eight survey areas are prepared, while final survey questions and accreditation instruments are still to be supplied.

PRACTICAL POINT

Good analytics connect the result to an accountable response.

Learning & Development Portal

What is available in the workspace

01
Surveys & diagnostics

Explore relevant listening and diagnostic materials.

02
Frameworks

Use connected HR and OD models.

03
Toolkits

Apply guides, templates and practice resources.

04
Reading

Access articles, eBooks and research.

05
Workshops

Find learning materials and programmes.

06
Top 100 Series

Browse development manuals and pathways.

Learning & Development Portal

How this area can help an organisation

Protected library

The portal gathers eight resource collections in one place and makes available documents viewable and downloadable.

Organisational benefit

Practitioners can move from a capability gap to a framework, deeper reading, a workshop and practical materials without losing context.

PRACTICAL POINT

Use the library to design learning that changes work.

HR Policy & Law Portal

What is available in the workspace

01
Country libraries

Find policy and legal resources for six Gulf states.

02
Editable copies

Download PDF and Word formats.

03
Policy Studio

Adapt policies for the organisation.

04
Document studios

Prepare handbooks, contracts and letters.

05
Search

Find material by country and topic.

06
Advice resources

Explore supporting guidance and AI concepts.

HR Policy & Law Portal

How this area can help an organisation

From example to approved document

The portal brings policy examples, official references and editable working copies into a controlled preparation space.

Organisational benefit

A team can standardise drafting while still checking national requirements, local practice and internal approval before issue.

PRACTICAL POINT

Source checking and local legal review remain essential.

Coaching Portal

What is available in the workspace

01
6A framework

A structured route from focus to application.

02
Question library

Six packs of coaching prompts.

03
Activity guides

Exercises for goals, careers and confidence.

04
Working documents

Agreements, records and workbooks.

05
Programmes

Executive, team and assessment-linked coaching.

06
Online coaching

A portal experience with further service planned.

Coaching Portal

How this area can help an organisation

A complete library

The portal mirrors the public coaching content and adds 30 downloadable documents spanning frameworks, questions, activities and forms.

Organisational benefit

Coaches and participants can use consistent methods, records and resources while linking insight to action and review.

PRACTICAL POINT

Live AI conversation and natural voice remain in development.

Recruitment Portal

Workspace status and planned service areas

01

Prepared workspace

The portal can be entered now.

02

Recruitment resources

Materials are planned for later release.

03

AI interviewing

A future supported capability.

Recruitment Portal

How this area can help an organisation

Current status

This is a prepared welcome space. The portal directory says recruitment services and AI-supported interviewing will be added later.

Organisational opportunity

The future workspace can connect hiring briefs, candidate evidence, process resources and interview support when those services are released.

PRACTICAL POINT

Do not treat the planned tools as live.

Compensation, Evaluation & Performance

What is available in the workspace

01
Salary benchmarks

Explore local market references and currencies.

02
Team comparisons

Model roles and headcount across countries.

03
Job evaluation

Apply consistent role-value criteria.

04
Grading

Link classification, duties and bands.

05
Reward

Use pay philosophy and total reward resources.

06
Performance

Review results and development needs.

Compensation, Evaluation & Performance

How this area can help an organisation

Connected decisions

The portal brings classification, job evaluation, pay and performance into one workspace with downloadable supporting resources.

Organisational benefit

Compare recruiting costs, test grade consistency and show how reward decisions relate to role scope and contribution.

PRACTICAL POINT

Keep market reference, internal policy and individual decisions distinct.

HR ERP Portal

What is available in the workspace

01
Employee records

Maintain people and role information.

02
Organisation data

Connect entities, teams and reporting.

03
TalentMaps³ links

Use the same records across people tools.

04
Performance

Connect review activity to employee records.

05
Development

Keep plans close to role and capability data.

06
Growth path

The existing workspace is being expanded.

HR ERP Portal

How this area can help an organisation

A shared record base

The HR ERP workspace sits within TalentMaps[3] and supports employee information used by the other talent modules.

Organisational benefit

Consistent data reduces repeated entry and helps teams connect role, assessment, performance and development histories.

PRACTICAL POINT

The ERP is an existing workspace with further development planned.

Awards & Certification Portal

What is available in the workspace

01
Awards Studio

Review website nominations.

02
Nomination inbox

Bring submissions into one workspace.

03
Certification Studio

Prepare engagement, leadership and wellbeing.

04
Certificate Studio

Create winner and certification certificates.

05
Letter Studio

Prepare programme correspondence.

06
Survey pathways

Accreditation questions will be added later.

Awards & Certification Portal

How this area can help an organisation

Programme operations

Three connected studios organise nominations, certification preparation, certificates and letters.

Current boundary

The portal directory says the three accreditation surveys are still to be supplied. Do not imply completed survey scoring or awarded status.

PRACTICAL POINT

Recognition needs evidence, review and transparent criteria.

IPO Readiness & Support Portal

What is available in the workspace

01
Country choice

Choose one of six Gulf jurisdictions.

02
Country guidance

Read the relevant people-readiness context.

03
Document library

View and download original PDFs.

04
Diagnostics

Work through country-specific questions.

05
Results

See gaps and supporting evidence.

06
Action plans

Assign owners and next steps.

IPO Readiness & Support Portal

How this area can help an organisation

A working programme

The portal extends the public IPO pages into a place for country guidance, documents and diagnostic work.

Organisational benefit

Teams can coordinate evidence, identify people and governance gaps, and track a practical programme before external scrutiny.

PRACTICAL POINT

Treat the diagnostic as a planning tool, not a listing opinion.

HR Delivery Staff Document Portal

What is available in the workspace

01
Document Studio

Use approved slides, Word and Excel templates.

02
Proposals & letters

Prepare repeatable client documents.

03
Client records

Create a client and relevant contacts.

04
Project storage

Group solutions and presentations by project.

05
Version history

Retain prior editions and signed records.

06
Controlled release

Choose what to share with each client.

HR Delivery Staff Document Portal

How this area can help an organisation

Internal workspace

The staff portal is the team’s document preparation and storage space, with approved templates and private client/project libraries.

Organisational benefit

A single working record reduces lost files and inconsistent templates while preserving version history and access to signed documents.

PRACTICAL POINT

This is an internal team service, separate from client delivery.

Client Solution & Document Delivery

What is available in the workspace

01
Client reference

Each client has a unique identifier.

02
Separate access code

Client files remain separately protected.

03
Project selection

Find current and earlier engagements.

04
Solutions library

Access released work in one place.

05
Downloads

Keep the documents shared with the client.

06
Version history

Find the latest edition and earlier releases.

Client Solution & Document Delivery

How this area can help an organisation

Client-facing workspace

After portal entry, a client uses its reference and access code to reach only its own projects and released documents.

Organisational benefit

One controlled delivery location reduces email attachments, version confusion and time spent looking for previous outputs.

PRACTICAL POINT

Staff release decisions determine what a client can see.

HR DELIVERY
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Thank you

HR Delivery

Knowledge shared. Capability strengthened.
HR delivered.

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