



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

HR Provision and Capability

An introduction to the HR Provision and Capability Map

Examine what the organisation needs from HR and what reliable delivery requires. Map a service journey, identify demand and ownership gaps, and explore how process, capacity, expertise and governance connect through the Provision-to-Capability Map.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

An HR team can be busy while managers still struggle to obtain timely help. The constraint may sit in unclear demand, fragmented handovers, unreliable information or competing commitments. This workshop examines HR as a connected service system and helps participants distinguish service design problems from individual development needs.

Introduce the Provision-to-Capability Map through one HR service. Participants clarify the service promise, follow work across handovers and examine what capacity, expertise and enabling conditions are needed before proposing a small, evidence-informed improvement for discussion with local owners.

WHO IS IT FOR?

HR leaders, shared service managers, HR business partners, specialists and service improvement colleagues who want clearer HR commitments, more reliable handovers and a better understanding of delivery constraints.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- | | |
|---|--|
| <p>01 Define the service need</p> <p>Describe a priority HR service in terms of its users, demand, intended outcome and practical limits of responsibility.</p> | <p>02 Clarify the commitment</p> <p>Draft a service commitment that separates response, resolution and dependency expectations, avoiding promises the team cannot currently evidence.</p> |
| <p>03 Map ownership and flow</p> <p>Trace a service request across roles and handovers, identifying unclear decisions, duplicated checks and points where work waits.</p> | <p>04 Test the constraint</p> <p>Use a supplied case to distinguish possible process, information, capacity and expertise constraints without blaming individual team members.</p> |
| <p>05 Compare improvements</p> <p>Compare two small service improvements, considering user experience, delivery effort, dependencies and the evidence needed before a local pilot.</p> | <p>06 Define useful measures</p> <p>Propose a service measure and review question that consider both user experience and the quality of the completed work.</p> |

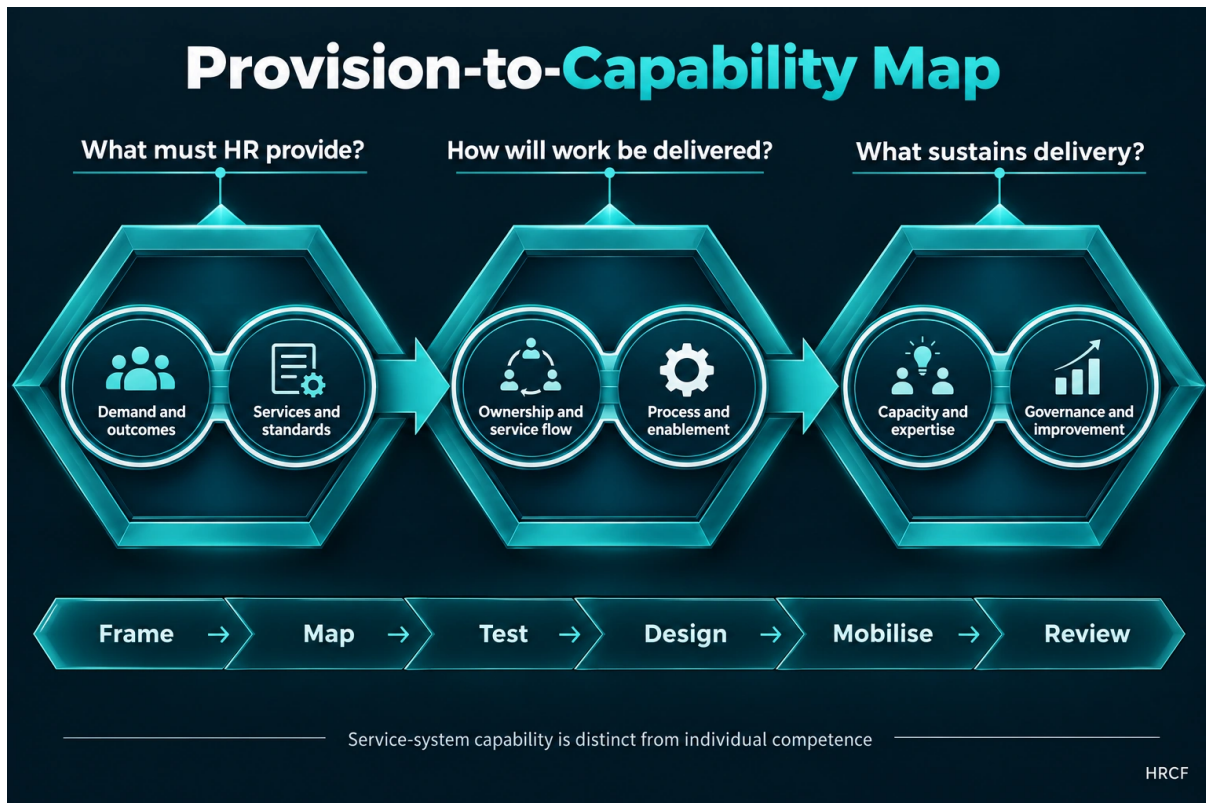
A useful first application

The day introduces function-level service diagnosis using one illustrative journey. It does not assess individual HR competence, determine staffing ratios or deliver a complete HR operating model redesign.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Provision-to-Capability Map

The map connects six dimensions through three questions: what HR must provide, how work will be delivered and what sustains reliable delivery. The unit of analysis is the HR service system.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Demand and outcomes

What do users need from this service, and for what purpose?

03 Ownership and service flow

Where do decisions, handovers and waiting interrupt the service journey?

05 Capacity and expertise

What volume, complexity and specialist judgement must the team handle?

02 Services and standards

What can HR credibly promise about the service being provided?

04 Process and enablement

Which process, information or technology conditions help the work flow?

06 Governance and improvement

Who reviews service evidence and can authorise a useful change?

The six panels are workshop focus questions drawn from the original dimensions. Participants investigate one service rather than rating the whole function; apparent capability gaps remain hypotheses until demand, process and evidence are checked.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Walk the service journey

Teams follow a fictional manager's recruitment approval request, mapping steps and waiting points from initial enquiry to resolution and comparing the journey with the published service promise.

02 Sort the constraint cards

Participants examine demand, process, access, capacity and expertise clues, then group them into competing explanations and identify what evidence would distinguish the most plausible causes.

03 Negotiate a service promise

Pairs role-play an HR service owner and operational manager, drafting a realistic commitment that includes required inputs, escalation arrangements and responsibilities on both sides of the handover.

04 Design a small service test

Groups select one friction point, sketch an improvement and agree a limited trial with an owner, user feedback question and measure of service quality or delay.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

Managers complain that recruitment approvals take too long. The HR team reports rising demand and requests more staff. Requests arrive through several channels, essential information is often missing and approval authority is unclear. Published response targets measure acknowledgement, leaving the time to a usable decision largely invisible.

Groups map the request journey, distinguish evidence from possible causes and propose one service improvement with a realistic commitment, clear ownership and a way to test its effect.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Explore what users need from HR Compare participants' service challenges and define the user, outcome and boundaries of the recruitment approval journey used throughout the day.
09:20-10:15	Read the Provision-to-Capability Map Explore the six dimensions and connect demand, service promises, delivery arrangements and the resources needed for reliable HR support.
10:15-10:30	Break
10:30-11:30	Follow the service request Map the case journey, identify handovers and waiting, and distinguish response time from the time needed for useful resolution.
11:30-12:30	Diagnose the delivery constraint Use case clues to compare process, data, capacity and expertise explanations and identify the evidence required before choosing an improvement.
12:30-13:30	Lunch
13:30-14:30	Agree a credible service commitment Practise a manager conversation about inputs, responsibilities, escalation and realistic expectations, then draft a revised service commitment for the case.
14:30-14:45	Break
14:45-15:30	Plan a small improvement test Compare potential fixes, choose one manageable trial and identify the service owner, supporting colleagues and measures needed to learn.
15:30-16:10	Review the proposed service design Present the revised journey and commitment, then use peer feedback to test user value, operational feasibility and unintended workload effects.
16:10-16:30	Prepare the first service conversation Select a local HR service to explore and plan how to involve users and owners in checking the initial hypothesis.

Follow one HR service from user need through delivery constraints to a credible commitment and improvement test.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Service definition sheet

A draft description of one service's users, demand, intended outcome and boundaries, with prompts to separate recurring requests from unusual or specialist casework.

Clarify the HR service you intend to review with users.

02 Service journey map

An exercise map tracing requests, decisions, handovers, information gaps and waiting points, showing where the published promise differs from the user's actual experience.

Make hidden service delays visible in a team conversation.

03 Constraint evidence log

A record of competing explanations for poor delivery, distinguishing process, information, capacity and expertise issues and stating what evidence would support further investigation.

Avoid prescribing training or staffing changes before checking causes.

04 Service commitment draft

A provisional commitment covering necessary inputs, expected response, ownership, escalation and dependencies, developed through a realistic negotiation between HR and an operational manager.

Check that service expectations are clear on both sides.

05 Improvement trial outline

A small proposed trial with a service owner, limited scope, supporting dependencies, user feedback prompt and quality or timeliness measure to discuss locally.

Turn a service complaint into a manageable improvement experiment.

06 Review conversation prompts

A concise set of questions for considering demand, quality, user experience and sustainable delivery, including signals that a service commitment may need to change.

Review service performance beyond the number of requests closed.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose one recurring HR service and ask its users and delivery team to describe the same recent request. Compare their accounts, validate the main friction point and agree whether a small service trial would be useful.

YOUR FIRST 30 DAYS

01

Days 1-7

Choose the service boundary

Agree a service and owner with the HR lead. Clarify the intended users and outcome, then invite a small number of colleagues to describe how requests currently move.

02

Days 8-21

Follow a few requests

Review a small, anonymised sample of recent requests with the team. Record missing information, repeated handovers and waiting, and check whether the apparent constraint is consistent across different cases.

03

Days 22-30

Agree a limited trial

Discuss the evidence with users and the service owner. Refine one improvement proposal, agree its boundaries and review measures, and seek the normal local approval before changing delivery arrangements.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client selects a familiar HR service and confirms who uses and delivers it. Participants can bring blank process forms or published service standards; the workshop uses fictional requests and avoids confidential employee case details.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

drphillip@hr.delivery

+974 7226 1481

Discuss your workshop



www.hr.delivery