Bersin by Deloitte
Frameworks and Maturity Models
Bersin by Deloitte Frameworks and Maturity Models

Our models and frameworks form the foundation of our research and can help you define and communicate your strategy. These tools:

• Enable companies to build strategies to drive business alignment and growth
• Provide a roadmap for becoming a leading practice organization
• Help explain maturity and organizational concepts to colleagues, leaders, and executives
• Promote measurement and benchmarking

FRAMEWORKS
Our frameworks are a visual, easy-to-read depiction of the relationships and integration points of all processes in a functional area of HR, Talent, or Learning, highlighting the most important elements, practices, focus areas, stakeholders, audiences, and communications media to consider.

Use these frameworks to look at your processes, systems, and resources—and to make adjustments that will help your HR department to build a high-impact organization.

MATURITY MODELS
Our maturity models are designed to create an understanding of an organization’s level of maturity and the impact that moving up in maturity level can have on the business.

Use these maturity models to benchmark your organization’s level of sophistication in given areas and to identify the best practices that are most critical to improving your business outcomes.
Diversity & Inclusion Framework

D&I Strategy
- Executive Ownership
- Anchoring D&I in Business Strategy
- Connecting to Talent Strategy
- D&I Vision, Purpose & Definition
- Current State Assessment
- Alignment with Culture
- Strategic Objectives & Roadmap
- Global & Local Customization

Constituencies
- Culture
- Ethnicity / Race
- Gender
- Generation / Age
- Invisible Dimensions
- Language
- Mental / Physical Status
- Nationality
- Religion
- Sexual Orientation
- Veterans

Solution Design
- Desired Outcomes
- Alignment with D&I Strategy
- Executive Ownership
- Budget
- Implementation Approach
- Technology
- Customization

Implementation Focus Areas

Work Environment
- Organizational Design
- Workplace Design
- Knowledge Management
- Culture

Business
- Suppliers
- Customers
- Brand-Building
- Product Development

Community
- Corporate Social Responsibility
- External Networks
- Partnerships

Talent Management Processes
- Talent Acquisition
- Performance Management
- Learning & Capability Development
- Leadership Development
- Succession Management
- Career Management

Change Management & Communications
- Change Strategy
- Change Approach
- Alignment to Culture
- Stakeholder Alignment
- Two-Way Communication Channels

Audiences
- Potential, Present & Former Employees
- Boards of Directors
- Community
- Customers
- Governments
- Interested Individuals & Groups
- Media
- Shareholders
- Suppliers
### Employee Recognition Framework

#### Recognition Strategy
- **Purpose of Recognition**
- **Business Goals**
- **Alignment with Culture**
- **Talent Management Integration**
- **Vision**
- **Transparency**
- **Accountability**
- **Globalization**

#### Audience
- Executives
- Managers
- Professionals
- Hours
- Organized Labor
- Contingent
- Critical Talent Segments

#### Design
- **Budget**
  - Amount
  - Allocation
  - Control
- **Criteria**
  - Performance
  - Behaviors
  - Tenure
- **Recognizers**
  - Leaders
  - Managers
  - Teams
  - Individuals
  - Clients
  - External
- **Direction**
  - Top-Down
  - Peer-to-Peer
  - Bottom-Up
- **Approval**
  - Rigorous
  - Informal
  - None

#### Visibility
- Public
- Group
- Private

#### Frequency
- Annually
- Quarterly
- Monthly
- Weekly
- Daily

#### Delivery
- Face-to-Face
- Letter / Email
- Event
- Online Platforms

#### Customization
- Employee Type
- Business Unit / Functions
- Geography

#### Measurement
- Approach
- Methodology
- Reporting

#### Rewards
- Nonmonetary
- Token
- Monetary
- Company- or Employee-Selected

#### Employee Support
- Vendor Strategy
- Talent Management Integration

#### Launch
- Branding Plan
- Employee Training
- Marketing
- Communications
Enterprise Learning Framework

**Learning Strategy & Business Planning**
- Strategy
- Operating Plan
- Integration
- Funding Model
- Stakeholders

**Audience Needs**
- Jobs
- Roles
- Proficiencies
- Competencies
- Preferences
- Demographics
- Geographies
- Business Problems

**Solutions**
- Environments
- Programs
- Process Support

**Approaches**
- Formal
  - Instructor-Led Training
  - Virtual Classroom Games
  - Simulations
  - Testing & Evaluation e-Learning
- Informal
  - On-Demand Search
  - Wikis
  - Social Networks
  - Expert Directories
  - Coaching
  - Mentoring
- Embedded
  - EPSS
  - Customer Feedback
  - Rotational Assignment
  - After-Action Reviews
  - Development Planning

**Disciplines**
- Performance Consulting
- Instructional Design
- Information Architecture
- Knowledge Management
- Content Development
- Program Management
- Change Management
- Community Management
- Measurement & Evaluation
- Business Intelligence

**Tools & Technology**
- LMS/LCMS/Learning Portals
- Talent Management Systems
- Content Lifecycles
- Rich Media
- Collaboration & Social Software
- Mobile
- Performance Support
- Virtual Classroom
- Reporting & Analytics
- Assessment & Evaluation

**Learning Culture**
- Building Trust
- Encouraging Reflection
- Demonstrating Learning's Value
- Enabling Knowledge-Sharing
- Empowering Employees
- Formalizing Learning as Process

**Organization, Governance & Management**

**Core Processes**
- Performance Consulting
- Instructional Design
- Content Development
- Content Management
- Implementation
- Delivery
- Communications
- Administration
- Support

**Learning Architecture**

**Measurement, Evaluation & Transfer Support**
Human Resources Framework

**HR Strategy & Business Plan**
- HR Vision • HR Mission • HR Goals • HR Philosophy • HR Business Plan

**Audiences & Stakeholders**
- **Internal**
  - Leadership • Management • Employees • Hourly • Contractors • Consultants
- **External**
  - Candidates • Labor Unions • Government • Retirees • Alumni

**HR Service Models**
- **Design**
  - Centers of Excellence
  - Shared Services
  - HR Business Partnership
  - Change Management
  - Helpdesk
  - Portals
  - Outsourcing
  - Delivery
- **Core Services**
  - Payroll & Compensation
  - Benefits & Wellness
  - Compliance & Legal
  - Time & Attendance
  - Resource Planning
  - Employee Relations
  - HR Reporting
  - Onboarding
- **Talent Management**
  - Competency Management
  - Talent Acquisition
  - Total Rewards
  - Performance Management
  - Learning & Development
  - Career Management
  - Leadership Development
  - Succession Management
- **Strategic Enablement**
  - Workforce Planning
  - Global Workforce Management
  - Organizational Design
  - Global Inclusion & Diversity
  - Workforce Analytics & Measurement
  - Change Management
  - Engagement Strategies
  - Business Advisor & Coach

**HR Technology & Infrastructure**

**HR Measurement & Analytics**
- HR Metrics • Benchmarking • Operational HR Measures • Business Measures • Scorecards

**People Culture & Performance**
- Values • Principles • Global Awareness • People Brand • Business Outcomes
Leadership Development Framework

**Leadership Strategy**
- Business Goals
- Quantity of Leaders
- Leadership Vision
- Global Considerations
- Strategy Owner
- Strategy Sustainment
- Strategy Assessment
- Talent Management Integration

**Leadership Competencies / Capabilities**
- Global
- Functional
- Cultural
- Diversity
- Core Values
- Exposure
- Experiences
- Role Requirements

**Leader Audiences**
- Emerging Leaders
  - Managing Self
- Front-Line Leaders
  - Managing Others
- Midlevel Leaders
  - Managing Other Managers
- Senior Leaders
  - Managing a Function or BU
- Executives
  - Managing an Enterprise
- High Potentials

**Leadership Development Strategy**

**Curriculum Design**
- Business Alignment
- Competencies / Capabilities
- Core Values
- Multilevel
- “Signature” Programs
- Prerequisites
- Leadership Transitions
- Leaders As Teachers
- Technology Strategy
- Build vs. Buy (LD Providers)

**Curriculum Delivery**
- Formal
  - ILT
  - Virtual Classroom
  - e-Learning
  - Assessments
  - Onboarding
  - Coaching
  - Simulation
- Informal
  - Social
  - Embedded
  - On-Demand
  - Mentoring
  - Communities of Practice
  - Blogs
  - Wikis
  - Action Learning
  - Ex-Pat & Stretch Assignments
  - Job Rotations

**Portfolio Strategy**
- College Professors
- Coaching Books
- Articles
- Blogs
- Off-the-Shelf Content
- Customized Content
- Leaders Teaching Leaders
- Experts
- Pundits

**Infrastructure**
- Technology Strategy
- Systems Integration
- Tools

**Leadership Brand & Culture**
## Learning Measurement Framework

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Learning</th>
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<tbody>
<tr>
<td><strong>Adoption</strong></td>
<td></td>
</tr>
<tr>
<td>Did you reach the desired audience?</td>
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<tr>
<td>Did they complete or comply as desired?</td>
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<tr>
<td>Who did not comply and why?</td>
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<tr>
<td><strong>Utility</strong></td>
<td></td>
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<tr>
<td>How well do the programs solve the workforce’s particular problems?</td>
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<tr>
<td>How well did it align to the specific job-related programs and issues?</td>
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<tr>
<td>Would learners recommend this program to their peers?</td>
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<tr>
<td><strong>Efficiency</strong></td>
<td></td>
</tr>
<tr>
<td>How efficient and cost-effective was the program?</td>
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<tr>
<td>How did it compare to other similar programs or competitive programs?</td>
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<tr>
<td>How well did it use the learner’s time?</td>
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</tr>
<tr>
<td><strong>Alignment</strong></td>
<td></td>
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<tr>
<td>How well were the program business priorities defined?</td>
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<tr>
<td>How well did business units buy in on the value of this program relative to other investments?</td>
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</tr>
<tr>
<td><strong>Attainment</strong></td>
<td></td>
</tr>
<tr>
<td>How well did you meet specifically defined client (business-user or customer) objectives?</td>
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<tr>
<td>These may be revenue, time to market, compliance, time to complete, etc.</td>
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### Contribution

### Feedback

### Activity

### Individual Performance

### Organizational Performance
Performance Management Framework

Performance Management (PM) Strategy
Purpose of PM • PM Philosophy • PM Alignment to Strategy & Culture • Level of Senior Leader Ownership • PM Sustainability • Talent Management Integration

Audience
Executives • Managers • Professionals • Hourly • Organized Labor • Contingent • Critical Talent Segments

Ongoing Performance Activities
Goal-Setting & Revising
Executive Goal-Setting
Goal Cascading & Alignment
Employee Goal-Setting
Goal Revision
Managing & Coaching
Work Plans
Management Responsibilities
Feedback
Coaching
Development Planning
Individual Development Plans
Development Opportunities
Career Management
Rewarding & Recognizing
Compensation Reviews
Financial Rewards
Nonfinancial Rewards
Recognition Strategies & Programs

Performance Appraisal
HOW: Quarterly, Semiannual and/or Annual Reviews • Multirater Feedback • Self-Assessments • Manager Assessments • Distributions & Rankings • Performance Calibration • Performance Improvement Plans
WHAT: Competencies/Behaviors • Goals • Job Responsibilities • Capabilities • Promotion Readiness

Performance Management Outcomes
Empowered and Engaged Workforce • Focus on Driving Business Results • Foundational Knowledge of Talent
Succession Management Framework

Succession Management Strategy
Business Strategy & Business Goals • People Strategy & Talent Goals • Workforce Planning • Business-Unit Perspective • Succession Management Objectives • Talent Management Integration

Roles & Profiles
Workforce Segmentation • Role Profiles • Talent Profiles • Competencies and Capabilities • Career Paths

Succession Planning
Demand
- Critical Roles & Functions
- Scenario Planning
- Labor Market Intelligence
- Leadership Strategy
- Talent Headcount Forecasts
- Skills Requirements
- Future Positions

Supply
- Talent Capability & Potential
- Demographics (e.g., retirement)
- Performance Appraisals
- Experiences
- Competency Proficiency
- Potential Assessments
- Education & Training

Calibration
- Talent Pool Validation
- Career Discussions
- Personal Aspirations
- Planning & Preparation

Action
- Build vs. Buy
- Internal Development Investments
- External Successor Acquisition

Successor Candidate Communication
- Feedback Discussions
- Commitment Verification
- Retention Strategy

Mobilize & Develop
- Organizational Plans
- Rotational “Feeder” Roles
- Talent Mobility
- Transition Plans
- Targeted Development
- Coaching

Outputs
- Current Bench
- Future Leaders Pipeline
- List of Successors
- List of High Potentials
- Talent Readiness

Future Bench
- Critical Talent Requirements
- Talent Acquisition Targets

Tools & Technology
- Talent Management Systems
- Talent Data Integration
- Talent Pool Management
- Slate Management
- Talent Simulations & Modeling
- Talent Calibration Grids (e.g., Nine-Box)
- Organization Charts
- Assessment Tools
- Common Templates

Succession Management Culture
- Pool-Based and/or Position-Based
- Decision-Making
- Accountability
- Transparency
- Talent Sharing
- Talent Expectations

Organization & Governance
- Executive Ownership • Board of Directors • Steering Committee • Service Delivery
- HR & Manager Training • Implementation • Change Management

Influencing Factors
- Stakeholders • Globalization • Workforce Distribution • Diversity & Inclusion • Compliance

Notes
-(Optional notes or comments can be added here)

Monitoring & Sustainment
- Key Metrics • Benchmarks • Dashboards & Scorecards
- Process Integrity • Plan Fulfillment • Enhancement
Talent Acquisition Framework

<table>
<thead>
<tr>
<th>Talent Acquisition Planning &amp; Strategy</th>
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</thead>
<tbody>
<tr>
<td>Business Alignment • Workforce Planning • Labor Market Intelligence • HR &amp; Talent Management Integration • Global Considerations • Budget</td>
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<tr>
<th>Positions &amp; Profiles</th>
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<tbody>
<tr>
<td>Workforce Segmentation • Contingent • Interns • Job Analysis • Job Profiles • Competency Models • Job Grades &amp; Salary • Critical Roles</td>
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<thead>
<tr>
<th>Employment Branding</th>
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<tbody>
<tr>
<td>Employer Brand • Company Values • Employee Value Proposition • Recruiter Branding • Marketing • Global Media Strategy</td>
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<tr>
<th>Candidate Audiences</th>
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<tbody>
<tr>
<td>Employees • Active Candidates • Passive Candidates • College • Contingent • Alumni</td>
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<tr>
<th>Sourcing</th>
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<tbody>
<tr>
<td>Program Management • Name Generation • Channel Management • Diversity • Employee Referrals • Alumni • Campus Recruiting • Internships • Other Sources • Social &amp; Professional Networking • Internal Mobility • Internal Mobility • Internal &amp; External Job Postings • Career Portals • Print &amp; Billboard • Job Fairs</td>
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<tr>
<th>Selecting</th>
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<tr>
<td>Initial Screening • Applications • Screening • Employment Fit Assessment / Testing • Skills • Personality • Fit • I/O Psychologists • Interviewing • Interview Strategy • Behavioral-Based • Skills-Based • Evaluating &amp; Selecting • Grading • Rating • Weighting</td>
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<tr>
<th>Hiring</th>
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<tbody>
<tr>
<td>Background Checking • Work References • Job Offers • Candidate Negotiations • Total Compensation • Executive Packages • Work Contracts • Employment Eligibility • Work Authorization • Onboarding • Orientation • Provisioning • Socialization • Assimilation • Training • Posthire Assessment</td>
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<tr>
<th>Tools &amp; Technology</th>
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<tr>
<td>Sourcing • Job Boards • Job Board Aggregators • Job Board Search Engines • SEO • Social Media &amp; Networks • Career Portal &amp; Website • Virtual Recruiting • Selecting • Interactive Voice Response • eVerify • Interview Guides • Video Tools • Assessments • Simulation • Gamification • Hiring &amp; Onboarding • Onboarding System • Forms Management • Task Management • Onboarding Portal</td>
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<tr>
<th>Outsourcing</th>
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<tbody>
<tr>
<td>Recruitment Process Outsourcing (RPO) • Search Firms • Staffing Firms • Assessment Providers • Managed Service Providers • Background Checking • Reference Checking • Competitive Intelligence • Employer Branding &amp; Media Services • Vendor Management Services</td>
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<tr>
<th>Recruiting Culture</th>
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<tbody>
<tr>
<td>Recruiting Philosophies • Executive Engagement • Foster Recruiter / HR / Hiring Manager Relationships • Accountability • Brand Ambassadors • Employee Talent Scouts</td>
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<tr>
<th>Compliance</th>
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<tbody>
<tr>
<td>Industry Regulations • National &amp; International Laws • Global / Local Legal Requirements</td>
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<th>Metrics &amp; Analytics</th>
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<tr>
<td>Quality of Hire • Benchmarking • Key Metrics • Survey • Dashboards • Scorecards</td>
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Talent Analytics Framework

Measurement Strategy & Planning
- Strategy • Business Plan • Funding Model • Stakeholders
  - Executives • Business Leaders • Strategic Planning • Corporate Development • Line Managers • HR • Talent Functions • Legal • Finance
- Compliance • KPIs • Benchmarking • Trend Analysis • Program Analysis • Identifying Drivers • Root Cause Analysis • Forecasting • Scenario Planning • Workforce Planning

Audiences
- Audience Needs
  - Compliance • KPIs • Benchmarking • Trend Analysis • Program Analysis • Identifying Drivers • Root Cause Analysis • Forecasting • Scenario Planning • Workforce Planning

Types of Measures
- Efficiency • Effectiveness • Alignment • Outcomes
  - HR & Employee Data
    - HR Metrics
    - L&D Metrics
    - Leadership Metrics
  - Operations Data
    - Talent Acquisition Metrics
  - Financial Data
  - Customer Data
  - External Data
  - Talent Management Metrics

Connections
- Business Functions
  - Finance
  - Operations
  - Legal
  - Compliance
  - Risk
  - IT
  - Sales
  - Marketing
  - Business Leaders
- Talent Functions
  - Compensation & Benefits
  - L&D
  - Leadership Development
  - Project Management
  - Succession Management
  - Talent Acquisition
  - Talent Management

Front-End Tools & Technology
- Reporting Tools • Dashboards • Analysis Tools • Statistical Packages • Data Capture Tools • Survey Tools • Data Visualization Tools • Data Integration Tools • Assessment & Evaluation Tools

Data-Driven Culture
- Build Credibility • Demonstrate Value • Executive Buy-in • Data-Driven Decision-Making
Talent Management Framework

Talent Strategy & Business Alignment
- Talent Planning Process & Solution Design
- Engagement Strategy
- Integration Strategy
- Talent Systems Strategy
- Change Management Strategy
- Measurement Strategy

Workforce Planning
- Enterprise Skills Gap Assessment
- Critical Talent Assessment
- Diversity Planning
- Talent Forecasting
- Scenario Planning
- Talent Segmentation
- Critical Role Identification

Capability & Competency Management
- Job Profiles
- Competencies
- Behaviors
- Experiences
- Skills

Leadership Development
- Executive Education
- Leadership Curriculum
- Assessment & Evaluation
- Action Learning
-Job Rotation
- Coaching & Mentoring

Succession Management
- Talent Profiles
- Assessment & Calibration
- HiPo Identification
- Talent Reviews
- Talent Pool Management
- Talent Mobility

Career Management
- Skills Assessment & Transferability
- Career Planning & Development
- Professional & Management Tracks
- Employee Brand
- Coaching / Mentoring
- Talent Mobility

Performance Management
- Goal Alignment
- Skills Gap Analysis
- Coaching & Development
- Bench Strength Assessment
- Performance Evaluation & Calibration
- Performance-Based Pay

Learning & Capability Development
- Learning Strategy
- Audience Analysis
- Learning Programs
- Formal & Informal Approaches
- Deep Specialization
- Learning Agility
- Learning Content
- Learning Architecture
- Knowledge Management
- Measurement & Evaluation

Talent Infrastructure
- Process Design & Mapping
- Talent Systems

Organization & Governance
- Total Rewards
- Rewards & Recognition
- Pay for Performance
- Benefits Packages
- Critical Experiences
- Compensation Modeling
- Risk Benefit Analysis

Process Design & Mapping
- Talent Systems

Business Metrics & Analytics
- Critical Role Identification
- Diversity Planning
- Talent Forecasting
- Scenario Planning
- Talent Segmentation
- Talent Mobility

Talent Acquisition
- Sourcing
- Candidate Pools
- Assessment
- Employer Brand
- Recruiting
- Selection
- Onboarding
- Talent Mobility

Leadership Development
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- Measurement & Evaluation

Talent Infrastructure
- Process Design & Mapping
- Talent Systems
Employee Recognition Maturity Model

Level 4
- **Strategic & Pervasive**
  - Senior Leaders Model Desired Behaviors
  - Enterprise-wide Approach to Recognizing Goals & Behaviors
  - Technology Strategically Deployed & Integrated with Varied Offline Recognition
  - Periodic Recognition & Rewards Perceived as Prestigious
  - Employee Recognition Matches Preferences
  - Most Employees Receive Specific & Positive Feedback Monthly or More Often

Level 3
- **Aligned & Reinforced**
  - Senior Leaders Communicate & Recognize Desired Behaviors & Goals
  - Achievements Recognized at Most Levels of the Organization
  - Mix of Everyday & Time-Driven Recognition
  - Frequent Peer-to-Peer Recognition

Level 2
- **Standardized**
  - Senior Leaders Publicly Support Recognition
  - Many Programs Standardized
  - Varied Types of Recognition
  - Technology Introduced
  - Increased Recognition Transparency & Visibility
  - Some Peer-to-Peer Recognition

Level 1
- **Inconsistent**
  - Uneven Senior Leader Support of Recognition
  - Most Recognition Practices & Criteria Varied Across the Business
  - Some Token Recognition Given
  - Most Recognition Top-Down
HCM Applications Implementation Maturity Model

**Level 1**
- Technology-Centric
  - Focusing Strictly on Technology
  - Poor or Nonexistent Change Management
  - No Clear Decision-Maker
  - No Governance & Procedures at Project Start
  - Lacks a Compelling Business Case

**Level 2**
- Process Automation
  - Champion Identified for Entire Project
  - Team May Not Involve All Stakeholders
  - Ongoing Upgrades Not Included in Project Plan
  - Inconsistent Communication of Project Status
  - Team Indecisiveness Causes Project Delays

**Level 3**
- Process Improvement
  - Inconsistent Communication with Stakeholders & Audiences
  - Clear Understanding of Integration Points & Required Effort
  - Governance Determined at Project Start
  - Thorough Vetting of the New Software Capabilities & Gaps Precedes Rollout
  - "In-Room" Decision-Making Supported

**Level 4**
- HR Customer-Centric
  - Thorough Documentation of Preexisting Business Processes
  - Preproject Consolidation & Rationalization of Business Processes
  - Constant Focus on Change Management
  - Continual Communication & Engagement of Stakeholders & Audiences
  - Postproject Job / Work Changes Articulated for Project Participants
  - Complete Plan in Place for Ongoing Software Updates
High-Potential Strategy Maturity Model

Level 0
Reactive HiPo Identification
- No HiPo Strategy
- HiPo Employees Identified via Ad-Hoc Processes & Without Clear Criteria
- No Targeted HiPo Development

Level 1
Inconsistent HiPo Identification
- HiPo Strategy Inconsistently Implemented
- HiPo Development Varies & is Determined Largely by Managers
- Limited Executive Engagement & Planning for Critical Positions
- No Integration of HiPo Strategy with Other Talent Processes

Level 2
Standardized HiPo Process
- HiPo Strategy Integrated with Select Talent Processes
- Moderate Executive Engagement
- Short-Term Planning for Critical Positions
- HiPo Transparency is Inconsistent

Level 3
Transparent HiPo Program
- HiPo Development Implemented Consistently across Enterprise
- Longer-Term Planning for Critical Positions
- Full Disclosure to HiPos Regarding Their Status
- HiPo Transition Support is Moderate

Level 4
Business-Integrated HiPo Strategy
- Full Executive Engagement
- Long-Term Planning for Critical Positions
- HiPo Strategy Fully Integrated with All Talent Processes & Business Impact Measured
- Full disclosure to HiPos of Status
- HiPo Talent Visible & Shared Across Enterprise
- HiPo Transition Is Prevalent
Human Resources Maturity Model

Level 1
Compliance-Driven HR Services
No HR Strategy • “Personnel” Function Mostly Separate from the Business & Talent Needs • Line Managers Perform HR Activities as They See Best

Level 2
Fundamental HR Services
HR Strategy Partially or Fully Defined • Silo’ed HR Functions • Some Standardized Processes & Policies & Core Services Managed Well • Some Automated Talent Systems but Little Integration of Data

Level 3
Strategic HR Department
HR Strategy Aligned with Business Strategy • HR Business Supports Business Needs • Initiatives Split Between HR Process Improvements & Talent Needs • Some System Integration

Level 4
Business-Integrated HR
HR Strategy Part of the Business Strategy • HR Helps to Drive Business Decisions through People, Data & Insights • Business & HR Systems Integrated & Advanced
Leadership Development Maturity Model

Level 1
Inconsistent Management Training
Content Available • No Development Process • Benefit to Employees

Level 2
Structured Leadership Training
Core Competencies • Well-Defined Curriculum • Developing Individuals

Level 3
Focused Leadership Development
Culture-Setting • Future-Focused • Developing Organization

Level 4
Strategic Leadership Development
Championed by Executives • Talent Management Integration

Bersin by Deloitte
Learning Organization Maturity Model

Level 1
Incidental Training
Source of Ad-hoc Job Support • Mentoring & Apprenticeship • Emerging Need for Professional Training • SME-Focused

Level 2
Training & Development Excellence
Source of Designed Instruction • Evolving Governance & Operations • Improving L&D Core Processes • Program-Focused

Level 3
Talent & Performance Improvement
Source of Talent Development & Performance Consulting • Integrated with HR/TM • Improving Alignment • Process & Tech Focus

Level 4
Organizational Capability Development
Source of Business Performance Capability & Learning Agility • Business Executive-Driven • Cultural & Systemic Focus
Performance Management (PM) Maturity Model

Level 1
Unclear Purpose of PM Beyond Using Appraisals to Justify Compensation Decisions • Little Standardization of Practices • Low Support for Manager Coaching & Ongoing Feedback • Little or No Technology or Talent Management (TM) Integration

Level 2
Clearer Purpose of PM • Standardization of Most Practices (i.e., Goal-Setting, Rating Scale, Competencies, Technology) • Support for Coaching, Ongoing Feedback & Development Plans • Some Integration Between PM & Other TM Processes

Level 3
Clear Purpose of PM • Managers Proficient with Regular Goal Reviews, Coaching, Feedback & Development Plans • Recognition Occurs Outside Appraisals • Leaders Encourage PM Accountability • PM Highly Integrated with Other TM Processes

Level 4
Some Practices Customized for Key Workforce Segments • Many Managers Excel at Ongoing, Targeted Feedback, Coaching, Recognition & Development Plans • Strong Leader-Led Accountability for PM • PM Regularly Optimized • Effective PM Practices Considered a Part of the Employer Brand

Responsive
Purposeful & Integrated
Standardized
Inconsistent
Succession Management Maturity Model

Level 1: Fragmented Replacement Planning
- List of Senior-Level Positions
- List of High Potentials
- No Targeted Development

Level 2: Traditional Succession Planning
- Development Plans
- Talent Reviews
- Business-Unit Focus
- Targets Key Positions
- HR-Driven

Level 3: Integrated Succession Management
- Business Strategy Alignment
- Talent Management Integration
- Enterprise Perspective
- Owned by CEO

Level 4: Transparent Talent Mobility
- Dynamic Process
- Highly Transparent
- Pool-Based
- Talent Movement
- Professional & Management Roles

Bersin by Deloitte
Talent Acquisition Maturity Model

Level 1: Reactive Tactical Recruiting
- Recruiting is often done locally by HR generalists who are “order-takers” for hiring managers
- Positions are posted on an as-needed basis
- Minimal hiring compliance standards met; no real processes defined

Level 2: Standardized Operational Recruiting
- Processes & technology standardized across the organization
- Beginning to establish strong relationships with hiring managers
- Effective assessment of candidates against job requirements

Level 3: Integrated Talent Acquisition
- Full integration with HR & talent management
- Strong employment brand
- Successful social media campaign
- Active pipeline of candidates
- Robust TA programs (e.g., diversity, alumni, employee referral)

Level 4: Optimized Talent Acquisition
- Strategic enabler of the business
- Ability to predict external forces & remain agile
- Investment in new TA products & services
- Recruiter training builds strategic skills

Bersin by Deloitte
Talent Analytics Maturity Model

Level 1: Operational Reporting
- Reactive Reporting of Operational & Compliance Measures
- Focus on Data Accuracy, Consistency & Timeliness

Level 2: Advanced Reporting
- Proactive Reporting for Decision-Making
- Analysis of Trends & Benchmarks
- Customizable, Self-Service Dashboards

Level 3: Advanced Analytics
- Statistical Analysis to Solve Business Problems
- Identification of Issues & Actionable Solutions
- Centralized Staffing & Integrated Data

Level 4: Predictive Analytics
- Development of Predictive Models
- Scenario Planning
- Integration with Business & Workforce Planning
- Data Governance Model
The Bersin by Deloitte WhatWorks® Membership

Research-based people strategies designed to help leaders and their organizations to drive exceptional business performance.

- **Research, Models, and Frameworks:** Your BBD membership can help you increase your business impact. We provide the models, frameworks, and leading practices you can use to assess your organization and define, create, and communicate your strategies—including case studies and performance support materials to jumpstart your programs.

- **Benchmarking:** Get the insights, data—including trends in metrics over time—and guidance that can help you improve your strategy and make valuable investment decisions.

- **Solution Provider Coverage:** Our current and unbiased view of the leading technology and programs can help you develop an effective technology and solution provider roadmap.

- **BersinInsights™:** BersinInsights is a personalized, integrated technology platform built specifically for the HR, talent, and learning industry. Designed to help you easily find what you need, BersinInsights searches more than 53,000 pages of actionable research as well as 300 practical videos to provide you with the right resources.

- **Member Support:** Interact directly with specialists who can answer questions while offering general insight and advice, referencing relevant research, and establishing connections to other members when appropriate.

- **Performance Support Materials:** BBD offers research-based resources, including templates, checklists, illustrative models, process diagrams, self-assessments, and project plans to assist members in specific areas of HR, talent, and learning.

- **IMPACT® Conference:** Attend special sessions of our annual IMPACT® conference.

- **Networking:** Learn from the industry leaders. Expand your network and share leading practices through our member-only online communities, working groups, and round tables, as well as our annual IMPACT research conference.

For more information about our membership program, please visit us at [www.bersin.com/membership](http://www.bersin.com/membership).
For member support or inquiries:

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About Us

Bersin by Deloitte delivers research-based people strategies designed to help leaders and their organizations in their efforts to deliver exceptional business performance. Our WhatWorks® membership gives FORTUNE 1000 and Global 2000 HR professionals the information and tools they need to design and implement leading practice solutions, benchmark against others, develop their staff, and select and implement systems. A piece of Bersin by Deloitte research is downloaded on average approximately every minute during the business day. More than 5,000 organizations worldwide use our research and consulting to guide their HR, talent, and learning strategies.


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