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 provide a visual, easy-to-read depiction of the relationships and integration points of all processes in a functional area of HR, Talent, or Learning. They highlight 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 leading practices that are most critical to improving your business outcomes.
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

Business Metrics & Analytics
- Benefits Packages
- Critical Experiences
- Compensation Modeling
- Risk Benefit Analysis
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 Measurement & Analytics
- HR Metrics
- Benchmarking
- Operational HR Measures
- Business Measures
- Scorecards

People Culture & Performance
- Values
- Principles
- Global Awareness
- People Brand
- Business Outcomes
Talent Analytics Framework

Measurement Strategy & Planning
- Strategy
- Business Plan
- Funding Model
- Stakeholders

Audiences
- Executives
- Business Leaders
- Strategic Planning
- Corporate Development
- Line Managers
- HR
- Talent Functions
- Legal
- Finance

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
- Operations Data
- Financial Data
- Customer Data
- External Data

HR Metrics
- L&D Metrics
- Leadership Metrics
- Talent Acquisition Metrics
- 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
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
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
  - Books
  - Articles
  - Videos
  - Podcasts
  - Learning Portals
  - Social
  - Wikis
  - Blogs
  - Forums
  - Communities of Practice
  - 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

Notes
Leadership Development Framework

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

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## Learning Measurement Framework

**Satisfaction**

- **Adoption**
  - Did you reach the desired audience?
  - Did they complete or comply as desired?
  - Who did not comply and why?

- **Utility**
  - How well do the programs solve the workforce’s particular problems?
  - How well did it align to the specific job-related programs and issues?
  - Would learners recommend this program to their peers?

- **Efficiency**
  - How efficient and cost-effective was the program?
  - How did it compare to other similar programs or competitive programs?
  - How well did it use the learner’s time?

**Learning**

- **Alignment**
  - How well were the program business priorities defined?
  - How well did business units buy in on the value of this program relative to other investments?

- **Attainment**
  - How well did you meet specifically defined client (business-user or customer) objectives?
  - These may be revenue, time to market, compliance, time to complete, etc.

**Contribution**

- **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

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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

**Launch**
- Branding Plan
- Employee Training
- Marketing
- Communications

**Governance & Management**
- Executive Sponsorship
- Compliance
- Equity
- Ongoing Optimization

**Metrics & Evaluation**
- Business Outcomes
  - Performance
  - Behaviors
  - Employee Satisfaction
  - Engagement
  - Retention
  - Activity & Participation Level

**Notes**
- Additional notes can be added here.
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

Influencing Factors
Demand
Critical Roles & Functions
Scenario Planning
Labor Market Intelligences
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

Critical Talent Planning
Talent Reviews
HiPo Calibration
Succession Plans
Retention Risks

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 • Communication • Change Management

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

Key Metrics & Analytics
Monitoring & Sustainment
Process Integrity • Plan Fulfillment • Enhancement

Notes

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# Talent Acquisition Framework

## Talent Acquisition Planning & Strategy
- Business Alignment
- Workforce Planning
- Labor Market Intelligence
- HR & Talent Management Integration
- Global Considerations
- Budget

## Positions & Profiles
- Workforce Segmentation
- Contingent
- Interns
- Job Analysis
- Job Profiles
- Competency Models
- Job Grades & Salary
- Critical Roles

## Employment Branding
- Employer Brand
- Company Values
- Employee Value Proposition
- Recruiter Branding
- Marketing
- Global Media Strategy

## Candidate Audiences
- Employees
- Active Candidates
- Passive Candidates
- College
- Contingent
- Alumni

## Tools & Technology
### Sourcing
- Program Management
- Name Generation
- Channel Management
- Diversity
- Employee Referrals
- Alumni
- Campus Recruiting
- Internships
- Other Sources
- Social & Professional Networking
- Internal Mobility
- Internal Mobility
- Internal & External Job Postings
- Career Portals
- Print & Billboard
- Job Fairs

### Selecting
- Initial Screening
- Applications
- Screening
- Employment Fit
- Assessment / Testing
- Skills
- Personality
- Fit
- I/O Psychologists
- Interviewing
- Interview Strategy
- Behavioral-Based
- Skills-Based
- Evaluating & Selecting
- Grading
- Rating
- Weighting

### Hiring
- 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

### Recruiting Culture
- Recruiting Philosophies
- Executive Engagement

### Foster Recruiter / HR / Hiring Manager Relationships
- Accountability

### Outsourcing
- Recruitment Process Outsourcing (RPO)
- Search Firms
- Staffing Firms
- Assessment Providers
- Managed Service Providers
- Background Checking
- Reference Checking
- Competitive Intelligence
- Employer Branding & Media Services
- Vendor Management Services

### Talent Acquisition Systems
- Applicant Tracking System
- Vendor Management System
- Candidate Relationship Management

### Compliance
- Industry Regulations
  - National & International Laws
  - Global / Local Legal Requirements

### Metrics & Analytics
- Quality of Hire
  - Benchmarking
  - Key Metrics
- Surveys
- Dashboards
- Scorecards
Talent Management Maturity Model

Level 1

- Almost No Strategy Used to Direct Talent Management Activities
- Little Understanding or Interest in Systemic Talent Relationships
- Essential Talent Activities (e.g., Performance Management, Talent Acquisition) in Place but Often Inconsistent or Lacking Intention
- Talent Activities Often Siloed

Level 2

- Clear Talent Strategy & Analysis-Based Understanding of the Workforce
- Nascent Execution of Systemic Talent Relationships
- Targeted, Integrated & Effective Leader Growth Activities
- Strong Learning Culture
- Moving Beyond Compliance-Based Diversity & Inclusion Activities

Level 3

- Increasingly Clear Talent Strategy for Critical Talent Segments
- Emerging Perspective on Systemic Talent Relationships
- Targeted, Integrated & Effective Leader Growth Activities
- Strong Learning Culture
- Moving Beyond Compliance-Based Diversity & Inclusion Activities

Level 4

- Clear, Targeted & Communicated Talent Strategy
- Fully Developed & Integrated Talent Activities Aligned to Desired Strategic Outcomes
- Relationships with Talent Are Systemic & Tailored
- Progressive Diversity & Inclusion Approach Reflected in Policies & Employee Experience

Critical Talent Growth

- Increasingly Clear Talent Strategy for Critical Talent Segments
- Emerging Perspective on Systemic Talent Relationships
- Effective at Implementing Essential Talent Activities
- Learning & Leadership Activities More Targeted, Prominent & Integrated
- Other Talent Processes More Sophisticated & Integrated

Managed Talent Relationships

- Clear Talent Strategy & Analysis-Based Understanding of the Workforce
- Nascent Execution of Systemic Talent Relationships
- Targeted, Integrated & Effective Leader Growth Activities
- Strong Learning Culture
- Moving Beyond Compliance-Based Diversity & Inclusion Activities

Inclusive Talent System

- Clear, Targeted & Communicated Talent Strategy
- Fully Developed & Integrated Talent Activities Aligned to Desired Strategic Outcomes
- Relationships with Talent Are Systemic & Tailored
- Progressive Diversity & Inclusion Approach Reflected in Policies & Employee Experience

Essential Talent Activities

- Almost No Strategy Used to Direct Talent Management Activities
- Little Understanding or Interest in Systemic Talent Relationships
- Essential Talent Activities (e.g., Performance Management, Talent Acquisition) in Place but Often Inconsistent or Lacking Intention
- Talent Activities Often Siloed
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
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
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
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
Performance Management (PM) Maturity Model

Level 1

Inconsistent
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

Standardized
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

Purposeful & Integrated
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

Responsive
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
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
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

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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

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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
The BersinOne™ Membership

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• **Research**—Market-leading, proprietary research including research reports, high-impact industry studies, videos, webcast replays, process models and frameworks, and case studies.

• **Bersin Blueprints**—Designed to provide actionable approaches to help talent leaders address their most pressing talent challenges. Blueprints offer convenient access to research, performance support materials, tools, and member advisory services to tackle key challenges.

• **Interactive Factbooks**—Covering a wide spectrum of HR and talent metrics, this platform allows members to filter by industry and company size and create custom benchmarks, analyze trends, and identify drivers of variance.

• **Maturity Diagnostics**—Research-based maturity assessments, integrated with business feedback, deliver actionable custom analysis, relevant research resources, and guidance from member advisors. These assessments help members develop a plan to progress in maturity.

• **Performance Support**—Practical materials in the form of illustrations, handouts, worksheets, templates, assessments, and recipes. Members can use these materials to help promote thinking, facilitate discussion, enable self-assessment, outline steps, direct processes, and aid decision-making.

• **Member Advisors**—Through virtual and in-person activities, our specialized member advisors help members understand our research, uncover deeper insights, prioritize human capital issues, and map solutions to some of their most pressing challenges.

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