

## Bersin by Deloitte.



Leadership Development



Learning & Development



Talent Acquisition



Talent Management



## Bersin by Deloitte Frameworks and Maturity Models

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### **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.



	Executive Ownership • Anchoring Da Current State Assessment • Alig	D&I Strategy &I in Business Strategy • Connecting to 5 gnment with Culture • Strategic Objective	Talent Strategy • D&I Vision, Purpose & E es & Roadmap • Global & Local Customiz	Definition • zation	
ent Groups •	Culture • Ethnicity / Race • Gender • 0 Natio	Constituencies Generation / Age • Invisible Dimensions • Onality • Religion • Sexual Orientation • Vo	• Language • Mental / Physical Status • eterans	Complian Complianc Foundational:	Sc O
nageme • Advisory Gro nability & Inco	Desired Outcomes • Implen	Solution Design Alignment with D&I Strategy • Executive nentation Approach • Technology • Custo	e Ownership • Budget • omization	liance & biliance: Legal Gener fonal: Employ	Metrics corecard • Standangoing Monitorin
Mar ibilities Accour	Implementation Focus Areas				ndards oring & I
rnance & Roles & Respons	Work Environment Organizational Design • Workplace Design • Knowledge Management • Culture	Business Suppliers • Customers • Brand-Building • Product Development	Community Corporate Social Responsibility • External Networks • Partnerships	Indational ments • Risk Ma sel Partnership tions • Policies •	Evaluatio Goals · Benchmmprovement · Re
Goverr Functional Rol Employee Netwo		Talent Management Processe Performance Management • Learning & C elopment • Succession Management • C	Capability Development •	Activities anagement. Compensation	narking • eporting
y d n		ige Management & Cor ach · Alignment to Culture · Stakeholder	mmunications Alignment • Two-Way Communication C	hannels	
Bers	Audiences Potential, Pre	esent & Former Employees • Boards of D Interested Individuals & Groups •	Directors • Community • Customers • Gov Media • Shareholders • Suppliers	ernments •	

# notes

### **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 Business Outcomes • Performance • Behaviors • Employee Satisfaction • Engagement • Retention • Activity & Participation Level Design Compliance • Equity Visibility Management Budget Amount • Allocation • Control Public • Group • Private **Metrics** Criteria Frequency Annually • Quarterly • Monthly • Weekly • Daily Performance • Behaviors • Tenure Recognizers Delivery Leaders • Managers • Teams • Individuals • Clients • External Face-to-Face • Letter / Email • Event • Online Platforms Direction Customization **Evaluation** Top-Down • Peer-to-Peer • Bottom-Up Employee Type • Business Unit / Functions • Geography Governance **Approval** Measurement Executive Sponsorship • Rigorous • Informal • None 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

Measurement,

Evaluation

Transfer Support

### Enterprise Learning Framework notes Learning Strategy & Business Planning Strategy • Operating Plan • Integration • Funding Model • Stakeholders **Audience Needs** Management Jobs • Roles • Proficiencies • Competencies • Preferences • Demographics • Geographies • Business Problems Solutions Approaches Core Learning Architecture ∞ర Informal Formal Processes Governance Instructor-Led Training Social On-Demand Embedded Virtual Classroom Wikis • Blogs • Forums Search **EPSS** Performance Consulting Games Books • Articles Communities of Practice Customer Feedback Instructional Design Simulations Social Networks Videos • Podcasts Rotational Assignment Testing & Evaluation Content Development **Expert Directories** Learning Portals After-Action Reviews e-Learning Coaching • Mentoring Development Planning Content Management Implementation Disciplines Delivery Organization, Performance Consulting • Instructional Design • Information Architecture • Knowledge Communications Management • Content Development • Program Management • Change Management • Community Management • Measurement & Evaluation • Business Intelligence Administration Support 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

### 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 풋 Governance External Candidates • Labor Unions • Government • Retirees • Alumni Technology & Infrastructure **HR Service Models** Services Design య Core Services Talent Management Strategic Enablement Organization Centers of Excellence Payroll & Compensation **Competency Management** Workforce Planning **Shared Services** Benefits & Wellness **Talent Acquisition** Global Workforce Management HR Business Partnership Compliance & Legal **Total Rewards** Organizational Design **Change Management** Time & Attendance Global Inclusion & Diversity Performance Management Helpdesk Resource Planning Learning & Development Workforce Analytics & Measurement Portals **Employee Relations** Career Management Change Management Outsourcing HR Reporting Leadership Development **Engagement Strategies** Onboarding Succession Management **Business Advisor & Coach** Delivery $\alpha$ I HR Measurement & Analytics People Culture & Performance Values • Principles • Global Awareness • People Brand • Business Outcomes



Leadership Development Framework notes Leadership Strategy
Business Goals • Quantity of Leaders • Leadership Vision • Global Considerations • Strategy Owner • Strategy Sustainment • Strategy Assessment • Talent Management Integration Consultants • Management Leadership Competencies / Capabilities Global • Functional • Cultural • Diversity • Core Values • Exposure • Experiences • Role Requirements Program Evaluation • Key Executive Sponsorship • Steering Committees • Performance Cor Change Management • Global & Local Implementation Leader Audiences **Emerging** Front-Line Midlevel Leaders Senior Leaders Executives High Learning Architecture Leaders Leaders Benchmarking • Business Impac Managing Other Managing a Managing an Potentials Function or BU Managers Enterprise Managing Self **Managing Others** Governance Leadership Development Strategy Metrics • Leadership Scorecard Curriculum Design Solutions Business Alignment • Competencies / Capabilities • Core Values • Multilevel • "Signature" Programs • Prerequisites • Leadership Transitions • Leaders As Teachers • Technology Strategy • Build vs. Buy (LD Providers) **Curriculum Delivery** Organization, Development Formal Informal ILT • Virtual Classroom • e-Learning • Assessments • Social • Embedded • On-Demand • Mentoring • Onboarding • Coaching • Simulation Communities of Practice • Blogs • Wikis • Action Learning • Ex-Pat & Stretch Assignments • Job Rotations Portfolio Strategy College Professors Experts • Pundits Coaching Books • Articles • Blogs • Off-the-Shelf Content • Customized Content • Leaders Teaching Leaders Infrastructure Technology Strategy • Systems Integration • Tools **Leadership Brand & Culture** 

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Learning Measurement Framework notes Satisfaction Learning Utility Adoption Efficiency Alignment **Attainment** Did you reach the How well do the How efficient and How well were the How well did you meet desired audience? programs solve the cost-effective was the program business specifically defined workforce's particular program? priorities defined? client (business-user or customer) problems? Did they complete or comply as desired? How did it compare to How well did business How well did it align to other similar programs units buy in on the Who did not comply the specific job-related or competitive value of this program These may be programs? programs and issues? relative to other revenue, time to and why? investments? market, compliance, Would learners How well did it use the time to complete, etc. recommend this learner's time? program to their peers? Contribution Feedback **Activity** Individual Performance Organizational Performance



Technology

Infrastructure

### Performance Management Framework notes 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** PM System • Talent Management System Integration • Knowledge -Sharing & Collaboration • Metrics & Analysis Executives • Managers • Professionals • Hourly • Organized Labor • Contingent • Critical Talent Segments iance • Communication Governance **Ongoing Performance Activities** Goal-Setting Managing & Development Rewarding & Recognizing Coaching **Planning** & Revising **Executive Goal-Setting** Compensation Reviews Work Plans Individual Development య Goal Cascading & **Financial Rewards** Management Plans ∞ర Alignment Responsibilities ganization Nonfinancial Rewards **Development Opportunities Employee Goal-Setting** Feedback Recognition Strategies & Career Management **Goal Revision** Coaching **Programs** HR Structures & Performance Appraisal HOW: Quarterly, Semiannual and/or Annual Reviews • Multirater WHAT: Competencies/Behaviors • Feedback • Self-Assessments • Manager Assessments • Distributions & Goals • Job Responsibilities • Rankings • Performance Calibration • Performance Improvement Plans Capabilities • Promotion Readiness **Performance Management Outcomes** Empowered and Engaged Workforce • Focus on Driving Business Results • Foundational Knowledge of Talent



Metrics

Analytics

### Succession Management Framework notes Succession Management Strategy Steering Committee • Service Delivery • Communication • Change Management 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 Key Metrics • Benchmarks • Dashboards & Scorecards Succession Planning Governance Demand Supply Calibration Action Outputs Factors Critical Roles & Talent Talent Pool Build vs. Buy Current Bench Monitoring Future Leaders **Functions** Capability & Validation Internal Development Investments Pipeline External Successor Acquisition Potential Scenario Planning Career Discussions List of Successors Demographics Successor Candidate ರಾ Labor Market Personal Aspirations ∞ಶ Executive Ownership • Board of Directors • Research of Manager Training • Implementation • (e.g., retirement) Influencin Intelligence List of High Potentials Communication Planning & Preparation Organization Performance Leadership Strategy Feedback Discussions Talent Readiness Appraisals Commitment Verification Critical Talent Talent Headcount Retention Strategy **Experiences** Forecasts Plannina Future Bench Sustainment Critical Talent Competency Mobilize & Develop **Talent Reviews** Skills Requirements Proficiency Requirements Organizational Plans **Future Positions** HiPo Calibration Potential Rotational "Feeder" Roles Talent Acquisition Assessments Succession Plans **Talent Mobility Targets Transition Plans** Retention Risks **Education & Training Targeted Development** Coaching **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



**Talent Acquisition Framework** notes **Talent Acquisition Planning & Strategy** Business Alignment • Workforce Planning • Labor Market Intelligence • HR & Talent Management Integration • Global Considerations • Budget Positions & Profiles Quality of Workforce Segmentation • Contingent • Interns • Job Analysis • Job Profiles • Competency Models • Job Grades & Salary • Critical Roles Manager Training • Implementation **Employment Branding** Employer Brand • Company Values • Employee Value Proposition • Recruiter Branding • Marketing • Global Media Strategy Management Candidate Audiences Employees • Active Candidates • Passive Candidates • College • Contingent • Alumni Metrics Selecting Sourcing Initial Screening Program Management Background Checking • Work References Recruiting Name Generation • Channel Management Applications • Screening • Employment Fit • Job Offers • Candidate Negotiations • • Diversity • Employee Referrals • Alumni • Total Compensation • Executive Packages Assessment / Testing • Work Contracts • Employment Eligibility • Work Authorization Relationship Campus Recruiting • Internships Skills • Personality • Fit • I/O Psychologists Other Sources Social & Professional Networking • Analytics Interview Strategy • Internal Mobility • Internal Mobility • Behavioral-Based • Skills-Based Orientation • Provisioning • Socialization • Internal & External Job Postings • Evaluating & Selecting Assimilation • Training • Career Portals • Print & Billboard • Posthire Assessment Job Fairs Grading • Rating • Weighting Communications • Tools & Technology Sourcing Selecting Hiring & Onboarding **Talent Acquisition Systems** Candidate Interactive Voice Response • Applicant Tracking System • Job Boards • Job Board Aggregators • Onboarding System • Vendor Management System • Job Board Search Engines • SEO • eVerify • Interview Guides • Forms Management • Video Tools • Assessments • Task Management • Candidate Relationship Social Media & Networks • Career Portal & Website • Virtual Recruiting Simulation • Gamification Onboarding Portal 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 Recruiting Philosophies Foster Recruiter / HR / Hiring Manager Relationships **Brand Ambassadors Recruiting Culture Executive Engagement Employee Talent Scouts** Accountability



Enterprise

Data

Systems Infrastructure

Data Integration •

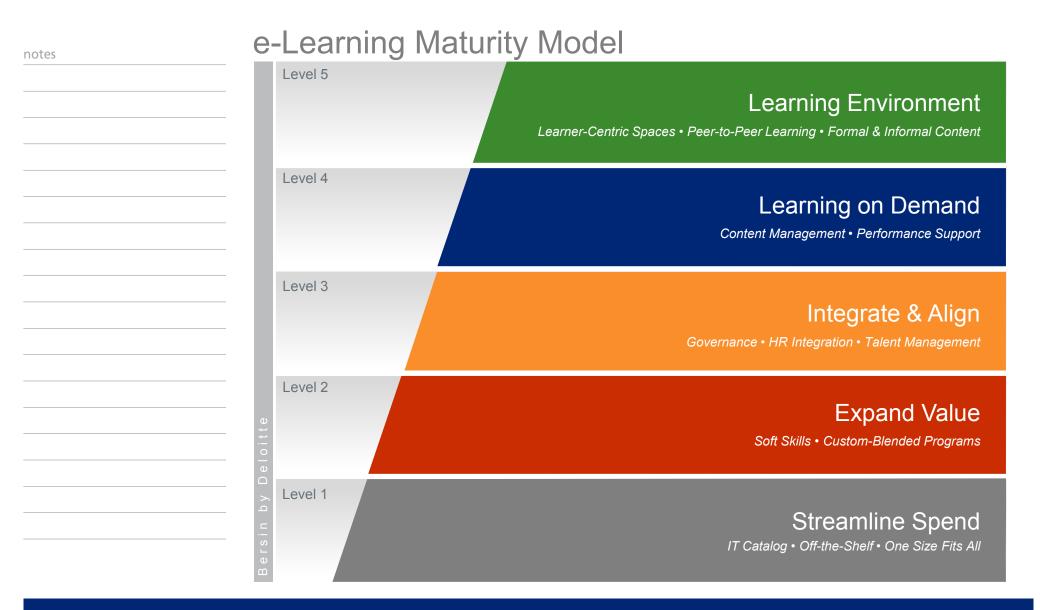
notes

### Talent Analytics Framework

Measurement Strategy Strategy • Business Plan • Funding Model • Stakeholders & Planning Executives • Business Leaders • Strategic Planning • Corporate Development • Audiences Line Managers • HR • Talent Functions • Legal • Finance Audience Governance Compliance • KPIs • Benchmarking • Trend Analysis • Program Analysis • Identifying Drivers • Root Cause Analysis • Forecasting • Needs Scenario Planning • Workforce Planning Types of Measures Connections **Business Functions Talent Functions** Efficiency • Effectiveness • Alignment • Outcomes Compensation & Benefits య Finance Operations 1 & D Organization Legal HR & Employee Data **HR Metrics** Leadership Development Compliance **Operations Data** L&D Metrics ∞ర **Project Management** Risk Financial Data Leadership Metrics Succession Management **Customer Data Talent Acquisition Metrics** Sales **Talent Acquisition** External Data **Talent Management Metrics** Marketing **Talent Management Business Leaders** Front-End Tools Reporting Tools • Dashboards • Analysis Tools • Statistical Packages • Data Capture Tools • Survey Tools • Data Visualization Tools • & Technology Data Integration Tools • Assessment & Evaluation Tools Build Credibility • Demonstrate Value • Executive Buy-in • **Data-Driven Culture** Data-Driven Decision-Making

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	
		Job Profiles • Competencies • Behaviors • Experiences	• Skills
Talent Acquisition	Leadership Development	Executive Education • Leadership Curriculum • Assessment & Evaluation • Action Learning • Job Rotation • Coaching & Mentoring	Total Rewards
Sourcing Candidate Pools Assessment Employer Brand Recruiting Selection Onboarding Talent Mobility	Succession Management	Talent Profiles • Assessment & Calibration • HiPo Identification • Talent Reviews • Talent Pool Management • Talent Mobility	Rewards & Recognition Pay for Performance
	Career Management	Skills Assessment & Transferability • Career Planning & Development • Professional & Management Tracks • Employee Brand • Coaching / Mentoring • Talent Mobility	Benefits Packages Critical Experiences Compensation
	Performance Management	Goal Alignment • Skills Gap Analysis • Coaching & Development • Bench Strength Assessment • Performance Evaluation & Calibration • Performance-Based Pay	Modeling Risk Benefit Analysis
		earning Strategy • Audience Analysis • Learning Programs • Fo proaches • Deep Specialization • Learning Agility • Learning C Architecture • Knowledge Management • Measurement &	ontent • Learning
	Capability & Managemen  Talent Acquisition Sourcing Candidate Pools Assessment Employer Brand Recruiting Selection Onboarding Talent Mobility  Learning & C	Capability & Competency Management  Talent Acquisition Sourcing Candidate Pools Assessment Employer Brand Recruiting Selection Onboarding Talent Mobility  Performance Management  Performance Management	Workforce Planning  Planning • Talent Forecasting • Scenario Planning • Talent Scenario Planning • Tal

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**Employee Recognition Maturity Model** notes Level 4 Strategic & Pervasive Senior Leaders Model Desired Behaviors • Enterprisewide 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



notes	HCM Applications Implementation Maturity Model		
	Level 4	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	
	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 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 1  Focus	Technology-Centric  ing Strictly on Technology • Poor or Nonexistent Change Management • No Clear Decision-Maker •  No Governance & Procedures at Project Start • Lacks a Compelling Business Case	



notes	High-Poter	ntial Strategy Maturity Model
	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
	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 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 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 0	Reactive HiPo Identification  No HiPo Strategy • HiPo Employees Identified via Ad-Hoc Processes & Without Clear Criteria •  No Targeted HiPo Development



**Human Resources Maturity Model** notes 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 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 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 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



Leadership Development Maturity Model notes Level 4 Strategic Leadership Development Championed by Executives • Talent Management Integration Level 3 Focused Leadership Development Culture-Setting • Future-Focused • Developing Organization Level 2 Structured Leadership Training Core Competencies • Well-Defined Curriculum • Developing Individuals Level 1 **Inconsistent Management Training** Content Available • No Development Process • Benefit to Employees



**Learning Organization Maturity Model** notes Level 4 Organizational Capability Development Source of Business Performance Capability & Learning Agility • Business Executive-Driven • Cultural & Systemic Focus Level 3 Talent & Performance Improvement Source of Talent Development & Performance Consulting • Integrated with HR/TM • Improving Alignment • Process & Tech Focus Level 2 Training & Development Excellence Source of Designed Instruction • Evolving Governance & Operations • Improving L&D Core Processes • Program-Focused Level 1 Incidental Training Source of Ad-hoc Job Support • Mentoring & Apprenticeship • Emerging Need for Professional Training • SME-Focused



Performance Management (PM) Maturity Model notes 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 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 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 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



Succession Management Maturity Model notes Level 4 **Transparent Talent Mobility** Dynamic Process • Highly Transparent • Pool-Based • Talent Movement • Professional & Management Roles Level 3 **Integrated Succession Management** Business Strategy Alignment • Talent Management Integration • Enterprise Perspective • Owned by CEO Level 2 **Traditional Succession Planning** Development Plans • Talent Reviews • Business-Unit Focus • Targets Key Positions • HR-Driven Level 1 Fragmented Replacement Planning List of Senior-Level Positions • List of High Potentials • No Targeted Development



**Talent Acquisition Maturity Model** notes 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 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 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 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



**Talent Analytics Maturity Model** notes Level 4 **Predictive Analytics** Development of Predictive Models • Scenario Planning • Integration with Business & Workforce Planning • Data Governance Model Level 3 **Advanced Analytics** Statistical Analysis to Solve Business Problems • Identification of Issues & Actionable Solutions • Centralized Staffing & Integrated Data Level 2 **Advanced Reporting** Proactive Reporting for Decision-Making • Analysis of Trends & Benchmarks • Customizable, Self-Service Dashboards Level 1 **Operational Reporting** Reactive Reporting of Operational & Compliance Measures • Focus on Data Accuracy, Consistency & Timeliness



Talent Management Maturity Model notes Level 4 Strategic Talent Management Fully Integrated Process & Systems Used to Make Business Decisions • Talent Management Is Business-Driven Level 3 **Integrated Talent Management** Heavy Focus on Connecting Systems & Processes • Single Person / Team Responsible for Talent Initiatives Level 2 Standardized Talent Processes Talent Processes Are Consistent & Tailorable, with Some Integration • Several Systems Connect through Manual Processes Level 1 Siloed HR Processes Individual HR Processes or "Silos" • May Have Systems in Place but Not Connected



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- **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.
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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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