Frameworks and Maturity Models
**Bersin & Associates’ Frameworks and Maturity Models**

Our Models and Frameworks form the foundation of our research. They are designed to create a shared language around the individual areas of HR, Talent and Learning. These tools:

- Enable companies to build strategies;
- Provide a roadmap for becoming a best practice organization;
- Serve as tools to explain maturity and organizational concepts to others; and
- 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, while highlighting the most important elements, practices, and approaches to consider.

Use these Frameworks to look at your processes, systems, and resources – and make adjustments to help your HR department build a high impact organization.

**MATURITY MODELS**

Our Maturity Models are unique to Bersin & Associates and 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.
Enterprise Learning Framework

Learning Strategy & Business Planning
- Leadership Development
- Management
- Career Development
- Technical/Professional
- Onboarding
- Compliance
- Customer Service
- Sales
- Project & Process
- Product Knowledge
- Customer Education
- Channel Training
- Systems
- LMS/LMS Learning Portals
- Talent Management Systems
- Content Lifecycle
- Learning Management
- Instructional Design
- Information Architecture
- Performance Consulting
- Instructional Design
- Information Architecture
- Knowledge Management
- Content Development
- Program Management
- Performance Consulting
- Instructional Design
- Content Development
- Program Management
- Implementation
- Delivery
- Communications
- Administration
- Support
- Building Trust
- Encouraging Reflection
- Demonstrating Learning Values
- Enabling Knowledge Sharing
- Empowering Employees
- Formal Learning Processes
- Informal Learning Processes
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
- Core Services: Payroll & Compensation, Benefits & Wellness, Compliance & Legal, Time & Attendance, Resource Planning, Employee Relations, HR Reporting, Onboarding

HR Organization & Governance
- HR Metrics
- Benchmarking
- Operational HR Measures
- Business Measures
- Scorecards

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

Performance Management Strategy
Purpose of PM | PM Philosophy | PM Alignment to Strategy and 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
Non-Financial Rewards
Recognition Strategies & Programs

Performance Appraisal
HOW: Quarterly, Semi-Annual and/or Annual Reviews | Multi-Rater Feedback
| Self-Assessment | Manager Assessment | Distributions and 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
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
- Succession 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

**Talent Infrastructure**
- Process Design & Mapping
- Talent Systems

**Organization & Governance**
- Sourcing
- Candidate Pools Assessment
- Executive Search
- Recruiting
- Selection
- Onboarding
- Talent Mobility
Recognition Strategy Framework

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

**Audience**
- Executives
- Managers
- Professionals
- Hourly
- 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**
- Non-Monetary | Token | Monetary | Company- or Employee-Selected
- Employee Support | Vendor Strategy | Talent Management Integration

**Launch**
- Branding Plan | Employee Training | Marketing | Communications
e-Learning

Level 4: On-Demand
Content Management, Performance Support

Level 3: Integrate and Align
Governance, HR Integration, Talent Management

Level 2: Expand
Add More Value: Soft Skills – Custom Blended Programs

Level 1: Get Started
Save Money: IT Catalog – Off the Shelf – One Size Fits All
Human Resources

Level 4: Business-Integrated HR
- HR strategy part of the business strategy.
- HR helps to drive business decisions through people, data and insights.
- Business and HR systems integrated and advanced.

Level 3: Strategic HR Department
- HR strategy aligned with the business strategy.
- HR functions supporting business needs.
- Initiatives split between HR process improvements and talent needs.
- Some system integration.

Level 2: Fundamental HR Services
- HR strategy partially or fully defined.
- Siloed HR functions.
- Some standardized processes and 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 business and talent needs.
- Line managers perform HR activities as they see best.
Leadership Development

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 Content

Level 4
On-Demand
Consistency, Usability, Access

Level 3
Enterprise
Cross-Departmental, Content Leverage, Content Strategy

Level 2
Collaborative
Development Efficiency

Level 1
Rapid
Rapid Delivery, Time to Train Is as Important as Instructional Quality

Level 0
Traditional
Content Is Handcrafted, High Levels of Instructional Quality
Multi-Generational Onboarding

Level 4: Multi-Generational Onboarding
- Team-Building Activities, Engagement, Socialization

Level 3: Strategic Onboarding
- Extended Onboarding Program, Clear Ownership, Investment in Technology

Level 2: Formalized Onboarding
- Training, Culture, Compliance, Forms Management

Level 1: New Employee Orientation
- Forms, Checklists, Compliance, Transactional, Paper-Based
Performance Management

Level 4: Tailored Performance Management
- Tailored practices for key workforce segments / type of worker.
- Success profiles of top performers and high value workers.

Level 3: Integrated Performance Management
- Enhanced coaching and performance support.
- Integrated career and succession management.
- 360-Assessments and feedback supporting development planning.

Level 2: Enterprise Performance Management
- Standardization of practices including goal alignment, common rating scale, behaviors, competencies, development planning, pay-for-performance and technology.

Level 1: Inconsistent Performance Planning and Appraisals
- Compliance-driven process focused exclusively on performance results.
- Lacks centralized automation.
Succession Management

Level 4: Transparent Talent Mobility
- Dynamic Process, Highly Transparent, Pool-Based, Talent Movement, Professional and 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

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

Level 0: No Succession Process
- May Include Identification of Successors of Executive-Level Positions
Talent Acquisition

Level 4: Plan of Action
- More Strategic Talent Acquisition Technology Decisions

Level 3: Evaluating Talent Acquisition Technology
- Measuring the Effectiveness of Existing Tools, Evaluating Innovative Tools

Level 2: Automating the Process
- Investment in Talent Acquisition Systems, Job Boards, Sourcing Tools

Level 1: Paper-Based Talent Acquisition Process
- Excel Spreadsheets, Manual Recruiting Process
Talent Management

Level 4: Strategic Talent Management
- Fully integrated process and systems used to make business decisions; talent management is business-driven

Level 3: Integrated Talent Management
- Heavy focus on connecting systems and processes; Single person/team responsible for talent initiatives

Level 2: Standardized Talent Processes
- Talent processes are consistent and tailorable, with some integration; several systems connect through manual processes

Level 1: Siloed HR Processes
- Individual HR processor or "silos"; may have systems in place but not connected
Tuition Assistance

Level 1: Consistent Standards, Policies and Administration

Level 2: Alignment of Tuition Assistance with Talent Management Strategies

Level 3: Leverage of Tuition Assistance in Support of Employee Development Goals

Level 4: Development and Delivery of Custom Degree Programs
# Workforce Planning

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The Bersin & Associates Membership Program

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- **Research** – Access to an extensive selection of research reports, such as methodologies, process models and frameworks, and comprehensive industry studies and case studies;

- **Benchmarking** – These services cover a wide spectrum of HR and L&D metrics, customized by industry and company size;

- **Tools** – Comprehensive tools for HR and L&D professionals, including tools for benchmarking, vendor and system selection, program design, program implementation, change management and measurement;

- **Analyst Support** – Via telephone or email, our advisory services are supported by expert industry analysts who conduct our research;

- **Strategic Advisory Services** – Expert support for custom-tailored projects;

- **Member Roundtables®** – A place where you can connect with other peers and industry leaders to discuss and learn about the latest industry trends and best practices; and,

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About Us

Bersin & Associates is the only research and advisory consulting firm focused solely on WhatWorks® research in learning and talent management. Serving HR, talent, and learning organizations for Fortune 1000 organizations globally, Bersin & Associates provides actionable, research-based services to help members improve operational effectiveness and business impact.

Bersin & Associates research members have the insight and intelligence make fast, effective decisions that align their organizations with business goals. Our comprehensive service features best practices, case studies, benchmarks and in-depth market analyses, as well as advisory services and strategic consulting to assist in implementing our research.

More than 3,500 organizations in a wide range of industries depend on Bersin & Associates research and services.

Bersin & Associates can be reached at http://www.bersin.com or at (510) 251-4400.

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