

Harrier.

ASSESSMENT REPORT

**TALENT
EVOLUTION
FRAMEWORK.**

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SAMPLE

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The Talent Evolution Framework is a diagnostic tool that identifies your organisation’s talent priorities. It will inform the design of a talent evolution roadmap, which will become a key enabler of your organisational growth.

Central to defining a talent evolution roadmap is understanding the talent life cycle, as it is critical to help achieve organisational objectives. We define the talent life cycle in six stages - **Plan, Attract, Identify, Assess, Deploy** and **Manage** - each with core enabling activities. Identifying current capability and critical elements in the life cycle ensures organisations can attract, engage and retain talent matched to values and skills requirements.

THE TALENT LIFECYCLE STAGES

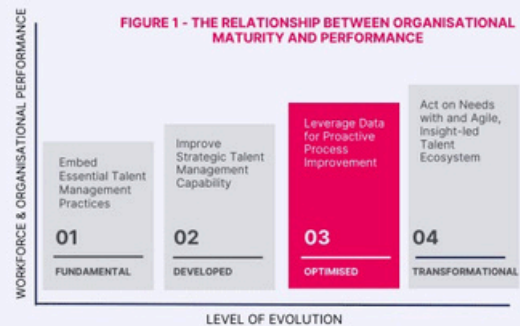


The talent lifecycle is mapped to a scale representative of the levels of evolution — either **Fundamental, Developed, Optimised** or **Transformational**. Each builds on the capabilities of the former and, when applied to the talent life cycle, allows organisations to evaluate needs and determine priorities.

Your Talent Evolution Framework Assessment Report provides a comprehensive analysis of your organisation's talent management capabilities across six critical lifecycle stages. Each stage has been assessed independently, revealing specific strengths and opportunities for growth. Below, you'll find detailed action plans tailored to your current maturity level in each area.

Results Lifecycle Stage: **PLAN**

Your assessment responses indicate your organisation currently operates at the **OPTIMISED** level, the talent acquisition and management system is sophisticated and helps address short- and medium-term skills gaps.



HR/Talent uses data analytics to forecast workforce needs for the next 2-3 years, developing targeted recruitment and training programs to address identified gaps. Workforce planning is integrated into the business strategy with a focus on medium-term goals and proactive management of skill gaps and talent pipelines. The organisation strategically blends various employment types, including full-time, part-time, contract, and remote workers, to enhance productivity and flexibility, with demographic diversity actively managed and aligned with business strategy.

The organisation employs comprehensive skills mapping and maintains a dynamic skills inventory that is regularly updated. Advanced analytics are used to predict future skill requirements and identify capability gaps, with targeted development programs addressing both current and anticipated needs aligned to 2-3 year strategic plans. The organisation maintains a systematic approach to critical role identification and succession planning, aligned with medium-term business objectives. There is a proactive focus on developing internal talent and planning for future vacancies, with the HR/Talent team using data-driven methods to identify critical roles, regularly assess potential successors, and implement targeted development programs to ensure readiness for future leadership needs.

MOVING FROM OPTIMISED (LEVEL 3) TO TRANSFORMATIONAL (LEVEL 4)

ACTIONS TO TAKE

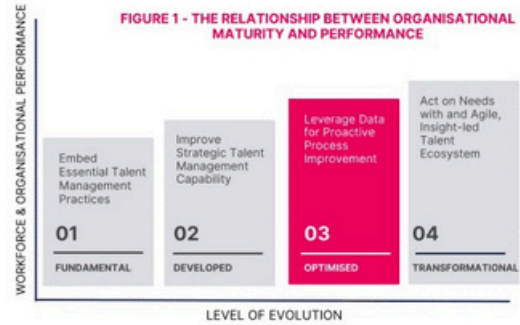
- Implement predictive analytics, and digital platforms to enable dynamic workforce management, talent matching, and agile forecasting at scale, moving beyond periodic planning cycles.
- Harness technology and workforce analytics to map, predict and match skill needs in real time, enabling agile talent deployment across all levels and geographies.
- Implement advanced technology and analytics to match talent projects, and roles to diverse talent at scale, facilitating in both internal and external pools for optimal resource allocation.
- Leverage technology for predictive critical role risk and succession modeling, orchestrating dynamic, organisation-wide succession plans that enable rapid redeployment and development of emerging needs.
- Build systems that sense future skill needs, integrate external data, and iterate learning solutions, continuously adapting to emerging priorities and market trends through tech-enabled, on-demand development.

BUSINESS OUTCOMES

- Data-driven workforce forecasting enables proactive capability planning that anticipates business needs 2-3 years ahead.
- Strategic workforce re-optimisation balances cost efficiency with organisational flexibility and enhances adaptability to market changes.
- Comprehensive skills mapping provides clear visibility to capability gaps and targeted development investments.
- Systematic succession planning ensures leadership continuity and reduces disruption from critical role vacancies.
- Tech-enabled learning systems continuously adapt to emerging skill needs, keeping workforce capabilities aligned with evolving market demands.

Results Lifecycle Stage: **ATTRACT**

Your assessment responses indicate your organisation currently operates at the **OPTIMISED** level, assessment process outcomes provide measurable benefits, and the organisation can produce trend data to identify the best talent.



The organisation has a well-defined employer brand consistently communicated across various channels with strategic focus on aligning company reputation with employee experiences to attract and retain top talent. The HR/Talent team regularly engages in targeted campaigns using social media, company websites, and employee testimonials to promote a positive employer brand. Sophisticated audience segmentation creates highly targeted value propositions for specific profiles, role types, and workforce segments, with advanced market research and candidate feedback informing development and regular testing of messaging effectiveness.

The organisation maintains detailed, nuanced employee personas regularly updated based on data and feedback. These personas represent different segments and tailor HR/Talent strategies for maximum relevance and impact. The HR/Talent team systematically collects and analyses data to refine personas, ensuring they reflect the evolving workforce and align with strategic goals. Strategic talent pipelining maintains deep understanding of future hiring needs with continuous, personalised engagement nurturing candidate relationships, ensuring steady streams of qualified applicants through data analytics.

MOVING FROM OPTIMISED (LEVEL 3) TO TRANSFORMATIONAL (LEVEL 4)

ACTIONS TO TAKE

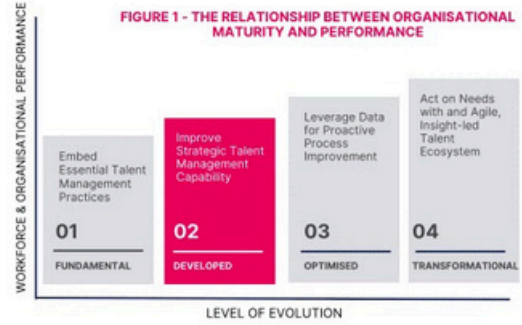
- Leverage technology and sentiment analysis for real-time employer brand monitoring, dynamically adapt strategy based on market changes and competitive intelligence, linking outcomes to business performance.
- Leverage technology to dynamically customise TVPs by candidate profiles and aspirations, embed within integrated talent platforms for seamless journey and use real-time data to anticipate preference shifts.
- Dynamically refine employee personas and predict hiring needs, integrate into recruitment workforce planning systems and enable employees to co-create personas for better alignment.
- Apply technology to predict candidate availability and match pipeline to future needs, enable real-time insights for recruiters and managers, and automate personalised communications.
- Build employee-led branding initiatives for authentic storytelling at scale, empower employees to co-create TVPs reflecting authentic cultures, and expand pipelining globally to build diverse pools.

BUSINESS OUTCOMES

- Real-time employer brand monitoring and dynamic strategy adaptation strengthen competitive positioning and improve candidate quality in changing markets.
- Dynamically customised value propositions significantly improve conversion rates for priority candidates and reduce time-to-access for critical roles.
- Real-time persona refinement and predictive needs analysis enable precisely targeted engagement that maximises recruitment efficiency and effectiveness.
- Automated candidate communications and predictive pipeline matching reduce recruiter workload while maintaining high-touch candidate experiences.
- Employee-led branding initiatives create authentic storytelling that resonates with candidates and expands reach into diverse global talent markets.

Results Lifecycle Stage: IDENTIFY

Your assessment responses indicate your organisation currently operates at the **DEVELOPED** level, the organisation has defined a framework to assess skills and competencies organisation-wide.



At the DEVELOPED level, required skills and competencies are understood to meet the current and future requirements of the business. The organisation has started incorporating market research and technological trends analysis into skills identification. Some stakeholder engagement occurs, including leadership and employees, but is not continuous or deeply integrated into strategic planning. The HR/Talent team conducts periodic skills requirements reviews using internal performance metrics and some external sources, though not fully comprehensive.

Performance objectives are clearer and measurable with regular evaluations using mixed quantitative metrics and qualitative feedback, but the process is not fully integrated or consistently applied. The HR/Talent team sets annual benchmarks and conducts periodic reviews with constructive feedback, though lacking full alignment with evolving needs. A more structured approach to 'build versus buy versus borrow' decisions has started, with some strategic alignment. Workforce planning and basic cost analysis are considered but not fully integrated or consistent. Candidate assessment is more structured, incorporating objective tools like behavioural interviews and basic skill assessments with some consistency, though not fully systematic across all hiring processes.

MOVING FROM DEVELOPED (LEVEL 2) TO OPTIMISED (LEVEL 3)

ACTIONS TO TAKE

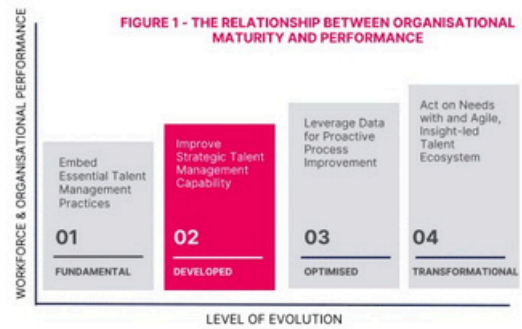
- Use analytics platforms to combine market, internal, and competitive skill data, collaborate cross-functionally to validate and prioritise skills, and refine skills taxonomy continuously to reflect evolving business needs.
- Use integrated performance management systems with dashboards and analytics, link performance validation to talent development and succession planning, and automate regular feedback cycles for continuous improvement.
- Use decision-support tools with cost analysis to impact analytics, regularly review market trends to inform strategic decisions, and integrate build-versus-buy-versus-borrow decisions into workforce planning processes.
- Integrate competency data with applicant tracking and HR analytics, use calibration sessions to improve inter-rater reliability, employ candidate evaluation feedback to refine assessment approaches.
- Measure effectiveness of performance validation processes and refine regularly, benchmark organisational approach against industry peers, and benchmark assessment efficacy with industry standards and peer data.

BUSINESS OUTCOMES

- ➔ Market research integration ensures skills strategies remain relevant to evolving industry demands and technological changes.
- ➔ Clear performance objectives improve employee accountability and support more consistent achievement of business goals.
- ➔ Structured build-buy-borrow analysis optimizes talent investment decisions and improves workforce cost efficiency.
- ➔ Objective assessment tools enhance hiring quality and reduce costly mis-hires.
- ➔ Systematic skills identification supports more strategic workforce planning and capability building.

Results Lifecycle Stage: **ASSESS**

Your assessment responses indicate your organisation currently operates at the **DEVELOPED** level, decision makers effectively use a selection framework to select high-performing candidates for permanent job roles.



The organisation has established systematic gap analysis processes that compare current capabilities with annual business objectives. Regular skills assessments identify development needs and inform targeted recruitment and training programs with some forward-looking capability planning. The organisation conducts structured assessment of employee development aspirations and systematically evaluates the feasibility of closing skill gaps through training and development. Development decisions consider individual capacity and organisational needs with documented development planning. The organisation has qualified and trained decision makers who understand selection frameworks and are effective in selecting high-performing candidates for permanent jobs. Regular training programs and standardised assessment methods ensure consistent evaluation quality across the organisation.

The organisation has established comprehensive equity frameworks with systematic bias mitigation strategies and transparent assessment processes. Regular training and structured evaluation methods ensure consistent application of equitable practices with documented processes and bias monitoring.

MOVING FROM DEVELOPED (LEVEL 2) TO OPTIMISED (LEVEL 3)

ACTIONS TO TAKE

- Employ analytics platforms to monitor and predict talent gaps, prioritise gaps based on impact, and use dashboards to share insights with leaders.
- Use integrated platforms to combine skills and development needs, personalise learning journeys, considering capabilities to monitor progress toward competency development goals.
- Leverage digital assessment platforms that integrate with ATS to efficiently use analytics to identify assessor competency and provide ongoing assessor training.
- Incorporate diversity metrics into assessment dashboards, use technology to audit and correct bias, and regularly update assessment tools for inclusivity.
- Integrate skills attainment into talent reviews and succession planning, benchmark assessment capabilities against peer organisations, and publish findings to stakeholders.

BUSINESS OUTCOMES

- Systematic gap analysis identifies targeted capability planning that directly supports business objectives.
- Structured development feasibility assessment enables training investments to deliver measurable skill improvements.
- Qualified and trained decision makers improve selection quality and reduce turnover in permanent positions.
- Comprehensive equity frameworks strengthen organisational culture and expand access to diverse talent pools.
- Standardised assessment methods improve consistency in hiring outcomes across teams and locations.

Results Lifecycle Stage: **DEPLOY**

Your assessment responses indicate your organisation currently operates at the **DEVELOPED** level, performance management processes have been established along with data-driven performance measurement.



The organisation has started developing a more tailored retention strategy, addressing some specific employee needs and motivations. Efforts include career development and positive workplace culture, but the approach is not fully integrated or consistently applied. The HR/Talent team implements some targeted engagement initiatives and career development programs, though lacking continuous monitoring and adaptation to evolving goals.

More structured performance measurement criteria have been developed, aligning somewhat with organisational goals and individual job roles. Metrics are clearer and reviewed periodically, but not fully systematic. The HR/Talent team sets specific performance benchmarks and conducts regular reviews, though criteria are not consistently updated to reflect changing business needs or technological advancements. A more structured process for collecting and analysing new starter feedback has been developed, with some onboarding improvements made, but not fully integrated or consistently applied. The onboarding process is more structured, incorporating clearer communication of expectations, culture, and policies with some support for professional growth, though feedback is not systematically gathered for continuous improvement.

MOVING FROM DEVELOPED (LEVEL 2) TO OPTIMISED (LEVEL 3)

ACTIONS TO TAKE

- Leverage employee engagement surveys to tailor retention efforts, use analytics to identify at-risk talent and intervene proactively, and link retention KPIs to performance management and recognition systems.
- Use digital performance management platforms for time tracking, incorporate 360-degree feedback and peer reviews, and link performance metrics to rewards and recognition structures.
- Use digital tools to automate feedback collection and analysis, monitor feedback trends over time to inform onboarding adjustments, and encourage timely feedback for continuous improvement.
- Automate onboarding workflows and communications using digital platforms, personalise onboarding journeys based on individual needs, and integrate onboarding with EVP and talent development programs.
- Monitor effectiveness of retention programs through turnover and engagement metrics, use analytics to monitor and improve performance management processes, and benchmark onboarding satisfaction and outcomes against best practices.

BUSINESS OUTCOMES

- ➔ Tailored retention strategies reduce unwanted attrition and preserve organizational knowledge and capability.
- ➔ Structured performance measurement provides clearer expectations and supports more consistent achievement of goals.
- ➔ Systematic new starter onboarding enables continuous onboarding improvements that accelerate time-to-productivity.
- ➔ Career development focus improves employee engagement and builds internal capability for future needs.
- ➔ Integrated deployment processes create better employee experiences that support retention and performance.

Results Lifecycle Stage: **MANAGE**

Your assessment responses indicate your organisation currently operates at the **DEVELOPED** level, skills and competency within the organisation are understood, and new requirements are met as they arise.



The organisation has started developing a more structured skills taxonomy, defining key skills and competencies for various roles and levels with some alignment to workforce planning and talent management initiatives, though not fully comprehensive or consistently applied. The HR/Talent team has created a basic skills taxonomy to guide some learning and development initiatives, lacking full integration with strategic objectives.

A more structured talent marketplace provides clearer systems for employees to find and apply for internal opportunities, though not fully integrated or user-friendly. The HR/Talent team implements a basic platform with some support mechanisms for discovering new roles and projects.

A more detailed skills and capability inventory documents broader skills and competencies, updated periodically to support some strategic workforce planning and talent development. The HR/Talent team conducts annual skills database reviews to identify gaps and guide targeted training, though not fully integrated or consistently applied. Performance management is more structured with semi-annual reviews setting specific goals, though not fully integrated.

MOVING FROM DEVELOPED (LEVEL 2) TO OPTIMISED (LEVEL 3)

ACTIONS TO TAKE

- Embed skills taxonomy within advanced talent management systems for automated inventory updates, conduct ongoing competency assessments using analytics, and expand taxonomy to include emerging skills.
- Integrate marketplace platforms with learning systems, use data analytics to optimise job matching, personalise marketplace recommendations to employee skills and goals.
- Use integrated platform for real-time skills inventory management, leverage analytics to identify capability gaps and align talent with learning and recruitment strategies.
- Use integrated digital platforms for performance tracking, incorporate 360-degree feedback and peer assessments, and link performance outcomes with succession planning.
- Link skills taxonomy to strategic workforce planning for holistic capability management, refine marketplace features based on feedback, and analyse performance outcomes to improve strategies.

BUSINESS OUTCOMES

- Structured skills taxonomy provides common language for capability discussions and supports more strategic workforce decisions.
- Internal talent marketplace reduces external hiring costs and improves employee retention through career growth opportunities.
- Skills inventory enables better matching of internal talent to business needs and identifies capability gaps for targeted development.
- Semi-annual performance reviews provide regular feedback that supports continuous improvement and goal achievement.
- Clear career pathways improve employee engagement and support succession planning for critical roles.

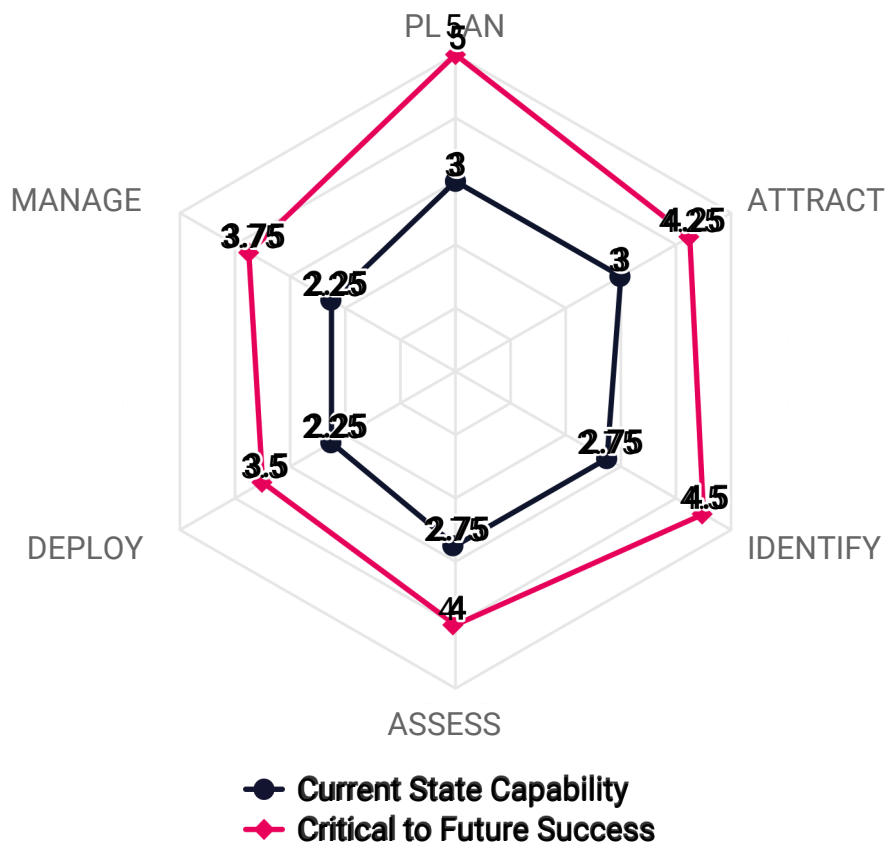
Overall Assessment

The spider chart displays your total scores for each lifecycle stage. Begin by reviewing your spider charts to identify where the largest gaps exist between your Current Capability and Criticality ratings, these represent your priority areas for investment. As you explore the detailed results for each lifecycle stage in the previous pages, focus on the specific action items tailored to your current evolution level, then prioritize 1-2 stages for concentrated improvement over the next 12 months.

SCORE INTERPRETATION GUIDE

Your Scores translate to Evolution Levels.

- 1.00 - 1.75 = Fundamental
- 1.76 - 2.75 = Developed
- 2.76 - 3.75 = Optimised
- 3.76 - 5.00 = Transformational




Remember that talent evolution is a journey, not a destination. Every organisation starts somewhere, and progression from Fundamental to Developed to Optimised creates compounding returns. Rather than attempting transformation across all stages simultaneously, focus on consistent improvement in your priority areas. This disciplined approach delivers sustainable results and builds the foundation for long-term competitive advantage.

Next Steps.

UNLOCK YOUR TAILORED TALENT EVOLUTION ROADMAP

A complimentary 60-minute consultation with our consultants provides you with a customised roadmap that goes beyond your assessment results. We'll explore the unique context of your organisation, including your technology stack and integration capabilities, recruitment costs and efficiency metrics, workforce planning maturity, HR and TA team size and structure, industry-specific talent challenges, geographic footprint and labour market dynamics, and critical growth initiatives on your strategic horizon. This deeper discovery allows us to identify quick wins, prioritise investments that deliver maximum impact, and design solutions that work within your existing ecosystem rather than requiring wholesale transformation.

During the consultation, we'll translate your assessment insights into actionable next steps tailored to your organisational readiness, budget parameters, and strategic priorities. You'll gain clarity on where to focus first, understand the business case for talent evolution investments, and receive practical guidance on building internal capability versus leveraging external expertise. Whether you're looking to optimise existing processes, implement new technologies, or fundamentally transform your talent function, we'll help you chart a realistic, phased approach that aligns with your resources and delivers measurable business outcomes. This consultation is your opportunity to move from diagnosis to action with confidence and strategic clarity.

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