



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

HR Capability Assessment

An introduction to assessing HR capability through evidence

Explore how to assess HR role capability through clear expectations and relevant work evidence. Use the Capability Assessment Framework to plan a developmental enquiry, distinguish evidence gaps from skill gaps and practise a constructive feedback conversation.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

A confident self-rating or completed course can suggest a useful starting point without demonstrating capability for a particular HR task. Assessment becomes more helpful when the work expectations and evidence are clear. This introductory workshop applies that discipline to HR roles and keeps developmental conclusions proportionate to what is observed.

Introduce the Capability Assessment Framework using a bounded HR work example. Participants define a role expectation, select suitable evidence and compare judgements, then translate a limited finding into a supportive development conversation and a practical opportunity to demonstrate progress.

WHO IS IT FOR?

HR leaders, HR business partners, learning colleagues and managers supporting the development of HR professionals. The workshop is suitable for those establishing introductory capability conversations or reviewing existing development practices.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Define assessment purpose**
State a developmental assessment purpose and explain how it differs from judging the performance or service capacity of the whole HR function.
- 02 Specify an HR expectation**
Write an observable expectation for one HR task, including its work context, required contribution and appropriate boundary of responsibility.
- 03 Select relevant evidence**
Choose complementary evidence sources for the expectation, considering what each source can establish and where coverage or authenticity may remain uncertain.
- 04 Use evidence quality checks**
Apply the six qualitative checks to a fictional evidence set and identify limitations that should constrain any conclusion about capability.
- 05 Explain a bounded finding**
Distinguish demonstrated evidence, partial demonstration and insufficient evidence in an exercise, without converting missing information into an assumed lack of capability.
- 06 Connect feedback to practice**
Draft a supportive feedback message and development opportunity that specify what to practise, what support is needed and how progress could be reviewed.

A useful first application

The workshop focuses on developmental assessment of selected HR work expectations. It does not evaluate the whole HR function, validate an assessment instrument or authorise selection, promotion or professional competence decisions.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Capability Assessment Framework

The Capability Assessment Framework connects six stages from purpose and expectations through evidence gathering, calibration and development. Its six evidence checks help participants judge relevance, coverage, authenticity, consistency, accessibility and currency in practice.

Capability Assessment Framework



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Frame the purpose

What developmental decision should this assessment support for the HR role?

02 Specify expectations

What should effective performance of this HR task look like?

03 Design the evidence plan

Which sources can fairly demonstrate the relevant contribution and required standard?

04 Gather relevant evidence

What evidence is available, attributable and recent enough for this purpose?

05 Evaluate and calibrate

How well does the evidence support the criterion and proposed conclusion?

06 Develop and review

What practice and support would help the colleague demonstrate progress next?

The six panels are workshop focus questions aligned with the original assessment cycle. Application to HR roles uses agreed work expectations; evidence checks support judgement and do not create a universal score or pass threshold.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Define an HR work expectation

Pairs convert a broad competency label into an observable expectation for an HR advisory task, adding the context, responsibility boundary and examples of evidence that would be relevant.

02 Build an evidence portfolio

Teams select from fictional work samples, self-reflections, observations and stakeholder comments, explain what each contributes and identify gaps in coverage before drawing any developmental conclusion about capability.

03 Calibrate a limited finding

Participants independently review the same evidence against one expectation, compare their interpretations and use the six quality checks to distinguish a skill concern from insufficient or uncertain evidence.

04 Practise developmental feedback

Triads rehearse a feedback conversation that explains a specific observation, invites the colleague's perspective and agrees supported practice with a useful review point instead of a broad personal label.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

An HR adviser receives a low communication rating after a difficult manager meeting. The manager's comment is vague, a written advice note is accurate and the adviser reports unclear authority during the discussion. The HR lead wants a fair development conversation but has limited direct evidence of the interaction itself.

Groups define the relevant advisory expectation, examine the available evidence and draft a bounded finding with further evidence questions and a supported practice opportunity before making a broader capability judgement.

THE FACILITATOR WILL

- Invite different perspectives.**
- Make assumptions visible.**
- Welcome constructive debate.**
- Capture practical learning.**

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Clarify the developmental purpose Distinguish an HR professional's task capability from function-level service performance and agree the bounded assessment question used in the day's case.
09:20-10:15	Specify observable HR role expectations Turn broad competency language into a clear expectation for an HR advisory task, including context, contribution and the boundary of decision responsibility.
10:15-10:30	Break
10:30-11:30	Choose suitable evidence sources Compare work samples, observation, self-reflection and stakeholder feedback, identifying what each can establish and where complementary evidence would be needed.
11:30-12:30	Apply the six evidence checks Review fictional materials for relevance, coverage, authenticity, consistency, accessibility and currency, recording limitations before attempting a conclusion about the colleague's capability.
12:30-13:30	Lunch
13:30-14:30	Evaluate and compare judgements Make a provisional judgement against one expectation, compare interpretations with peers and distinguish incomplete evidence from an observed development need in the case.
14:30-14:45	Break
14:45-15:30	Practise feedback and supported development Rehearse an evidence-based developmental conversation, invite the colleague's perspective and agree a specific practice opportunity with appropriate guidance and support.
15:30-16:10	Review the capability evidence record Present the criterion, evidence, interpretation and next action, then use peer challenge to strengthen fairness, clarity and the limits of the proposed conclusion.
16:10-16:30	Plan a first development conversation Choose one HR task and identify the colleague, role expectations, evidence and manager support needed for an appropriate local developmental application.

Connect an HR work expectation with trustworthy evidence, a bounded judgement and supported practice that can be reviewed.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Assessment purpose brief

A draft statement of the developmental decision, HR task and people involved, clarifying who will see the findings and which consequential decisions remain outside the exercise.

Keep a capability conversation focused on its agreed developmental purpose.

02 HR expectation worksheet

A worked example translating a broad competency into an observable HR task expectation, including context, contribution, responsibility boundaries and suitable examples of acceptable work evidence.

Make an HR role expectation easier to discuss and demonstrate.

03 Evidence planning matrix

An exercise matrix comparing observation, work samples, reflection and stakeholder input, showing what each can contribute and where coverage, attribution or access questions need further attention.

Choose evidence because it fits the work and intended conclusion.

04 Six-check review card

A concise reference to relevance, coverage, authenticity, consistency, accessibility and currency, with prompts for recording how evidence limitations affect the confidence and scope of a finding.

Challenge a capability judgement before it becomes an unsupported label.

05 Capability Evidence Record

A completed practice record linking an agreed criterion with evidence, observation, interpretation, limitations and next action, including explicit recognition where the available information remains insufficient.

Explain what a developmental conclusion rests on and leaves open.

06 Feedback and practice plan

A draft conversation outline and supported practice opportunity, describing a specific task, available help, evidence of progress and a review point agreed with the colleague during the exercise.

Turn capability feedback into a concrete opportunity to learn.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)

MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Agree one developmental HR task with a colleague and their manager. Clarify the expectation, review relevant existing evidence and discuss one supported practice opportunity, ensuring that missing evidence is recorded as uncertainty rather than treated as a deficit.

YOUR FIRST 30 DAYS

01

Days 1-7

Agree work expectations

Discuss one developmental task with the colleague and manager. Agree what effective work looks like, who will see the evidence and how the conversation remains within its intended developmental boundaries locally.

02

Days 8-21

Review relevant work evidence

Gather or examine a small set of appropriate work evidence with the colleague's involvement. Use the six checks to identify limitations and obtain another informed perspective where interpretations of the same criterion differ.

03

Days 22-30

Agree supported practice

Discuss the evidence and invite the colleague's explanation. Agree a specific practice opportunity, appropriate support and a review point, recording whether the current finding concerns development or simply an unanswered evidence question.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies an HR role and suitable developmental task. Participants may bring an anonymised role expectation or blank development form; fictional evidence is supplied, and no individual appraisal results or confidential casework are needed.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop

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