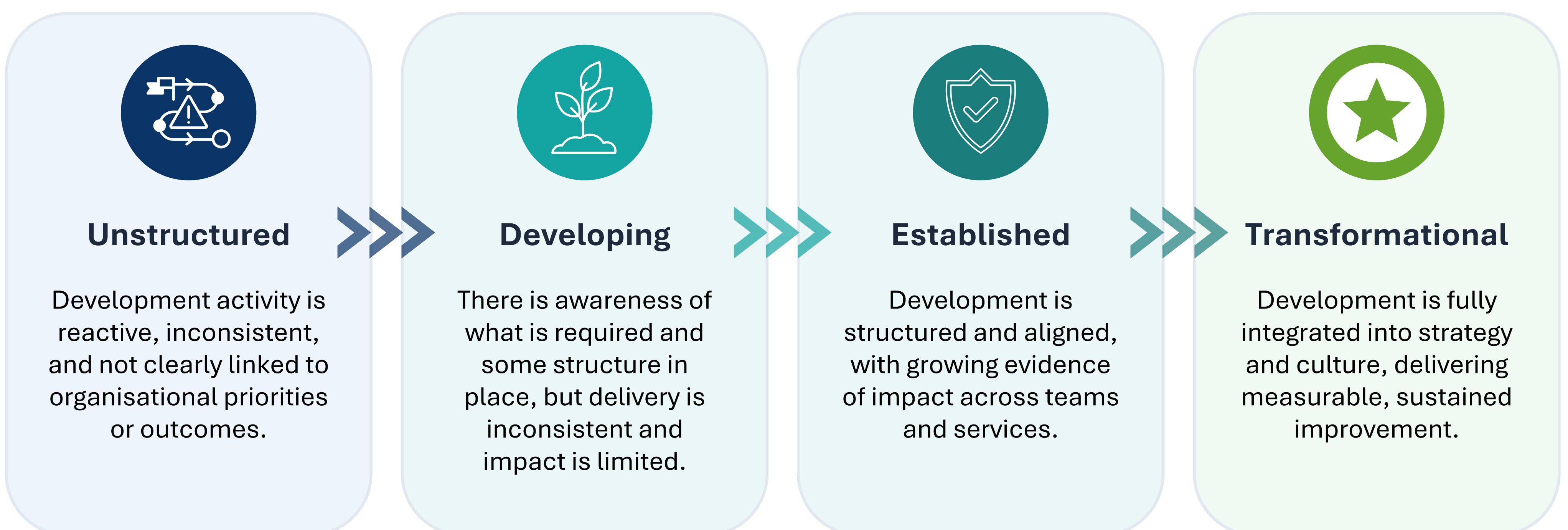


Workforce Performance Benchmarking Tool

Is your organisation structured to turn
development activity into measurable outcomes?

This tool helps organisations take an initial view of how effectively their workforce development activity supports performance and delivers outcomes. Use it to understand your current position across five core dimensions, support honest discussion, and identify where further review or action may be needed.

The Four Stages of Development Effectiveness



How to use this tool

- ✓ Review each of the five dimensions across the four stages.
- ✓ Use the evaluative questions to support honest discussion.
- ✓ Identify the stage that best reflects your organisation today.
- ✓ Focus on actions that will move you to the next stage.

The 5 Core Dimensions

Use the evaluative questions to decide which stage best reflects where your organisation sits most consistently in each dimension.



Focus on your organisation’s typical position, not isolated areas of strength.

Dimension	Key Focus	Evaluative Questions	Assessment
1  Strategic Alignment	How well development aligns to organisational goals, priorities and intended outcomes to create a strong alignment between learning and performance	☐ Is development clearly linked to organisational priorities? ☐ Are outcomes defined before activity is commissioned? ☐ Are priorities shaped by strategic need rather than short-term reaction?	☐ Unstructured ☐ Developing ☐ Established ☐ Transformational
2  Delivery & Capability	The capability, capacity and credibility of how development is designed and delivered to enable sustained improvement rather than isolated activity.	☐ Do internal teams and external providers have clearly defined roles in workforce development delivery? ☐ Is there enough capacity to support meaningful development rather than one-off intervention? ☐ Is development led by people with the right expertise and context?	☐ Unstructured ☐ Developing ☐ Established ☐ Transformational
3  Application & Behaviour Change	The extent to which learning is applied and embedded in everyday practice across the organisation.	☐ Does learning lead to visible changes in practice? ☐ Are managers reinforcing learning after delivery? ☐ Is development designed to embed learning over time rather than fade quickly?	☐ Unstructured ☐ Developing ☐ Established ☐ Transformational
4  Performance & Outcomes	How well development drives measurable performance, capability and service outcomes, and how evidence is used to refine investment decisions.	☐ Can we evidence improvement resulting from development? ☐ Do we measure more than attendance or satisfaction? ☐ Is evidence used to inform future decisions and investment?	☐ Unstructured ☐ Developing ☐ Established ☐ Transformational
5  Systems & Accountability	The strength of systems, ownership and consistency that sustain development and create regular review points across the organisation.	☐ Is there clear ownership of workforce development across the organisation? ☐ Are processes consistent for identifying, commissioning and reviewing development? ☐ Does accountability sit within systems, not just individuals?	☐ Unstructured ☐ Developing ☐ Established ☐ Transformational

Overall, our organisation sits most consistently at the following stage:

- ☐ Unstructured
- ☐ Developing
- ☐ Established
- ☐ Transformational

What Your Stage Means



Unstructured

Activity is reactive and inconsistent. Links to priorities and outcomes are unclear. Impact is hard to evidence.



Developing

There is awareness of what is needed and some structure in place. Delivery and follow-through are inconsistent and impact is limited.



Established

Development is structured and aligned to priorities. Learning is increasingly applied and there is growing evidence of impact.



Transformational

Development is fully integrated into strategy and culture. It drives measurable outcomes and continuous improvement.

Actions to Move Forward



Unstructured to Developing



- Clarify organisational priorities.
- Establish ownership, planning and review processes.
- Build awareness of impact.



Developing to Established



- Strengthen delivery capability.
- Improve reinforcement, accountability and follow-through.
- Use data to inform decisions.



Established to Transformational



- Evaluate against meaningful outcomes.
- Integrate development into strategic planning and workforce decisions.
- Drive continuous improvement.

Book a Workforce Performance & Capability Review

If this tool highlights gaps, inconsistency or uncertainty, Pro-Ex Development can help you turn insight into action.

www.proexdevelopment.co.uk

