

Transfer control. Not uncertainty.

Four readiness gates for moving HR delivery into one accountable operating model.

THE CUTOVER GATE

Do not transfer a service until its data, ownership, controls, exceptions and completion evidence meet the agreed standard.

USE THIS TOOL BEFORE

issuing a brief, comparing providers or approving mobilisation.

Move responsibility only when control is ready.

Use readiness gates, not a ceremonial handover date.

01-15

DISCOVER

Confirm service inventory, authoritative information, open work and continuity risk.

BASELINE ACCEPTED

16-30

DESIGN

Agree ownership, decision rights, measures, escalation and the first operating calendar.

DESIGN ACCEPTED

31-60

TEST

Run complete cycles and deliberate exceptions before moving responsibility.

CUTOVER AUTHORISED

61-90

STABILISE

Remove temporary controls, transfer knowledge and own the improvement backlog.

TRANSITION CLOSED

LEADERSHIP DASHBOARD

Transferred services / parallel-run services / open risks / decisions waiting / rework / out-of-scope work / next improvement

DESIGN AN ACCOUNTABLE HR MODEL

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