



Sveta Ramani
Build. Transform. Perform.

PEOPLE & CULTURE — ADVISORY | CONSULTING | FRACTIONAL & INTERIM LEADERSHIP

Services

Practice overview.

01

People Strategy & Roadmap

*Defining the people priorities, roadmap and investment required to support your strategy
— with senior support at Board, Committee and executive level.*

People & Culture strategy and roadmap

A practical 1-3 year people agenda your business and Board can rally around.

- Strategic workforce priorities aligned to business strategy
- Sequenced prioritisation of the people agenda
- Investment case and Board-ready plans
- One connected engagement from diagnosis to roadmap

Board, Committee and executive support

Preparation, decision support and strategic input for Boards, People & Culture Committees and executive leadership teams.

- Board and committee paper preparation — people updates, strategic reports, decision papers
- Agenda shaping and discussion facilitation
- Decision support in the language Boards and executives actually use
- Independent perspective on complex people and workforce decisions
- Strategic input on high-stakes calls

02

Function Maturity & Capability

Helping leaders understand and uplift the maturity, capability and effectiveness of the People & Culture and other corporate support functions.

Function maturity diagnostic and uplift roadmap

A structured assessment of where a function sits today - and a costed roadmap to lift it.

- Capability, structure, process, technology, data and governance review
- Strengths, under-built areas and priority gaps
- The capability level the function needs to reach, sequenced uplift plan and investment case
- Board-ready recommendations
- Can be applied to adjacent corporate functions other than People & Culture where the work connects to people, operating model, governance or capability

03

Operating Model & Organisation Design

Designing how the organisation, function or team is structured, governed and set up to work effectively - and executing restructures cleanly.

Operating model, organisation structure and role design

A design or redesign of how a function or organisation is set up to deliver - from operating model through to structure and roles.

- Operating model, service delivery approach and function design
- Organisation structure, reporting lines and role purpose
- Spans and layers analysis
- Responsibility, accountability and decision-rights mapping (RACI)
- Meeting, decision-making and governance rhythms
- Applies to People & Culture and beyond

Restructure planning, design and implementation

End-to-end restructure work - from designing the new shape through to landing it on the ground.

- Future-state structure, role and headcount impacts
- Change journey and communications approach
- Implementation sequencing
- Implementation support, including consultation, employee impacts, redeployment, transition and separation activity
- ER support through the process, including individual transition support and stakeholder management
- Team rebuilding and stabilisation
- Available as design-only, implementation-only or end-to-end support

04

Workforce Strategy & Capability Planning

Helping organisations understand and plan for the workforce, roles, skills and capabilities they need now and for the future.

Workforce strategy, planning and capability assessment

The strategy, frameworks and diagnostics your organisation uses to plan its workforce and assess capability.

- Workforce planning frameworks and segmentation
- What people, skills and roles are needed - how many, and when
- Current-state capability and skills assessment
- Future skills and capability needs on a 2-5 year horizon
- Talent risks and investment priorities

Critical role and workforce risk review

An identification of the roles and workforce risks most likely to disrupt performance.

- Critical role mapping
- Single points of failure and turnover hot-spots
- Capacity shortfall and demographic risk
- Inputs to succession, retention and Board risk reporting

05

Leadership & Succession Frameworks

Designing the capability, competency and succession foundations needed for stronger leadership and people management across the organisation.

Leadership and manager capability framework

A framework defining the capabilities and competencies required for effective leadership and people-management at every level.

- Frontline manager through to executive
- Capabilities and competencies specific to each level
- Used to assess, develop, hire and promote
- Designed for your specific organisation

Succession and talent review framework

The system your organisation uses to identify, develop and prepare future leaders.

- Succession framework and decision criteria
- Structured talent review process
- Readiness, risk and progression tracking
- Inputs to development and reward decisions

06

Remuneration, Reward & Performance

Aligning pay, incentives, performance, recognition and reward with business strategy - from framework design through to the annual cycle.

Remuneration and reward strategy and framework

The umbrella strategy and framework for how pay and reward are structured across your organisation - covering reward philosophy, market positioning and design.

- Reward philosophy and market pay positioning
- Remuneration budget approach and allocation
- Base pay, salary ranges and pay governance
- Executive, enterprise, award-based and workforce-wide remuneration
- Pay decision rules and review process

Career architecture, grading and market benchmarking

The internal structure that defines roles, levels, grades, career pathways and salary ranges - informed by external market data.

- Internal levels and career progression pathways
- Role families and grading structure
- Salary bands aligned to levels
- Role-by-role market benchmarking
- Pay positioning and competitiveness analysis

Incentive and variable-pay design (STI, LTI, sales commission, operational incentives)

A design of variable-pay programs that reward the right outcomes.

- STI (annual bonus tied to performance)
- LTI (multi-year plans, often equity)
- Sales commission structures and OTE (on-target earnings) design
- Operational incentive programs (production, safety, service or delivery-linked)
- Aligned to business strategy and value creation

Performance management framework

How the organisation sets goals, reviews performance and gives feedback.

- Goal-setting and cascading
- Review cadence and calibration approach
- Rating and feedback principles
- Linkages to reward and consequences

Benefits, wellbeing and recognition

A design of the recognition, benefits and wellbeing programs that shape how employees feel about working for you.

- Recognition program architecture
- Benefits program design, refresh or evaluation (including salary packaging, leave, super, insurance and wellbeing)
- Program activation and periodic effectiveness review

Annual performance, remuneration and reward cycles

End-to-end support for the annual performance, remuneration and reward cycles, including Board and committee papers.

- Cross-team performance rating moderation and calibration
- Base pay review, budget setting and range refresh
- Annual increase recommendations informed by rem strategy, salary-range position (compa ratio), market data and organisation budget
- STI, LTI and sales commission review and target setting
- Board and committee analysis, papers and decision support
- Communications and governance

Gender pay gap review, action planning and tracking

A strategic-level review, action planning and ongoing tracking of your gender pay gap.

- Drivers of the gap (composition, levels, progression, remuneration)
- Practical action planning across reward, role design, leadership and recruitment
- Organisation-wide communication and reporting approach
- Ongoing trend analysis and progress reporting
- Board-level reporting; not detailed statistical pay equity analysis

07

EVP, Engagement & Employee Experience

Defining and activating what your organisation offers employees, and how they experience the organisation day-to-day.

Employer Value Proposition (EVP)

A clear articulation of what your organisation offers employees - designed, embedded across the people experience, and rolled out.

- EVP positioning and narrative
- Brand-aligned employee promise encompassing total reward (pay, benefits, wellbeing, career, culture and experience)
- Inputs from leadership, employees and market
- Embedded across the full employee lifecycle — from attraction through to exit
- Active rollout through communications and manager enablement

Employee experience and engagement strategy

A design and rollout of how employees experience the organisation - from journey design through to active engagement and ongoing measurement.

- Moments-that-matter journey design (hiring, onboarding, in-role, exits)
- Engagement framework and listening approach
- Experience principles and design standards
- Active rollout through ways-of-working change and manager enablement
- Ongoing engagement and employee experience measurement (annual, pulse, always-on)
- Leader rhythm for action: listen, act, review, improve

Retention strategy

A retention strategy grounded in why your best people leave.

- Exit and stay interview diagnostics
- Retention driver analysis
- Targeted intervention design
- Multi-year retention improvement framing

08

People Governance, Risk & Policy

Establishing the people policies, governance, risk controls and reporting needed to protect the organisation and support fair, consistent decisions.

HR policy development and review

The creation, replacement or refresh of your organisation's people policies.

- New policy suite establishment or full refresh
- Clarity, fairness and practical usability
- Compliance alignment

Workforce risk and governance frameworks

A structured way to identify, monitor, govern and report on people-related risks.

- Workforce risk register and governance approach
- Delegation design and decision authority
- People risk reporting for executives and Boards
- Covers turnover, capability, regulatory, conduct and workforce risk

Employee relations and compliance advisory

Advisory support on employee relations, award and payroll compliance framework matters.

- Grievance and investigation guidance
- Conduct and performance risk management
- Workplace policy application in practice
- Award classification and compliance framework
- Payroll compliance controls (design layer)

09

People & Culture Transformation & Integration

Leading the people, workforce and leadership dimensions of major transformation, transition and integration programs.

People workstream leadership for transformation programs

Senior leadership of the people-related part of major transformation programs.

- Workstream design, governance and delivery
- Change governance and stakeholder engagement
- Executive briefings, decision papers and risk-and-issue tracking
- Digital, operational, M&A and restructure programs

M&A people integration and transition

The people integration and transition work across acquisitions, mergers, divestitures and carve-outs.

- Pre-deal people diligence and risk identification (where relevant)
- Day 1 readiness and Day 100 planning
- People integration or separation planning
- Workforce, leadership and ways-of-working alignment
- Process, structure and policy harmonisation
- The phase where most M&A value is won or lost

CEO and executive transition support

Support through CEO or executive moves - outgoing, incoming or interim.

- Continuity planning
- Cultural and leadership impact management
- Critical first-90-days support
- Risk mitigation during a high-exposure phase

10

Payroll, Award & Compliance Remediation

Helping organisations fix payroll, award, classification or compliance issues through a structured people, governance and remediation lens.

Payroll, award and compliance remediation

End-to-end program design and delivery to remediate payroll, award classification and compliance issues.

- Audit and identification of breaches or errors
- Remediation program design (approach, scope, sequencing, governance)
- Program management and delivery oversight
- Classification review and correction approach, including coordination of calculation inputs
- Employee, workforce and stakeholder communications
- ER support through the remediation process
- Inherited post-M&A remediation
- Coordination of legal, reputational and workforce trust considerations

Payroll process redesign and control uplift

A redesign of payroll processes and controls to prevent errors recurring.

- Process re-engineering
- Control framework uplift
- Governance integration
- Pairs with the compliance framework design work

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HR Digital Transformation & Automation

Improving HR systems, workflows, data, reporting and processes so the people function works better and with less manual effort - at any scale of organisation.

HR technology selection, implementation readiness and governance

Independent, end-to-end guidance on selecting HR technology and getting the organisation ready to implement it well.

- Discovery, scope, current-state assessment and requirements definition (functional and non-functional)
- Market research, vendor landscape evaluation and RFP design
- Vendor assessments, data-driven recommendations and business case
- Technology requirements, data flows, integrations and migration planning
- Program governance and implementation oversight
- Executive and Board-ready justification

HR process re-engineering and workflow optimisation

A redesign of broken HR processes before they get automated - built for simplicity, sustainability and user experience.

- Workflow redesign and simplification
- Organisation structure, entities and position management processes
- Hand-off optimisation across teams
- Employee and manager self-service design with UX input
- Sustainable, simple, right-sized processes
- Process simplification (automating a bad process just creates a faster bad process)

HR data, reporting and analytics foundations

The design and delivery of workforce data, reporting, dashboards and analytics - from foundations through to ongoing insight.

- Data structure, governance and reporting design
- Leader-facing operational dashboards
- Board-ready commercial metrics
- Analytical capability uplift
- Clear insight that supports better decisions

Practical HR automation and workflow setup for small and growing businesses

Low-cost, high-leverage HR automation and workflow setup using the tools your business already owns.

- Microsoft Forms, Power Automate, SharePoint workflows
- Automation across the employee lifecycle (hire to retire)
- Structured HR document and data management setup
- Pre-HRIS process review and right-sizing
- Supports a phased improvement journey - cost-effective, incremental, sustainable
- Designed to use existing tools and minimise the need for additional system or licence investment

LET'S TALK

Work with me.

Every engagement starts with a conversation.

If you're navigating growth, transformation or change —
and looking for a senior, independent perspective —
I'd welcome the chance to talk.

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