

The CIPD profession map: a guide

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Introduction

The CIPD Profession Map sets out standards for HR professionals around the world: the activities, knowledge and behaviours needed for success.

Use the standards in the CIPD Profession Map for you and your organisation to:

- define great HR
- diagnose areas of success and improvement
- build HR capability
- recognise achievement through professional qualifications and membership.

By the profession, for the profession

Based on research and collaboration with organisations around the world, and continuously reviewed and updated with our research, the CIPD Profession Map shares what the most successful HR professionals know and do at every stage of their career.

Who is it for?

Since its launch in 2009, a wide range of organisations and HR professionals are now using the CIPD's Profession Map to benchmark and build their HR capability at individual, team, function and organisation levels.

From Band 1 at the start of an HR career through to Band 4 for the most senior leaders, it has been designed to be relevant and applicable to all professionals working across the HR spectrum; so whether you're a generalist or a specialist (in learning and development, talent, reward, employee relations and engagement, resourcing or OD), wherever you are operating in the world, whatever sector and/or size of your organisation, the CIPD Profession Map is for you.

How the Profession Map is used for individuals

- CPD planning
- Preparation for an appraisal or review
- Preparation for CIPD membership
- Looking for a new job
- Building a case for development
- Learning about the profession
- Interview preparation

How the Profession Map is used for organisations

- Identify skills needed to make change happen
- Develop career pathways
- Identify teams capability
- Focus on behaviours needed for success
- Build a competency framework
- Build role profiles

- Building a case for development programmes
- Identify areas for development

The design principles and architecture of the Profession Map

The Profession Map was developed using the following design principles:

- It describes what you need to do, what you need to know and how you need to do it within each professional area at four bands of professional competence.
- It covers behaviours as well as the technical elements of professional competence required in the HR profession.
- It is organised around areas of professional competence, not organisation structures, job levels or roles.
- The scope of the Map covers the breadth and depth of the HR profession, from small to large organisations, from fundamental to sophisticated practice, local to global, corporate to consulting, charity to public sector, traditional to progressive.
- It has the versatility to be used in part, or viewed as a whole, with the core professional areas acting as the key or centre that is relevant to all.

Its architecture is simple and flexible – it includes ten professional areas and eight behaviours in four bands of professional competence. See below for a description of each of these areas:

Professional areas

- Describes what you need to do (activities) and what you need to know for each area of the HR profession at four bands of professional competence.

Behaviours

- Describes the behaviours and HR professional needs to carry out their activities. Each behaviour is described across four bands of professional competence.

Bands and transitions

- Describes the four bands of professional competence and the transition challenges faced when moving from one band to the next. How their contribution and success is measured.

Bands and transitions

The requisite knowledge and activities within the ten professional areas are displayed in four bands of professional competence which define the contribution that professionals make at every stage of their HR career in the following key areas:

- the relationship that the HR professional has with clients
- the focus of the activities performed by the HR professional
- where HR professionals spend their time
- what services they provide to clients
- how their contribution and success is measured.

Whether you are using the Profession Map for your own development or for your HR teams/organisation, the bands help to give a clear pathway and focus to your developmental planning and activities. All professional areas and behaviours set out the standards in these four bands or levels.

Band 1

- Relationship to the client is spent on delivering fundamentals
- Focus of activity is on client support and processing activities, involving immediate and ongoing needs.
- Time is spent providing information, managing data and process delivery
- Service to the client is around facts, information and process support.
- Measures are execution excellence, efficiency, accuracy, flexibility and silent running
- Relative skill balance between behavioural and technical is 30:70

Band 2

- Relationship to the client is as an advisor, and is issues led
- Focus of activity is on advising and managing individual or team based human resources and issues. Focus is current or near term.
- Time is spent understanding the issues and parameters, issue analysis, evaluation, solutions and likely consequences
- Service to the client is around handling issues, and providing flexible options and recommendations
- Measures are issues and problems satisfactorily resolves, and repeat business
- Relative skill balance between behavioural and technical is 50:50

Band 3

- Relationship to the client is as an consultant or co-operative partner
- Focus of activity is on leading a professional area, and addressing HR challenges at the organisational level. Focus is medium and longer term.
- Time is spent understanding the functional and business realities, providing insights and linkages, flexible and innovative solutions, risk analyses.

- Service to the client is around providing ideas, insight and challenge as well as solutions.
- Measures are in being a trusted partner and having a seat at the leadership table.
- Relative skill balance between behavioural and technical is 60:40

Band 4

- Relationship to the client is as a leadership colleague, client confidante and coach
- Focus of activity is on leading the function/professional area (depending on size of organisation), and developing the HR strategy. Or, alternatively leading an HR organisation and developing the organisational strategy
- Time is spent understanding the organisational and industry realities and the client's needs, and developing strategies and plans.
- Service to the client is around providing a 'safe haven' for challenging discussions around the hard issues, and surfacing and reflecting 'the truth'.
- Measures are in being sought by the client as development and performance coach.
- Relative skill balance between behavioural and technical is 80:20

Transitions: moving through the bands

There are transitional challenges relating to moving from one band to the next in any career. These guidelines set out advice for moving through the first, second and third transitions:

Moving from band 1 to 2: the first transition.

Where time is spent and the perspective on what is important:

- From delivering a real-time service to analysing current and near-term issues and operational problem-solving for a line manager or group.
- Taking a view on the totality of the function and understanding how to get things done across boundaries.
- Working through and trusting other people rather than delivering alone.
- Managing the performance and delivery of others on whom performance depends and giving sufficient time to coach and support.
- Valuing rewards through others' achievements and recognising own role in this.
- Focusing on a broader team agenda rather than individual agenda.

The new skills focus:

- Building an awareness of the human resource levers that drive business value.
- Building and testing a range of interpersonal skills including communication, listening, relationship management, influencing.
- Broadening knowledge of the organisation and how decisions are made.
- Deepening technical skills and knowledge.

What is let go or relinquished?

- Letting go of work which defined previous successes and which was previously enjoyed.
- Letting go of being personally in control

Moving from band 2 to 3: the second transition.

Where time is spent and the perspective on what is important:

- Medium and long term, increasingly complex strategic and operational problem-solving in a client partnership.
- Taking a view of the totality of the organisation's business, not just the function.
- Taking time for less tangible activities such as visioning, explaining, engaging, involving, coaching and supporting others.
- Communicating with and influencing a wider circle of internal and external stakeholders.
- Creating synergies with other functions and overcoming parochial differences.
- Building and maintaining organisational image and personal impact.

The new skills focus:

- Deepening understanding of the business and economic levers that drive value and pose risk.
- Switching the balance to spending more time using increasingly sophisticated behaviours and less time using technical knowledge.
- Shifting from talking to listening and eliciting ideas from internal and external
- Increasing capability to deal with uncertainty, ambiguity and the intangibles.
- Becoming emotionally resilient and deepening self-awareness

What is let go or relinquished?

- Letting go of the need to have adequate, quality information or time before making a decision

Moving from band 3 to 4: the third transition.

Where time is spent and the perspective on what is important:

- Long-term complex and strategic problem- solving plus long-term trusted consultant / adviser working intimately with the client on business strategic, intangible and potentially invisible issues.
- Taking the broadest frame of reference and focusing beyond the existing business and market drivers – exploring the unknown.
- Leading and integrating the totality of the function at the highest level in the context of the whole organisation.
- Taking a visible position, closely watched by senior line, functional leaders and external counterparts.
- Operating with little guidance

The new skills focus:

- Deepening understanding of the business in the context of the industry and understanding the levers and risks that drive and threaten value.
- Honing and mastering partnering, consulting, influencing, engaging and communication skills.
- Showing deference to technical experts and knowledge and an ability to access them readily.
- Taking a stand of objectivity and integrity and demonstrating courage to challenge and confront.
- Shaping the softer side of the business.

What is let go or relinquished?

- Relinquishing most hands-on work.
- Letting go of the need to know the answer to technical questions.

Professional areas: an overview

CORE: Insights, strategy and solutions

Develop understanding of the organisation and its context and use these insights to tailor strategy and solutions to meet organisational needs now and in the future.

CORE: Leading HR

Act as a role model leader, maximising the contribution that HR, or your specialist function, makes throughout the organisation both through own efforts and through supporting, developing and measuring others across the organisation.

Organisation design

Ensure the organisation is appropriately designed to deliver maximum impact in the short and long term.

Organisation development

Identify organisational and individual capability requirements and align strategy, people and processes to optimise effectiveness and achieve organisation goals. Design interventions to drive the appropriate culture, behaviours, skills, and performance and provide insight and leadership on change management strategy, planning and implementation.

Resourcing and talent planning

Ensure that the organisation has the right resource, capability and talent to achieve immediate and strategic ambitions now and in the future.

Learning and development

Build individual and organisational capability and knowledge to meet current and strategic requirements, and create a learning culture to embed capability development.

Performance and reward

Help create and maintain a high-achieving organisation culture by delivering programmes that reward and recognise key employee capabilities, skills, behaviours, experience and performance, and ensure that reward systems are market-relevant, fair and cost-effective.

Employee engagement

Work to strengthen the connection that all employees have with their work, colleagues and to their organisation so that employees are more fulfilled by their work and make a greater contribution towards organisational objectives: give particular attention to good leadership and management.

Employee relations

Ensure that the individual and collective relationship between the organisation and its employees are managed appropriately; within a clear framework underpinned by organisation culture, practices, policies and ultimately by relevant law.

Service delivery and information

Ensure customer-focused HR service delivery excellence across the entire employee lifecycle, applying exceptional process and project management to enable effective and cost-efficient HR service delivery; provide the organisation with meaningful analytics to enable business improvement.

The core professional areas

The two professional areas Insights, Strategy and Solutions and Leading HR sit at the heart of the profession and are applicable to all HR professionals, regardless of role, location or stage of career, whether inside organisations or working with them.

They underpin the direction of the profession as an applied business discipline with a people and organisation specialism, and describe how great HR professionals work for HR's purpose – sustainable organisation performance – to be made real by using insights to create HR strategies and deliver solutions that stick, taking people with them and staying agile and innovative.

Fundamental to the CIPD view of great HR is that without this core or professional foundation, HR will always speak at the 'technician' level. The Profession Map sets HR as a business discipline first and foremost.

Insights, strategy and solutions: Band 1

Activity: what you need to do:

Develop and spot insights

- 1.1.1 Using personal experience, develop understanding of the organisation and its context to inform work and activities.
- 1.2.1 Read relevant information and articles to build and broaden understanding of new initiatives and practices across relevant specialist and generalist areas of HR.
- 1.3.1 Collect, collate and analyse data to spot potential opportunities and risks for the organisation.

Turn insight into strategy and solutions

- 1.4.1 Collate and feed in ideas and observations to your colleagues and others to influence policy, process and decisions.
- 1.5.1 Provide relevant information, data and reports to support the design of tailored people policy and process solutions.
- 1.6.1 Ensure diversity and inclusion is considered in all people processes and activity

Deliver and embed solutions

- 1.7.1 Help employees understand their role in change, the reasons for it and the results that are expected.
- 1.8.1 Support the delivery and evaluation of planned 'one-off' and ongoing people programmes and projects.
- 1.9.1 Keep records of identified risks and plans to mitigate against them.
- 1.10.1 Collect, collate and analyse project metrics, data and report back on key information.
- 1.11.1 Promote the value of diversity and inclusion in all activities.

- 1.12.1 Support employees and managers to apply people policies consistently and fairly.
- 1.13.1 Provide accurate and timely information, data and advice to managers and employees on organisation's people policies and procedures and employment law.
- 1.14.1 Recognise team and organisational culture and its impact on activity.

Knowledge: what you need to know:

- 1.15.1 Organisational purposes, key products and services and customers
- 1.16.1 Relevant press relating to the organisation
- 1.17.1 Basic financial and non-financial performance information on the performance of the organisation.
- 1.18.1 The sector context in which the organisation operates; legal and market factors that impact performance.
- 1.19.1 Significant issues within the organisation's environment which impact you and others around you, for example economic, social, political, environmental conditions.
- 1.20.1 Diversity and inclusion initiatives and activities within your area.
- 1.21.1 The way the organisation, and/or functions and teams are structured and managed.
- 1.22.1 The governance and decision-making processes guiding how you deliver.
- 1.23.1 A sense of how things really work in the organisation and the barriers to change
- 1.24.1 The capability and skills that are needed within the organisation.
- 1.25.1 How the 10 professional areas in this Map combine together to create an overall human resources offering to the organisation.
- 1.31.1 How to collect and provide information required to support business cases and monitor budgets.
- 1.26.1 Knows or can access relevant law, in relevant local and international jurisdictions.
- 1.27.1 Where to access external information on HR or thought leadership.
- 1.28.1 Project management principles and practices.
- 1.29.1 How a strategy and in-year operating plan relate.
- 1.30.1 Group and individual responses to change.
- 1.31.1 How to collect and provide information required to support business cases and monitor budgets.

Insights, strategy and solutions: Band 2

Activity: what you need to do:

Develop and spot insights

- 1.1.2 Combine a range of business data with personal experience to develop insight into the organisation, its customers, and the external context it operates in.
- 1.2.2 Network with specialist colleagues and communities of practice to understand current trends, thinking and innovations in HR and specialist area/s.
- 1.3.2 Use insights about the organisation and the context to identify opportunities, priorities and potential risks.

Turn insight into strategy and solutions

- 1.4.2 Share your insight and work with colleagues (across HR or specialist area) and managers to influence the development of organisational plans and priorities.
- 1.5.2 Develop and implement people policy and process solutions to address risks and opportunities and align with HR strategy and plans.
- 1.6.2 Ensure diversity and inclusion considerations are embedded in the development of people solutions and actions.

Deliver and embed solutions

- 1.7.2 Work with managers through change by outlining the rationale, vision, required action and impact of change.
- 1.8.2 Support the timely and efficient delivery and evaluation of planned 'one-off' and ongoing people programmes and projects.
- 1.9.2 Identify potential risks to implementation of people policy and plans.
- 1.10.2 Evaluate project impact and results to ensure people projects/solutions
- 1.11.2 Promote the value and business impact of diversity and inclusion with peers and managers.
- 1.12.2 Coach and build capability of managers to handle situations with skill rather than managing the issue for them.
- 1.13.2 Work with managers and employees to provide people management and development, and legal direction, advice, challenge and support.
- 1.14.2 Assess team culture and coach managers to drive and sustain changes to deliver strategy and goals.

Knowledge: what you need to know:

- 1.15.2 Organisation vision, strategy, products and services and customers
- 1.16.2 Relevant business commentary relating to the organisation and its wider context.
- 1.17.2 Financial and non-financial performance information on the performance of the organisation.
- 1.18.2 The sector context in which the organisation operates; legal and market factors that impact performance.
- 1.19.2 The major political, economic, social, technological, legal and environmental issues that may impact organisation performance.
- 1.20.2 Trends and approaches within diversity and inclusion practice.

- 1.21.2 Organisation structure, processes, governance, espoused values and behaviours.
- 1.22.2 Key relationships and stakeholders and explicit and implicit rules guiding these interactions.
- 1.23.2 A sense of how things really work in the organisation and the barriers to change
- 1.24.2 The capability and skills that drive competitive advantage for the organisation.
- 1.25.2 Awareness of the technical skills across all 10 professional areas in this Map, and how the HR levers can be managed to drive performance. May also have a deep understanding in one or more areas if a specialist (such as L&D or reward)
- 1.26.2 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.
- 1.27.2 Up to date with HR or specialist area good practice and thought leadership.
- 1.28.2 Application of project management tools and approaches within an organisation.
- 1.29.2 How to disaggregate functional and specialist area strategies into team operating plans.
- 1.30.1 Practice and principles for engaging managers and employees in change.
- 1.31.2 How to develop business cases, costed options appraisals and set up systems for benefits tracking.

Insights, strategy and solutions: Band 3

Activity: what you need to do:

Develop and spot insights

- 1.1.3 Assess and interpret complex data to gain insights about the organisation, its customers and its broader context.
- 1.2.3 Build relationships and form alliances with internal and external specialists and communities of practice to keep ahead of emerging HR and specialist trends, ideas and innovations, and keep ahead of changes.
- 1.3.3 Use insights to influence leaders and colleagues to current risks or benefits of decisions or actions that affect the long-term reputation and health of the organisation.

Turn insight into strategy and solutions

- 1.4.3 Partner with colleagues (across HR and in specialist area) and leaders to develop shared insights, priorities and activities as part of the organisational plan and strategy.
- 1.5.3 Develop prioritised people plans and solutions to support achievement of organisational requirements and align with HR and organisation strategy.

- 1.6.3 Ensure consideration of diversity and inclusion into the development of people solutions and project design as a key organisation issue.

Deliver and embed solutions

- 1.7.3 Lead and influence change with and across areas to support implementation of major change initiatives.
- 1.8.3 Lead the efficient delivery and evaluation of significant ongoing, annual and planned 'one-off' people programmes and projects.
- 1.9.3 Develop action plans to mitigate risk resulting from the implementation of people
- 1.10.3 Assess and review the impact of projects/solutions, staying alert to changes in context, and make appropriate corrections to strategy and solutions.
- 1.11.3 Promote the value of diversity and inclusion with managers and within functions, outlining the business case showing impact on organisational performance.
- 1.12.3 Coach and build the capability of senior managers to anticipate and pre-empt organisation issues.
- 1.13.3 Work in partnership with leaders and managers to provide challenge, legal guidance and advice, hold organisation's members to account for its behaviours and espoused values.
- 1.14.3 Assess organisational culture and support changes by amending existing policies, processes and communications to deliver strategy and goals.

Knowledge: what you need to know:

- 1.15.3 Organisation and plans, product and services and customer profile.
- 1.16.3 Relevant business commentary relating to the organisation and its wider context.
- 1.17.3 The key organisation, commercial and value drivers and the impact on people plans and solutions.
- 1.18.3 The sector in which the organisation operates and the legal and other market factors that impact sustainable long-term organisation performance.
- 1.19.3 The immediate and prospective political, economic, social, technological, legal and environmental issues that may impact organisation performance (and its competitors).
- 1.20.3 The implications of demographic change and social expectations on diversity and inclusion practice.
- 1.21.3 How the organisation's current shape and culture has evolved over time and the gaps between current and future state requirements.
- 1.22.3 Organisational politics, key influencers, internal and external stakeholder groups, dynamics between individuals and groups which drive decisions.
- 1.23.3 Deep understanding of how things work in the organisation and the barriers to change

- 1.24.3 The differentiating capabilities and skills that drive competitive advantage for the organisation, how these can be built, bought or developed.
- 1.25.3 Understanding of the technical skills across all 10 professional areas in this Map, and how the HR levers can be managed to drive performance.
- Expert-level understanding in one or more areas if a specialist (such as L&D or reward).
- 1.26.3 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.
- 1.27.3 What external HR or specialist area (business and academic) thought leaders and benchmark organisations are doing and considers how lessons may apply to own organisation.
- 1.28.3 Stages and phasing of project, programme and change management.
- 1.29.3 How to disaggregate the overall people/HR strategy into functional and specialist area strategies and operating plans.
- 1.30.3 Principles and approaches underpinning effective organisational and culture change.
- 1.31.3 How to interpret and analyse business cases, costed options appraisals and benefits tracking information and take corrective action as required.

Insights, strategy and solutions: Band 4

Activity: what you need to do:

Develop and spot insights

- 1.1.4 Assess the changing social, strategic and business/economic environment to gain insights and identify organisational strategic requirements.
- 1.2.4 Establish a network of internal and external counterparts and executive communities of practice to keep ahead of emerging HR and specialist trends, ideas and industry/sector insights, locally and internationally.
- 1.3.4 Use insight about opportunities and risks to influence executive team decisions that affect the long-term reputation, health and growth of the organisation.

Turn insight into strategy and solutions

- 1.4.4 Use organisational, environmental, business and market insight to shape organisational strategy, and challenge and shape executive thinking around decisions in partnership with leaders across the organisation.
- 1.5.4 Lead people and organisation strategic development to address risks and opportunities for the organisation.
- 1.6.4 Build diversity and inclusion into strategic planning as a strategic organisation issue.

Deliver and embed solutions

- 1.7.4 Lead and champion the implementation of the most significant organisation change activities.
- 1.8.4 Sponsor and evaluate delivery of major, planned, new, high-impact people programmes and projects across the organisation.
- 1.9.4 Lead in risk mitigation, governance and ethics strategies, policies and plans.
- 1.10.4 Assess and review the impact of projects/solutions, staying alert to changes in context, and make appropriate corrections to strategy and solutions.
- 1.11.4 Promote the value of diversity and inclusion with the executive, outline the business case showing impact on organisational performance.
- 1.12.4 Coach and build the capability of the senior leadership team to anticipate and pre-empt organisation issues.
- 1.13.4 Develop strong and trusted partnerships with organisation's leadership team to provide challenge, legal guidance and advice; hold executive to account for its behaviours and espoused values.
- 1.14.4 Assess and shape organisational culture to deliver organisational requirements and meet current and future challenges.

Knowledge: what you need to know:

- 1.15.4 Current and evolving organisational vision, purpose and strategic requirements.
- 1.16.4 Relevant business commentary relating to the organisation and its wider context.
- 1.17.4 The total organisation, commercial and value drivers and the impact on people and organisation strategies.
- 1.18.4 The sector in which the organisation operates and the legal and market factors that impact sustainable long-term organisation performance.
- 1.19.4 The immediate and prospective political, economic, social, technological, legal and environmental issues that may impact organisation performance (and its competitors).
- 1.20.4 Evolving societal and demographic trends impacting on diversity and inclusion strategy
- 1.21.4 The levers to drive cultural change through behaviours and values and how to engender accountability at executive levels
- 1.22.4 Politics, culture and norms; internal and external stakeholders and relationships, formal and informal decision making processes at executive level and how to influence within that.
- 1.23.4 Deep understanding of how things really work in the organisation and the barriers to change.
- 1.24.4 The differentiating capabilities and skills that drive competitive advantage for the organisation, how these can be built, bought or developed.
- 1.25.4 Good understanding of the technical skills across all 10 professional areas in this Map, and how the HR levers can be managed to drive

performance. Expert-level understanding in one or more areas if a specialist (such as L&D or reward).

- 1.26.4 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.
- 1.27.4 What external HR or specialist (business and academic) thought leaders and benchmark organisations are doing in a variety of areas and considers how lessons may apply to own organisation.
- 1.28.4 How to lead and shape organisation transformational programmes.
- 1.29.4 How to develop organisation and people strategies and operating plans.
- 1.30.4 Principles and approaches underpinning effective organisational and cultural change.
- 1.31.4 How to challenge business cases, costed options appraisals and benefits tracking to ensure project or activities deliver maximum benefit and are aligned with organisation's strategy

Leading HR: Band 1

Activity: what you need to do:

Personal leadership and professional impact

- 2.1.1 Keep in mind the organisation's issues and priorities in all activities.
- 2.2.1 Provide advice confidently based on sound understanding of organisation's policy and practice.
- 2.3.1 Seek out and act on feedback and coaching opportunities to develop as a professional. Take responsibility for your own CPD.

Lead others

- 2.4.1 Work collaboratively with colleagues to deliver good policy, practice and advice.
- 2.5.1 Work in collaboration with colleagues on different sites or remotely.
- 2.6.1 Support deployment of development plans and programmes within function.
- 2.7.1 Provide input to inform decisions on required talent to resource a project/activity
- 2.8.1 Assess own capability and take steps to address as required
- 2.9.1 Gather and analyse data to support the measurement of resource and talent management programmes
- 2.10.1 Feedback and areas of concern around reward and recognition

Deliver value and performance

- 2.11.1 Focus on delivering flawless processes and relevant, timely and accurate advice and data to support function operations plan.
- 2.12.1 Ensure individual contribution is in line with the team and functional delivery plan

- 2.13.1 Participate in performance management and improvement initiatives as part of team.

Evaluate impact

- 2.14.1 Record progress on agreed measures such as service level agreement (SLA) key performance indicators (KPIs)
- 2.15.1 Provide cost/expenditure/people data to support budget development and in-year tracking.
- 2.16.1 Provide financial data to colleagues to support development of viable financial statements and plans
- 2.17.1 Collect data accurately to measure effectiveness of function in meeting organisational priorities.
- 2.18.1 Suggest ways of completing activities more cost-effectively.

Knowledge: what you need to know:

- 2.19.1 Differences in how people work and interact.
- 2.20.1 Personal skills profile and strengths and gaps against role requirements.
- 2.21.1 How to work effectively within a team to deliver.
- 2.22.1 Methods for collecting and analysing financial and non-financial data.

Leading HR: Band 2

Activity: what you need to do:

Personal leadership and professional impact

- 2.1.2 Act with a commercial mindset and sound point of view on the organisation and what can drive continuous improvement.
- 2.2.2 Confidently advise employees and managers based on own point of view.
- 2.3.2 Seek and act on feedback and coaching to continually learn and develop as a professional. Take responsibility for your own CPD.

Lead others

- 2.4.2 Apply sound people management practices to build high-performing teams.
- 2.5.2 Participate (where relevant) in cross-country projects that support the design and implementation of international people solutions.
- 2.6.2 Build professional and business insight through development and talent initiatives and tools
- 2.7.2 Identify resourcing needs of project teams
- 2.8.2 Assess team capability to deliver professional practice/activity
- 2.9.2 Implement and measure effectiveness of resource and talent management programmes

- 2.10.2 Seek feedback from team to identify areas of concern around reward and recognition package and make suggestions for improvement where appropriate

Deliver value and performance

- 2.11.2 Develop team goals, milestones and measures to deliver against the function operations plan.
- 2.12.2 Ensure that team delivery plan is fully integrated and that accountabilities are clear.
- 2.13.2 Manage the delivery and evaluation of performance management, implementing specific performance improvement plans.

Evaluate impact

- 2.14.2 Work with teams to ensure targets are achieved and measurements are meaningful, for example SLAs, KPIs.
- 2.15.2 Provide relevant information to support the development and monitoring of budgets.
- 2.16.2 Support development of viable financial statements and plans that reflect the team's objectives and priorities.
- 2.17.2 Ensure data collection and measurement of people projects and services.
- 2.18.2 Keep track of cost and budget in all activities, raise issues promptly.

Knowledge: what you need to know:

- 2.19.2 Approaches to engaging and motivating people from all backgrounds.
- 2.20.2 Capacity, capability and skills profile of team and what is required to meet organisation need
- 2.21.2 Methods for managing and evaluating team performance.
- 2.22.2 Methodologies for evaluating and drawing conclusions from budgets, financial and non-financial data.

Leading HR: Band 3

Activity: what you need to do:

Personal leadership and professional impact

- 2.1.3 Act with a commercial mindset and strong point of view of the organisation and what will most likely drive sustained organisation performance.
- 2.2.3 Act as provocateur, confidently advising and challenging leaders and managers based on own point of view.
- 2.3.3 Continually seek and act on feedback and coaching to learn and develop as a professional. Take responsibility for your own CPD.

Lead others

- 2.4.3 Display strong people management and leadership capability with team and across function/practice, using the full range of people management tools to great effect.
- 2.5.3 Participate (where relevant) in cross-country projects that support the design and implementation of international people solutions.
- 2.6.3 Build professional capability and business insight through targeted talent and development programmes in line with organisational need
- 2.7.3 Design flexible fit-for-purpose teams and programmes based on a long-term view of requirements
- 2.8.3 Assess current professional, technical and commercial capability and capacity of teams and individuals.
- 2.9.3 Develop and implement resource and talent management plans, taking account of availability of local talent
- 2.10.3 Benchmark reward and recognition package externally to ensure attractive against market competitors

Deliver value and performance

- 2.11.3 Contribute to the development of the people strategy and translate goals into operating plans for specific specialist or organisational areas.
- 2.12.3 Ensure that function delivery plan is fully integrated and that accountabilities are clear.
- 2.13.3 Actively manage performance of function through performance management processes, addressing team and individual issues to ensure delivery and continuous improvement.

Evaluate impact

- 2.14.3 Communicate metrics and lead regular performance reviews to monitor and assess progress.
- 2.15.3 Develop and monitor budgets and financial plans for specialist or organisational area.
- 2.16.3 Develop viable financial statements and plans, including forecasting and monitoring of income and expenditure that reflect the team's priorities and objectives.
- 2.17.3 Develop measures and ensure people programmes/ activities are focused on delivering beneficial organisational outcomes.
- 2.18.3 Ensure people plans and services are delivered at best value cost.

Knowledge: what you need to know:

- 2.19.3 Approaches to leading and motivating diverse groups of people in pursuit of common aims.
- 2.20.3 Capacity, capability and skills profile of functional area or programme teams and what is required to meet organisation need
- 2.21.3 Methods for managing and evaluating performance within a functional area or across project teams

- 2.22.3 Budget and financial planning, management and monitoring approaches.

Leading HR: Band 4

Activity: what you need to do:

Personal leadership and professional impact

- 2.1.4 Act as a business leader with a strong sense of purpose and a dynamic vision for HR/specialist area and the wider organisation.
- 2.2.4 Act as provocateur, confidently advising and challenging senior leaders based on own point of view.
- 2.3.4 Continually seek and act on feedback and coaching opportunities to improve as a professional and business leader. Take responsibility for your own CPD.

Lead others

- 2.4.4 Make self highly visible and role-model exceptional leadership.
- 2.5.4 Build global mind-set, bring understanding and insight into people management and development across any given country's society: its social structures, institutions and demographics, legal, regulatory and economic structure.
- 2.6.4 Lead a cohesive and influential function, developing HR/specialist capability and business insight in advance of organisational need
- 2.7.4 Design a fit-for-purpose flexible function/practice based on a long term view of requirements
- 2.8.4 Lead function capability and succession planning in line with immediate and long term requirements
- 2.9.4 Ensure HR and specialist capability is balanced appropriately across the organisation and professional areas, taking account of availability of local talent.
- 2.10.4 Lead the overall reward, benefits and recognition package for function to ensure attraction and retention of key players.

Deliver value and performance

- 2.11.4 Maintain a long-term view of the organisation's direction, shaping and aligning the HR/specialist strategy in light of this.
- 2.12.4 Lead the development of operating plans for function, anticipating changing organisation and market needs.
- 2.13.4 Lead the performance of function, addressing team and individual performance issues to ensure delivery and continuous improvement.

Evaluate impact

- 2.14.4 Establish clear and meaningful metrics to drive sustainable performance.

- 2.15.4 Develop and manage functional budget in line with business expectations, allocating funds for high- priority, high-impact activity.
- 2.16.4 Ensure accurate financial reporting and full consideration of financial data when making decisions.
- 2.17.4 Prioritise HR/specialist strategy around driving towards and measuring value against organisational outcomes.
- 2.18.4 Continually review HR/specialist services and strategies to ensure cost- effectiveness.

Knowledge: what you need to know:

- 2.19.4 Approaches to leading, engaging and aligning people at all levels and backgrounds with functional and organisational goals.
- 2.20.4 Capacity, capability and skills profile of function or practice and what is required to meet organisation need.
- 2.21.4 Methods for managing and evaluating performance across an HR function or practice/large-scale programme.
- 2.22.4 Budget and financial planning, management and monitoring approaches.

Organisation design

Ensure the organisation is appropriately designed to deliver maximum impact in the short and long term.

Org Design: Band 1

Activity: what you need to do

Assess current need and operating model

- 3.1.1 Continually look for areas of potential efficiencies and improvements in the way the organisation is designed and share ideas with colleagues.
- 3.2.1 Provide data on current structure, accountabilities, spans of control.
- 3.3.1 Provide data for benchmarking exercise to help identify mismatches between organisation design and needs.
- 3.4.1 Help managers/individuals to see the rationale for design change.

Design

- 3.5.1 Collate data on organisation structure, accountabilities and spans of control to support business case development.
- 3.6.1 Agree the criteria for change and key success factors with managers.
- 3.7.1 Analyse data on organisation structure, accountabilities and spans of control to support development of the 'as is'.
- 3.8.1 Agree the criteria for change and key success factors with managers.

Implement and review

- 3.9.1 Provide and analyse data to help colleagues understand the likely impact and investment of planned changes.
- 3.10.1 Support the review of the impact of the changes by feeding back information to colleagues.
- 3.11.1 Keep detailed records of changes implemented to avoid drift.
- 3.12.1 Support plans and execution of structural changes.
- 3.13.1 Work with employees affected by changes to explain rationale and reinforce need to change.
- 3.14.1 Feedback responses of people affected by the new design.

Knowledge: what you need to know

- 3.15.1 How to access data on organisation structure, accountabilities and spans of controls.
- 3.16.1 The fundamentals and value of process improvement tools.
- 3.17.1 The roles that people play in propelling or blocking change and use this to acknowledge to engage and communication with managers and staff
- 3.18.1 The principles of job levelling and evaluation

Org Design: Band 2

Activity: what you need to do

Assess current need and operating model

- 3.1.2 Work with managers to gain insight into opportunities for efficiency improvement.
- 3.2.2 Provide analysis of key processes, structure and systems.
- 3.3.2 Compare external benchmark data with own organisation and identify potential mis-matches between organisation design and needs.
- 3.4.2 Work with managers to complete tools and frameworks which will help define the case for change.

Design

- 3.5.2 Analyse data on organisation structure, accountabilities and spans of control to support the business case for redesign.
- 3.6.2 Use an appropriate model to systematically assess the impact of the design on factors such as behaviour, attitudes, culture, systems and communication flows.
- 3.7.2 Complete 'as is' description of the organisation and how it operates today.
- 3.8.2 Ensure that design principles remain robust and that ongoing changes to the organisation are consistent with them in order to maintain the integrity of the whole organisation.

Implement and review

- 3.9.2 Ensure that managers and employees clearly understand the likely impact/ investment that will be required to make change happen.
- 3.10.2 Assess the impact of the design on factors such as behaviour, attitudes, culture, systems and communication flows.
- 3.11.2 Maintain boundaries and controls to avoid drift.
- 3.12.2 Work with colleagues and managers to ensure flawless planning and execution of structural changes.
- 3.13.2 Coach and advise managers in the optimisation of current team design to improve performance and communication.
- 3.14.2 Identify lessons learned and further improvements needed.

Knowledge: what you need to know

- 3.15.2 How to access organisation design tools and frameworks.
- 3.16.2 How to apply various tools and techniques to make good organisation design decisions.
- 3.17.2 The key stages in change management and how organisation culture can interfere with design implementation
- 3.18.2 How job-leveiling tools work and their limitations

Org Design: Band 3

Activity: what you need to do

Assess current need and operating model

- 3.1.3 Work with and challenge senior managers to identify for design improvement to help fulfil organisation strategy and objectives.
- 3.2.3 Complete 'as is' description of the organisation and how it operates.
- 3.3.3 Using external benchmark data, identify the mismatches between current design and organisational need to help identify the way the organisation needs to operate.
- 3.4.3 Identify and engage with senior managers around the purpose, principles and benefits of change.

Design

- 3.5.3 Develop a business case for redesigning the organisation including options and recommendation; proposing a design solution that better aligns structure, process, reward, metrics and talent.
- 3.6.3 Use an appropriate model to systematically assess the impact of current design at the highest level on factors such as behaviour, attitudes, culture, systems and communication flows.
- 3.7.3 Complete 'as is' description of the organisation and how it operates today.
- 3.8.3 Translate the strategic requirements for the new design into a set of design criteria that will guide and inform the subsequent redesign work.

Implement and review

- 3.9.3 Ensure that senior managers clearly understand the likely impact/investment that will be required to make change happen.
- 3.10.3 Work with senior managers to systematically assess the impact of the design on factors such as behaviour, attitudes, culture, systems and communication flows.
- 3.11.3 Ensure boundaries and controls are in place to maintain the integrity of the new structure.
- 3.12.3 Plan and deliver implementation, identifying who will be the drivers of the proposed changes to design and how progress will be tracked.
- 3.13.3 Support senior managers in leading through design change.
- 3.14.3 Identify benefits realised, lessons learned and further improvements.

Knowledge: what you need to know

- 3.15.3 How a business case is developed and the tools and frameworks that support this.
- 3.16.3 How to work within an organisation design framework that ensures integration of processes, governance, people and technology.
- 3.17.3 The organisation culture that they are operating in and the approaches that will best encourage buy-in and engagement to design implementation

- 3.18.3 The limitations and advantages of leading-edge job-leveilling and evaluation tools and how to use them

Org Design: Band 3

Activity: what you need to do

Assess current need and operating model

- 3.1.4 Anticipate need for changes in structure, accountabilities and spans of control to maximise efficiency and fulfil organisation strategy.
- 3.2.4 Lead scenario planning, financial analysis and the connections between people, processes and systems.
- 3.3.4 Based on mismatches identify the way the organisation will need to operate in the future to achieve organisation strategic aims.
- 3.4.4 Engage with and challenge senior leaders around purpose, principles and benefits of change.

Design

- 3.5.4 Articulate the strategic need for change and build a credible business case, providing options and recommendations based on your consideration of a range of operating models that will build agility to meet organisation challenges.
- 3.6.4 Work with senior leaders to assess the impact of the overall organisation design on factors such as behaviour, attitudes, culture, systems and communication.
- 3.7.4 Lead scenario planning, financial analysis and the connections between people, processes and systems.
- 3.8.4 Lead the overall architectural design strategy of the organisation at the highest level, including the development of key design principles for use across the organisation.

Implement and review

- 3.9.4 Lead and engage senior executives in the process of change, ready for implementation.
- 3.10.4 Work with senior leaders to assess the impact of the design on factors such as behaviour, attitudes, culture, systems and communication flows.
- 3.11.4 Establish operating principles and governance that will keep the organisation and its work joined up.
- 3.12.4 Lead implementation approach and own high-level risks and associated mitigation.
- 3.13.4 Lead executive and senior leaders in driving through change to realise strategic benefits.
- 3.14.4 Lead evaluation to ensure design changes are embedded, and outcomes evaluated against success measures.

Knowledge: what you need to know

- 3.15.4 The levers to increase efficiency and/or quality within an organisation and balance different options (for example outsourcing/JVs).
- 3.16.4 How business processes, governance, people and technology can best be integrated to ensure sustainable performance.
- 3.17.4 The organisation culture they are operating in and the legal, capability and resource constraints to organisation design
- 3.18.4 How to disaggregate the organisation strategy and plan and assign accountabilities, responsibilities and spans of control to organisational units.

Organisation development

Identify organisational and individual capability requirements and align strategy, people and processes to optimise effectiveness and achieve organisation goals. Design interventions to drive the appropriate culture, behaviours, skills and performance and provide insight and leadership on change management strategy, planning and implementation.

Org Development: Band 1

Activity: what you need to do

Define strategy

- 4.1.1 Collate and structure contextual information relating to the organisation's current state.
- 4.2.1 Collate and structure data relating to gaps and requirements to meet objectives.
- 4.3.1 Provide relevant organisational information for the development of OD plans.
- 4.4.1 Compile cost information for business cases and create administrative systems to track KPI data.

Assess organisational capability

- 4.5.1 Gather and analyse data from individuals, managers and teams to support diagnostic activity.
- 4.6.1 Summarise trends in capability data and feedback conclusions to colleagues.
- 4.7.1 Provide feedback to colleagues based on experience on the organisation's readiness for change.

Build OD interventions

- 4.8.1 Provide information and input to the design of OD interventions.
- 4.9.1 Provide feedback and advice to employees on key areas of change to support the OD plan.
- 4.10.1 Give feedback to colleagues on proposed OD interventions.
- 4.11.1 Support colleagues in delivering interventions and associated change.

Managing change

- 4.12.1 Provide advice and support to employees and managers during change.
- 4.13.1 Role-model the change-ready employee by remaining flexible, positive and open to change.
- 4.14.1 Co-ordinate and roll out internal communication messages.
- 4.15.1 Create tracking system to collect, collate and analyse metrics, data and feedback on performance against plans.

Knowledge: what you need to know

- 4.16.1 How the organisation is structured, its culture, and core processes.
- 4.17.1 Basics of OD theory; such as drivers of team and organisation performance, group dynamics, systems theory.
- 4.18.1 OD diagnostic tools and frameworks (engagement surveys, assessment, cultural diagnostics).
- 4.19.1 Listening, engaging and advisory skills.
- 4.20.1 Definition and constructs of language and behaviours
- 4.21.1 Individual responses to change, people as enablers and blockers.
- 4.22.1 Basics of process improvement tools such as Lean, Six Sigma.

Org Development: Band 2

Activity: what you need to do

Define strategy

- 4.1.2 Coach managers and stakeholders to assess the capability and capacity of the team using an appropriate model to assess the impact of factors such as behaviour, attitudes, culture, skills, systems, communication flows and organisation design on the team's ability to deliver the plan.
- 4.2.2 Work with managers to identify gaps and barriers in structure, people, process or culture.
- 4.3.2 Work with managers to develop an OD plan to improve ability to meet their objectives.
- 4.4.2 Develop metrics to measure achievements and performance against plans.

Assess organisational capability

- 4.5.2 Define hard and soft data requirements to assess capability and culture, and identify appropriate sources of data.
- 4.6.2 Analyse capability and culture data, provide feedback and explore potential actions.
- 4.7.2 Work with managers to assess opportunities, barriers and risks to change.

Build OD interventions

- 4.8.2 Develop OD interventions with managers to address specific aspects of structure, capability, systems, process or culture.
- 4.9.2 Recognise the key levers of change and recommend appropriate plans to managers.
- 4.10.2 Develop proposals for OD interventions at team and individual level.
- 4.11.2 Lead planning and implementation of simple OD interventions, programmes and plans.

Managing change

- 4.12.2 Anticipate and support the organisation through barriers and resistance to change.
- 4.13.2 Support a change-ready culture by anticipating barriers and obstacles and working to remove them.
- 4.14.2 Work with managers/stakeholders to support them in developing the case for change, including the vision for change, key milestones, challenges, and what success looks like.
- 4.15.2 Prepare evaluative data for feedback to client and assess potential risks to the OD plans.

Knowledge: what you need to know

- 4.16.2 How the organisation is structured, its culture, and core processes.
- 4.17.2 Application of OD theory into design of intervention; such as drivers of team and organisation performance, psychoanalytic assessment, group dynamics, systems theory.
- 4.18.2 Application of OD diagnostic tools (engagement surveys, assessment, cultural diagnostics) in organisational settings
- 4.19.2 Appreciative inquiry skills.
- 4.20.2 Identify and define values and behaviours to support organisational performance and cultural shift
- 4.21.2 Key stages in change management, identifying supporters, blockers and fence-sitters.
- 4.22.2 Application of process improvement tools to map and interrogate end-to-end processes.

Org Development: Band 3

Activity: what you need to do

Define strategy

- 4.1.3 Collaborate with leaders and human resources managers to evaluate and understand the capacity and capability of the organisation.
- 4.2.3 Engage with appropriate stakeholders to validate organisation development needs to meet business plans and priorities.
- 4.3.3 Collaborate with relevant stakeholders to develop an OD plan that addresses gaps against organisation plans.
- 4.4.3 Test OD plan with appropriate stakeholders and HR colleagues to identify and mitigate risks and potential impacts.

Assess organisational capability

- 4.5.3 Manage the design and execution of diagnostic tools to assess organisation capability and culture.
- 4.6.3 Interpret available internal and external data and use analysis to identify the range of OD interventions.

- 4.7.3 Assess change readiness and capacity, and identify dependencies and risks of potential scenarios and options.

Build OD interventions

- 4.8.3 Build OD interventions that align and integrate structure, capability, systems, process and culture to support organisation goals and objectives.
- 4.9.3 Identify the key levers of change and build implementation plans that leverage these to have maximum impact.
- 4.10.3 Develop options and proposals for the most appropriate focus of the intervention (for example: organisational, group, team, individual).
- 4.11.3 Translate the OD strategy and agreed deliverables into achievable plans and a prioritised implementation map.

Managing change

- 4.12.3 Highlight enablers and develop risk mitigation plans to deal with barriers/resistance.
- 4.13.3 Create trust and facilitate a change-ready culture by engaging, partnering and coaching leaders and stakeholders.
- 4.14.3 Engage and involve senior managers, colleagues and stakeholders in developing and implementing interventions.
- 4.15.3 Conduct ongoing evaluation of the plan, reviewing impact, on- going risks to delivery and unintended consequences.

Knowledge: what you need to know

- 4.16.3 A systemic view of the organisational system for how work gets done (processes, operations, structure, culture.)
- 4.17.3 Application of OD theory into OD plans; such as drivers of team and organisation performance, psychoanalytic assessment, group dynamics, systems theory.
- 4.18.3 Development and application of OD diagnostic tools (engagement surveys, assessment, cultural diagnostics) and use in planning.
- 4.19.3 Facilitation and consulting at managerial level
- 4.20.3 Identify and define values and behaviours to drive organisational performance
- 4.21.3 Critical factors in planning change across business areas; identifying risks and creating mitigation plans.
- 4.22.3 Application of process improvement tools to map and interrogate end-to-end processes.

Org Development: Band 4

Activity: what you need to do

Define strategy

- 4.1.4 Interrogate organisation strategy and operating plan at the highest level to understand key organisation development needs and compare them with the organisation's current capacity and capability to deliver.
- 4.2.4 Identify organisation development needs with business leaders to meet strategic and operational priorities.
- 4.3.4 Collaborate with the executive to develop an OD strategy (or OD element of people strategy) to improve organisational effectiveness or address emerging requirements.
- 4.4.4 Gain support for the OD business case with executive – outline anticipated business outcomes, benefits and risks.

Assess organisational capability

- 4.5.4 Define and secure senior support for the overall framework for organisational capability and cultural diagnostics.
- 4.6.4 Present and test hypothesis and formulate options to address different stakeholder OD needs.
- 4.7.4 Assess the organisation's change capacity to absorb scale of OD interventions, and the potential risks and impact on business performance.

Build OD interventions

- 4.8.4 Develop organisation-wide interventions that align and integrate structure, capacity, systems, process and culture to meet strategic priorities.
- 4.9.4 Support senior leaders to recognise key levers of change and how to build a strategy around these.
- 4.10.4 Provide thought leadership to organisational leaders of OD methodologies and how they can have most impact.
- 4.11.4 Scope out the OD strategy (or OD element of the people strategy) and organisation-wide implementation plans, outlining terms of reference, key deliverables, stakeholders and resource implications.

Managing change

- 4.12.4 Develop a risk mitigation strategy with executive/senior leaders.
- 4.13.4 Lead and role-model the development and on- going management of a learning and improvement culture.
- 4.14.4 Engage and challenge senior leaders to understand the rationale for change, aligned and fully in support of the strategy.
- 4.15.4 Monitor progress against strategic priorities and overall strategic outcomes.

Knowledge: what you need to know

- 4.16.4 A systemic view of the organisational system for how work gets done (processes, operations, structure, culture.)
- 4.17.4 Application of OD theory into OD strategy; such as drivers of team and organisation performance, psychoanalytic assessment, group dynamics, systems theory.

- 4.18.4 Development and application of OD diagnostic tools (engagement surveys, assessment, cultural diagnostics) and use in strategic development
- 4.19.4 Consulting and partnering at senior levels to facilitate change
- 4.20.4 Leading organisation to identify and define values and behaviours to drive organisational performance
- 4.21.4 Critical factors in planning change across complex, multi-site organisations; identifying risks and creating mitigation plans.
- 4.22.4 Using process improvement tools to assess and review organisational performance.

Resourcing and talent planning

Ensure that the organisation has the right resource, capability and talent to achieve immediate and strategic ambitions now and in the future.

Resourcing and talent planning: Band 1

Activity: what you need to do

Develop talent acquisition (resourcing) and talent management strategy and plans

- Collect and collate data regarding resource and talent gaps.
- Produce reliable and relevant management information by analysing resource data such as turnover, retention, new hires, productivity and capability.
- Analyse management information/data to help provide advice on the right choice to fill a resourcing need.

Deliver talent acquisition (resourcing) and talent management plans

- Support managers to conduct resourcing and talent processes to generate fair and objective decisions.
- Support the talent identification processes by collecting and collating data and information from managers and performing appropriate analysis.
- Ensure that succession plan records are accurate and maintained, reflecting ongoing appointments and changes.
- Research and feedback information to inform decisions on options for internal and external resourcing.
- Research and provide analysis to inform decisions on sources of talent and recruitment channels (social and professional media, press, search etc.).
- Explain resourcing and talent processes clearly to applicants and employees and give ongoing support as necessary.
- Provide individuals with information to illustrate how the recruitment process has accommodated 'reasonable adjustments' as necessary.

Assessment and selection

- Support in delivering range of e-enabled selection approaches including online tests and psychometrics.
- Administer assessment events, arrange logistics for assessors and candidates, and collate information for assessors.

Induction

- Support in the delivery of induction processes.

Exit

- Administer redundancy or individual severance programmes in line with employment law, keeping appropriate records.

- Support affected individuals by providing relevant information about process, next steps and options.

Knowledge: what you need to know:

- The legal, regulatory and policy parameters which guide recruitment, resourcing and exit.
- The importance of assessing skill requirements and resourcing effectively for business performance.
- How to deliver within an established recruitment plan, working with colleagues and managers to execute to standard and key deadlines
- The organisations need for and approach to talent and succession.
- How to conduct interviews and assessment centre's to generate objective and fair decisions and/or have a background in occupational psychology.
- Induction and transitioning tools.

Resourcing and talent planning: Band 2

Activity: what you need to do

Develop talent acquisition (resourcing) and talent management strategy and plans

- Help managers to identify skills and capabilities they need to deliver current and future work.
- Assess the overall current and future resource and talent levels within teams/areas of focus.
- Support managers and HR colleagues in making the right resourcing choice to fill need for example permanent staff member, fixed short-term contract, experienced hire.

Deliver talent acquisition (resourcing) and talent management plans

- Manage resourcing and talent processes, ensuring they are fit for purpose to deliver required outcomes.
- Conduct regular internal and external talent identification exercises in line with agreed principles.
- Work with managers to use succession plan data for filling key positions.
- Advise and make recommendations to managers about when to resource externally or use internal talent to build short-term capability.
- Test the external market to ascertain levels of available talent, what it will take to attract them and how to source (social and professional media, search, press etc.).
- Work with managers to ensure they understand and are fully engaged with resource and talent activities and processes.
- Ensure recruitment policies and approaches are regularly refreshed to remove bias and prevent discrimination.

Assessment and selection

- Select a range of assessment and selection approaches to enable the organisation to make informed choices about candidates.
- Ensure all internal and external interviewers and assessors are competent and fully trained in the chosen approach and in diversity and equality practices.

Induction

- Deliver, coach and train managers, new starters and transitioning employees in induction processes.

Exit

- Coach managers in redundancy and severance processes, in line with organisational values and legal parameters.
- Support managers in preparing for honest, timely communications about redundancy or performance concerns.

Knowledge: what you need to know:

- Jurisdictional law, regulation and agreed policy in relation to resourcing, talent and exit.
- Range of approaches to resource talent, for example hire, develop, contract, exit, retain.
- How to execute a recruitment plan to agreed standards and deadlines.
- How to deliver effective talent and succession solutions working with managers/business area needs.
- How to conduct effective assessment and interviewing techniques and/or have a background in occupational psychology
- How to use a variety of induction and transitioning tools.

Resourcing and talent planning: Band 3

Activity: what you need to do :

Develop talent acquisition (resourcing) and talent management strategy and plans

- Identify the skills and capabilities that need to be developed in the short and long term to ensure sustainable performance.
- Assess the overall current and future resource and talent levels across the organisation.
- Develop in-year plan to fulfil resourcing and talent needs in one or more specific areas (including external and internal resourcing).

Deliver talent acquisition (resourcing) and talent management plans

- Lead implementation of the annual calendar for resourcing and talent processes ensuring continuous improvement.
- Lead and co-ordinate regular internal and external talent identification exercises across the organisation in line with agreed principles.

- Implement and manage the organisation-wide succession planning process and methodology, ensuring integration across other critical people processes.
- Act as a talent broker ensuring movement of talent to build individual and organisation capability.
- Build relationships with third party suppliers, education bodies and communities to build diverse source of required talent to fill medium-to long term needs.
- Ensure that leadership understand and are fully engaged with resourcing and talent activities and processes.
- Integrate diversity and inclusion into resource and talent management solutions to build and nurture diverse talent.

Assessment and selection

- Lead the design of assessment and selection processes to give the organisation robust insights about candidates.
- Deliver assessment events that are fair, take account of gender, cultural differences and norms and meet standards for diversity and fair access of opportunities for all.

Induction

- Work with managers to ensure that new starters and transitioning employees undergo appropriate and supportive induction.

Exit

- Manage organisation redundancy programmes in line with organisation need and relevant employment law.
- Manage group and individual conversations with clarity and empathy, ensuring people are clear about the situation, steps and options.

Knowledge: what you need to know:

- Relevant jurisdictional employment law, regulations and policy affecting resourcing, assessment and exit.
- Business area needs for resourcing, approaches to resourcing, for example hire, develop, contract, exit, retain and the evolving local situation within the market for skills.
- How to create a recruitment plan from a strategy for business areas, from multiple sources.
- How to create a situational talent and succession plan for a business area, assessing their need and providing best-fit approach.
- How to make recommendations for effective assessment and recruitment technique/approaches based on business need and/or have a background in occupational psychology.
- How to build and use a process for induction and transitioning and the value they offer.

Resourcing and talent planning: Band 4

Activity: what you need to do :

Develop talent acquisition (resourcing) and talent management strategy and plans

- In collaboration with organisation leaders, interrogate organizational strategy and plans to determine resourcing and talent requirements to ensure organisation performance and sustainability.
- Lead the analysis of current resource and talent levels, including current and future demand, demographics, attrition, capability by discipline, geography, critical and scarce resource.
- Lead the design of resourcing and talent renewal plans to meet gaps and fulfil long-term requirements, test with organisation leaders.

Deliver talent acquisition (resourcing) and talent management plans

- Be accountable for implementing the annual calendar for resourcing and talent processes.
- Lead the development and ongoing management of internal and external talent identification process with clear principles understood and agreed by leadership.
- Work with senior leaders to develop an integrated succession, performance management and talent strategy.
- Review current and projected capability needs and make recommendations to senior leaders on how to address potential gaps using internal or external talent pool.
- Maintain awareness of global resource and talent shifts and scarcity and feed in insights into strategic planning.
- Influence and challenge senior leadership to ensure they understand, sponsor and are fully engaged with resourcing and identification activities and processes.
- Champion organisational and social benefits of greater diversity in the workforce.

Assessment and selection

- Lead the identification and implementation of selection and assessment processes to deliver strategic requirements and fit with organisational requirements.
- Lead and monitor assessment design to ensure assessments meet equality and legal requirements and good practice standards.

Induction

- Lead the development of organisation-wide induction and transition management.

Exit

- Gain senior leadership agreement to an approach to managing people out of the organisation in line with organisation need and relevant employment law.
- Manage sensitive organizational communications regarding redundancy, outlining purpose and process.

Knowledge: what you need to know:

- Relevant jurisdictional employment law, regulations and policy affecting resourcing, assessment and exit
- Organisational needs for resourcing, organisational models to support resourcing, for example permanent, contractors, outsource and the evolving global situation within the market for skills.
- How to develop a recruitment strategy for several talent groups, from multiple sources and over an extended time frame.
- How to create talent and succession strategies to meet current and future organisational requirements.
- How to select from a variety of assessment and recruitment approaches based on their relative contributions to selection process and fit within organisational demands and culture.
- How to create value from a common approach to induction and transitioning.

Learning and Development

Build individual and organisational capability and knowledge to meet current and strategic requirements, and create a learning culture to embed capability development.

Learning and development: Band 1

Activity: what you need to do:

Develop learning strategy and plans

- Collect and analyse data strategy and plans on capability and learning needs of the organisation, reporting insights to colleagues/managers.
- Research and source learning options and channels for managers and employees to meet specific needs.
- Support the communication of learning plans and their benefits.
- Alert manager where learning activity is negatively impacting other people and organisation activity.
- Give advice to individuals and managers to ensure that development, deployment and career management processes provide fair access of opportunity for all.

Design solutions

- Build own knowledge and insights about learning and talent development approaches used by other organisations.
- Support design experts (internal or external) in the development of interventions.
- Inform and advise employees on the elements of the development infrastructure and how the whole system is intended to operate.
- Share knowledge of technology to support a learning culture.
- Tailor advice and support to the diversity of learning needs of individuals within the organisation.
- Suggest ways to improve elements of learning and talent development activity.
- Manage learning and training records system and highlight retraining requirements in safety-critical skills and compliance areas.

Delivery

- Talk enthusiastically around learning and development to encourage individuals and managers to benefit from opportunities open to them.
- Support the delivery of learning and training programmes, managing delegate lists, joining instructions and evaluation processes.
- Give learning and training advice to individuals and managers.
- Support employees in assessing their strengths and development needs.

Leadership development

- Collate and analyse metrics, measures, data and feedback on potential future leaders.
- Administer leadership development interventions.

Talent management

- Administer talent management processes and keep detailed records of talent data.
- Prompt individuals when training or learning opportunities in line with their personal development plans become available.
- Facilitate the connection and sharing of information across talent pools.
- Manage the administration and data that underpin and drive development and deployment processes.
- Keep records of career and development plans.

Evaluating learning impact

- Capture and analyse data from learning and talent development events to support the evaluation of initiatives in the immediate and longer term.
- Collect and collate accurate evaluation and measurement data on third party suppliers' learning and training interventions

Knowledge: what you need to know:

- Learning approaches used by other organisations.
- Fundamentals of training and learning needs analysis.
- Adult learning theories.
- Learning and training delivery channels, pros and cons of each (70/20/10 principles, for example).
- Is IT-literate and able to mine data from learning management or training records systems.
- Facilitation models and styles to manage and optimise a learning event.
- Application of diversity and inclusion principles within instructional design.
- Data collection and evaluation.
- Collecting and collating cost data about learning interventions.

Learning and development: Band 2

Activity: what you need to do

Develop learning strategy and plans

- Partner managers to identify team and individual capability levels and gaps within teams that affect organisation performance.
- Recommend suitable learning options to meet individual and team requirements, considering appropriate delivery channels (for instance 70/20/10 principles).

- Partner and coach managers and employees to ensure that they understand the learning and talent development plan and their role in delivering it.
- Support colleagues to integrate learning and development with other people and organization activities.
- Coach managers to ensure that development, deployment and career management processes provide fair access of opportunity for all.

Design solutions

- Draw insights about the external learning and training marketplace from the relationship with external providers and experts.
- Partner relevant subject matter experts and third parties, and take the design lead in the development of interventions.
- Advise and coach managers in the optimal use of the development infrastructure, challenging them to agree personal development plans with employees.
- Advise colleagues and managers on the best use of innovative learning technological solutions to improve capability.
- Support delivery of a learning approach relevant to diverse group and individual requirements.
- Continually seek ways to improve learning and talent development activity to best meet individual or managers requirements.
- Engage with managers and employees to ensure that the organisation is in compliance at all times with relevant training legislation.

Delivery

- Inspire and coach managers to build learning and development priorities within their teams and areas.
- Facilitate internal learning events and workshops, delivering content as appropriate.
- Support managers to understand learning and training needs of their employees.
- Support and coach managers to have honest conversations with their people about their strengths, limitations, development needs and career aspirations.

Leadership Development

- Assess the capability and capacity of potential future leaders in the development pipelines against the requirements for the organisation's future challenges.
- Deliver interventions to ensure that senior and potential leaders have appropriate experience and capability as individuals and as a leadership team to fulfil the organisation's strategic ambitions.

Talent Management

- Work with employees and managers to ensure talent management processes are embedded and work appropriately.

- Work to facilitate appropriate job moves for individuals in line with their plans and in line with the talent management principles of the organisation.
- Support the development of talent pool members by coaching them on their career and development plans and encouraging contact across the group.
- Partner with managers to implement development, deployment and career management processes.
- Support and challenge managers to understand learning needs and career aspirations of their employees.

Evaluating learning impact

- Pilot and evaluate learning and talent development initiatives for effectiveness, business relevance and efficiency, and continually seek ways to improve learning activity.
- Work with third-party providers to monitor service levels and give timely feedback.

Knowledge: what you need to know:

- The external learning market.
- Conducting training and learning needs analysis at individual and team levels.
- Adult learning theories, instructional design and supporting technologies.
- The differences between and potential benefits of a variety of learning delivery channels (70/20/10 principles, for example).
- How to work with third parties and how to raise and deal with service or quality problems.
- Facilitation models and styles to manage and optimise a learning event.
- Application of diversity and inclusion principles and research within instructional design.
- How to identify and demonstrate tangible business and performance benefits from learning interventions.
- ROI analysis; demonstrate ROI by analysing the total investment made to develop, produce and deliver programmes.

Learning and development: Band 3

Activity: what you need to do

Develop learning strategy and plans

- Partner senior managers and leaders to build insight into existing levels of capability against future requirements to identify gaps and risks to the organisation.
- Work with senior managers and leaders to develop learning and development strategy and plans to close key gaps for their area, taking into consideration appropriate delivery channels (for instance 70/20/10 principles).
- Ensure line management and learning and HR colleagues are clear on their roles in the plan.

- Align learning and development plans with other people and organization activity to maximize performance impact.
- Ensure that development, deployment and career management processes are in line with organisation's talent management principles and provide fair access of opportunity for all.

Design solutions

- Gather insights and intelligence about trends and developments in learning and talent development from the external marketplace.
- Collaborate internally and externally to lead the design of major programmes/ interventions.
- Lead the detailed design and management of a section of the development infrastructure.
- Ensure innovative technological solutions are used creatively to facilitate learning and knowledge transfer across networks, and improve capability.
- Provide a diverse learning approach to meet group and individual requirements across the organisation.
- Continually seek improvement in the organisation's learning and talent development offering to maximise impact and meet evolving requirements.
- Establish systems and processes to ensure that staff are adequately trained and regularly retrained in safety critical and compliance issues in line with legislation.

Delivery

- Generate enthusiasm and commitment to L&D frameworks and practices which enable establishment of a learning culture.
- Facilitate internal learning events and workshops, delivering content as appropriate.
- Support and coach managers to build leadership competence.
- Coach leaders to have clear and straightforward conversations with people about their strengths, limitations, development needs and career aspirations.

Leadership Development

- Assess the capability and capacity of potential future leaders in the development pipelines against the requirements for the organisation's future challenges.
- Design and deliver interventions to ensure that senior and potential leaders have appropriate experience and capability as individuals and as a leadership team to fulfil the organisation's strategic ambitions.

Talent Management

- Work in partnership with senior managers to implement and embed talent management processes.
- Act as talent broker encouraging the transfer of individuals from one part of the organisation to another to obtain specific developmental experience.

- Build relationships with the talent pool and facilitate opportunities for interaction across the group.
- Partner with senior managers to deliver organization wide development, deployment and career management processes.
- Support and coach senior managers to build leadership competence and ensure the talent pool is appropriately mobilised across the organisation.

Evaluating learning impact

- Develop a robust and measurable business case for learning and development initiatives, and continually seek ways to improve learning activity.
- Manage third- party learning and talent development suppliers against agreed standards, contracts or service-level agreements.

Knowledge: what you need to know:

- Trends and developments in learning from the external market.
- Conducting training and learning needs analysis at individual, team and functional levels.
- Adult learning theories, instructional design and supporting technologies.
- Building learning and talent plans, taking into account employee segments and delivery channels (70/20/10 principles, for example).
- How to create and manage service-level and specialist agreements with third parties.
- Facilitation models and styles to manage and optimise a learning event.
- Embedding diversity and inclusion principles and research within learning and talent development activity.
- How to engage the business in understanding and optimising the value of learning and talent development.
- Business case development; putting a business case together, including the identification and tracking of relevant metrics.

Learning and Development: Band 4

Activity: what you need to do

Develop learning strategy and plans

- Use knowledge of the organisational strategy and operating plans to anticipate evolving and future capability and talent requirements and identify key organizational risks.
- Lead and champion the business case for learning, developing the organization learning strategy to ensure the organisation has the right capability to deliver now and in the future.
- Challenge and influence executive leaders to ensure the right investment in learning is made and delivery accountabilities are clear across the organisation.

- Work with leadership colleagues to ensure alignment of the learning strategy with overall people and organisation strategy.
- Ensure approaches to development, deployment and promotions are in line with organisation's agreed principles around learning and development and deliver fair access of opportunity for all.

Design solutions

- Develop innovative, thought-leading learning and talent development approaches.
- Collaborate internally and externally to lead innovative design of critical learning interventions and programmes across the organisation. Lead the design of a development infrastructure, including career paths/maps, capability frameworks, technical ladders for each technical discipline and contribution level.
- Foster development of a technologically innovative learning culture across the organisation, to facilitate learning and improve capability.
- Lead and champion the development of a diverse learning approach to meet group and individual requirements across the organisation.
- Continually check to ensure the organisation's learning and talent development strategies, infrastructure and overall offer is flexible to the evolving organisation needs and context.
- Keep abreast of relevant legislative changes that may impact learning and talent development, and ensure relevant changes are made to plans.

Delivery

- Lead the learning and talent agenda with passion to inspire creation of a culture that encourages individual and organisational learning.
- Facilitate executive leadership learning events and workshops, delivering content as appropriate.
- Act as a partner and performance coach to executive leaders.
- Coach and challenge leaders to have clear and straightforward conversations with people about their strengths, limitations, development needs and career aspirations.

Leadership Development

- Assess the capability and capacity of current leaders against the requirements for the organisation's future challenges.
- Identify interventions needed to ensure that senior and potential leaders have appropriate experience and capability as individuals and as a leadership team to fulfil the organisation's strategic ambitions.

Talent Management

- Partner leadership colleagues to develop leaders and embed systematic processes to manage identified talent.

- Challenge leadership colleagues to consider talent as a corporate-wide resource to ensure identified talent is exposed to an appropriately diverse set of development challenges across the organisation.
- Build a sense of community and understanding across talent pool/group through organization wide forum.
- Lead organization wide executive development, deployment and career management processes.
- Act as a learning partner and performance coach to executive leaders and manage the movement of resources across the organisation.

Evaluating Learning Impact

- Champion the business case for learning and talent investment, and continually check to ensure the learning strategy, third party contracts and infrastructure is flexible to the evolving organization environment.
- Negotiate and manage major third-party contracts for the delivery of learning and training services, establishing standards and metrics to track delivery.

Knowledge: what you need to know.

- Innovative, thought- leading learning approaches.
- Conducting a strategic learning and talent development needs analysis to assess organisational capability levels.
- Organisational learning and knowledge capture/transfer.
- Building learning and talent development strategy, taking into account employee segments and delivery channels (70/20/10 principles, for example).
- Negotiation and management of large commercial contract and tender processes with learning providers.
- Facilitate skills to support executive-level learning interventions.
- Embedding diversity and inclusion principles within learning and talent development strategies.
- How to engage the business in the value that learning and talent development can add to the business.
- Evaluating organisational impact; evaluating outcomes and demonstrating tangible organisation/service benefit from learning and talent development programmes over time.

Performance and reward

Help create and maintain a high-achieving organisation culture by delivering programmes that reward and recognise key employee capabilities, skills, behaviours. Experience and performance, and ensure that reward systems are market-relevant, fair and cost-effective.

Performance and reward: Band 1

Activity: what you need to do:

Identify requirements and develop strategy

- Analyse data and performance and reward information on individuals or groups and advise colleagues to aid decision-making.
- Collect data and develop insights from reward functional and performance surveys.
- Provide analysis and insights from reward data to support development of reward plans and strategy.
- Provide data and analysis regarding market positioning.
- Explain to employees how pay and reward fits and supports overall people processes and activities, such as performance management.

Diversity and compliance

- Analyse reward data and identify potential anomalies with respect to legislation.
- Collect and collate data relating to workforce diversity and reward strategies.

Implement pay and reward practice

- Support the delivery of programmes by providing relevant and timely information and efficient administrative support.
- Provide up-to-date data on current total reward and recognition costs.
- Listen for feedback from managers and employees on reward matters and feed messages to HR leaders.
- Collect and collate data for job evaluation/sizing exercises.
- Collect and collate data for pay review process.
- Provide pay and reward data to support union/staff negotiations.

Executive, individually tailored and international reward

- Provide data and analysis for organisation's remuneration committee.
- Provide research and analysis for HR or reward managers for non-standard/ tailored reward packages.
- Provide relevant and timely information and efficient administrative support for executive leadership pay reviews.
- Support implementation of international and expatriate remuneration policies.

Communication and performance culture

- Ensure that supporting literature, internet and intranet material contain clear, transparent and consistent messages about reward.
- Ensure literature describes and reinforces the link between reward, individual and organisation performance.
- Ensure personal objectives are clear, realistic, and measurable and seek feedback to understand whether performance is on track.

Knowledge: what you need to know

- Elements of reward package and how they combine to attract, engage and retain.
- Methodologies and approaches for collation, analysis and evaluation of data.
- Awareness of what drives business performance and implications for reward and recognition.
- Organisational reward procedures, policies and systems.
- Awareness of differences between local and international reward policies.
- Awareness of executive remuneration issues.
- Methods for evaluating pay and reward practice.

Performance and reward: Band 2

Activity: what you need to do:

Identify requirements and develop strategy

- Work with managers to ascertain and develop reward requirements for key individuals within their area.
- Analyse information from external benchmarking exercise and compare information against internal practices.
- Take the lead on particular specialist areas within the reward arena such as base pay, retirement benefits.
- Make recommendations for structural change or adjustments to market positioning and overall levels for constituent parts of the reward package.
- Help managers to see connectivity between pay and reward and overall people activities such as training, careers, performance management.

Diversity and compliance

- Keep abreast of legislative changes that impact reward and highlight risks of current practice.
- Scrutinise workforce pay and reward data by personal identity characteristics and working practices to spot unjustifiable differences that may be rooted in discrimination.

Implement pay and reward practice

- Work with colleagues to roll out existing annual pay and reward programmes and implement changes.
- Continually assess costs and benefits of reward and recognition package and recommend change as appropriate.
- Gather feedback on reward programmes from employees and managers to feed into continuous improvement activity.
- Support job evaluation/sizing exercises.
- Support implementation of annual pay review process.
- Provide relevant analysis and reports as required for union/staff negotiations.

Executive, individually tailored and international reward

- Collect and prepare data, information and recommendations for organisation's remuneration committee.
- Develop and manage tailored reward packages for individuals.
- Administer executive-level pay reviews.
- Implement and review international and expatriate remuneration policies.

Communication and performance culture

- Develop communications to support the roll-out of annual programmes that reinforce overall reward philosophy and key messages.
- Coach managers to communicate clearly to teams on the link between organization and individual performance, and the resulting reward.
- Role-model effective performance management and creation of performance culture with team/colleagues.

Knowledge: what you need to know

- Elements of reward package and how they combine to attract, engage and retain.
- Tools and systems for comparative analysis and data interpretation.
- Business drivers and implications for reward and recognition.
- Communication needs and approaches at individual and group level.
- International remuneration issues, expatriation and cross border policies and complexities (for example tax and legal frameworks, works councils, cultural drivers of reward, international mobility).
- Executive remuneration issues, approaches and policies.
- Methods for evaluating pay and reward practice.

Performance and reward: Band 3

Activity: what you need to do:

Identify requirements and develop strategy

- Review and analyse the organisation strategy, demographic profile and market activity against current reward activity to identify current and long-term reward requirements.

- Lead external benchmarking exercises regarding strategic and financial performance for overall reward and individual package elements.
- Develop detailed reward plan, choosing an appropriate mix of base to variable pay, fixed to flexible benefits and pay to non- pay rewards.
- Develop proposals for market positioning and overall levels for constituent parts of the reward package.
- Ensure that reward plans are linked and supportive of overall reward strategy and other people activity such as performance management, employee engagement.

Diversity and compliance

- Keep abreast of legislative changes that impact reward and make appropriate changes to the structure of affected programmes.
- Ensure that reward and recognition plans and packages are non-discriminatory and actively encourage inclusivity in the workforce.

Implement pay and reward practice

- Manage the delivery of on-going and annual pay and reward programmes.
- Outline costs vs. benefits of reward and recognition plans, ensuring value for money and making appropriate changes.
- Evaluate the organisation's overall reward plan to ensure that it delivers the intended outcomes.
- Lead job evaluation/sizing exercises to identify appropriate pay and progression structure.
- Ensure effective implementation of annual pay review process.
- Provide robust data and outline impacts and risks to support union/staff negotiations.

Executive, individually tailored and international reward

- Manage organisation remuneration committee decisions and outputs.
- Develop and manage tailored reward packages for leadership-level individuals.
- Manage executive-level pay reviews.
- Develop international and expatriate remuneration policies to support the international reward plan.

Communication and performance culture

- Develop communication plans which explain changes, rationale and how employees will be affected by changes or alterations to reward approach, and provide data for external stakeholders.
- Challenge senior managers to adopt performance driven culture underpinned by performance management capability.
- Role-model effective performance management and creation of a performance culture in function/with colleagues.

Knowledge: what you need to know

- Design of overall reward programmes, packing elements to attract, motivate and retain individuals and groups.
- Approaches to benchmarking, locally and internationally, factors determining reward (for example critical and scarce skills, talent mobility).
- Understanding of business drivers, balance sheet and the impact of reward costs on it.
- Communication needs and approaches at managerial and organisational level.
- International remuneration issues, expatriation and cross border policies and complexities (for example tax and legal frameworks, works councils, cultural drivers of reward, international mobility).
- Executive remuneration issues, approaches and policies and how to manage at a strategic level.
- Strategic evaluation and assessment of reward practice.

Performance and reward: Band 4

Activity: what you need to do:

Identify requirements and develop strategy

- Thoroughly assess internal and external factors driving reward requirements against the long-term strategic plan.
- Develop strategic and financial insights from reward surveys and external benchmarking exercises with executive to inform development of strategy and operating plan.
- Build an integrated and flexible pay and reward package which will support and drive organisation strategy and plans.
- Propose and agree market positioning and overall levels for constituent parts of the reward package with executive leadership, balancing the dynamics of cost, market and employee engagement.
- Ensure reward strategy is aligned with overall people strategy and people plans.

Diversity and compliance

- Ensure executive leadership and HR professionals are aware of and take appropriate action in response to changes in legislation that affect reward.
- Ensure that reward strategies are fair and inclusive across all groups and working patterns.

Implement pay and reward practice

- Lead the delivery of key organisation-wide pay and reward strategy and plans.
- Provide clarity regarding costs of pay strategy and risks to the organisation.

- Continually review the reward strategy with executive leaders to manage cost/benefit balance against strategic requirements.
- Establish the criteria for evaluation/sizing exercises based on organisational need, and desired culture and behaviours.
- Lead and manage the signals that pay sends out about the organisation, explain what behaviours, values and performance levels the organisation is rewarding, how and why.
- Lead high-level sensitive union/staff negotiations around pay and reward.

Executive, individually tailored and international reward

- Support and guide the organisation's remuneration committee, providing recommendations, supporting data and delivering on decisions.
- Manage executive/senior-level individual reward matters to meet the needs of the organisation and individual.
- Lead the governance process for executive staff pay matters.
- Consider constituent parts and levels of the international reward package for expatriates across the organisation, ensuring coherence in the overall offer and alignment with organisational strategy and plans.

Communication and performance culture

- Develop a clear rationale and ongoing communication plan to ensure that employees understand the guiding principles and policies that underpin the reward strategy and how elements fit together, and manage external stakeholder communication.
- Challenge senior leaders to reflect a performance-driven culture through using a principles approach to performance and reward strategic decisions.
- Role-model effective performance management and work with executive team to ensure goals and rewards are aligned across teams and individuals in the organisation.

Knowledge: what you need to know

- Design of overall reward programmes, packing elements to attract, motivate and retain individuals and groups.
- Local and international competitor reward landscape, factors determining reward (for example critical and scarce skills, talent mobility).
- Understanding of business drivers, balance sheet, and the impact of reward costs on it.
- Communication needs and approaches at executive and external stakeholder level.
- International remuneration issues, expatriation and cross border policies and complexities (for example tax and legal frameworks, works councils, cultural drivers of reward, international mobility).
- Executive remuneration issues, approaches and policies and how to manage at a strategic level.
- Strategic evaluation and assessment of reward practice.

Employee engagement

Work to strengthen the connection that all employees have with their work, colleagues and to their organisation so that employees are more fulfilled by their work and make a greater contribution towards management.

Employee engagement: Band 1

Activity: what you need to do:

Research and measure employee engagement

- Build and feedback insights and messages about employee engagement by talking and working with employees.
- Analyse and develop reports on employee engagement identifying areas that complement performance metrics such as sales, customer service, retention, turnover, absentee rates, and retention.
- Collect and analyse responses from employee engagement diagnostics and processes.

Develop employee engagement proposals and plans

- Facilitate the contribution of employees to solutions and plans in their area.
- Design, develop and implement the ongoing presentation of results to key groups across the organisation, such as index dashboards, narrative reports.

Embed employee engagement interventions

- Administer the roll-out of regular employee engagement initiatives.
- Work with employees to benefit positively from engagement practices and tools, for example communications, work life balance, diversity.
- Train and coach managers to understand how to engage teams and individuals differentially to address their different needs.
- Maintain and share information with colleagues to help build engagement solutions.
- Provide meaningful and accessible information that informs future investments and strategies linked to organizational performance improvements.

Employer brand

- Work with IT and marketing to communicate key messages of the employer brand.
- Advise employees about the organisation's values and behavioural expectations.
- Advise employees about processes to raise concerns about the values and behavioural expectations.

Knowledge: what you need to know

- The key influences on how people behave at work.
- Perspectives and needs of different groups of employees.
- Internal communications tools.
- Survey and research design and implementation methodologies such as focus groups.
- Data analysis tools, for example regression analysis and data reporting.
- External employee research and survey contracts.

Employee engagement: Band 2

Activity: what you need to do:

Research and measure employee engagement

- Identify the ongoing prime drivers of employee engagement for the organisation through appropriate academic and good practice research and data analysis.
- Monitor, measure & evaluate key organization performance metrics, providing reports on trends/issues to the management team.
- Implement employee satisfaction/feedback processes, encouraging managers and staff participation.

Develop employee engagement proposals and plans

- Facilitate the development of local plans for employee engagement that will address critical concerns and drive sustainable organisational performance.
- Facilitate alignment across key groups to proposals and plans.

Embed employee engagement interventions

- Devise and implement (through others) practical and timely interventions that will help to create an environment that is conducive to genuine engagement of staff.
- Work with managers to implement practices and tools that help build and facilitate engagement.
- Challenge and ensure momentum is maintained across actions resulting from sources of employee feedback.
- Co-ordinate practitioners and specialists within the organisation to build solutions, commissioning external consultancy support to build capability where require
- Promote the use of engagement data to inform and challenge local decisions and plans.

Employer brand

- Coach managers on how to communicate with and get feedback from employees around the employer brand proposition.

- Ensure that the values and behavioural expectations permeate through the organisation's processes, policies, intranet and other literature.
- Influence and advise managers on organization values and behavior expectations, and manage processes to raise concerns.

Knowledge: what you need to know

- The influences on how people behave at work.
- Perspectives of diverse groups of people and how to tailor employee engagement initiatives with optimized results.
- Approaches to communicating with a range of people at varying levels.
- Survey and research design and implementation methodologies such as focus groups.
- Data analysis tools, for example regression analysis and data reporting.
- Managing external employee research and survey contracts.

Employee engagement: Band 3

Activity: what you need to do:

Research and measure employee engagement

- Initiate research to develop organizational insights into drivers of employee engagement and the link to organizational performance.
- Lead on and develop approaches to capturing, measuring and analyzing employee feedback linked to performance metrics.
- Manage employee engagement diagnostic processes to deliver relevant organisational data, working closely with senior managers to gain insight.

Develop employee engagement proposals and plans

- Develop change proposals and plans for employee engagement in response to engagement drivers that will drive sustainable organizational performance.
- Work with senior managers to build alignment to engagement strategy and plans, and assess the potential impact of the changes.

Embed employee engagement interventions

- Devise and implement practical and timely solutions and ensure these are reinforced to embed cultural change in the longer term.
- Develop process for on-going engagement, including provision of working practices and tools that help to build and facilitate engagement.
- Articulate issues and present options resulting from ongoing feedback in complex situations ensuring proposed solutions meet strategic needs.
- Manage interdependencies across wider organisation, engaging with colleagues to drive employee engagement across the organisation and people processes/strategies, commissioning external consultancy support to build knowledge and skill where required.

- Promote ongoing ownership and accountability for using engagement metrics to inform and challenge initiatives and priorities.

Employer brand

- Lead internal and external research and maintain an active network to develop, communicate and manage an attractive, balanced and authentic employer brand proposition.
- Develop ongoing communication and engagement plans to ensure that employees and other stakeholders understand and respect the organisation's values and behavioural expectations, disseminating key messages and best practice throughout the life-cycle of employment.
- Influence and challenge senior managers to role-model organisation values and behavioural expectations.

Knowledge: what you need to know

- Workplace psychology and psychological contract.
- Research and models outlining key drivers of employee engagement and how they link to organisational performance.
- Approaches to communicating with a diverse mix of people.
- Survey and research design and implementation methodologies; their strengths and weaknesses in differing situations.
- Establishing methods for business performance metric analysis.
- Tendering, procuring and managing external employee research and survey services and contracts.

Employee engagement: Band 4

Activity: what you need to do:

Research and measure employee engagement

- Create the business case for engagement based on clear evidence/research into the link between employee engagement drivers and organisational performance.
- Use best practice to identify employee engagement metrics focused on emotional and intellectual engagement measures linked to performance metrics.
- Lead the design of employee engagement diagnostic processes ensuring clear linkage to strategic initiatives and outcomes, and championing with colleagues to ensure full engagement and support.

Develop employee engagement proposals and plans

- Develop a strategic, comprehensive and actionable approach to employee engagement, focusing on benefits to individuals and the organisation.

- Engage senior leaders to ensure alignment of organisation values and beliefs with engagement plans, and conduct an organisation impact assessment of the proposed changes.

Embed employee engagement interventions

- Act as sponsor to employee engagement initiatives, engaging leaders to drive real change from employee insight.
- Foster an environment that is conducive to employee engagement ensuring solutions focus on releasing the talents, creativity and innovation in the workforce.
- Work with and through senior leaders to facilitate, challenge and ensure momentum across actions resulting from employee feedback.
- Engage leadership colleagues, making timely and relevant connections with people and organization strategies and plans.
- Measure progress against the organisation plans and key performance indicators; drive appropriate actions and initiatives to facilitate engagement and strategic objectives and outcomes.

Employer brand

- Lead the development and implementation of a clear employer brand proposition across the employee lifecycle to attract and retain new and existing talent.
- Lead the identification and articulation of the organisation's core values and behavioural expectations.
- Influence and challenge leadership at all levels to behave in a manner that is consistent with the values and behavioural expectations.

Knowledge: what you need to know

- Workplace psychology and psychological contract.
- Research and models outlining key drivers of employee engagement and how they link to organizational performance.
- Approaches to communicating successfully with global communities.
- Survey and research design and implementation methodologies; their strengths and weaknesses in differing situations.
- Establishing methods for business performance metric analysis.
- Tendering, procuring and managing external employee research and survey services and contracts.

Employee relations

Ensure that the individual and collective relationship between the organisation and its employees are managed appropriately; within a clear framework underpinned by organisation culture, practices, policies and ultimately by relevant law.

Employee relations: Band 1

Activity: what you need to do

Develop employee relations strategy, policy and practice

- Work with individuals and managers to ensure adherence to organizational values and behaviours in everyday practice.
- Maintain relevant ER documentation, ensuring all contractual/legal documents and templates are kept up to date and in line with current legislation.

Embed employee relations strategy, policy and practice

- Monitor people processes and activity to ensure compliance with ER plans and legislation.
- Implement guidelines on ER issues, ensuring new information and updates are provided to staff and managers.
- Inform and advise managers and staff about employee relations policies and practices.
- Give accurate and appropriate advice, training and support to managers to recognise, respect and enable the flourishing of individual differences.
- Track and monitor team performance against plans, recommending areas for improvement.

Conflict management

- Encourage open and honest conversations between individuals and supervisor/manager.
- Provide accurate, timely information and support to ER advisers and managers who are leading the resolution of ER issues.
- Keep accurate and appropriate records of ER-related events.

Collective negotiation and consultation

- Provide accurate and timely information and support to colleagues who are managing conflict situations.
- Provide accurate and timely information and support to colleagues who are leading negotiations.
- Look for opportunities to overcome barriers to change and feed back to colleagues involved in negotiations with unions.

Performance culture

- Support individuals and managers to create clear, realistic and measurable objectives to link to reward and performance management approaches.
- Advise managers and individuals on performance management policy.

Knowledge: what you need to know

- Relevant current local employment law and discrimination law. Knows what the organisation needs to do to mitigate risk.
- Understands the role of legislation in progressing issues of diversity.
- The fundamentals of employee relations.
- Communicating information regarding employee relations policies and procedures.

Employee relations: Band 2

Activity: what you need to do

Develop employee relations strategy, policy and practice

- Involve managers in defining and delivering cultural initiatives to embed trust, respect and fairness into everyday practice.
- Develop relevant ER documentation, ensuring all contractual/legal documents and templates are kept up to date and in line with current legislation.

Embed employee relations strategy, policy and practice

- Ensure that all activity relating to ER is consistent and in line with legislation.
- Develop comprehensive guidance to HR colleagues and managers on ER issues.
- Support and coach HR colleagues and managers in understanding and complying with ER policies and practices.
- Give accurate and appropriate advice, training and support to managers to recognise, respect and enable the flourishing of individual differences.
- Track employee relations plans against agreed metrics, recommending areas for improvement.

Conflict management

- Focus interventions on enhancing constructive and honest communications between employees and managers.
- Provide specialist advice and instruction to managers who are leading the resolution of ER issues.
- Keep accurate and appropriate records of ER-related events.

Collective negotiation and consultation

- Provide accurate and timely information and support to colleagues who are managing conflict situations.
- Provide accurate and timely information and support to colleagues who are leading negotiations.

- Look for opportunities to overcome barriers to change and feed back to colleagues involved in negotiations with unions.

Performance culture

- Support individuals and managers to create clear, realistic and measurable objectives to link to reward and performance management approaches.
- Advise managers and individuals on performance management policy.

Knowledge: what you need to know

- Relevant current local employment law and discrimination law in local and international jurisdictions, plus proposed changes. Knows what the organisation needs to do to mitigate risk.
- Understands the role of legislation in progressing issues of diversity.
- Employee relations issues and risks and knows how to coach managers in them.
- Gathering, analysing and presenting feedback on ER-related communications and feedback

Employee relations: Band 3

Activity: what you need to do

Develop employee relations strategy, policy and practice

- Working with senior managers, create and implement initiatives to build a culture with associated behaviours and values focused on trust, respect and fairness into values and behaviours.
- Develop employee relations plans, policies and practice to cover the full employee engagement with the organisation.

Embed employee relations strategy, policy and practice

- Ensure that ER plans are integrated consistently across all HR/people strategies and plans.
- Ensure that ER principles, policies, practices and procedures are clearly communicated and understood within the organisation.
- 9.5.3 Co-ordinate and work with legal providers to ensure that all HR colleagues and managers receive the relevant ER training.
- 9.6.3 Design policies and practices and lead implementation to promote diversity and inclusion across the organisation.
- 9.7.3 Assess ER plans against metrics and recommend areas for improvement.

Conflict management

- 9.8.3 Coach senior managers to foster positive working relationships with employees.
- 9.9.3 Instruct or strongly influence those leading sensitive ER issues on the appropriate approach to conflict management.

- 9.10.3 Take the lead on resolving complex ER issues that create significant risk to the organisation.

Collective negotiation and consultation

- 9.11.3 Lead key negotiations and foster constructive working relationship with trade unions, works councils, employee forums and similar bodies.
- 9.12.3 Lead key negotiations with trade unions, works councils, employee forums, on a range of labour issues.
- 9.13.3 Challenge organisation managers to address and modernise the organisation's working practices and not to accept the status quo.

Performance culture

- 9.14.3 Challenge senior leadership to adopt a performance-driven culture underpinned by strong performance management capability.
- 9.15.3 Coach senior managers to communicate clearly to employees on performance and reward matters, seeking to avoid conflict.

Knowledge: what you need to know

- Relevant current local employment law and discrimination law in local and international jurisdictions, plus proposed changes. Knows what the organisation needs to do to mitigate risk.
- Understands the role of legislation in progressing issues of diversity.
- The significance of the employee relations climate and culture in the organisation and its impact on employee motivation and performance.
- Creating and delivering employee relations plans, including communication and involvement mechanisms.

Employee relations: Band 4

Activity: what you need to do

Develop employee relations strategy, policy and practice

- Establish the overall employee relations culture with organisational leaders, building trust, respect and fairness between organisation and employees.
- Lead the development of the employee relations strategy that delivers and supports the organisation's objectives.

Embed employee relations strategy, policy and practice

- Ensure that all HR/people strategies, policies and procedures are consistently deployed in line with the organisation's stated values.
- Ensure that the appropriate ER tools, policies and practices are well executed.
- Co-ordinate and work with legal providers to ensure that ER professionals have capability and are sufficiently developed to meet ER strategy.

- Stimulate debate and challenge leaders across the organisation on diversity and inclusion and build the business case for recognising and respecting individual differences.
- Monitor the impact of ER strategy on relations between organisation and employee and make changes as required.

Conflict management

- Encourage executives to behave in a consistent, transparent manner with integrity.
- Advise the organisation on appropriate conflict management approaches, including mediation.
- Ensure that grievance and disciplinary practice is robust and thoughtful to avoid tribunal action where appropriate.

Collective negotiation and consultation

- Design and define the organisation's industrial relations strategy that secures business performance and employee engagement while meeting legal requirements.
- Lead key negotiations with trade unions, works councils, employee forums on a range of business issues.
- Adopt an independent stand between the organisation and the trade union to constructively challenge both parties to improve and modernise working practices.

Performance culture

- Challenge executive leadership to adopt a performance-driven culture underpinned by a strong performance management capability.
- Design and advocate non-bureaucratic performance management processes in line with organisational values.

Knowledge: what you need to know

- Relevant current local employment law and discrimination law in local and international jurisdictions, plus proposed changes. Knows what the organisation needs to do to mitigate risk
- Understands the role of legislation in progressing issues of diversity.
- Employee relations issues and how their management can both positively and negatively impact the organisation's performance and culture.
- Developing an employee relation strategy with corresponding communication and involvement plan.

Service delivery and information

Ensure customer-focused HR service delivery excellence across the entire employee lifecycle, applying exceptional process and project management enable effective and cost-efficient HR service delivery; provide the organisation with meaningful analytics to enable business improvement.

Service delivery and information: Band 1

Activity: what you need to do

Establish customer requirements

- Ask the right questions and collate data to understand customer need.
- Alert manager to service issues or customer complaints.

Create service approach

- Use available technology effectively to access relevant hr content to resolve customer issues.
- Analyse and report on external benchmark response time and cost data.
- Manage transactional process around commissioning and managing service providers
- Keep accurate records of case history, and track progress against SLAs.
- Comply with organisational procedures and legislative requirements.

Build customer service culture and measure effectiveness

- Deliver service excellence, customer care and display strong customer service ethos, even through times of change.
- Recognise own accountability and authority level for handling inquiries.
- Track case management performance against SLAs.
- Deliver MI and documented processes in line with service-level agreement for the division and organisation, highlighting any potential need for corrective action.
- Implement systems and processes to measure efficiency of suppliers.

Project and change management

- Strive to maintain continued service excellence during times of change using existing processes and infrastructure.
- Support implementation of change by thoroughly testing new technology and feedback user experience.
- Utilise technology to collect and analyse service performance data in order to provide management information on service levels and costs.
- Continuously seek to identify ways to improve, challenging current practice and suggesting a better way.

Knowledge: what you need to know

- How to operate the organisation's HR technology model.
- Use of an HRIS and analysing and presenting data in understandable terms.
- The employee lifecycle and diverse needs at specific points (for example entry, promotion, exit).
- Handling, escalating and resolving complaints.
- Cost restraints and service delivery targets for organisation.
- The foundations of tools such as Six Sigma, Kaizen and Lean.
- Project management principles and practices.
- Individual responses to change, people as enablers and blockers.

Service delivery and information: Band 2

Activity: what you need to do:

Establish customer requirements

- Gain deeper insight into customer need or problem by questioning and exploring concerns, and reviewing data in reports.
- Raise repeated problems or blocks to excellence customer service.

Create service approach

- Use technology effectively to access and tie together relevant HR content to resolve case.
- Analyse and report on external benchmark response time and cost data. Support the options appraisal, needs identification, specification design and provider selection in line with corporate standards for agreed HR services.
- Maintain and monitor accuracy of case records, making necessary improvements and tracking progress against SLAs.
- Analyse the effects of legislative changes on services and implement changes to ensure compliance.
- Foster a culture of service excellence, role-model this as a customer champion and coach team to deliver customer care, including through times of change.
- Ensure clear accountability within team for delivery.
- Track service handling performance against SLAs.
- Deliver MI and service in line with established service-level agreement and metrics for the division or organisation, taking corrective action as required.
- Monitor service levels and give timely feedback to suppliers.

Project and change management

- Maintain continued service excellence during times of change, while parallel-testing new approaches.
- Pilot the implementation of new processes, policies, technology across end-to-end processes and with multiple users to mitigate risk to service delivery.

- Monitor and evaluate data, information and customer feedback to ensure ongoing service quality.
- Use process analysis tools to map and analyse processes, seeking continuous improvement in response times, quality, cost and waste.

Knowledge: what you need to know

- Methods for identifying and measuring needs for HR services and how HR technology can support delivery.
- Management of small commercial contracts and tender processes.
- The employee lifecycle and diverse needs at specific points (for example entry, promotion, exit).
- Delivering service excellence and dealing with a range of customer situations in a service centre setting.
- Organisational financial model underpinning service delivery.
- Use of process re-design tools such as Six Sigma, Kaizen and Lean to interrogate end-to-end processes.
- Application of project management tools and approaches within an organisation.
- Key stages in change management, identifying supporters, blockers and fence-sitters.

Service delivery and information: Band 3

Activity: what you need to do

Establish customer requirements

- Assess customer requirements and priorities through partnering with key customers and stakeholders, and establish data and MI requirements at function level.
- Identify problems with current HR service which indicate ineffective design/processes.

Create service approach

- Determine most effective service delivery channels to meet organization need.
- Benchmark externally to compare cost of HR service providers to deliver quality and response times.
- Lead the options appraisal, needs identification, specification design and provider selection in line with corporate standards for agreed HR services.
- Establish effective and efficient case management processes within policy area, and reassign as appropriate to meet SLAs.
- Identify and act on any legislative changes that may impact on service delivery.

Build customer service culture and measure effectiveness

- Drive a culture of service excellence, customer care and value for money, managing major change programmes effectively.
- Communicate accountabilities within wider HR team for design, implementation, customer support and administration.
- Analyse case load and reassign where appropriate to meet SLAs.
- Create, agree and manage service-level agreements and key performance indicators with internal customers, taking corrective action as required.
- Manage suppliers against service-level agreements, key performance indicators and contracts.

Project and change management

- Develop the business case for significant change programmes and manage implementation in support of major service model restructuring.
- Work with specialists and HR colleagues to design or amend IT processes in support of changes to HR processes.
- Seek process improvement ideas and feedback from customers through formal and informal feedback processes.
- Use process analysis tools to map and analyse end-to-end processes, understand blockages and drive continuous improvement in service delivery and customer satisfaction.

Knowledge: what you need to know

- Options for HR technology models, how to design and commission new technology solutions for HR and how to monitor effectiveness once in place.
- The options for delivering HR solutions through technology appropriate to the organisation.
- The employee lifecycle and diverse needs at specific points (for example entry, promotion, exit).
- Managing and motivating a service centre operations team to deliver service excellence against specified indicators and metrics.
- Managing against operational metrics.
- Use of process re-design tools such as Six Sigma, Kaizen and Lean to interrogate end-to-end processes.
- Stages and phasing of project and programme management.
- Critical factors in planning change across business areas; identifying risks and creating mitigation plans.

Service delivery and information: Band 4

Activity: what you need to do

Establish customer requirements

- Establish high-level customer requirements and priorities through partnering with executive customers and senior stakeholders, and establish MI requirements at organisation level.

- Identify current and potential HR service issues and problems across the organisation.

Create service approach

- Determine cost effective and appropriate service delivery approach and model to best meet needs of organisation.
- Benchmark externally to compare cost of HR service providers to deliver quality and response times.
- Negotiate major third-party contracts for the delivery of services.
- Establish strategy and model to ensure effective and efficient service delivery, and adapt process and delivery SLAs to meet crucial organisational needs.
- Ensure compliance and legislative requirements are given critical priority in design and implementation of service.
- Build customer service culture and measure effectiveness
- Visibly lead and motivate the service delivery team, driving a culture of service excellence and value for money, leading service model restructuring.
- Define accountabilities within wider HR team for design, implementation, customer support and administration.
- Adapt processes and delivery SLAs to match critical business need.
- Lead development and monitoring of internal service-level agreements, key performance indicators and metrics, taking corrective action as required.
- Establish key performance indicators, metrics and short-and-long term targets for service delivery from outsourced/off-shored providers.

Project and change management

- Lead and sponsor any major service model restructuring, and use MI to build organisation insights and highlight priorities and risks to organisational leaders
- Ensure that policies, processes and information technology are fit for purpose, in service of efficient and effective delivery and flexible enough to respond to changing service needs.
- Engage with customers in driving continuous improvement in service levels.
- Drive the use of formal continuous improvement processes to improve process efficiency and effectiveness and reach customer delivery and satisfaction targets.

Knowledge: what you need to know

- Models and options for running the HR function (for example centralised, decentralised, account management, shared services, outsourced, integrated service delivery) and the risks and opportunities associated with these.
- Leading-edge solutions to service delivery and their appropriateness to the organisation.
- The employee lifecycle and diverse needs at specific points (for example entry, promotion, exit).
- Leading and motivating a service operational team.

- Setting short-and long-term metrics and service- level agreements with internal customer and external suppliers.
- Use of process re-design tools such as Six Sigma, Kaizen and Lean to interrogate end-to-end processes.
- Stages and phasing of complex, multiple programme management
- Critical factors in planning change across complex, multi-site organisations; identifying risks and creating mitigation plans.

The Profession Map behaviours: an overview

This section describes the behaviours an HR professional needs to carry out their activities. Each behaviour is described at the four bands of professional competence.

Curious

Is future-focused, inquisitive and open-minded; seeks out evolving and innovative ways to add value to the organization.

Decisive thinker

Demonstrates the ability to analyse and understand data and information quickly. Uses information, insights and knowledge in a structured way to identify options, make recommendations and make robust, defensible decisions.

Skilled influencer

Demonstrates the ability to influence to gain the necessary commitment and support from diverse stakeholders in pursuit of organisation value.

Personally credible

Builds and delivers professionalism through combining commercial and HR expertise to bring value to the organisation, stakeholders and peers.

Collaborative

Works effectively and inclusively with a range of people, both within and outside of the organisation.

Driven to Deliver

Demonstrates determination, resourcefulness and purpose to deliver the best results for the organisation.

Courage to challenge

Shows courage and confidence to speak up skilfully, challenging others even when confronted with resistance or unfamiliar circumstances.

Role Model:

Consistently leads by example. Acts with integrity, impartiality and independence, balancing personal, organisation and legal parameters.

Curious

Is future-focused, inquisitive and open-minded; seeks out evolving and innovative ways to add value to the organization.

Band 1

- Interested in finding out about the organisation and the connections between wider organisational issues and their own role.
- Inquisitive about current issues and developments within the HR community and how they impact their current practice.
- Extends understanding to underlying issues and causes
- Reflects, analyses and tests ideas and insights with others.
- Open to trying new ideas and takes on board change. Is willing to try and not to succeed first time.
- Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.

Band 2

- Actively seeks ways to develop understanding of organisational and sector issues and developments.
- Keeps up to date with issues and trends in HR and brings insights back into the organisation to evolve and improve advice and solutions.
- Considers an issue or opportunity from a number of angles, based on experience, intuition and knowledge of the organisation.
- Seeks or creates opportunities to test new ideas or innovations.
- Drives self and supports others in working outside of comfortable environments and allows room for failure.
- Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.

Band 3

- Keeps up with and anticipates emerging organizational and commercial issues and developments.
- Connects with peers across HR and benchmarks against organisations to bring best practice ideas and innovations back to benefit the organisation.
- Extends reference sources to include the views of others outside the immediate or most apparently relevant frame of reference.
- Skillfully balances risk and innovation in trialing new ideas or translating insights into action.
- Fosters a continuous learning approach, showing interest and curiosity in new ideas and
- Opportunities and allowing time to build success.
- Driven to understand how people in various organisations or contexts react or behave differently in arrange of circumstances.

Band 4

- Proactively develops deep insights into the commercial and strategic context around their organisation.
- Connects into the HR community to debate and shape HR activity and practice and develop
- Leading edge insights for the organisation.
- Sheds light on big issues that others hadn't spotted or don't want to see through probing, digging deep and asking 'why?'
- Fosters an inquisitiveness in the organisation, resulting in new lines of thinking, original insight and breakthrough ideas in the business.
- Promotes and sponsors a culture that supports experimentation, continuous improvement and innovation.
- Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.

Contra-indicators

- Fails to see relevance of wider organisation issues, sector trends or contextual developments to organisation or role.
- Takes immediate information at face value and fails to ask questions when unclear.
- Needs to know all the answers, rather than the right method of enquiry.
- Rejects ideas quickly or spontaneously without reflection or adequate insights.
- Is focused on the present and the past and has a low interest in emergent or future issues.

Decisive thinker

Demonstrates the ability to analyse and understand data and information quickly. Uses information, insights and knowledge in a structured way to identify options, make recommendations and make robust, defensible decisions.

Band 1

- Assesses the value of information and data before applying it to a decision.
- Ensures details and facts are correct, complete and consistent, ensuring that conclusions drawn from the information are built on solid foundations.
- Uses previous experience, standard procedures and common sense to make decisions.
- Accurately collects and interprets relevant data in order to support organisation decision-making and delivery of task.
- Is able to use common sense and knowledge to solve problems while recognising limits of personal experience or authority within the organisation.

Band 2

- Gathers information from multiple sources, analyses and critiques it before making a decision.
- Compares and contrasts situations and information, identifying patterns and trends which inform subsequent decisions.
- Applies own judgement and criteria to adapt previous recommendations or experience in the light of the current circumstances.
- Identifies the most suitable analytical tools or data-gathering approaches according to the specific context.
- Identifies scope of own and others' decision-making authority, works appropriately within this to move forward resolution of organisational issues.

Band 3

- Evaluates information from multiple sources, applying intuition and judgement to weigh their value and relevance to the decision at hand.
- Maintains a broad view of the situation, identifying the key elements while keeping an overview of the detail.
- Makes effective decisions in the absence of complete information, but with a strong understanding of organisation priorities.
- Identifies how best to distil a mass of complex data into distinct, clear and concise concepts others can understand.
- Creates an environment where others can make decisions by clarifying roles and responsibilities and providing appropriate support.

Band 4

- Analyses both tangible and intangible information and data rapidly to develop critical insights.

- Sees macro connections, relationships and opportunities which others miss.
- Takes decisions in a strategic context where there are many unknowns, always mindful of existing and emerging organisation priorities.
- Identifies the key questions to ask in complex situations, providing direction for the course of investigation or data interrogation.
- Provokes the organisation to address complex or sensitive issues and guides senior management to pragmatic, sustainable solutions.

Contra-indicators

- Avoids long-standing, difficult or sensitive issues.
- Focuses on symptoms rather than causes.
- Makes fundamental errors in data analysis.
- Accepts data or analysis without evaluating the meaning or source.
- Fails to understand organisation decision-making processes (explicit or implicit) and how these translate into personal authorities.
- Takes a narrow focus, taking decisions in the interest of their own department, team or self.

Skilled influencer

Demonstrates the ability to influence to gain the necessary commitment and support from diverse stakeholders in pursuit of organisation value.

Band 1

- Seeks to understand how to influence within the culture, governance frameworks and politics of the organisation.
- Uses logical persuasion, backed by evidence to support their opinion or proposal.
- Compares and contrasts options to highlight relative advantages and disadvantages of progressing along alternative paths.
- Identifies the key points to communicate on any interaction, selecting the right channel for the message and audience.
- Seeks to understand themselves and how they differ from others in style, approach and beliefs.

Band 2

- Takes account of culture, governance frameworks and politics within their influencing and delivery approach.
- Takes steps to understand and consider the diverse opinions of involved parties ahead of a proposal.
- Addresses potential and anticipated reactions and resistance by using a flexible communication and influencing approach.
- Tailors communications to appeal to, include and engage different audiences.
- Proactively develops understanding of different people and adjusts own behaviour and approach to manage impact on others.

Band 3

- Builds relationships with key current and future influencers, working within and around politics and formal processes.
- Builds a comprehensive stakeholder map to understand the interested parties and the diversity of their views.
- Seeks out key stakeholders ahead of a key interaction or meeting to understand their points of views or concerns, and gains early support and buy-in.
- Makes the complex or ambiguous clear for others, enabling people to participate in debate and discussion.
- Has deep insights into own style and impact and is adept at reading and influencing a variety of people.

Band 4

- Secures consensus across a range of complex stakeholders and in sensitive and challenging situations.

- Systematically maps the complexity of interactions and relationships, views, values and motivations of key stakeholders.
- Develops and pursues a strategic internal and external influencing plan, at individual and organisation levels.
- Communicates in an authoritative, engaging and compelling way, leaving a clear and memorable message.
- Builds own, senior leadership, and the wider organisation's ability to understand self and the impact on others.

Contra-indicators

- Does not prepare adequately for meetings or interactions.
- Tends to over-rely on a single, previously reliable strategy for all eventualities.
- Takes interactions at face value.
- Fails to understand or appreciate impact on others; does not consider situation from others' viewpoint.
- Fails to appreciate need to engage the support of stakeholders.
- Takes a manipulative approach, using influence in a negative way.

Personally credible

Builds and delivers professionalism through combining commercial and HR expertise to bring value to the organisation, stakeholders and peers.

Band 1

- Considers how best to add value and ensures own expertise is sufficiently developed to do so.
- Shows enthusiasm to broaden own experience, knowledge, skills and self-insight.
- Passes on own skills to others, sharing knowledge and experience readily.
- Accepts and acts on feedback on own performance, reacting appropriately to both constructive criticism and praise.
- Offers sensible, impartial advice and is considered as wise counsel.

Band 2

- Brings theoretical and practical HR expertise to bear on individual and organisation issues and opportunities.
- Identifies and pursues opportunities to do work which will provide new experiences or stretch existing skills.
- Provides advice and guidance to colleagues, building a reputation as a reliable source of collegiate support.
- Seeks out feedback from HR colleagues and managers, taking the learning and development points on board and modifying own practice.
- Builds trust of employees and managers by consistently giving carefully thought-through advice.

Band 3

- Develops own and others' HR capability to deliver against organisational needs.
- Acts as a role model for continuous learning, focusing own and others' efforts on building professional and organisational knowledge.
- Provides formal and informal development support to peers in the organisation.
- Builds regular reflective reviews into the work plans while encouraging informal, day-to-day feedback as a matter of course.
- Offers professional, up-to-date views, opinions and advice to leaders, managers, staff and peers and is regularly sought out to do so.

Band 4

- Keeps HR expertise and professional practice flexible and evolving to meet strategic priorities and organisation requirements.
- Creates a shared learning and knowledge transfer environment and process across the organisation.

- Acts as a coach or mentor to others across the organisation and externally, provides a strategic perspective.
- Uses both formal and informal processes to gain feedback on own performance and development and the HR team, implements improvements.
- Combines leading-edge HR and business insights to provide highly impactful advice and challenge to senior leaders.

Contra-indicators

- Does not possess required technical depth and breadth.
- Focuses on development of HR knowledge at expense of wider understanding of the organisation and its context.
- Applies HR knowledge without considering how it fits within the organisational context.
- Offers advice beyond boundaries of knowledge or experience.
- Spends little time on personal and professional development activities.
- Is unwilling to share expertise with others.
- Gives little time to the development of peers and colleagues.

Collaborative

Works effectively and inclusively with a range of people, both within and outside of the organisation.

Band 1

- Shows sensitivity and respect for others' feelings, cultures and beliefs, showing respect for diversity.
- Makes a positive contribution to the team, supporting colleagues in their day-to-day work.
- Establishes constructive and collaborative relationships with immediate colleagues.
- Passes on information promptly, keeping colleagues up to date.
- Handles disagreements as they occur, seeking a constructive solution.

Band 2

- Makes time to get to know individuals, listens to and builds understanding of their skills, interests and motivations, to work together more effectively.
- Builds a sense of team spirit, encouraging shared ownership of objectives and deliverables.
- Builds mutually beneficial relationships, listening to and gaining the respect and confidence of others.
- Solicits the involvement of others and readily shares own experience and expertise.
- Recognises sensitive or controversial situations and plans how best to handle them.

Band 3

- Brings people with complementary skills, interests and viewpoints together, ensuring the work benefits from diverse input.
- Promotes a team ethos across organisation boundaries.
- Forms collegiate working relationships with a diverse range of contacts within and outside the organisation.
- Ensures the right people are involved at the right time, navigating internal politics with skill.
- Identifies and pre-empts any potential sources of conflict, ensuring continued collaboration.

Band 4

- Promotes a collegiate culture that encourages difference and respects diversity.
- Builds active strategic partnerships with others' functions, breaking down silos and territorial behaviour.

- Builds strategic relationships outside of the organisation for the good of the organisation.
- Acts in line with organisation needs, rising above the demands of any one stakeholder or influential group.
- Resolves highly charged, high- profile conflicts, bringing all parties together to effect a mutually acceptable solution.

Contra-indicators

- Consistently works in isolation, pursuing own solution without involvement of appropriate stakeholders.
- Fails to build contact with people beyond own work area.
- Shows little consideration or respect for other colleagues.
- Withholds relevant information, expertise or knowledge from others.
- Does not contribute willingly to the team and adopts a passive role.
- Fails to listen, showing little interest in the views of others.
- Fails to recognise the value of diversity.
- Does not understand the importance of relationships and so fails to nurture them.

Driven to deliver

Demonstrates determination, resourcefulness and purpose to deliver the best results for the organisation.

Band 1

- Demonstrates a consistently strong bias for action and a desire to deliver.
- Identifies the steps to achieve agreed tasks, goals and objectives in the immediate or short term.
- Focuses own activity on the agreed priorities, getting things done efficiently and effectively.
- Keeps track of own progress, completing work to deadlines or informing others when targets can't be met.
- Consistently delivers to expectations and commitments, meeting or exceeding agreed standards.

Band 2

- Leads delivery at a team level by prioritising, setting clear milestones and establishing unambiguous measures.
- Creates and drives delivery of clear project plans for multiple projects in the short to medium term.
- Identifies and focuses on the priorities in line with overall organisation goals and deliverables.
- Tracks progress and resolves issues promptly when projects are slipping.
- Maintains enthusiasm and commitment to deliver results in the face of difficulties.

Band 3

- Delivers personally and through others across projects by setting clear goals and targets, monitoring progress and holding people to account.
- Creates and drives delivery of clear programmes which span the organisation over the medium to long term.
- Is agile, works with the business to confirm priorities when facing conflicting agendas.
- Pre-empts setbacks on projects by anticipating and addressing potential sources of delays.
- Shows persistence and resourcefulness in the face of obstacles.

Band 4

- Ensures delivery across the organisation by inspiring others with energy and personal drive.
- Creates and drives delivery of a long-term strategy through establishing a clear governance structure with single-point accountabilities.

- Is agile, re-prioritises objectives in line with the organisation's changing needs.
- Identifies ways to deliver despite challenging internal and/or external circumstances.
- Sets a personal example of consistency and determination, taking full accountability for the delivery of organisation goals.

Contra-indicators

- Unwilling to recognise, or deal with, capability or performance issues in self or others.
- Works in an unfocused way, failing to prioritise or keep track of progress.
- Fails to adapt approach when deadlines, targets or standards are threatened or changed.
- Gives up in the face of obstacles and does not demonstrate a sense of personal responsibility for delivery.

Courage to challenge

Shows courage and confidence to speak up skilfully, challenging others even when confronted with resistance or unfamiliar circumstances.

Band 1

- Stands by own proposals in the face of difficult questions, providing supporting evidence.
- Explores and takes into account the full range of viewpoints.
- Adopts a questioning approach to clarify or more fully understand an issue.
- Helps to uncover pertinent facts to move a debate forward.
- Consults others for ideas, advice and direction when facing unusual problems.

Band 2

- Remains calm and stands by decisions in the face of opposition or resistance, addressing challenges appropriately.
- Observes, listens, questions and challenges to ensure a full discussion.
- Reaches a conclusion and takes an early view on an issue.
- Intervenes in lengthy process or excessive debate to draw conclusions and reach a decision.
- Works closely with others who are involved in and impacted by the issue, consulting for their views and involving them in developing the solution.

Band 3

- Holds own position determinedly and with courage when it is the right thing to do, even when those in power have divergent views.
- Surfaces 'the unsaid', fostering openness and honesty through own example.
- Makes own position clear in the debate early on and backs it with relevant professional knowledge.
- Identifies when a quick decision will be more effective than consultation or further research, ensuring others understand and are aligned.
- Explores and takes account of both the organisation's political forces and personal standing in a debate.

Band 4

- Takes a stand and acts on their own beliefs, despite significant opposition and personal risk.
- Builds close partnerships with senior leaders, providing a 'safe haven' for difficult conversations around the hard issues and surfacing 'the truth'.
- Stands up for self and the organisation publicly when the worst happens in difficult circumstances.
- Takes a visible lead in progressing a disputed issue or ethical dilemma for the benefit of the organisation.

- Skillfully navigates and copes effectively with organisation politics. Is sufficiently self-reliant to manage extended periods of isolation or unpopularity in order to do the right thing.

Contra-indicators

- Avoids difficult conversations and confrontation.
- Shows stubbornness in the face of opposition, even when proved wrong.
- 'Caves in' when challenged or questioned.
- Shows lack of confidence in own knowledge, abilities and judgements.
- Tends to apportion blame and accountability to others when things go wrong.
- Sits on the fence rather than taking a clear stand.

Role model

Consistently leads by example. Acts with integrity, impartiality and independence, balancing personal, organisation and legal parameters.

Band 1

- Has a deep sense of own core values and operates within personal boundaries.
- Consistently acts according to organisational and legal principles and agreed processes.
- Delivers to expectations and promises.
- Accepts responsibility and takes remedial and developmental action when mistakes are made.
- Deals with personal data and information in a highly professional manner and within the boundaries of relevant legislation, such as the Data Protection Act.

Band 2

- Has a deep sense of own core values and operates within personal boundaries.
- Encourages others to act in line with organisational standards and frameworks.
- Articulates own principles and expectations and acts consistently to uphold these in line with organisational processes and values.
- Takes and promotes a learning approach to decisions and activities that turn out to be flawed or mistaken.
- Applies sound personal judgement in dealing with sensitive or critical information, respecting confidentiality.

Band 3

- Skilled at managing any conflict between personal values and those of the organisation.
- Sets out the standards and values for managers and peers and holds people accountable for their actions.
- Consistently role-models, acting according to one's own principles and delivering to espoused values and expectations.
- Encourages ongoing reviews of projects and decisions to build a learning and improvement approach within HR.
- Handles emotive issues with sensitivity, applying wisdom and judgement to identify a constructive path forward.

Band 4

- Skilled at managing any conflict between personal values and those of the organisation.

- Challenges leader and organisation actions when inconsistent with espoused values, beliefs and promises.
- Represents and promotes the reputation of HR to operate professionally within the organisation.
- Takes ultimate accountability for decisions and actions of the HR team, addressing any concerns raised by managers promptly and robustly and promoting the lessons to be learned.
- Can be relied upon to skilfully balance the respect of confidentiality and the need to feed key messages to the organisation leaders.

Contra-indicators

- Does not lead by example or stand by own principles or espoused beliefs.
- Is preoccupied with own agenda rather than the needs of the client or organisation.
- Acts inconsistently or overlooks inappropriate behaviour with regard to the company's processes, values and expected behaviours.
- Enforces organisational and HR processes without considering impact on individuals and the interaction with personal values.