

HR Profession Map

Our Professional Standards



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Introduction

CIPD's HR 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 HR 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, essentially CIPD's HR Profession Map shares what the most successful HR professionals know and do at every stage of their career; which is proving to be a powerful tool. A wide range of organisations and HR professionals are now using the CIPD's HR Profession Map to benchmark and build their HR capability at individual, team function and organisation levels.

Who is it for?

Since its launch in 2009, a wide range of organisations have adopted CIPD's HR Profession Map standards to define or benchmark their HR capability at individual, team, function and organisational 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 are 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 HR Profession Map is for you.

Use the standards to help you in your own professional development and plan your career path, or that of your team. Use them to help you prioritise your work in the coming months, or to help pull together your HR strategy. Simply use the professional areas that are relevant to you and your work at this time, at the band that most suits your needs.

How CIPD's HR Profession Map is used

	For you
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	Developing specialist expertise

*"I believe that a major part of my CPD is CIPD's HR Profession Map. It benefits not only me but also the organisation, as it is coupled with my CIPD qualification and it provides me with the knowledge, skills and tools to deliver a sustained business success within the organisation. **Dominic Ceraldi – HR Manager**"*

How CIPD's HR Profession Map is used

For your organisation	
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

*“For the past few years we have worked with the CIPD to develop our own HR skills framework which incorporates the relevant elements of CIPD's HR Profession Map and McDonald's existing leadership competencies. **McDonalds**”*

The HR Profession Map insight bank

The Map is continuously informed by research and feedback from HR professionals and academics. In our recent refresh, we focused on reinforcing the idea of a more global mindset in the practitioner and to reflect the CIPD Next Generation HR research.

The Map lays out the landscape as we know it now. As we continue to bank insight on the evolution of the profession, so we will continue to review and update the map. So you can rest assured that you will always have the latest thinking and standards for your profession at your fingertips.

Want to know more?

cipd.co.uk/HRPM

Have feedback or comment for the next refresh?

We are now gathering feedback and insight to inform the next refresh of the Map. We are actively seeking feedback and comment from organisations and individuals across the world.

If you or your colleagues have feedback or would like to comment on any aspect of the HRPM, please let us know.

HRPMfeedback@cipd.co.uk

The CIPD HR Profession Map

The design principles and architecture of the HR Profession Map

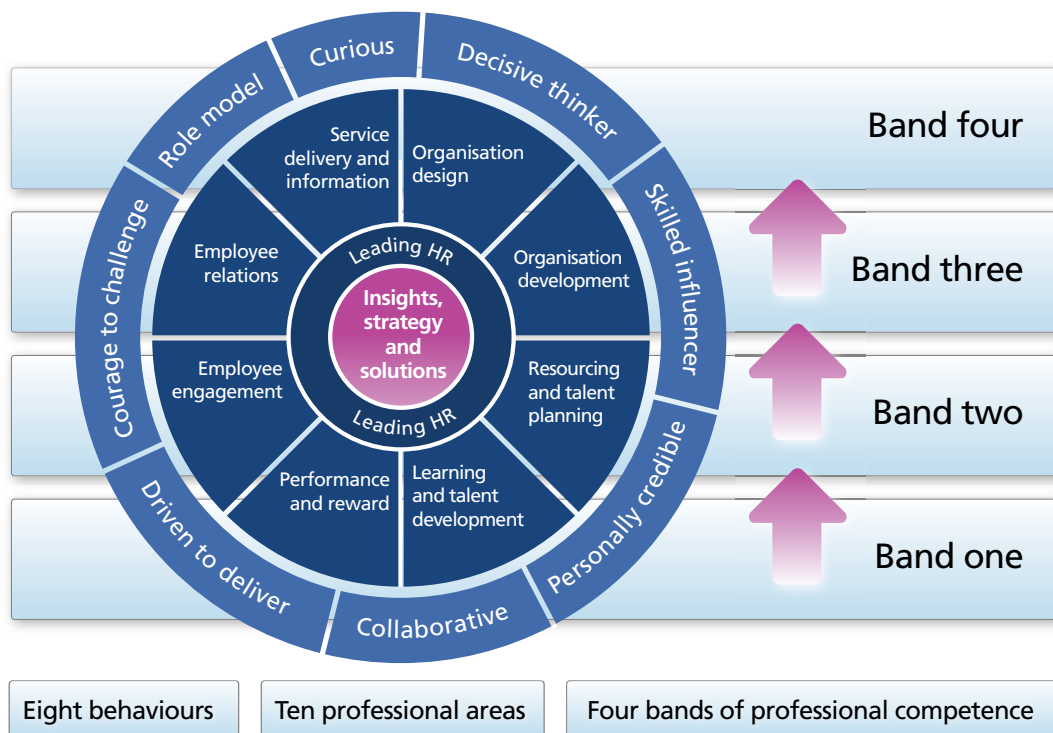
The HR Profession Map was developed using the following design principles:

- 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 will cover 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.

The HR Profession Map was developed by the profession for the profession. It was created by both specialists and generalists, working in the UK and internationally, across the private sector public and third sectors.

Its architecture is simple and flexible – it includes ten professional areas, eight behaviours in four bands.

HR Profession Map



The architecture of the HR Profession Map

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 Bands

Introduction

The HR Profession Map knowledge and activities in the ten professional areas, as well as the statements in the behaviours, are displayed in four bands. The four bands of professional competence define the contribution that professionals make at every stage of the 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 HR Profession Map for your own development or for your HR team's/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	Band 2	Band 3	Band 4
<i>Relationship with client</i>	Delivering fundamentals.	Adviser, issues-led.	Consultant, co-operative partner.	Leadership colleague, client confidante and coach.
<i>Focus of activity</i>	Client support and processing activity. Immediate and ongoing.	Advising and managing individual or team-based human resource issues and problems. Current or near term.	Leading the professional area. Addressing the HR challenges at the organisational level. Medium and longer term.	Leading the function or professional area. Leading the organisation. Developing the organisational strategy. Developing the HR strategy. Partnering with the client.
<i>Where time is spent</i>	Providing information, managing data, process delivery.	Understanding the issues and parameters, issue analysis, evaluation, solutions and likely consequences.	Understanding the functional and business realities, providing insights and linkages, flexible and innovative solutions, risk analyses.	Understanding the organisational and industry realities and the client's needs, developing strategies and plans.
<i>Service to the client</i>	Facts and information. Delivering fundamentals. Process support. Peace of mind.	Issues handled. Flexible options and recommendations.	Ideas, insights and challenge. Solutions.	'Safe haven' for challenging discussions around the hard issues, surfacing and reflecting 'the truth'.
<i>Measures</i>	Execution excellence, efficiency, accuracy, flexibility and silent running. Client satisfaction.	Issues and problems satisfactorily resolved. Repeat business.	Trusted partner. Seat at the leadership table.	Lead team colleague. Sought by client as development and performance coach.
<i>Relative skill balance</i> <i>Behaviours: technical</i>	30:70	50:50	60:40	80:20

Transitions: moving through the bands

Introduction

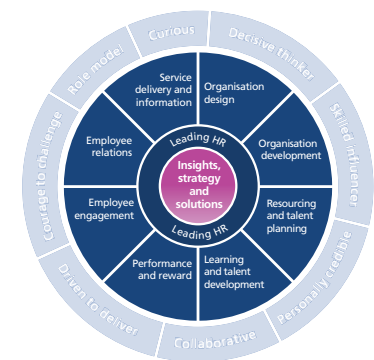
There are transitional challenges relating to moving from one band to the next in any career. These guidelines set out advice for moving through the first, second and third transitions:

- where time is spent and the perspective on what is important
- the new skills focus
- what is let go or relinquished?

	Moving from band 1 to 2 First transition	Moving from band 2 to 3 Second transition	Moving from band 3 to 4 Third transition
<i>Where time is spent and the perspective on what is important</i>	<p>From delivering a real-time service to analysing current and near-term issues and operational problem-solving for a line manager or group.</p> <p>Taking a view on the totality of the function and understanding how to get things done across boundaries.</p> <p>Working through and trusting other people rather than delivering alone.</p> <p>Managing the performance and delivery of others on whom performance depends and giving sufficient time to coach and support.</p> <p>Valuing rewards through others' achievements and recognising own role in this.</p> <p>Focusing on a broader team agenda rather than individual agenda.</p>	<p>Medium and long term, increasingly complex strategic and operational problem-solving in a client partnership.</p> <p>Taking a view of the totality of the organisation's business, not just the function.</p> <p>Taking time for less tangible activities such as visioning, explaining, engaging, involving, coaching and supporting others.</p> <p>Communicating with and influencing a wider circle of internal and external stakeholders.</p> <p>Creating synergies with other functions and overcoming parochial differences.</p> <p>Building and maintaining organisational image and personal impact.</p>	<p>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.</p> <p>Taking the broadest frame of reference and focusing beyond the existing business and market drivers – exploring the unknown.</p> <p>Leading and integrating the totality of the function at the highest level in the context of the whole organisation.</p> <p>Taking a visible position, closely watched by senior line, functional leaders and external counterparts.</p> <p>Operating with little guidance.</p>
<i>The new skills focus</i>	<p>Building an awareness of the human resource levers that drive business value.</p> <p>Building and testing a range of interpersonal skills including communication, listening, relationship management, influencing.</p> <p>Broadening knowledge of the organisation and how decisions are made.</p> <p>Deepening technical skills and knowledge.</p>	<p>Deepening understanding of the business and economic levers that drive value and pose risk.</p> <p>Switching the balance to spending more time using increasingly sophisticated behaviours and less time using technical knowledge.</p> <p>Shifting from talking to listening and eliciting ideas from internal and external.</p> <p>Increasing capability to deal with uncertainty, ambiguity and the intangibles.</p> <p>Becoming emotionally resilient and deepening self-awareness</p>	<p>Deepening understanding of the business in the context of the industry and understanding the levers and risks that drive and threaten value.</p> <p>Honing and mastering partnering, consulting, influencing, engaging and communication skills.</p> <p>Showing deference to technical experts and knowledge and an ability to access them readily.</p> <p>Taking a stand of objectivity and integrity and demonstrating courage to challenge and confront.</p> <p>Shaping the softer side of the business.</p>
<i>What is let go or relinquished?</i>	<p>Letting go of work which defined previous successes and which was previously enjoyed.</p> <p>Letting go of being personally in control.</p>	<p>Letting go of the need to have adequate, quality information or time before making a decision.</p>	<p>Relinquishing most hands-on work.</p> <p>Letting go of the need to know the answer to technical questions.</p>

Professional areas





Professional area definitions

The Core Professional Areas

Introduction

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

Core Professional Area	Definition
CORE: Insights, Strategy and Solutions	Develops actionable insights and solutions, prioritised and tailored around a deep understanding of business, contextual and organisational understanding.
CORE: Leading HR	Provides active, insight-led leadership: owning, shaping and driving themselves, others and activity in the organisation. Although not everyone will have a role where they lead others, it is still important that they develop and grow in the other two dimensions.

Professional Area	Definition
Organisation Design	Ensures that the organisation is appropriately designed to deliver organisation objectives in the short and long-term and that structural change is effectively managed.
Organisation Development	Organisation Development is about ensuring the organisation has a committed, ‘fit for the future’ workforce needed to deliver its strategic ambition. It plays a vital part in ensuring that the organisation culture, values and environment support and enhance organisation performance and adaptability. Provides insight and leadership on development and execution of any capability, cultural and change activities.
Resourcing and Talent Planning	Ensures that the organisation is able to identify and attract key people with the capability to create competitive advantage and that it actively manages an appropriate balance of resource to meet changing needs, fulfilling the short and long-term ambitions of the organisation strategy.
Learning and Talent Development	Ensures that people at all levels of the organisation possess and develop the skills, knowledge and experiences to fulfill the short and long-term ambitions of the organisation and that they are motivated to learn, grow and perform.
Performance and Reward	Builds a high-performance culture by delivering programmes that recognise and reward critical skills, capabilities, experience and performance, and ensures that reward systems are market-based, equitable and cost-effective.
Employee Engagement	In the context of organisation objectives, ensures that in all aspects of the employment experience – the emotional connection that all employees have with their work, colleagues and to their organisation (in particular line manager relationship) is positive and understood, and that it delivers greater discretionary effort in their work and the way they relate to their organisation.
Employee Relations	Ensures that the relationship between an organisation and its staff is managed appropriately within a clear and transparent framework underpinned by organisation practices and policies and ultimately by relevant employment law.
Service Delivery and Information	Ensures that the delivery of HR service and information to leaders, managers and staff within the organisation is accurate, efficient, timely and cost-effective and that human resource data is managed professionally.

Insights, strategy and solutions

Develops actionable insights and solutions, prioritised and tailored around a deep understanding of business, contextual and organisational understanding.

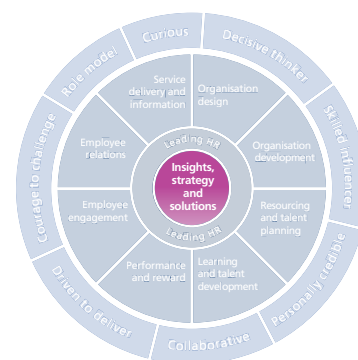


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Building a picture</i>	<p>1.1.1 Use management information and role experience to develop an understanding of what's happening in the organisation and externally.</p> <p>1.2.1 Read relevant information and articles to build and broaden understanding of new initiatives and practices across specialist and generalist areas of human resources.</p> <p>1.3.1 Consider the bigger picture at all times, observing connections, and draw conclusions about the impact of events and activities on each other.</p>	<p>1.1.2 Use a range of analytical tools, personal experience and management information to develop an understanding of what's happening in the organisation and externally.</p> <p>1.2.2 Network with specialist colleagues internally and communities of practice externally to understand current trends and innovations.</p> <p>1.3.2 Consider the bigger picture at all times, observing connections, and draw conclusions about the impact of events and activities on each other.</p>	<p>1.1.3 Use a range of analytical tools, personal experience and management information to build a rich picture of what's happening in the organisation and externally.</p> <p>1.2.3 Build relationships and form alliances with internal and external specialists and communities of practice to keep ahead of emerging trends, ideas and innovations.</p> <p>1.3.3 Spot opportunities and patterns within the wider organisation, business and context and use these to develop new insights.</p>	<p>1.1.4 Use a range of analytical tools, personal experience and management information to develop a deep understanding of what's happening in the organisation and externally.</p> <p>1.2.4 Build relationships with internal and external counterparts and executive communities of practice to keep ahead of emerging trends, ideas and industry/sector insights, locally and internationally, for different employee groups.</p> <p>1.3.4 Spot opportunities and patterns within the total organisation, business and context and use these to develop new insights.</p>
<i>Developing actionable insight</i>	<p>1.4.1 Develop insights about potential opportunities or risks for the organisation from experience.</p> <p>1.5.1 Collate and feed in ideas and observations to your colleagues and others to influence policy and process.</p> <p>1.6.1 Raise risks with managers that may affect the long-term reputation of the organisation.</p>	<p>1.4.2 Use your insights to identify opportunities, priorities and potential risks.</p> <p>1.5.2 Work with colleagues and managers to develop shared insights and priorities and activities.</p> <p>1.6.2 Raise risks with managers that may affect the long-term reputation of the organisation.</p>	<p>1.4.3 Use your insights to create a prioritised HR plan that assesses risks and benefits against the needs of the business.</p> <p>1.5.3 Build others' confidence in your recommendations across the organisation and ensure accountability for delivery.</p> <p>1.6.3 Provide managers with insight into the current risks or benefits of decisions or actions with respect to the long-term reputation and health of the organisation.</p>	<p>1.4.4 Use your insights to challenge and shape executive thinking around the risks and benefits of decisions or planned strategy.</p> <p>1.5.4 Align key influencers around purpose and strategies and ensure accountability for delivery.</p> <p>1.6.4 Provide insight to executives into the potential risks or benefits of decisions or actions today with respect to the long-term reputation and health of the organisation.</p>
<i>Delivering situational HR solutions that stick</i>	<p>1.7.1 Support HR colleagues in designing and developing HR solutions by providing accurate information, collating data and measures, analysing data and providing clear and meaningful reports.</p> <p>1.8.1 Manage the administration and accurate record-keeping associated with change projects.</p>	<p>1.7.2 Develop and implement HR solutions that address actions emanating from insights, either to mitigate critical risk or capitalise on opportunity.</p> <p>1.8.2 Support the implementation of change by working with managers to ensure they fully understand the rationale behind the change, the vision for the future, what needs to be done, and to surface the impact that the changes will have on the organisation and the people.</p>	<p>1.7.3 Design, develop and implement HR solutions that address actions emanating from insights, either to mitigate critical risk or capitalise on opportunity.</p> <p>1.8.3 Lead and influence change at a functional level across the organisation. Develop detailed project plans to support implementation of major change initiatives.</p>	<p>1.7.4 Lead design of HR solutions that address actions emanating from insights, either to mitigate critical risk or capitalise on opportunity.</p> <p>1.8.4 Lead and champion the implementation of the most significant organisation change activities, such as reorganisations, mergers and acquisitions.</p>

Insights, strategy and solutions

Develops actionable insights and solutions, prioritised and tailored around a deep understanding of business, contextual and organisational understanding.



Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Delivering situational HR solutions that stick (continued)</i>	<p>1.9.1 Manage the administration and assist with delivery and evaluation of planned 'one-off' HR programmes and projects within the organisation.</p> <p>1.10.1 Keep records of identified risks and plan to mitigate against them.</p> <p>1.11.1 Collect, collate and analyse project metrics, data and report back on key information.</p>	<p>1.9.2 Support the timely and efficient delivery and evaluation of planned 'one-off' HR programmes and projects within the organisation.</p> <p>1.10.2 Identify potential risks to implementation of situational HR solutions.</p> <p>1.11.2 Evaluate project impact and results to ensure HR solutions meet organisation needs.</p>	<p>1.9.3 Manage and evaluate the efficient delivery of significant ongoing, annual and planned 'one-off' HR programmes and projects within the organisation.</p> <p>1.10.3 Develop action plans to mitigate risk emanating from the implementation of situational HR solutions.</p> <p>1.11.3 Assess and review the impact of solutions, stay alert to changes in context and make appropriate corrections to strategy and solutions.</p>	<p>1.9.4 Sponsor and evaluate delivery of major, planned, new, high-impact HR programmes and projects across the organisation.</p> <p>1.10.4 Lead in risk mitigation, governance and ethics strategies.</p> <p>1.11.4 Assess and review the impact of solutions, stay alert to changes in context and make appropriate corrections to strategy and solutions.</p>
<i>Building capacity and capability</i>	<p>1.12.1 Manage the administration and assist with delivery and evaluation of development and deployment across the organisation.</p> <p>1.13.1 Work to apply HR policies consistently and fairly, applying appropriate judgement.</p> <p>1.14.1 Provide accurate and timely information, data and advice to managers and employees on organisation's human resources policy and procedures and employment law.</p> <p>1.15.1 Assist with disciplinary and performance conversations by following agreed procedures, taking accurate minutes and recording actions.</p> <p>1.16.1 Observe differences in team and organisational culture.</p> <p>1.17.1 Support the implementation of change by coaching employees in understanding their role in the change that is happening, the reasons for it and the results that are expected.</p>	<p>1.12.2 Work in partnership with managers to implement development and deployment systems across the organisation to ensure that people have access to appropriate development opportunities.</p> <p>1.13.2 Build capability of managers to handle situations with skill rather than managing the issue for them.</p> <p>1.14.2 Work with managers and employees to provide human resource and legal direction, advice, challenge and support.</p> <p>1.15.2 Partner with managers and staff to provide a safe and confidential place to have difficult conversations about personal performance issues.</p> <p>1.16.2 Assess team culture and its ability to deliver the organisation's strategy and goals.</p> <p>1.17.2 Coach managers to help them drive and sustain changes in the culture of the organisation.</p>	<p>1.12.3 Implement appropriate processes to ensure that the organisation has the right people in sufficient numbers, in the right places and with the right experience and capabilities to deliver the goals of the organisation now and in the future.</p> <p>1.13.3 Build capability of senior managers to anticipate and pre-empt organisation issues.</p> <p>1.14.3 Work in partnership with leaders and managers to provide challenge, legal guidance and advice.</p> <p>1.15.3 Challenge and support managers to deal with difficult people issues in a fair, straightforward manner and without delay.</p> <p>1.16.3 Assess the organisation's culture and its ability to deliver the agreed strategy and goals.</p> <p>1.17.3 Support the change in culture by amending existing policies, processes and communications.</p>	<p>1.12.4 Look ahead and challenge executive leaders to ensure that the right organisation and capability is in place to deliver the results in the immediate and longer term.</p> <p>1.13.4 Build capability of senior leadership team to anticipate and pre-empt organisation issues.</p> <p>1.14.4 Develop strong and trusted partnerships with organisation's leadership team to provide challenge, legal guidance and advice.</p> <p>1.15.4 Act as a confidante and performance coach to the most senior leaders, providing a safe haven for difficult conversations about the organisation or people issues.</p> <p>1.16.4 Assess the organisation's culture and its ability to deliver competitive advantage in the short and long term.</p> <p>1.17.4 Shape the evolving culture of the whole organisation in anticipation of future challenges as well as in response to current challenges.</p>

Insights, strategy and solutions

Develops actionable insights and solutions, prioritised and tailored around a deep understanding of business, contextual and organisational understanding.

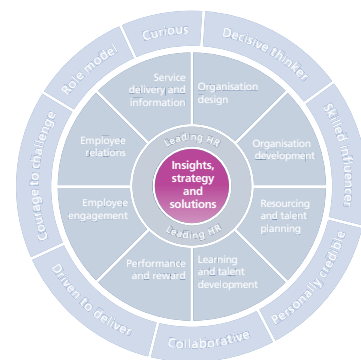


Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
Business knowledge	1.18.1 The vision and purpose of the organisation and how this relates to your role.	1.18.2 The vision and purpose of the organisation and how this relates to your role.	1.18.3 The vision and purpose of the organisation and how to build functional alignment (organisation design, strategy and plans) to this vision and purpose.	1.18.4 The vision and purpose of the organisation and how to build functional alignment (organisation design, strategy and plans) to this vision and purpose.
	1.19.1 The organisation's customers and the products and services the organisation provides to them.	1.19.2 How the organisation delivers value to its customers through its products and services.	1.19.3 Total products, services and customer profile of the organisation and the real, critical drivers of organisation performance.	1.19.4 Total products, services and customer profile of the organisation and the real, critical drivers of organisation performance.
	1.20.1 Up-to-date press relating to the organisation and its competitors.	1.20.2 Relevant business commentary relating to the organisation and its competitors.	1.20.3 Relevant internal and external business commentary – relating to the organisation and its competitors.	1.20.4 Relevant internal and external business commentary – relating to the organisation and its competitors.
	1.21.1 How to access basic financial and non-financial performance information on the business.	1.21.2 How to interpret basic financial and non-financial performance information on the business.	1.21.3 What the key organisation, commercial and value drivers are and how they impact on HR solutions for the business.	1.21.4 The total organisation, commercial and value drivers and how they impact on HR solutions for the business.
Contextual knowledge	1.22.1 The sector context in which the organisation operates.	1.22.2 The sector context in which the organisation operates.	1.22.3 The sector in which the organisation operates and the market factors that impact sustainable organisation performance.	1.22.4 The sector in which the organisation operates and the other market factors that impact sustainable organisation performance.
	1.23.1 Significant issues within the organisation's environment which impact you and others around you, for example economic conditions.	1.23.2 The major political, economic, social, technological, legal and environmental (PESTLE) issues that may impact your organisation.	1.23.3 The immediate and prospective political, economic, social, technological, legal and environmental (PESTLE) issues that may impact your organisation and its competitors.	1.23.4 The immediate and prospective political, economic, social, technological, legal and environmental (PESTLE) issues that may impact your organisation and its competitors.
	1.24.1 Where you can access information about external issues and events that may impact on your organisation.	1.24.2 Where you can access information about external issues and events that may impact on your organisation.	1.24.3 The key sources of relevant external information that may impact the current and future health of the business.	1.24.4 The key sources of relevant external information that may impact the current and future health of the business.
Organisation knowledge	1.25.1 The way the organisation, and/or functions and teams are structured.	1.25.2 Organisational structure and processes, decision-making processes, governance and any espoused values or behaviours.	1.25.3 The rationale for current organisation structures and espoused values and behaviour frameworks.	1.25.4 The rationale for current organisation structures and espoused values and behaviour frameworks.
	1.26.1 The governance and decision-making processes guiding how you deliver.	1.26.2 Key relationships and stakeholders and explicit and implicit rules guiding these interactions.	1.26.3 Organisational politics, key influencers, internal and external stakeholder groups, dynamics between individuals and groups which drive decisions.	1.26.4 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.
	1.27.1 A sense of how things really work in the organisation and the barriers to change.	1.27.2 A sense of how things really work in the organisation and the barriers to change.	1.27.3 Deep understanding of how things really work in the organisation and the barriers to change.	1.27.4 Deep understanding of how things really work in the organisation and the barriers to change.

Insights, strategy and solutions

Develops actionable insights and solutions, prioritised and tailored around a deep understanding of business, contextual and organisational understanding.

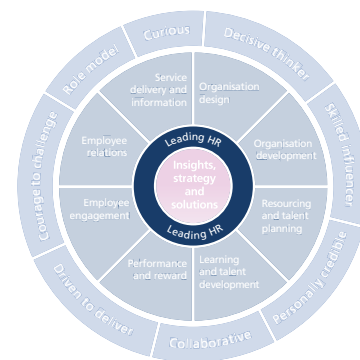


Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>Organisation knowledge (continued)</i>	1.28.1 The capability and skills that are needed within the organisation.	1.28.2 The capability and skills that drive competitive advantage for the organisation.	1.28.3 The differentiating capabilities and skills that drive competitive advantage for the organisation, how these can be built, bought or developed.	1.28.4 The differentiating capabilities and skills that drive competitive advantage for the organisation, how these can be built, bought or developed.
<i>HR professional knowledge</i>	1.29.1 How the 10 HR professional areas combine together to create an overall human resources offering to the organisation.	1.29.2 Has a good understanding of human resources technical skills across all of the 10 professional areas with a deep spike in at least two areas including 'Insights, Strategy and Solutions' and 'Leading HR'. Understands how the human resources levers can be managed to drive performance.	1.29.3 Has a good understanding of human resources technical skills across all of the 10 professional areas with a deep spike in at least two areas including 'Insights, Strategy and Solutions' and 'Leading HR'. Understands how the human resources levers can be managed to drive performance.	1.29.4 Has a good understanding of human resources technical skills across all of the 10 professional areas with a deep spike in at least two areas including 'Insights, Strategy and Solutions' and 'Leading HR'. Understands how the human resources levers can be managed to drive performance.
	1.30.1 Knows or can access relevant law, in relevant local and international jurisdictions.	1.30.2 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.	1.30.3 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.	1.30.4 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.
	1.31.1 Where to access external information on HR best practice and thought leadership.	1.31.2 Up to date with HR best practice and thought leadership.	1.31.3 What external HR (business and academic) thought leaders and benchmark organisations are doing in a variety of areas and considers how lessons may apply to own organisation.	1.31.4 What external HR (business and academic) thought leaders and benchmark organisations are doing in a variety of areas and considers how lessons may apply to own organisation.
	1.32.1 How to effectively organise your own workload and priorities.	1.32.2 The project management approach and supporting methodologies.	1.32.3 Comprehensive knowledge of managing HR projects and programmes.	1.32.4 How to lead and shape organisation transformational programmes.
	1.33.1 How a strategy and in-year operating plan relate.	1.33.2 How to disaggregate functional and specialist area strategies into team operating plans.	1.33.3 How to disaggregate the overall human resources strategy into functional and specialist area strategies and operating plans.	1.33.4 How to develop organisation and HR strategies and operating plans.
	1.34.1 How groups and individuals can sometimes respond differently to the process of change.	1.34.2 How to deliver successful change programmes and the importance of engaging managers and employees in the change.	1.34.3 How to design, develop and roll out change management programmes, and the factors that affect their success. Understands how cultures are created, how they evolve over time and how to intervene to shape them.	1.34.4 How to lead and shape organisation culture. Can access and respond to the need for organisation agility.
	1.35.1 n/a	1.35.2 How to develop business cases, costed options appraisals and set up systems for benefits tracking.	1.35.3 How to interpret and analyse business cases, costed options appraisals and benefits tracking information and take corrective action as required.	1.35.4 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

Provides active, insight-led leadership: owning, shaping and driving themselves, others and activity in the organisation. Although not everyone will have a role where they lead others, it is still important that they develop and grow in the other two dimensions.

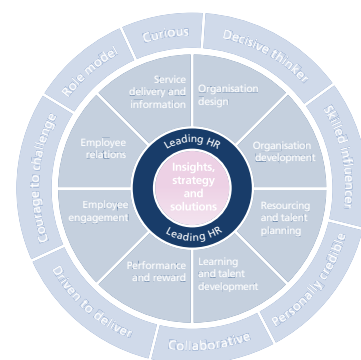


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Personal leadership</i>	<p>2.1.1 Seek feedback and coaching to continually learn and develop as a professional. Use HR processes as appropriate for own CPD (eg through My HR Map).</p> <p>2.2.1 Seek to develop your understanding of the business and identify ways in which you can support business improvement.</p> <p>2.3.1 Demonstrate an interest in HR policy and practice improvement.</p> <p>2.4.1 Communicate the HR value proposition to the organisation.</p> <p>2.5.1 Work in collaboration with colleagues that are working remotely.</p>	<p>2.1.2 Seek feedback and coaching to continually learn and develop as a professional. Use HR processes as appropriate for own CPD (eg through My HR Map).</p> <p>2.2.2 Act with a business mindset and sound point of view on the organisation and what can drive continuous business improvement.</p> <p>2.3.2 Act as provocateur, confidently challenging team leaders based on their own point of view.</p> <p>2.4.2 Communicate the HR value proposition to the organisation.</p> <p>2.5.2 Participate (where relevant) in cross-country projects that support the design and implementation of international HR solutions.</p>	<p>2.1.3 Seek feedback and coaching to continually learn and develop as a professional. Build own leadership through effective use of CPD activities (eg through My HR Map).</p> <p>2.2.3 Act with a business mindset and strong point of view of the organisation and what will most likely drive sustained business performance.</p> <p>2.3.3 Act as provocateur, confidently challenging senior managers based on their own point of view.</p> <p>2.4.3 Articulate and communicate the HR value proposition to the organisation and externally.</p> <p>2.5.3 Participate (where relevant) in cross-country projects that support the design and implementation of international HR solutions.</p>	<p>2.1.4 Seek feedback and coaching to continually learn and develop as a professional. Build own leadership through effective use of CPD activities.</p> <p>2.2.4 Act as a business leader with a strong sense of purpose and a dynamic vision for HR and the wider organisation.</p> <p>2.3.4 Act as provocateur, confidently challenging senior leaders based on their own point of view.</p> <p>2.4.4 Articulate and communicate the HR value proposition to the organisation and externally.</p> <p>2.5.4 Build global mindset. Bring understanding and insight into HR management across any given country's society: its social structures, institutions and demographics, legal, regulatory and economic structure.</p>
<i>Leading others</i>	<p>2.6.1 n/a</p> <p>2.7.1 Focus on delivering flawless process and relevant, timely and accurate advice and data to support HR operations plan.</p> <p>2.8.1 Ensure individual contribution is in line with the HR team and functional delivery plan.</p> <p>2.9.1 n/a</p>	<p>2.6.2 Apply sound people management practices to build high-performing teams.</p> <p>2.7.2 Develop team goals, milestones and measures to deliver against the HR operations plan.</p> <p>2.8.2 Ensure that HR team delivery plan is fully integrated and that accountabilities are clear.</p> <p>2.9.2 Build HR capability through promoting tools and techniques to support analysis of the business, context and organisation.</p>	<p>2.6.3 Display strong people management and leadership capability with team and across function/practice, using the full range of people management tools to great effect.</p> <p>2.7.3 Contribute to the development of the HR strategy and translate goals into operating plans for specific HR specialist or organisational areas.</p> <p>2.8.3 Ensure that HR function delivery plan is fully integrated and that accountabilities are clear.</p> <p>2.9.3 Build HR capability through promoting tools and techniques to support analysis of the business, context and organisation.</p>	<p>2.6.4 Make self highly visible and role-model exceptional leadership. Optimise the use of HR processes, levers and tools to great effect.</p> <p>2.7.4 Maintain a long-term view of the organisation's direction, shaping and aligning the HR strategy in light of this.</p> <p>2.8.4 Lead the development of operating plans for human resources, anticipating changing organisation and market needs.</p> <p>2.9.4 Lead a cohesive and influential HR function/practice, building HR capability in business, context and organisation knowledge to drive sustainable business performance.</p>

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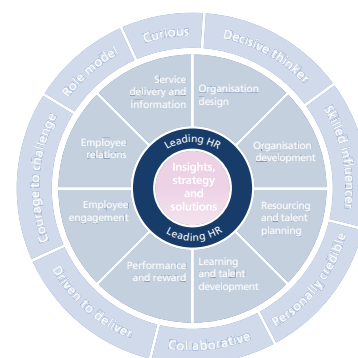


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Leading issues: HR function design and service delivery</i>	2.10.1 n/a	2.10.2 n/a	2.10.3 Design a fit-for-purpose HR functional team area based on a long-term view on where the organisation is headed.	2.10.4 Design a fit-for-purpose HR function based on a long-term view on where the organisation is headed.
	2.11.1 Provide information on current HR structure and performance levels.	2.11.2 Manage intervention and changes to the organisation design of HR team to meet business need.	2.11.3 Evaluate structure of the HR team for its ability to support organisation performance and make appropriate interventions and changes as needed.	2.11.4 Design an adaptable HR function that can quickly shift/adopt different situational HR strategies.
	2.12.1 Manage transactional process around commissioning and managing service providers.	2.12.2 Support the options appraisal, needs identification, specification design and provider selection in line with corporate standards for agreed HR services.	2.12.3 Lead the options appraisal, needs identification, specification design and provider selection in line with corporate standards for agreed HR services.	2.12.4 Determine whether HR services are provided in-house or by third-party providers and the overall process for commissioning and managing HR service providers.
<i>Leading issues: HR resource planning and development</i>	2.13.1 Support resource and talent data collation of team capability against the HR professional areas.	2.13.2 Measure team capability against the HR professional areas.	2.13.3 Assess current professional, technical and commercial capability and capacity of human resources team and individuals.	2.13.4 Lead HR succession planning, ensuring overall HR/specialist capability is appropriate to deliver immediate and long-term organisational goals using a range of HR specialist processes, levers and tools.
	2.14.1 n/a	2.14.2 Implement resource plans within team to address shortfalls and assure succession.	2.14.3 Build resource planning around analysis of availability of HR talent (locally, regionally and internationally as appropriate).	2.14.4 Build resource planning around analysis of availability of HR talent (locally, regionally and internationally as appropriate).
	2.15.1 n/a	2.15.2 Use key performance indicators to measure effectiveness of resource and talent management programmes in HR teams and monitor results.	2.15.3 Develop and implement resource and talent management plans in HR teams to address shortfalls and assure succession, tracking and measuring progress.	2.15.4 Ensure HR capability is balanced appropriately across the organisation and the professional areas, using organisation insight to identify any shortfalls in resource.
	2.16.1 Support deployment of development plans and programmes within HR teams.	2.16.2 Implement development and talent programmes in HR team, providing regular feedback and coaching to raise capability.	2.16.3 Initiate and develop targeted talent and development programmes for individuals and teams to build capability in line with anticipated organisational needs.	2.16.4 Lead the development of the HR function, ensuring the skills and capabilities are developed or acquired in advance of need.
	2.17.1 Participate in performance management initiatives as part of HR team.	2.17.2 Manage the delivery and evaluation of performance management processes in HR teams to ensure delivery and continuous improvement.	2.17.3 Manage the delivery and evaluation of performance management processes in HR functional areas to ensure delivery and continuous improvement.	2.17.4 Lead the design and evaluation of performance management processes in the HR function to ensure delivery and continuous improvement.
<i>Leading issues: delivering value and performance in HR teams</i>	2.18.1 Participate in improvement initiatives as part of HR team.	2.18.2 Implement specific team and individual performance improvement plans.	2.18.3 Ensure performance of HR function, addressing team and individual performance issues in a timely manner.	2.18.4 Lead the performance of the HR function, addressing team and individual performance issues in a timely manner.

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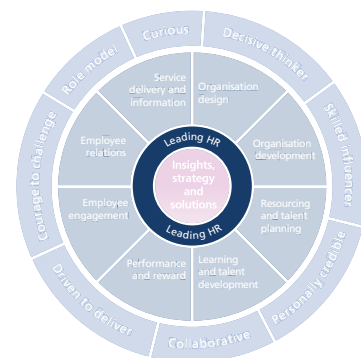


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
Leading issues: delivering value and performance in HR teams (continued)	2.19.1 n/a	2.19.2 Seek feedback from team to identify areas of concern around HR reward and recognition package and make suggestions for improvement where appropriate.	2.19.3 Benchmark HR reward and recognition package externally to ensure attractive against market competitors.	2.19.4 Lead the overall reward, benefits and recognition package for HR to ensure attraction and retention of key players.
	2.20.1 Record progress on HR measures, for example service-level agreement, KPIs.	2.20.2 Work with teams to ensure targets are achieved and measurements are meaningful, for example SLAs, KPIs.	2.20.3 Communicate HR or specialist metrics and lead regular performance reviews to monitor and assess progress.	2.20.4 Establish clear and meaningful HR or specialist metrics to drive sustainable performance.
Leading issues: managing HR budgets and finances	2.21.1 Provide cost/ expenditure/people data to support budget development and in-year tracking.	2.21.2 Provide relevant information to support the development and monitoring of budgets. Provide relevant information on the delivery of in-year plan against budget.	2.21.3 Develop and monitor budgets and financial plans for specialist or organisational area. Manage in-year operating plan in line with budget.	2.21.4 Develop and manage HR functional budget in line with business expectations, allocating funds for high-priority, high-impact activity. Manage delivery of in-year plan against budget.
	2.22.1 Provide financial data to HR team to support development of viable financial statements and plans.	2.22.2 Support development of viable financial statements and plans that reflect the team's objectives and priorities.	2.22.3 Develop viable financial statements and plans, including forecasting and monitoring of income and expenditure, that reflect the team's priorities and objectives.	2.22.4 Ensure accurate financial reporting and full consideration of financial data when making decisions.

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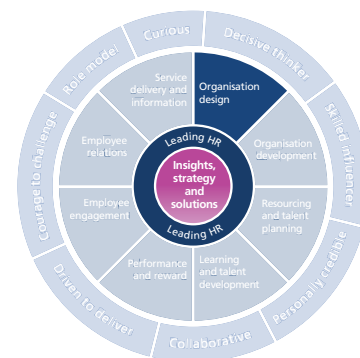


Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>Leadership</i>	2.23.1 Differences in how people work and interact.	2.23.2 Approaches to engaging and motivating people from all backgrounds.	2.23.3 Approaches to leading, motivating and achieving alignment of diverse groups of people.	2.23.4 Approaches to leading, engaging and aligning people at all levels and from different countries and backgrounds.
<i>HR service delivery models</i>	2.24.1 How to operate the organisation's HR technology model.	2.24.2 Methods for identifying and measuring needs for HR services and how HR technology can support delivery.	2.24.3 Options for HR technology models, how to design and commission new technology solutions for HR and how to monitor effectiveness once in place.	2.24.4 Models and options for running the HR function (eg centralised, decentralised, account management, shared services, outsourced, integrated service delivery) and the risks and opportunities associated with these.
<i>Commissioning services</i>	2.25.1 Existing contracts with service providers and specialists and how to work within these.	2.25.2 Option, costs and benefits specification, commissioning and developing contracts with service providers/specialists.	2.25.3 Business case development methodologies, service specifications and provider selection approaches.	2.25.4 Leading-edge solutions to HR service delivery and how to assess suitability for organisation.
<i>Resource management</i>	2.26.1 Personal skills profile and strengths and gaps against role requirements.	2.26.2 Capacity, capability and skills profile of team and what is required to meet organisation need.	2.26.3 Capacity, capability and skills profile of functional area and what is required to meet organisation need.	2.26.4 Capacity, capability and skills profile of function or practice and what is required to meet organisation need.
<i>Performance management</i>	2.27.1 How to work effectively within a team to deliver.	2.27.2 Methods for managing and evaluating team performance.	2.27.3 Methods for managing and evaluating performance within a functional area.	2.27.4 Methods for managing and evaluating performance across an HR function or practice.
<i>Financial management</i>	2.28.1 Methods for collecting and analysing financial and non-financial data.	2.28.2 Methodologies for evaluating and drawing conclusions from budgets, financial and non-financial data.	2.28.3 Budget and financial planning, management and monitoring approaches.	2.28.4 Budget and financial planning, management and monitoring approaches.

Organisation design

Ensures that the organisation is appropriately designed to deliver organisation objectives in the short and long-term and that structural change is effectively managed.

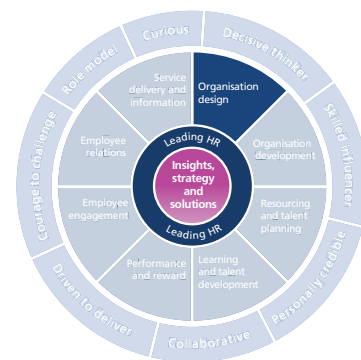


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Set the context for design</i>	3.1.1 n/a	3.1.2 n/a	3.1.3 Facilitate discussion with senior managers to identify situation or problems that need resolving in respect to the design of the organisation.	3.1.4 Interrogate organisation strategy to anticipate need for changes in structure, accountabilities and spans of control.
	3.2.1 n/a	3.2.2 Work with senior managers to complete tools and frameworks which will help define the case for change.	3.2.3 Work with senior managers to complete tools and frameworks which will help define the case for change.	3.2.4 Identify those people who are key to the success of the change and engage them in understanding the objectives and benefits of the change.
	3.3.1 Collate data on organisation structure, accountabilities and spans of control to support business case development.	3.3.2 Analyse data on organisation structure, accountabilities and spans of control to support business case development. Support in identification of criteria for change and critical success factors.	3.3.3 Develop a business case for redesigning the organisation, including milestones and goals, benefits and timescales for delivery, investment required and critical success factors and key risks and mitigation.	3.3.4 Articulate the need for changing the design of the organisation and gathers data, both factual and intuitive, to build the business case required. Clear view of the strategic requirements that the new structure must fulfil.
	3.4.1 n/a	3.4.2 Ensure that managers clearly understand the likely impact/investment that will be required to make change happen.	3.4.3 Ensure that senior managers clearly understand the likely impact/investment that will be required to make change happen.	3.4.4 Educate senior executives in the process of change.
<i>Assess current organisation design</i>	3.5.1 n/a	3.5.2 Conduct benchmarking of other organisations.	3.5.3 Conduct benchmarking of other organisations.	3.5.4 Identify misalignment between current organisation and operations today, and the way it will need to operate in future to deliver organisation's strategy and goals.
	3.6.1 n/a	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.	3.6.3 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.	3.6.4 Work with senior leaders to assess the impact of the overall organisation design on factors such as behaviour, attitudes, culture, systems and communication.
	3.7.1 Analyse data on organisation structure, accountabilities and spans of control to support development of the 'as is'.	3.7.2 Complete 'as is' description of the organisation and how it operates today.	3.7.3 Complete 'as is' description of the organisation and how it operates today.	3.7.4 Lead scenario planning, financial analysis and the connections between people, processes and systems.
	3.8.1 Agree the criteria for change and key success factors with managers.	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.	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.	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.
	3.9.1 n/a	3.9.2 Assess the impact of the new design by comparing the strategic requirements for change with the 'as is' organisation.	3.9.3 Assess the impact of the new design by comparing the strategic requirements for change with the 'as is' organisation.	3.9.4 n/a

Organisation design

Ensures that the organisation is appropriately designed to deliver organisation objectives in the short and long-term and that structural change is effectively managed.

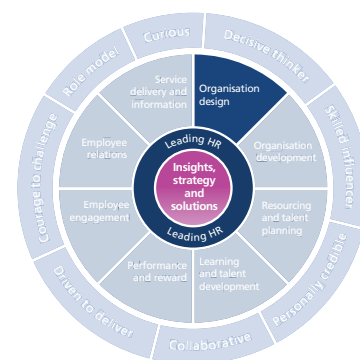


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Design organisation model</i>	3.10.1 n/a	3.10.2 n/a	3.10.3 Propose design solution that better aligns structure, process, reward, metrics and talent. Assess opportunities to outsource activity to reduce cost or increase quality of work.	3.10.4 Propose operating models that will build agility to business, contextual and organisational challenges and opportunities.
	3.11.1 n/a	3.11.2 n/a	3.11.3 Test the feasibility of design solutions and the extent to which they meet the design criteria.	3.11.4 Test the feasibility of operating models and the extent to which they meet the design criteria.
<i>Identify key organisation processes</i>	3.12.1 Document process mapping as discussed with managers.	3.12.2 Prepare and facilitate process mapping discussions with managers and identify what will need to be in place to ensure implementation.	3.12.3 Lead the definition of end-to-end processes and how they will operate to ensure co-ordination of activities across departments.	3.12.4 Lead discussion on the core processes the organisation will follow and the structuring of resources that will best deliver those processes.
	3.13.1 Document job descriptions for roles that will change as a consequence of process redesign. Support in the production and maintenance of organisation charts.	3.13.2 Identify roles that will change as a consequence of the process redesign. Consider job size, job scope, spheres of influence, accountabilities and internal relationships.	3.13.3 Identify required roles to deliver end-to-end process and create top-level organisation charts.	3.13.4 n/a
<i>Define measures and governance</i>	3.14.1 n/a	3.14.2 n/a	3.14.3 Identify measures that focus on shifting the emphasis from inputs, processes and outputs to measuring outcomes: impacts, benefits or consequences for the organisation.	3.14.4 Lead in identification of organisation performance that will inform managers whether they are on track to deliver goals and objectives.
	3.15.1 Keep detailed records of changes implemented to avoid 'drift'.	3.15.2 Maintain boundaries and controls to avoid 'drift'.	3.15.3 Ensure boundaries and controls are in place to maintain the integrity of the new structure.	3.15.4 Establish operating principles and governance that will keep the organisation and its work joined up.
<i>Implement and evaluate design</i>	3.16.1 Support plans and execution of structural changes.	3.16.2 Work with HR colleagues and managers to ensure flawless planning and execution of structural changes.	3.16.3 Plan implementation, identifying who will be the drivers of the proposed changes to design and how progress will be tracked.	3.16.4 Lead implementation approach and own high-level risks and associated mitigation.
	3.17.1 Work with staff affected by changes in team design to explain rationale and reinforce need to change.	3.17.2 Coach and advise managers in the optimisation of current team design to improve performance and communication.	3.17.3 n/a	3.17.4 n/a
	3.18.1 Identify the perceptions of people affected by the new design implemented.	3.18.2 Identify what lessons have been learned and what further improvements need to be made to the structural design.	3.18.3 Identify benefits realisation, what lessons have been learned and what further improvements need to be made to the structural design.	3.18.4 Lead evaluation to ensure design changes are embedded, that outcomes are evaluated against original success measures.

Organisation design

Ensures that the organisation is appropriately designed to deliver organisation objectives in the short and long-term and that structural change is effectively managed.



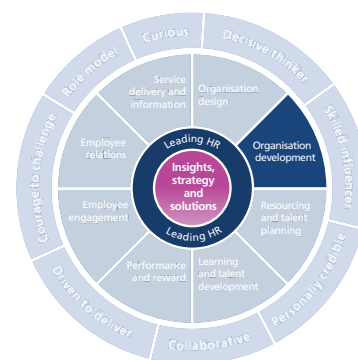
Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>Situational organisation design</i>	3.19.1 How to access data on organisation structure, accountabilities and spans of control.	3.19.2 How to access organisation design tools and frameworks.	3.19.3 How a business case is developed and the tools and frameworks that support this.	3.19.4 The levers to increase efficiency and/or quality within an organisation and how to balance in-sourcing and outsourcing of activities to enable them.
<i>Organisation design tools</i>	3.20.1 The fundamentals and value of process improvement tools.	3.20.2 How to apply various tools and techniques to make good organisation design decisions.	3.20.3 How to work within an organisation design framework that ensures integration of processes, governance, people and technology.	3.20.4 How business processes, governance, people and technology can best be integrated to ensure sustainable performance.
<i>Design blockers and challenges</i>	3.21.1 The roles that people play in propelling or blocking change and use this knowledge to engage and communicate with managers and staff.	3.21.2 The key stages in change management and how organisation culture can interfere with design implementation.	3.21.3 The organisation culture that they are operating in and the approaches that will best encourage buy-in and engagement to design implementation.	3.21.4 The organisation culture they are operating in and the legal, capability and resource constraints to organisation design.
<i>Job evaluation methodology</i>	3.22.1 The principles of job-leveilling and evaluation.	3.22.2 How job-leveilling tools work and their limitations.	3.22.3 The limitations and advantages of leading-edge job-leveilling and evaluation tools and how to use them.	3.22.4 How to disaggregate the organisation strategy and plan and assign accountabilities, responsibilities and spans of control to organisational units.

Organisation development

Organisation Development is about ensuring the organisation has a committed, 'fit for the future' workforce needed to deliver its strategic ambition. It plays a vital part in ensuring that the organisation culture, values and environment support and enhance organisation performance and adaptability.

Provides insight and leadership on development and execution of any capability, cultural and change activities.



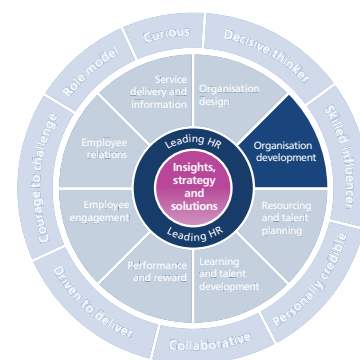
Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>OD strategy, planning and business case development</i>	4.1.1 Collect, collate and accurately analyse metrics, measures, data and feedback relating to behaviour, attitudes, culture, skills, systems, communication flows and organisation design.	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.	4.1.3 Collaborate with leaders and human resources managers to evaluate and understand the capacity and capability of the organisation.	4.1.4 Interrogate organisation strategy and operating plan at the highest level to understand key organisation development needs and compare them to the organisation's current capacity and capability to deliver.
	4.2.1 Promote the organisational values and behaviours and recognise their interdependencies with organisational processes, structures, ways of working and so on.	4.2.2 Support the identification of the organisational values and behaviours and the required interventions to embed them within the organisation.	4.2.3 Lead the identification of the organisation's values and behaviours and the required interventions to embed them within the organisation.	4.2.4 Ensure the consideration and integration of organisational values and behaviours in all organisational strategies, plans and programmes.
	4.3.1 n/a	4.3.2 In collaboration with relevant internal stakeholders, develop an organisation development plan to address shortfalls or manage impending changes at a team level.	4.3.3 In collaboration with relevant internal stakeholders, develop an organisation development plan to address shortfalls or manage impending changes at a high level.	4.3.4 In collaboration with organisation executive leadership team, develop an organisation development strategy to address shortfalls or manage impending changes at the highest level.
	4.4.1 Support the collection of data to measure progress against the anticipated benefits and business case.	4.4.2 Support the collection and analysis of data to measure progress against the anticipated benefits and business case.	4.4.3 Develop the business case setting out the anticipated benefits case for change and regularly track progress against agreed metrics.	4.4.4 Accountable for the business case and track the effective and sustainable implementation of transformation programmes to achieve anticipated benefits in line with the business case.
<i>Organisation capability assessment</i>	4.5.1 Support the application of basic diagnostic tools to assess an organisation's capabilities, health and effectiveness.	4.5.2 Support the design and execution of appropriate diagnostic tools to conduct a system-wide organisation review assessing capabilities at individual, group and organisational levels.	4.5.3 Manage the design and execution of appropriate diagnostic tools to assess the organisation's capabilities (such as personality assessment, team diagnostic tools, employee satisfaction tools, cultural assessments, visioning and organisational effectiveness diagnostics and so on) and to develop an action plan to maximise the organisation's effectiveness and capabilities.	4.5.4 Review, challenge and approve diagnostic tools and ensure that action plans reflect a system-wide approach (eg structure, people, process, culture) to ensure that internal capabilities match the strategic ambition of the organisation.
	4.6.1 n/a	4.6.1 n/a	4.6.3 Use an appropriate model to systematically assess the impact of factors such as behaviour, attitudes, culture, skills, systems, communication flows and organisation design on the organisation's ability to deliver the plan.	4.6.4 Use an appropriate model to systematically assess the impact of factors such as behaviour, attitudes, culture, skills, systems, communication flows and organisation design on the organisation's ability to deliver the plan.

Organisation development

Organisation Development is about ensuring the organisation has a committed, 'fit for the future' workforce needed to deliver its strategic ambition. It plays a vital part in ensuring that the organisation culture, values and environment support and enhance organisation performance and adaptability.

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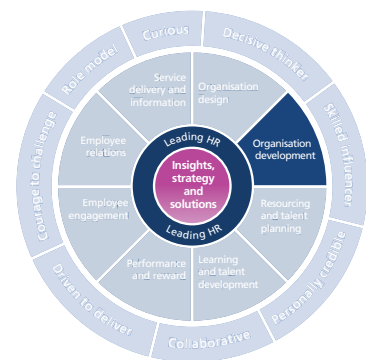
Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Culture assessment and development</i>	4.7.1 Role-model the change-ready employee by remaining flexible, positive and open to change.	4.7.2 Support a change-ready culture by anticipating barriers and obstacles and working to remove them.	4.7.3 Develop a change-ready culture by engaging stakeholders, communicating a powerful vision, working in a transparent manner and creating trust. Coach human resource colleagues in supporting and driving change.	4.7.4 Look ahead and lead the development and ongoing management of a culture that supports the need to change, learn, let things go and improve in order to position the organisation appropriately to deliver the long-term goals.
	4.8.1 Support the design and implementation of a cultural change plan.	4.8.2 Support the design and implementation of a cultural change plan.	4.8.3 Manage organisation-wide cultural diagnostic studies or assessments to understand the current culture, the required culture to support the organisation strategy and the design and implementation of a cultural change plan.	4.8.4 Lead and monitor the organisational cultural change programme to ensure that it leads to a sustained improvement in performance aligned to the organisation strategy and priorities.
<i>Organisation development intervention and execution</i>	4.9.1 Support organisation development specialists in delivering organisation development interventions and associated change.	4.9.2 Take the lead in planning and implementing simple organisation development interventions and change programmes and associated change plans (eg supporting changes to processes, structure, leadership, culture change, people capabilities and so on).	4.9.3 Translate the organisation development strategy into achievable plans and develop a prioritised implementation map, taking account of organisation capacity to change and dependencies.	4.9.4 Take the lead in planning and implementing complex and system-wide organisation development interventions and associated change plans at the highest level, eg mergers, acquisitions, divestments.
	4.10.1 Collect, collate and analyse metrics, data and feedback on performance against plans.	4.10.2 Develop metrics to measure achievements and performance against plans. Evaluate feedback and assess potential risks to the organisation development plan.	4.10.3 Evaluate the organisation development plan and identify impact of plan, risks to delivery and unintended consequences. Test plan with human resource colleagues involved in supporting the change.	4.10.4 n/a
<i>Change communications</i>	4.11.1 Co-ordinate and roll out internal communication messages. Work with affected staff to explain rationale for organisation development intervention and reinforce need for change.	4.11.2 Communicate the vision for change to managers and staff, clearly articulating elements of the journey, the challenges, potential risks and what success looks like.	4.11.3 Develop and implement the communication plan and engage managers and other stakeholders.	4.11.4 Ensure senior stakeholders understand the rationale for change, are engaged, aligned and fully supportive of the solution.

Organisation development

Organisation Development is about ensuring the organisation has a committed, 'fit for the future' workforce needed to deliver its strategic ambition. It plays a vital part in ensuring that the organisation culture, values and environment support and enhance organisation performance and adaptability.

Provides insight and leadership on development and execution of any capability, cultural and change activities.



Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>OD methodology</i>	4.12.1 Basic OD diagnostic tools and interventions.	4.12.2 How to develop and apply OD diagnostic tools and interventions.	4.12.3 How to develop and apply OD diagnostic tools, to develop OD strategies and plans and to implement OD interventions.	4.12.4 How to develop and apply OD diagnostic tools and to implement OD interventions for complex organisation-wide transformation programmes.
<i>Project and programme management</i>	4.13.1 Project management principles and practices.	4.13.2 How to project manage an organisation development intervention.	4.13.3 The stages and phasing of project management.	4.13.4 The stages and phasing of complex, often multiple project planning.
<i>Cultural differences</i>	4.14.1 That different national cultures respond to change in different ways.	4.14.2 How individuals and different national cultures respond to change in different ways.	4.14.3 How to design change programmes across international boundaries.	4.14.4 How to manage transformations in and across different countries and cultures.
<i>Culture change</i>	4.15.1 The importance of organisational values and behaviours and the basics of how to conduct a cultural audit.	4.15.2 The importance of organisational values and behaviours and the basics of how to conduct a cultural audit.	4.15.3 How to conduct a cultural audit and manage a cultural change programme.	4.15.4 How to manage a cultural change programme, integrating it into all organisational priorities.
<i>Change management</i>	4.16.1 The power that individuals have and the roles that people play in propelling or blocking change.	4.16.2 The key stages in change management and the importance of identifying supporters, blockers and fence-sitters.	4.16.3 The critical factors in planning a change or organisation development intervention. Know how to identify and deal with obstacles and blockers.	4.16.4 The critical factors in leading a change or organisation development programme. Know how to utilise champions, shift fence-sitters and remove blockers.
<i>Change communications</i>	4.17.1 How to engage and communicate with staff to create a positive climate for realising change.	4.17.2 How to engage and communicate with managers to create a positive climate for realising change.	4.17.3 The key stakeholders at a departmental level who hold influence and can sway decisions on how to take forward organisation development interventions.	4.17.4 The key stakeholders at a senior level who hold influence and can sway decisions on how to take forward organisation development interventions.

Resource and talent planning

Ensures that the organisation is able to identify and attract key people with the capability to create competitive advantage and that it actively manages an appropriate balance of resource to meet changing needs, fulfilling the short and long-term ambitions of the organisation strategy.

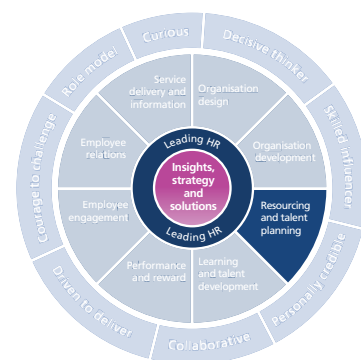


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Workforce planning</i>	5.1.1 Undertake demographic profiling of the organisation to understand potential short-, medium- and long-term risks.	5.1.2 Test the external market to ascertain the demographic profile and levels of available talent and what it will take to attract them.	5.1.3 Quantify the numbers and kinds of talent required and create an in-year plan of action in one or more specific areas, eg graduate recruitment, leadership succession strength, retention of key talent, and so on.	5.1.4 In collaboration with organisation leaders, interrogate the organisation strategy and operating plan, and determine resourcing and talent requirements to deliver the strategy and operating plan.
	5.2.1 Analyse resource data, such as turnover, retention, new hires, productivity, profitability per employee, and so on, to produce management information to inform the plan and provide progress data.	5.2.2 Use systematic processes and judgement to assess the overall current and future resource and talent levels across the organisation and determine short-, medium- and long-term strengths, gaps and needs.	5.2.3 Use systematic processes and judgement to assess the overall current and future resource and talent levels across the organisation and determine short-, medium- and long-term strengths, gaps and needs.	5.2.4 Lead the analysis of current resource and talent levels, taking into account factors such as current and future demand, demographics, attrition, capability by discipline, geography, critical and scarce skills.
	5.3.1 n/a	5.3.2 n/a	5.3.3 Identify the skills and capabilities that need to be developed in the short and long term to ensure sustainable performance.	5.3.4 Identify the skills and capabilities that need to be developed in the short and long term to ensure sustainable performance.
	5.4.1 n/a	5.4.2 n/a	5.4.3 n/a	5.4.4 Test insights on demand, current and projected capacity and resulting gaps with organisation leaders.
<i>Resourcing</i>	5.5.1 n/a	5.5.2 Support managers and HR colleagues in making the right resourcing choice to fill need, eg permanent staff member, fixed short-term contract, experienced hire.	5.5.3 Lead the implementation of the renewal plan, taking a lead in and developing expertise in one or more specialist areas, eg outsourcing, graduate hiring, experienced hiring and so on.	5.5.4 Develop short-term and long-term resourcing renewal plans by appropriate use of development, hiring, performance management and retention.
	5.6.1 Research and provide analysis to inform decisions on new sources of required and diverse talent, eg universities, engineering schools, industry/sectors, geographical locations.	5.6.2 Recommend new sources of required and diverse talent, eg universities, engineering schools, industry/sectors, geographical locations.	5.6.3 Develop a detailed multi-year and in-year recruitment plan in line with the strategy to replace and renew talent at specific identified career stages.	5.6.4 Develop an external recruitment strategy to manage expected and unexpected attrition and the acquisition of required new skills and capabilities, with reference to recruitment source, career stage, entry point, timing of need, and so on.
	5.7.1 n/a	5.7.2 Build resource planning around analysis of availability of HR talent (locally, regionally and internationally as appropriate).	5.7.3 Build resource planning around analysis of availability of HR talent (locally, regionally and internationally as appropriate).	5.7.4 Build resource planning around analysis of availability of HR talent (locally, regionally and internationally as appropriate).
	5.8.1 Provide individuals with information to illustrate how the recruitment process has accommodated 'reasonable adjustments' as necessary.	5.8.2 Ensure recruitment policies and approaches are regularly refreshed to remove bias and prevent discrimination.	5.8.3 Ensure recruitment policies and approaches are regularly refreshed to remove bias and prevent discrimination.	5.8.4 Actively promote the recruitment of a diverse workforce and be able to champion the business and social benefits from encouraging greater diversity in the workplace.

Resource and talent planning

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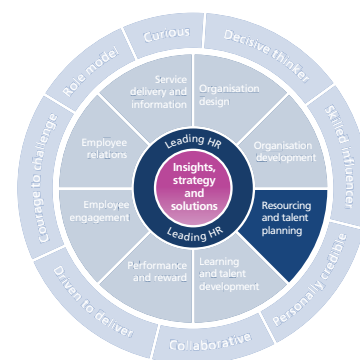


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Talent identification and succession</i>	<p>5.9.1 Support the talent identification processes by collecting and collating data and information from managers and performing appropriate analysis.</p> <p>5.10.1 Ensure that succession plan records are accurate and maintained, reflecting ongoing changes and appointments.</p> <p>5.11.1 n/a</p> <p>5.12.1 Research and provide analysis to inform decisions on channels to recruitment, eg search firms, national/ local publications, trade magazines, careers fairs, Internet, and so on.</p>	<p>5.9.2 Conduct regular talent identification exercises in line with agreed principles, ensuring data and information from other critical processes such as appraisal, 360 feedback is considered.</p> <p>5.10.2 Work with senior line managers to ensure succession plan data is used when seeking to fill a key position.</p> <p>5.11.2 Work with managers to ensure they understand and are fully engaged with talent identification and succession activities and processes.</p> <p>5.12.2 Recommend channels to recruitment, eg search firms, national/ local publications, trade magazines, careers fairs, Internet, and so on.</p>	<p>5.9.3 Lead and coordinate regular talent identification exercises across the organisation in line with agreed principles, ensuring data and information from other critical processes such as appraisal, 360 feedback is considered.</p> <p>5.10.3 Implement and manage the organisation-wide succession planning process and methodology, ensuring data from other sources such as performance appraisal, 360 feedback and so on is reliably used.</p> <p>5.11.3 Ensure that leadership understand and are fully engaged with talent identification and succession activities and processes.</p> <p>5.12.3 Identify sources of required talent, including new sources of diverse talent, and develop relationships with key universities, colleges, schools and communities as appropriate.</p>	<p>5.9.4 Lead the development and ongoing management of an organisation-wide talent identification process with clear principles that are understood and agreed by leadership.</p> <p>5.10.4 Lead the development and ongoing management of an organisation-wide succession planning process and methodology that integrates fully with other critical processes such as performance management and talent identification.</p> <p>5.11.4 Ensure that senior leadership understand, sponsor and are fully engaged with talent identification and succession activities and processes.</p> <p>5.12.4 n/a</p>
<i>Assessment and selection</i>	<p>5.13.1 Support in delivering a range of e-enabled selection approaches including online tests and psychometrics.</p> <p>5.14.1 Administer assessment events, arrange logistics for assessors and candidates, and collate information for assessors.</p>	<p>5.13.2 Develop and deliver assessment and selection processes to enable the organisation to make informed choices about candidates based on a full range of information.</p> <p>5.14.2 Ensure all internal and external interviewers and assessors are competent and fully trained in the chosen approach, including those sourced from third parties.</p>	<p>5.13.3 Design assessment and selection processes, or work with a specialist provider, to enable the organisation to make informed choices, based on rich and accurate insights about a candidate's strengths and areas for development.</p> <p>5.14.3 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.</p>	<p>5.13.4 Lead the identification and implementation of appropriate and fair selection and assessment methodology.</p> <p>5.14.4 n/a</p>
<i>Induction</i>	<p>5.15.1 Support managers and human resources colleagues in delivering quality induction and induction experiences. Deliver elements of the induction directly, eg human resources systems and processes.</p>	<p>5.15.2 Deliver, coach and train managers, new starters and transitioning employees in the chosen induction approach. Deliver elements of the induction directly, eg introduction to the business strategy.</p>	<p>5.15.3 Work in partnership with managers to ensure that new starters and those transitioning to new positions in the organisation are supported in the first 30–90 days and undergo an appropriate induction.</p>	<p>5.15.4 Lead the development of an organisation-wide induction and transition management methodology to minimise the time it takes to get 'on top of the job'.</p>

Resource and talent planning

Ensures that the organisation is able to identify and attract key people with the capability to create competitive advantage and that it actively manages an appropriate balance of resource to meet changing needs, fulfilling the short and long-term ambitions of the organisation strategy.



Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Exit</i>	5.16.1 Administer redundancy or individual severance programmes in line with employment law, keeping appropriate records.	5.16.2 Train, support and coach managers in redundancy and severance process. Emphasise the legal parameters of the process and the requirement to work within them and within the stated values of the organisation.	5.16.3 Manage organisation redundancy programmes in line with organisation need and employment law within local jurisdiction.	5.16.4 Develop and lead the processes to manage people out of an organisation or a role, either as a result of a formal redundancy programme or on an individual basis when the individual's ambitions and capabilities are mismatched with those of the organisation.
	5.17.1 Support affected individuals by providing relevant information to them about the process, next steps and their options.	5.17.2 Support managers in preparing for honest, timely communications on a one-to-one or group basis and in sensitive conversations where the individual's ambitions and capabilities are mismatched with those of the organisation.	5.17.3 Manage group and individual conversations with clarity and empathy, ensuring people are clear about the situation, next steps and goals.	5.17.4 Manage group and individual conversations with clarity and empathy, ensuring people are clear about the situation, next steps and goals.

Resource and talent planning

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Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>Legal framework</i>	5.18.1 The legal, regulatory and policy parameters which guide recruitment, resourcing and exit.	5.18.2 Jurisdictional law, regulation and agreed policy in relation to resourcing, talent and exit.	5.18.3 Local (and international if appropriate) jurisdictional employment law, regulations and policy affecting resourcing, assessment and exit.	5.18.4 Local (and international if appropriate) jurisdictional employment law, regulations and policy affecting resourcing, assessment and exit.
<i>Resourcing</i>	5.19.1 The importance of assessing skill requirements and resourcing effectively for business performance.	5.19.2 Range of approaches to resource talent, eg hire, develop, contract, exit, retain.	5.19.3 Business area needs for resourcing, approaches to resourcing, eg hire, develop, contract, exit, retain and the evolving local situation within the market for skills.	5.19.4 Organisational needs for resourcing, organisational models to support resourcing, eg permanent, contractors, outsource, and the evolving global situation within the market for skills.
<i>Recruitment</i>	5.20.1 How to deliver within an established recruitment plan, working with colleagues and managers to execute to standard and key deadlines.	5.20.2 How to execute a recruitment plan to agreed standards and deadlines.	5.20.3 How to create a recruitment plan from a strategy for business areas, from multiple sources.	5.20.4 How to develop a recruitment strategy for several talent groups, from multiple sources and over an extended time frame.
<i>Talent and succession</i>	5.21.1 The organisation's need for and approach to talent and succession.	5.21.2 How to deliver effective talent and succession solutions working with managers/business area needs.	5.21.3 How to create a situational talent and succession plan for a business area, assessing their need and providing best-fit approaches.	5.21.4 How to create talent and succession strategies to meet current and future organisational requirements.
<i>Assessment</i>	5.22.1 How to conduct interviews and assessment centres to generate objective and fair decisions and/or have a background in occupational psychology.	5.22.2 How to conduct effective assessment and interviewing techniques and/or have a background in occupational psychology.	5.22.3 How to make recommendations for effective assessment and recruitment techniques/approaches based on business need and/or have a background in occupational psychology.	5.22.4 How to select from a variety of assessment and recruitment approaches based on their relative contributions to selection process and fit with organisational demands and culture.
<i>Induction</i>	5.23.1 Induction and transition tools.	5.23.2 How to use a variety of induction and transitioning.	5.23.3 How to build and use a process for induction and transitioning and the value they offer.	5.23.4 How to create value from a common approach to induction and transitioning.

Learning and talent development

Ensures that people at all levels of the organisation possess and develop the skills, knowledge and experiences to fulfill the short and long-term ambitions of the organisation and that they are motivated to learn, grow and perform.

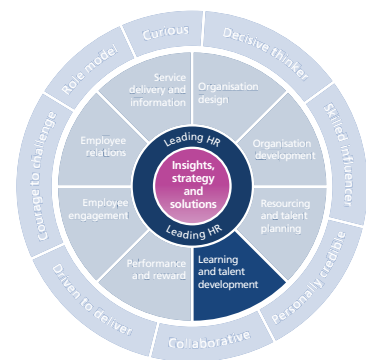


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Capability and skills assessment</i>	6.1.1 Administer training needs analysis data.	6.1.2 Work with individual employees to understand their learning and training needs; provide coaching and recommend suitable programmes and courses.	6.1.3 Work with managers to conduct a detailed training and learning needs analysis within their area in the short, medium and long term.	6.1.4 Interrogate the organisation strategy and operating plan and compare key capability requirements in the short, medium and long term against current levels.
<i>Organisation capability strategy, planning and business case development</i>	6.2.1 Research and source open programmes and courses for managers and employees.	6.2.2 Work with learning and talent development management and employees to understand local requirements and researches and propose appropriate delivery channels.	6.2.3 Work with managers to develop a specific learning and talent development plan to close key gaps for their area or for a segment of the population (apprentices, graduates, managers, executives, and so on) that aligns with the organisation's learning and talent development plan and priorities.	6.2.4 Look ahead and challenge executive leaders to ensure that the right organisation and capability is in place to deliver the results in the immediate and longer term. Create and deliver strategy to keep the organisation agile.
	6.3.1 Promote the learning and talent development strategy, making it real for people. Support staff by helping them to understand that learning and talent development is necessary to stay ahead of competition.	6.3.2 Work with managers and staff to ensure that they understand the learning and talent development plan, and their role in delivering it.	6.3.3 Evaluate how the organisation's learning and talent development plan is impacting the business and use feedback to identify gaps or unintended consequences.	6.3.4 Test learning and talent development strategy and plan with human resources leadership colleagues to ensure overall HR plan is integrated.
	6.4.1 n/a	6.4.2 n/a	6.4.3 Ensure that line management; learning and talent development and human resources colleagues are clear on their roles in delivering the plan.	6.4.4 Establish a clear set of accountabilities for human resources, line management and learning and talent development in managing the ongoing learning and talent development of staff.
	6.5.1 Inform and advise staff and management on the elements of the development infrastructure and how the whole system is intended to operate.	6.5.2 Advise and coach managers in the optimal use of the development infrastructure, challenging them to agree personal development plans with staff.	6.5.3 Lead the detailed design and management of a section of the development infrastructure, eg apprentices, graduates, managers, executives and front-line staff.	6.5.4 Lead the design of a development infrastructure, including career paths/ maps, capability frameworks, technical ladders for each technical discipline and contribution level (eg individual contributor, supervisor, manager, leader or executive).
<i>Design L&D solutions</i>	6.6.1 Support instructional design experts in the development of programmes, and research and analysis the cost of the most appropriate delivery channels.	6.6.2 Work with subject matter experts and take the instructional design lead in the development of programmes. Recommend the most appropriate delivery channel.	6.6.3 Work with subject matter experts and take the instructional design lead in the development of major programmes across the organisation. Recommend the most appropriate delivery channel.	6.6.4 Take the lead in the design of critical learning and talent development interventions.
	6.7.1 Process and capture data from learning and talent development events to support the evaluation of initiatives in the immediate and longer term.	6.7.2 Develop, pilot and evaluate learning and talent development initiatives for effectiveness, business relevance and cost. Ensure measures are relevant and understood by managers.	6.7.3 Lead the development of business cases for learning and talent development initiatives and work to ensure the delivery of stated benefits using participant feedback, tracking metrics and expected return analysis.	6.7.4 Create and lead the business case for learning and training including costs vs. benefits considerations. Design metrics that track the business benefit and is able to demonstrate expected return and value created.

Learning and talent development

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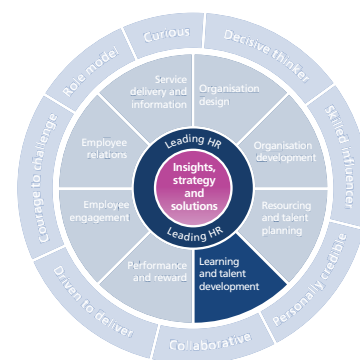


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Design L&D solutions (continued)</i>	6.8.1 Keep records of career plans and development plans.	6.8.2 Support managers and individuals in developing stretching but realistic career plans. Offer advice and challenge to the plans.	6.8.3 Implement and manage deployment governance processes to ensure that the talent pool is appropriately mobilised across the organisation.	6.8.4 Lead the design and development of governance processes, establishing clear accountabilities to manage the movement of resources across the organisation.
	6.9.1 Look for ways to continually improve organisation's learning and talent development offering.	6.9.2 Look for ways to continually improve organisation's learning and talent development offering.	6.9.3 Look for ways to continually improve organisation's learning and talent development offering.	6.9.4 Look for ways to continually improve organisation's learning and talent development offering.
<i>Deliver L&D solutions</i>	6.10.1 Manage the administration and data that underpin and drive the development and deployment processes, eg time in post, promotion timeframe, personal development plans, performance data, progression records and diversity data.	6.10.2 Work in partnership with professionals and subject matter experts to develop typical career paths and scenarios, and associated skills and experience requirements.	6.10.3 Work in partnership with line management to deliver organisation-wide development, deployment and career management processes, in line with organisation's talent management principles and ensure that they provide fair access to opportunities.	6.10.4 Lead organisation-wide development and deployment and career management processes, including promotions to new levels.
	6.11.1 Coach managers to ensure that development, deployment and career management processes provide fair access of opportunity for all.	6.11.2 Coach managers to ensure that development, deployment and career management processes provide fair access of opportunity for all.	6.11.3 Ensure that development, deployment and career management processes provide fair access of opportunity for all.	6.11.4 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.
	6.12.1 n/a	6.12.2 Deliver an appropriate blend of education, face-to-face training, experiential learning, e-learning, coaching and mentoring that are relevant to the learning styles of diverse groups.	6.12.3 Deliver an appropriate blend of education, face-to-face training, experiential learning, e-learning, coaching and mentoring that are relevant to the learning styles of diverse groups.	6.12.4 n/a
	6.13.1 Support the delivery of learning and training programmes, managing delegate lists, joining instructions and evaluation process.	6.13.2 Facilitate internal learning events and workshops, delivering content as appropriate.	6.13.3 Facilitate internal learning events and workshops, delivering content as appropriate.	6.13.4 Facilitate executive leadership learning events and workshops, delivering content as appropriate.
	6.14.1 Implement systems and processes that measure the efficiency of third-party suppliers and the expected return of the learning and training interventions.	6.14.2 Work with third-party providers to monitor service levels and give timely feedback. Use the relationship with third parties to gain new insights on the external marketplace. Develop processes that measure the expected return of the learning and talent development interventions.	6.14.3 Manage third-party learning and talent development suppliers against agreed standards, contracts or service-level agreements.	6.14.4 Negotiate and manage major third-party contracts for the delivery of learning and training services, establishing reasonable costs and high standards of execution. Set and manage appropriate metrics to track delivery.

Learning and talent development

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Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Deliver L&D solutions</i>	6.15.1 Manage organisation learning management or training records system and highlight retraining requirements in safety-critical skills and areas of compliance.	6.15.2 Engage with managers and employees to ensure that the organisation is in compliance at all times with relevant training legislation.	6.15.3 Keep abreast of local and international legislative changes that may impact learning and talent development, eg HSE, food hygiene training and legal training.	6.15.4 Establish systems and processes to ensure that staff are adequately trained and regularly retrained in safety-critical skills and other compliance issues in accordance with local legislation.
<i>Leadership development</i>	6.16.1 Collate and analyse metrics, measures, data and feedback on potential future leaders.	6.16.2 Assess the calibre and capacity of potential future leaders in the development pipelines against the requirements for the organisation's future challenges.	6.16.3 Assess the calibre and capacity of potential future leaders in the development pipelines against the requirements for the organisation's future challenges.	6.16.4 Assess the calibre and capacity of current senior leaders in position against the requirements for the organisation's future challenges.
	6.17.1 Administer leadership development interventions.	6.17.2 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.	6.17.3 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.	6.17.4 Identify 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.
	6.18.1 n/a	6.18.2 n/a	6.18.3 n/a	6.18.4 Act as a confidante and performance coach to the executive leaders.
<i>Talent management</i>	6.19.1 Administer talent management processes and keeps detailed records of, for example, skills, experience, ambition and mobility in line with data protection law, works council and similar guidelines and laws.	6.19.2 Work with employees and managers to ensure talent management processes are embedded and work appropriately.	6.19.3 Work in partnership with line leadership to implement and embed talent management processes.	6.19.4 Works closely with organisation leaders to develop, lead and embed systematic processes to manage identified talent – the people who will create value and competitive advantage for the organisation now and into the future.
	6.20.1 n/a	6.20.2 Train and coach managers to have honest conversations with their people about their strengths, limitations, development needs and career aspirations, and encourages them to coach, mentor and support key talent.	6.20.3 Encourage leaders to have clear and straightforward conversations with people about their strengths, limitations, development needs and career aspirations, and to develop mentoring coaching relationships with key talent.	6.20.4 Encourage leaders to have clear and straightforward conversations with people about their strengths, limitations, development needs and career aspirations, and to develop mentoring coaching relationships with key talent.
	6.21.1 Prompt individuals when training or learning opportunities in line with their personal development plans become available.	6.21.2 Work to facilitate appropriate job moves for individuals in line with their plans and in line with the talent management principles of the organisation.	6.21.3 Act as a talent broker encouraging the transfer of individuals from one part of the organisation to another to obtain specific developmental experience.	6.21.4 Challenge executive colleagues to consider talent as a corporate-wide resource rather than a local resource to ensure identified talent is exposed to an appropriately diverse set of development challenges across the organisation.

Learning and talent development

Ensures that people at all levels of the organisation possess and develop the skills, knowledge and experiences to fulfill the short and long-term ambitions of the organisation and that they are motivated to learn, grow and perform.

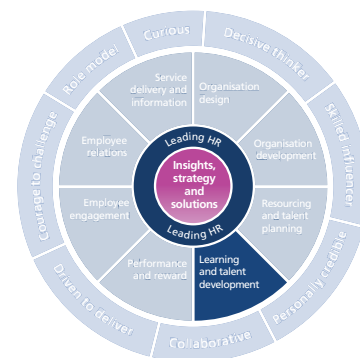


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
Talent management (continued)	6.22.1 n/a	6.22.2 Support the development of talent cadre members by coaching them on their career and development plans and getting to know them as individuals. Support the cadre by encouraging individuals to contact each other and break down the barriers between organisation 'silos'.	6.22.3 Support the talent cadres as groups and as individuals, by developing relationships with them, understanding them as individuals and facilitating opportunities for them to develop relationships with each other, eg organising projects or special assignments for a sub-group to work on.	6.22.4 Foster the development of talent cadres to build a sense of community and understanding amongst the members, eg establishes an organisation-wide forum in which the cadre can network.

Learning and talent development

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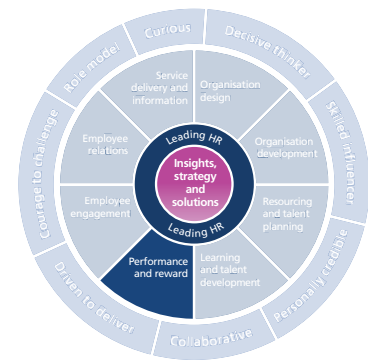


Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>Capability assessment</i>	6.23.1 The fundamentals of training and learning needs, analyses at the organisational and individual levels.	6.23.2 How to work with an individual to assess their learning and training needs.	6.23.3 How to work with managers to analyse learning and training needs for the team.	6.23.4 How to assess current capability levels and perform a strategic learning and talent development needs analysis at the organisation level.
<i>Learning styles</i>	6.24.1 Adult learning theory and other models that support the development of learning and training programmes.	6.24.2 How to apply knowledge of adult learning theory, instructional design methodologies such as ADDIE, pedagogic strategies, and the technologies that support the development of learning in the creation of learning interventions.	6.24.3 How to apply knowledge of adult learning theory, instructional design methodologies such as ADDIE, pedagogic strategies, and the technologies that support the development of learning in the creation of learning interventions.	6.24.4 How organisations learn. How to design learning programmes and how to work with specialist professionals to ascertain the technical content of programmes.
<i>Blended learning solutions</i>	6.25.1 The range of delivery channels available and understands their pros and cons.	6.25.2 The difference between and the potential benefits of a variety of delivery channels, eg e-learning, education, bespoke programmes, open programmes, action learning and Internet.	6.25.3 How to select the most appropriate delivery channel for particular requirement.	6.25.4 How to build a blended learning and talent development strategy and operating plan, taking into account employee segments and delivery channels.
<i>Supplier management</i>	6.26.1 Is IT-literate and able to mine data from the learning management or training records systems. Knows how to analyse performance data and present it in a way that is easily understood.	6.26.2 How to work with third parties and how to raise and deal with service or quality problems.	6.26.3 How to create and manage service-level and specialist agreements with third parties.	6.26.4 How to negotiate and manage large commercial contracts and tender processes and how to work constructively with procurement colleagues.
<i>Facilitation</i>	6.27.1 n/a	6.27.2 How to apply a number of facilitation models and styles to manage and optimise a learning event.	6.27.3 How to apply a number of facilitation models and styles to manage and optimise a learning event.	6.27.4 How to apply a number of facilitation models and styles to manage and optimise a learning event.
<i>Diversity</i>	6.28.1 How to design programmes and processes that provide equality of opportunity and avoid unintended bias.	6.28.2 How to design programmes and processes that provide equality of opportunity and avoid unintended bias.	6.28.3 How to design programmes and processes that provide equality of opportunity and avoid unintended bias.	6.28.4 How to design programmes and processes that provide equality of opportunity and avoid unintended bias.
<i>Measure and evaluate interventions</i>	6.29.1 How to collect and collate cost data and how to analyse feedback and data from training programmes in order to demonstrate an ROI.	6.29.2 How to identify and demonstrate tangible business and performance benefits from learning interventions and how to demonstrate an ROI by analysing the total investment made to develop, produce and deliver the programme.	6.29.3 How to put a business case together, including the identification and tracking of relevant metrics. How to engage the business in understanding and optimising the value of learning and talent development.	6.29.4 How to evaluate outcomes and demonstrate tangible organisation/ service benefit from learning and talent development programmes over time. How to engage the business in the value that learning and talent development can add to the business.

Performance and reward

Builds a high-performance culture by delivering programmes that recognise and reward critical skills, capabilities, experience and performance, and ensures that reward systems are market-based, equitable and cost-effective.

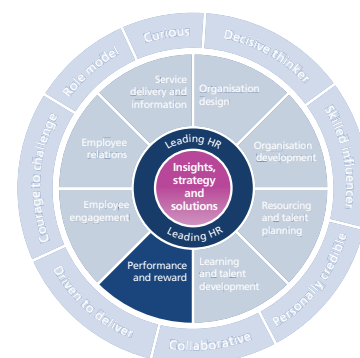


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Develop performance and reward strategy</i>	<p>7.1.1 n/a</p> <p>7.2.1 Analyse data and provide performance and reward information on individuals or groups to managers and performance and rewards specialists to aid decision-making.</p> <p>7.3.1 Support external benchmarking/salary surveys and liaise with reward specialist consultancies.</p> <p>7.4.1 Provide first-line support, information and guidance to all levels of employee on performance and reward policies and practices.</p> <p>7.5.1 Provide up-to-date data on current total reward costs. Produce regular budget reports.</p>	<p>7.1.2 Take the lead on a particular specialist area within the performance and reward arena such as base pay, retirement benefits or performance appraisal.</p> <p>7.2.2 Work with managers to ascertain and develop reward requirements for key individuals within their area.</p> <p>7.3.2 Analyse information from benchmarking exercises and compare information against internal practices. Make recommendations for structural change or adjustments to market positioning and overall levels for constituent parts of the reward package.</p> <p>7.4.2 Network with specialist colleagues internally and communities of practice externally to understand current trends and innovations.</p> <p>7.5.2 Continually assess and evaluate the costs and benefits of the reward and recognition package and recommend changes as appropriate.</p>	<p>7.1.3 Develop detailed performance and reward plan in line with the strategy and operating plans across the organisation.</p> <p>7.2.3 Interrogate the organisation strategy, demographic profile and market activity to understand near- and long-term performance and reward requirements and risks.</p> <p>7.3.3 Lead external benchmarking exercises as appropriate for overall reward and individual package elements to inform development of strategy and operating plan. Develop proposals for market positioning and overall levels for constituent parts of the reward package.</p> <p>7.4.3 Build relationships and form alliances with internal and external specialists and communities of practice to scan for emerging reward trends, innovations, current best practice and to understand the external reward market.</p> <p>7.5.3 Develop the business cases for any changes or improvements to performance and reward strategies and work to ensure the delivery of stated benefits.</p>	<p>7.1.4 Lead the development of the performance and reward strategies and operating plans across the organisation in close collaboration with executive leadership.</p> <p>7.2.4 Interrogate the organisation strategy, demographic profile and market activity to understand near- and long-term performance and reward requirements and risks.</p> <p>7.3.4 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.</p> <p>7.4.4 Build relationships with external counterparts and communities of practice to understand emerging reward trends, innovations and best practice locally and internationally for different employee groups.</p> <p>7.5.4 Lead the costs vs. benefits conversation of the performance and reward function and demonstrate the expected return.</p>
<i>Performance and reward policy</i>	<p>7.6.1 Produce regular budget reports.</p> <p>7.7.1 Analyse performance and reward data and identify potential anomalies with respect to equal pay and other legislation.</p>	<p>7.6.2 Continually assess and evaluate the costs and benefits of the reward and recognition package and recommend changes as appropriate.</p> <p>7.7.2 Keep abreast of legislative changes that impact performance and reward. Train and coach managers to ensure policies are followed and risks identified. Conduct equal pay reviews to ensure compliance with legislation.</p>	<p>7.6.3 Develop the business cases for any changes or improvements to performance and reward strategies and work to ensure the delivery of stated benefits.</p> <p>7.7.3 Keep abreast of legislative changes that impact performance and reward and make appropriate changes to the structure of affected programmes. Ensure that managers are aware and fully trained.</p>	<p>7.6.4 Lead the costs vs. benefits conversation of the performance and reward function and demonstrate the expected return.</p> <p>7.7.4 Ensure executive leadership and HR professionals are aware and take appropriate action in response to changes in legislation that affect reward, eg minimum wage, Equal Pay Act.</p>

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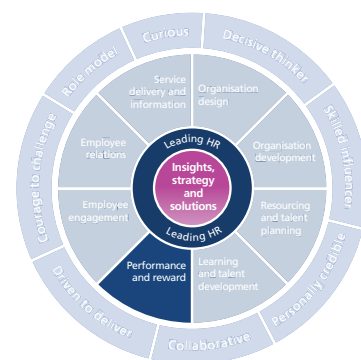


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Performance and reward policy (continued)</i>	7.8.1 Ensure that supporting literature and intranet material contain clear, transparent and consistent messages about performance and reward.	7.8.2 Develop communications to support the roll-out of annual programmes consistent with the overall performance and reward philosophy to reinforce messages.	7.8.3 Develop communication plans to support the roll-out of new programmes or alterations to existing programmes, explaining the planned changes, the rationale behind them and how employees will be affected.	7.8.4 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 the elements fit together.
	7.9.1 Manage performance and reward data and systems, ensuring quality data is available to support and manage performance and reward processes.	7.9.2 Train and coach leaders and managers in the elements of the performance management process and in overall reward. Build manager capability of managers in the area of establishing measurable objectives, taking appropriate performance and reward decisions, and communicating the elements of the reward package clearly and simply.	7.9.3 Educate and support managers in managing reward decisions and in defining measurable objectives and targets that are aligned with the strategy and plan.	7.9.4 Educate and support executive leaders in establishing meaningful and measurable targets at the organisation level. Support them in exercising sound judgement in decisions concerning performance and reward.
<i>Developing a performance culture</i>	7.10.1 Ensure that supporting literature describes and reinforces the link between reward and individual and organisation performance.	7.10.2 Train and coach managers to manage performance on an ongoing basis and to have honest and straight performance conversations.	7.10.3 Challenge senior leadership to adopt a performance-driven culture underpinned by a strong performance management capability.	7.10.4 Challenge executive leadership to adopt a performance-driven culture underpinned by a strong performance management capability.
	7.11.1 Ensure that personal objectives are clear, realistic and measurable and seek feedback to understand whether performance is on track.	7.11.2 Role-model effective performance management and the creation of a performance culture within the HR team by investing time in setting context, establishing a clear strategy and plan, developing strand so nothing but realistic and measurable goals, providing regular, timely feedback and by rewarding performance differentially according to delivery.	7.11.3 Role-model effective performance management and the creation of a performance culture within HR by investing time in setting context, establishing a clear strategy and plan, developing strand so nothing but realistic and measurable goals, providing regular, timely feedback and by rewarding performance differentially according to delivery.	7.11.4 Role-model effective performance management and the creation of a performance culture across the HR function by investing time in setting context, establishing a clear strategy and plan, developing strand so nothing but realistic and measurable goals, providing regular, timely feedback and by rewarding performance differentially according to delivery.
	7.12.1 n/a	7.12.2 Coach managers to communicate clearly to employees on performance and reward matters, in particular the link between the organisation's performance, the team's performance, the employee's individual performance and the resulting reward.	7.12.3 Coach managers to communicate clearly to employees on performance and reward matters, in particular the link between the organisation's performance, the team's performance, the employee's individual performance and the resulting reward.	7.12.4 Design and advocate non-bureaucratic performance management processes and performance-related reward as appropriate and in line with the values of the organisation.

Performance and reward

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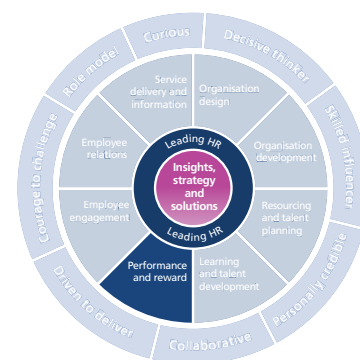


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Performance and reward interventions</i>	7.13.1 Support the delivery of programmes by providing relevant and timely information and efficient administrative support.	7.13.2 Work with colleagues to roll out existing annual programmes and manage ongoing programmes. Support and sometimes lead the implementation of a new programme or changes to an existing programme.	7.13.3 Manage the delivery of planned annual programmes, such as establishing pay levels within pay structures, performance appraisal, and so on. Manage the delivery of ongoing programmes, such as medical and retirement benefits. Manage the delivery of new programmes or changes to existing programmes.	7.13.4 Lead the HR function in the delivery of the performance and reward strategy and operating plan, including implementing any major changes to existing programmes. Lead the delivery of key organisation-wide programmes, such as annual performance and reward.
	7.14.1 Support managers and performance and reward specialists by keeping accurate records on individuals' performance.	7.14.2 Support managers in challenging performance/capability conversations, coach them to take appropriate, definitive action rather than delay. Ensure timely completion of performance management documentation.	7.14.3 Work with managers and HR professionals to resolve individual performance/capability issues using appropriate tools, eg performance improvement plans. Support the manager in taking swift action as appropriate.	7.14.4 Inform and coach executive clients in performance and reward issues. Support executive leaders in managing high-profile individual performance and reward issues.
	7.15.1 Listen for feedback from managers and employees on performance and reward programmes and escalate messages to human resources leaders to inform the continuous improvement and redesign of programmes.	7.15.2 Listen for feedback from managers and employees on performance and reward programmes, and escalate messages to human resources leaders to inform the continuous improvement and redesign of programmes.	7.15.3 Develop reward and recognition policies to support the overall reward plans. Evaluate organisation's performance and overall reward plan to ensure that they deliver the intended outcomes.	7.15.4 Consider constituent parts of the reward and recognition package for the organisation, ensuring that there is coherence in the overall offer and that they are aligned with and will drive the organisation's strategy and plans.
	7.16.1 n/a	7.16.2 Support reward colleagues in preparing for organisation's remuneration committee (REMCO) and delivering subsequent decisions and outputs.	7.16.3 Provide data and information for external stakeholders, regulators and shareholders.	7.16.4 Present data and interact with external stakeholders including regulators and shareholder bodies and interact with organisation corporate affairs/ PR to ensure appropriate messages are delivered and feedback received.
	7.17.1 Collect and prepare data, information and recommendations for organisation's remuneration committee (REMCO).	7.17.2 Collect and prepare data, information and recommendations for organisation's remuneration committee (REMCO).	7.17.3 Manage organisation remuneration committee (REMCO) decisions and outputs.	7.17.4 Support and guide the organisation's remuneration committee (REMCO), providing recommendations, supporting data and delivering on decisions.

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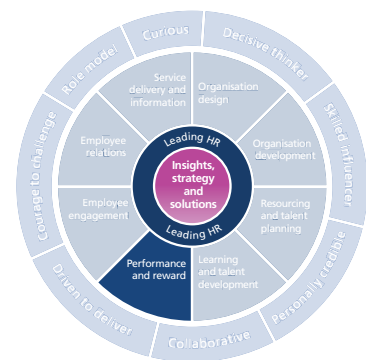


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>International, expatriate and executive reward</i>	7.18.1 Support human resources/reward managers in researching, analysing data and preparing non-standard/tailored packages to suit the needs of individuals and organisations.	7.18.2 Manage the individual reward matters of unique staff members, such as new-hire remuneration, transfers, severances, and so on, developing tailored packages that meet the needs of the organisation and individual.	7.18.3 Manage leadership-level individual reward matters, such as new-hire remuneration, transfers and severances, developing tailored packages that meet the needs of the organisation and individual.	7.18.4 Manage executive/senior-level individual reward matters, such as new-hire remuneration, transfers and severances, developing tailored packages that meet the needs of the organisation and individual.
	7.19.1 Support the delivery of executive leadership pay reviews by providing relevant and timely information and efficient administrative support.	7.19.2 Administer executive-level pay reviews.	7.19.3 Manage executive-level pay reviews.	7.19.4 Lead the governance process for executive/executive staff pay matters.
	7.20.1 Listen for feedback from managers and expatriates on international and expatriate programmes and escalate messages to human resources leaders to inform the continuous improvement and redesign of programmes.	7.20.2 Listen for feedback from managers and expatriates on international and expatriate programmes and escalate messages to human resources leaders to inform the continuous improvement and redesign of programmes.	7.20.3 Develop international and expatriate remuneration policies to support the international reward plan. Evaluate policies to ensure they deliver the intended outcomes.	7.20.4 Consider constituent parts and levels of the international reward package for expatriates across the organisation, ensuring that there is coherence in the overall offer and that they are aligned with the organisation's strategy and plans.

Performance and reward

Builds a high-performance culture by delivering programmes that recognise and reward critical skills, capabilities, experience and performance, and ensures that reward systems are market-based, equitable and cost-effective.



Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>Attracting and motivating through performance and reward</i>	7.21.1 Know how the elements of a reward package combine in different ways to attract, engage and retain people.	7.21.2 Know how to coach managers to communicate transparently and openly to staff about their performance and their individual reward, and how they are related.	7.21.3 Know how to roll out and manage annual and ongoing reward programmes on an international basis.	7.21.4 Know how to design overall reward programmes and how to package elements to attract, motivate and retain individuals and groups.
<i>International remuneration</i>	7.22.1 Know that the design and execution of reward policies differ across geographies, depending on local legal frameworks and cultural differences.	7.22.2 Understand international remuneration issues required for effective execution of expatriation and cross-border remuneration policies, eg international tax and legal frameworks, works councils, cultural drivers of reward, international mobility.	7.22.3 Understand international remuneration issues required for effective design and execution of expatriation and cross-border remuneration policies, eg international tax and legal frameworks, works councils, cultural drivers of reward, international mobility.	7.22.4 Understand international remuneration issues required for effective design and execution of expatriation and cross-border remuneration policies, eg international tax and legal frameworks, works councils, cultural drivers of reward, international mobility.
<i>Benchmarking</i>	7.23.1 Know how to collate, analyse and evaluate data.	7.23.2 Has knowledge of a wide range of tools and systems for comparative analysis and data interpretation.	7.23.3 Know how to conduct benchmarking exercises on a local and an international basis and use the insights and data within the organisation.	7.23.4 Understand the local and international competitor landscape in terms of reward and understand the factors that determine their overall reward packages, eg critical and scarce skills, talent mobility.
<i>Financial understanding</i>	7.24.1 Understand organisation's performance and the key features of the balance sheet.	7.24.2 Is financially aware, understands financial metrics and the organisation's performance and balance sheet.	7.24.3 Understand the financial drivers of the organisation, the balance sheet and the impact of reward costs.	7.24.4 Has deep financial knowledge, understands the financial performance of the organisation and the cost of the constituent parts of the remuneration package.
<i>Communications</i>	7.25.1 Is able to answer employee and manager queries regarding performance and reward procedures, policies and systems.	7.25.2 Know the importance of, and how to develop and deliver, a transparent reward communication plan on an ongoing basis to groups and individuals.	7.25.3 Know the importance of, and how to develop and deliver, a transparent reward communication plan on an ongoing basis to managers and organisations.	7.25.4 Know the importance of, and how to develop and deliver, a transparent reward communication plan on an ongoing basis to the organisation on an international basis.
<i>Cultural understanding</i>	7.26.1 Know the fundamentals of performance and reward programmes and the design options used by organisations.	7.26.2 Know how to coach and support managers to set clear objectives, handle difficult performance conversations and manage reward issues.	7.26.3 Know the importance of ongoing timely feedback, simple appraisal processes and flexible, performance-related reward in driving a performance culture.	7.26.4 Know how to create and drive a performance culture.

Employee engagement

In the context of organisation objectives, ensures that in all aspects of the employment experience – the emotional connection that all employees have with their work, colleagues and to their organisation (in particular line manager relationship) is positive and understood, and that it delivers greater discretionary effort in their work and the way they relate to their organisation.

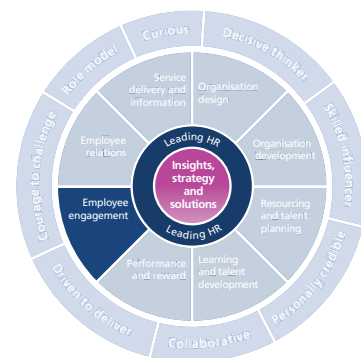


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Engagement drivers and developing strategy</i>	8.1.1 Support analysis of research to understand the drivers of employee engagement in the organisation and the relationship between employee engagement and organisation performance.	8.1.2 Analyse the results and draw conclusions from research to understand the drivers of employee engagement in the organisation and the relationship between employee engagement and organisation performance.	8.1.3 Conduct research to understand the drivers of employee engagement in the organisation and the relationship between employee engagement and organisation performance. Develop insights from the analysis and conclusions.	8.1.4 Design and lead research to understand the drivers of employee engagement in the organisation and the relationship between employee engagement and organisation performance.
	8.2.1 n/a	8.2.2 Develop local plans for employee engagement that will drive sustainable organisation performance.	8.2.3 Develop a departmental plan for employee engagement that will drive sustainable organisation performance.	8.2.4 Design and develop a robust employee engagement strategy that will drive sustainable organisation performance.
<i>Measuring levels of engagement</i>	8.3.1 Analyse and develop reports on employee engagement performance data such as sales, customer service, retention levels/turnover, productivity, absenteeism, and health and safety.	8.3.2 Use employee engagement metrics and reporting to identify issues and opportunities for continuous improvement.	8.3.3 Develop a range of appropriate processes and metrics to measure and track employee engagement.	8.3.4 Use best practice to identify metrics that can identify emotional and intellectual commitment to an organisation and its success.
	8.4.1 Collect and analyse responses from employee satisfaction/feedback surveys and produce reports.	8.4.2 Review employee satisfaction/feedback analysis, develop key insights and propose options to address critical concerns.	8.4.3 Manage employee satisfaction/feedback process, encouraging managers and staff to participate. Engage managers in identifying and committing to improvement actions.	8.4.4 Lead the design and implementation of an employee feedback/satisfaction process. Recommend proposals to senior leadership team and implement appropriate initiatives in response to key messages and insights. Develop measures and monitor results across the organisation.
	8.5.1 Collect and collate feedback from new starters and leavers, analyse key messages and feed back insights and messages.	8.5.2 Seek and listen to the feedback from employees and managers – have a 'finger on the pulse' – and feed insights on significant issues to HR leaders.	8.5.3 n/a	8.5.4 n/a
<i>Employee engagement interventions</i>	8.6.1 Administer the roll-out of regular employee engagement initiatives. Collect and collate feedback.	8.6.2 Manage the roll-out of regular employee engagement initiatives.	8.6.3 Design and run internal projects in conjunction with HR colleagues and organisation leaders to drive employee engagement across the organisation.	8.6.4 Act as sponsor to employee engagement initiatives.
	8.7.1 n/a	8.7.2 Train and coach managers to understand how to engage teams and individuals differentially to address their different needs.	8.7.3 Train and coach senior managers and leaders to understand how to engage teams and individuals differentially to address their different needs.	8.7.4 Have a global perspective of engaging employees in different global markets and ensure any interventions account for differences in needs.
	8.8.1 Engage managers and ensure alignment and accountability for delivery.	8.8.2 Engage managers and ensure alignment and accountability for delivery.	8.8.3 Engage senior leadership and ensure alignment and accountability for delivery.	8.8.4 Engage executive leadership and ensure alignment and accountability for delivery.

Employee engagement

In the context of organisation objectives, ensures that in all aspects of the employment experience – the emotional connection that all employees have with their work, colleagues and to their organisation (in particular line manager relationship) is positive and understood, and that it delivers greater discretionary effort in their work and the way they relate to their organisation.

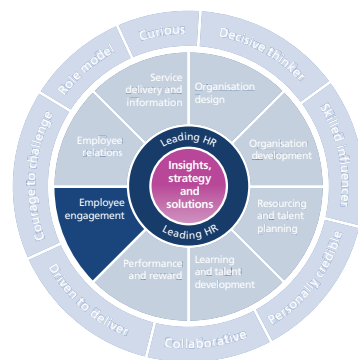


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Employer brand</i>	8.9.1 Ensure that the employer brand proposition is delivered to new hires and existing staff.	8.9.2 Ensure that the employer brand proposition is delivered to new hires and existing staff.	8.9.3 Lead internal and external research to develop and manage an attractive, balanced and authentic employer brand proposition.	8.9.4 Lead the development and implementation of a clear employer brand proposition to attract and retain new and existing talent. Lead the development and implementation of a clear employer brand proposition to attract and retain new and existing talent.
	8.10.1 Work with IT and marketing to communicate key messages of the employer brand.	8.10.2 Coach managers and supervisors on how to communicate with and get feedback from employees around the employer brand proposition and levels of engagement.	8.10.3 Lead the communication and ongoing management of the employer brand proposition.	8.10.4 n/a
	8.11.1 Advise staff and managers about the organisation's values and behavioural expectations.	8.11.2 Ensure that the values and behavioural expectations permeate through the organisation's processes, policies, intranet and other literature.	8.11.3 Develop ongoing communication and engagement plans to ensure that employees and other stakeholders understand and respect the organisation's values and behavioural expectations, and act in accordance with them.	8.11.4 Lead processes to identify, articulate and reinforce the organisation's core values and behavioural expectations. Influence leadership at all levels to behave in a manner that is consistent with the values and behavioural expectations.
	8.12.1 Advise staff and managers about processes to raise concerns about the behavioural expectations.	8.12.2 Manage processes to allow employees to raise concerns about non-conformance to the behavioural expectations.	8.12.3 Lead the implementation of processes to allow employees to raise concerns about non-conformance to the behavioural expectations.	8.12.4 n/a

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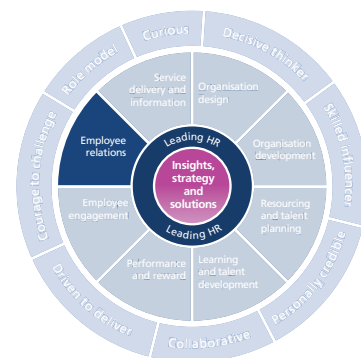


Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>Workplace behaviour</i>	8.13.1 The differences in how people behave at work.	8.13.2 The factors that influence how people behave at work.	8.13.3 Workplace psychology of how people think, work and relate.	8.13.4 Workplace psychology of how people think, work and relate.
<i>Diversity of needs</i>	8.14.1 Understand the perspectives and needs of different groups of employees.	8.14.2 The perspectives of diverse groups of people and how to tailor employee engagement initiatives to optimise results.	8.14.3 The key drivers of employee engagement such as career growth and development opportunities, nature and challenge of the job, perceptions of organisational trust and integrity, relationship with line manager and pride in the organisation and product.	8.14.4 The key drivers of employee engagement such as career growth and development opportunities, nature and challenge of the job, perceptions of organisational trust and integrity, relationship with line manager and pride in the organisation and product.
<i>Internal communications</i>	8.15.1 How to use internal communications tools to deliver messages and engage with staff.	8.15.2 Approaches to communicating successfully with people at all levels.	8.15.3 Approaches to communicating successfully with a diverse mix of people.	8.15.4 Approaches to communicating successfully with global communities of people.

Employee relations

Ensures that the relationship between an organisation and its staff is managed appropriately within a clear and transparent framework underpinned by organisation practices and policies and ultimately by relevant employment law.

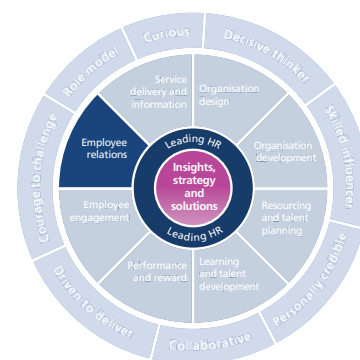


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Employee relations strategy, policy and practice</i>	<p>9.1.1 Track and monitor team performance against plans, recommending areas for improvement.</p> <p>9.2.1 Co-ordinate policy with others in the wider HR team, sharing ideas and best practice as appropriate.</p>	<p>9.1.2 Develop employee relations team plans and track progress against agreed metrics.</p> <p>9.2.2 Network with specialist colleagues internally and communities of practice externally to understand current trends in employee relations and anticipate changes.</p>	<p>9.1.3 Develop the employee relations plan including metrics to measure wider team performance.</p> <p>9.2.3 Build relationships and create alliances with external counterparts, communities of practice and formal bodies to understand emerging employee relations issues locally and internationally. Use this information to advise on changes to the employee relations plan.</p>	<p>9.1.4 Lead the development of the employee relations strategy and plan that delivers and supports the organisation's objectives.</p> <p>9.2.4 Anticipate future potential changes in employee relations' legal environment, both locally and internationally, and work ahead of the curve to mitigate risks and implement changes.</p>
<i>Policy, advice and guidance</i>	<p>9.3.1 Maintain relevant ER documentation, ensuring all contractual/legal documents and templates, including contracts of employment, compromise agreements, employee handbooks and standard D&G letters are kept up to date and in line with current legislation.</p> <p>9.4.1 Implement guidelines on ER issues. Ensure that staff and managers receive new information and updated literature when policies and procedures change or are updated.</p> <p>9.5.1 Inform and advise managers and staff about employee relations policies and practices.</p> <p>9.6.1 Give accurate and appropriate advice, training and support to managers who are managing difference and fair access to opportunities.</p>	<p>9.3.2 Develop relevant ER documentation, ensuring all contractual/legal documents and templates, including contracts of employment, compromise agreements, employee handbooks and standard D&G letters are kept up to date and in line with current legislation.</p> <p>9.4.2 Develop comprehensive guidance to HR generalists and managers on ER issues.</p> <p>9.5.2 Support and coach HR professionals and managers in understanding employee relations policies and practices, ensuring understanding of compliance imperatives.</p> <p>9.6.2 Give accurate and appropriate advice, training and support to managers who are managing difference and fair access to opportunities.</p>	<p>9.3.3 Lead the development of policies and practices that cover the full employee relationship and industrial relations strategy, including collective and individual dispute resolution, conflict management, tribunals, grievance and disciplinary, employment law, contracts of employment and terms and conditions, including grievance and disciplinary policies, employee contracts, terms and conditions.</p> <p>9.4.3 Ensure that industrial relations principles and employee relations policies, practices and procedures are understood within the function and well integrated consistently into everything human resources does.</p> <p>9.5.3 Co-ordinate and work with legal providers to ensure that all HR professionals and managers receive the relevant ER training, eg legislative updates, how to carry out investigations, run a hearing, and so on.</p> <p>9.6.3 Design policies and practices and lead implementation to promote diversity and ensure fair access of opportunities for all.</p>	<p>9.3.4 Lead on relationship with external legal providers to ensure the organisation has access to new and potential changes in the employee relations' legal environment.</p> <p>9.4.4 Ensure the appropriate employee relations tools, policies and practices are well executed and that other human resource policies and procedures are consistently deployed in line with the organisation's stated values.</p> <p>9.5.4 Co-ordinate and work with legal providers to ensure that all HR professionals and managers receive the relevant ER training, eg legislative updates, how to carry out investigations, run a hearing, and so on.</p> <p>9.6.4 Stimulate debate on diversity and build the business case for managing difference.</p>

Employee relations

Ensures that the relationship between an organisation and its staff is managed appropriately within a clear and transparent framework underpinned by organisation practices and policies and ultimately by relevant employment law.

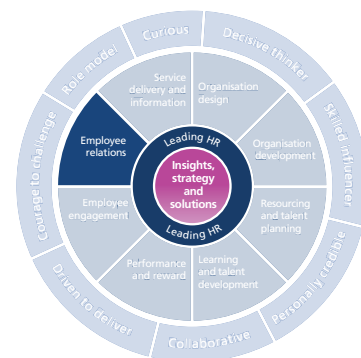


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Complex casework</i>	<p>9.7.1 Provide accurate, timely information and support to employee relations advisers and managers who are leading the resolution of employee relations issues.</p> <p>9.8.1 Support human resources and managers in investigating and resolving employee relations issues, such as grievance and disciplinarys, keeping accurate and appropriate records of events.</p> <p>9.9.1 Provide ad hoc reporting and trend analysis on ER issues.</p>	<p>9.7.2 Provide specialist advice and instruction to managers who are leading the resolution of employee relations issues. Advise and instruct managers in handling employee non-compliance.</p> <p>9.8.2 Take the lead on investigating and resolving employee relations issues, such as grievance and disciplinarys, in accordance with company policy. Escalate to senior human resources and line leadership as appropriate.</p> <p>9.9.2 Work closely with managers, instructing them on their role and required actions. Keep appropriate records. Represent the organisation at external tribunals or equivalent.</p>	<p>9.7.3 Take the lead on resolving complex employee relations issues that create significant risk to the organisation and/or instruct or strongly influence those leading the issue on the appropriate approach.</p> <p>9.8.3 Take the lead on investigating and resolving complex or high-profile employee relations issues, such as grievance and disciplinarys, in accordance with company policy. Escalate to senior human resources and line leadership as appropriate.</p> <p>9.9.3 Work closely with managers, instructing them on their role and required actions. Keep appropriate records. Represent the organisation at external tribunals or equivalent.</p>	<p>9.7.4 Take the lead on resolving complex employee relations issues that create significant risk to the organisation and/or instruct those leading the issue on the appropriate approach.</p> <p>9.8.4 Take part in resolving high-profile grievance or disciplinarys as the highest point of human resources escalation in the organisation.</p> <p>9.9.4 n/a</p>
<i>Collective negotiation and consultation</i>	<p>9.10.1 n/a</p> <p>9.11.1 n/a</p> <p>9.12.1 n/a</p>	<p>9.10.2 Manage and facilitate potential conflict situations to achieve consensus legally and ethically.</p> <p>9.11.2 Lead key negotiations with trade unions, works councils, employee forums, and so on, on a range of labour issues.</p> <p>9.12.2 Seek and identify ways to overcome barriers to change from the perspectives of both the organisation managers and the trade unions.</p>	<p>9.10.3 Lead key negotiations and foster constructive working relationship with trade unions, works councils, employee forums and similar bodies.</p> <p>9.11.3 Lead key negotiations with trade unions, works councils, employee forums, and so on, on a range of labour issues.</p> <p>9.12.3 Challenge organisation managers to address and modernise the organisation's working practices and not to accept the status quo.</p>	<p>9.10.4 Design and define the organisation's industrial relations strategy that secures business performance and employee regard while meeting any legal requirement.</p> <p>9.11.4 Lead key negotiations with trade unions, works councils, employee forums, on a range of business issues.</p> <p>9.12.4 Adopt an independent stand between the organisation and the trade union to constructively challenge both parties to improve and modernise working practices.</p>
<i>Health and well-being</i>	<p>9.13.1 Keep accurate records on health and safety compliance requirements, eg workplace ergonomic assessments, building evacuation drills.</p>	<p>9.13.2 Advise and coach managers in aspects of employee health and well-being, ensuring internal policies and legislative requirements are followed appropriately.</p>	<p>9.13.3 Develop occupational health and well-being policies in support of the plan. Manage third-party supplier and/or lead on a particular aspect such as new-hire medicals, workplace ergonomics, exposure to noise.</p>	<p>9.13.4 Lead the development of an employee occupational health and well-being strategy, ensuring full compliance with health and safety legislation at a minimum.</p>

Employee relations

Ensures that the relationship between an organisation and its staff is managed appropriately within a clear and transparent framework underpinned by organisation practices and policies and ultimately by relevant employment law.

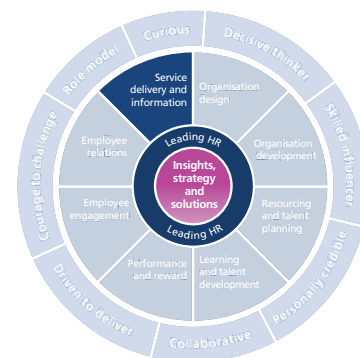


Knowledge: what you need to know

	Band 1	Band 2	Band 3	Band 4
<i>Employment law</i>	9.14.1 Foundational understanding of or can access relevant current local employment law and discrimination law if appropriate. Knows what the organisation needs to do to mitigate risk.	9.14.2 Strong understanding of or can access relevant current employment and discrimination law if appropriate in local and international jurisdictions, plus proposed changes. Knows what the organisation needs to do to mitigate risk.	9.14.3 Deep understanding of or can access relevant current employment law and discrimination law if appropriate in local and international jurisdictions, plus proposed changes. Understands the role of legislation in progressing issues of diversity. Knows what the organisation needs to do to mitigate risk.	9.14.4 Strong understanding of or can access relevant current employment law and discrimination law if appropriate in local and international jurisdictions. Understands the role of legislation in progressing issues of diversity. Knows what the organisation needs to do to mitigate risk.
<i>Employee relations</i>	9.15.1 The fundamentals of employee relations.	9.15.2 Employee relations issues and risks and knows how to coach managers.	9.15.3 The significance of the employee relations climate and culture in the organisation and its impact on employee motivation and performance.	9.15.4 Employee relations issues and how their management can both positively and negatively impact the organisation's performance and culture.
<i>Communications</i>	9.16.1 How to communicate with all levels of the organisation about employee relations policies and procedures.	9.16.2 How to gather, analyse and present feedback on communications and messages heard.	9.16.3 How to create and deliver employee relations communications, including feedback mechanisms.	9.16.4 How to develop an employee relations communications strategy and plan and what to include.
<i>Supplier management</i>	9.17.1 How to collate data on services and analyse in order to measure performance of external suppliers.	9.17.2 How to monitor and give feedback to third-party suppliers on services.	9.17.3 How to manage the tendering process and manage large commercial contracts supplying goods and services to the organisation.	9.17.4 How quality employee safety and well-being programmes can be used to support and motivate employees and create value for the organisation.

Service delivery and information

Ensures that the delivery of HR service and information to leaders, managers and staff within the organisation is accurate, efficient, timely and cost-effective and that human resource data is managed professionally.

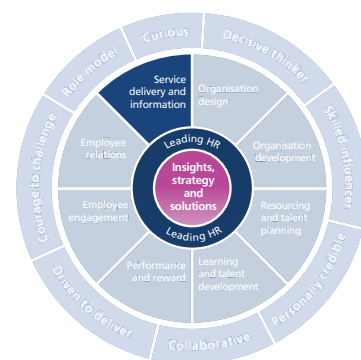


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Service delivery models and execution</i>	10.1.1 n/a	10.1.2 n/a	10.1.3 Assess high-level customer requirements through partnering with key customers and stakeholders.	10.1.4 Assess high-level customer requirements through partnering with executive customers and senior stakeholders.
	10.2.1 n/a	10.2.2 n/a	10.2.3 Determine priorities for service delivery and information requirements in one or more divisions within the organisation.	10.2.4 Determine priorities for service delivery and information requirements in line with organisation and customer requirements.
	10.3.1 n/a	10.3.2 n/a	10.3.3 n/a	10.3.4 Establish and monitor the strategic framework to determine whether HR services are provided in-house, outsourced to an external provider or executed in partnership with another organisation.
	10.4.1 Strive to maintain continued service excellence during times of change using existing processes and infrastructure. Parallel-test new approaches during implementation phase.	10.4.2 Strive to maintain continued service excellence during times of change, using existing processes and infrastructure. Lead the parallel-test of new approaches during implementation phase.	10.4.3 Develop the business case for significant change programmes and manages implementation in support of major service model restructuring.	10.4.4 Lead and sponsor any major service model restructuring.
	10.5.1 n/a	10.5.2 n/a	10.5.3 Communicate accountabilities within the wider HR team for design, implementation, customer support and administration.	10.5.4 Define accountabilities within the wider HR team for design, implementation, customer support and administration.
<i>Service management and metrics</i>	10.6.1 Strive to deliver service excellence, customer care and have a strong customer service ethos.	10.6.2 Foster a culture of service excellence – role-model this as a customer champion and coach team to deliver customer care.	10.6.3 Drive a culture of service excellence, customer care and value for money.	10.6.4 Visibly lead and motivate the service delivery team 'from the front', driving a culture of service excellence and value for money.
	10.7.1 n/a	10.7.2 Adopt a customer-centric approach by focusing on the lifecycle model and diverse employee needs during the joining employment phase, the in-service phase and during exit.	10.7.3 Adopt a customer-centric approach by focusing on the lifecycle model and diverse employee needs during the joining employment phase, the in-service phase and during exit.	10.7.4 n/a
	10.8.1 Provide information or advice to managers and employees via the corporate intranet, telephone and email.	10.8.2 Provide managers with advice on more complex human resources issues.	10.8.3 Lead the delivery of required services against service-level agreements in one or more specialist areas.	10.8.4 n/a
	10.9.1 Deliver management information and documented processes in line with service-level agreement for the division or organisation.	10.9.2 Deliver management information and service in line with established service-level agreement and metrics for the division or organisation.	10.9.3 Tailor service-level agreements to meet service requirements and develop appropriate metrics.	10.9.4 Lead internal service-level agreements, key performance indicators and metrics, accountable for delivery of services and information.

Service delivery and information

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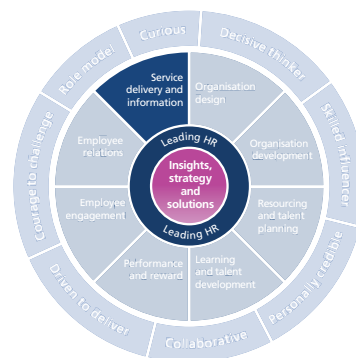


Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Service management and metrics (continued)</i>	10.10.1 Utilise technology to collect and analyse service performance data in order to provide management information on service levels and costs.	10.10.2 Monitor and evaluate data and information to ensure ongoing service quality. Seek and act on feedback from customers.	10.10.3 Create, agree and manage service-level agreements and key performance indicators with internal customers. Seek process improvement ideas and feedback from customers through formal feedback processes and in conversation with customers.	10.10.4 Monitor achievements against service-level agreements and key performance indicators, taking corrective action as required, to ensure HR makes the maximum contribution to the organisation's performance.
<i>Business process redesign and continuous improvement</i>	10.11.1 n/a	10.11.2 Evaluate and manage the efficiency and effectiveness of one or more human resource processes.	10.11.3 Evaluate and manage the efficiency and effectiveness of one or more human resource processes.	10.11.4 Lead the development of end-to-end process maps covering all processes managed by the shared service, eg payroll, compensation, benefits, employee lifecycle, learning, performance, talent, progression, recruitment.
	10.12.1 Continuously seek to identify ways to improve, challenging current practice and suggesting a better way.	10.12.2 Use tools such as Six Sigma, Kaizen and Lean to map and analyse processes. Strive for continuous improvement, looking for opportunities to improve response times, increase quality, reduce cost and eliminate waste.	10.12.3 Use tools such as Six Sigma, Kaizen and Lean to map and analyse end-to-end processes, understand blockages and opportunities and drive continuous improvement towards excellence in service delivery, customer satisfaction, response times, cost reduction and waste elimination.	10.12.4 Drive the use of formal continuous improvement processes, such as Six Sigma, Kaizen and Lean to improve process efficiency and effectiveness and reach targets, including customer satisfaction.
	10.13.1 Comply with organisational procedures and legislative requirements.	10.13.2 Lead the analysis of the effects of legislative changes on services and implement changes to ensure compliance.	10.13.3 Identify and act on any legislative changes that may impact on service delivery.	10.13.4 n/a
<i>HR technology and information management</i>	10.14.1 Support implementation of IT change by thoroughly testing new technology (in parallel with current technology) and feeding back user experience.	10.14.2 Thoroughly pilot the implementation of new technology across end-to-end processes and with multiple users to mitigate risk to service delivery.	10.14.3 Work with IT specialists to design or amend IT processes in support of changes to human resource processes.	10.14.4 Ensure that information technology is fit for purpose, in service of efficient and effective delivery and flexible enough to respond to changing service needs.
<i>Vendor and contract management</i>	10.15.1 n/a	10.15.2 n/a	10.15.3 Benchmark externally to compare cost of HR service providers to deliver, quality and response times.	10.15.4 Benchmark externally to compare cost of HR service providers to deliver, quality and response times.
	10.16.1 Advise on the procurement policy and the process to commission, contract and manage service providers.	10.16.2 Support the options appraisal, needs identification, specification design and provider selection.	10.16.3 Lead the options appraisal, needs identification, specification design and provider selection.	10.16.4 Negotiate major third-party contracts for the delivery of services.
	10.17.1 Implement systems and processes that measure the efficiency of third-party suppliers.	10.17.2 Monitor service levels and give timely ad hoc and regular feedback to third-party suppliers.	10.17.3 Manage suppliers against service-level agreements, key performance indicators and contracts.	10.17.4 Establish external key performance indicators and metrics and short- and long-term targets for service delivery from outsourced/ offshored providers.

Service delivery and information

Ensures that the delivery of HR service and information to leaders, managers and staff within the organisation is accurate, efficient, timely and cost-effective and that human resource data is managed professionally.



Knowledge: what you need to know

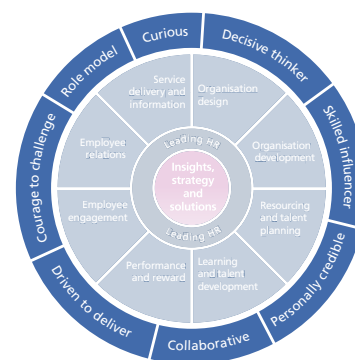
	Band 1	Band 2	Band 3	Band 4
<i>Service excellence</i>	10.18.1 How to handle, escalate and resolve complaints.	10.18.2 How to deliver service excellence and deal with and diffuse difficult customer situations in a service centre setting.	10.18.3 How to manage and motivate a service centre operations team to deliver service excellence against key performance indicators and challenging metrics.	10.18.4 How to lead and motivate a service operational team. How to design leading-edge solutions to service delivery and their appropriateness to the organisation.
<i>Operations management</i>	10.19.1 The cost restraints and service delivery targets of the organisation.	10.19.2 The financial model that underpins the delivery of services.	10.19.3 How to manage against operational metrics.	10.19.4 How to set short- and long-term metrics and manage against them. How to conduct an external benchmarking exercise.
<i>Process improvement</i>	10.20.1 The basics of tools such as Six Sigma, Kaizen and Lean.	10.20.2 How to use tools such as Six Sigma, Kaizen and Lean to map and interrogate end-to-end processes to identify blockages.	10.20.3 How to use tools such as Six Sigma, Kaizen and Lean to map and interrogate end-to-end processes to identify blockages.	10.20.4 How to use tools such as Six Sigma, Kaizen and Lean to map and interrogate end-to-end processes to identify blockages.
<i>HR technology</i>	10.21.1 How to use HRIS and produce data and metrics.	10.21.2 How to use HRIS and how to use them for data analysis and business case preparation.	10.21.3 The options for delivering HR solutions through technology available including manager and/ or employee self-service, fully automated and HR analytics.	10.21.4 The options for delivering HR solutions through technology available including manager and/ or employee self-service, fully automated and HR analytics.
<i>Contract management</i>	10.22.1 The processes involved with contract management.	10.22.2 How to manage small commercial contracts and tender processes.	10.22.3 How to negotiate and manage outsource providers and small and large commercial contracts and tender processes.	10.22.4 How to negotiate and manage outsource providers and small and large commercial contracts and tender processes.

Behaviours



The HR Profession Map Behaviours

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



Behaviour

Definition

Curious

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

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

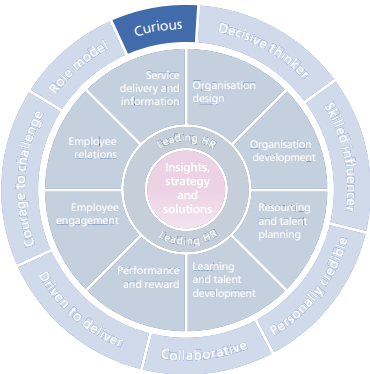
Shows courage and confidence to speak up skilfully, challenging others even when confronted with resistance or unfamiliar circumstances.

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 organisation.



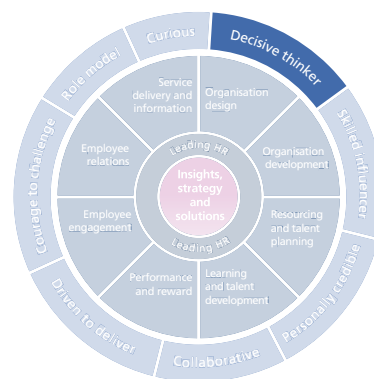
Band 1	Band 2	Band 3	Band 4
Interested in finding out about the organisation and the connections between wider organisational issues and their own role.	Actively seeks ways to develop understanding of organisational and sector issues and developments.	Keeps up with and anticipates emerging organisational and commercial issues and developments.	Proactively develops deep insights into the commercial and strategic context around their organisation.
Inquisitive about current issues and developments within the HR community and how they impact their current practice.	Keeps up to date with issues and trends in HR and brings insights back into the organisation to evolve and improve advice and solutions.	Connects with peers across HR and benchmarks against organisations to bring best practice ideas and innovations back to benefit the organisation.	Connects into the HR community to debate and shape HR activity and practice and develop leading-edge insights for the organisation.
Extends understanding to underlying issues and causes.	Considers an issue or opportunity from a number of angles, based on experience, intuition and knowledge of the organisation.	Extends reference sources to include the views of others outside the immediate or most apparently relevant frame of reference.	Sheds light on big issues that others hadn't spotted or don't want to see through probing, digging deep and asking 'why?'.
Reflects, analyses and tests ideas and insights with others.	Seeks or creates opportunities to test new ideas or innovations.	Skilfully balances risk and innovation in trialling new ideas or translating insights into action.	Fosters an inquisitiveness in the organisation, resulting in new lines of thinking, original insight and breakthrough ideas in the business.
Open to trying new ideas and takes on board change. Is willing to try and not to succeed first time.	Drives self and supports others in working outside of comfortable environments and allows room for failure.	Fosters a continuous learning approach, showing interest and curiosity in new ideas and opportunities and allowing time to build success.	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.	Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.	Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.	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.



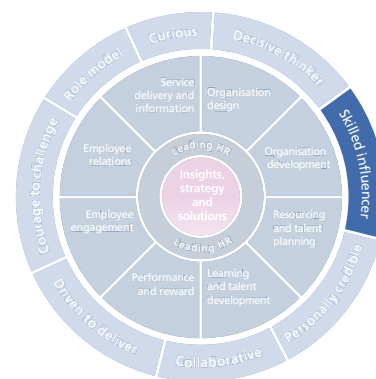
Band 1	Band 2	Band 3	Band 4
Assesses the value of information and data before applying it to a decision.	Gathers information from multiple sources, analyses and critiques it before making a decision.	Evaluates information from multiple sources, applying intuition and judgement to weigh their value and relevance to the decision at hand.	Analyses both tangible and intangible information and data rapidly to develop critical insights.
Ensures details and facts are correct, complete and consistent, ensuring that conclusions drawn from the information are built on solid foundations.	Compares and contrasts situations and information, identifying patterns and trends which inform subsequent decisions.	Maintains a broad view of the situation, identifying the key elements while keeping an overview of the detail.	Sees macro connections, relationships and opportunities which others miss.
Uses previous experience, standard procedures and common sense to make decisions.	Applies own judgement and criteria to adapt previous recommendations or experience in the light of the current circumstances.	Makes effective decisions in the absence of complete information, but with a strong understanding of organisation priorities.	Takes decisions in a strategic context where there are many unknowns, always mindful of existing and emerging organisation priorities.
Accurately collects and interprets relevant data in order to support organisation decision-making and delivery of task.	Identifies the most suitable analytical tools or data-gathering approaches according to the specific context.	Identifies how best to distil a mass of complex data into distinct, clear and concise concepts others can understand.	Identifies the key questions to ask in complex situations, providing direction for the course of investigation or data interrogation.
Is able to use common sense and knowledge to solve problems while recognising limits of personal experience or authority within the organisation.	Identifies scope of own and others' decision-making authority, works appropriately within this to move forward resolution of organisational issues.	Creates an environment where others can make decisions by clarifying roles and responsibilities and providing appropriate support.	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.



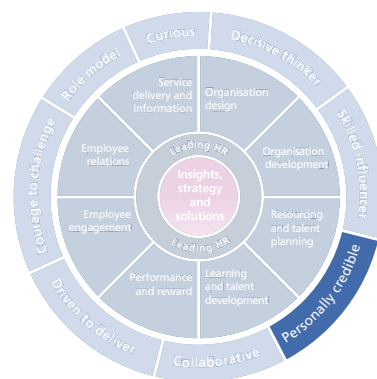
Band 1	Band 2	Band 3	Band 4
Seeks to understand how to influence within the culture, governance frameworks and politics of the organisation.	Takes account of culture, governance frameworks and politics within their influencing and delivery approach.	Builds relationships with key current and future influencers, working within and around politics and formal processes.	Secures consensus across a range of complex stakeholders and in sensitive and challenging situations.
Uses logical persuasion, backed by evidence to support their opinion or proposal.	Takes steps to understand and consider the diverse opinions of involved parties ahead of a proposal.	Builds a comprehensive stakeholder map to understand the interested parties and the diversity of their views.	Systematically maps the complexity of interactions and relationships, views, values and motivations of key stakeholders.
Compares and contrasts options to highlight relative advantages and disadvantages of progressing along alternative paths.	Addresses potential and anticipated reactions and resistance by using a flexible communication and influencing approach.	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.	Develops and pursues a strategic internal and external influencing plan, at individual and organisation levels.
Identifies the key points to communicate on any interaction, selecting the right channel for the message and audience.	Tailors communications to appeal to, include and engage different audiences.	Makes the complex or ambiguous clear for others, enabling people to participate in debate and discussion.	Communicates in an authoritative, engaging and compelling way, leaving a clear and memorable message.
Seeks to understand themselves and how they differ from others in style, approach and beliefs.	Proactively develops understanding of different people and adjusts own behaviour and approach to manage impact on others.	Has deep insights into own style and impact and is adept at reading and influencing a variety of people.	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.



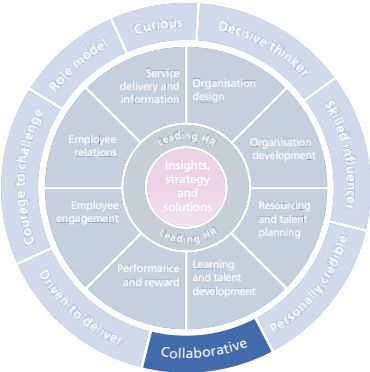
Band 1	Band 2	Band 3	Band 4
Considers how best to add value and ensures own expertise is sufficiently developed to do so.	Brings theoretical and practical HR expertise to bear on individual and organisation issues and opportunities.	Develops own and others' HR capability to deliver against organisational needs.	Keeps HR expertise and professional practice flexible and evolving to meet strategic priorities and organisation requirements.
Shows enthusiasm to broaden own experience, knowledge, skills and self-insight.	Identifies and pursues opportunities to do work which will provide new experiences or stretch existing skills.	Acts as a role model for continuous learning, focusing own and others' efforts on building professional and organisational knowledge.	Creates a shared learning and knowledge transfer environment and process across the organisation.
Passes on own skills to others, sharing knowledge and experience readily.	Provides advice and guidance to colleagues, building a reputation as a reliable source of collegiate support.	Provides formal and informal development support to peers in the organisation.	Acts as a coach or mentor to others across the organisation and externally, provides a strategic perspective.
Accepts and acts on feedback on own performance, reacting appropriately to both constructive criticism and praise.	Seeks out feedback from HR colleagues and managers, taking the learning and development points on board and modifying own practice.	Builds regular reflective reviews into the work plans while encouraging informal, day-to-day feedback as a matter of course.	Uses both formal and informal processes to gain feedback on own performance and development and the HR team, implements improvements.
Offers sensible, impartial advice and is considered as wise counsel.	Builds trust of employees and managers by consistently giving carefully thought-through advice.	Offers professional, up-to-date views, opinions and advice to leaders, managers, staff and peers and is regularly sought out to do so.	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.



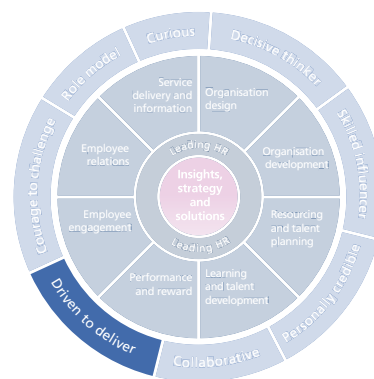
Band 1	Band 2	Band 3	Band 4
Shows sensitivity and respect for others’ feelings, cultures and beliefs, showing respect for diversity.	Makes time to get to know individuals, listens to and builds understanding of their skills, interests and motivations, to work together more effectively.	Brings people with complementary skills, interests and viewpoints together, ensuring the work benefits from diverse input.	Promotes a collegiate culture that encourages difference and respects diversity.
Makes a positive contribution to the team, supporting colleagues in their day-to-day work.	Builds a sense of team spirit, encouraging shared ownership of objectives and deliverables.	Promotes a team ethos across organisation boundaries.	Builds active strategic partnerships with others’ functions, breaking down silos and territorial behaviour.
Establishes constructive and collaborative relationships with immediate colleagues.	Builds mutually beneficial relationships, listening to and gaining the respect and confidence of others.	Forms collegiate working relationships with a diverse range of contacts within and outside the organisation.	Builds strategic relationships outside of the organisation for the good of the organisation.
Passes on information promptly, keeping colleagues up to date.	Solicits the involvement of others and readily shares own experience and expertise.	Ensures the right people are involved at the right time, navigating internal politics with skill.	Acts in line with organisation needs, rising above the demands of any one stakeholder or influential group.
Handles disagreements as they occur, seeking a constructive solution.	Recognises sensitive or controversial situations and plans how best to handle them.	Identifies and pre-empts any potential sources of conflict, ensuring continued collaboration.	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.



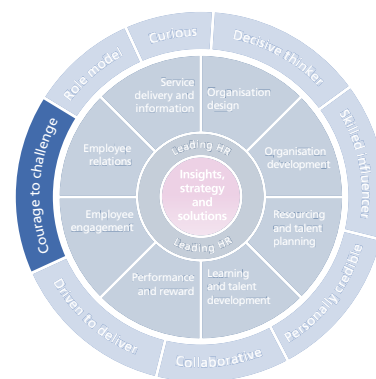
Band 1	Band 2	Band 3	Band 4
Demonstrates a consistently strong bias for action and a desire to deliver.	Leads delivery at a team level by prioritising, setting clear milestones and establishing unambiguous measures.	Delivers personally and through others across projects by setting clear goals and targets, monitoring progress and holding people to account.	Ensures delivery across the organisation by inspiring others with energy and personal drive.
Identifies the steps to achieve agreed tasks, goals and objectives in the immediate or short term.	Creates and drives delivery of clear project plans for multiple projects in the short to medium term.	Creates and drives delivery of clear programmes which span the organisation over the medium to long term.	Creates and drives delivery of a long-term strategy through establishing a clear governance structure with single-point accountabilities.
Focuses own activity on the agreed priorities, getting things done efficiently and effectively.	Identifies and focuses on the priorities in line with overall organisation goals and deliverables.	Is agile, works with the business to confirm priorities when facing conflicting agendas.	Is agile, re-prioritises objectives in line with the organisation's changing needs.
Keeps track of own progress, completing work to deadlines or informing others when targets can't be met.	Tracks progress and resolves issues promptly when projects are slipping.	Pre-empts setbacks on projects by anticipating and addressing potential sources of delays.	Identifies ways to deliver despite challenging internal and/or external circumstances.
Consistently delivers to expectations and commitments, meeting or exceeding agreed standards.	Maintains enthusiasm and commitment to deliver results in the face of difficulties.	Shows persistence and resourcefulness in the face of obstacles.	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 skillfully, challenging others even when confronted with resistance or unfamiliar circumstances.



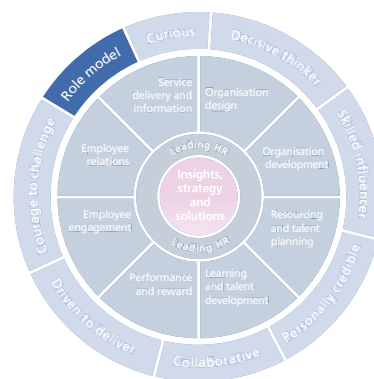
Band 1	Band 2	Band 3	Band 4
Stands by own proposals in the face of difficult questions, providing supporting evidence.	Remains calm and stands by decisions in the face of opposition or resistance, addressing challenges appropriately.	Holds own position determinedly and with courage when it is the right thing to do, even when those in power have divergent views.	Takes a stand and acts on their own beliefs, despite significant opposition and personal risk.
Explores and takes into account the full range of viewpoints.	Observes, listens, questions and challenges to ensure a full discussion.	Surfaces 'the unsaid', fostering openness and honesty through own example.	Builds close partnerships with senior leaders, providing a 'safe haven' for difficult conversations around the hard issues and surfacing 'the truth'.
Adopts a questioning approach to clarify or more fully understand an issue.	Reaches a conclusion and takes an early view on an issue.	Makes own position clear in the debate early on and backs it with relevant professional knowledge.	Stands up for self and the organisation publicly when the worst happens in difficult circumstances.
Helps to uncover pertinent facts to move a debate forward.	Intervenes in lengthy process or excessive debate to draw conclusions and reach a decision.	Identifies when a quick decision will be more effective than consultation or further research, ensuring others understand and are aligned.	Takes a visible lead in progressing a disputed issue or ethical dilemma for the benefit of the organisation.
Consults others for ideas, advice and direction when facing unusual problems.	Works closely with others who are involved in and impacted by the issue, consulting for their views and involving them in developing the solution.	Explores and takes account of both the organisation's political forces and personal standing in a debate.	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	Band 2	Band 3	Band 4
Has a deep sense of own core values and operates within personal boundaries.	Has a deep sense of own core values and operates within personal boundaries.	Skilled at managing any conflict between personal values and those of the organisation.	Skilled at managing any conflict between personal values and those of the organisation.
Consistently acts according to organisational and legal principles and agreed processes.	Encourages others to act in line with organisational standards and frameworks.	Sets out the standards and values for managers and peers and holds people accountable for their actions.	Challenges leader and organisation actions when inconsistent with espoused values, beliefs and promises.
Delivers to expectations and promises.	Articulates own principles and expectations and acts consistently to uphold these in line with organisational processes and values.	Consistently role-models, acting according to one's own principles and delivering to espoused values and expectations.	Represents and promotes the reputation of HR to operate professionally within the organisation.
Accepts responsibility and takes remedial and developmental action when mistakes are made.	Takes and promotes a learning approach to decisions and activities that turn out to be flawed or mistaken.	Encourages ongoing reviews of projects and decisions to build a learning and improvement approach within HR.	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.
Deals with personal data and information in a highly professional manner and within the boundaries of relevant legislation, such as the Data Protection Act.	Applies sound personal judgement in dealing with sensitive or critical information, respecting confidentiality.	Handles emotive issues with sensitivity, applying wisdom and judgement to identify a constructive path forward.	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.

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