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Leading HR

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

Review this core area in conjunction with relevant 'technical' professional areas. For instance, core professional areas plus Learning and Development if you are a learning specialist.



Activities: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Personal leadership and professional impact</i>	2.1.1 Keep in mind the organisation's issues and priorities in all activities.	2.1.2 Act with a commercial mindset and sound point of view on the organisation and what can drive continuous improvement.	2.1.3 Act with a commercial mindset and strong point of view of the organisation and what will most likely drive sustained organisation performance.	2.1.4 Act as a business leader with a strong sense of purpose and a dynamic vision for HR/specialist area and the wider organisation.
	2.2.1 Provide advice confidently based on sound understanding of organisation's policy and practice.	2.2.2 Confidently advise employees and managers based on own point of view.	2.2.3 Act as provocateur, confidently advising and challenging leaders and managers based on own point of view.	2.2.4 Act as provocateur, confidently advising and challenging senior leaders based on own point of view.
	2.3.1 Seek out and act on feedback and coaching opportunities to develop as a professional. Take responsibility for your own CPD.	2.3.2 Seek and act on feedback and coaching to continually learn and develop as a professional. Take responsibility for your own CPD.	2.3.3 Continually seek and act on feedback and coaching to learn and develop as a professional. Take responsibility for your own CPD.	2.3.4 Continually seek and act on feedback and coaching opportunities to improve as a professional and business leader. Take responsibility for your own CPD.
<i>Lead others</i>	2.4.1 Work collaboratively with colleagues to deliver good policy, practice and advice.	2.4.2 Apply sound people management practices to build high-performing teams.	2.4.3 Display strong people management and leadership capability with team and across function/practice, using the full range of people management tools to great effect.	2.4.4 Make self highly visible and role-model exceptional leadership.
	2.5.1 Work in collaboration with colleagues on different sites or remotely.	2.5.2 Participate (where relevant) in cross-country projects that support the design and implementation of international people solutions.	2.5.3 Participate (where relevant) in cross-country projects that support the design and implementation of international people solutions.	2.5.4 Build global mindset, bring understanding and insight into people management and development across any given country's society: its social structures, institutions and demographics, legal, regulatory and economic structure.
	2.6.1 Support deployment of development plans and programmes within function.	2.6.2 Build professional and business insight through development and talent initiatives and tools.	2.6.3 Build professional capability and business insight through targeted talent and development programmes in line with organisational needs.	2.6.4 Lead a cohesive and influential function, developing HR/specialist capability and business insight in advance of organisational need.
	2.7.1 Provide input to inform decisions on required talent to resource a project/activity.	2.7.2 Identify resourcing needs of project teams.	2.7.3 Design flexible fit-for-purpose teams and programmes based on a long-term view of requirements.	2.7.4 Design a fit-for-purpose flexible function/practice based on a long-term view of requirements.
	2.8.1 Assess own capability and take steps to address as required.	2.8.2 Assess team capability to deliver professional practice/activity.	2.8.3 Assess current professional, technical and commercial capability and capacity of teams and individuals.	2.8.4 Lead function capability and succession planning in line with immediate and long-term requirements.
	2.9.1 Gather and analyse data to support the measurement of resource and talent management programmes.	2.9.2 Implement and measure effectiveness of resource and talent management programmes.	2.9.3 Develop and implement resource and talent management plans, taking account of availability of local talent.	2.9.4 Ensure HR and specialist capability is balanced appropriately across the organisation and professional areas, taking account of availability of local talent.

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Activities: what you need to do (continued)

	Band 1	Band 2	Band 3	Band 4
	2.10.1 Feedback and areas of concern around reward and recognition.	2.10.2 Seek feedback from team to identify areas of concern around reward and recognition package and make suggestions for improvement where appropriate.	2.10.3 Benchmark reward and recognition package externally to ensure attractive against market competitors.	2.10.4 Lead the overall reward, benefits and recognition package for function to ensure attraction and retention of key players.
<i>Deliver value and performance</i>	2.11.1 Focus on delivering flawless process and relevant, timely and accurate advice and data to support function operations plan.	2.11.2 Develop team goals, milestones and measures to deliver against the function operations plan.	2.11.3 Contribute to the development of the people strategy and translate goals into operating plans for specific specialist or organisational areas.	2.11.4 Maintain a long-term view of the organisation's direction, shaping and aligning the HR/specialist strategy in light of this.
	2.12.1 Ensure individual contribution is in line with the team and functional delivery plan.	2.12.2 Ensure that team delivery plan is fully integrated and that accountabilities are clear.	2.12.3 Ensure that function delivery plan is fully integrated and that accountabilities are clear.	2.12.4 Lead the development of operating plans for function, anticipating changing organisation and market needs.
	2.13.1 Participate in performance management and improvement initiatives as part of team.	2.13.2 Manage the delivery and evaluation of performance management, implementing specific performance improvement plans.	2.13.3 Actively manage performance of function through performance management processes, addressing team and individual issues to ensure delivery and continuous improvement.	2.13.4 Lead the performance of function, addressing team and individual performance issues to ensure delivery and continuous improvement.
<i>Evaluate impact</i>	2.14.1 Record progress on agreed measures such as service level agreement (SLA), key performance indicators (KPI).	2.14.2 Work with teams to ensure targets are achieved and measurements are meaningful, for example SLAs, KPIs.	2.14.3 Communicate metrics and lead regular performance reviews to monitor and assess progress.	2.14.4 Establish clear and meaningful metrics to drive sustainable performance.
	2.15.1 Provide cost/expenditure/people data to support budget development and in-year tracking.	2.15.2 Provide relevant information to support the development and monitoring of budgets.	2.15.3 Develop and monitor budgets and financial plans for specialist or organisational area.	2.15.4 Develop and manage functional budget in line with business expectations, allocating funds for high-priority, high-impact activity.
	2.16.1 Provide financial data to colleagues to support development of viable financial statements and plans.	2.16.2 Support development of viable financial statements and plans that reflect the team's objectives and priorities.	2.16.3 Develop viable financial statements and plans, including forecasting and monitoring of income and expenditure that reflect the team's priorities and objectives.	2.16.4 Ensure accurate financial reporting and full consideration of financial data when making decisions.
	2.17.1 Collect data accurately to measure effectiveness of function in meeting organisational priorities.	2.17.2 Ensure data collection and measurement of people projects and services.	2.17.3 Develop measures and ensure people programmes/activities are focused on delivering beneficial organisational outcomes.	2.17.4 Prioritise HR/specialist strategy around driving towards and measuring value against organisational outcomes.
	2.18.1 Suggest ways of completing activities more cost-effectively.	2.18.2 Keep track of cost and budget in all activities, raise issues promptly.	2.18.3 Ensure people plans and services are delivered at best value cost.	2.18.4 Continually review HR/specialist services and strategies to ensure cost-effectiveness.

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Knowledge: what you need to know

Band 1	Band 2	Band 3	Band 4
2.19.1 Differences in how people work and interact.	2.19.2 Approaches to engaging and motivating people from all backgrounds.	2.19.3 Approaches to leading and motivating diverse groups of people in pursuit of common aims.	2.19.4 Approaches to leading, engaging and aligning people at all levels and backgrounds with functional and organisational goals.
2.20.1 Personal skills profile and strengths and gaps against role requirements.	2.20.2 Capacity, capability and skills profile of team and what is required to meet organisation need.	2.20.3 Capacity, capability and skills profile of functional area or programme teams and what is required to meet organisation need.	2.20.4 Capacity, capability and skills profile of function or practice and what is required to meet organisation need.
2.21.1 How to work effectively within a team to deliver.	2.21.2 Methods for managing and evaluating team performance.	2.21.3 Methods for managing and evaluating performance within a functional area or across project teams	2.21.4 Methods for managing and evaluating performance across an HR function or practice/large-scale programme.
2.22.1 Methods for collecting and analysing financial and non-financial data.	2.22.2 Methodologies for evaluating and drawing conclusions from budgets, financial and non-financial data.	2.22.3 Budget and financial planning, management and monitoring approaches.	2.22.4 Budget and financial planning, management and monitoring approaches.