

1

Insights, strategy and solutions

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

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



Activity: what you need to do

	Band 1	Band 2	Band 3	Band 4
<i>Develop insights and spot opportunities</i>	<p>1.1.1 Using personal experience, develop understanding of the organisation and its context to inform work and activities.</p> <p>1.2.1 Read relevant information and articles to build and broaden understanding of new initiatives and practices across relevant specialist and generalist areas of HR.</p> <p>1.3.1 Collect, collate and analyse data to spot potential opportunities and risks for the organisation.</p>	<p>1.1.2 Combine a range of business data with personal experience to develop insight into the organisation, its customers, and the external context it operates in.</p> <p>1.2.2 Network with specialist colleagues and communities of practice to understand current trends, thinking and innovations in HR and specialist area/s.</p> <p>1.3.2 Use insights about the organisation and the context to identify opportunities, priorities and potential risks.</p>	<p>1.1.3 Assess and interpret complex data to gain insights about the organisation, its customers and its broader context.</p> <p>1.2.3 Build relationships and form alliances with internal and external specialists and communities of practice to keep ahead of emerging HR and specialist trends, ideas and innovations, and keep ahead of changes.</p> <p>1.3.3 Use insights to influence leaders and colleagues to current risks or benefits of decisions or actions that affect the long-term reputation and health of the organisation.</p>	<p>1.1.4 Assess the changing social, strategic and business/economic environment to gain insights and identify organisational strategic requirements.</p> <p>1.2.4 Establish a network of internal and external counterparts and executive communities of practice to keep ahead of emerging HR and specialist trends, ideas and industry/sector insights, locally and internationally.</p> <p>1.3.4 Use insight about opportunities and risks to influence executive team decisions that affect the long-term reputation, health and growth of the organisation.</p>
<i>Turn insight into strategy and solutions</i>	<p>1.4.1 Collate and feed in ideas and observations to your colleagues and others to influence policy, process and decisions.</p> <p>1.5.1 Provide relevant information, data and reports to support the design of tailored people policy and process solutions.</p> <p>1.6.1 Ensure diversity and inclusion is considered in all people processes and activity.</p>	<p>1.4.2 Share your insight and work with colleagues (across HR or specialist area) and managers to influence the development of organisational plans and priorities.</p> <p>1.5.2 Develop and implement people policy and process solutions to address risks and opportunities and align with HR strategy and plans.</p> <p>1.6.2 Ensure diversity and inclusion considerations are embedded in the development of people solutions and actions.</p>	<p>1.4.3 Partner with colleagues (across HR and in specialist area) and leaders to develop shared insights, priorities and activities as part of the organisational plan and strategy.</p> <p>1.5.3 Develop prioritised people plans and solutions to support achievement of organisational requirements and align with HR and organisation strategy.</p> <p>1.6.3 Ensure consideration of diversity and inclusion into the development of people solutions and project design as a key organisation issue.</p>	<p>1.4.4 Use organisational, environmental, business and market insight to shape organisational strategy, and challenge and shape executive thinking around decisions in partnership with leaders across the organisation.</p> <p>1.5.4 Lead people and organisation strategic development to address risks and opportunities for the organisation.</p> <p>1.6.4 Build diversity and inclusion into strategic planning as a strategic organisation issue.</p>
<i>Deliver and embed solutions</i>	<p>1.7.1 Help employees understand their role in change, the reasons for it and the results that are expected.</p> <p>1.8.1 Support the delivery and evaluation of planned 'one-off' and ongoing people programmes and projects.</p> <p>1.9.1 Keep records of identified risks and plans to mitigate against them.</p>	<p>1.7.2 Work with managers through change by outlining the rationale, vision, required action and impact of change.</p> <p>1.8.2 Support the timely and efficient delivery and evaluation of planned 'one-off' and ongoing people programmes and projects.</p> <p>1.9.2 Identify potential risks to implementation of people policy and plans.</p>	<p>1.7.3 Lead and influence change with and across areas to support implementation of major change initiatives.</p> <p>1.8.3 Lead the efficient delivery and evaluation of significant ongoing, annual and planned 'one-off' people programmes and projects.</p> <p>1.9.3 Develop action plans to mitigate risk resulting from the implementation of people policies and plans.</p>	<p>1.7.4 Lead and champion the implementation of the most significant organisation change activities.</p> <p>1.8.4 Sponsor and evaluate delivery of major, planned, new, high-impact people programmes and projects across the organisation.</p> <p>1.9.4 Lead in risk mitigation, governance and ethics strategies.</p>

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Activity: what you need to do (continued)

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1.10.1 Collect, collate and analyse project metrics, data and report back on key information.	1.10.2 Evaluate project impact and results to ensure people projects/solutions meet organisation needs.	1.10.3 Assess and review the impact of projects/solutions, staying alert to changes in context, and make appropriate corrections to strategy and solutions.	1.10.4 Assess and review the impact of projects/solutions, staying alert to changes in context, and make appropriate corrections to strategy and solutions.
1.11.1 Promote the value of diversity and inclusion in all activities.	1.11.2 Promote the value and business impact of diversity and inclusion with peers and managers.	1.11.3 Promote the value of diversity and inclusion with managers and within functions, outlining the business case showing impact on organisational performance.	1.11.4 Promote the value of diversity and inclusion with the executive, outline the business case showing impact on organisational performance.
1.12.1 Support employees and managers to apply people policies consistently and fairly.	1.12.2 Coach and build capability of managers to handle situations with skill rather than managing the issue for them.	1.12.3 Coach and build capability of senior managers to anticipate and pre-empt organisation issues.	1.12.4 Coach and build capability of senior leadership team to anticipate and pre-empt organisation issues.
1.13.1 Provide accurate and timely information, data and advice to managers and employees on organisation's people policies and procedures and employment law.	1.13.2 Work with managers and employees to provide people management and development, and legal direction, advice, challenge and support.	1.13.3 Work in partnership with leaders and managers to provide challenge, legal guidance and advice, hold organisation's members to account for its behaviours and espoused values.	1.13.4 Develop strong and trusted partnerships with organisation's leadership team to provide challenge, legal guidance and advice; hold executive to account for its behaviours and espoused values.
1.14.1 Recognise team and organisational culture and its impact on activity.	1.14.2 Assess team culture and coach managers to drive and sustain changes to deliver strategy and goals.	1.14.3 Assess organisational culture and support changes by amending existing policies, processes and communications to deliver strategy and goals.	1.14.4 Assess and shape organisational culture to deliver organisational requirements and meet current and future challenges.

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Knowledge: what you need to know

Band 1	Band 2	Band 3	Band 4
1.15.1 organisational purpose, key products/services and customers.	1.15.2 Organisation vision, strategy, products and services and customers.	1.15.3 Organisation and functional/area vision, strategy and plans, product and services and customer profile.	1.15.4 Current and evolving organisational vision, purpose and strategic requirements.
1.16.1 Relevant press relating to the organisation.	1.16.2 Relevant business commentary relating to the organisation and its wider context.	1.16.3 Relevant business commentary relating to the organisation and its wider context.	1.16.4 Relevant business commentary relating to the organisation and its wider context.
1.17.1 Basic financial and non-financial performance information on the performance of the organisation.	1.17.2 Financial and non-financial performance information on the performance of the organisation.	1.17.3 The key organisation, commercial and value drivers and the impact on people plans and solutions.	1.17.4 The total organisation, commercial and value drivers and the impact on people and organisation strategies.
1.18.1 The sector context in which the organisation operates; legal and market factors that impact performance.	1.18.2 The sector context in which the organisation operates; legal and market factors that impact performance.	1.18.3 The sector in which the organisation operates and the legal and market factors that impact sustainable long-term organisation performance.	1.18.4 The sector in which the organisation operates and the legal and other market factors that impact sustainable long-term organisation performance.
1.19.1 Significant issues within the organisation's environment which impact you and others around you, for example economic, social, political, environmental conditions.	1.19.2 The major political, economic, social, technological, legal and environmental issues that may impact organisation performance.	1.19.3 The immediate and prospective political, economic, social, technological, legal and environmental issues that may impact organisation performance (and its competitors).	1.19.4 The immediate and prospective political, economic, social, technological, legal and environmental issues that may impact organisation performance (and its competitors).
1.20.1 Diversity and inclusion initiatives and activities within your area.	1.20.2 Trends and approaches within diversity and inclusion practice.	1.20.3 The implications of demographic change and social expectations on diversity and inclusion practice.	1.20.4 Evolving societal and demographic trends impacting on diversity and inclusion strategy.
1.21.1 The way the organisation, and/or functions and teams are structured and managed.	1.21.2 Organisation structure, processes, governance, espoused values and behaviours.	1.21.3 How the organisation's current shape and culture has evolved over time and the gaps between current and future state requirements.	1.21.4 The levers to drive cultural change through behaviours and values and how to engender accountability at executive levels.
1.22.1 The governance and decision-making processes guiding how you deliver.	1.22.2 Key relationships and stakeholders and explicit and implicit rules guiding these interactions.	1.22.3 Organisational politics, key influencers, internal and external stakeholder groups, dynamics between individuals and groups which drivem decisions.	1.22.4 Politics, culture and norms; internal and external stakeholders and relationships, formal and informal decision-making processes at executive level and how to influence within that.
1.23.1 A sense of how things really work in the organisation and the barriers to change.	1.23.2 A sense of how things really work in the organisation and the barriers to change.	1.23.3 Deep understanding of how things really work in the organisation and the barriers to change.	1.23.4 Deep understanding of how things really work in the organisation and the barriers to change.

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Knowledge: what you need to know (continued)

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1.24.1 The capability and skills that are needed within the organisation.	1.24.2 The capability and skills that drive competitive advantage for the organisation.	1.24.3 The differentiating capabilities and skills that drive competitive advantage for the organisation, how these can be built, bought or developed.	1.24.4 The differentiating capabilities and skills that drive competitive advantage for the organisation, how these can be built, bought or developed.
1.25.1 How the 10 professional areas in this Map combine together to create an overall human resources offering to the organisation.	1.25.2 Awareness of the technical skills across all 10 professional areas in this Map, and how the HR levers can be managed to drive performance. May also have a deep understanding in one or more areas if a specialist (such as L&D or reward).	1.25.3 Understanding of the technical skills across all 10 professional areas in this Map, and how the HR levers can be managed to drive performance. Expert-level understanding in one or more areas if a specialist (such as L&D or reward).	1.25.4 Good understanding of the technical skills across all 10 professional areas in this Map, and how the HR levers can be managed to drive performance. Expert-level understanding in one or more areas if a specialist (such as L&D or reward).
1.26.1 Knows or can access relevant law, in relevant local and international jurisdictions.	1.26.2 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.	1.26.3 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.	1.26.4 Knows or can access relevant law, in relevant local and international jurisdictions and what the organisation needs to do to mitigate relevant risk.
1.27.1 Where to access external information on HR or specialist area good practice and thought leadership.	1.27.2 Up to date with HR or specialist area good practice and thought leadership.	1.27.3 What external HR or specialist area (business and academic) thought leaders and benchmark organisations are doing and considers how lessons may apply to own organisation.	1.27.4 What external HR or specialist (business and academic) thought leaders and benchmark organisations are doing in a variety of areas and considers how lessons may apply to own organisation.
1.28.1 Project management principles and practices.	1.28.2 Application of project management tools and approaches within an organisation.	1.28.3 Stages and phasing of project, programme and change management.	1.28.4 How to lead and shape organisation transformational programmes.
1.29.1 How a strategy and in-year operating plan relate.	1.29.2 How to disaggregate functional and specialist area strategies into team operating plans.	1.29.3 How to disaggregate the overall people/HR strategy into functional and specialist area strategies and operating plans.	1.29.4 How to develop organisation and people strategies and operating plans.
1.30.1 Group and individual responses to change.	1.30.1 Practice and principles for engaging managers and employees in change.	1.30.3 Principles and approaches underpinning effective organisational and culture change.	1.30.4 Principles and approaches underpinning effective organisational and cultural change.
1.31.1 How to collect and provide information required to support business cases and monitor budgets.	1.31.2 How to develop business cases, costed options appraisals and set up systems for benefits tracking.	1.31.3 How to interpret and analyse business cases, costed options appraisals and benefits tracking information and take corrective action as required.	1.31.4 How to challenge business cases, costed options appraisals and benefits tracking to ensure project or activities deliver maximum benefit and are aligned with organisation's strategy.