

Professional expertise

Comparative profile view

HR activity	Administer, support, process: these roles carry out the day to day administration and execution activities of the HR function	Advise, research, contribute, consult, inform: these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated		Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate: these roles drive the activities within the HR function and ensure they are understood and valued	Lead, oversee, manage, direct, inspire, represent, influence, coach: these roles lead the HR function in delivering activities that contribute value to the organisation	Direct, lead, coach, influence: these roles head up the HR function and drive HR's contribution to organisational strategy		
HR knowledge	Understanding: these roles have a sound understanding of basic principles of HR and how to deliver basic activities	Application: these roles can look at the big picture for the HR function and understand how it aligns with the organisation		Development: these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required	Drive: these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function	Embody: these roles represent the HR function to the organisation		
Build and apply HR knowledge and expertise to deliver value to the organisation	Apply and develop skills, experience and knowledge to the delivery of HR activities	Contribute and continually develop skills, experience and knowledge required to deliver HR activities		Understand the skills, experience and knowledge required to deliver HR activities and apply, develop and source where required	Recognise the capabilities and expertise required for the function and develop and build on own and other's expertise	Embody HR expertise and create a learning culture for the HR function and the organisation		
	1	2	3	4	5	6	7	8+
Demonstrate self awareness and commitment to personal development	Demonstrate self awareness and commitment to personal development	Demonstrate self awareness and commitment to personal development		Demonstrate self awareness and commitment to personal development and encourage it in others	Demonstrate self awareness and commitment to personal development and encourage it in others	Demonstrate self awareness and commitment to personal development and encourage it in others		Demonstrate self awareness and commitment to personal development to the HR function and across the organisation
Apply and develop own capabilities to meet performance expectations and seek additional expertise when required	Apply and develop own capabilities to meet performance expectations and seek additional expertise when required	Contribute and continually develop own capabilities to meet performance expectations and seek additional expertise when required		Understand and develop the capabilities required to meet performance expectations and seek additional expertise when required	Recognise and develop the capabilities required to meet performance expectations and seek additional expertise when required	Recognise and develop the capabilities required to meet performance expectations and seek additional expertise when required		Recognise and develop the capabilities required to meet performance expectations and seek additional expertise when required
Recognise contributions of others	Recognise contributions of others	Recognise contributions of others		Facilitate opportunities to recognise the contributions of others	Inspire others to recognise the contributions of others	Influence and provide an environment where the contribution of others is recognised		
Translate HR theory into practice to deliver value to the organisation	Administer and support activities that translate HR theory into practice to deliver value to the organisation	Contribute to activities that translate HR theory into practice to deliver value to the organisation		Develop and implement activities that translate HR theory into practice to deliver value to the organisation	Oversee activities that translate HR theory into practice to deliver value to the organisation	Coach and influence to translate HR theory into practice to deliver value to the organisation		
Deliver HR services and tools that improve workforce performance	Administer and support the delivery of HR services and tools that improve workforce performance	Contribute to the delivery of HR services and tools that improve workforce performance		Develop and implement HR services and tools that improve workforce performance	Manage the delivery of HR services and tools that improve workforce performance	Lead the delivery of HR services and tools that improve workforce performance		
Provide coaching, mentoring and development for managers to develop people management expertise	Administer and support coaching and mentoring activities	Contribute to coaching and mentoring activities for managers to develop people management expertise		Develop and implement coaching and mentoring activities for managers to develop people management expertise	Coach and mentor managers to develop people management expertise	Lead, coach and mentor others to develop people management expertise		