

Relationship management

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 manage productive relationships	Build and maintain productive relationships	Build and manage productive relationships		Initiate, build and manage productive relationships	Identify, initiate, build and manage productive relationships	Represent the HR function in key relationships		
	1	2	3	4	5	6	7	8+
Establish and maintain communication and consultation channels to share information and knowledge	Support communication and consultation channels to share information and knowledge	Maintain communication and consultation channels to share information and knowledge		Identify and manage communication and consultation channels to share information and knowledge	Oversee communication and consultation channels to share information and knowledge	Lead and influence communication and consultation channels to share information and knowledge		
Assist managers to understand their people management responsibilities	Administer activities that support managers to understand their people management responsibilities	Contribute to activities to support managers to understand their people management responsibilities		Develop and implement activities and support managers to understand their people management responsibilities	Coach managers to understand their people management responsibilities	Lead and influence managers to understand their people management responsibilities		
Incorporate internal and external perspectives to develop HR and people management initiatives	Understand the need to incorporate internal and external perspectives into HR and people management initiatives	Apply internal and external perspectives into the development of HR and people management initiatives		Develop opportunities to incorporate internal and external perspectives when developing HR and people management initiatives	Drive the incorporation of internal and external perspectives into the development of HR and people management initiatives	Embody internal and external perspectives in the development of HR and people management initiatives		
Support a collaborative, innovative and values based culture	Carry out activities that support a collaborative, innovative and values based culture	Contribute to activities that support a collaborative, innovative and values based culture		Administer and support activities that support a collaborative, innovative and values based culture	Manage and support a collaborative, innovative and values based culture	Lead and influence a collaborative, innovative and values based culture		