



Competency Framework for Aspirant HR/OD Business Partners

1. **Strategic operator:** Ability to see the bigger picture and join the dots at a strategic level. Includes the ability to formulate and implement workforce strategies for parts of the business as part of the wider organizational strategy. Requires an understanding of organisation development theory and operational practice.

Baseline	Stretch	✓	Applicant's Notes:
You understand your organisation's strategy and the people strategy and the range of services provided Source CIPD Core Knowledge/Business Acumen	You understand how your organisation's strategy translates to you area of the business and how this translates into the people strategy		
You understand what good people strategy and practice looks like for your area of the business Source: CIPD Core knowledge/Business Acumen	You understand what good people strategy and practice looks like across a range of organisation's and how to test and implement new people practice for your area of the business		

<p>You understand how people practice impacts on behavior, culture, systems and structures Source CIPD Core Knowledge/Culture and Behaviour</p>	<p>You are able to apply models of systemic thinking to a range of people practices</p>		
<p>You understand theories of motivation and the factors that affect employee engagement Source: CIPD Core knowledge/Business Acumen</p>	<p>You understand how to apply different engagement approaches and the drivers and enablers of engagement</p>		

2. **Business/customer focused:** Having a broad understanding of how the business works and how organisation/service performance is analysed and evaluated

Baseline	Stretch	✓	Applicant's Notes:
<p>You understand the organisation's current priorities and issues and many of the causes associated with them</p> <p>Source CIPD Core Knowledge/Business Acumen</p>	<p>You understand how the different issues in your organisation are connected and can use different techniques to understand the underlying causes</p>		
<p>You understand how data can be used to resolve people issues</p> <p>Source CIPD Core Knowledge/Analytics and Creating Value</p>	<p>You understand how to analyse and use multiple sources of data to make decisions and provide business insight regarding people issues for your area of the business</p>		
<p>You understand your organisation's financial and non-financial measures of success</p> <p>Source CIPD Core knowledge/Business acumen</p>	<p>You understand how to interpret your organisation's performance data and identify people risks and mitigating actions for your area of the business</p>		
<p>You understand the role and purpose of governance in your organisation</p> <p>Source CIPD Core Knowledge/Business Acumen</p>	<p>You understand the role and purpose of governance, its structure in your area of work and broader regulatory environment you work in</p>		

<p>You are able to provide pragmatic and timely advice and deliver solutions that meet business needs Source CIPD Core Behaviors/Commercial Drive</p>	<p>You are able to demonstrate a sustained commitment to deliver business outcomes for your area of the business</p>		
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<p>3. Effective and inspirational workforce leader: Being a confident leader who role models and provides leadership on workforce issues for areas of the business</p>			
Baseline	Stretch	✓	Applicant's Notes:
<p>You are able to contribute to discussions and respond to questions in an informed way and manage challenge with confidence Source: CIPD Core Behaviour/Professional courage and Influence</p>	<p>You are able to contribute to discussions in a proactive and confident way and challenge constructively in the face of opposition</p>		
<p>You are able to demonstrate compassion, humanity and fairness in your approach Source: CIPD Core Behaviour/ Valuing People</p>	<p>You are able to model compassion, humanity and fairness as a leader and develop workforce strategies that support this for your area of the business</p>		

<p>You are able to enable others to develop skills and capabilities to be their best at work Source: CIPD Core Behaviour/ Valuing People</p>	<p>You are able to enable managers and leaders to support others to be their best at work</p>		
<p>You are able to communicate information in a clear and engaging way to influence others Source: CIPD Core Behaviour/Professional courage and Influence</p>	<p>You are able to communicate with impact, and make complex things clear to enable a way forward</p>		
<p>You are able to take into account the well-being of others into the design and delivery of your work Source: CIPD Core Behaviour/Valuing People</p>	<p>You are able to promote the business and people benefits of wellbeing for your area of the business</p>		
<p>You are able to demonstrate a good understanding of self and take responsibility for self and impact on others Source: HPMA Learning Needs Analysis</p>	<p>You are able to model resilience and positivity through your leadership creating a sense of direction in challenging times</p>		
<p>You are able to build diversity and inclusion into your work Source: CIPD Core Knowledge/People Practice</p>	<p>You are able to integrate diversity and inclusion into people practice for your area of work</p>		

4. **Insight focused:** Asking questions and evaluating evidence and ideas to create insight and understanding and make informed decisions and resolve problems

Baseline	Stretch	✓	Applicant's Notes:
<p>You are able to solve problems and make choices by applying the evidence relevant to the specific situation Source: CIPD Core Behaviour/Situational Decision Making</p>	<p>You are able to solve problems and make well-judged decisions by considering all available evidence in the context of the specific situation</p>		
<p>You are able to demonstrate an understanding of the impact of your choices and decisions Source: CIPD Core Behaviour/Situational Decision Making</p>	<p>You are able to demonstrate commitment to evaluating the outcome of your decisions to inform your future approach</p>		
<p>You enable people to have a voice when designing and delivering solutions which impact them Source: CIPD Core Behaviour/Valuing People</p>	<p>You enable people to have a voice by involving them in decisions that impact them, and bring a people perspective to organisation decision making</p>		

<p>You are able to readily share your knowledge and expertise with others to solve problems Source: CIPD Core Behaviour/Working Inclusively</p>	<p>You are able to proactively share knowledge, experience and expertise to co-create solutions across boundaries</p>		
<p>You seek opportunities to test ways of doing things to make improvements Source: CIPD Core Behaviour/Passion For Learning</p>	<p>You pursue opportunities to test insight, develop new approaches and innovate</p>		

5. **Collaborative relationship builder:** Able to work collaboratively across boundaries and with different stakeholders in the organisation effectively and inclusively to achieve positive outcomes

Baseline	Stretch	✓	Applicant's Notes:
<p>You are able to build purposeful and collaborative working relationships with colleagues and key stakeholders Source: CIPD Core Behaviour/ Valuing People</p>	<p>You are able to build collaborative relationships across organisation boundaries and cultures</p>		
<p>You are able to take steps to engage regularly with key stakeholders to understand their preferred approach and needs Source: CIPD Core Behaviour/Professional courage and Influence</p>	<p>You are able to proactively develop and sustain relationships with key stakeholders across the organisation to inform how you influence them</p>		
<p>You are able to support others to resolve conflict and trust before issues escalate Source: CIPD Core Behaviour/ Working Inclusively</p>	<p>You are able to coach and enable others to resolve conflict and build trust between teams and functions</p>		

<p>You are able to facilitate connections and joint working across teams, disciplines and functions</p> <p>Source: CIPD Core Behaviour/ Working Inclusively</p>	<p>You are able to broker collaborations across the service to progress shared agendas</p>		
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