

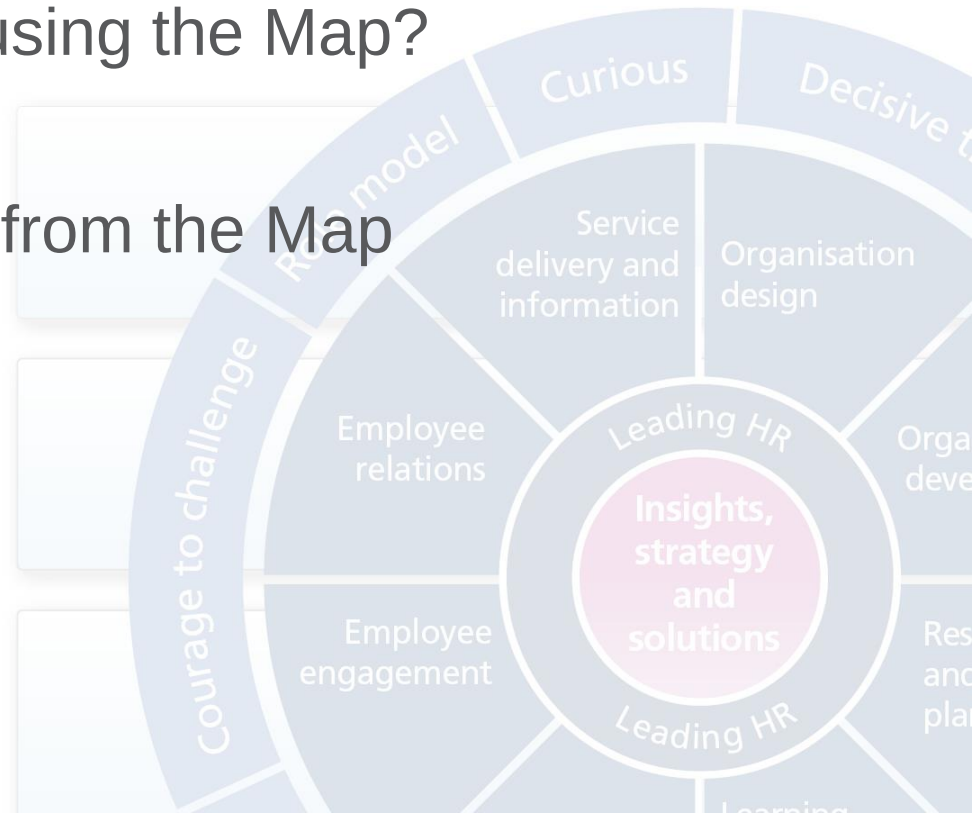
# CIPD Profession Map

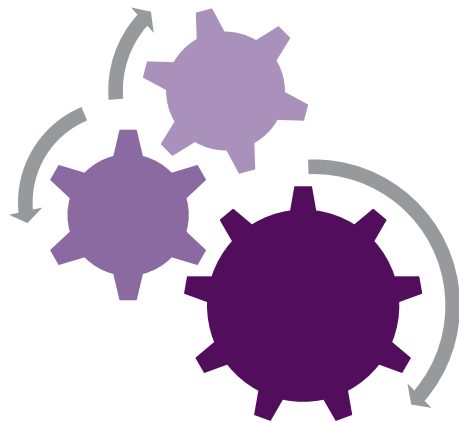
Our standards and your professional  
development

# CIPD Profession Map

Our standards and your professional development

- ✓ what is the Profession Map?
- ✓ how are people like you using the Map?
- ✓ helping you get the most from the Map





Our purpose is to  
**champion better work and working lives**

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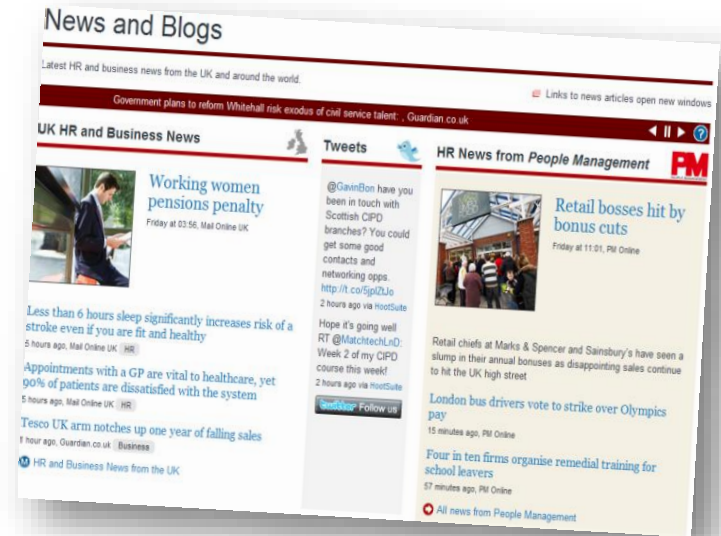
through improving people management and  
development practices to build greater value for  
organisations, benefiting economies and society



# Member resources & benefits

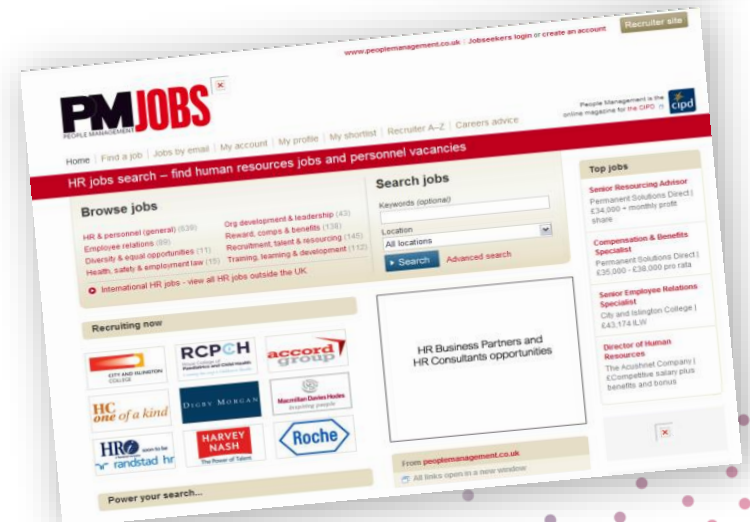
- CIPD qualifications & training
- HR and business news & insights
- Access to over 340 HR & business journals
- Research, Surveys, Guides and Tools
- Latest legislative developments
- Over 10,000 company, industry and country reports
- Dedicated on-line student resources
- Member discounts on products & courses
- 130,000 members internationally

[cipd.co.uk/hr-resources/factsheets](http://cipd.co.uk/hr-resources/factsheets)



# For your development

- HR careers site
- CPD tools – My HR Map
- CIPD qualifications & training
- Extensive conference programmes
- Vibrant community – face to face, online, Senior HR Leaders Network
- Professional membership



# CIPD Profession Map

What makes great HR?

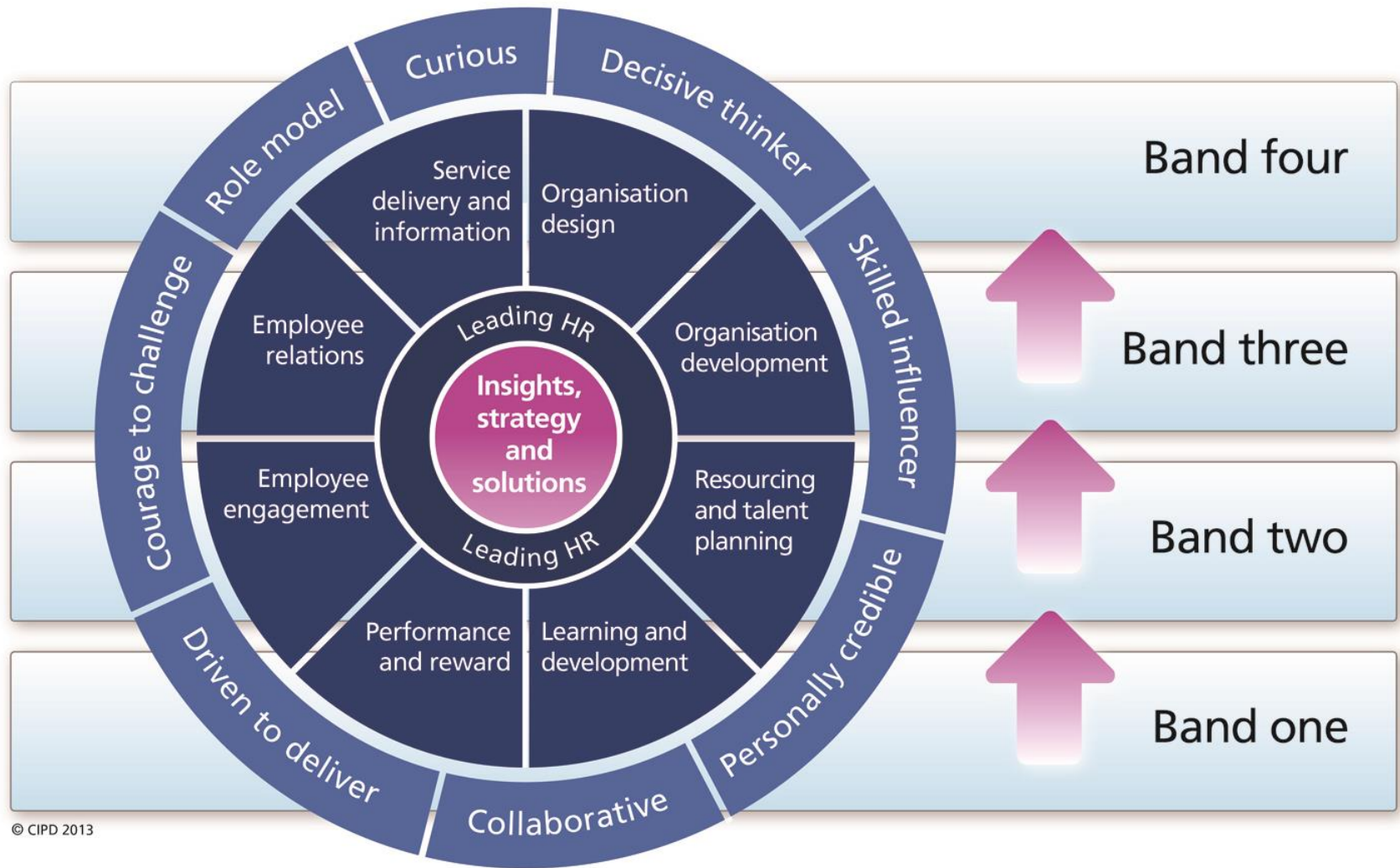
The CIPD Profession Map is a framework based on extensive research with HR and L&D professionals at all stages of their career, and sets out what makes great HR:

*the knowledge, skills and behaviours*

The CIPD regularly research and refresh the content so you always have the best and latest views on great HR.



# The Profession Map



© CIPD 2013

Eight behaviours

Ten professional areas

Four bands of professional competence

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# Insights, strategy and solutions

## Knowledge: what you need to know



|                             | Band 1                                                                                                                                                                                                                                                                                                                                                                                          | Band 2                                                                                                                                                                                                                                                                                                                                                                                                   | Band 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Band 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business knowledge</b>   | <p>1.18.1 The vision and purpose of the organisation and how this relates to your role.</p> <p>1.19.1 The organisation's customers and the products and services the organisation provides to them.</p> <p>1.20.1 Up-to-date press relating to the organisation and its competitors.</p> <p>1.21.1 How to access basic financial and non-financial performance information on the business.</p> | <p>1.18.2 The vision and purpose of the organisation and how this relates to your role.</p> <p>1.19.2 How the organisation delivers value to its customers through its products and services.</p> <p>1.20.2 Relevant business commentary relating to the organisation and its competitors.</p> <p>1.21.2 How to interpret basic financial and non-financial performance information on the business.</p> | <p>1.18.3 The vision and purpose of the organisation and how to build functional alignment (organisation design, strategy and plans) to this vision and purpose.</p> <p>1.19.3 Total products, services and customer profile of the organisation and the real, critical drivers of organisation performance.</p> <p>1.20.3 Relevant internal and external business commentary – relating to the organisation and its competitors.</p> <p>1.21.3 What the key organisation, commercial and value drivers are and how they impact on HR solutions for the business.</p> | <p>1.18.4 The vision and purpose of the organisation and how to build functional alignment (organisation design, strategy and plans) to this vision and purpose.</p> <p>1.19.4 Total products, services and customer profile of the organisation and the real, critical drivers of organisation performance.</p> <p>1.20.4 Relevant internal and external business commentary – relating to the organisation and its competitors.</p> <p>1.21.4 The total organisation, commercial and value drivers and how they impact on HR solutions for the business.</p> |
| <b>Contextual knowledge</b> | <p>1.22.1 The sector context in which the organisation operates.</p>                                                                                                                                                                                                                                                                                                                            | <p>1.22.2 The sector context in which the organisation operates.</p>                                                                                                                                                                                                                                                                                                                                     | <p>1.22.3 The sector in which the organisation operates and the market factors that impact sustainable</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>1.22.4 The sector in which the organisation operates and the other market factors that impact sustainable</p>                                                                                                                                                                                                                                                                                                                                                                                                                                               |

IT PRODUCTION

DESIGN AND ARCHITECTURE

BANDS AND TRANSITIONS

CO

# CIPD Profession Map

Using the Map for your development and career



# CIPD Profession Map

## Getting started

### Bands

Which band are you at?

Which band do you need to be at?

What do you need to do to get there?

### Professional Areas

Which areas are you confident in?

Which areas are important to your organisation, role or your career now?

Start with the core

### Behaviours

Which behaviours do you show consistently?

Which behaviours would make the most difference to your role, or organisation now?

Start with Curious



# CIPD Profession Map

Which band?

| BAND ONE                                                  | BAND TWO                                           | BAND THREE                                                           | BAND FOUR                                                                      |
|-----------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Delivering fundamental                                    | Adviser, issues led                                | Consultant, co-operative partner                                     | Leadership colleague, coach                                                    |
| Client support and processing activity, immediate/ongoing | Advising and managing HR issues, current/near term | Addressing HR challenges at organisational level, medium/longer term | Developing the organisational strategy, and HR strategy, partnering the client |



# CIPD Profession Map

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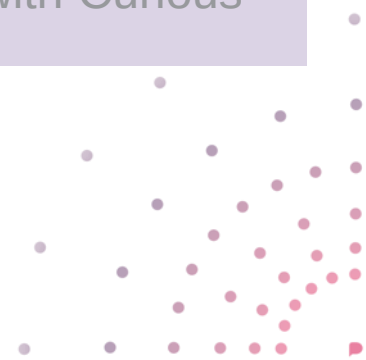
Start with the core

### Behaviours

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Start with Curious





Are you confident you have the core areas covered at the right band?

Other areas?  
Do you need to build specialist area expertise?

Do you need to widen your experience across HR?

What areas will your organisation need you to be confident in for the future?

# CIPD Profession Map core

A business discipline

## Insights, strategy and solutions

Great HR professionals work from a deep business, contextual and organisational understanding to develop actionable insight, and prioritise HR strategies that make the most difference at any given time.

## Leading HR

Great HR professionals are active, insight-led leaders – owning, shaping and driving, not just observing or facilitating.

*“The difference between good and great HR”*



# CIPD Profession Map core

## **Insights, strategy and solutions**

You develop insight-led solutions, prioritised and tailored around a good business, contextual and organisation understanding – identifying opportunities and risks and acting on them.

Examples:

### **Business**

- The vision and strategy of your organisation
- Products/services and customer profiles
- Financial and non-financial performance information

### **Contextual**

- Your sector and related regulations/legislation
- Political, economic, social, technological and environmental issues.

### **Organisation**

- Structure, processes, governance
- Culture, values, behaviours
- Key relationships, stakeholders, how decisions get made





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Start with Curious!

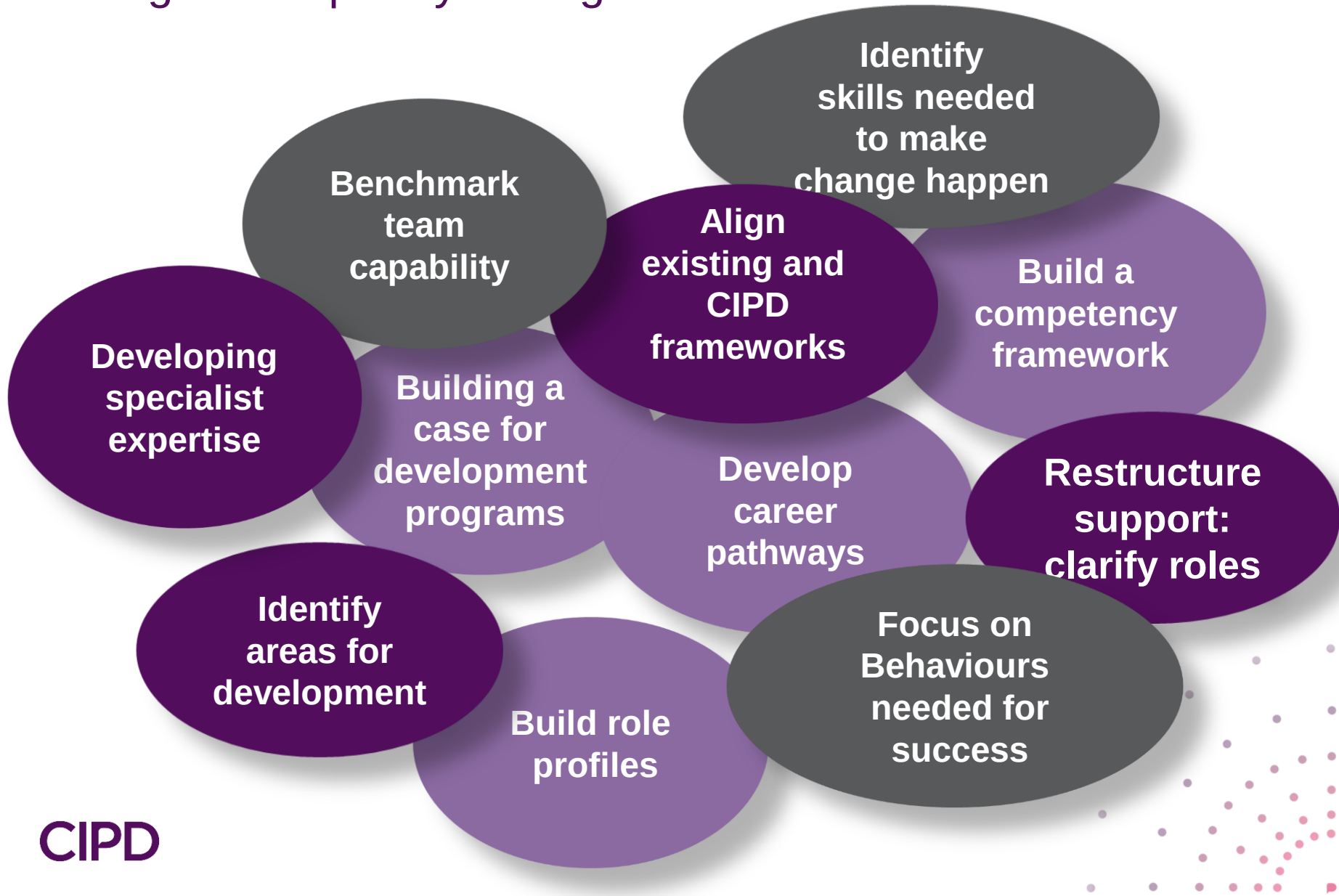
Are there other behaviours you think are areas for development?

What would make the most difference to your organisation?

How does your organisation need you to go about your work?

# CIPD Profession Map

Using the Map for your organisation



# CIPD Profession Map

Case studies on the website...



## Aims...

# The co-operative

To develop internal capability within the newly established Resourcing team, and effectively attract and select talent whilst enhancing the employer brand.

*“The HR Profession Map was particularly useful in providing an external benchmark for our team and helping to clarify what they needed to know, how they needed to behave and what they needed to do to be recognised as credible experts within the business”*

**Helen Hartshorne, Group Resourcing Manager**  
**The Co-operative Group**

# Aims...

To craft a highly pragmatic skills dictionary which updates the 2006 version and resonates with the real-life experiences and aspirations of the entire HR team.



*'We initially chose the CIPD as our partner for this project as the CIPD HR Profession Map was the external tool which resonated most closely with us.'*

**Julie Hudtohan, Global HR for HR Director  
Unilever**

# Aims...



A function-wide review to assess the capability of the HR function to meet the needs of the organisation now and in the future

*'The CIPD's HR Profession Map had the breadth and depth required to assist us in conducting the capability review as well as having the gravitas of being the standard of our professional body, which had been developed over a significant period of time involving an extremely wide range of stakeholders.'*

**Steven McLaren Chartered FCIPD, Senior HR Consultant  
Scottish Power**

# CIPD Profession Map

On the website

- Case studies
- Map download
- Terms of use
- Self assessment tool My HR Map (member only)
- PDF 'how to' guides and tools
  - For SMEs
  - For trainers

<http://www.cipd.co.uk/cipd-hr-profession/profession-map/>



# CIPD Profession Map

More information

**Want to know more?**

[www.cipd.co.uk](http://www.cipd.co.uk)

**Have feedback or comment?**

[HRPMfeedback@cipd.co.uk](mailto:HRPMfeedback@cipd.co.uk)

**CIPD**



# What next?

Good luck, and keep using CIPD,  
your professional body and  
career partner.



# Questions?



