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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

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## Activity 2

This report will explain how the CIPD HRPM professional areas and bands define the HR profession. This report will also explain why the HRPM behaviours are essential to being an effective HR professional.

According to (CIPD, 2015), the Profession map includes the knowledge, activities and behaviours needed for a HR professional”. This map is important for not only the HR professional but for the organisation too and it can be used by all HR professionals regardless of their role and experience. The map helps define what makes a good HR professional, what areas are needed for improvement/success and helps build knowledge and recognise achievement. According to (Woodhams, et al., 2016, p. 110), this map is used to “define or benchmark a person’s HR capability”.

The CIPD website (CIPD, 2015) lists the advantages of the profession map for professionals. It can be used for CPD planning, preparation for CIPD membership, help with interview preparation and learning about the profession. The advantages for the organisation is that it can identify skills needed to make change happen in the organisation, help build competency framework, understand the behaviours needed for success and what areas need to be developed.

The Profession Map contains four bands of professional areas, ten professional areas and eight behaviours.

The bands of professional competence are the contribution that individuals make at each stage of their HR career (CIPD, 2015). Band 1 is for those HR professionals that support colleagues with administration tasks. Band 2 is where professionals advise/manage HR related issues. Band 3 is where professionals lead an area acting as a consultant/partner. Band 4 leads and manages a professional area. Guidelines are provided where it gives advice on how to move through each band. The guidelines to determine whether you have transitioned to the next band are provided on the CIPD website (CIPD, 2015). These include:

- “Where time is spent and what is important”.
- “The new skill focus”.
- “What is let go?”.

The professional areas describe “what you need to do, and what you need to know for each area at each band” (Personnel Today, 2009).

There are two professional areas at the core of the profession map according to (CIPD, 2015). These include, the **leading HR** (where the individual in the organisation acts as a role model by supporting and developing others in the organisation and measuring their performance) and **The Insights, strategy and solution** (knowing the organisation well and tailoring strategies/solutions to meet the needs of the organisation).

The other 8 additional areas consist of **Organisation design** (ensure the company is designed in a way to deliver maximum impact for now and in the future). **Organisation development** (identity the capabilities needed and align the processes, company strategy and people to achieve the company goals). **Resourcing and talent planning** (ensure the correct resources, skills and people are in place to achieve the company ambitions). **Learning and**

**development** (build capabilities and knowledge in the organisation to meet strategy). **Performance and reward** (deliver programmes that reward and recognise key employee capabilities, skills and behaviour to maintain high standards. **Employee engagement** (work towards improving and strengthening relationships between employees and the organisation. This will enable employees to feel more satisfied which will lead to the success of the organisation). **Employee relations** (to make sure that a framework is in place to manage the relationship between employees and the organisation). **Service delivery and information** (to make sure that excellent customer service is being produced across the organisation and quality processes are being applied).

There are 8 behaviours a HR professional needs to carry out in their activities according to (CIPD, 2015). These behaviours include, being **curious** for instance, being focused for the future, being open minded and being innovative. This will add value to any organisation (HR Magazine , 2013). **Decision thinking** is also a behaviour that makes an effective HR professional. They have the ability to interpret the data, analyse it and make recommendations and conclusions from it. **Skilled influencer** is also important as it's essential to gain commitment and support from stakeholders to add value. **Personally credible** is also needed to be an effective HR professional as it's important to build and deliver professionalism through expertise and business to add value to organisations/stakeholders. **Collaborative** is important as it allows HR professionals to work successfully with people, both internally and externally. **Driven to deliver** behaviour is also vital to have as having determination is essential to get the best results. **Courage to challenge** is an additional behaviour that is important for a HR professional as it's important to have courage and confidence to speak up and challenge others. **Role model** is a behaviour that someone in the HR profession should have as it's important to act with honesty and independence.

To conclude, the profession map includes the activities, behaviours and the knowledge needed for HR professionals. The Profession Map contains four bands of professional areas, ten professional areas and eight behaviours. The professional areas describe what you need to do, and what you need to know for each area at each band. The 8 behaviours listed above are important in order to carry out HR activities well and contribute to the organisational success.

## Bibliography

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