

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources

Activity Two

Word Count: 1099

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Date: 15/11/2018

How the CIPD HRPM Professional areas and bands define the HR Profession

Successful globally recognised HR Professionals on a journey of continuous personal development are guided by the competences, knowledge and behaviours set out within the CIPD Profession Map, introduced in 2009 (appendix 1) and updated in November 2018 (appendix 2) by the profession for the profession and underpinned by the CIPD Code of Professional Conduct, with the belief that the HR Profession is an applied business discipline, working from deep within the organisation, delivering sustainable performance (Chartered Institute for Personnel and Development, 2015)

Johns & Perkins, (2016) point out that at the heart of the profession is the concept of the 'thinking performer' a valuable combination of the ability to think of organisational performance whilst contributing operationally, challenging and looking for solutions, a business savvy operator understanding customers both inside and outside the organisation.

Within the CIPD Profession Map (appendix 1) there are:

Eight Behaviours

Ten Professional Areas

Four Bands of Professional Competence

The HR Profession career path is defined by the four bands of professional competence within each of the ten professional areas, recognising the level of competence that the HR professional is operating at and identifying development areas, future career path and opportunities. The bands are defined by The Chartered Institute for Personnel and Development (2015) as;

- The relationship that the HR Professional has with its clients
- The focus of the activities performed by the HR Professional
- Where the HR professional spend their time
- What services they provide to clients
- How their contribution and success is measured.

The four bands of competence act as a marker of what a professional would need to do and need to know within each professional area, Woodhams, Perkins, & Wilkinson, (2016) describe this as band one 'delivering the fundamentals' and focusing on supporting the front line needs of the HR customer, this is the start of the career path, band two moves into 'advisor' managing short term priorities and providing efficient and accurate solutions, band three, 'co-operative partners' they become leaders managing medium to longer term solutions and have an understanding of business strategies, band four; at this stage professionals are 'leadership colleagues' who lead a function and develop strategies in line with the overall business strategy.

The associated CIPD professional levels are;

Associate Member

Chartered Member

Chartered Fellow

Of the ten professional areas there are two at the core of the map, these are key for all HR Professionals irrespective of where they are in their professional journey or area of expertise;

Insights, strategy and solutions; linking knowledge skills and behaviours essential to understanding and meeting the strategic needs of the business in which the professional operates.

Leading HR; acting as a role model and a leader, a professional in their area of expertise, developing self, supporting and developing others, seeking and acting on feedback.

The further eight professional areas; Chartered Institute for Personnel and Development, (2015)

Organisation Design

Organisation Development

Resourcing and Talent Planning

Learning and Development

Performance and Reward

Employee Engagement

Employee Relations

Service Delivery and Information

All fundamentally linked to areas of expertise and the development of the HR Professional as they progress in their professional journey, guided at each stage of their development by the bands of professional competence.

This guide for continuous personal development provides the key components for all of the essential functional requirements of the HR Profession and also provides the steps to progress from a junior to a senior HR professional, it also ensures that learning and development are relevant, challenging and current.

Why the HRPM behaviours are essential to being an effective HR Professional

The eight professional behaviours of the profession map are also guided by the four bands of professional competence and are essential to the continuous personal development of the HR professional, driving how professionals conduct themselves not only personally and professionally but also in the wider context such as understanding and implementing developments in legislation, politics and technology.

The Profession Map Behaviours, Chartered Institute for Personnel and Development (2015)

Curious – Inquisitive, searches for innovative and exploratory ways to contribute, showing interest at band one through to a proactive and strategic at band four, essential for seeking out new ideas and opportunities.

Decisive Thinker – Understands quickly and presents options, at band one this professional is able to assess data, apply common sense and act promptly, moving through the bands they will become more analytical and make strong informed recommendations. Developing these skills allows a professional to utilise sources of credible information to develop understanding.

Skilled Influencer – Is able to gain influence, at band four would secure agreement in complex and challenging situations, having started at band one seeking to understand and learning a range of communication styles to gain support. This person would be well prepared and reliable who considers the stakeholders.

Personally Credible – Displays professionalism throughout an organisation, demonstrates knowledge and provides appropriate advice, this gradually builds through bands of professional competence, acting as a role model, sharing knowledge and challenging the business leaders.

Collaborative – Successfully engages with people at all levels, internally and externally. Establishes and builds relationships and shares knowledge at bands one and two, at band four would create a greater influence across the whole organisation, building more strategic relationships for the good of the business.

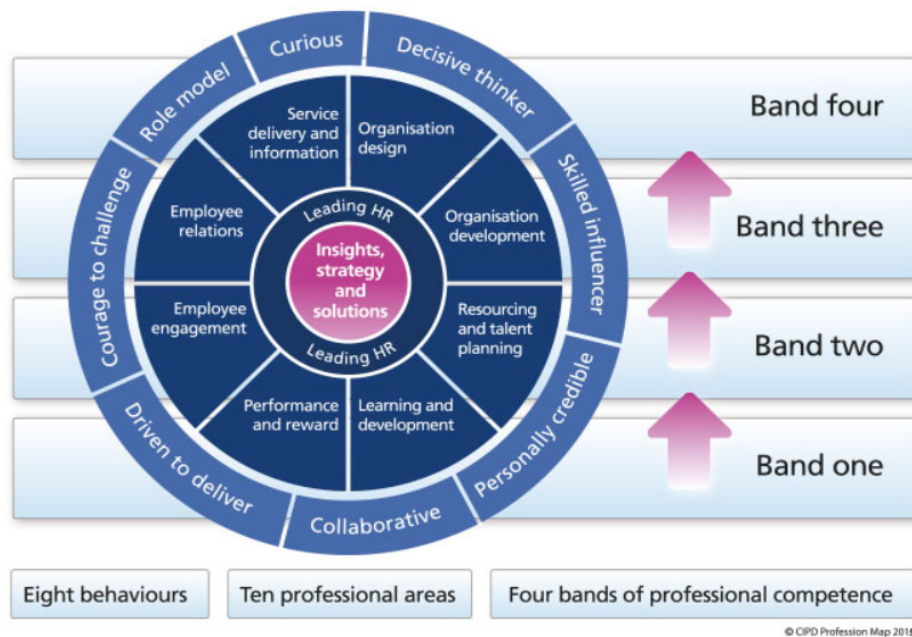
Driven to Deliver – Determined, resourceful and practical, at band four would deliver long term strategy in line with an organisation's changing needs, throughout their earlier career the professional would have worked consistently and efficiently to achieve short term objectives.

Courage to Challenge – A confident speaker who is not afraid to challenge, this professional would provide back up for their viewpoints and throughout their career they will have been a calming influence who ensures understanding and takes the lead in a difficult situation.

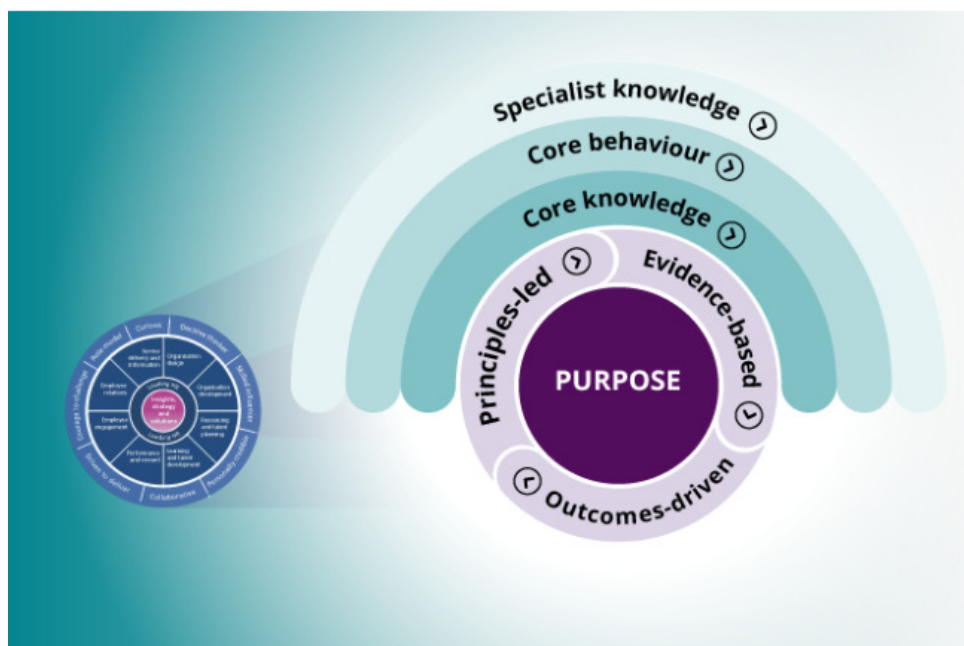
Role Model – Leads by example and is able to provide a good balance, has good personal judgement even from the early stages of their career, this skill allows a professional to develop into a reliable organisational leader. A crucial behaviour in ensuring the needs of the business are met whilst considering the effect on individuals.

By continuing on a path of continuous personal development (CPD) and using the CIPD Profession Map as a guide, the HR Professional is committed to lifelong personal development who can identify their own learning needs, develop learning plans and reflective practice, Carol, Perkins, & Wilkinson, (2016) describes this as the ability to link professional development to practical outcomes and widens the definition of what counts as useful activity. Learning is always linked to action, theory and practice.

Appendix 1



Appendix 2



New Profession Map. © CIPD 2018

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