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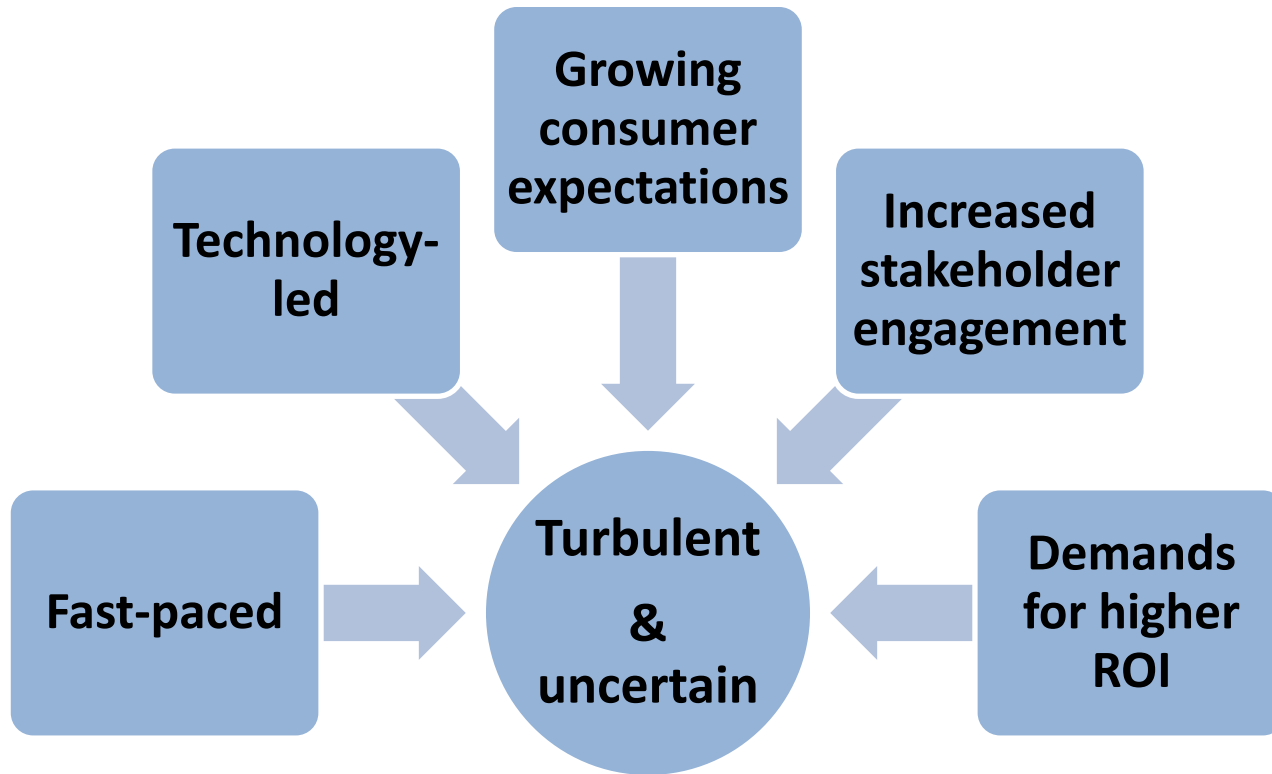
# **Essential Skills for HR Practitioners: a Strategic Development Framework**

**Brian Goulden  
18 April 2012**

# Overview

- The ICT sector context
- The Human Resource role
- Professional HR Areas
- Professional HR Behaviours
- Frameworks for development
- The way forward

# The ICT sector context



# The HR Role :

## Ulrich's Business Partner Model

<b>Strategic Partner</b>	Aligning HR and business strategy: <i>'organisational diagnosis'</i>
<b>Administrative Expert</b>	Re-engineering organisation processes: <i>'shared services'</i>
<b>Employee Champion</b>	Listening and responding to employees: <i>'providing resources to employees'</i>
<b>Change Agent</b>	Managing transformation and change: <i>'ensuring capacity for change'</i>

# Changes in Ulrich's Business Partner model

1997	2001	2005
Strategic partner	Coach	Strategic partner
Administrative expert	Leader	Functional expert
Employee champion	Conscience	Employee advocate / HC developer
Change agent	Facilitator	HR leader
	Architect	

*Source: Ulrich (1997), Ulrich & Beatty (2001), Ulrich & Brockbank (2005)*

# Professional Areas: the CIPD model

- Insight, strategy & solutions
- Leading HR
- Organisation design & development
- Resourcing & talent planning
- Learning & talent development
- Performance & reward
- Employee engagement & employee relations
- Service delivery & information

# Some Key HR Professional Areas



# Professional HR Behaviours: CIPD model

**Curious**

**Decisive  
thinker**

**Skilful  
Influencer**

**Personally  
credible**

**Collaborative**

**Driven to  
deliver**

**Courage to  
challenge**

**Role  
model**



# Some Key HR Behaviours

## Curious

- Seeks insight into strategic business context
- Understands how people behave in differing contexts

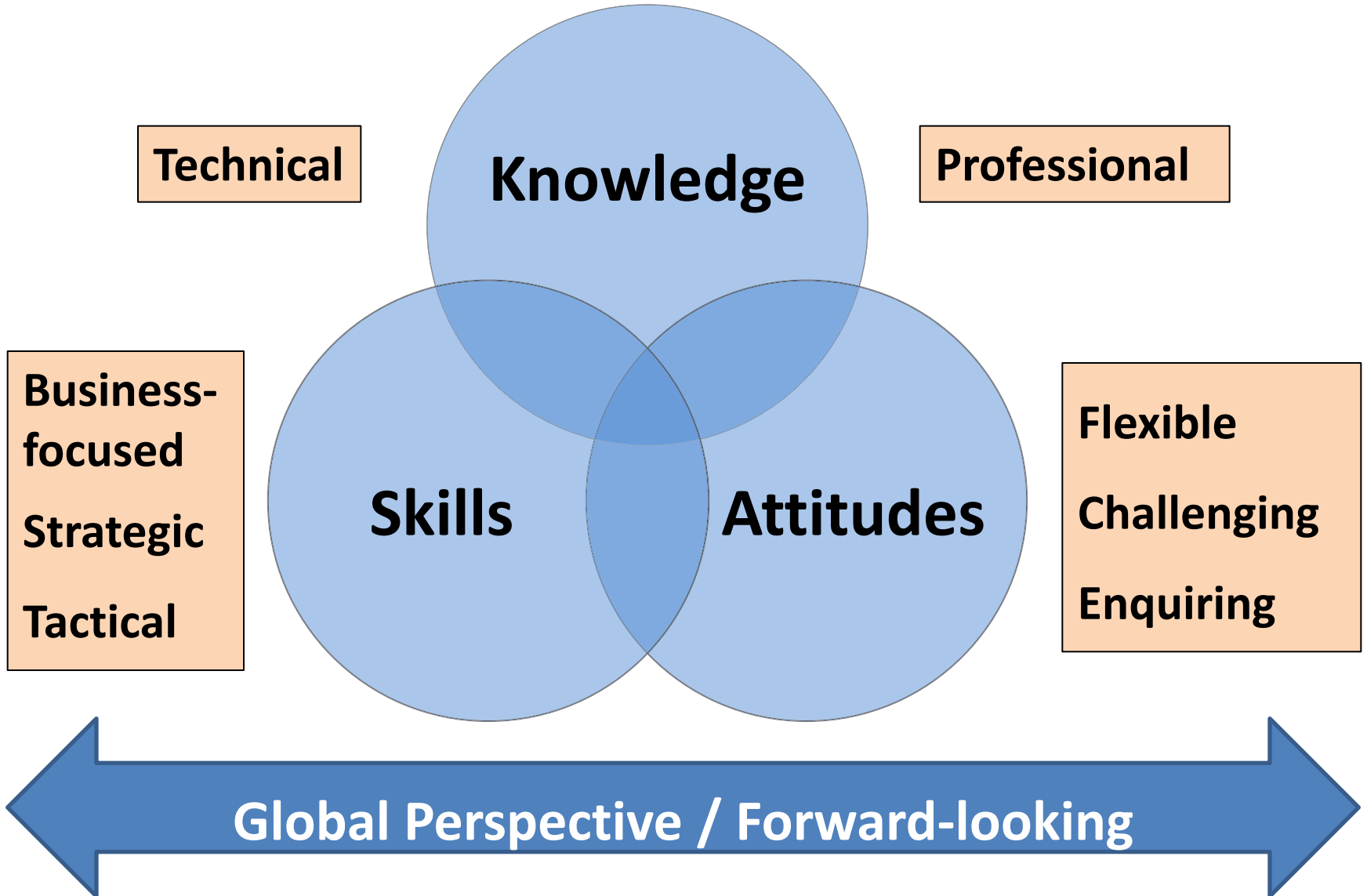
## Skilled Influencer

- Secures consensus across complex stakeholders
- Communicates authoritatively, delivers clear & memorable messages

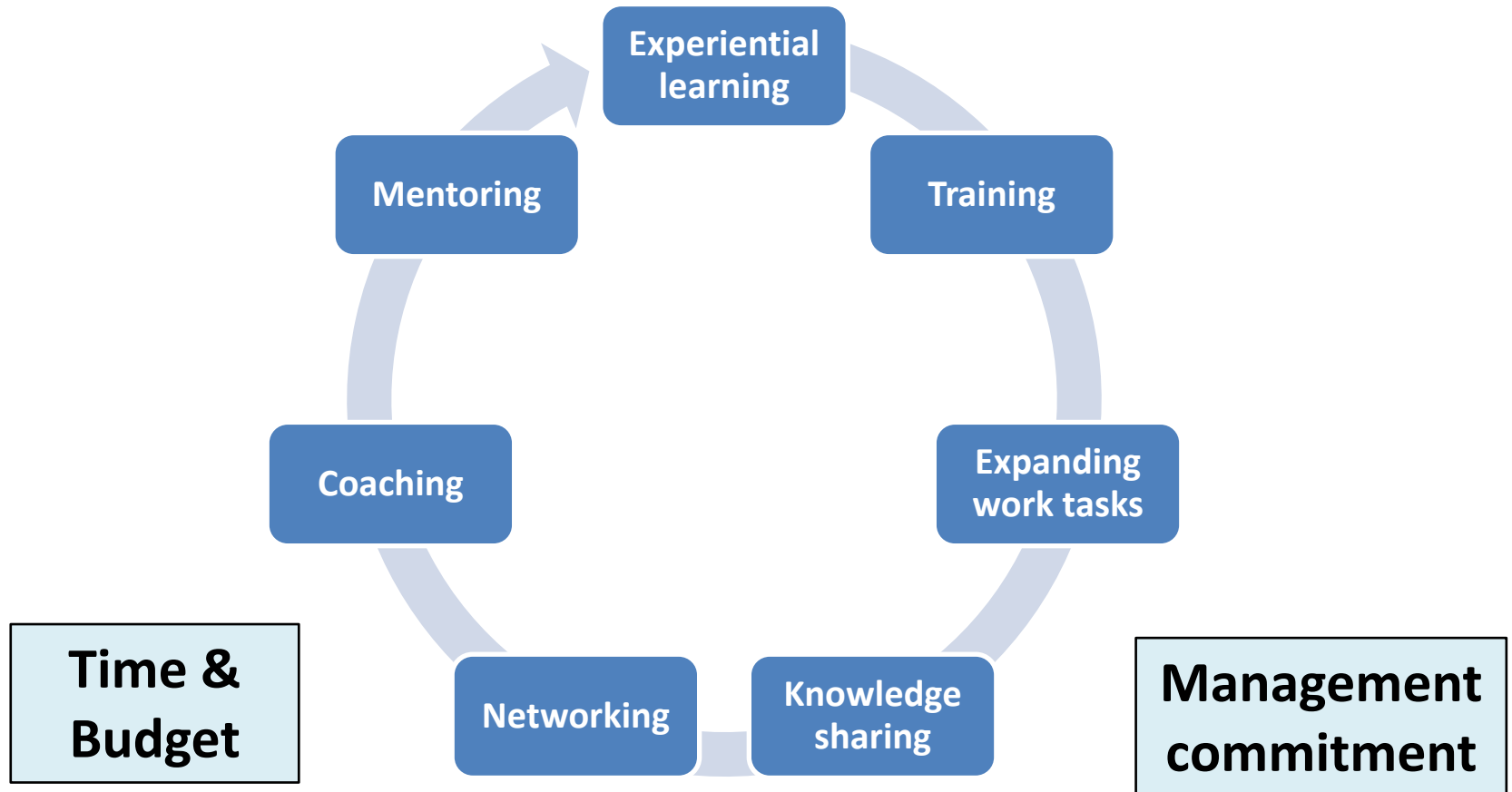
## Personally credible

- Keeps HR & professional practice flexible to meet evolving business needs
- Combines HR & business insights to provide advice to senior leaders

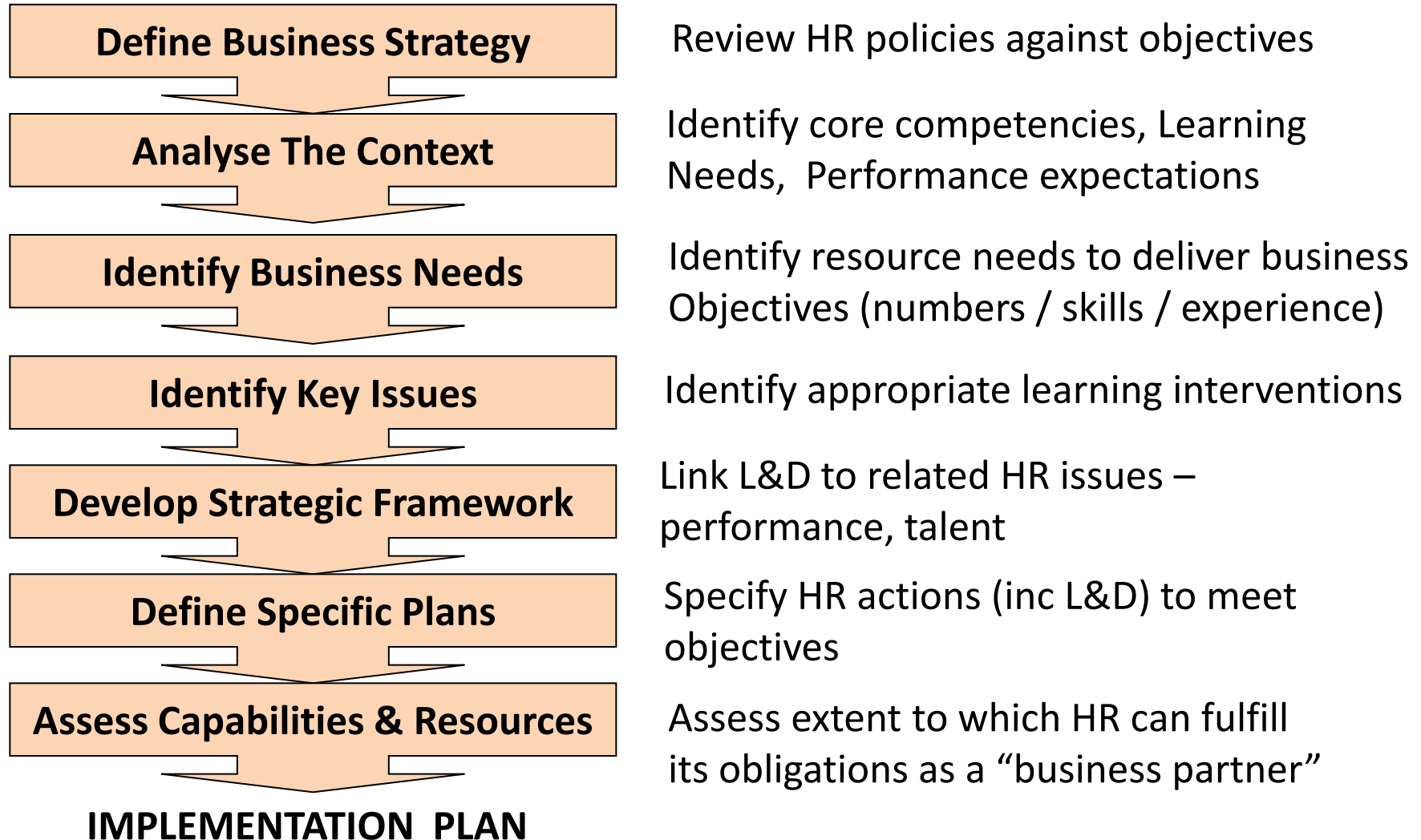
# Human Capital KSA Framework



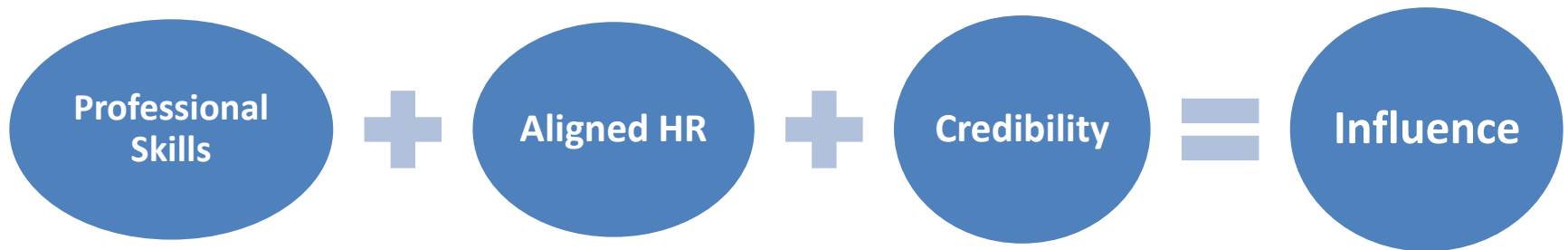
# Skills Development Framework



# Business / HR Alignment Process



# The Way Forward



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# Thank You



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