# London Healthcare People Management Academy

# hpma

## HPMA London - HR Business Partner Competency Framework

**Introduction**

These competencies are based on NHS North West's HR Business Partner Competency Framework (2010). They have been adapted by a group of HRDs and Deputy HRDs from a range of London Trusts *for their own use*. The group simplified the original competency framework, primarily by amalgamated some of the elements within each competency and incorporating the consultancy skills competency into 'Change Catalyst'. They also started to identify how the competencies can be measured..

The aim of the original NHS North West competency framework is to provide HR Business Partners (HRBPs) and their stakeholders with clarity on what specific competencies they are required to demonstrate in their work that differentiate the role of HRBP from any other HR role. For a broader perspective of HR competencies please also see the CIPD HR Professional Map.

The original competency framework was intended to be used in conjunction with individual performance objectives to specify what the individual HR Business
Partner is required to achieve in terms of results. Within the original competency framework, the term 'HR' encompasses both HR and OD but for ease 'HR' is used throughout other than under the competencies relating to capability builder which are generally OD related.

The original competencies draw on the work of Ulrich and include aspects of the six HR competencies he defines; the work of Shirley Dalziel in 'HR Business Partnering', CIPD; including the CIPD's HR Profession Map, in addition to PwC collateral from working across a range of organisations in the public and private sectors to develop HR Business Partners.
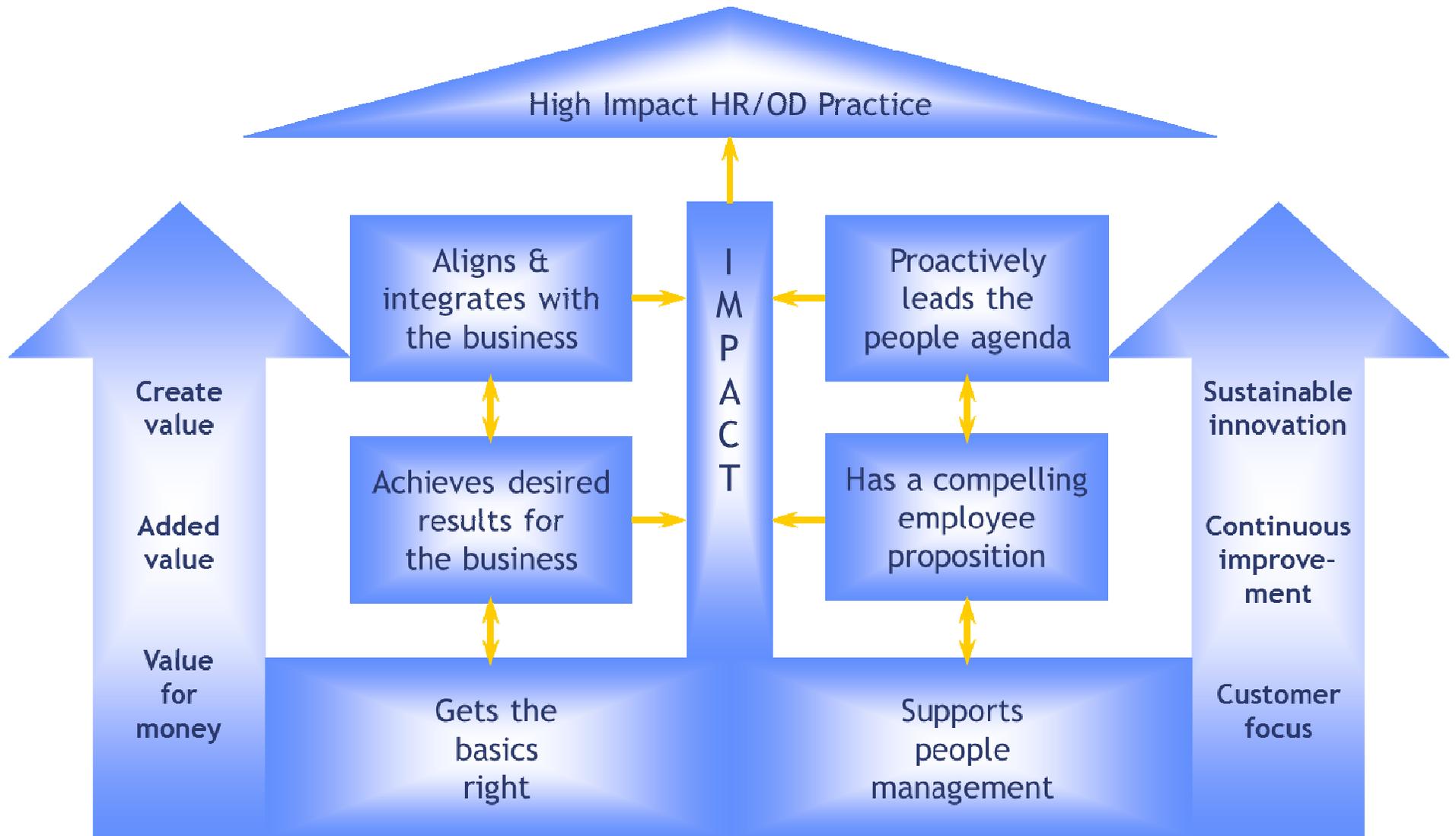
Each competency has a definition. Examples of the type of activity and/or behaviour that HR Business Partners are expected to demonstrate are provided for each competency at three levels from basic to advanced. Broadly, the levels are defined as*: level 1: Delivers; level 2: influences, level 3: leads*. The London group in general see the competency framework as very broad and assume that level 1 is generally a given for HR Business Partners and that level 3 for some competencies may be the  level at which an Assistant Director or HR Director may be operating.

The seven HR Business Partner competencies are:
1. Business focused
2. Personally Credible
3. Strategic Operator
4. Change Catalyst
5. Capability Builder
6. Politically Astute
7. Human Resource Business Partner Expert

Many thanks to Michelle Webb, Programme Manager from NHS North West who presented the work on the original HR Business Partner Competency Framework and to Andy Coombe from Kairos Consultancy who facilitated the process of adapting the competencies.

# High Impact HR Model



High Impact HR/OD Practice

Aligns & integrates with the business

Proactively leads the people agenda

IMPACT

Achieves desired results for the business

Has a compelling employee proposition

Gets the basics right

Supports people management

Create value

Added value

Value for money

Sustainable innovation

Continuous improve-ment

Customer focus

Developed by NHS North West and adapted by HPMA London

## 1. Business focused

*Links with WCHR factors: (3) Achieves desired results for the business (5) Aligns and integrates with the business (7) Creates value, innovates and demonstrates impact.*

Definition: Demonstrates an understanding of the business including the economic and political environment, with a focus on effective service delivery, financial and other key performance indicators and how these relate to the organisation in order to positively impact patient outcomes

| Level 1 – **delivers** | Level 2 -**and influences** | Level 3 – **and leads** |
|---|---|---|
| Manages the interdependencies in relation to their own business unit /area plan, priorities and actions, particularly regarding workforce | Works in collaboration with and influences multiple business units/areas to ensure that business plan priorities and actions are aligned across the organisation regarding workforce | Leads the process to ensure that all business unit/area plans are aligned with the organisation's overall business plan |
| Manages key workforce performance indicators in line with the business unit/area service delivery and workforce plan | Influences and develops key workforce performance indicators to deliver the business unit/area service delivery and workforce plan | Sets and agrees key workforce performance indicators for the business unit/area service delivery and workforce plan |
| Takes into account the impact of external drivers and plans on the workforce | Anticipates the impact of external changes on the workforce and influences the development of potential solutions. | Leads organisational thinking regarding external changes and impact on workforce and develops solutions and strategies to address these. |
| Measures the impact of HR using specific metrics agreed with HR and business unit/area team and identifies ways for continuous improvement. | Sets and influences the HR, and productivity metrics which support overall business delivery within the organisations financial context | Leads the process to ensure that financial, activity and HR metrics are aligned, identifies gaps and advises on how to address. |
| **Measurement** | | |
| <ul><li>Integrated plans in place that deliver against objectives and priorities</li><li>Improvement in workforce KPIs and service measures</li><li>Identified gaps and plans to address in place</li></ul> | | |

## 2. Personally credible

*Links with WCHR factors (5) Aligns and integrates with the business (6) Proactively leads the people agenda (7) Creates value, innovates and demonstrates impact*

Definition: Has the personal presence, credibility, authority and impact to positively influence people at all levels of the organisation, with a particular focus on the impact on patient experience, care and outcomes.

| Level 1 – delivers | Level 2 - and influences | Level 3 – and leads |
|---|---|---|
| Demonstrates high level of emotional intelligence, insight into own behaviour /working style and emotional resilience. | Uses emotional intelligence to influence others to achieve positive outcomes in their areas of expertise. | Highly developed emotional intelligence; assumes leadership position in a variety of settings in particular when dealing with organisational transformation. |
| Demonstrates personal credibility and impact by acting professionally, assertively, and authoritatively, articulating relevant past experience and success to instil confidence and trust in business unit/area | Is perceived as having personal credibility and impact at all levels and across the organisation and has the confidence of the most senior leaders. | Has the personal credibility and influence to act as a critical friend and trusted confident to the most senior leaders both individually and at a corporate level |
| Is able to influence internal stakeholders on a wide range of workforce issues and in different circumstances, with a focus on the impact on patient outcomes | Is perceived as having positively influenced individual stakeholders and the workforce agenda both internally and externally, which has a positive impact on patient outcomes | Has a reputation for providing leading edge thinking on a range of workforce matters, that drive improvements to patient outcomes |
| **Measurement** | | |
| <ul><li>Portfolio of evidence of leading edge work or HR interventions</li><li>360 degree feedback</li><li>Service improvements attributable to effective HR interventions.</li></ul> | | |

### 3.    Strategic Operator

*Links with WCHR factors (3) Achieves desired results for the business (5) Aligns and integrates with the business (6) Proactively leads the people agenda*

Definition: Is aware of the strategic context they are operating in and considers the strategic implications of all key decisions.

| Level 1 – **delivers** | Level 2 **-and influences** | Level 3 – **and leads** |
|---|---|---|
| Delivers own goals and objectives in line with the organisation's service and workforce strategy | Has a vision for the organisation's strategy and plays a key part in influencing and creating this | Leads in the creation of key elements of the organisation's workforce strategy |
| Contributes to key strategic HR priorities such as helping to design a talent management and succession plan aligned with business objectives and priorities | Presents the rationale and business case for Strategic HR interventions at senior management levels | Initiates and leads the development of business cases across a range of strategic workforce matters. |
| Understands the impact of key trends on the organisation's workforce and has ideas about how these might be addressed | Scans the horizon for up and coming workforce trends and future initiatives that will impact the organisation and articulates these to senior management. | Leads the development of workforce and HR best practice across the organisation using best in class external comparisons to continually improve performance. |

**Measurement**

- Benchmarking of HR practice
  - Continuous improvements/plans to get there (1-3)
- Business Cases
  - Workforce elements incorporated and delivered
- Workforce strategy
  - Delivery all, 2-3 Developing/contributing (1 – deliver, 2 -   3 – developing)

(Measurements need to be adapted for each level)

**4.     Change Catalyst**   *Links with WCHR factors (3) Achieves desired results for the business (4) Has a compelling employee proposition (6) Proactively leads the people agenda*

Definition: Understands and communicates the need for change, builds support for change and helps groups and individuals to manage change effectively with particular regard to the need to engage and consult with staff, trade unions and professional staff organisations

| Level 1 – **delivers** | Level 2 -**and influences** | Level 3 – **and leads** |
|---|---|---|
| Works with line managers and their teams to help them to be creative and positive in taking action to continually improve performance | Identifies issues and gaps central to business success and presents an inspiring vision for change | Leads comprehensive change strategies and plans aimed at addressing key workforce priorities |
| Manages specific workforce change initiatives demonstrating a range of effective change management skills | Builds an infrastructure to support and influence change management including change approaches, policies and measures for success | Effectively leads complex change management programmes to improve business performance |
| Builds enthusiasm for and commitment to change amongst a range of stakeholders and  recognises the need to actively engage and consult with staff, trade unions and  professional staff organisations | Assesses the impact on and necessary support required of key stakeholders in relation to specific change initiatives and seeks to positively influence them including engaging and consulting with staff, trade unions and professional staff organisations | Proactively seeks to understand readiness for change plans across the organisation and develops and leads initiatives  to ensure their successful implementation, with key stakeholders including engaging and consulting with staff trade unions and professional staff organisations |
| Uses a consulting approach with line managers and team to bring about change in line with the principles of project management. | Ensures that all stages of the consulting approach are applied on key projects to ensure the achievement of business objectives | Leads others in the use of a consulting approach to evaluate project plans, outcomes and risks to aid future learning and improvements. |
| Takes calculated risks on specific workforce issues balancing a range of relevant factors including business drivers, legal implications, | Undertakes feasibility and risk assessments to make the case for change to senior colleagues | Leads the workforce risk strategy highlighting risks, issues and plans to mitigate against these including identifying potential risks to patient |

| employee impact and overall cost benefit. | including advising on key areas of potential risk. | experience, care and outcomes. |
|---|---|---|

**Measurement**

- Change programmes successfully delivered and LTD ER issues
    - Appropriate timescale
    - 'Does it stick' demonstrating created value to the business
- Feedback on change process from managers and staff affected
- Positive engagement from staff organisations

**5. Capability Builder**

*Links with WCHR factors (3) Achieves desired results for the business (4) Has a compelling employee proposition*

Definition: Focuses on the effectiveness of the organisation and improves business performance through influencing positive changes to people management, competence and capability, communications, systems processes and structures.

| Level 1 **– delivers** | Level 2 -**and influences** | Level 3 **– and leads** |
|---|---|---|
| Uses coaching skills to enable managers to optimise their performance and that of their team in order to deliver business goals/objectives. | Advocates to managers the use of coaching skills to enable others to optimise their performance and that of their team in order to influence and deliver business goals/objectives | Leads on the delivery of organisation wide coaching, modelling a coaching style and advocating coaching as a capability building tool. |
| Facilitates the TNA process in order to determine the required development, resourcing inputs and liaising with colleagues/commissioners to deliver appropriate interventions | Influences the TNA process in order to determine the required development, resourcing inputs and liaising with colleagues/commissioners to deliver appropriate interventions | Leads the TNA process in order to determine the required development, resourcing inputs and liaising with colleagues/commissioners to deliver appropriate interventions |
| Facilitates the talent management process and aggregate development requirements to inform TNA | Influences the Talent Management process and aggregate development requirements to inform TNA | Leads the Talent Management process and aggregate development requirements to inform TNA |
| **Measurement** | | |
| <ul><li>Successful succession plan</li><li>Appraisal rates and evidence of effective appraisal</li><li>Reduction in formal ER processes over a period of time (may be increase initially)</li><li>Previously included 'Feedback from line managers on how HRBP has helped them to deliver' and 'Positive effect on staff turnover'</li></ul> | | |

## 6. Politically Astute

*Links with WCHR factor (5) Aligns and integrates with the business*

Definition: Understands the diverse interest groups, power bases and politics internally and externally, seeking to balance competing agendas and needs of stakeholders.

| Level 1 **– delivers** | Level 2 **-and influences** | Level 3 **– and leads** |
|---|---|---|
| Uses influencing and negotiating skills effectively to work collaboratively achieving desired business outcomes. | Able to challenge and influence status quo in politically sensitive situations whilst achieving desired business outcomes. | Able to lead and support others in dealing with complex situations where collaborative working is required to achieve outcomes. |
| Able to resolve conflict positively and constructively whilst delivering own objectives and priorities. | Influences individuals and groups to ensure diverse and  complex interests are accommodated resolving conflict where necessary. | Identifies potential politically sensitive circumstances and lead on strategies to avoid conflict. |
| Able to adapt approach to dealing with organisational issues ensuring positive outcomes. | Fosters an environment where internal and external stakeholders can maximise contribution to organisational transformation. | Leads initiatives to help the organisation identify and address political, economic and social factors relevant to the organisation and its workforce |
| **Measurement** | | |
| <ul><li>Success of projects</li><li>Feedback from stakeholders especially external</li><li>Engagement measures from staff survey</li><li>Consistent engagement  of external stakeholders in transformational projects</li></ul> | | |

## 7.     Human Resource Business Partner Expert

*Links with WCHR factors (1) Gets the basics right (2) Supports people management (7) Creates value, innovates and demonstrates impact*

Definition: Builds and applies HR and OD knowledge and expertise to consistently achieve key business objectives

| Level 1 – **delivers** | Level 2 **-and influences** | Level 3 – **and leads** |
|---|---|---|
| Demonstrates continuous development of relevant HRBP capability to deliver key business objectives | Sets an example with own continuous professional development and assists others to align their development to deliver key business objectives | Leads in developing and delivering interventions that help HRBPs to improve their skills, capability and performance to deliver business objectives. |
| Consistently delivers employment strategies, policies, plans and processes in line with High Impact HR practice model and achieve key business objectives. | Contributes to the development of employment strategies, policies plans and processes in line with the High Impact HR practice model , and achieve business objectives | Initiates and leads in the development of employment strategies, policies plans and practice that are aligned with the High Impact HR practice model , and achieve business objectives |
| Delivers HR policies, processes and procedures that are organisationally appropriate and supportive to line management | Influences the development of HR policies, processes , and procedures to ensure their alignment with the organisations values and behaviours and that they support the achievement of business objectives | Leads the development of HR strategies, policies and plans to ensure their alignment with the organisations values and behaviours and that they support the achievement of business objectives |
| Effectively and appropriately supports managers in key people management areas e.g. staff engagement, learning and development, health and wellbeing and performance management. | Contributes to the development of strategies and plans which support and influence the delivery of effective practices in key people management areas e.g. staff engagement, health and wellbeing, learning and development and performance management. | Leads the development of strategies and plans which support and influence the delivery of effective practices in key people management areas e.g staff engagement , health and wellbeing, learning and development and performance management |
| **Measurement** | | |
| • Have business objectives been met using HR & OD knowledge and expertise<br>• KPIs | | |

- staff survey ↑
- HR and business metrics (sickness, stat man, appraisal/1to1s)
- industrial relations climate ↑ (ETs, grievances, B&H)
- CIPs met

(previously included 360 and appraisals)