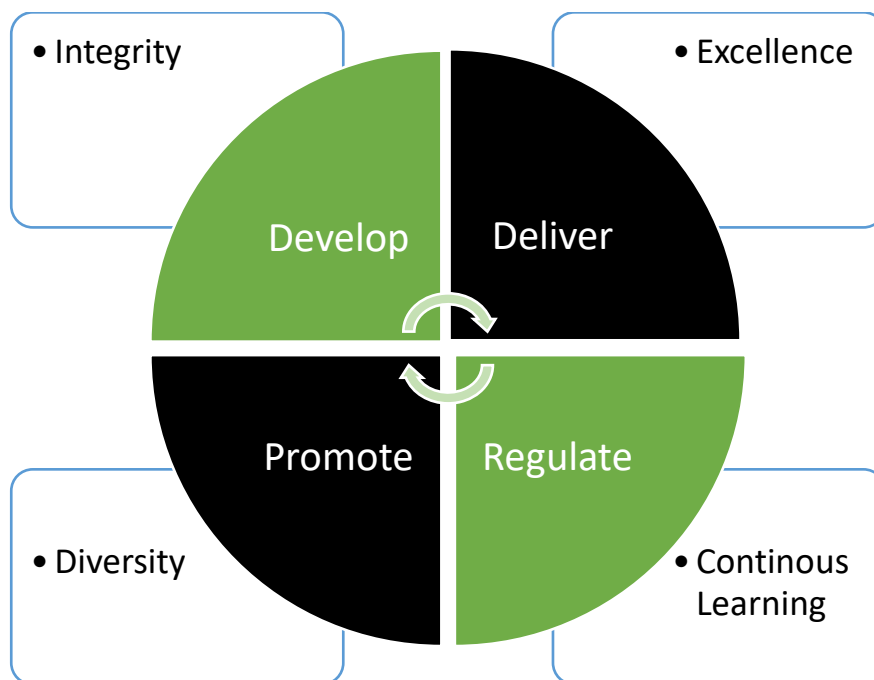


IPMZ COMPETENCY MODEL

The IPMZ competency model serves as a resource for HR Practitioners interested in developing proficiency within each critical competency. The model will provide a wide range of competency levels for professionals starting their HR career to those at the executive level. The competency model is primed at providing a road map for practitioners to achieve their professional goals at all levels. In addition, the model describes the knowledge, skills and behaviours HR practitioners need to possess. These will enable the HR practitioners to help organisations to optimise their human resources and to provide meaningful work and quality of work life for employees. The HR Competency Model is closely linked to the Institute’s constitution. The model is expected to contribute to individual exemplary performance that helps to improve business performances. This model is built on the Institute’s core values and distinguishes between four different career levels namely Student (Entry level), Associate Member (Junior level), Member (Middle level), Fellow Member(FIPMZ - Senior level), and Chartered Human Resources Practitioner (CHRP -Executive level).



Competency Priorities

The Institute recognises the following as the competency priorities of the profession:

1. Business Acumen
2. Human Resources Expertise
3. Leadership and Organisational Development
4. Labour and Relationship Management
5. Governance Professionalism and Ethical Practice
6. Diversity & Effective Cultural Management
7. Critical thinking and Evaluation
8. Effective Communication

Professional Levels

Level	Characteristics	Requirements
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Student Member	<p>This is the entry level into the HR field and the member is regarded as;</p> <ul style="list-style-type: none"> • Provides a specialist to a specific support function, • a generalist with limited experience • is ranked as an HR Assistant, or HR Clerk 	<ul style="list-style-type: none"> - Studying towards a IPMZ diploma - A holder of diploma or relevant degree - Over a year's experience in HR
Associate	<p>This is junior level in the HR profession and members should be;</p> <ul style="list-style-type: none"> • A full member of the Institute • Generalist or specialist • Employed as Human Resources Officer/Superintendent, HR Analyst/Administrator, Designated Agent, Labour Officer • Reporting to a middle manager 	<ul style="list-style-type: none"> - degree/diploma in HR or relevant field - at least 2 year
Member (HRP)	<p>This is middle of the HR profession. The members should be;</p> <ul style="list-style-type: none"> • A full member of the Institute • practicing as generalists or senior specialist • responsible for managing projects or programmes • formally employed as a but not limited to, HR manager, generalist, or senior specialist • Report to a senior manager 	<ul style="list-style-type: none"> - A holder IPMZ diploma - Higher National Diploma/undergraduate degree in HRM or relevant qualification - 3-5 years' experience in the middle management level
Fellow Member (FIPMZ)	<p>This is a senior HR practitioners' level characterised in the following way:</p> <ul style="list-style-type: none"> • A Fellow member of the Institute • A seasonal and very experienced generalist or specialist • Formally holds a Senior management, Chief Human Resources Officer or Principal Officer position • Responsibilities for developing and leading implementation plans and analysing business information. 	<ul style="list-style-type: none"> - A holder of IPMZ diploma - Undergraduate or Master's degree in HRM or related field - 6-10 years relevant experience in the senior management role

	<ul style="list-style-type: none"> Reporting to the Managing Director or Chief Executive Officer 	
Chartered Human Resources Practitioner (CHRP)	<p>The master level is the apex level for practitioners in the C-suite. The members should possess the following characteristics:</p> <ul style="list-style-type: none"> Be a Fellow member of the Institute Be one of the most senior leaders and specialist in HR field Be in the Executive, Director or season HR Consultant Responsible for designing/developing human resources strategy. 	<ul style="list-style-type: none"> A holder of IPMZ diploma Holder of PhD or master degree Over 15 years of experience practicing HR

Competency Level 1 – Business Acumen

Defined Knowledge - The ability to understand and apply information to contribute to the organisation's strategic plan and performance.

SUB-COMPETENCIES	EXPECTED BEHAVIOURS	PROFICIENCY STANDARDS				
		Student	Associate Member	Full Member	Fellow Member (FIPMZ)	Chartered Human Resources Practitioner (CHRP)
<ul style="list-style-type: none"> Strategic Agility Business Knowledge Systems Thinking Economic Awareness Effective Administration Knowledge of Finance and Accounting Knowledge of Sales and Marketing Knowledge of Technology Knowledge of labour markets Knowledge of business operations/logistics Knowledge of government and regulatory guidelines HR and organisational metrics/analytics/business indicators 	<ul style="list-style-type: none"> Demonstrates an understanding of the strategic relationship between effective human resource management and core business functions Demonstrates capacity to understand business operations and functions within the organisation Knowledgeable about the industry and business/competitive environment in which the organisation operates Makes business case for HR management (e.g., Return On Investment/ROI) relating to efficient 	<ul style="list-style-type: none"> Possesses basic knowledge of business lines and products/services Gathers data, assembles and reports HR metrics, key performance indicators (KPIs), and labour market trends Understands operational/processing knowledge for assigned tasks Develops basic knowledge of HR metrics Identifies inefficiencies and provides process improvement recommendations Develops basic knowledge of competitor organisations and their products 	<ul style="list-style-type: none"> Demonstrate knowledge of HR metrics and business metrics including Key Performance Indicators (KPIs) and their relationships with one another Develops HR marketing messages to both internal and external audiences Maintains working knowledge of business lines as well as competitive market Manages project and initiates budgets Analyses data for HR metrics to make recommendations 	<ul style="list-style-type: none"> Possess the functional knowledge of organisational business units Gathers, assembles, and reports HR metrics and labour market trends Utilises appropriate business terms and vocabulary in interactions with employees and leaders Develops skill in building business cases for HR projects and initiatives Manages continual process improvement initiatives Implements organisation-wide business 	<ul style="list-style-type: none"> Evaluates all proposed business cases for HR projects and initiatives Maintains advanced knowledge of key industry and organization metrics Aligns HR strategy, goals, and objectives to overall business strategy and objectives Develops HR business strategies to achieve key business results Demonstrates fluency in the language of business administration to senior leaders Designs action plans for managing talent within the confines of the labour market 	<ul style="list-style-type: none"> Evaluates all proposed business cases for HR projects and initiatives Benchmarks the competition and other relevant comparison groups Communicates direction of local and global labour markets and its relation to organisational success Maintains expert knowledge of business lines and products/services, as well as the competitive market Develops HR business strategies to drive

	<p>and effective organisational functioning</p> <ul style="list-style-type: none"> • Understands organisational metrics and their correlation to business success • Employs organisational resources to learn the business and operational functions • Uses organisational metrics to make decisions • Markets HR both internally (e.g., ROI of HR initiatives) and externally (e.g., employment branding) • Leverages emerging technologies to solve business problems 	<ul style="list-style-type: none"> - Develops familiarity with business terms and acronyms - Develops knowledge and understanding of value of cost-benefit analysis 	<ul style="list-style-type: none"> - Defines critical activities in terms of value added, impact, utility derived from cost-benefit analysis - Assists in managing continual process improvement initiatives - Assists in the implementation of organisation-wide business practices/operations - Understands application of the principles of finance, marketing, economics, sales, technology, and business systems to internal HR processes and policies - Implements HR and business technology plans to solve business problems and needs 	<p>practices/operations</p> <p>Develops the ability to apply the principles of finance, marketing, economics, sales, technology, and business systems to internal HR processes and policies</p> <ul style="list-style-type: none"> - Demonstrates working knowledge of labours market and its relation to organisational success - Implements action plans for managing talent within the confines of the labour market - Employs strategy for HR marketing messages to both internal and external audiences 	<ul style="list-style-type: none"> - Develops strategy for HR marketing messages to both internal and external audiences - Effectively communicates impact of metrics on organisation - Determine goals, plans, and budget requirements - Develops business strategy with organisation's top leaders - Applies knowledge of business and HR Metrics to make business decisions - Maintains knowledge of economic factors and economic environment - Develops organisation-wide business practices/operations - Develops HR and business technology plans to solve business problems and needs - Benchmarks the competition and other relevant comparison groups 	<p>key business results</p> <ul style="list-style-type: none"> - Maintains expert knowledge of economic factors and environmental impact on industry and organisation operations - Evaluates critical activities in terms of value addition, impact, and utility derived from a cost-benefit analysis - Maintains expert knowledge of key industry and organisation metrics - Sets HR and business technology strategy to solve business problems and needs - Serves as strategic contributor to organisational decision-making regarding fiscal, product/service lines, operations, human capital,
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					<ul style="list-style-type: none"> - Uses the language of business administration and senior leaders - Evaluates critical activities in terms of value added, impact and utility derived from cost-benefit analysis - Maintains broad-based knowledge of the organisation and its operations - Applies consistently the principles of finance, marketing, economics, sales, technology, and business systems to internal HR processes and policies - Mentors, coaches & develops business acumen of team - Designs policies and procedures/practices to support organisational success - Maintains a systems-thinking perspective when making business decisions - Maintains advanced knowledge of business lines and 	<ul style="list-style-type: none"> and technological areas - Influences government policy and proposed regulations - Participates in developing of business strategy - Defines strategy for talent management within the confines of the labour market - Ensures all HR initiatives have ROI that adds to organisational value - Assesses risk (SWOT) of business initiatives as it pertains to human capital, ROI, and shareholder accountability - Aligns HR strategy, goals, and objectives to overall business strategy and objectives - Demonstrates influence on the language of business
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					products/services, as well as the competitive market - Implements solutions with analysis of impact on ROI, utility, revenue, profit and loss estimates, and other business indicators impact on industry and organisation operations - Designs & recommends business practice/plan improvements - Ensures all HR initiatives have ROI that adds to organizational value - Builds business cases for HR projects and initiatives	administration to other executives - Develops solutions with analysis of impact on ROI, utility, revenue, profit and loss estimates, and other business indicators - Examines all organisational problems with a sense for integrating HR solutions designed to maximise ROI, profit, revenue, and strategic effectiveness
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Competency Level 2– Human Resourcing Expertise

Defined Knowledge - The HR practitioners should possess knowledge on principles, practices, and functions of effective human resource management. The practitioner should be able to develop and implement a system that provides both objective and subjective data and information which enables the organisation to determine the applicant who will perform to required standards, fit with the organisation culture and be committed to the

organisation's values and objectives. Ensuring the system that is statute compliant is fair and equitable and is proven by correlating with performance;

SUB-COMPETENCIES	EXPECTED BEHAVIOURS	PROFICIENCY STANDARDS					
		Student	Associate Member	Full Member	Fellow (FIPMZ)	Member	Chartered Resources (CHRP)
<ul style="list-style-type: none"> Strategic Business Management Workforce analytics planning and resourcing Human Resource Development Performance and Reward Management HR Risk Management Employee Relations HR Analytics Human Resource Capabilities Talent Management Change Management 	<ul style="list-style-type: none"> Maintain currency and relevancy on changes in labour laws, determinations, and regulations Updated with knowledge of general HR developments & practices, strategy, and emerging technology Demonstrates a working knowledge of critical human resource functions Prioritises work & best-practices & business efficiency Ability to deliver customised and technology based human resource solutions to improve business performance Seeks professional HR development Seeks continual process improvement through adoption of emerging 	<ul style="list-style-type: none"> Thrives to find ways to improve operational efficiency Relates interested parties' problems to the appropriate services Generates and implements appropriate solutions within area of jurisdiction Follow standard operating procedures, policies & regulations when performing duties Reports workplace risk management & issues to senior management Works under direction of an experienced HR Practitioners Uses relevant HR technology based 	<ul style="list-style-type: none"> Applies judgmental skills to determine when to consult with or escalate issues to immediate superior Applies & follow standard operating procedures, policies & regulations when performing HR transactions Know when how to handle workplace risks and when to escalate to management Uses relevant HR technology based systems to improve service 	<ul style="list-style-type: none"> Implements & operationalise HR strategy Develops and implements staff development strategy Develop and deliver customised solutions to organisational challenges Develop and recommends strategic responses to address potential challenges for senior management Develop and apply technology based human resource solutions to improve business performance 	<ul style="list-style-type: none"> Designs HR strategy & organisational culture Develops policies and procedures to support organisational values and goals Provides expertise to support staff development Liaises with co-executives within the organization for input on HR systems & decisions Ensures the delivery of high-quality HR processes within organisation Evaluates and develops strategic responses to potential 	<ul style="list-style-type: none"> Provides balanced long-term and short-term strategic vision for achieving mission objectives through human capital strategy Assesses organisational context & strategic HR needs that informs the development of proactive HR strategic initiatives, policies and procedures earmarked to improve business performance Ensures alignment of HR policies and procedures with organisational values and goals Influences direction and creates a vision for the HR team or industry Establishes criteria for auditing/compliance responsibilities 	

	technologies and other resources	systems administrative service needs for and	- Providing services internal to	- Oversee the integration of HR services with organisational initiatives - Mentors & coaches HR Associates and others within the organisation	challenges or needs - Determines best practices to support organizational direction - Coaches & mentors HR professionals and others within the organisation - Designs system to integrate HR services with organisational initiatives - Evaluates & recommends HR technology systems for performance improvement	- Assumes responsibility for HR and business outcomes - Advises to management on strategic HR issues as a factor in business decision-making - Proactively applies broad-based HR approaches & knowledge to business needs - Aligns and integrate HR services delivery with organisational initiatives - Superintends implementation of HR issues among them labour litigation and financial risk to organisation - Evaluates strategic position in relation to internal and external forces - Sets HR technology strategy
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Competency Level 3 – Labour & Relationship Management

Defined Knowledge - The ability to manage interactions to provide service and ensure that the organisation’s policies and practices support the achievement of strategic objectives in terms of best labour practice and reputation enhancement, are viewed as being fair, are statute compliant and prevent loss of resources through industrial action.

SUB-COMPETENCIES	EXPECTED BEHAVIOURS	PROFICIENCY STANDARDS					
		Student	Associate Member	Full Member	Fellow (FIPMZ)	Member	Chartered Human Resources Practitioner (CHRP)
<ul style="list-style-type: none"> • Organisation visibility • Customer Service (internal and external) • People Management • Advocacy • Negotiation and Conflict Management • Integrity & Credibility • Community Relations • Transparency • Proactivity • Responsiveness • Coaching & Mentorship • Influence • Employee Engagement • Teamwork • Mutual Respect 	<ul style="list-style-type: none"> • Establishes credibility in all interactions • Fair treatment of stakeholders with respect and dignity • Establishing a working relationships with all organisation's stakeholders through trust, teamwork, and direct communication • Manages internal and external relationships in ways that promote the best interests of all parties • Demonstrates approachability and openness to stakeholders • Provides HR service and information delivery aligned with organisational strategy, values and goals • Champion successful relationships with stakeholders • Promotes the view that organisational 		<ul style="list-style-type: none"> - Assess and escalates conflicts among stakeholders to senior management - Coordinates/facilitates meetings for stakeholders - Builds database of internal and external customers - Implements organisational customer service strategies and models - 	<ul style="list-style-type: none"> - Develops policies and practices for resolving conflicts - Implements and champions organisational customer service strategies and models - Coordinates implementation of HR relationship management - Facilitates employees interaction and build relationships - Manages existing partnerships with employees, supervisors, trade unions, regulatory authorities, and suppliers - Networking with senior managers, operational teams, staff suppliers/vendors, - Resolves and escalates internal disputes in accordance with HR 	<ul style="list-style-type: none"> - Designs programs and policies to nurture strong customer oriented culture in the HR function - Provides opportunities for employees to interact and build relationships - Provides coaching and career mentorship to mid-level career professionals - Develops and coordinates implementation HR relationship management objectives and resources - Mediates escalate disputes/employee relations and/or other interactions as a neutral party - Establishes new and maintains existing partnerships with suppliers, 	<ul style="list-style-type: none"> - Designs strategies for improving relationship management performance metrics - Networks with and influences legislative bodies, union heads, and external HR leaders - Designs strategies to ensure customer oriented service culture in the HR function - Negotiates with internal and external stakeholders to advance the interests of the organisation & - Develops & coordinate conflict resolution strategies and 	

	<p>effectiveness benefits all stakeholders</p> <ul style="list-style-type: none"> • Builds effective networking at all levels within the HR function and organisation both internally and externally 			<p>policy and practice decisions</p> <ul style="list-style-type: none"> - Provides coaching and career mentorship lower level professionals - Engages staff builds relationships 	<p>employees, and supervisors to maximise value to the organisation</p> <ul style="list-style-type: none"> - Manages challenging issues in NEC and non-NEC environments - Negotiates with internal and external stakeholders including suppliers, staff, and executives - Builds consensus and settles disputes internal to HR on policy and practice decisions - Handles complicated interactions among organisational stakeholders to achieve optimal outcomes - Develops a network of contacts including senior leaders, operational teams, staff, peers, suppliers/vendors, and community leaders across organizations 	<p>processes throughout the organisation</p> <ul style="list-style-type: none"> - Oversees HR decision-making process to ensure consistency with HR and business strategy - Develops strategic relationships with internal and external stakeholders - Builds a culture that supports inter and intra-organisational relationships throughout organisation - Identify strategic opportunities for employee networking and relationship building - Develops relationships with peers, clients, suppliers, board members, and fellow executives
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Competency Level 4 – Leadership & Organisational Development

Defined Knowledge - The ability to direct and contribute to initiatives/projects aimed at changing organisation practices in order to improve efficiency and effectiveness and enhance profitability. This includes the mentoring, coaching and counselling of line management in effective people management skills.

SUB-COMPETENCIES	EXPECTED BEHAVIOURS	PROFICIENCY STANDARDS				
		Student	Associate Member	Full Member	Fellow Member (FIPMZ)	Chartered Human Resources Practitioner (CHRP)
<ul style="list-style-type: none"> • Transformational and Functional Leadership • Results and Goal-Oriented • Resource Management • Succession Planning • Project Management • Mission Driven • Change Management • Political Savvy • Influence & consensus builder 	<ul style="list-style-type: none"> • Exhibits behaviours consistent with and conforming to organisational culture • Fosters collaboration • Understands the most effective and efficient way to accomplish tasks within the parameters of organisational hierarchy, processes, systems, and policies • Develops solutions to overcome potential obstacles to successful 	<ul style="list-style-type: none"> - Listens actively to identify potential challenges or solutions - Implement HR transactional decisions within the confines of established policies and guidelines - Implements of initiatives and escalates issues - Acts within the culture of the organisation - Contributes to the development of knowledge of internal policies and procedures for responding 	<ul style="list-style-type: none"> - Builds credibility with stakeholders - Makes HR transactional decisions within established policies and guidelines - Assists with formulation of initiatives and escalates issues - Demonstrates flexibility, adaptability, and initiative - Consistently acts within and represents the culture of the organisation - Recommends improvements to HR processes, transactions and outcomes 	<ul style="list-style-type: none"> - Manages implementation of programs, policies, and procedures to support the organisational culture & development. - Demonstrates flexibility, adaptability, and initiative - Develops skills in managing resources available to achieve planned objectives - Supports critical large-scale organisational changes - Interprets policies, procedures, 	<ul style="list-style-type: none"> - Develops programs, policies, and procedures that support organisational culture & development - Promotes HR & organisation capabilities - Leads project plans & implementation for timely completion - Lead in the translation of vision, mission, and strategy into projects and initiatives with milestones and delivery schedules - Manages the resources available to effectively meet planned objectives & initiatives - Makes departmental/functional decisions that support organisational development - Develops clear action plans with results-oriented goals for measuring success 	<ul style="list-style-type: none"> - Leads HR staff in maintaining or changing organizational culture - Participate in the design, maintenance, and championing of the organisation's mission, vision, and strategy - Identifies the need for and facilitates strategic organisational change - Oversees alignment between the human capital vision, mission, and overall business strategy - Be the influential voice for HR strategies, philosophies, and

	<p>implementation of initiatives</p> <ul style="list-style-type: none"> • Demonstrates agility and expertise when leading or supporting organisational initiatives • Sets the vision for HR initiatives and builds buy-in from internal and external stakeholders • Ability to lead the an organisation through adversity with resilience and tenacity • Ability=y to influence and build consensus among organisational stakeholders when proposing new initiatives • Be a transformational leader for the organization by leading change 	<p>to transactional issues</p> <ul style="list-style-type: none"> - Acquires knowledge and skill to implement organisational processes and initiatives 	<ul style="list-style-type: none"> - Develops knowledge of internal policies and procedures for responding to transactional issues <ul style="list-style-type: none"> - Supporting administration of organisational programs and initiatives - Acts as contact person on leadership and organisational development projects and tasks 	<p>practice and make decisions</p> <ul style="list-style-type: none"> - Oversee implementation of plans using results-oriented goals - Be a principal focal person to frontline managers for HR strategies, philosophies, and initiatives within the organisation - Develops leadership presence with management support at the business unit level - Develops political savvy when implementing initiatives - Managing organisational initiatives within units - Operationalizes projects and initiatives as set forth by the higher-level plan 	<ul style="list-style-type: none"> - Champions alignment and buy-in at all levels in business units across organisation - Acts as a change agent for the organisation development - Identifying managing and measuring risks, opportunities, and gaps in business strategy - Ensures appropriate accountability for the implementation of plans and change initiatives 	<p>initiatives within the organisation</p> <ul style="list-style-type: none"> - Develops organisational strategy for achieving the human capital vision and mission - Designs strategy for managing opportunities, risks and gaps in business strategy - Oversees critical large-scale organizational changes with the support of business leaders - Sets pace and tone for implementation and maintaining or changing organisational culture - Champions the HR function and organisational mission and vision - Gains buy-in for organisational change across senior leadership with agility
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Competency Level 5 - Diversity & Effective Cultural Management

Defined Knowledge - The ability to value and consider the perspectives and backgrounds of all interested parties.

SUB-COMPETENCIES	EXPECTED BEHAVIOURS	PROFICIENCY STANDARDS				
		Student	Associate Member	Full Member	Fellow Member (FIPMZ)	Chartered Human Resources Practitioner (CHRP)
<ul style="list-style-type: none"> Global & diversity perspective Openness to different cultural perspectives Emotional intelligence Openness to Experience Tolerance for ambiguity & cultural differences Adaptability Cultural awareness and respect 	<ul style="list-style-type: none"> Exhibits strong set of core values to adapt to different operating environmental conditions & people Acceptable & openness to new ideas and makes decisions based upon experience, data, facts and reasoned judgment Demonstrates non-judgmental respect for other perspectives Ability to work effectively with & within diverse 	<ul style="list-style-type: none"> Possesses general knowledge of local cultural issues Understands organisation's policy and philosophy toward diversity and inclusiveness Demonstrates willingness to learn and understand global and cultural effectiveness Fair understanding of general knowledge of 	<ul style="list-style-type: none"> Possesses general knowledge of organisation's policy and philosophy toward diversity and inclusiveness Possesses general knowledge of local cultural issues Respects differences and promotes inclusion on a transactional level Possesses general awareness and understanding of cultural differences Assists with implementation of diversity/culture 	<ul style="list-style-type: none"> Implements and audits organisational/HR practices to ensure global/cultural sensitivity Implements & customise global initiatives, programs, and policies local segment needs Facilitates training on culture trends and practices for expatriate workforce Maintains advanced knowledge of cultural & generational differences Designs, recommends, and/or implements diversity/culture programs 	<ul style="list-style-type: none"> Oversees execution of programs, practices, and policies that make the strategic connection between diversity and inclusiveness practices with organisational success Develops expert knowledge of global economic trends and best practices Maintains expert global and cultural & generational knowledge/experience Fosters culture of inclusiveness within organisation Promotes diversity with external stakeholders (e.g., diverse suppliers) Develops policies consistent with and fair to members of all backgrounds 	<ul style="list-style-type: none"> Sets the vision that defines the strategic connection between diversity and inclusiveness practices for employees and organisational success Develops strategies to leverage global competencies for competitive HR advantages Employs global business context to determine the impact on the organisation's human capital strategy Maintains expert global and cultural knowledge/experience

	<p>cultures and populations</p> <ul style="list-style-type: none"> • Understand differences in own & other cultures • Operates with respect of the differences in rules, customs, laws, regulations, and business operations • Embraces inclusivity & appreciates the commonalities, values, and individual uniqueness of all human beings • Possesses self-awareness, humility & willingness to learn from others • Adapts perspective and behaviour to meet the cultural context • Accommodates differences between commonly accepted practices and laws when 	<p>local and global economic trends</p> <p>-</p>	<p>programs in local settings</p> <ul style="list-style-type: none"> - Demonstrates willingness understanding global and cultural effectiveness - Exhibits awareness and appreciation of global multi-dimensional and diverse perspectives in organisation's business - Understands general knowledge of local and global economic trends 	<ul style="list-style-type: none"> - Resolves and escalates disputes/ conflicts arising from cultural differences - Maintains local, global and cultural knowledge/experience - Employs emotional intelligence & cultural sensitivity in communicating with staff - Maintains expert knowledge of a particular component/segment of the global organisation - Maintains general knowledge of local and global economic trends 	<ul style="list-style-type: none"> - Facilitates mentoring/coaching/training on cultural trends and practices to all levels of organisation - Oversees implementation of initiatives to ensure global effectiveness in strategic business units - Aligns and manages local, regional, and global opportunities & advantages - Develops diversity and cultural enhancement programs - Facilitates implementation of cultural & generational inclusion through processes and systems - Audits practices to ensure global/cultural sensitivity 	<ul style="list-style-type: none"> - Maintains expert knowledge of global economic trends - Understands global labour markets and associated legal environments - Promotes organisation's cultural norms & practices - Proves the return-on-investment of a workforce diversity - Manages contradictory or conflicting practices, policies, and cultural norms to ensure cross-cultural harmony to support and organisational success - Integrates perspectives on cultural differences and their impact on the success of the organisation - Builds and maintain cross-cultural relationships and partnerships
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	conducting business at international level <ul style="list-style-type: none"> • Operates with a global, open mind-set while being sensitive to different cultural issues and needs • Operates with a fundamental trust in other human beings • Takes the responsibility to teach others about benefits of diversity 					
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Competency Level 6 – Effective Governance, Professionalism & Ethical Practices

Defined Knowledge - The ability to integrate core values, integrity, and accountability throughout all organisational and business practices.

SUB-COMPETENCIES	EXPECTED BEHAVIOURS	PROFICIENCY STANDARDS				
		Student	Associate Member	Full Member	Fellow Member (FIPMZ)	Chartered Human Resources Practitioner (CHRP)
<ul style="list-style-type: none"> • Rapport building • Trust building • Personal, professional, and 	<ul style="list-style-type: none"> • Ability to maintain confidentiality 	- Maintains knowledge of internal	- Supports training programs regarding ethical laws,	- Oversees maintenance of general knowledge of effective	- Develops systems for employees to report unethical behaviour for implementation	- Empowers organisational leadership to maintain internal

<p>behavioural integrity</p> <ul style="list-style-type: none"> • Professionalism & personal credibility • Personal and professional courage 	<ul style="list-style-type: none"> • Acts with personal, professional, and behavioural integrity • Provide immediate response to all reports on unethical behaviour or conflicts of interest • Empowers all employees to report unethical behaviour or conflicts of interest without fear of reprisal • Demonstrates consistency between espoused and enacted values • Acknowledges mistakes and open to criticism • Drives the corporate effective governance & ethical environment • Applies power or authority appropriately 	<ul style="list-style-type: none"> - Understands ethics laws, standards, legislation, and trends that may affect organisational HR practices - Identify & escalates potential conflicts of interest - Implements HR policies, procedures, and guidelines - Maintains confidentiality and privacy of employee information and company data 	<ul style="list-style-type: none"> - Demonstrates accountability for actions - Acting consistently with the difficult decisions made by management - Documents and escalates potential conflicts of interest - Follows policies consistently - Documents and escalates reports of unprofessional & unethical behaviour to senior management - Ensures maintenance of employee confidentiality throughout appropriate business processes - Manages knowledge of internal organisational controls - Maintains awareness of ethics laws, standards, legislation, and trends that may affect organisational HR practices - Implements and supports HR policies, procedures, and guidelines 	<ul style="list-style-type: none"> - governance, professionalism & ethical laws, standards, legislation, and trends that may impact organisational HR practices - Implements and reinforces difficult decisions that align with organisational values & strategies - Establishes one's self as a credible resource for all issues involving employees and management - Develops and supports systems for reporting bad governance, unprofessionalism & unethical behaviour - Enforces policies consistently throughout the organisation - Conducts one's self as a credible and trustworthy source for employees to voice concerns 	<ul style="list-style-type: none"> - Sets organizational standards for confidentiality of employee and privacy of company data - Maintains contemporary knowledge of ethics laws, standards, legislation, and emerging trends that may affect organisational behaviours and practice - Establishes oneself as a credible and trustworthy source for employees to voice concerns - Establishes HR team as a credible and trustworthy resource within the organisation - Supports executive's and makes own difficult decisions that align with organisational values & strategies - Creates processes to protect the confidentiality of employee information - Provide prompt & appropriate responses to reports of unprofessional and unethical behaviour - Evaluates potential bad governance, unprofessional & ethical risks and liabilities to the organisation - Acts as role model of effective governance, professional & ethical behaviour by consistently conforming to the highest 	<ul style="list-style-type: none"> - controls and create an ethical environment to prevent conflicts of interest - Promotes maintenance of contemporary knowledge of ethics, laws, standards, legislation, and emerging trends that may affect organisational HR practice - Establishes one's self as a credible and trustworthy source for employees to voice concerns - Advise & challenges other executives and senior leaders when potential conflicts of interest arise - Withstands biasness & politically motivated pressure when developing strategy - Sets the standard for being a role model of ethical behaviour by consistently conforming to the highest ethical standards and practices
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	<ul style="list-style-type: none"> • Recognises all forms of bias and takes measures to mitigate the influence of bias in business decisions • Maintains high levels of transparency in organisational practices • Ensures that all stakeholder voices are heard • Manages political and social pressures in making decisions 		<ul style="list-style-type: none"> - Demonstrates credibility and as trustworthy source for employees to voice concerns - Maintains confidentiality and privacy of employee information and company data - Assist with audits and monitors adherence to policies and procedures 	<ul style="list-style-type: none"> - Ability to influence others to behave in a professional & ethical manner - Acts as an professional & ethical role model and positively influences managerial integrity and accountability - Implements training programs regarding ethics laws, standards, and policies - Takes immediate and appropriate action on reports of unprofessional & unethical behaviour or conflicts of interest - Audits and monitors adherence to policies and procedures - Creates processes to ensure confidentiality and privacy of employee information and company data 	<p>professional & ethical standards and practices</p> <ul style="list-style-type: none"> - Withstands political pressures & biasness when implementing and enforcing policies and procedures - Advises top management of any bad governance, unprofessional & unethical behaviours or conflicts of interest that might threaten the organisation - Ensures access to ethical standards and policies for all employees across business units - Develops ethical policies and procedures for implementation - Promotes organisational values - Establishes self as a credible resource for all issues involving employees and their management 	<ul style="list-style-type: none"> - Balances organisational success and employee advocacy when creating strategy - Develops HR policies and internal controls to minimise organisational risk from unprofessional & unethical practice - Creates HR strategy that holds employees accountable for their actions - Makes difficult decisions that align with organizational strategies and values - Communicates the vision for an organizational culture aligned with values - Maintains a culture that requires all employees to report unethical practices and behaviour - Aligns all HR practices with ethics, laws, and standards
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Competence Level 7 - Critical thinking and Evaluation

Defined knowledge - The ability to interpret information to make business decisions and recommendations.

SUB-COMPETENCIES	EXPECTED BEHAVIOURS	PROFICIENCY STANDARDS				
		Student	Associate Member	Full Member	Fellow Member (FIPMZ)	Chartered Human Resources Practitioner (CHRP)
<ul style="list-style-type: none"> • Measurement and Assessment Skills • Objectivity • Critical thinking • Problem solving • Curiosity and inquisitiveness • Research methodology • Decision-making • Auditing skills • Knowledge management 	<ul style="list-style-type: none"> • Makes sound decisions based on analytical & evaluation of available information • Analyses the impact of changes to law on organisational human resource management functions • Transfers knowledge and best practices from one situation to the next • Applies critical thinking to information received from organisational interested parties and evaluates 	<ul style="list-style-type: none"> - Assists in data collection and analyses systematic methods such as surveys, focus groups, etc. Understands knowledge in the use of big data, evidence-based research, benchmarks, HR and business metrics to facilitate decision-making - Reports on data entry and key metrics - Knows sources of big data and information and learns how to 	<ul style="list-style-type: none"> - Gathers and analyses data using systematic methods such as surveys, focus groups, etc. - Develops knowledge in the use of big data, evidence-based research, benchmarks, HR and business metrics to facilitate decision-making - Design reports on data entry and key metrics - Develops basic working knowledge of statistics, research methods, measurement concepts, and metrics - Identifies sources of big data and 	<ul style="list-style-type: none"> - Maintains working knowledge of measurement concepts, data collection, and analysis - Maintains working knowledge of statistics and metrics - Asks critical questions to prepare and interpret data studies/metrics - Conducts assessments to address problems and implements solutions within business units - Evaluates information gathered through research - Conducts effective program evaluation - Maintains knowledge in the use of data, 	<ul style="list-style-type: none"> - Creates and/or dissects organisational issues, changes, or opportunities - Maintains advanced knowledge in the use of big data, evidence-based research, benchmarks, HR and business metrics to make critical decisions - Maintains advanced knowledge of statistics and HR metrics - Provides training and mentoring to upper and lower level employees on critical thinking & evaluation - Develops best practices through rigorous research and application of such practices in own organisation - Differentiates between tested and untested solutions 	<ul style="list-style-type: none"> - Maintains expert knowledge in the use of big data, evidence-based research, benchmarks, HR and business metrics to make critical decisions - Maintains expert knowledge and ability to interpret big data and make recommendations - Makes decisions with confidence based on analysis of available information to drive business success - Sets the direction of HR and the organisation through evaluation of risks, economic financial

	<p>what appropriate for the success of the organisation</p> <ul style="list-style-type: none"> • Gathers & analyses critical data/information to identify evidence-based best practices determine & its usefulness • Delineates a clear set of best practices based on experience, evidence from industry literature, published peer-reviewed research, publicly available web-based sources of information, and other sources • Identifies leading & lagging indicators of outcomes • Analyses large quantities of information from research and practice 	<p>find the most relevant information for solving problems</p> <ul style="list-style-type: none"> - Assists in preliminary analysis of collected data and reports findings 	<p>information and learns where to find the most relevant information for solving problems</p> <ul style="list-style-type: none"> - Conducts data entry and tracking of statistics and metrics - Collects and synthesizes data through surveys, focus groups, research, and other methods - Engages in preliminary analysis of collected data and reports findings to senior HR staff 	<p>evidence-based research, benchmarks, HR and business metrics for critical decisions making</p> <ul style="list-style-type: none"> - Identifies patterns in data and escalates relevant issues to higher-level management - Differentiates best practices that will work for own organisation/business unit - Conducts case and pilot studies to evaluate to address specific problems and questions - Analyses data and reports findings and trends - Maintains objectivity during critical evaluation processes - analyses data and seeks root causes - Masters research methods & ethics and applies them to work 	<ul style="list-style-type: none"> - Possesses advanced knowledge and ability to interpret big data and make recommendations or decisions - Leads research and evaluation and provides resources for specific issues studied - Asks interrogative questions to evaluate data - Manages effective evaluations of organisational programs and interventions - Implements case and pilot studies to address specific problems - Validates processes to ensure that they meet desired and reliable outcomes - Identifies critical messages from research, pilot study findings, or best practices - Integrates findings to select best course of action 	<p>and environmental factors</p> <ul style="list-style-type: none"> - Seeks information in a strategic, systematic manner to use in decision-making - analyses information needed to direct, evaluate, and use data and other information to make effective decisions - Promotes process improvement initiatives using evidence-based solutions - Communicates the impact of relevant and important findings from data analysis on organisational strategy - Applies, translates, and interprets findings from evaluations towards building effective and creative policies within organisational context - Utilizes external/internal environmental awareness and experience in decision-making
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						<ul style="list-style-type: none"> - Challenges assumptions and critically examines all initiatives and programs - Provides strategic view to direct and prioritize decision-making
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Competency Level 8 - Effective Communication

Defined knowledge - The ability to effectively exchange information with stakeholders.

SUB-COMPETENCIES	EXPECTED BEHAVIOURS	PROFICIENCY STANDARDS				
		Student	Associate Member	Full Member	Fellow Member (FIPMZ)	Chartered Human Resources Practitioner (CHRP)
<ul style="list-style-type: none"> • Verbal Communication Skills • Written Communication Skills • Presentation Skills • Persuasion • Diplomacy 	<ul style="list-style-type: none"> • Ability to provide clear, concise information to others in verbal, written, electronic, and other communication formats for public and 	<ul style="list-style-type: none"> - Provides support for HR organisational initiatives in communicating with stakeholders - Drafts quality reports and documents 	<ul style="list-style-type: none"> - Demonstrates support for HR organisational initiatives when communication with stakeholders - Provides prompt responses to stakeholders' concerns via written, 	<ul style="list-style-type: none"> - Delivers well-organised, impactful presentations - Facilitates transfers of knowledge & information - Translates organisational 	<ul style="list-style-type: none"> - Communicates strategy and initiatives to business unit leaders and HR staff - Communicates plans for ensuring alignment of organisational HR initiatives and strategy - Fosters the organisation's vision for HR practice and policy 	<ul style="list-style-type: none"> - Articulates the alignment between organisational HR initiatives and strategy - Communicates corporate mission and vision to all stakeholders

<ul style="list-style-type: none"> • Perceptual Objectivity • Active Listening • Effective Timely Feedback • Facilitation Skills • Meeting Effectiveness • Social Technology and Social Media Savvy • Public Relations 	<p>organisational consumption</p> <ul style="list-style-type: none"> • Listens actively and empathetically to the views of others • Delivers critical information to all stakeholders • Seeks further information to clarify ambiguity • Provides constructive feedback effectively • Ensure effective communication throughout the organisation • Provides thoughtful feedback in appropriate situations • Provides proactive communications • Demonstrates an understanding of the audience's perspective • Treats constructive feedback as a developmental opportunity 	<ul style="list-style-type: none"> - Participates in the production of accurate and error free communication - Receive and appropriately directs employee issues to other resources 	<p>verbal, or electronic communication</p> <ul style="list-style-type: none"> - Produces accurate and error free communication - Produces top quality reports and documents - Communicates policies, procedures, culture, etc. to new and existing employees - Resolves employee issues or directs appropriately to other resources - Applies discretion when communicating sensitive information - Notifies senior management of appropriate issues or concerns 	<p>communication strategies into practice at the operational level</p> <ul style="list-style-type: none"> - Effectively facilitates staff professional development programs - Communicates and implements policies on social media - Listens actively to understand stakeholder concerns at the operational level - Delivers constructive feedback to interested parties - Informs top management of operational concerns or issues - Coaches frontline employees on organizational and interpersonal communications - Escalates issues to senior management for guidance - Crafts clear messages that inform frontline HR staff of 	<ul style="list-style-type: none"> - Solicits feedback and buy-in on HR initiatives from organisational stakeholders - Disseminates HR and other executives' messages to stakeholders - Creates channels for open communication across and within levels of responsibility - Negotiates with interested parties and staff to reach best possible outcomes - Engages in conversations with stakeholders using appropriate communication modes and methods to achieve desired outcomes - Oversees culture communication strategy 	<ul style="list-style-type: none"> - Creates strategy for a culture that promotes efficient and effective interactions and decision-making - Develop clear messages to be delivered to stakeholders regarding high-visibility organizational issues - Negotiates with stakeholders to reach best possible outcomes - Solicits feedback and buy-in from executive-level stakeholders - Develops strategy for organizational systems of communication - Delivers strategic messages supporting HR and business - Builds support and inspires confidence through clear communications - Communicates HR vision, practices, and policies to all stakeholders - Effectively communicates with audiences of all sizes
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	<ul style="list-style-type: none">• Welcomes the opportunity to discuss competing points of view• Helps others consider new perspectives• Leads effective and efficient meetings• Helps managers communicate not just on HR issues• Utilises communication technology and social media			relevant organizational information		
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