

Your HR Pathway

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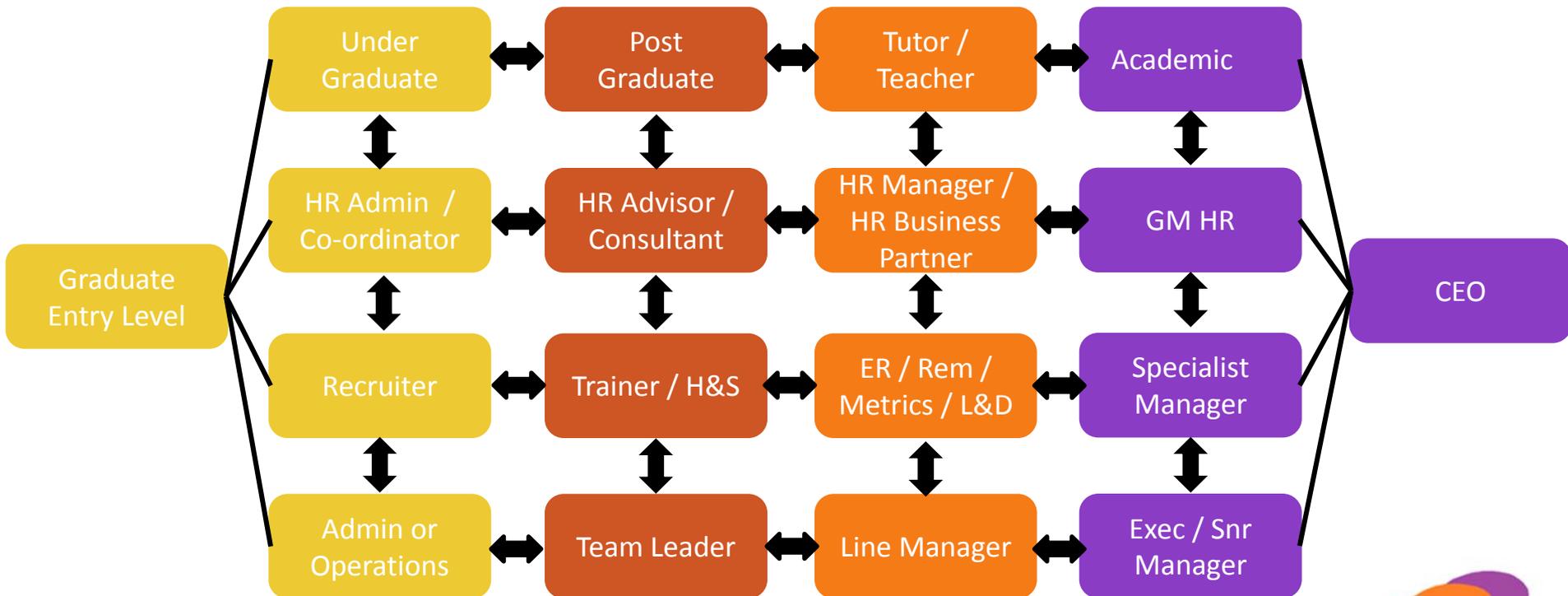
Introduction

- This pack is based on HR career paths in the APPNZ HR Career Guide, currently being written for the Association by Industry Advisory Panel members Nikki Iuli, Tash Pieterse, Richard Westney and Molly Workman. There is also information included from The HR Career Guide written by Angela Atkins, PHRA.
- The pathways pack is designed to be used to provide some role definition and development ideas for those working in the HR profession, or wanting to work in the HR profession, and wanting to grow your skills, experience and career.
- It also provides guidance on how to work through the levels of being a Professional Associate with APPNZ.



Career Paths

The map below sets out the different roles you may work through in a HR career.



Responsibility areas

Key Responsibility	Level 1	Level 2	Level 3	Level 4
HR Operations	Advised managers & employees on how policies and processes work. Has completed termination, new starts & induction processes.	Advised managers on policy but also how to handle more difficult issues. Has conducted exit interviews. Designed induction processes. Refined HR policies.	Advised CEO & senior managers on complex and difficult issues. Facilitated orientation days. Written HR policies.	Coached CEO and senior leaders through tough times. Designed full HR systems.
Recruitment & Resourcing	Has written adverts & put together interview questions for entry level to intermediate roles for at least 20 roles.	Has completed training on recruitment (e.g. Targeted Selection) and has been part of 10+ interview panels.	Has interviewed 50+ times for all levels of roles including management & advised managers on this or set process.	Has recruited exec roles. Has trained other recruiters. Has set a recruitment strategy for a company.
Health and Safety	Done base level H&S training. Advised managers on H&S processes.	Participated in H&S Committees. Participated in an accreditation audit.	Been H&S Rep for 3+ years. Run 2+ accreditation processes.	Been H&S Rep for 5+ years and run an H&S programme or strategy for a whole company.
Learning and Development	Has organised training workshops and coordinated training records.	Has completed Train the Trainer programme. Has run presentations on HR procedures / technical issues. Has conducted TNA.	Has helped design one off workshops and materials. Has co-facilitated for 20+ hours. Has helped with L&D strategy.	Has designed 5+ training programmes. Has developed entire L&D strategy. Have facilitated at least 100 hours of training.

Responsibility areas

Key Responsibility	Level 1	Level 2	Level 3	Level 4
HR Planning and Analytics	Has prepared information for HR reports (e.g. turnover, leave reporting)	Helped develop an HR plan for their business unit. Has done analytical or strategic planning training.	Lead an HR strategic planning process. Has done workforce plans for less complex company.	Has designed an effective HR model / strategy for 3+ companies including one large. Developed complex Workforce Plans.
Employment Relations	Has completed Employment Law training and has advised managers on basic issues. Has prepared employment agreements from a template.	Has done training on Collective bargaining and disciplinary processes. Has advised managers on basic disciplinary issues & sat in on 5 meetings. Has been part of a bargaining process as support.	Has run 15+ disciplinary processes for various issues. Has responded to a PG. Has been part of 3+ Collective Bargaining processes. Has rewritten employment agreements.	Completed 5+ settlements. Has responded to 5+ PG's and attended mediation 2+ times. Has led 3+ Collective Bargaining processes. Written exec clauses in an IEA.
Remuneration & Benefits	Has administered incentive schemes (e.g. checking data, preparing letters). Has helped with inputting data into salary surveys.	Designed incentive schemes. Completed salary surveys & advised managers on process.	Trained on doing job sizing and has implemented a remuneration system.	Created a remuneration and benefits strategy to address retention, motivation, performance measures etc.
Driving Performance	Attended training. Advised managers on performance review process. Assisted with training on performance reviews.	Written KPI's or KPA's with managers for intermediate level roles, running calibration sessions and running sessions on having performance reviews.	Written KPI's for senior roles, running senior level calibration and coaching managers on issues	Designed or refined entire performance review systems.
Managing Change	Assisted with redundancy paperwork and advising managers on the process. Has completed restructuring training.	Has managed 5+ small scale redundancy processes (<10 employees) or small change processes. Managed outplacement.	Managed 5+ large scale or complex redundancy processes (40+ employees).	Planned and managed 3+ large scale change products (e.g. new system, culture change).

Developing the foundations

Level 1 Roles

HR Administrator or Coordinator

You may find yourself in an HR Administrator / Coordinator role through one of a variety of pathways. Some may have entered the profession through a widely scoped administration role that has included some HR and possibly payroll responsibilities to varying degrees. The breadth of an HR role at this level will largely depend on the nature and size of the organisation and the way tasks are allocated within the wider team.

In Level 1 type roles you will usually be responsible for all aspects of HR, however you don't necessarily go into the detail:

- Recruitment: Arranging interviews, undertaking referencing, generation of employment agreements and upkeep of any internal systems
- Remuneration: Coordinating company-wide reviews and preparing documentation
- Onboarding & exit processes: General administration for a smooth process
- Employment documentation: Ensuring all records are accurate
- Health & safety: Administration of hazards and incidents
- Data entry and system maintenance where required
- Some exposure to employment relations processes



Developing the foundations

Level 1 Roles

To develop your skills at this level we suggest:

- Having 1 – 2 years on the job experience
- Completing Employment Law and Holidays Act training
- Gaining as much exposure to a range of generalist HR activities, particularly employment relations
- Build confidence in providing HR advice to managers through working on case studies of past processes with a Senior or external mentor



Building your experience



Level 2 Roles

HR Advisor

HR Advisors provide advice and support to managers of the business on all things people related, it is important to understand the principles of legislation where required so that you are able to adapt your advice appropriately for the scenario at hand.

As an HR Advisor the depth of HR advice and support you are required to provide will depend on the size of the HR team and the size of the organisation. In a sole HR position you may be required to work on all aspects of a generalist role, however, if you are in a big HR team with specialists, the scope of your role may be slightly smaller. You will generally cover the same areas outlined in the HR Admin/Coordinator.

To develop your skills at this level we suggest:

- Having 2-5 years on the job experience, gaining experience and confidence to provide advice on a range of HR issues
- Map out the areas of HR where you have had minimal exposure and areas of high exposure.
- Seek out a mentor and proactively develop your skills.
- Review what is required as a Senior HR Advisor and use that as a foundation for your development plan.

Building your experience



Level 3 Roles

Senior HR Advisor

Senior Advisors are expected to have a stronger breadth of knowledge and experience across the range of generalist HR areas and be comfortable with managing complex disciplinary and performance management as well as change management processes. You will also be required to attend and/or manage mediation and settlement processes. Depending on the industry a Senior Advisor may also be required to have experience in collective bargaining rounds and dealing with unions regarding complex employee relations.

Mentoring and coaching lower level Advisors and Administrators also become a key part of being a Senior Advisor.

To develop your skills at this level we suggest:

- Having 5-7 years on the job experience, gaining experience and confidence to provide advice on a range of HR issues
- Building experience and confidence in providing future thinking advice to business unit managers

Moving into management



Level 3/4 Roles

HR Business Partner

HR Business Partners (HRBP) would usually be present in larger organisations as they effectively do what their title suggests – act as a business partner. HRBP's are typically assigned to partner with a GM or Head of a specific division or department and to support them in delivering to their business objectives.

In HRBP roles it is a given that you will have experience in all aspects of HR. These roles operate broader across the business and are commercially focused.

An HRBP would be expected to contribute to the department business plan and to customise solutions to deliver. Examples of this could be as follows:

- Department KPI is to increase volume of sales by 20%
- Sales team have had inconsistent performances over last 12 months
- HRBP recommends initiatives:
 - Effective communication of the KPI to the team making sure it is clear
 - Targeted Sales training to ensure team is fully equipped
 - Regular updates through one on ones with managers to track progress

An HRBP role may in some organisations have HR Advisors or Administrators reporting into them and starts the journey of becoming an HR Manager.

Moving into management



Level 3/4 Roles

To develop your skills at the level of Senior HR Advisor and HR Business Partner we suggest:

- Having 7+ years on the job experience
- Building experience and confidence in providing future thinking advice to business unit managers
- You should have or be developing skills that enable you to better understand the role of HR in making the boat go faster. By this we mean a stronger understanding of just HR good practice. This requires taking a broader view of the organisation, the industry it operates in and external impacts on the strategic direction not just internal impacts.
- You should be developing strategic thinking skills, should be able to really get alongside your customers and work with them, be able to understand basic financial statements and facilitate meetings/workshops with a range of stakeholders to achieve an outcome.
- You should gain experience of leading large projects and be starting to develop the skills needed to lead and motivate others.

At this level with an appropriate depth of experience you could apply to become Chartered.

Moving into leadership



Level 4 Roles

HR Manager

HR Manager roles vary from sole charge positions in SMEs, leading the HR function in medium size companies to being part of a much larger team reporting to an HR Director in our largest businesses. Smaller HR Manager positions may therefore be more like HR Business Partners or Senior HR Advisor roles.

You won't always have people reporting directly to you, but typically you will and this is often an HR person's first direct experience of managing people. Previous management experience is therefore an advantage. At this level there is more of an expectation that you lead and facilitate the work of others and do less of the hands on work. This will include broad senior HR expertise across areas such as:

- Restructuring and mergers
- Complex disciplinary and dismissal cases
- Recruitment - branding, attraction, assessment etc
- Remuneration and benefits frameworks
- Performance management processes and systems
- Employee engagement and culture
- Health and safety

At this level you could apply to become Chartered.

Moving into leadership



Level 4/5 Roles

HR Director/GM

At this level you oversee the entire HR function for your organization and are expected to contribute strategically and tactically to the leadership and achievement of the goals of the company. This requires a strong commercial and financial understanding of businesses, in addition to exceptional HR management skills/knowledge.

Your responsibilities will be to:

- Develop and implement organisation strategies
- Lead a team of people professionals, including HR, learning, payroll, recruitment, health and safety etc.
- Contribute as a leader within the broader business
- Represent the people functions at leadership and board level

Sometimes roles at this level may include responsibility for a range of other corporate services such as Finance, Marketing and IT.

At this level you could apply to become chartered.

Professional Associate, HR

An APP Professional Associate in HR (PHRA) needs to demonstrate that they are qualified to provide generalist operational Human Resources advice to businesses and managers.

The criteria includes:

1. An HR qualification and/or completed appropriate HR training
2. Experience providing generalist HR advice
3. Knowledge of NZ employment legislation and practices
4. Currently be working in a HR role; and
5. Be a person of good standing in the HR industry.



To demonstrate this you will need to provide evidence of your training and your experience in the following areas:

- Recruitment and induction processes
- Employment agreements and ERA requirements
- Managing leave/provide advice on Holidays Act
- Knowledge of performance management systems and procedures
- Knowledge of remuneration systems and approaches
- Managing ER issues, poor performance and disciplinary
- Managing exits, change and restructuring processes

Accredited Professional Associate level

An Accredited Professional Associate in HR (APHRA) also has to pass an online assessment of their knowledge around employment legislation and applying this to real case studies.

They will also have to prepare a business case of how they deliver effective payroll.

APPA's can choose to be listed publicly on the APPNZ website so that businesses and leaders can check they are qualified.

APPA's must complete 20 compulsory professional development (CPD) hours each year.



Chartered Professional Associate level

A Chartered Professional Associate in Human Resources (CPHRA) will have to pass a number of exams and assessments which the Association will be developing during 2016 and 2017.

Chartered status will similarly recognised to that of a Chartered Accountant or Lawyer – that there are specific qualifications and experience that you have to have to be Chartered.

To get in touch

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