

Role Model

Consistently leads by example. Acts with integrity, impartiality and independence, balancing personal, organisation and legal parameters.

Band 1	Band 2	Band 3	Band 4
Has a deep sense of own core values and operates within personal boundaries.	Has a deep sense of own core values and operates within personal boundaries.	Skilled at managing any conflict between personal values and those of the organisation.	Skilled at managing any conflict between personal values and those of the organisation.
Consistently acts according to organisational and legal principles and agreed processes.	Encourages others to act in line with organisational standards and frameworks.	Sets out the standards and values for managers and peers and holds people accountable for their actions.	Challenges leader and organisation actions when inconsistent with espoused values, beliefs and promises.
Delivers to expectations and promises.	Articulates own principles and expectations and acts consistently to uphold these in line with organisational processes and values.	Consistently role-models, acting according to one's own principles and delivering to espoused values and expectations.	Represents and promotes the reputation of HR to operate professionally within the organisation.
Accepts responsibility and takes remedial and developmental action when mistakes are made.	Takes and promotes a learning approach to decisions and activities that turn out to be flawed or mistaken.	Encourages ongoing reviews of projects and decisions to build a learning and improvement approach within HR.	Takes ultimate accountability for decisions and actions of the HR team, addressing any concerns raised by managers promptly and robustly and promoting the lessons to be learned.
Deals with personal data and information in a highly professional manner and within the boundaries of relevant legislation, such as the Data Protection Act.	Applies sound personal judgement in dealing with sensitive or critical information, respecting confidentiality.	Handles emotive issues with sensitivity, applying wisdom and judgement to identify a constructive path forward.	Can be relied upon to skilfully balance the respect of confidentiality and the need to feed key messages to the organisation leaders.

Contra-indicators

- Does not lead by example or stand by own principles or espoused beliefs.
- Is preoccupied with own agenda rather than the needs of the client or organisation.
- Acts inconsistently or overlooks inappropriate behaviour with regard to the company's processes, values and expected behaviours.
- Enforces organisational and HR processes without considering impact on individuals and the interaction with personal values.