

Stream 5 Human Resource Management

Competitive Session

Signals from human resource (HR) job advertisements in New Zealand

Marcus Ho

Diep Nguyen

Karen Lo

Stephen T. T. Teo

Cameron McLean

Department of Management, Faculty of Business and Law, Auckland University of

Technology, New Zealand

Email: Marcus.ho@aut.ac.nz

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ABSTRACT: *Human resource (HR) competencies for HR professionals have been implicated as an indicator of organisations' pursuit of human resource management (HRM). Utilising Signalling Theory, this paper evaluates the literature on HR competencies and contrasts these with the signals given by organisations in the recruitment of HR professionals in New Zealand. Using Leximancer and frequency analysis, we contrast the academic literature with the signals that organisations recruiting HR professionals give in their job advertisements. Findings indicate that the literature has progressed to more strategic concerns and focused on the management of competencies by organisations. In contrast, signals by organisations appear to emphasise functional rather than strategic competencies. Implications for theory and practice are discussed.*

Keywords: HR competencies, HR roles, HRM professionalisation, Job advertisements

INTRODUCTION

The increasing strategic orientation for human resource management (HRM) has permeated the literature over the past two decades (Lepak, Liao, Chung, Harden and Joseph, 2006; Lengnick-Hall, Lengnick-Hall, Andrade and Drake, 2009; Marler, 2012). However, recently, there has been criticism that the literature on strategic human resource management (SHRM) has failed to proliferate beyond the boundaries of academia and has fallen short in making an impact into the everyday practice of organisations (Kaufman, 2012; Yeung, 2011). Such evaluation is surprising considering the enormous impact that SHRM initiatives have for the organisation (Jiang, Lepak, Jia and Baer, 2012). Scholars suggest that the proliferation of HRM knowledge and uptake may lie in the human resource (HR) competencies of the HR professional (Han, Chou, Chao and Wright, 2006; Ulrich, Younger, Brockbank and Ulrich, 2013). The academic literature on HR competencies in the HR professional has unearthed several important findings for HRM including the importance of credibility to employees of the HR function (Graham and Tarbell, 2006) and leadership competencies in mobilising HR strategy (McDermott, Conway, Rousseau and Flood, 2013). In addition, the importance of competencies for HRM has led to professionalised HRM associations such as the

Human Resource Institute of New Zealand (HRINZ) to advocate competency guidelines for their members (HRINZ, 2013).

However, there has been little critical systematic review of the HR competencies literature to assess the impact of HR competencies for HR roles. In addition, we have very little knowledge about how well these HR competencies are disseminated to organisations including how these are signalled when recruiting HR professionals. Such critical assessment of the state of HR competencies for HRM has the potential to bridge the micro and macro aspects of the HR function including highlighting the gaps through which organisations are able to develop their HR readiness and competence (Huselid and Becker, 2011). In this study, given signalling theory, we aim to investigate how HR competencies for HR roles are signalled to HR professionals from the literature (supply side) and assess the HR competency requirements on job advertisements (demand side). Our research question therefore asks, “What are the signals that organisations in New Zealand (NZ) require of their HR professionals and how do these competencies compare to the theoretical literature?”

This paper is structured as follow. We begin with a theoretical background of HR competencies for HR roles and an emphasis on recruitment information as signals to HR professionals. In the methodology section, we then utilise a two prong approach by firstly analysing the literature on HR competencies for HR roles; and secondly, compare these with an analysis on the HR competency that industry signals through their recruitment of HR professionals. Results are presented in the next section including findings in content analysis approach based on published articles and a quantitative analysis based on job advertisements. In the final section of this paper, we discuss important findings and consider implications for the theory and practice.

THEORETICAL BACKGROUND

The importance of human resource (HR) competencies has been researched in the literature for over 20 years. Beginning with the seminal work by Ulrich and associates at the Michigan school of business, the general consensus was that the development of HR competencies had the ability to promote the HR function by adding value to the business through proficiencies and through strategic partnership (Ulrich, 1997; Ulrich, 1998). Thus, as the HR function became more strategic, the

impetus for the professionalisation of HR roles and specialised knowledge too became critical (Kochan and Dyer, 1993; Lawson and Limbrick, 1996; Baill, 1999).

In a recent review, Ulrich, Younger, Brockbank and Ulrich (2013) identified six domains of competencies that are as critical for the HR profession including strategic positioner, credible activist, capability builder, change champion, human resource innovator and integrator, and technology proponent. Their categorisation of HR competencies was identified from surveys of HR professionals (Ulrich et al., 2013). Proclaiming that the HR profession has arrived, the authors go on to suggest that HR standards should impact “hiring, orienting, promoting, training and assessing HR professionals” (p.468). However, such assertions are rarely straightforward. The authors themselves have noted the changes in the HR function and competencies associated with the HR roles since their initial data gathering wave beginning in 1988/1989 (Ulrich, Brockbank and Yeung, 1989; Ulrich, Brockbank, Yeung and Lake, 1995). The historical changes to HR competencies include an increase in strategic competencies and the inclusion of change and culture related competencies. Such changes specify the dynamic nature of HR competencies in contributing to organisational performance and requirements. In addition, several authors have argued convincingly that HR’s strategic contribution should encompass more functional competencies such as negotiating trust and fairness as these competencies are far more critical in managing multiple stakeholder perspectives important for sustainable performance (Graham & Tarbell, 2006; Han, Chou, Chao & Wright, 2006). Moreover, others have argued that HR’s contribution was not a function of its strategic contribution per se, but as a function of its effectiveness in operational activities (Teo and Rodwell, 2007). These studies highlight the need to evaluate how HR competencies have evolved over time along with the changing strategic role of the HR function. Despite the literature distinguishing between strategic and functional HR competencies in the alignment of HR value with the organisation (e.g., Huselid, Jackson and Schuler, 1997), evidence suggests that HR practitioners are still spending more time on operational HR activities (e.g. providing support to line managers and HR transactions), than making a strategic contribution (Kulik, Cregan, Metz and Brown, 2009; Ramlall, 2006). Moreover, there is evidence to suggest that HR competencies in organisations may continue to evolve in organisations (Soderquist,

Papalexandris, Ioannou and Prastacos, 2010; Guest and Conway, 2011). Taken together, these studies suggest that the adoption of HR competencies for HR professionals has significant complexity.

One area that has not received much attention despite its importance for organisations is the recruitment of HR professionals. This is surprising considering the importance of organisational attraction in ensuring human capital advantage (Marques, 2006; Den Hartog, Caley and Dewe, 2007). As such the focus on how organisations recruit HR professionals should provide insights into the importance organisations place on HR competencies for their HR professionals. In addition, the messages used in recruiting such as job advertisements provide information about the role and the organisation (Rynes and Barber, 1990). Recently, signalling theory has been described as gaining momentum in the management literature (Connelly, Certo, Ireland and Reutzler, 2011). Signalling theory is based on information economics research on the outcomes of information asymmetries in markets (Spence, 1973). Spence's (1974) theory presented the hiring of employees by organisations as a central problem. In this case, organisations wanting to employ productive individuals and potential employees wanting a monetary exchange for their abilities employ signalling mechanisms (such as education as a proxy for their abilities) to surmount information asymmetries between the potential hiring organisation and the potential employees. Within this framework, concepts such as immutable attributes (such as gender and sex) are known as indices while alterable attributes are named signals. In addition, the framework recognises the reduction of uncertainty, costs of equilibrium, and perception as important processes in the interpretation of the signals (Karasek and Bryant, 2012). Based on this premise, signalling theory has been used to explain acquisition premiums (Reuer, Tong and Wu, 2012), promotions (DeVaro and Waldman, 2012), recruitment (Celani and Singh, 2011), and selection (Bangerter, Roulin and König, 2012). Signalling theory provides an important insight into the exchange between actors in the employment relationships and the role of HRM (Kirmani and Rao, 2000; Cadsby, Frank and Maksimovic, 1990). In terms of recruitment, the way in which the organisation signals to potential applicants of a job role represents the beginning of the relationship between two agents such that as potential psychological contract begins with the signals transmitted via websites or job advertisements (Rynes, 1991; Suazo, Martínez and Sandoval, 2009). Recruitment begins with the sole purpose of identifying and attracting potential

employees (Barber, 1998). Therefore, job advertisements provide a fruitful avenue to examine the signals that organisations make about the required competencies and roles (De Cooman and Pepermans, 2012; Dineen and Williamson, 2012). Thus in order to assess the dissemination of HR competencies utilised by organisations, assessment of the job advertisements used to recruit HR professionals is an important step.

For the purposes of this paper, we distinguish the concept of HR competency from the concept of HR practices. HR competency refers to the personal characteristics and behaviours required of an individual HR practitioner to achieve effective performance in his/her job (McEvoy et al., 2005, Ulrich et al., 2008b). Whereas HR practices refer to a set of interrelated activities aimed to ensure the management of employees contributes to effective organisational performance (e.g. recruitment & selection) (Schuler and Jackson, 1987, Delery and Doty, 1996). There has been substantial research into the effectiveness of HR practices or 'bundles' of HR practices and how they can contribute to organisational performance. For example, Guest and Conway (2011) used a set of 48 HR practices to measure their impact on HR effectiveness and a variety of performance outcomes. In terms of professional practice, professional bodies, such as the Australian Human Resources Institute (AHRI), have used Ulrich et al.'s (2012) seven areas of HR competencies as the basis of membership levels, with multiple sub-components for each of the seven areas (AHRI, 2013). In this paper, the focus is on the evolution of HR competency concepts in the literature as an indicator of changes in the requirements for HRM and HR practices.

In summary, the HR competencies literature postulates the changing nature of the HRM requirements thus indicating that the dynamic nature of HR competencies are expected to change in response to the role that HRM plays in organisational performance. Moreover, while studies exist of required HR competencies required, there is little examination of the adoption and dissemination of these HR competencies from the organisational point of view. Therefore, it is timely to assess the state of the literature on HR competencies since the 1990s with the advent and popularity of the competency approach in HR (Ulrich et al., 1995). Thus, our first approach examines the requirements of HR supply-side competencies of the HR function as disseminated by the theoretical literature and secondly to contrast these with the industry demands for HR competencies. Our research question

thus iterated, “What are the signals that organisations in New Zealand require of their HR professionals and how do these competencies compare to the theoretical literature?”

METHODS

The research design of this study utilised a quantitative approach in both analysing the HR competency requirements of HR roles utilising the HRM literature as well as job advertisements. We examined the competency requirements of the HR function from the supply-side by using content analysis aided text-mining software (www.leximancer.com) as a research tool. In this study, we examined articles about competencies for the HR function from a business database (Business Source Premier). In addition, we contrasted this analysis with a quantitative analysis of job advertisements of HR roles collected from an online database (www.seek.com). These methods are briefly described in the following section.

Supply side HR competencies: Journal articles 1990-2012

We collected scholarly, peer-reviewed articles published on HR competencies in *Business Sources Premier* database from 1990-2012. Business Source Premier is one of the top business research databases, featuring the full text for more than 2,200 journals in all business disciplines, including HRM. We utilised “human resource competencies” as a general search term in the Business Source Premier database. A total of 141 articles were obtained. We further limited our search terms to articles on HR roles/function reducing the final databases to 51 articles. The results of the database search were rated by the co-authors to ensure inter-rater reliability resulting in 97% agreement (agreement on 137 out of the 141 articles) for the final dataset for analyses. We assessed two time periods (1990-1999 and 2000-2012) by creating data subsets of 10-year periods. The two time periods were analogous to changes in the HRM movement from HRM to SHRM (Lundy, 1994; Boxall and Purcell, 2003). Leximancer (ver. 4) was utilised to analyse the content themes and concept relationships in the articles (for a detailed explanation of Leximancer including research utilising the software, see Smith and Humphreys, 2006; Cummings and Daellenbach, 2009; Cretchley, Rooney and Gallois, 2010).

Demand side HR competencies: Job advertisements for HR professionals

Job advertisements were collected between December 2012 and February 2013 from NZ's most widely used online job site (www.seek.com). The search term of "human resources" and "New Zealand only" search limiter was used to gather job advertisements for HR roles. The initial search results gleaned 1,000 results. However, job advertisements which were not for HR roles (e.g., general administrator, sales representative, etc) or limited term (e.g., part time, casual, etc) were eliminated from this initial search resulting in 111 Job advertisements. Each job advertisement was scanned, marked with a reference number and filed into an excel database based on the type of role (HR Manager, HR Director, etc). Job advertisements were then broken down into semantic categories and identified competencies categorised into knowledge, skills, and abilities (KSAs). For example, from the job advertisement (semantic category)- "delivery of exceptional operational performance through engagement of people and leadership", we categorised as "leadership" under knowledge (KSA category). Along with the competencies, we also recorded some relevant demographic and job data such as name of the advertising company and work conditions. Manual input of each job advertisement into KSAs were performed by one of the researchers and verified by another. Descriptive analysis and frequency analysis of the competencies from the job advertisements were then performed. A total of 793 competencies were identified from the job advertisements. Frequencies (%) were calculated on the number of KSAs competencies identified from the overall dataset. Frequencies for specific HR roles were calculated on each HR role total competencies. In addition, we further categorised the KSAs identified into Ulrich et al's HR (2008) competencies categorisation to allow for further comparisons.

RESULTS

The Leximancer analysis of the 51 articles shows the most frequently occurring concepts. Fig. 1 presents the overall map of concepts and themes, with decades indicated. As can be seen from the concept map, HR is one of the most central themes (HR, business, professionals, role, and managers; theme connectivity=100%) indicating that the role and utilisation of HR is a central theme in the HR competencies literature. Associated with the concept of HR is the link towards competencies with the strategic aspect of business and research. In addition, competencies (competencies, model; theme connectivity=67%) reflected the importance of competencies and

competency models. The third most important theme is that of Organization (organization, resource, people; theme connectivity=50%) which specifies organisational features and resources in HR competencies. Overall, the concept map displays that competencies were associated with aspects of training and development, the job itself and performance. These concepts were associated with the increased need to contribute to the performance of the organisation including its role in SHRM.

INSERT FIGURE 1 AND TABLE 1 HERE

In addition, the top ten concepts based on their frequency from the literature can be identified (refer to Table 1). The top concepts include business, organization and management while the lowest ranked concepts (not shown) were customer, activities and capabilities. Of the top ten concepts, Competencies (100%) of the literature specifying the competencies required for HR roles while model (22%) specifies competency models for HR roles, five (business, organization, management, resource and performance) were about the relationship of competencies with the organisation, and three (professionals, role and knowledge) were about the individual aspects of HR competencies. We further specified comparative analysis of the decade changes in concepts in the HR competencies literature (refer to Figure 2).

INSERT FIGURE 2 AND TABLE 2 HERE

Figure 2 displays a table of the top ten concepts by decade (1990-1999 and 200-2012). The quadrant map allows a visual comparison of the changes in concept centrality of the literature. In addition, Table 2 displays the list of top ten concepts according to decade. One of the main findings is the significant increase in the concept of management from 10th place to 1st place over the two decades (prominence from 0.8 to 1.1). In summary, the main findings from the analysis of the literature revealed the move towards strategic contribution of HR competencies for HR professionals. Moreover, the change over the decades saw a move towards more strategic competencies for the organisation including the need to find new ways to manage HR competencies for SHRM.

The analysis on job advertisements revealed the specific competencies that are signalled to HR professionals. With regards to the KSAs identified for all HR roles, there were some similarities

and differences between the HR roles. Overall, there were more knowledge and skills described while little information about abilities (except for creativity) was mentioned for HR professionals.

Generally, all HR roles demanded knowledge of HRM operational activities such as recruitment (5.42%), performance management (3.66%), learning and development (4.79%), remuneration (1.89%), and employment relations (3.28%). In terms of skills, communication (7.57%) and leadership (3.92%), as well as IT skills or computer literacy (3.40%) were important competencies requested. Table 3 summarises the competencies associated with the HR roles identified by Ulrich and HRINZ (HRINZ, 2013; Ulrich et al., 2008).

 INSERT TABLE 3 HERE

In terms of specific HR roles, HR director competencies were the least represented in job advertisements (4.79%). The most common HR roles advertised were HR advisor (25.85%) followed by HR manager (20.68%) and other HR (20.30%; other HR included administrative/focus roles in HR including HR training and development and employment relations focus). This was followed by HR Admin and Entry level HR (13.37%) and Specialist HR (15%; Specialist HR included categories such as HR consultants or recruitment consultants). As Table 3 demonstrates, the job advertisements reveal that competencies for HR roles varied across the different HR positions in organisations: the higher position, the fewer operational priorities and the more strategic capabilities required.

Categorising the KSAs identified from the job advertisements around the six dimensions developed by Ulrich and his associates (Ulrich et al., 2008), reveal that HR director' competencies were prioritised around leadership, organisation culture and strategy (Table 4). Specifically, the categorisation of KSAs from the job advertisements showed that operational executors (55.24%) was highest, followed by culture and change steward (39.46%); talent manager/organisational designer (42.09%) and strategy architect (39.46%). For the HR manager roles, a significant proportion of competencies requested were as an operational executor (73.20%). Similarly, competencies of HR Advisor, Other HR, Other Advisor and HR Admin were associated with the role as operational executors (HR Advisor=84.94%; Other HR=95.61%; and Other Advisor=84%; HR Admin=96.23%). To summarise, the main finding is that the competencies signalled by organisations in their

recruitment of HR professionals were far more functional than strategic. All HR roles required knowledge or functional competencies. In addition, senior roles signalled far more strategic and change management competencies and stakeholder and relationships building competencies.

INSERT TABLE 4 HERE

DISCUSSION

Our first discussion deals with the content analysis of the literature on HR competencies. Overall, it can be observed that as HRM became more strategic, the increase in examining how HR competencies can contribute to the HR function and competencies appear to be heeded (Teo, 1998; Chadwick and Dabu, 2009). The results show that the literature continues to search for increasing support for the context and outcomes for the role of HR competencies in organisational performance. This would be in line with current thinking that the black box of performance in the HRM-performance link remains little understood (Guest, 2011) and current focus should be on HR competencies and their roles in organisational performance (Guest and Woodrow, 2012; Morris, Wright, Trevor, Stiles, Stahl et al., 2009). Analysis of the changes from 1990-1999 to 2000-2010 show that the management of HR competencies is an increased focus in the literature. The results demonstrate that concerns regarding management perception, skills and people around competencies are an imperative for potentiating HRM for performance (Campion, Fink, Rugeberg, Carr, Phillips et al., 2011; Heneman and Milanowski, 2011).

In contrast to our overall findings of the supply-side of HR competencies, signals from industry show overall that HR competencies for HR roles in NZ are focused on functional rather than strategic competencies. The HR competencies in NZ appear to be fixated on the operational aspects of the function with greater emphasis on competencies as operational executors. Looking further into these competencies the results show that senior HR roles (HR director and other advisor) were more strategic than the other roles and were far more focused on stakeholder management (credible activist and business ally). In terms of the competencies of Ulrich et al.'s (2008) dimensions, the signals that job advertisements give tend to emphasise systems and processes rather than relationships or strategy (Kulik et al., 2009). HRM in NZ therefore appear to be at focused on operational efficiencies and not

on the strategic dimensions. One potential explanation is that HR professionals in NZ are more focused on operational and functional aspects of HRM, which some authors have argued that this is a way for HR department to be more effective (Teo and Rodwell, (2007). This suggests that intuitively the role of HR competencies and professionals play in SHRM is far more complex although we question that in senior positions, where such strategic competencies are useful, the lack of signalling mechanisms may limit the attraction of significant human capital to the organisations (Gruber, MacMillan and Thompson, 2012; Wright and McMahan, 2011). Increasingly organisations utilise the job advertisement as a powerful tool for attracting employees with high potential (Edwards, 2010; Elving, Westhoff, Meeusen and Schoonderbeek, 2013; Lievens, 2007; Martin, Gollan and Grigg, 2011). These signals may form the basis of the organisation's competitive advantage (Johnson, Winter, Reio, Thompson and Petrosko, 2008).

This study has a number of implications for the organisation and HR professionals. Firstly, the results indicate that all HR roles require operational competence and be efficient in HR systems and processes. Senior level HR roles are associated with a stakeholder focus and may contribute to the roles' credibility and professionalisation. Such stakeholder focus can be explained by the NZ employment relationships framework requiring more interaction with unions as well as the importance of relationships building with internal stakeholders (Macky, 2004; Haworth, 2011). However, as many professional bodies (e.g., HRINZ, AHRI, Strategic Human Resource Society, etc) continue to develop accreditation for the HR professional, the increase in competency models and studies will inform the changing nature of the HR function. As more evidence becomes available, HR competencies and their outcomes will be at the forefront of accreditation from these professional bodies.

This study demonstrates that the evolving role of HR competencies require a focus on the evolving nature of HRM contributions to organisational performance and the ability of organisations to signal the minimal competency standards for the HR professionals. Our study suggests further improvements could be made with regards to how HR competencies are utilised and signalled to the HR community (Barber, 1998; Heneman and Berkley, 1999; Rynes, 1991). This brings up two possibilities that could be part of the wider discussion on the value of HR competencies. Firstly, in

assessing the contribution that associations such as HRINZ make about providing the competency level quality for junior-level roles and secondly to focus on the contribution that such associations can make for the strategic competencies of its members. The findings on the junior and administrative level HR roles suggests that organisations seek HR professionals at this level as an entry level position or that organisations are tasked at providing training for these competencies. Regardless, this has implications for the role of professional associations in managing the professionalisation of the function with future efforts focused on providing the development of operational and functional efficiencies to gain credibility.

CONCLUSION

While there has been little systematic review of HR competencies in the literature, this study provided a semantic and statistical presentation of HR competencies for HR professionals based on the literature and job advertisements. The study is supportive for the fact that there is a gap between the literature and industry requirements of HR competencies for HR roles in New Zealand. In addition, our study spoke directly to practical implications. Based on signals that emerged in this study, HR professionals in New Zealand are expected to focus on operational efficiencies rather than on strategic dimensions. Further, we suggested that NZ organisations can use job advertisements as a powerful tool to attract potentially qualified HR professionals. We acknowledge that this study has some important limitations which limit the generalisability of findings. Firstly, while we have attempted to be inclusive by using a prominent database for article search, this has limitations in that our search only produced articles that are indexed by this database. In addition, our use of job advertisements was limited to the past 3 months in the Australasian summer which may limit the representativeness of job advertisements as this period may have less activity. Future research could examine a larger scope of articles (by including more journal databases e.g., ABI/INFORMS and broad search terms such as “competencies”) and job advertisements over a longer time frame (for example, a year). Therefore, one of the future research direction is to determine the adoption and dissemination of HR competencies as they are driven by the contextual and organisational processes ([Yeung, 2011](#)). All things being equal, substantial gains can be made for the role of HR competency development for both the individual and the organisation ([Shaw, Park and Kim, 2013](#)).

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Figure 1. Theme and concept map of HR competency journal articles 1990-2012

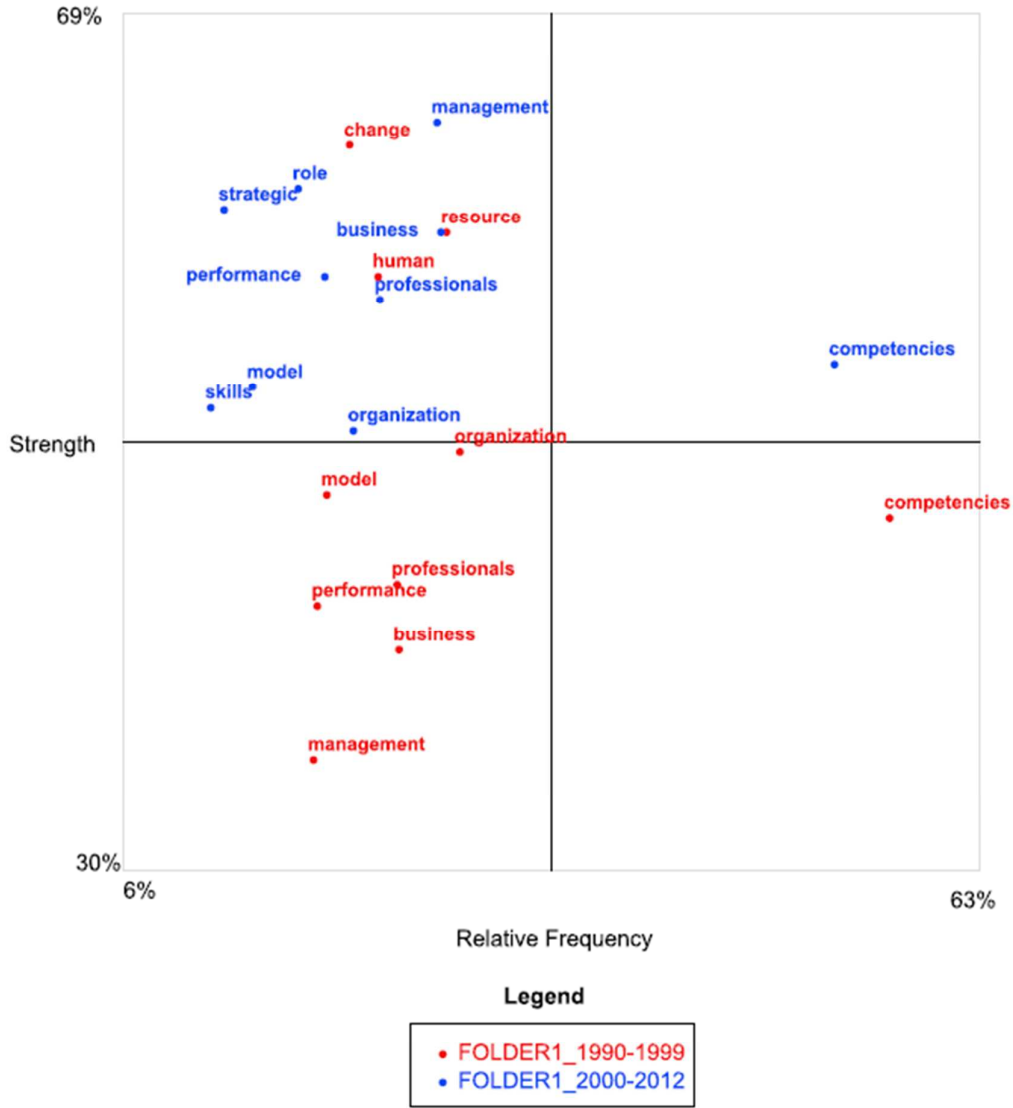


Figure 2. Concept centrality and frequency by decade (1990-2012 and 2000-2012)

Table 1. Top ten concepts from HR competency journal articles 1990-2012

Word-like	Count	Relevance (%)
Competencies	1564	100
Business	502	32
Organization	476	30
Management	460	29
Professionals	457	29
Resource	387	25
Performance	385	25
Model	351	22
Role	334	21
Knowledge	323	21

Table 2. Ranked concepts by decade (1990-1999 and 2000-2012)

Category: FOLDER1_1990-1999				Category: FOLDER1_2000-2012			
Concept	Rel Freq (%)	Strength (%)	Prominence	Concept	Rel Freq (%)	Strength (%)	Prominence
change	12	63	1.5	management	15	64	1.1
resource	16	59	1.4	role	11	61	1.1
human	13	57	1.3	strategic	9	60	1.0
organization	16	49	1.2	business	16	59	1.0
model	12	47	1.1	performance	12	57	1.0
competencies	50	46	1.1	professionals	13	56	1.0
professionals	14	43	1.0	competencies	44	53	0.9
performance	11	42	1.0	model	10	52	0.9
business	14	40	0.9	skills	9	51	0.9
management	11	35	0.8	organization	12	50	0.9

Table 3. Sample of competencies identified from job advertisements		
Prominent competencies of HR professionals across job advertisements		
Competence elements	Percentage	
Knowledge	Recruitment	5.42%
	Performance	3.66%
	Learning and Development	4.79%
	Remuneration	1.89%
	Employment relations	3.28%
Skills	Communication	7.57%
	Leadership	3.92%
	IT skills or Computer literacy	3.40%

Table 4. Summary of HR competencies for HR roles Percentage of HR Professional's competencies (Knowledge, Skills, Abilities and Other characteristics)							
Positions		HR Director	HR Manager	HR Advisor	HR Admin	Other HR	Other Advisor
Frequency (overall)		4.79%	20.68%	25.85%	13.37%	20.30%	15%
Relationships	<i>Credible Activist</i>	31.57%	21.35%	8.80%	14.15%	5.59%	12.60%
Systems and Processes	<i>Operational Executors</i>	55.24%	73.20%	84.94%	96.23%	95.61%	84.00%
	<i>Business Ally</i>	36.83%	24.40%	18.57%	0%	0%	33.60%
Organisational capabilities	<i>Talent Manager/ Organisational Designer</i>	42.09%	26.84%	16.12%	0%	0%	35.28%
	<i>Culture and Change Steward</i>	39.46%	23.79%	14.18%	0%	14.28%	34.44%
	<i>Strategy Architect</i>	39.46%	23.18%	18.07%	0%	12.41%	34.44%