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The Value of the HR Practitioner's Competence

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Tasks are assigned to individuals based on competence. However, tasks are assigned to departments based on functional relevance to the course of the business. It takes being proficient in the functional and behavioural areas of Human Resources (HR) to qualify as a competent HR Professional.

There are competencies expected to be exhibited by HR Professionals in the course of executing their tasks.

The behavioural competencies are referred to as the “be-ing” of the HR Professional. Whereas the functional competencies are the “do-ing” of the HR Professional. It is important to assert that for any engagement to be successful, “be-ing” must precede “do-ing”



What are competencies?

A competency reflects the set of attributes, skills, and knowledge that impacts on the way a professional performs an assigned job.

Competencies are often linked to jobs, roles, and activities. There is a need to align competencies with vision, mission, culture, and corporate goals. The following considerations need to be made:

1. Understand the vision, mission, culture, & corporate goals of the company
2. Define the competencies required to achieve these
3. Conduct a competency audit to determine the sufficiency or gaps inherent within the organization
4. Design an approach to cover the deficiencies identified
5. Align the approach with the urgency attached to the desired competence

Developing Your Competencies



The employee possesses competencies that deliver value on assigned tasks. These competencies are expressed in:

Credentials. What certifications and academic qualifications do you have to validate your ability? The key issues here are **quality and relevance**.

- **Quality:** Professionals should be concerned about the reputation of awarding institutions and the rating of the assessments.
- **Relevance:** The worth of your credential is determined by its relevance to the task assigned to you.



Attributes: What personal qualities do you possess that can aid your work? The key issues here are **fit and alignment**.

- **Fit:** Your personality will be tested for fitness. A number of professionals have skills but lack the right fit of behaviours for the role they occupy.
- **Alignment:** Your personality must be able to support the goals of the organization. Where employers can't ascertain the support they will get from the employee, it places a lid to what can be assigned.



Skills: What technical, conceptual, and interpersonal skills do you possess? The key issue here is **proficiency**.

- **Proficiency:** The degree of expertise you demonstrate is also a critical element in defining your competency on any job.



Knowledge. What information do you possess? The key issues here are currency and usefulness. When we speak of knowledge, four critical points are essential. Knowledge of the job or role, knowledge of the organization you are set to deploy your competence, knowledge of the industry where the organization operates within, and knowledge of the local and global business environment.

- **Currency.** This refers to how contemporary your knowledge is. The rapid rate of change in policies and laws requires that a professional keeps the currency of his knowledge as an asset.
- **Usefulness.** This refers to the practicability of the knowledge you possess.



Experience. What are your antecedents? What things have you been a part of that can add value to the business? The key issue here is usefulness.

- **Usefulness.** This refers to the benefits of the experience you bring on board. Your experience must be advantageous to the business in order to be considered as valuable.



Expressions of Professional Competency



Final Word

Take time to develop your competence as suggested in the key focus areas of each element and see how you thrive in your career.



Profile for Dr. Olumuyiwa Akinrole Oludayo

Dr. Olumuyiwa Akinrole Oludayo is a transformative leader and consultant with a distinguished career across higher education, human resource management, and organisational development. His professional journey reflects an enduring commitment to influencing impactful change and advancing practices that drive growth and excellence at both individual and organisational levels.

With a strong foundation in academia, Dr. Oludayo has contributed extensively to higher education as a Member of Faculty for Human Resource Management, guiding the next generation of professionals and leaders. His roles as Dean of Students, Registrar, and Director of the African Leadership Development Centre have enabled him to influence institutional leadership and capacity-building across Africa, crafting learning environments that are centred on holistic development and resilience.

As a Research Fellow with the Chartered Institute of Personnel Management of Nigeria, Dr. Oludayo has made notable contributions to HR practice in Nigeria. His publications and development of frameworks have significantly shaped best practices within the industry, equipping HR professionals with contextually relevant strategies that address both contemporary and emerging challenges.

Organisations that engage Dr. Oludayo's consulting expertise benefit from a wealth of experience and a bespoke approach to people management. Through his work, he has supported a diverse range of organisations in optimising their talent strategies, enhancing leadership capacity, and creating resilient teams. His consulting work is marked by a commitment to solutions that are analytically robust and deeply aligned with an organisation's unique culture and objectives.

By partnering with Dr. Oludayo, organisations gain access to innovative approaches to talent development and organisational effectiveness. His strategic guidance encourages a culture of resilience, adaptability, and continuous improvement. His proven ability to integrate strategic insight with a people-centred approach makes him an invaluable asset for organisations striving for sustainable growth and a competitive edge.

In bridging the realms of academia, research, and practical consulting, Dr. Oludayo offers a holistic perspective that is both visionary and results-driven. His contributions go beyond enhancing performance; they cultivate lasting organisational value, enabling businesses to thrive through a stronger, more cohesive approach to human capital management.

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