A joint success profile for Chief Human Resource Officers

The role of Chief Human Resource Officer (CHRO), or its equivalent, is critical to agency performance.

There is a shared commitment by the Australian and New Zealand Public Service Commissioners to advocate for the role of CHRO as a key partner and enabler of business outcomes, with the following expectations and accountabilities:

| **EXPECTATIONS** | Understand the organisation’s business and its role in public value creation | |  | Act as a steward of organisational culture and capability | |  | Enable leaders to engage and manage the workforce as a key driver to achieve business outcomes | |  | Empower the organisation to make workforce decisions based on evidence and insights | |  | Partner with leaders to develop key workforce interventions to meet changing demands and rising customer expectations | |  | Build functional HR area to improve customer focus | |
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| **ACCOUNTABILITIES** | Build relationships of trust and credibility, particularly with the agency’s senior leaders and key stakeholders, by:   * demonstrating a commitment to the agency’s core business * taking a strategic, rather than purely functional, perspective, and * partnering on the design and implementation of workforce strategies. | |  | Provide outstanding leadership through significant times of change, by:   * leveraging information to make high quality insightful decisions * demonstrating decisiveness, commitment and resilience * role modelling desired behaviours, and * maintaining high personal ethical standards. | |  | Empower leaders to gain the utmost business value from the agency’s workforce, by:   * demonstrating its importance and potential impact * educating leaders on the role of the workforce in creating public value, and * addressing barriers to achieving business value. | |  | Design and implement innovative people solutions which:   * reflect the financial and technological drivers of organisational performance * draw on data systems and metrics, and * are integrated across the agency. | |  | Inspire change and new ways of thinking, by:   * being courageous * applying business acumen and strategic reasoning * challenging the status quo * presenting cogent arguments on improving agency efficiency and effectiveness through workforce management, and * instilling a business partnering approach within the HR function. | |  | Develop coherent talent, culture and leadership strategies based on:   * emerging workforce trends * the agency’s current and future role, and * the organisation’s performance imperatives. | |
|  | Although there is no ‘one size fits all’ approach the CHRO should have experienced some of the following: | | | | | | | | | | | | | | | | |
| **EXPERIENCES** | **Significant change**   * eading large-scale change * Securing employees’ and key stakeholders’ commitment to change * Clearly communicating goals, changes and expectations. | | |  | **People** **priorities**   * Engaging in flexible and responsive resource management * Creating, planning, resourcing and delivering significant initiatives * Increasing organisational capability and capacity through talent recruitment, workforce development * and retention * Managing performance and staffing issues. | | | |  | **Stakeholder** **management**   * Leading critical negotiations and dealing with industrial challenges * Incorporating a strong working knowledge of the legal and authorising environment into decision making * Effectively combining external expertise and internal knowledge. | |  | **Leadership** **under** **pressure**   * Achieving successful outcomes on complex issues in a crisis environment * Making decisions in a challenging situation in a calm and considered manner * Navigating legal and political complexities. | |  | **Line** **management roles**   * Leading business units in a variety of different contexts * Modelling and driving a culture of achievement * Working collaboratively within an executive leadership team. | |

**Our vision**

This profile is a tool for identifying some of the key expectations and accountabilities necessary for a CHRO to be a key partner and enabler of business outcomes.

Agency heads can use this profile to establish a common language within agencies and across jurisdictions to provide clear expectations on the strategic role of the CHRO.

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