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 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **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.

**June 2016**