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| Human resources  capability framework |
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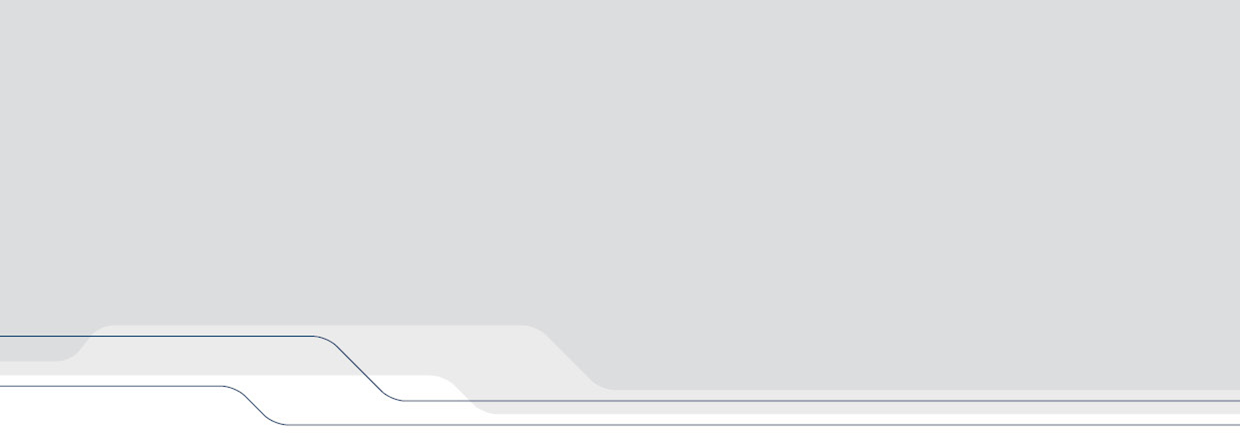
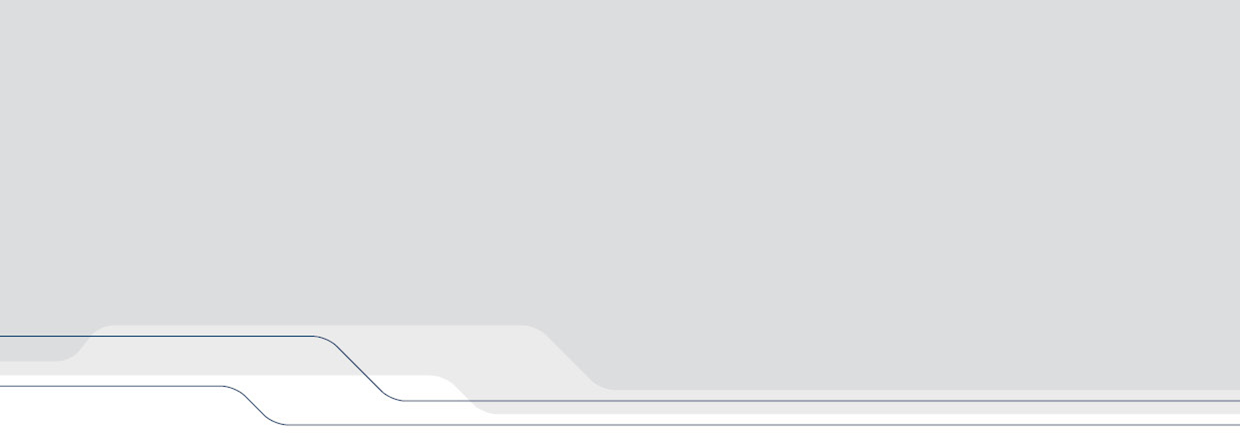
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Introduction

The framework identifies and defines seven interrelated core capabilities that are designed to build the capability of both the human resources function and of the human resources practitioner. These are:

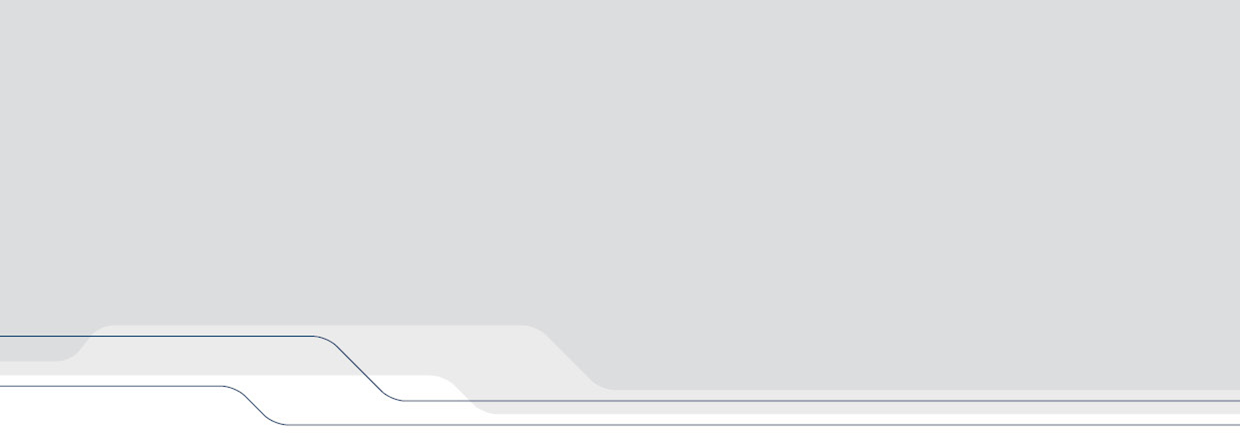
* Strategic alignment
* Results driven
* Workforce capacity
* Relationship management
* Credible influence
* Professional expertise
* Culture and change management

It is based on the AHRI Model of excellence for human resources practitioners which draws on recent international research.

It complements the *Capability profile: levels 1 to 6* and the *Leadership capability profiles (level 7 to class 4)*, and supports the objectives of Strategic directions for the public sector workforce 2009–2014.

This publication provides:

* a view of the capabilities and their application to the human resources function, and
* individual and comparative views of the capabilities and their application for human resources practitioners at all levels.

The human resources function

This view of the framework provides a whole of public sector perspective of the capabilities for the HR function.

It defines at a high level, the capabilities that the HR function must develop if it is to build its internal capability to be recognised as a source of expertise and guidance to the public sector.

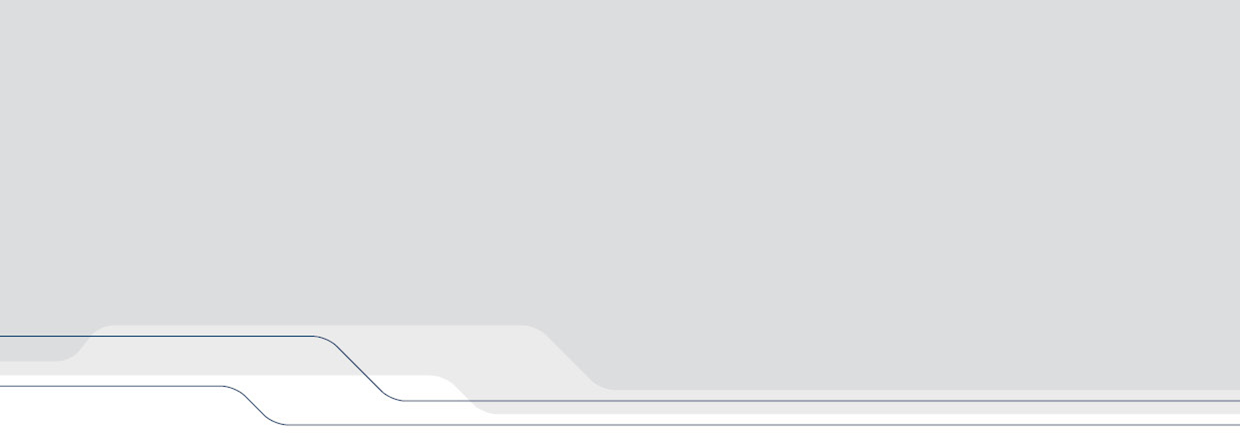
It provides HR directors and managers with a common language on which to talk with their organisations about the work of the HR function and to define its value to the organisation.

This view comprises:

* the capability title
* a description that clarifies the objective of the capability for the HR function; and
* the elements that must be met by the HR function to demonstrate the achievement of that capability and its objective.

# How to read the human resources function view

| The capability title |  | **Strategic alignment** |
| --- | --- | --- |
| The capability description for the HR function |  | **Shape and manage a people strategy aligned with whole of government objectives** |
| The capability elements for the HR function |  | Understand and operate according to relevant legislation including industrial relation laws |
| Understand and operate within the internal and external political environment |
| Actively scan the external environment and monitor the context in which the organisation operates |

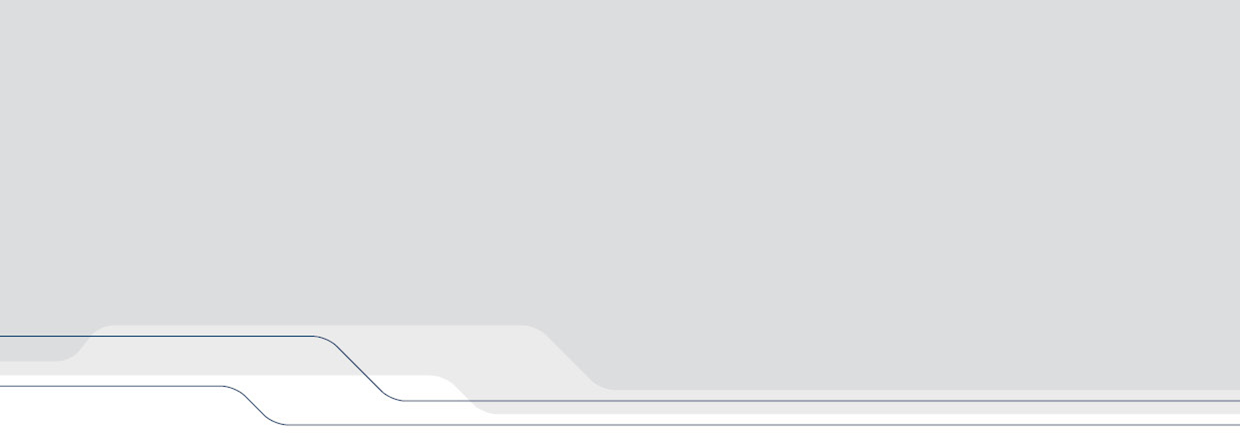
The human resources function

| Strategic alignment | Results driven |
| --- | --- |
| **Shape and manage a people strategy aligned with whole of government objectives** | **Build capability and expertise within the WA government to deliver results** |
| Understand and operate according to relevant legislation including industrial relation laws | Understand government and organisation objectives and align HR activities including job design, talent management and workforce planning accordingly |
| Understand and operate within the internal and external political environment | Identify and manage risk |
| Actively scan the external environment and monitor the context in which the organisation operates | Understand and apply good practice in HR and people management and focus on continuous improvement |
| Actively identify economic and demographic trends and factors that may influence HR plans and goals | Design and deliver innovative HR and people management initiatives that contribute to the achievement of organisation objectives |
| Monitor and analyse internal and external influences and their impact | Work with managers in building employee capability to turn strategy into practice |
| Identify and communicate potential issues and setbacks that will affect workforce design, culture and performance | Analyse HR strategy and report on impact |
|  | Review HR strategy, structure, capability and processes to ensure they support organisation objectives |

| Workforce capacity | Relationship management |
| --- | --- |
| **Build workforce capacity for the current and future requirements of the WA Government** | **Build and manage productive relationships and partnerships** |
| Have a clear understanding of the legislative requirements and restrictions on employment within the WA Government including industrial relations law | Establish and maintain communication and consultation channels to ensure information and knowledge is shared |
| Monitor and assess organisational climate and employee engagement | Assist managers to understand their people management responsibilities and opportunities to develop the capabilities they require to carry them out |
| Understand and identify the specific key competencies required for the organisation to meet its goals | Incorporate internal and external perspectives to the development of HR and people management initiatives |
| Undertake organisational design, workforce planning and job design activities to prepare for current and future people challenges | Support a collaborative, innovative and values based culture |
| Identify and implement strategies and practices to attract, retain, develop and motivate a skilled workforce |  |
| Develop and manage processes for effective performance management and identification of development plans |  |
| Identify and support development opportunities to build workforce capability |  |
| Provide processes for and support to managers to bring about change/or reinforce employee behaviours where required |  |

| Credible influence | Professional expertise |
| --- | --- |
| **Advise and influence with integrity and self awareness to achieve organisational objectives** | **Build and apply HR knowledge and expertise to deliver value to the organisation** |
| Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | Demonstrate self awareness and commitment to personal development |
| Make sound, rational and ethical decisions | Apply and develop own capabilities to meet performance expectations and contribute to strategic objectives and seek additional expertise when required |
| Apply expertise to advise and influence others in their decision making | Recognise contributions of others appropriately |
| Be accountable for own decisions and actions and those of direct reports | Translate HR theory into practice to deliver value to the organisation |
| Take personal responsibility to meet ole, team and organisational objectives | Deliver HR services and tools that improve workforce performance |
| Focus on delivering quality outcomes Communicate clearly and confidently across all levels of the organisation | Provide coaching, mentoring and development for managers to develop people management expertise |

| Culture and change management |
| --- |
| **Manages change processes and work to support desired organisational culture** |
| Work with the Executive to articulate vision for the organisation and communicate change when required |
| Work with the Executive to understand the optimal culture for the organisation to achieve its objectives |
| Design and deliver innovative people practices that support a positive culture |
| Provide processes and support to the organisation when change is required |
| Assist employees and managers to understand the impact of their behavior on organisational culture |

The human resources practitioner

The HR function capabilities are the basis on which the capabilities of the HR practitioner are defined. Each of the HR function capabilities are mapped to various groups of levels to detail the capabilities required of the individual HR practitioner. The HR practitioner profile can be viewed in two ways:

* the individual profile, that shows all the capabilities for an individual HR role; and
* the comparative profile that describes one capability across all HR levels.

The HR practitioner profile is not a job classification tool—it allows the identification of critical capabilities and development needs of individuals to effectively and efficiently fulfil their role.

The HR practitioner capabilities do not translate directly to a particular level, but apply across a range of job levels that may require a similar range of capabilities. The levels referred to in this framework are those of the Public Sector & Government Officers General Agreement 2011 or equivalent. The following groupings apply:

* Levels 1 – 3
* Levels 3 – 4
* Levels 4 – 6
* Levels 6 – 7
* Levels 7 and above

This more accurately reflects the reality of the differences in roles across agencies from

the generalist to the specialist, accommodates agency specific requirements and business needs, and takes into account that issues and challenges will vary from agency to agency and consequently from role to role.

These profiles also define the degree of activity and knowledge expected of individuals in roles at that range.

At the lower range activity focuses on administration, support and processing, where practitioners are expected to demonstrate knowledge of the basic principles of HR and deliver basic activities.

The complexity of activity and knowledge increases through the levels until it reaches the most senior HR practitioner in the organisation, who is expected to drive HR’s contribution to the organisation’s strategy and to represent the HR function to the organisation.

# Individual profile view

The individual profile view shows all the capabilities applicable to a level range, that individuals need to develop and apply in order to be successful and effective HR professionals.

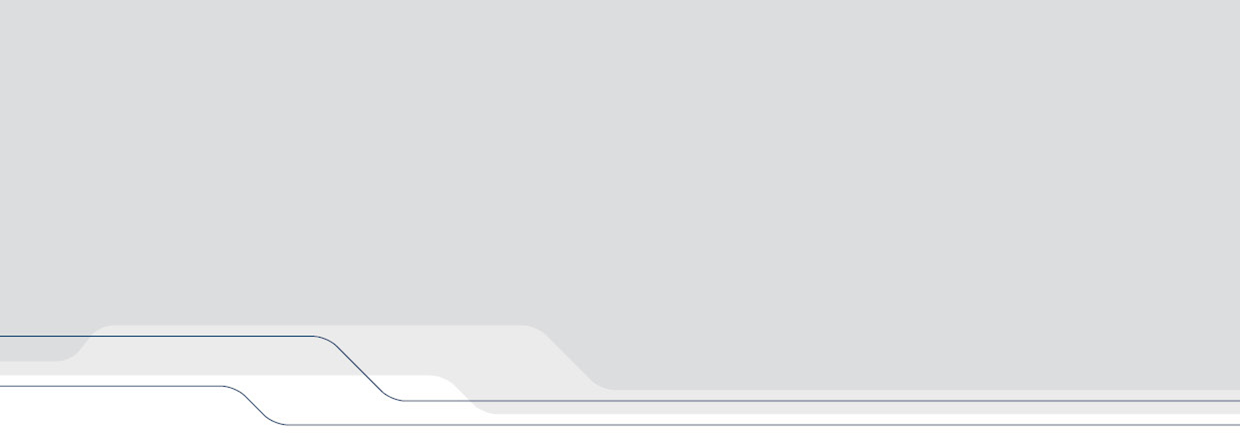
This view provides HR managers with a tool to define the expected capabilities for specific roles within their organisation, and individuals with an overview of where they may need to develop particular aspects of a capability to more effectively and efficiently perform their role, or one to which they aspire.

Each individual profile view comprises a number of components. They are:

* the level of HR knowledge and HR activity that is expected of the HR practitioner at that level range;
* the capability titles (these are the same as the HR function capability titles)
* a description that clarifies the objective of each capability for the HR practitioner at that level range (these reflect the HR function descriptions)
* the elements that the HR practitioner at that level range must meet to demonstrate the achievement of the capability and its objective (these reflect the HR function elements).

# How to read the individual profile view

| The level of HR activity and knowledge expected of the HR practitioner |  | HR activity – administer, support, process: these roles carry out the day to day administration and execution activities of the HR function.  **HR knowledge – understanding**: these roles have a sound understanding of basic principles of HR and how to deliver basic activities. |
| --- | --- | --- |
| The capability title |  | **Strategic alignment** |
| The capability description for the HR practitioner |  | **Follow the people strategy and understand its impact on the HR function** |
| The capability elements for the HR practitioner |  | Develop an understanding of relevant legislation as it applies to your role  Develop an understanding of the political environment within which the organisation operates |

Human resources capability framework – individual profile: levels 1, 2 and 3

| Strategic alignment | Results driven |
| --- | --- |
| **Follow the people strategy and understand its impact on the HR function** | **Administer and support activities to build capability and expertise** |
| Develop an understanding of relevant legislation as it applies to your role | Administer and support HR activities including job design, talent management and workforce planning that align with government objectives |
| Develop an understanding of the political environment within which the organisation operates | Administer and support activities that assist in identifying and managing risk |
| Support external environmental scanning and monitoring of the context in which the organisation operates | Administer and support activities that follow good practice and focus on continuous improvement |
| Support and understand research into economic and demographic trends that may influence HR plans and goals | Administer and support activities that assist in delivering innovative HR and people initiatives that contribute to organisational objectives |
| Support monitoring of internal and external influences and understand their impact | Administer and support activities contributing to building employee capability |
| Support the research of issues and setbacks that affect the HR function | Carry out tasks that support the research and analysis of HR strategy |
|  | Administer and support activities that support HR strategy, structure, capability and processes that contribute to organisational objectives |

**HR activity – administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function.

**HR knowledge – understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities.

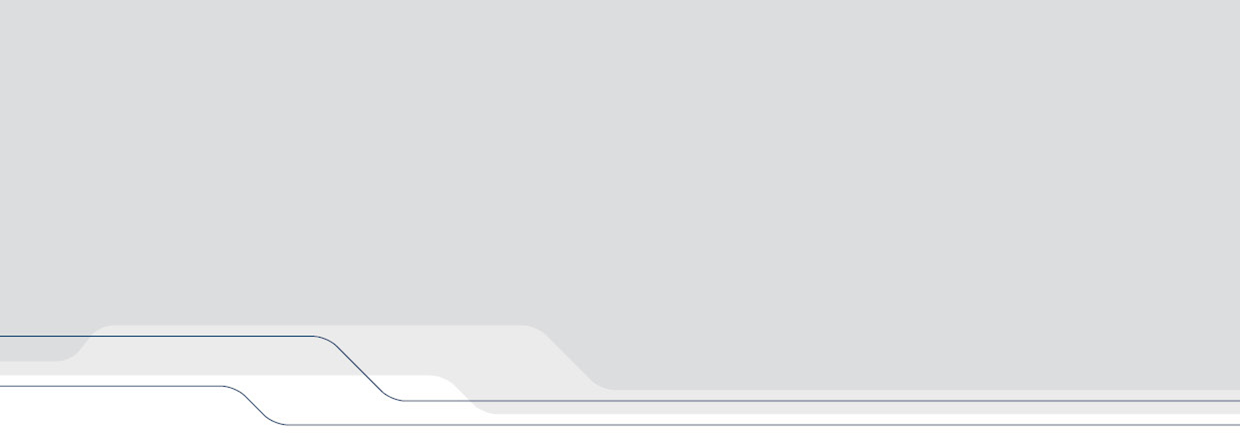
| Workforce capacity | Relationship management |
| --- | --- |
| **Administer and support activities that build workforce capacity for present and future requirements** | **Build and manage productive relationships** |
| Develop an understanding of legislative requirements and restrictions on employment including industrial relations law | Support communication and consultation channels to share information and knowledge |
| Support the monitoring and assessment of organisational climate and employee engagement | Administer activities that support managers to understand their people management responsibilities |
| Develop an understanding of how required competencies are identified | Understand the need to incorporate internal and external perspectives into HR and people management initiatives |
| Administer and support organizational design, workforce planning and job design activities to prepare for current and future people challenges | Administer and support activities that support a collaborative, innovative and values based culture |
| Administer and support strategies and practices to attract, retain, develop and motivate a skilled workforce |  |
| Administer and support processes for effective performance management and identification of development plans |  |
| Have an understanding of how development opportunities are identified and delivered |  |
| Administer and support processes to assist managers in bringing about change/or reinforcing employee behaviours where required |  |

| Credible influence | Professional expertise |
| --- | --- |
| **Be credible and professional in actions and interactions** | **Apply and develop skills, experience and knowledge to the delivery of HR activities** |
| Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | Demonstrate self awareness and commitment to personal development |
| Make sound, rational and ethical decisions | Apply and develop own capabilities to meet performance expectations and seek additional expertise when required |
| Apply expertise and administer activities that support others in their decision making | Recognise contributions of others |
| Be accountable for own decisions and actions | Administer and support activities that translate HR theory into practice to deliver value to the organisation |
| Take personal responsibility to meet role objectives | Administer and support the delivery of HR services and tools that improve workforce performance |
| Focus on delivering quality outcomes | Administer and support coaching and mentoring activities for managers to develop people management expertise |
| Communicate clearly and confidently |  |

**HR activity – administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function.

**HR knowledge – understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities.

| Culture and change management |
| --- |
| **Administer and support change processes that work to deliver desired organisational culture** |
| Administer and support activities to communicate the organisation’s vision and need for change when required |
| Support research of activities to understand the optimal culture for the organisation to achieve its objectives |
| Administer and support innovative people practices that support a positive culture |
| Administer and support processes when change is required |
| Administer and support activities that assist employees to understand the impact of their behaviour on organisational culture |

Human resources capability framework – individual profile: levels 3 and 4

| Strategic alignment | Results driven |
| --- | --- |
| **Understand how the people strategy aligns to the organisation and support its implementation** | **Contribute to development and implementation of activities to build capability and expertise** |
| Understand and operate according to relevant legislation including industrial relations laws | Contribute to development and implementation of HR activities including job design, talent management and workforce planning that align with government objectives |
| Understand and operate within the internal and external political environment | Contribute to activities that assist in identifying and managing risk |
| Contribute to external environmental scanning and monitoring of the context in which the organisation operates | Contribute to activities that apply good practice and focus on continuous improvement |
| Research and apply responses to economic and demographic trends that may influence HR plans and goals | Contribute to innovative HR and people management initiatives that contribute to the achievement of organisational objectives |
| Monitor internal and external influences and apply responses | Research and inform HR on building employee capability |
| Research potential issues and setbacks that may affect the HR function | Research and analyse HR strategy |
|  | Contribute to the development of strategy, capability and processes that support organisational objectives |

**HR activity – advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated.

**HR knowledge – application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation.

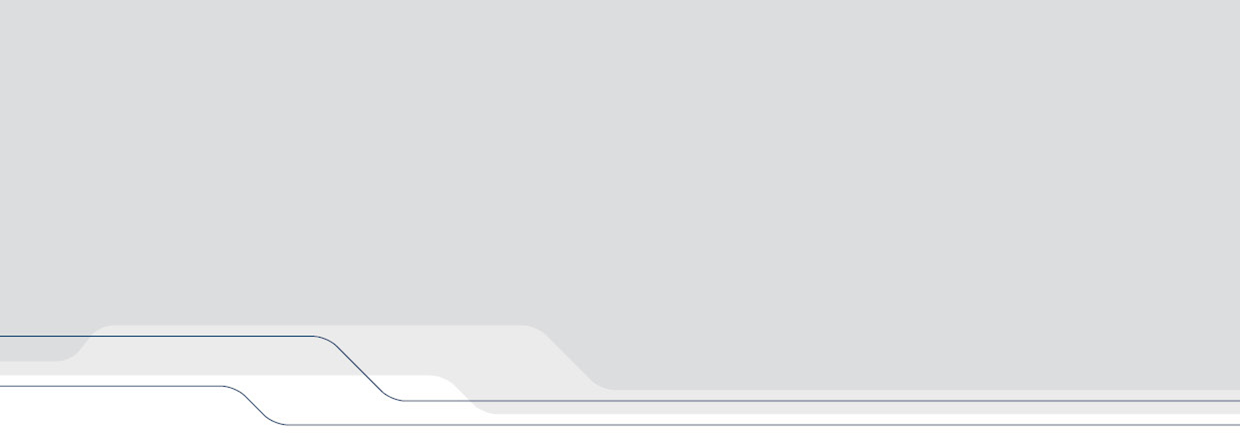
| Workforce capacity | Relationship management |
| --- | --- |
| **Administer and support activities that build workforce capacity for present and future requirements** | **Build and manage productive relationships** |
| Understand and operate according to legislative requirements and estrictions on employment including industrial relations law | Maintain communication and consultation channels to share information and knowledge |
| Monitor and analyse organizational climate and employee engagement | Contribute to activities and support managers to understand their people management responsibilities |
| Contribute to identification of the key competencies required to meet organisational goals | Apply internal and external perspectives into the development of HR and people management initiatives |
| Contribute to organisational design, workforce planning and job design activities to prepare for current and future people challenges | Contribute to activities that support a collaborative, innovative and values based culture |
| Contribute to strategies and practices to attract, retain, develop and motivate a skilled workforce |  |
| Contribute to processes for effective performance management and identification of development plans |  |
| Support the identification and delivery of development opportunities |  |
| Contribute to processes designed to support managers in bringing about change/or reinforcing employee behaviours where required |  |

| Credible influence | Professional expertise |
| --- | --- |
| **Demonstrate credibility and professionalism in actions and interactions** | **Contribute and continually develop skills, experience and knowledge required to deliver HR activities** |
| Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | Demonstrate self awareness and commitment to personal development |
| Make sound, rational and ethical decisions | Contribute and continually develop own capabilities to meet performance expectations and seek additional expertise when required |
| Contribute and apply expertise in advising and influencing others in their decision making | Recognise contributions of others |
| Be accountable for own decisions and actions and direct reports | Contribute to activities that translate HR theory into practice to deliver value to the organisation |
| Take personal responsibility to meet role, team and organisational objectives | Contribute to the delivery of HR services and tools that improve workforce performance |
| Focus on delivering quality outcomes | Contribute to coaching and mentoring activities for managers to develop people management expertise |
| Communicate clearly and confidently across all levels of the organisation |  |

**HR activity – advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated.

**HR knowledge – application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation.

| Culture and change management |
| --- |
| **Contribute to change processes that work to deliver desired organisational culture** |
| Contribute to activities to communicate the organisation’s vision and need for change when required |
| Contribute to research and analysis activities to understand the optimal culture for the organisation to achieve its objectives |
| Contribute to innovative people practices that support a positive culture |
| Contribute to processes to support change when required |
| Contribute to activities that assist employees to understand the impact of their behaviour on organisational culture |

Human resources capability framework – individual profile: levels 4, 5 and 6

| Strategic alignment | Results driven |
| --- | --- |
| **Contribute to the people strategy**  **and understand its alignment to**  **the organisation** | **Develop and implement strategies to build capability and expertise** |
| Deliver HR activities in accordance with relevant legislation including industrial relations laws | Co-ordinate, develop and implement HR activities including job design, talent management and workforce planning that align to government and organisation objectives |
| Deliver HR services within the internal and external political environment | Develop and implement activities that identify and manage risk |
| Coordinate the scanning of the external environment and monitor the context in which the organisation operates | Develop and implement activities that apply good practice and focus on continuous improvement |
| Coordinate and develop the HR  function’s response to economic and demographic trends | Develop and implement innovative HR and people management initiatives that contribute to the achievement of organisational objectives |
| Analyse and develop responses to internal and external influences | Advise and consult with managers on building employee capability |
| Identify and manage planning for potential issues and setbacks | Co-ordinate the analysis of HR strategy and report on its impact |
|  | Develop and implement strategy, capability and processes that support organisational objectives |

**HR activity – manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued.

**HR knowledge – development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required.

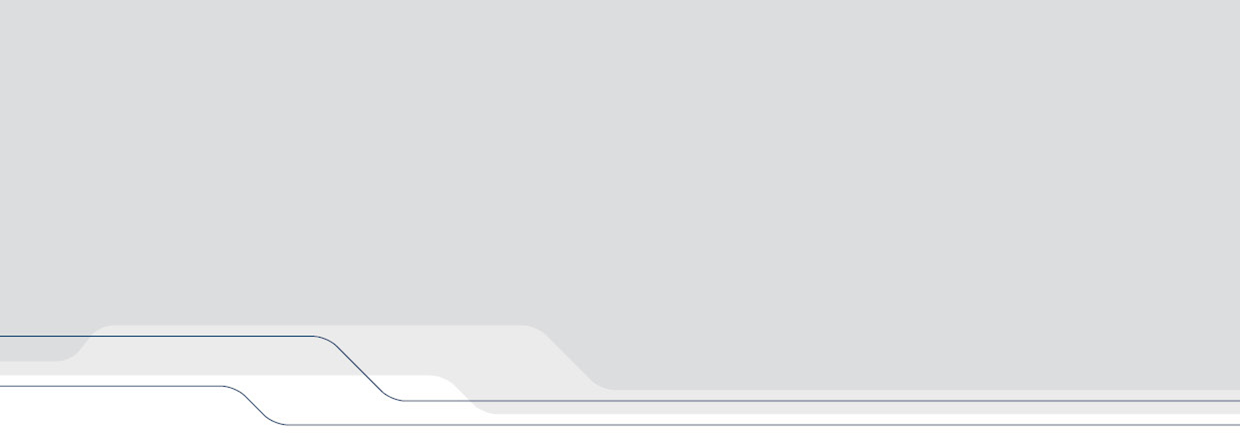
| Workforce capacity | Relationship management |
| --- | --- |
| **Develop and implement activities that build workforce capacity for present and future requirements** | **Initiate, build and manage productive relationships** |
| Deliver HR activities in accordance with legislative requirements and restrictions on employment including industrial relations law | Identify and manage communication and consultation channels to share information and knowledge |
| Analyse and report on organizational climate and employee engagement | Develop and implement activities and support managers to understand their people management responsibilities |
| Develop and implement activities that contribute to identification of the key competencies required to meet organisational goals | Develop opportunities to incorporate internal and external perspectives when developing HR and people management initiatives |
| Develop and implement organizational design, workforce planning and job design activities to prepare for current and future people challenges | Administer and support activities that support a collaborative, innovative and values based culture |
| Develop and implement strategies and practices to attract, retain, develop and motivate a skilled workforce |  |
| Develop and implement processes for effective performance management and identification of development plans |  |
| Develop processes to identify and support development opportunities to build workforce capability |  |
| Develop and implement processes and support managers in bringing about change/or reinforcing employee behaviours where required |  |

| Credible influence | Professional expertise |
| --- | --- |
| **Demonstrate and model credibility, professionalism and influence in own actions and dealings with others** | **Understand the skills, experience and knowledge required to deliver HR activities and apply, develop and source where required** |
| Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | Demonstrate self awareness and commitment to personal development and encourage it in others |
| Make sound, rational and ethical decisions | Understand and develop the capabilities required to meet performance expectations and seek additional expertise when required |
| Develop and apply expertise to advise and influence others in their decision making | Facilitate opportunities to recognise the contributions of others |
| Be accountable for own decisions and actions and those of direct reports | Develop and implement activities that translate HR theory into practice to deliver value to the organisation |
| Take personal responsibility for self and team in meeting role, team and organisational objectives | Develop and implement HR services and tools that improve workforce performance |
| Focus on self and team delivering  quality outcomes | Develop and implement coaching and mentoring activities for managers to develop people management expertise |
| Communicate clearly and confidently across all levels of the organisation |  |

**HR activity – manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued.

**HR knowledge – development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required.

| Culture and change management |
| --- |
| **Identify change processes required to support desired organisational culture** |
| Develop and implement activities to communicate the organisation’s vision and need for change when required |
| Develop and implement research and analysis activities to understand the optimal culture for the organisation to achieve its objectives |
| Develop and implement innovative people practices that support a positive culture |
| Develop and implement processes and provide support to the organisation when change is required |
| Develop and implement activities that assist employees to understand the impact of their behaviour on organisational culture |

Human resources capability framework – individual profile: levels 6 and 7

| Strategic alignment | Results driven |
| --- | --- |
| **Develop and drive a people strategy across the organisation** | **Drive strategies to build capability and expertise** |
| Interpret relevant legislation including IR laws and manage the HR function within it | Manage and drive HR activities that are aligned to, and contribute to government and organisation objectives |
| Interpret the internal and external political environment and manage the HR function within it | Identify and manage risk |
| Drive the HR function in scanning the environment and monitoring the context in which the organisation operates | Manage activities that apply good practice and focus on continuous improvement |
| Drive the HR function to respond to economic and demographic trends | Manage the design and delivery of innovative HR and people management initiatives that contribute to the achievement of organisational objectives |
| Manage the monitoring and analysis of internal and external influences | Lead the HR function in coaching managers to build employee capability |
| Oversee planning for potential issues  and setbacks | Oversee the analysis and reporting on the impact of HR strategy |
|  | Manage the HR strategy, capability and structure to support organisational objectives |

**HR activity – lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation.

**HR knowledge – drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function.

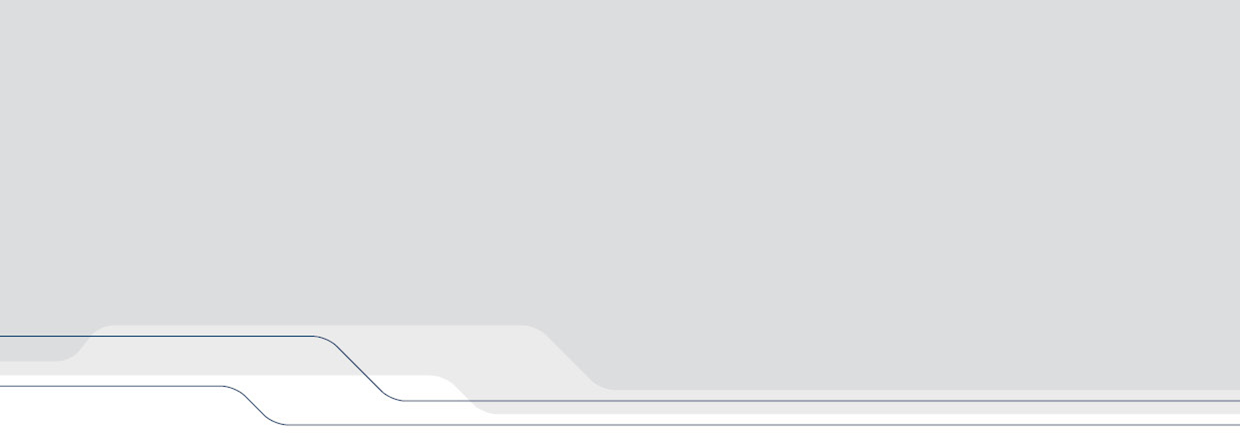
| Workforce capacity | Relationship management |
| --- | --- |
| **Manage activities that build workforce capacity for present and future requirements** | **Identify, initiate, build and manage**  **productive relationships** |
| Interpret legislative requirements and restrictions on employment including industrial relations law | Oversee communication and consultation channels to share information and knowledge |
| Oversee the analysis and reporting on organisational climate and employee engagement | Coach managers to understand their people management responsibilities |
| Drive identification of the key competencies required to meet organisational goals | Drive the incorporation of internal and external perspectives into the development of HR and people management initiatives |
| Manage organisational design, workforce planning and job design activities to prepare for current and future people challenges | Manage and support a collaborative, innovative and values based culture |
| Oversee strategies and practices to attract, retain, develop and motivate a skilled workforce |  |
| Manage processes for effective performance management and identification of development plans |  |
| Oversee the identification and support of development opportunities to build workforce capability |  |
| Manage processes and provide support to managers in bringing about change/or reinforcing employee behaviours where required |  |

| Credible influence | Professional expertise |
| --- | --- |
| **Role model desired behaviours of the organisation and actively influence where required** | **Recognise the capabilities and expertise required for the function and develop and build on own and other’s expertise** |
| Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | Demonstrate self awareness and commitment to personal development and encourage it in others |
| Make sound, rational and ethical decisions | Recognise and develop capabilities to meet performance expectations and seek additional expertise when required |
| Drive the application of expertise in advising and influencing others in their decision making | Inspire others to recognise the contributions of others |
| Be accountable for own decisions and actions and those of the HR function | Oversee activities that translate HR theory into practice to deliver value to the organisation |
| Take personal responsibility for the HR function in meeting role, team and organisational objectives | Manage the delivery of HR services and tools that improve workforce performance |
| Focus on self and HR function delivering quality outcomes | Coach and mentor managers to develop people management expertise |
| Communicate clearly and confidently across all levels of the organisation |  |

**HR activity – lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation.

**HR knowledge – drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function

| Culture and change management |
| --- |
| **Manage change processes required to support desired organisational culture** |
| Work with the executive to articulate vision for the organisation and communicate the need for change when required |
| Work with the Executive to understand the optimal culture for the organisation to achieve its objectives |
| Drive the design and delivery of innovative people practices that support a positive culture |
| Manage processes and provide support to the organisation when change is required |
| Inspire employees to understand the impact of their behaviour on organisational culture |

Human resources capability framework – individual profile: levels 7 and above

| Strategic alignment | Results driven |
| --- | --- |
| **Lead the HR function in providing a people strategy to the organisation** | **Build capability in the WA Government and communicate the role of HR and managers** |
| Embody relevant legislation including  IR laws in the people strategy | Influence and communicate the alignment and contribution of HR activities to government and organisation objectives |
| Influence the internal and external political environment to deliver an effective HR strategy | Direct and communicate the identification and management of risk |
| Connect the HR function to the environment and context in which the organisation operates | Embody and apply good practice and focus on continuous improvement |
| Embody responses to economic and demographic trends in the people strategy | Lead the design and delivery of innovative HR and people management initiatives that contribute to organisational objectives |
| Influence the internal and external environment to deliver an effective HR strategy | Influence and coach managers to build employee capability |
| Lead and communicate the HR function’s preparedness for issues and setbacks | Direct the analysis of HR strategy and report on impact |
|  | Direct and communicate the contribution of HR strategy, capability and processes to organisational objectives |

**HR activity – direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy.

**HR knowledge – embody:** these roles represent the HR function to the organisation.

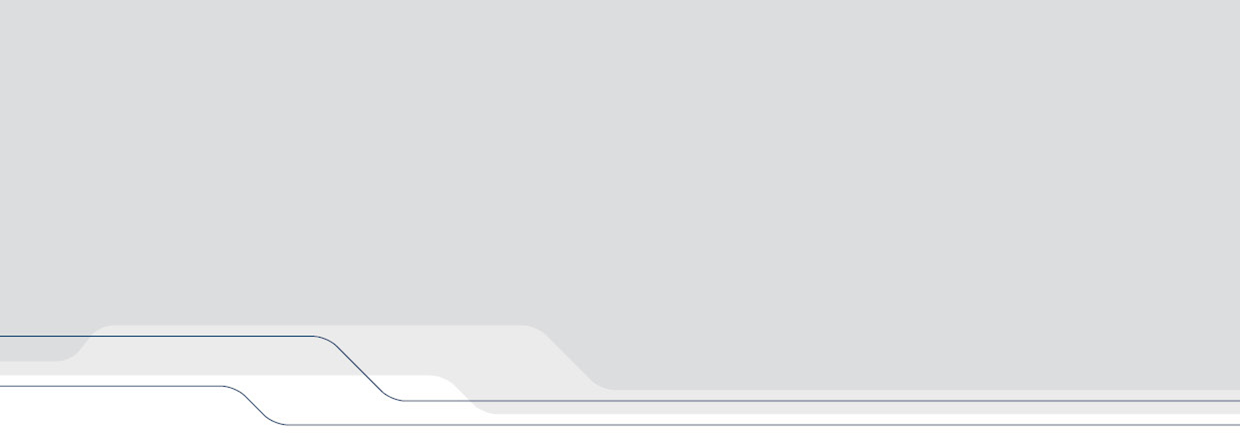
| Workforce capacity | Relationship management |
| --- | --- |
| **Promote the people strategy for the**  **present and future workforce** | **Represent the HR function in**  **key relationships** |
| Embody legislative requirements and restrictions on employment including industrial relations law in the people strategy | Lead and influence communication and consultation channels to share information and knowledge |
| Direct the monitoring and assessment of organisational climate and employee engagement | Lead and influence managers to understand their people management responsibilities |
| Influence and promote key competencies required to meet organisational goals | Embody internal and external perspectives in the development of HR and people management initiatives |
| Lead and influence organisational design, workforce planning and job design activities to prepare for current and future people challenges | Lead and influence a collaborative, innovative and values based culture |
| Lead strategies and practices to attract,  retain, develop and motivate a skilled workforce |  |
| Lead activities for effective performance management and identification of development plans |  |
| Communicate and promote identification and support of development opportunities to build workforce capability |  |
| Influence and coach managers to bring about change/or reinforce employee behaviours where required |  |

| Credible influence | Professional expertise |
| --- | --- |
| **Be a credible influence and champion for the HR function within and outside of the organisation** | **Embody HR expertise and create a learning culture for the HR function and the organisation** |
| Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | Demonstrate self awareness and commitment to personal development to the HR function and across the organisation |
| Make sound, rational and ethical decisions | Recognise and develop the capabilities required to meet performance expectations and seek additional expertise when required |
| Embody and apply expertise to advise and influence others in their decision making | Influence and provide an environment where the contribution of others is recognised |
| Be accountable for own decisions and actions and those of the HR function | Coach and influence to translate HR theory into practice to deliver value to the organisation |
| Take personal responsibility for the HR function in meeting role, team and organisational objectives | Lead the delivery of HR services and tools that improve workforce performance |
| Focus on self and HR function delivering quality outcomes | Lead, coach and mentor others to develop people management expertise |
| Communicate clearly and confidently across all levels of the organisation |  |

**HR activity – direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy.

**HR knowledge – embody:** these roles represent the HR function to the organisation.

| Culture and change management |
| --- |
| **Influence and shape culture and direct change processes required to support desired organisational culture** |
| Work with the Executive to articulate vision for the organisation and communicate the need for change when required |
| Work with the Executive to understand the optimal culture for the organisation to achieve its objectives |
| Lead and influence the design and delivery of innovative people practices that support a positive culture |
| Influence processes and provide support to the organisation when change is required |
| Influence employees to understand the impact of their behaviour on organisational culture |

Comparative profile view

The comparative profile view provides a snapshot of each capability and all its elements

as it applies to the HR practitioner. It scans across the level ranges from 1 to 8 and above, to identify the changes in activity, knowledge and capability at each level.

This view is particularly useful to individuals wishing to transition to the next level of expertise, and for managers for workforce and succession planning.

# How to read the comparative profile view

Each comparative profile view comprises a number of components. They are:

* the capability title (these are the same as the HR function capability titles)
* the level of HR knowledge and HR activity that is expected of the HR practitioner across the level ranges
* the range of levels from 1 up to 8 and above
* a description that clarifies the objective of each capability for the HR function and alongside that for the HR practitioner at each level range; and
* the elements that must be met by the HR function to demonstrate the achievement of that capability and its objective, and alongside that, the corresponding elements that the HR practitioner at that level range must meet.

# How to read the comparative profile view

| The capability title |  | Strategic alignment Comparative profile view | |
| --- | --- | --- | --- |
| The degree of activity and knowledge expected of the HR practitioner at each level groupings |  | **HR activity** | **Administer, support, process**: these roles carry out the day to day administration and execution activities of the HR function |
|  |  | **HR knowledge** | **Understanding**: these roles have a sound understanding basic principles of HR and how to deliver basic activities |
| The capability description for the HR function |  | **Shape and manage a people strategy aligned with whole of government objectives** | Follow the people strategy and understand its impact on the HR function |
| The capability description for the HR practitioner |  |  |  |
| Level |  | **1** | **2** |
| The capability elements for the HR function |  | **Understand and operate according to relevant legislation including industrial relation laws** | Develop an understanding of relevant legislation as it applies to your role |
|  |  | **Understand and operate within the internal and external political environment** | Develop an understanding of the political environment within which the organisation operates |

Strategic alignment

# Comparative profile view

| **HR activity** | **Administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function | | | **Advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated | | **Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued | | | **Lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation | | **Direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Shape and manage a people strategy aligned with whole of government objectives** | **Follow the people strategy and understand its impact on the HR function** | | | **Understand how the people strategy aligns to the organisation and support its implementation** | | **Contribute to the people strategy and understand its alignment to the organisation** | | | **Develop and drive a people strategy across the organisation** | | **Lead the HR function in providing a people strategy to the organisation** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Understand and operate according to relevant legislation including industrial relation laws** | Develop an understanding of relevant legislation as it applies to your role | | | Understand and operate according to relevant legislation including industrial relations laws | | Deliver HR activities in accordance with relevant legislation including industrial relations laws | | | Interpret relevant legislation including IR laws and manage the HR function within it | | Embody relevant legislation including IR laws in the people strategy | |
| **Understand and operate within the internal and external political environment** | Develop an understanding of the political environment within which the organisation operates | | | Understand and operate within the internal and external political environment | | Deliver HR services within the internal and external political environment | | | Interpret the internal and external political environment and manage the HR function within it | | Influence the internal and external political environment to deliver an effective HR strategy | |
| **Actively scan the external environment and monitor the context in which the organisation operates** | Carry out activities to support external environmental scanning and monitoring of the context in which the organisation operates | | | Contribute to external environmental scanning and monitoring of the context in which the organisation operates | | Coordinate the scanning of the external environment and monitor the context in which the organisation operates | | | Drive the HR function in scanning the environment and monitoring the context in which the organisation operates | | Connect the HR function to the environment and context in which the organisation operates | |
| **Actively identify economic and demographic trends and factors that may influence HR plans and goals** | Support and understand research into economic and demographic trends that may influence HR plans and goals | | | Research and apply responses to economic and demographic trends that may influence HR plans and goals | | Coordinate and develop the HR function’s response to economic and demographic trends | | | Drive the HR function to respond to economic and demographic trends | | Embody responses to economic and demographic trends in the people strategy | |
| **Monitor and analyse internal and external influences and their impact** | Support monitoring of internal and external influences and understand their impact | | | Monitor internal and external influences and apply responses | | Analyse and develop responses to internal and external influences | | | Manage the monitoring and analysis of internal and external influences | | Influence the internal and external environment to deliver an effective HR strategy | |
| **Identify and communicate potential issues and setbacks that will affect workforce design, culture and performance** | Support the research of issues and setbacks that affect the HR function | | | Research potential issues and setbacks that may affect the HR function | | Identify and manage planning for potential issues and setbacks | | | Oversee planning for potential issues and setbacks | | Lead and communicate the HR function’s preparedness for issues and setbacks | |

Results driven

# Comparative profile view

| **HR activity** | **Administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function | | | **Advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated | | **Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued | | | **Lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation | | **Direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Build capability and expertise within the WA government to deliver results** | **Administer and support activities to build capability and expertise** | | | **Contribute to development and implementation of activities to build capability and expertise** | | **Develop and implement strategies to build capability and expertise** | | | **Drive strategies to build capability and expertise** | | **Build capability in the WA Government and communicate the role of HR and managers** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Understand government and organisation objectives and align HR activities including job design, talent management and workforce planning accordingly** | Administer and support HR activities including job design, talent management and workforce planning that align with government objectives | | | Contribute to development and implementation of HR activities including job design, talent management and workforce planning that align with government objectives | | Co-ordinate, develop and implement HR activities including job design, talent management and workforce planning that align to government and organisation objectives | | | Manage and drive HR activities that are aligned to, and contribute to government and organisation objectives | | Influence and communicate the alignment and contribution of HR activities to government and organisation objectives | |
| **Identify and manage risk** | Administer and support activities that assist in identifying and managing risk | | | Contribute to activities that assist in identifying and managing risk | | Develop and implement activities that identify and manage risk | | | Identify and manage risk | | Direct and communicate the identification and management of risk | |
| **Understand and apply good practice in HR and people management practices and focus on continuous improvement** | Administer and support activities that follow good practice and focus on continuous improvement | | | Contribute to activities that apply good practice and focus on continuous improvement | | Develop and implement activities that apply good practice and focus on continuous improvement | | | Manage activities that apply good practice and focus on continuous improvement | | Embody and apply good practice and focus on continuous improvement | |
| **Design and deliver innovative HR and people management initiatives that contribute to organisational objectives** | Administer and support activities that assist in delivering innovative HR and people initiatives that contribute to organisational objectives | | | Contribute to innovative HR and people management initiatives that contribute to the achievement of organisational objectives | | Develop and implement innovative HR and people management initiatives that contribute to the achievement of organisational objectives | | | Manage the design and delivery of innovative HR and people management initiatives that contribute to the achievement of organisational objectives | | Lead the design and delivery of innovative HR and people management initiatives that contribute to organizational objectives | |
| **Work with managers in building employee capability to turn strategy into practice** | Administer and support activities contributing to building employee capability | | | Research and inform HR on building employee capability | | Advise and consult with managers on building employee capability | | | Lead the HR function in coaching managers to build employee capability | | Influence and coach managers to build employee capability | |

Results driven

# Comparative profile view

| **HR activity** | **Administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function | | | **Advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated | | **Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued | | | **Lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation | | **Direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Build capability and expertise within the WA government to deliver results** | **Administer and support activities to build capability and expertise** | | | **Contribute to development and implementation of activities to build capability and expertise** | | **Develop and implement strategies to build capability and expertise** | | | **Drive strategies to build capability and expertise** | | **Build capability in the WA Government and communicate the role of HR and managers** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Analyse HR strategy and report on impact** | Carry out tasks that support the research and analysis of HR strategy | | | Research and analyse HR strategy | | Co-ordinate the analysis of HR strategy and report on its impact | | | Oversee the analysis and reporting on the impact of HR strategy | | Direct the analysis of HR strategy and report on impact | |
| **Review HR strategy, structure, capability and processes to support organisational objectives** | Administer and support activities that support HR strategy, structure, capability and processes contribute to organisational objectives | | | Contribute to the development of strategy, capability and processes that support organisational objectives | | Develop and implement strategy, capability and processes that support organisational objectives | | | Manage the HR strategy, capability and structure to support organisational objectives | | Direct and communicate the contribution of HR strategy, capability and processes to organisational objectives | |

Workforce capacity

# Comparative profile view

| **HR activity** | **Administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function | | | **Advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated | | **Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued | | | **Lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation | | **Direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Build workforce capacity for the current and future requirements** | **Administer and support activities that build workforce capacity for present and future requirements** | | | **Contribute to activities that build workforce capacity for present and future requirements** | | **Develop and implement activities that build workforce capacity for present and future requirements** | | | **Manage activities that build workforce capacity for present and future requirements** | | **Promote the people strategy for the present and future workforce** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Have a clear understanding of legislative requirements and restrictions on employment including industrial relations law** | Develop an understanding of legislative requirements and restrictions on employment including industrial relations law | | | Understand and operate according to legislative requirements and restrictions on employment including industrial relations law | | Deliver HR activities in accordance with legislative requirements and restrictions on employment including industrial relations law | | | Interpret legislative requirements and restrictions on employment including industrial relations law | | Embody legislative requirements and restrictions on employment including industrial relations law in the people strategy | |
| **Monitor and assess organisational climate and employee engagement** | Support the monitoring and assessment of organisational climate and employee engagement | | | Monitor and analyse organisational climate and employee engagement | | Analyse and report on organisational climate and employee engagement | | | Oversee the analysis and reporting on organizational climate and mployee engagement | | Direct the monitoring and assessment of organizational climate and employee engagement | |
| **Understand and identify the key competencies required to meet organisational goals** | Develop an understanding of how required competencies are identified | | | Contribute to identification of the key competencies required to meet organisational goals | | Develop and implement activities that contribute to identification of the key competencies required to meet organisational goals | | | Drive identification of the key competencies required to meet organisational goals | | Influence and promote key competencies required to meet organisational goals | |
| **Undertake organisational design, workforce planning and job design activities to prepare for current and future people challenges** | Administer and support organisational design, workforce planning and job design activities to prepare for current and future people challenges | | | Contribute to organisational design, workforce planning and job design activities to prepare for current and future people challenges | | Develop and implement organisational design, workforce planning and job design activities to prepare for current and future people challenges | | | Manage organisational design, workforce planning and job design activities to prepare for current and future people challenges | | Lead and influence organizational design, workforce planning and job design activities to prepare for current and future people challenges | |
| **Identify and implement strategies and practices to attract, retain, develop and motivate a skilled workforce** | Administer and support strategies and practices to attract, retain, develop and motivate a skilled workforce | | | Contribute to strategies and practices to attract, retain, develop and motivate a skilled workforce | | Develop and implement strategies and practices to attract, retain, develop and motivate a skilled workforce | | | Oversee strategies and practices to attract, retain, develop and motivate a skilled workforce | | Lead strategies and practices to attract, retain, develop and motivate a skilled workforce | |
| **Develop and manage processes for effective performance management and identification of development plans** | Administer and support processes for effective performance management and identification of development plans | | | Contribute to processes for effective performance management and identification of development plans | | Develop and implement processes for effective performance management and identification of development plans | | | Manage processes for effective performance management and identification of development plans | | Lead activities for effective performance management and identification of development plans | |

Workforce capacity

# Comparative profile view

| **HR activity** | **Administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function | | | **Advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated | | **Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued | | | **Lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation | | **Direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Build workforce capacity for the current and future requirements** | **Administer and support activities that build workforce capacity for present and future requirements** | | | **Contribute to activities that build workforce capacity for present and future requirements** | | **Develop and implement activities that build workforce capacity for present and future requirements** | | | **Manage activities that build workforce capacity for present and future requirements** | | **Promote the people strategy for the present and future workforce** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Identify and support development opportunities to build workforce capability** | Have an understanding of how development opportunities are identified and delivered | | | Support the identification and delivery of development opportunities | | Develop processes to identify and support development opportunities to build workforce capability | | | Oversee the identification and support of development opportunities to build workforce capability | | Communicate and promote identification and support of development opportunities to build workforce capability | |
| **Provide processes for and support to managers to bring about change/or reinforce employee behaviours where required** | Administer and support activities to assist managers in bringing about change/or reinforcing employee behaviours where required | | | Contribute to processes designed to support managers in bringing about change/or reinforcing employee behaviours where required | | Develop and implement processes and support managers in bringing about change/or reinforcing employee behaviours where required | | | Manage processes and provide support to managers in bringing about change/or reinforcing employee behaviours where required | | Influence and coach managers to bring about change/or reinforce employee behaviours where required | |

Relationship management

# Comparative profile view

| **HR activity** | **Administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function | | | **Advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated | | **Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued | | | **Lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation | | **Direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Build and manage productive relationships** | **Build and maintain productive relationships** | | | **Build and manage productive relationships** | | **Initiate, build and manage productive relationships** | | | **Identify, initiate, build and manage productive relationships** | | **Represent the HR function in key relationships** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Establish and maintain communication and consultation channels to share information and knowledge** | Support communication and consultation channels to share information and knowledge | | | Maintain communication and consultation channels to share information and knowledge | | Identify and manage communication and consultation channels to share information and knowledge | | | Oversee communication and consultation channels to share information and knowledge | | Lead and influence communication and consultation channels to share information and knowledge | |
| **Assist managers to understand their people management responsibilities** | Administer activities that support managers to understand their people management responsibilities | | | Contribute to activities to support managers to understand their people management responsibilities | | Develop and implement activities and support managers to understand their people management responsibilities | | | Coach managers to understand their people management responsibilities | | Lead and influence managers to understand their people management responsibilities | |
| **Incorporate internal and external perspectives to develop HR and people management initiatives** | Understand the need to incorporate internal and external perspectives into HR and people management initiatives | | | Apply internal and external perspectives into the development of HR and people management initiatives | | Develop opportunities to incorporate internal and external perspectives when developing HR and people management initiatives | | | Drive the incorporation of internal and external perspectives into the development of HR and people management initiatives | | Embody internal and external perspectives in the development of HR and people management initiatives | |
| **Support a collaborative, innovative and values based culture** | Carry out activities that support a collaborative, innovative and values based culture | | | Contribute to activities that support a collaborative, innovative and values based culture | | Administer and support activities that support a collaborative, innovative and values based culture | | | Manage and support a collaborative, innovative and values based culture | | Lead and influence a collaborative, innovative and values based culture | |

Credible influence

# Comparative profile view

| **HR activity** | **Administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function | | | **Advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated | | **Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued | | | **Lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation | | **Direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Advise and influence with integrity and self awareness to achieve organisational objectives** | **Be credible and professional in actions and interactions** | | | **Demonstrate credibility and professionalism in actions and interactions** | | **Demonstrate and model credibility, professionalism and influence in own actions and dealings with others** | | | **Role model desired behaviours of the organisation and actively influence where required** | | **Be a credible influence and champion for the HR function within and outside of the organisation** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Demonstrate personal and professional integrity consistent with the WA public sector Code of Ethics and agency codes of conduct** | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | | | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | | | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct | |
| **Make sound, rational and ethical decisions** | Make sound, rational and ethical decisions | | | Make sound, rational and ethical decisions | | Make sound, rational and ethical decisions | | | Make sound, rational and ethical decisions | | Make sound, rational and ethical decisions | |
| **Apply expertise to advise and influence others in their decision making** | Apply expertise and administer activities that support others in their decision making | | | Contribute and apply expertise in advising and influencing others in their decision making | | Develop and apply expertise to advise and influence others in their decision making | | | Drive the application of expertise in advising and influencing others in their decision making | | Embody and apply expertise to advise and influence others in their decision making | |
| **Be accountable for own decisions and actions and those of direct reports** | Be accountable for own decisions and actions | | | Be accountable for own decisions and actions and direct reports | | Be accountable for own decisions and actions and those of direct reports | | | Be accountable for own decisions and actions and those of the HR function | | Be accountable for own decisions and actions and those of the HR function | |
| **Take personal responsibility to meet role, team and organisational objectives** | Take personal responsibility to meet role objectives | | | Take personal responsibility to meet role, team and organisational objectives | | Take personal responsibility for self and team in meeting role, team and organizational objectives | | | Take personal responsibility for the HR function in meeting role, team and organizational objectives | | Take personal responsibility for the HR function in meeting role, team and organizational objectives | |
| **Focus on delivering quality outcomes** | Focus on delivering quality outcomes | | | Focus on delivering quality outcomes | | Focus on self and team delivering quality outcomes | | | Focus on self and HR function delivering quality outcomes | | Focus on self and HR function delivering quality outcomes | |
| **Communicate clearly and confidently across all levels of the organisation** | Communicate clearly and confidently | | | Communicates clearly and confidently across all levels of the organisation | | Communicate clearly and confidently across all levels of the organisation | | | Communicate clearly and confidently across all levels of the organisation | | Communicate clearly and confidently across all levels of the organisation | |

Professional expertise

# Comparative profile view

| **HR activity** | **Administer, support, process:** these roles carry out the day to day administration and execution activities of the HR function | | | **Advise, research, contribute, consult, inform:** these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated | | **Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate:** these roles drive the activities within the HR function and ensure they are understood and valued | | | **Lead, oversee, manage, direct, inspire, represent, influence, coach:** these roles lead the HR function in delivering activities that contribute value to the organisation | | **Direct, lead, coach, influence:** these roles head up the HR function and drive HR’s contribution to organisational strategy | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Build and apply HR knowledge and expertise to deliver value to the organisation** | **Apply and develop skills, experience and knowledge to the delivery of HR activities** | | | **Contribute and continually develop skills, experience and knowledge required to deliver HR activities** | | **Understand the skills, experience and knowledge required to deliver HR activities and apply, develop and source where required** | | | **Recognise the capabilities and expertise required for the function and develop and build on own and other’s expertise** | | **Recognise the capabilities and expertise required for the function and develop and build on own and other’s expertise** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Demonstrate self awareness and commitment to personal development** | Demonstrate self awareness and commitment to personal development | | | Demonstrate self awareness and commitment to personal development | | Demonstrate self awareness and commitment to personal development and encourage it in others | | | Demonstrate self awareness and commitment to personal development and encourage it in others | | Demonstrate self awareness and commitment to personal development to the HR function and across the organisation | |
| **Apply and develop own capabilities to meet performance expectations and seek additional expertise when required** | Apply and develop own capabilities to meet performance expectations and seek additional expertise when required | | | Contribute and continually develop own capabilities to meet performance expectations and seek additional expertise when required | | Understand and develop the capabilities required to meet performance expectations and seek additional expertise when required | | | Recognise and develop capabilities to meet performance expectations and seek additional expertise when required | | Recognise and develop the capabilities required to meet performance expectations and seek additional expertise when required | |
| **Recognise contributions of others** | Recognise contributions of others | | | Recognise contributions of others | | Facilitate opportunities to recognise the contributions of others | | | Inspire others to recognise the contributions of others | | Influence and provide an environment where the contribution of others is recognised | |
| **Translate HR theory into practice to deliver value to the organisation** | Administer and support activities that translate HR theory into practice to deliver value to the organisation | | | Contribute to activities that translate HR theory into practice to deliver value to the organisation | | Develop and implement activities that translate HR theory into practice to deliver value to the organisation | | | Oversee activities that translate HR theory into practice to deliver value to the organisation | | Coach and influence to translate HR theory into practice to deliver value to the organisation | |
| **Deliver HR services and tools that improve workforce performance** | Administer and support the delivery of HR services and tools that improve workforce performance | | | Contribute to the delivery of HR services and tools that improve workforce performance | | Develop and implement HR services and tools that improve workforce performance | | | Manage the delivery of HR services and tools that improve workforce performance | | Lead the delivery of HR services and tools that improve workforce performance | |
| **Provide coaching, mentoring and development for managers to develop people management expertise** | Administer and support coaching and mentoring activities | | | Contribute to coaching and mentoring activities for managers to develop people management expertise | | Develop and implement coaching and mentoring activities for managers to develop people management expertise | | | Coach and mentor managers to develop people management expertise | | Lead, coach and mentor others to develop people management expertise | |

Culture and change management

# Comparative profile view

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR knowledge** | **Understanding:** these roles have a sound understanding of basic principles of HR and how to deliver basic activities | | | **Application:** these roles can look at the big picture for the HR function and understand how it aligns with the organisation | | **Development:** these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required | | | **Drive:** these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function | | **Embody:** these roles represent the HR function to the organisation | |
| **Manage change processes and work to deliver desired organisational culture** | **Administer and support change processes that work to deliver desired organisational culture** | | | **Contribute to change processes that work to deliver desired organisational culture** | | **Identify change processes required to support desired organisational culture** | | | **Manage change processes required to support desired organisational culture** | | **Influence and shape culture and direct change processes required to support desired organisational culture** | |
|  | 1 | 2 | 3 | | 4 | | 5 | 6 | | 7 | | 8 + |
| **Work with the Executive to articulate vision for the organisation and communicate the need for change when required** | Administer and support activities to communicate the organisation’s vision and need for change when required | | | Contribute to activities to communicate the organisation’s vision and need for change when required | | Develop and implement activities to communicate the organisation’s vision and need for change when required | | | Work with the Executive to articulate vision for the organisation and communicate the need for change when required | | Work with the Executive to articulate vision for the organisation and communicate the need for change when required | |
| **Work with the Executive to understand the optimal culture for the organisation to achieve its objectives** | Support research and analysis activities to understand the optimal culture for the organisation to achieve its objectives | | | Contribute to research and analysis activities to understand the optimal culture for the organisation to achieve its objectives | | Develop and implement research and analysis activities to understand the optimal culture for the organisation to achieve its objectives | | | Work with the Executive to understand the optimal culture for the organisation to achieve its objectives | | Work with the Executive to understand the optimal culture for the organisation to achieve its objectives | |
| **Design and deliver innovative people practices that support a positive culture** | Administer and support innovative people practices that support a positive culture | | | Contribute to innovative people practices that support a positive culture | | Develop and implement innovative people practices that support a positive culture | | | Drive the design and delivery of innovative people practices that support a positive culture | | Lead and influence the design and delivery of innovative people practices that support a positive culture | |
| **Provide processes and support to the organisation when change is required** | Administer and support processes when change is required | | | Contribute to processes to support change when required | | Develop and implement processes and provide support to the organisation when change is required | | | Manage processes and provide support to the organisation when change is required | | Influence processes and provide support to the organisation when change is required | |
| **Assist employees to understand the impact of their behaviour on organisational culture** | Administer and support activities that assist employees to understand the impact of their behaviour on organisational culture | | | Contribute to activities that assist employees to understand the impact of their behaviour on organisational culture | | Develop and implement activities that assist employees to understand the impact of their behaviour on organisational culture | | | Inspire employees to understand the impact of their behaviour on organisational culture | | Influence employees to understand the impact of their behaviour on organisational culture | |