

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.

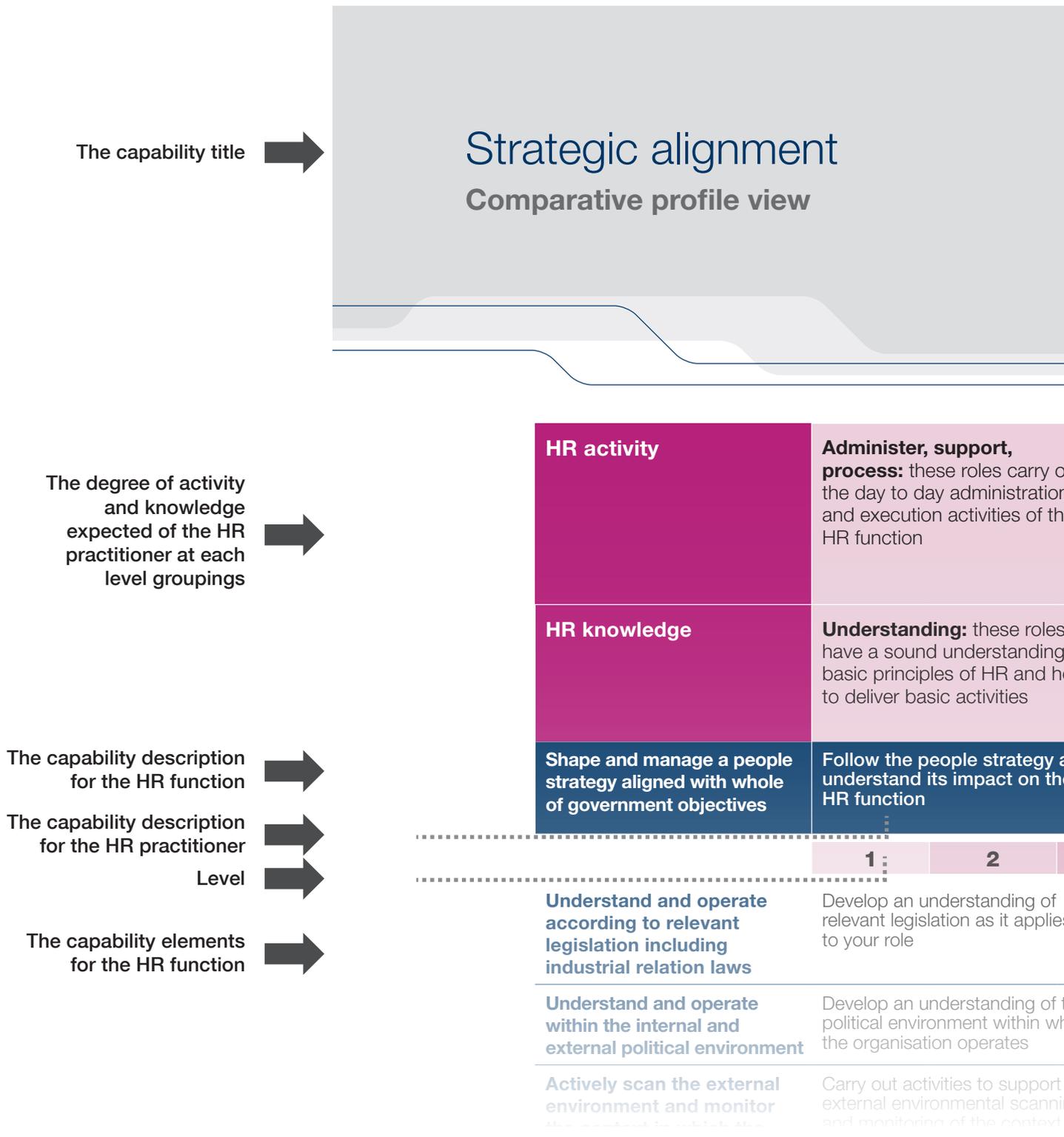
This view is particularly useful to individuals wishing to transition to the next level of expertise, and for managers for workforce and succession planning.

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



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	
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	

Results driven

Comparative profile view (continued)

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 organisational climate and employee engagement	Direct the monitoring and assessment of organisational 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 organisational design, workforce planning and job design activities to prepare for current and future people challenges		

Workforce capacity

Comparative profile view (continued)

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 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		
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	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	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 organisational objectives	Take personal responsibility for the HR function in meeting role, team and organisational objectives	Take personal responsibility for the HR function in meeting role, team and organisational 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	Embody HR expertise and create a learning culture for the HR function and the organisation		
	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 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 the capabilities required 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 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

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		
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		