

# 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+		
<b>Understand and operate according to relevant legislation including industrial relation laws</b>	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	
<b>Understand and operate within the internal and external political environment</b>	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	
<b>Actively scan the external environment and monitor the context in which the organisation operates</b>	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	
<b>Actively identify economic and demographic trends and factors that may influence HR plans and goals</b>	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	
<b>Monitor and analyse internal and external influences and their impact</b>	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	
<b>Identify and communicate potential issues and setbacks that will affect workforce design, culture and performance</b>	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	