

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	Workforce capacity	Relationship management
Shape and manage a people strategy aligned with whole of government objectives	Build capability and expertise within the WA government to deliver results	Build workforce capacity for the current and future requirements of the WA Government	Build and manage productive relationships and partnerships
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	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
Understand and operate within the internal and external political environment	Identify and manage risk	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
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	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
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	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
Monitor and analyse internal and external influences and their impact	Work with managers in building employee capability to turn strategy into practice	Identify and implement strategies and practices to attract, retain, develop and motivate a skilled workforce	
Identify and communicate potential issues and setbacks that will affect workforce design, culture and performance	Analyse HR strategy and report on impact	Develop and manage processes for effective performance management and identification of development plans	
	Review HR strategy, structure, capability and processes to ensure they support organisation objectives	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	

The human resources function (continued)

Credible influence

Advise and influence with integrity and self awareness to achieve organisational objectives

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

Apply expertise to advise and influence others in their decision making

Be accountable for own decisions and actions and those of direct reports

Take personal responsibility to meet role, team and organisational objectives

Focus on delivering quality outcomes

Communicate clearly and confidently across all levels of the organisation

Professional expertise

Build and apply HR knowledge and expertise to deliver value to the organisation

Demonstrate self awareness and commitment to personal development

Apply and develop own capabilities to meet performance expectations and contribute to strategic objectives and seek additional expertise when required

Recognise contributions of others appropriately

Translate HR theory into practice to deliver value to the organisation

Deliver HR services and tools that improve workforce performance

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 behaviour on organisational culture