

Human resources capability framework

– individual profile: levels 3 and 4

Strategic alignment	Results driven	Workforce capacity	Relationship management
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	Contribute to activities that build workforce capacity for present and future requirements	Build and manage productive relationships
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 according to legislative requirements and restrictions on employment including industrial relations law	Maintain communication and consultation channels to share information and knowledge
Understand and operate within the internal and external political environment	Contribute to activities that assist in identifying and managing risk	Monitor and analyse organisational climate and employee engagement	Contribute to activities and support managers to understand their people management responsibilities
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	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
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	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
Monitor internal and external influences and apply responses	Research and inform HR on building employee capability	Contribute to strategies and practices to attract, retain, develop and motivate a skilled workforce	
Research potential issues and setbacks that may affect the HR function	Research and analyse HR strategy	Contribute to processes for effective performance management and identification of development plans	
	Contribute to the development of strategy, capability and processes that support organisational objectives	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	

Human resources capability framework

– individual profile: levels 3 and 4 (continued)

Credible influence	Professional expertise	Culture and change management
Demonstrate credibility and professionalism in actions and interactions	Contribute and continually develop skills, experience and knowledge required to deliver HR activities	Contribute to change processes that work to deliver desired organisational culture
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	Contribute to activities to communicate the organisation's vision and need for change when required
Make sound, rational and ethical decisions	Contribute and continually develop own capabilities to meet performance expectations and seek additional expertise when required	Contribute to research and analysis activities to understand the optimal culture for the organisation to achieve its objectives
Contribute and apply expertise in advising and influencing others in their decision making	Recognise contributions of others	Contribute to innovative people practices that support a positive culture
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	Contribute to processes to support change when required
Take personal responsibility to meet role, team and organisational objectives	Contribute to the delivery of HR services and tools that improve workforce performance	Contribute to activities that assist employees to understand the impact of their behaviour on organisational culture
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		