

# Human resources capability framework

## – individual profile: levels 6 and 7

Strategic alignment	Results driven	Workforce capacity	Relationship management
<p><b>Develop and drive a people strategy across the organisation</b></p>	<p><b>Drive strategies to build capability and expertise</b></p>	<p><b>Manage activities that build workforce capacity for present and future requirements</b></p>	<p><b>Identify, initiate, build and manage productive relationships</b></p>
<p>Interpret relevant legislation including IR laws and manage the HR function within it</p> <p>Interpret the internal and external political environment and manage the HR function within it</p> <p>Drive the HR function in scanning the environment and monitoring the context in which the organisation operates</p> <p>Drive the HR function to respond to economic and demographic trends</p> <p>Manage the monitoring and analysis of internal and external influences</p> <p>Oversee planning for potential issues and setbacks</p>	<p>Manage and drive HR activities that are aligned to, and contribute to government and organisation objectives</p> <p>Identify and manage risk</p> <p>Manage activities that apply good practice and focus on continuous improvement</p> <p>Manage the design and delivery of innovative HR and people management initiatives that contribute to the achievement of organisational objectives</p> <p>Lead the HR function in coaching managers to build employee capability</p> <p>Oversee the analysis and reporting on the impact of HR strategy</p> <p>Manage the HR strategy, capability and structure to support organisational objectives</p>	<p>Interpret legislative requirements and restrictions on employment including industrial relations law</p> <p>Oversee the analysis and reporting on organisational climate and employee engagement</p> <p>Drive identification of the key competencies required to meet organisational goals</p> <p>Manage organisational design, workforce planning and job design activities to prepare for current and future people challenges</p> <p>Oversee strategies and practices to attract, retain, develop and motivate a skilled workforce</p> <p>Manage processes for effective performance management and identification of development plans</p> <p>Oversee the identification and support of development opportunities to build workforce capability</p> <p>Manage processes and provide support to managers in bringing about change/or reinforcing employee behaviours where required</p>	<p>Oversee communication and consultation channels to share information and knowledge</p> <p>Coach managers to understand their people management responsibilities</p> <p>Drive the incorporation of internal and external perspectives into the development of HR and people management initiatives</p> <p>Manage and support a collaborative, innovative and values based culture</p>

# Human resources capability framework

## – individual profile: levels 6 and 7 (continued)

### Credible influence

#### Role model desired behaviours of the organisation and actively influence where required

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

Drive the application of expertise in advising and influencing others in their decision making

Be accountable for own decisions and actions and those of the HR function

Take personal responsibility for the HR function in meeting role, team and organisational objectives

Focus on self and HR function delivering quality outcomes

Communicate clearly and confidently across all levels of the organisation

### Professional expertise

#### Recognise the capabilities and expertise required for the function and develop and build on own and other's expertise

Demonstrate self awareness and commitment to personal development and encourage it in others

Recognise and develop capabilities to meet performance expectations and seek additional expertise when required

Inspire others to recognise the contributions of others

Oversee activities that translate HR theory into practice to deliver value to the organisation

Manage the delivery of HR services and tools that improve workforce performance

Coach and mentor managers to develop people management expertise

### 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