

Human resources capability framework

– individual profile: levels 7 and above

Strategic alignment	Results driven	Workforce capacity	Relationship management
<p>Lead the HR function in providing a people strategy to the organisation</p>	<p>Build capability in the WA Government and communicate the role of HR and managers</p>	<p>Promote the people strategy for the present and future workforce</p>	<p>Represent the HR function in key relationships</p>
<p>Embody relevant legislation including IR laws in the people strategy</p>	<p>Influence and communicate the alignment and contribution of HR activities to government and organisation objectives</p>	<p>Embody legislative requirements and restrictions on employment including industrial relations law in the people strategy</p>	<p>Lead and influence communication and consultation channels to share information and knowledge</p>
<p>Influence the internal and external political environment to deliver an effective HR strategy</p>	<p>Direct and communicate the identification and management of risk</p>	<p>Direct the monitoring and assessment of organisational climate and employee engagement</p>	<p>Lead and influence managers to understand their people management responsibilities</p>
<p>Connect the HR function to the environment and context in which the organisation operates</p>	<p>Embody and apply good practice and focus on continuous improvement</p>	<p>Influence and promote key competencies required to meet organisational goals</p>	<p>Embody internal and external perspectives in the development of HR and people management initiatives</p>
<p>Embody responses to economic and demographic trends in the people strategy</p>	<p>Lead the design and delivery of innovative HR and people management initiatives that contribute to organisational objectives</p>	<p>Lead and influence organisational design, workforce planning and job design activities to prepare for current and future people challenges</p>	<p>Lead and influence a collaborative, innovative and values based culture</p>
<p>Influence the internal and external environment to deliver an effective HR strategy</p>	<p>Influence and coach managers to build employee capability</p>	<p>Lead strategies and practices to attract, retain, develop and motivate a skilled workforce</p>	
<p>Lead and communicate the HR function's preparedness for issues and setbacks</p>	<p>Direct the analysis of HR strategy and report on impact</p>	<p>Lead activities for effective performance management and identification of development plans</p>	
	<p>Direct and communicate the contribution of HR strategy, capability and processes to organisational objectives</p>	<p>Communicate and promote identification and support of development opportunities to build workforce capability</p>	
		<p>Influence and coach managers to bring about change/or reinforce employee behaviours where required</p>	

Human resources capability framework

– individual profile: levels 7 and above (continued)

Credible influence

Be a credible influence and champion for the HR function within and outside of the organisation

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

Embody and apply expertise to advise and influence 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

Embody HR expertise and create a learning culture for the HR function and the organisation

Demonstrate self awareness and commitment to personal development to the HR function and across the organisation

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

Influence and provide an environment where the contribution of others is recognised

Coach and influence to translate HR theory into practice to deliver value to the organisation

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

Lead, coach and mentor others to develop people management expertise

Culture and change management

Influence and shape culture and direct 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

Lead and influence the design and delivery of innovative people practices that support a positive culture

Influence processes and provide support to the organisation when change is required

Influence employees to understand the impact of their behaviour on organisational culture