

Queensland public sector strategic human resources competency framework

Connecting people and strategy

Collaboration

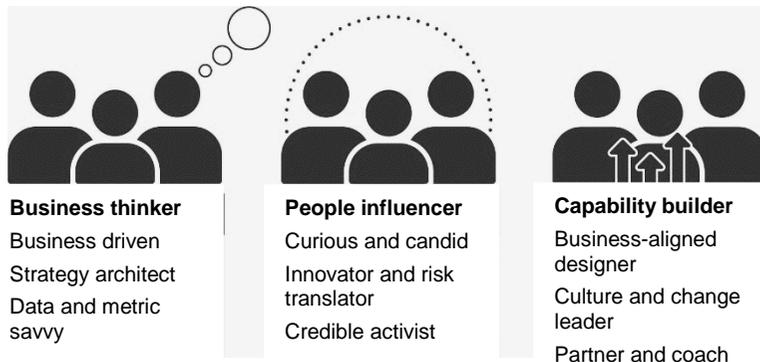
The strategic human resources competency framework was developed by the Public Service Commission in partnership with Davidson Consulting and HR Solutions, agency chief executive officers, heads of corporate services and chief human resources (HR) officers.

Purpose

The framework's purpose is to communicate a shared understanding of the behaviours expected of HR professionals across the public sector to be valued business partners integral to business success.

The framework:

- positions HR to support the business to be more effective and high performing
- provides a common language about behaviour
- enables targeted development to enhance capability
- supports a career path
- complements the Queensland public sector's Workforce Capability Success Profile.



| Professional competency | Description | Behavioural descriptors | Key supporting skills |
|-------------------------|---|---|--|
| Business thinker | | | |
| Business driven | Relentless focus on the business Positions all workforce initiatives directly to business goals and strategy, taking account of internal and external drivers. | Applies the language of the organisation in everyday interactions | <ul style="list-style-type: none"> • Strategic thinking • Systems thinking • Business acumen |
| | | Anticipates and advises impacts of internal trends and changing government policy and legislation | |
| | | Translates the impact of external business trends (such as social, technological, economic, demographic) | |
| | | Demonstrates a strong understanding of key business drivers and needs | |
| Strategy architect | Delivers on the business strategy Is a key contributor to the design and delivery of business and organisational strategy and goals. | Influences the organisation's strategic response to business priorities | <ul style="list-style-type: none"> • Business analysis • Workforce strategy development • Performance measurement |
| | | Engages in high-level business analysis to formulate effective, long-term workforce responses to critical business priorities | |
| | | Translates business strategies into effective workforce strategies that improve organisational performance | |
| | | Ensures workforce strategies have measurable outcomes that achieve organisational goals and priorities | |
| Data and metric savvy | Measures success Seeks, interprets and communicates data and metrics in order to support business decisions and to measure the impact of workforce investments on business performance. | Demonstrates understanding of business data and metrics, and defines workforce metrics actively used by the business | <ul style="list-style-type: none"> • Metric design • Data analysis and reporting • Program evaluation |
| | | Uses workforce data, and lead and lag indicators to identify and inform current and future workforce requirements | |
| | | Measures the business impacts of HR initiatives on organisational priorities | |
| | | Benchmarks against high performing organisations, like entities and research findings to identify improvement opportunities | |

| Professional competency | Description | Behavioural descriptors | Key supporting skills |
|-------------------------------|---|---|--|
| People influencer | | | |
| Curious and candid | Curious and candid A penchant for seeking out new experiences and knowledge, with an openness for candid feedback, learning and change. | Seeks to understand the business of the organisation through proactively gaining experience across business disciplines and functions | <ul style="list-style-type: none"> Stakeholder and customer engagement Interpersonal communication with influence |
| | | Demonstrates emotional intelligence in tailoring communications to suit the business audience to effect outcomes | |
| | | Proactively seeks and is engaged and open to performance feedback from a range of customers | |
| | | Drives strategic HR through courageous conversations with the business and shares the latest trends in best practice HR | |
| Innovator and risk translator | Takes a 'yes, if...' approach Continuously seeks to innovate and improve. Understands and takes advantage of the broad spectrum of human capital risk and investment. | Quantifies workforce opportunities and risks in language the business can use to enable improvement | <ul style="list-style-type: none"> Proactive risk management Interpretation of complex information and situations Problem solving |
| | | Contributes to and advises the business on opportunities and risks that impact on the workforce | |
| | | Works with leaders to create an environment where people share ideas openly, learn from mistakes and recognise and reward improvement efforts | |
| | | Continuously challenges and rethinks current ways of working which add value to the organisation | |
| Credible activist | Credible activist Gains credibility through knowledge of business and HR discipline and influences through the provision of valued insights. | Applies HR professional knowledge and systems thinking to provide credible insights and accurate advice which influences decision making | <ul style="list-style-type: none"> Contemporary HR professional knowledge across the employee lifecycle Implementation and delivery Relationship management |
| | | Demonstrates a track record of achieving positive results for the organisation in partnership with leaders | |
| | | Applies and continuously grows HR professional knowledge to improve productivity and organisational outcomes | |
| | | Builds and draws on a strong professional network to support business priorities and outcomes | |

| Professional competency | Description | Behavioural descriptors | Key supporting skills |
|---------------------------|--|---|--|
| Capability builder | | | |
| Business-aligned designer | Builds high performance workplaces Designs and sustains workplaces and workspaces aligned to current and future business needs. | Works with leaders across the business to develop strategic workforce plans that support current and future business requirements | <ul style="list-style-type: none"> • Strategic workforce planning • Organisational and workforce design • Workforce attraction, development, performance and retention, including recruitment and selection |
| | | Co-designs the organisation, workplaces and jobs for the future needs and capabilities required by the business | |
| | | Works with leaders to attract, develop and retain a capable and high performing workforce which meets the organisation's workforce requirements into the future | |
| | | Anticipates and responds to external and internal business drivers that require adjustment to the current workplace and workforce | |
| Culture and change leader | Culture and change leader Fosters a productive and sustainable organisational culture. Leads change with tenacity and humility. | Drives the creation of a productive and constructive culture to deliver the organisation's strategy and priorities | <ul style="list-style-type: none"> • Workplace culture analysis and improvement • Change management • Inclusiveness |
| | | Works with leaders to develop business cases for change and improvement, and identifies and engages people who can make change happen | |
| | | Leads change initiatives which demonstrate a deep understanding of the impacts on all parts of the organisation | |
| | | Develops and supports a culture of inclusion, collaboration and diversity that drives organisational performance and outcomes | |
| Partner and coach | Trusted advisor Builds and fosters relationships and partnerships with key stakeholders to ensure organisational capability and performance. | Partners with leaders, industry and stakeholders to identify opportunities for improvement and develop valued and effective HR solutions | <ul style="list-style-type: none"> • Coaching • Organisational performance development |
| | | Understands different stakeholders' needs and priorities to deliver effective advice and solutions | |
| | | Is a trusted advisor for people and business decisions | |
| | | Effectively coaches leaders to inspire, motivate and build the performance of their workforce | |