

Queensland public sector strategic human resources competency framework

Connecting people and strategy

Collaboration

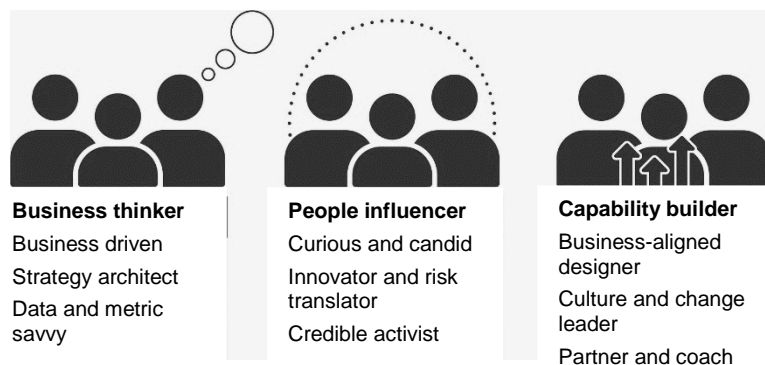
The strategic human resources competency framework was developed by the Public Service Commission in partnership with Davidson Consulting and HR Solutions, agency chief executive officers, heads of corporate services and chief human resources (HR) officers.

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	