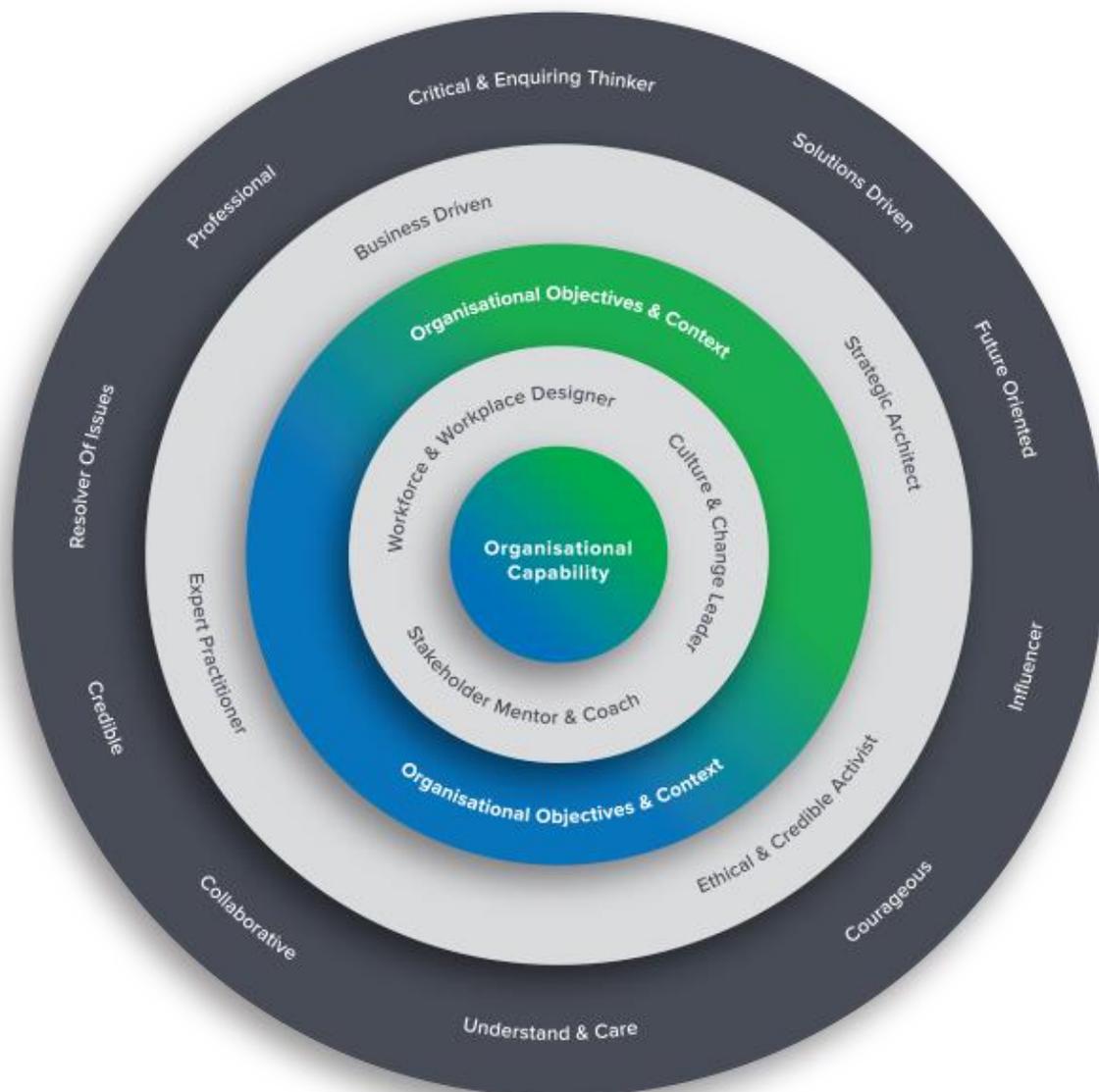


AHRI Model of Excellence



The AHRI Model of Excellence is a graphic representation that combines what HR practitioners should know, what they are expected to do and what their peers expect them to be in terms of behaviours and capabilities. The circles of the graphic sets out 10 behaviours and seven capabilities that were confirmed as essential for HR practitioners in the most recent 2014 AHRI member survey 'What is Good HR?'.

Following the 2015 project undertaken by the AHR Centre of Excellence to increase the relevance of the model to a wider pool of HR practitioners, the proposed additions to the descriptions of the Model's behaviours and competencies have been highlighted below.

BEHAVIOURS – ‘I AM’

CRITICAL AND ENQUIRING THINKER

Can ask challenging and critical questions, analyse data and situations in order to provide advice and make decisions

SOLUTIONS DRIVEN

Is focussed on achieving business objectives by offering workable, best fit solutions in the context of the organisation’s operating environment

FUTURE ORIENTED

Is open to new ideas and focuses on continuous learning and improvement, and applying new and emerging technology solutions

INFLUENCER

Has the capacity to develop relationships and exercise influence on others to affect the actions, behaviour or opinions of others

COURAGEOUS

Has the ability to challenge the status quo, be resilient, be assertive, try new things and has the necessary authority to negotiate outcomes as required

UNDERSTAND AND CARE

Is able to demonstrate emotionally intelligent behaviour, to look at a situation and empathise and understand the varied perspectives of different stakeholders

COLLABORATIVE

Has the ability to build productive relationships and consult and foster effective conversations with key stakeholders when making decisions

CREDIBLE

Is trustworthy, ethical, personally credible and operates with integrity and provides consistent advice

RESOLVER OF ISSUES

Can bring together stakeholders and teams and deliver timely outcomes

PROFESSIONAL

Conducts self appropriately to the situation, leads by example, evidence-based, promotes merit, fairness, equity and is held in high regard by stakeholders



COMPETENCIES – 'I KNOW'

BUSINESS DRIVEN

Understands the organisational context and objectives

- Understands the operations, products and service delivery priorities of the organisation
- Understands the organisation's operating environment including financial, performance and stakeholder needs
- Drives competitive advantage and delivers quality outcomes for clients through people
- Understands and anticipates the impact of political and legislative frameworks and government policy on the organisation
- Understands and anticipates the impact of social, technological, economic and demographic changes on the organisation
- Responds appropriately to internal and external influences and their likely impact on workforce risk, agility, governance, sustainability and organisational performance
- Provides operational outcomes that are in the context of and consistent with other organisational systems
- Understands and applies the language of the organisation and its stakeholders.



EXPERT PRACTITIONER

Builds, maintains and applies HR knowledge

- Applies and continuously grows personal knowledge in HR, industrial and employment relations, leadership and other people management areas
- Challenges the status quo and develops insights on how business and/or government decisions affect organisational design, culture and business performance
- Knows extent of internal capability and when to engage specialist HR expertise/tools or seek expertise from other areas of the organisation
- Understands and anticipates emerging and current global trends and technological changes, and their impact on the workforce and the workplace
- Understands how HR solutions can support business digitisation
- Uses internal consultant skills to translate and adapt theory into practice
- Understands and is familiar with organisational data, financial indicators, performance indicators and other measurements
- Provides insights, information and advice about people management and HR's function, services and capabilities
- Develops and exercises political nous and uses judgement when influencing decisions
- Demonstrates pragmatic and effective problem solving ability in the provision of people management services.

STRATEGIC ARCHITECT

Contributes to organisational strategy translated into HR strategy

- Interprets the internal and external political environment and manages the HR function within it to deliver an effective HR strategy
- Challenges organisational outcomes and how they might be achieved from a people perspective
- Develops and implements HR strategies that are valued and ensure organisational strategies are achieved

- Embodies responses to economic, demographic, technology trends in the HR strategy
- Understands the impact of business digitisation on HR solutions
- Influences and communicates the alignment and contribution of HR activities to organisation or government objectives
- Takes action to ensure HR strategy and functions improve organisational performance
- Manages and drives HR activities that are aligned to, and contribute to organisation or government objectives
- Designs and delivers solutions to workforce issues, challenges and opportunities
- Applies effective and valued HR practices appropriate to organisational context and outcomes required
- Measures and evaluates the impact of HR solutions on organisational or government outcomes and adapts strategies accordingly.

ETHICAL AND CREDIBLE ACTIVIST

Influences through the provision of valued insights resulting in the achievement of individual and organisational objectives

- Uses knowledge to give candid insights to influence quality decision making
- Advocates on behalf of the organisation and the sector in which it operates
- Exercises sound judgement and demonstrates courage when influencing decision making
- Has a track record of achieving positive people results for the organisation
- Actively listens and uses meaningful and appropriate communication skills
- Displays high order personal values and leadership including integrity, ethical behaviour and accountability for people practices
- Advises and influences with integrity and self-awareness to achieve organisational objectives
- Demonstrate personal and professional integrity at all times consistent with the organisation's codes of ethics and/or codes of conduct
- Understands potential conflicts of interests and manages them appropriately to make balanced, sound, rational and ethical decisions
- Drives 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.

COMPETENCIES – 'I DO'

WORKFORCE AND WORKPLACE DESIGNER

Designs a workplace that sustains a capable workforce

- Aligns the workforce profile to meet the needs of the organisation
- Designs a productive, sustainable and engaging workplace that integrates work and life
- Constructs and designs jobs which match the needs of the organisation, individual employee capabilities, their aspirations and motivations
- Utilises workforce analytics to identify strategic and operational workforce requirements
- Attracts, retains, develops, engages, supports and rewards a talented and capable workforce reflective of the organisation's diverse community and service delivery requirements, and the work life integration needs of employees
- Anticipates and responds to external and internal political realities that require adjustment to the current workplace and workforce



(updated 1 May 2017)

- Establishes organisational team and individual performance frameworks and systems that ensure a productive and engaged workforce
- Provides and facilitates a workplace that is motivating and engaging
- Builds frameworks that enable the development of workforce capacity and capabilities for the future requirements of the organisation
- Develops and enables the workforce to utilise new and emerging technologies.

STAKEHOLDER MENTOR AND COACH

Builds and fosters relationships and partnerships with key stakeholders in order to ensure organisational capability

- Engages with industry, government, sector stakeholders to develop valued and effective HR solutions
- Delivers valued and acted upon insights and solutions that meet stakeholder needs
- Develops and maintains effective contacts, partnerships and networks to deliver required HR solutions which achieve organisational outcomes
- Establishes and maintains mechanisms for effective support and capability development of stakeholders that meet their people management requirements
- Coaches managers to develop the competence and confidence required to perform their people management responsibilities effectively
- Partners with stakeholders to ensure that HR solutions are aligned with organisational context and objectives
- Fosters solutions focused conversations and assists leaders to make informed decisions about where to prioritise and allocate their resources.

CULTURE AND CHANGE LEADER

Fosters a productive and sustainable organisational culture

- Has an understanding of the components required for a productive and sustainable organisational culture
- Designs and delivers innovative HR solutions that create and foster a productive and sustainable organisational culture
- Determine, communicate and implementing accountability frameworks of expected employee behaviours
- 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
- Translates culture and values into workforce and workplace practices
- Manage and support a collaborative, innovative and values based culture
- Embeds a culture of coaching for performance and productivity into the organisation
- Where required, develops the business cases for change, and identifies and engages people who can make change happen
- Monitors progress and success of change processes and sustains change through HR solutions
- Communicates the outcomes of change to the organisation and applies the learnings from change experiences.