

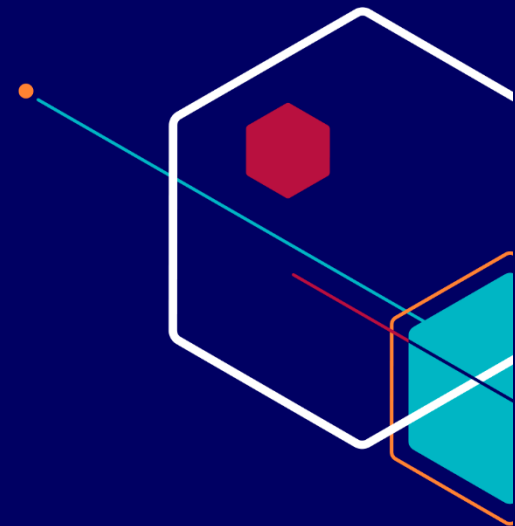


Australian Government

PATHWAYS TO PROFESSIONALISATION

AN APS HR CAPABILITY FRAMEWORK

Australian Public Service.
A career **plus more.**





The Pathways Framework



The APS HR Professional Stream encourages collaboration, learning, knowledge and experience sharing, and promotion of better practice.



The Pathways to Professionalisation Framework (the framework) sets the standards for a professional APS HR workforce.



The framework has been developed in collaboration with the APS HR Professional Network, HR senior executive leaders and clients across the service.



The framework provides guidance to APS HR professionals across all departments and agencies for use alongside existing workforce frameworks, strategies and policies.

Who is the Pathways Framework for?

This framework is for you as an HR professional who works in the APS.

It doesn't matter what agency or area of HR you work in – the framework is adaptable to your context and recognises that HR services and roles don't look the same in all agencies.

The framework is a good starting point to articulate the capability expectations and potential career pathways for you as an HR professional.

You are encouraged to identify where you're currently at in your career and use your experience, networks and the qualifications available to you to map your own path.

The framework is designed to let you take control of your pathway.

Using the Pathways Framework

The framework is designed to support you, as an HR professional at any level, to identify your current proficiency and next steps. It does not describe the functions or responsibilities of particular roles or specialist work streams. Instead, we have focused on the HR profession as a whole, aiming to address the common HR requirements for now and the future.

The framework benefits:

- individuals by identifying the foundational experiences, networks and qualifications required for HR practitioners across all levels
- individuals by identifying and guiding learning and development opportunities
- organisations by supporting workforce planning, career discussions and succession mapping
- organisations by shaping performance management discussions and by providing clarity around expectations of success
- the APS by supporting a collective purpose and standard of behaviour for all HR professionals.

Support tools include:



Self-assessment tool

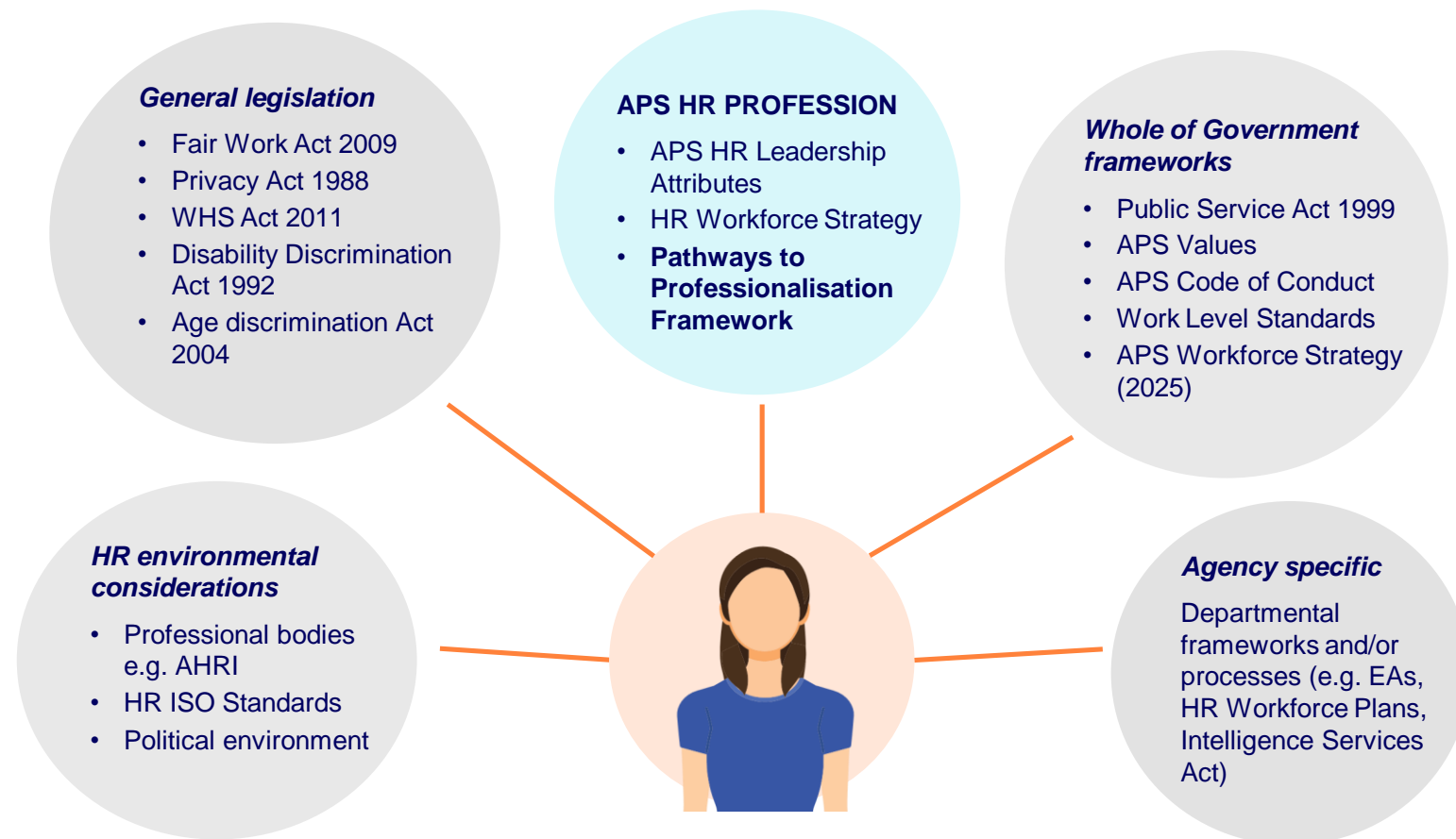


Build your own Pathway to Professionalisation Map

What do I need to consider?

As an APS HR professional, you may need to operate under various frameworks and depending on the agency or HR function that you work in, you will have access to different resources. Some examples of these are below.

Consider how the Pathways to Professionalisation Framework can work for you.



As an HR professional working in the APS, I align my actions with all of the above.

APS HR Leader Attributes



The APS HR Leader Attributes is our approach to **defining and encouraging HR leadership** within the APS. The attributes were developed in collaboration with HR executive leaders across the APS. As an HR professional we encourage you to continue to develop and mature your leadership attributes, regardless of your role.

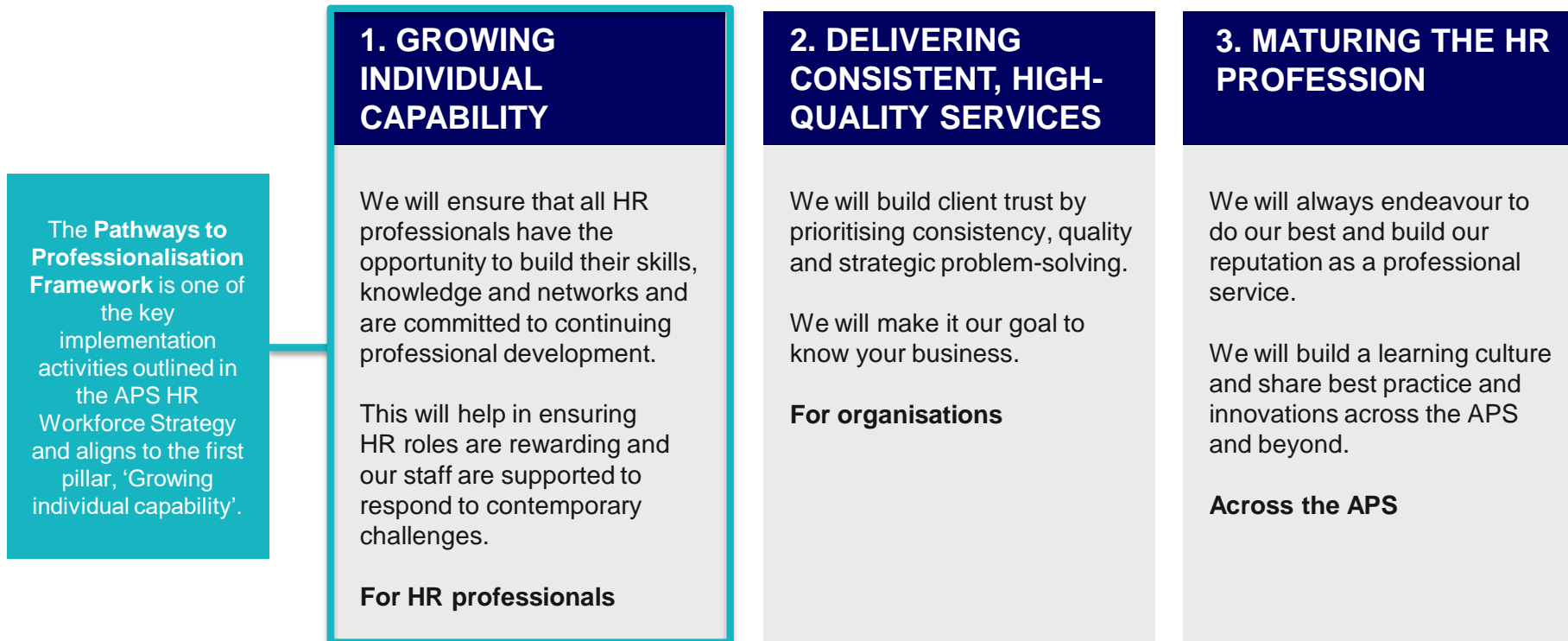
The attributes complement and align to the Pathways to Professionalisation Framework and can be used as a tool to support your development. When mapping your own pathway, **consider which of the attributes you would like to focus on developing or refining.**



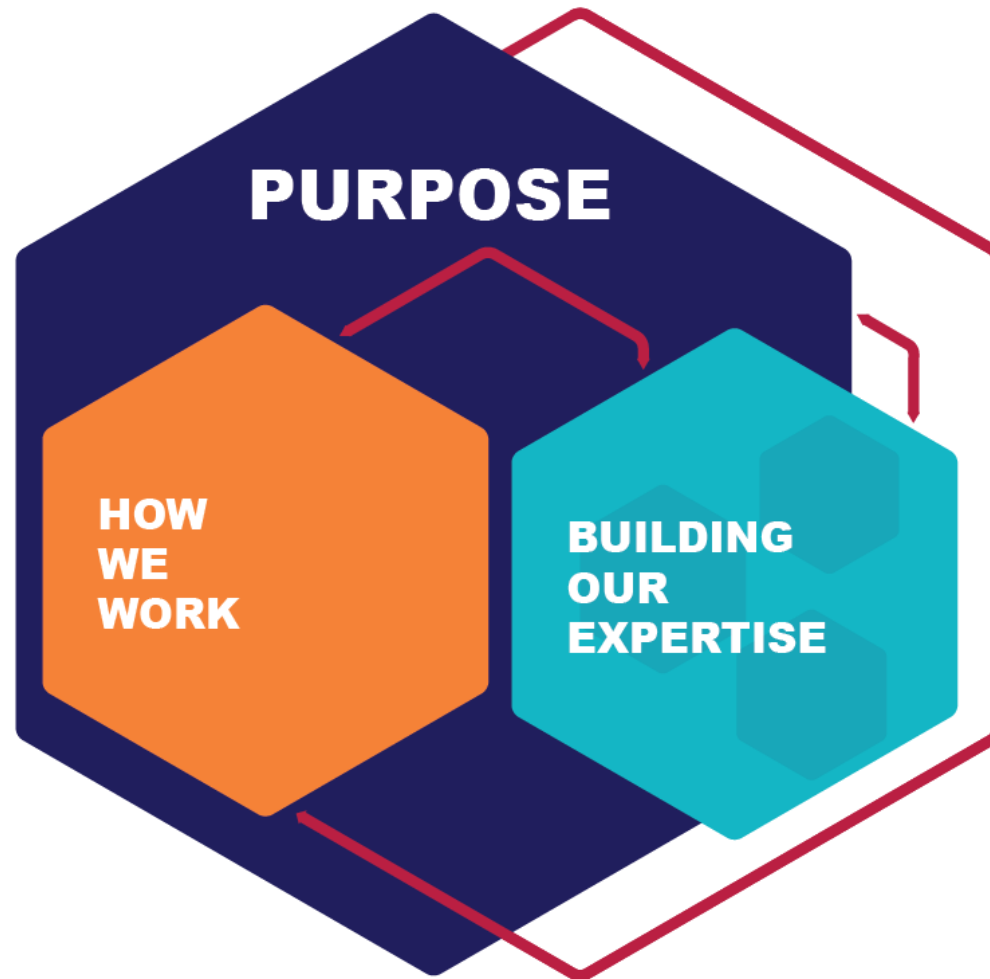
APS HR Workforce Strategy



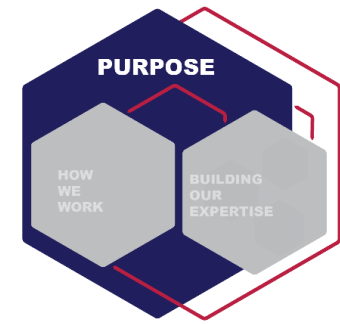
The APS HR Workforce Strategy focuses on three pillars (below).



Pathways to Professionalisation Framework



Purpose



Why a shared purpose is important?

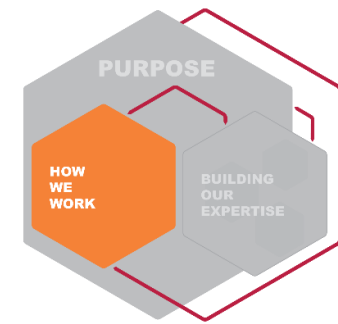
In order to foster a consistent approach to HR across the APS, we need a strong professional identity grounded in shared values and robust standards.

We create opportunities and working environments to help our people be their best.

We drive great organisational outcomes and make trustworthy, fair, and inclusive decisions.

How we work

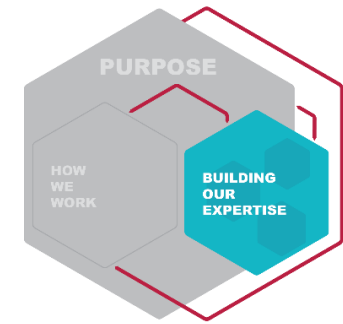
Engagement with APS leaders and the HR Professional Network identified the below as desirable behaviours for all HR professionals. 'How we work' outlines the actions and behaviours we seek and encourage in the APS HR workforce.



As an HR professional, I aim to demonstrate the below behaviours in the work that I do.

I have a client service mindset	I am courageous	I encourage collaboration	I value evidence	I am adaptable
<ul style="list-style-type: none"> ▪ I am responsive to clients ▪ I provide clients with support on other services that may be available ▪ I use plain language ▪ I ensure issues are resolved ▪ I see the bigger picture and use my experience to add value 	<ul style="list-style-type: none"> ▪ I can have open and frank conversations ▪ I want to be known as the font of HR knowledge ▪ I lead by example ▪ I am honest and act with integrity ▪ I engage in risk ▪ I am inclusive 	<ul style="list-style-type: none"> ▪ I communicate expectations ▪ I work with others to get the best results ▪ I learn from my colleagues and share my knowledge ▪ I focus on understanding and building my business acumen ▪ I nurture and develop my networks 	<ul style="list-style-type: none"> ▪ I use information to better understand the business needs ▪ I provide consistent and accurate services to build trust and confidence ▪ I understand what good data looks like and how to use it ▪ I make evidence-based decisions ▪ I use evidence to proactively manage and mitigate risk 	<ul style="list-style-type: none"> ▪ I shape my response to meet my clients' needs ▪ I maintain currency of my knowledge to ensure I know what my clients' options are ▪ I drive transformation and innovation within my organisation ▪ I am keen to learn new things ▪ I tailor the application of change management

Building our expertise



I build my expertise through a mix of on-the-job learning, formal qualifications and collaboration.

I focus on building my expertise for my role now, and also refer to the APS HR Workforce Strategy to understand what expertise I will need for the future.

70%

Experience

Learn and develop through practice and on-the-job experiences

20%

Network

Learn and develop through sharing and collaborating

10%

Qualifications

Learn and develop through structured courses and self-study

HR professionals

Each of the personas below have been developed with APS leaders and the HR Professional Network to capture the different tiers of HR across the APS and to recognise the varied levels of maturity and professionalisation within and across organisations. Read the personas and see **where you best fit** to help you shape your career pathway.



Emerging HR professional

As an emerging professional you have foundational skills and are building awareness of the business. You may be a new employee, or you may be moving from a different business area or industry (e.g. private sector, not-for-profit, non-government organisation). You have a learning mindset.



Developing HR professional

As a developing professional you will likely have some HR experience already under your belt. You should be growing your specialisation, building your networks and developing your systems thinking. You are competent in HR processes and support complex decision making. You are implementing improvement activities within your stream.



Advanced HR professional

As an advanced professional you are developing your team and extended network. You take a proactive approach to understanding and monitoring the business. You are refining your specialisation to reinforce your skills and experience. You seek out innovative ideas and your advice is sought after. You are a leader with concrete examples of success.



Expert HR professional

As an expert professional, you have extensive leadership experience and/or have developed a deep understanding of your specialisation. You are an executive who leads complex problem-solving, are a strategic thinker and are skilled at building authentic and valuable relationships within your organisation and across the public service. You are an expert communicator and relationship manager.

Across all of these tiers, HR professionals demonstrate the 'How we work' behaviours.

Emerging and developing HR professionals are aspiring HR leaders who are developing their HR Leader Attributes.

Advanced and expert HR professionals are HR leaders who actively demonstrate the HR Leader Attributes and are refining and maturing these skills.

Emerging HR professional

As an emerging professional you have foundational skills and are building awareness of the business. You may be a new employee, or you may be moving from a different business area or industry. You have a learning mindset.

Experience

- Clarify the work required and demonstrate expected behaviours and outputs
- Contribute to the development of team work plans and goal setting
- Understand basic HR frameworks, tools, systems and processes
- Understand the role of HR and its alignment with business goals and context
- Respond to conflict appropriately and refer to a manager where appropriate
- Use facts to support claims
- Write and prepare material that is well structured and easy to follow
- Communicate routine technical information clearly
- Respond to client needs in a timely and accurate manner
- Understand the different HR functional streams e.g. HR analytics, workforce planning, organisational design and industrial relations
- Follow the correct processes outlined in training and communicated by managers
- Establish a baseline proficiency in data capture and analysis to support reporting
- Demonstrate a sound understanding of technology available to the work unit.

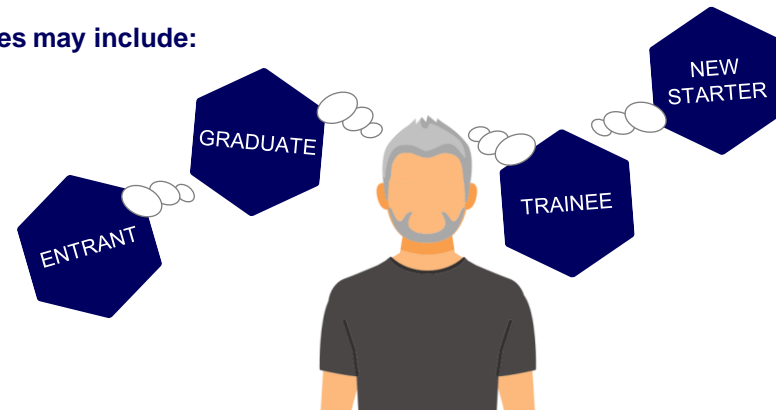
Network

- Build relationships with leaders
- Work in your team
- Find your support network
- Get to know your clients

Qualifications

Emerging professionals often have a base level qualification in one area relevant to HR.

Roles may include:



What do I need to understand in my context?

- *Different work levels applicable in my organisation*
-

What specialist skills do I need?

- *Workforce analytics*
-

My development/ stretch goals are:

- *To build my experience in HR management systems*
-

The above self-assessment tool is for you to consider and complete. When completing this, think about what you will need both now and in the future.

Developing HR professional

As a developing professional you will likely have some HR experience already under your belt. You should be growing your specialisation, building your networks and developing your systems thinking. You are competent in HR processes and support complex decision making. You are implementing improvement activities within your team.

Experience

- Support managers in strategic decision making by applying technical knowledge in HR principles, frameworks and methodologies
- Adjust support to meet the diverse abilities and needs of individuals and teams
- Develop my understanding of the broader organisational context
- Build political nous
- Understand the role of HR and its alignment with business goals and context through ongoing liaison with employees and managers
- Ensure all advice takes account of business and government context
- Negotiate from an informed and credible position
- Use facts, knowledge and experience to support recommendations
- Advise clients on complex issues, providing specialist support and escalating matters if required
- Adjust style and approach to optimise outcomes, translating technical information clearly for diverse audiences
- Use various communication channels to obtain and share information
- Prioritise activities to ensure work is being completed on time and to an appropriate standard
- Build proficiency in HR functional streams, e.g. HR analytics, workforce planning, organisational design and industrial relations
- Aware of the legislative framework within which the organisation operates
- Understand delegations and can escalate matters where required
- Analyse workforce and business data to support evidence-based decision making
- Support the implementation of systems improvements and the introduction of new technologies

Network

- Find your mentor or coach
- Influence your team
- Join a community of practice
- Collaborate with clients
- Reach out for new ideas

Qualifications

Developing professionals have often acquired an HR-specific certification or micro-qualification in addition to their base credential (either HR or non-HR specific).

Roles may include:



What do I need to understand in my context?

- *WHS legislation*
-

What specialist skills do I need?

- *Knowledge of potentially hazardous materials or practices*
-

My development/stretch goals are:

- *To develop my managerial skills*
-

The above self-assessment tool is for you to consider and complete. When completing this, think about what you will need both now and in the future.

Advanced HR professional

As an advanced professional you are developing your team and extended network. You are refining your specialisation to reinforce your skills and experience. You seek out innovative ideas and your advice is sought after. You are a leader with concrete examples of success.

Experience

- Lead complex problem-solving across the organisation
- Coach and mentor staff, encouraging professional development and continuous learning
- Align the organisation's current and future workforce objectives and translate these into practical implementation strategies
- Consider the future aims and goals of the team, function and organisation when prioritising individual and team-work
- Explore a range of possibilities and creative alternatives that contribute to system, process and business improvements
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Establish a clear position for negotiation based on research, a firm grasp of key issues, points of difference and areas for compromise
- Lead and promote information sharing across the organisation
- Articulate complex concepts and put forward compelling arguments to all levels and types of audiences
- Create opportunities for others to be heard and encourage them to express diverse views
- Accommodate and respond with initiative to changing priorities and operating environments
- Anticipate and assess the impact of changes on business from shifts in policy and economic conditions
- Work across and understand interrelationships between key HR functional streams, e.g. HR analytics, workforce planning, organisational design and industrial relations
- Understand the policy and frameworks that underpin the work of HR and the broader business
- Interpret data and analytic outputs, using business knowledge to draw conclusions and make data driven decisions
- Communicate the 'so what?' of data analytics to clients and senior managers
- Identify ways to maximise the value of available and emerging technology to achieve the business strategies and outcomes

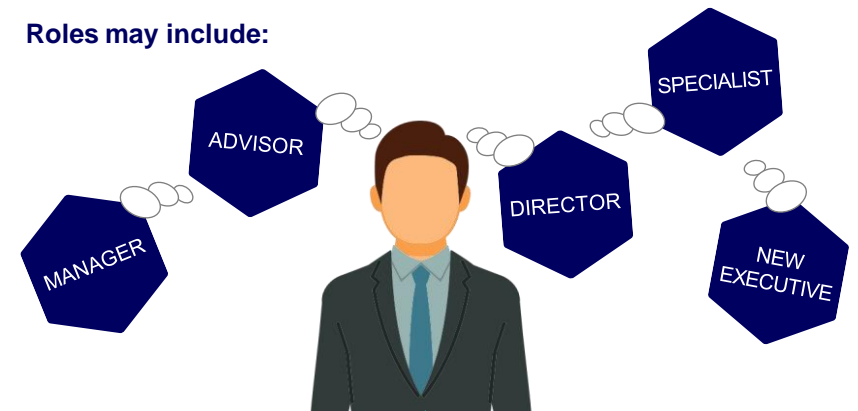
Network

- Collaborate with leaders within and outside of your organisation
- Support mentees and colleagues
- Lead best practice conversations
- Influence clients
- Manage emerging and experienced practitioners

Qualifications

Advanced professionals will often have a highly-specialised or post-graduate qualification with supplementary HR-specific accreditation.

Roles may include:



What do I need to understand in my context?

- Political environment
-

What specialist skills do I need?

- Complex case management
-

My development/stretch goals are:

- Move to the next AHRI certification pathway
-

The above self-assessment tool is for you to consider and complete. When completing this, think about what you will need both now and in the future.

Expert HR professional

As an expert professional you have extensive leadership experience and/or have developed a deep understanding of your specialisation. You are an executive who leads complex problem-solving, are a strategic thinker and facilitates collaboration within your organisation and across the public service. You are an expert communicator and relationship manager.

Experience

- Drive executive capability development
- Model and encourage a culture of continuous improvement and strategic leadership
- Lead major change in the service delivery model of the organisation
- Establish broad organisational objectives
- Create an organisational culture that values strategic thinking and seeks out opportunities to improve
- Establish a culture and systems that facilitate information sharing, communication and learning across the organisation and government
- Consider organisation wide implications when considering proposed solutions and systems
- Engage in a range of approaches to generate solutions, seeking expert inputs and advice to influence strategies
- Represent HR in critical and challenging negotiations, including those that are cross-functional or cross-organisational
- Promote the organisations position with authority and credibility across government, other jurisdictions and external organisations
- Ensure effective governance frameworks enable high-quality strategic, business and operational planning
- Understand barriers, impacts and opportunities for the larger system in which the organisation operates
- Prioritise the intent when applying legal policy and organisational guidelines
- Collaborate with other experts across government and industry to solve complex issues
- Apply broad, long-term perspective; incorporating trends, interconnections and diverse data sources to consider the impacts of solutions for broader organisational goals
- Drive the application of emerging technologies to achieve organisational outcomes

Network

- Lead your profession
- Provide strategic direction to the organisation
- Report to cross-governmental forums
- Share expertise across the APS

Qualifications

Experts are expected to have a highly specialised or post-graduate qualification with supplementary HR-specific accreditation.

Roles may include:



What do I need to understand in my context?

- Strategic direction of the organisation
-

What specialist skills do I need?

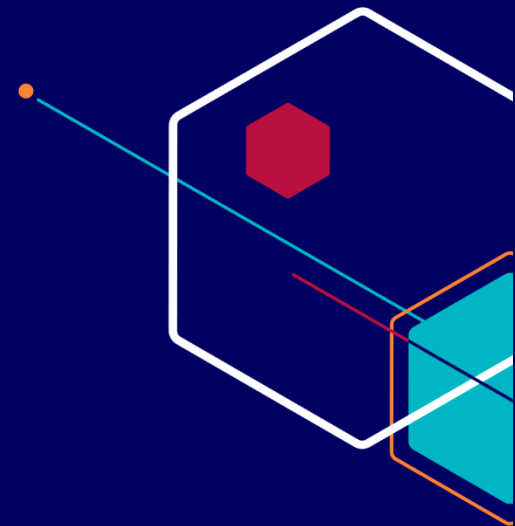
- Change management
-

My development/stretch goals are:

- Successfully drive major change within my organisation
-

The above self-assessment tool is for you to consider and complete. When completing this, think about what you will need both now and in the future.

Mapping your pathway



Pathways to professionalisation

The following personas are an example of the many different pathways possible for HR professionals.

Blake, Lee and Kat all joined the HR profession through diverse paths and have varying experiences on the way to success.

Follow on to see their professional journeys.

Blake

Blake recently graduated university with a business degree. Blake really enjoyed his workforce analytics subjects. One of his grad rotations is in the workforce planning section. He really wants to have a diverse career.

BLAKE IS AN EMERGING HR PROFESSIONAL



Lee

Lee previously worked for a real estate firm in an HR role. Lee decided to change careers to better utilise their people skills and be part of a larger organisation. Lee is an AHRI certified member and has joined a diversity and inclusion team.

LEE IS A DEVELOPING HR PROFESSIONAL



Kat

Kat has been in the department for over eight years. Kat spent the last two years in an international policy role and is moving over to HR into a senior management position. Kat has an undergraduate degree in psychology and has recently been doing extra study in organisational behaviour. Kat is keen to use her new knowledge in the Chief People Officer role.

KAT IS AN ADVANCED HR PROFESSIONAL

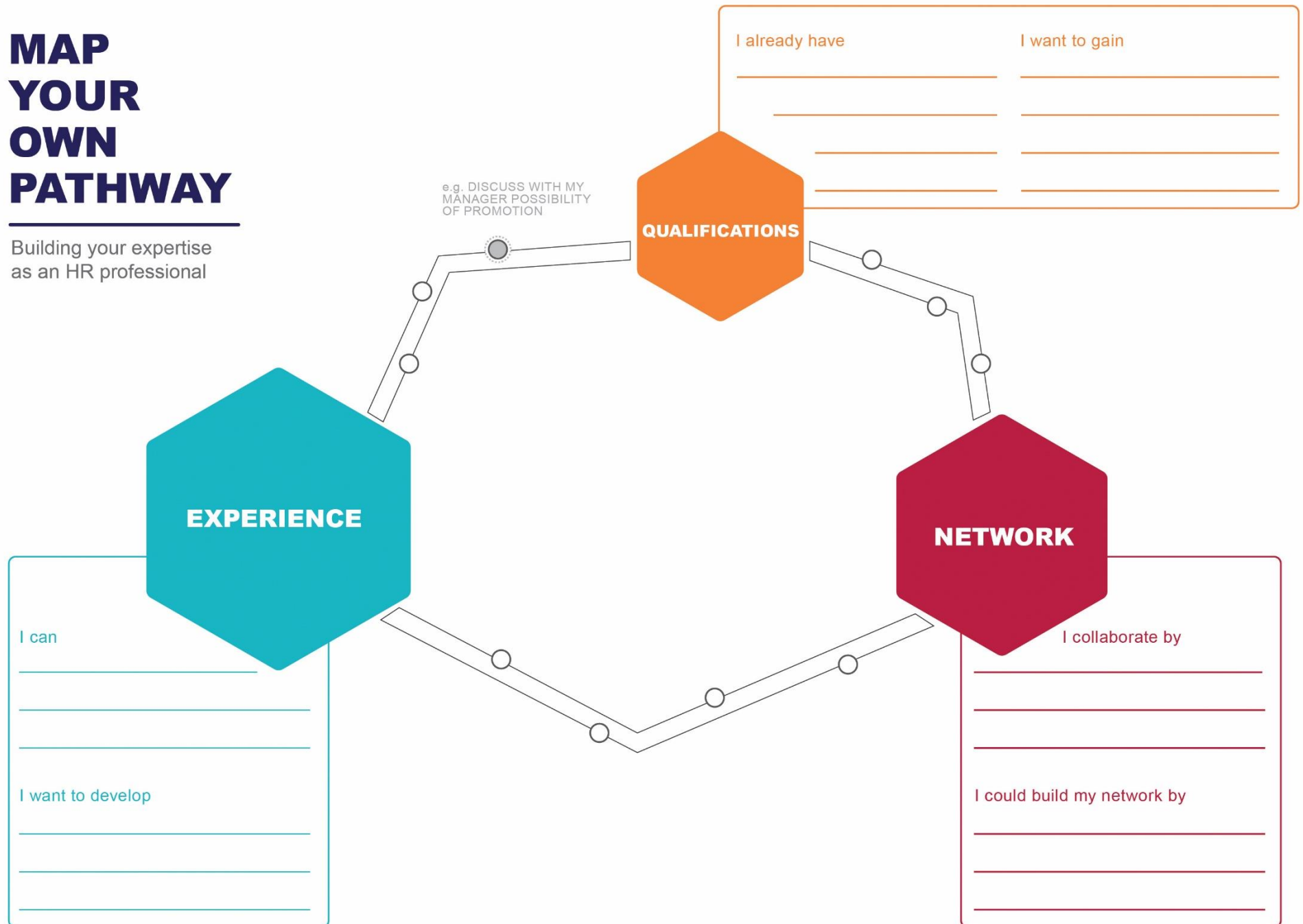


Pathways to professionalisation



MAP YOUR OWN PATHWAY

Building your expertise
as an HR professional



What qualifications are right for you...

The following maps cover a range of HR qualification options to explore.

Please note that these are just some examples of what is available. There are also other options available that you may wish to explore.



At this point in your career?

Maybe you want to invest in a longer-term qualification like an undergraduate or a masters to elevate your career.



If you are not sure what you want to specialise in?

Maybe try something free or low cost to get a taste of what is out there.



If you need to refresh your HR knowledge?

If you're looking to stay up-to-date with HR best practice, but not looking for a big commitment, try a micro-credential (various subjects).



If you are coming from a different profession?

To supplement your previous experience, try a short HR certification/accreditation.

Credentials maps

Guide

Generalist HR-related qualifications

Relates to qualifications that are broad and cover a range of HR topics but usually doesn't go into deep or technical level learning. These are often introductory courses/programs.

Specialist HR qualifications

Relates to technical or specialist qualifications that are specific to one or more HR functions. People often undertake specialist HR qualifications to supplement a good base knowledge.

Other relevant qualification

Relates to other qualifications that may not relate specifically to HR but support broader knowledge and understanding e.g. business qualifications.

Longer term commitments to learning

University certificates, diplomas, degrees and professional certification

(usually take from 1.5-3 years to complete)

Undergraduate Degrees

Bachelor of HR
Management

Bachelor of
Psychology

Bachelor of Work
& Employment
Relations

Bachelor of Laws

Bachelor of
Business

Bachelor of
Human Services

Bachelor of
Commerce

Bachelor of
Psychological
Studies &
Business

Bachelor of
Science

Bachelor of Social
Behaviour &
Human
Understanding

Bachelor of
Computer Science

Postgraduate Education

Graduate
Certificate in HR
and Industrial
Relations

Graduate Certificate in
Commerce

Graduate Diploma
in HRM & Industrial
Relations

Master Business
Administration

Masters of HR &
Industrial Relations

Master of Commerce

Diploma in HR

Master of Philosophy
(M.Phil) in a relevant
area of research e.g.
business, psychology

Graduate
Certificate in HR
Management

Doctor of Philosophy
(Ph.D) in a relevant
area of research e.g.
Business, psychology

Masters of
Management (HR)

Australian Institute for Human Resources Institute (AHRI) Certifications

Certified Practitioner HR

Fellow Certified
Practitioner HR

Certified Academic HR

Fellow Certified Academic
HR

Key

Generalist HR-related
qualifications

Specialist HR qualifications

Other relevant qualification

Shorter term commitments to learning

Micro-credentials and accreditations (completion time varies)

Certifications

Certificate IV in HR

Certificate IV in Work Health & Safety

Certificate IV in Business Administration

Other

Digital Transformation for non-technical leaders

Visual Data Literacy

Analytics and Organisational Impacts

Data Literacy Foundations

Lead Digital Transformation

Data Analyst Toolkit

Chartered Institute of Personnel and Development (CIPD) Certifications

Foundation Certificate in People Practice

Advanced Diploma in Strategic Learning & Development

Associate Diploma in People Management

Advanced Diploma in Strategic People Management

Associate Diploma in Organisational Learning & Development

Society for Human Resource Management (SHRM) Certifications

Certified Professional

Senior Certified Professional

Mercer Workshops

Introduction to HR Rewards & Benefits

Data & Analytics for Strategic Workforce Planning

Agile Organisational Design

Strategic Talent Management

Strategic Partnering with HR

Key

Generalist HR-related qualifications

Specialist HR qualifications

Other relevant qualification

Low cost options for learning

Free and low-fee courses

(usually take less than 3 months to complete)



Key

Generalist HR-Related Qualifications

Specialist HR Qualifications

Other Relevant Qualification

Potential Providers:

LinkedIn Learning
Alison
Udemy
Courses for Success



