# **APS HR Leader Attributes**

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APS HR Workforce Strategy Pathways to rofessionalisation Framework

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**.



Qualified, or working towards a HR or HR-related qualification.

## **Experienced expert**

Demonstrated breadth of HR experience across different types of organisations and HR functions. Technical excellence in one or more specialist HR domains.

### Life-long learner

Ongoing commitment to development of self and others.

## R-related qualification

## **Expert practitioner**

Demonstrated contemporary technical capabilities, commitment to lifelong learning and development of others.

Future-fit APS HR leader

## Relationships

Skilled at building authentic and valuable relationships rooted in trust, including professional networks across public and private sectors.

## Influential leader

Shapes business decisions and culture without need for formal authority, demonstrates passion and cultivates trust that inspires others.

#### **Credible communicator**

Demonstrates gravitas, political nous and the ability to deliver engaging and compelling messages and decisions, even when unpopular.

## **Emotional intelligence**

Demonstrates emotional intelligence (EQ) skills such as self-awareness, self-regulation, motivation, empathy, resilience and social skills to understand the needs of clients and staff, and promote an inclusive and collaborative culture.

### Systems thinking

Considers impacts and interrelationships between components of the larger system in which the organisation operates.

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#### Strategic thinker

Understand and shape business strategy and align HR functions to work with the business to deliver outcomes.

#### **Evidence based**

Applies a long-term and broad perspective, incorporating trends, interconnections and diverse data sources to analyse and consider the impacts of solutions to broader organisational goals. Looks for new and innovative ways of working.

#### Business acumen

Takes a proactive approach to understanding and monitoring the business, broader government agenda and relevant industry and private sector trends impacting it. Ability to quickly adapt to environment changes and respond rapidly and flexibly to client needs, understanding new technology and data that impacts the business.