



NATIONAL
CONVENTION
& EXHIBITION

THE FUTURE IS HUMAN



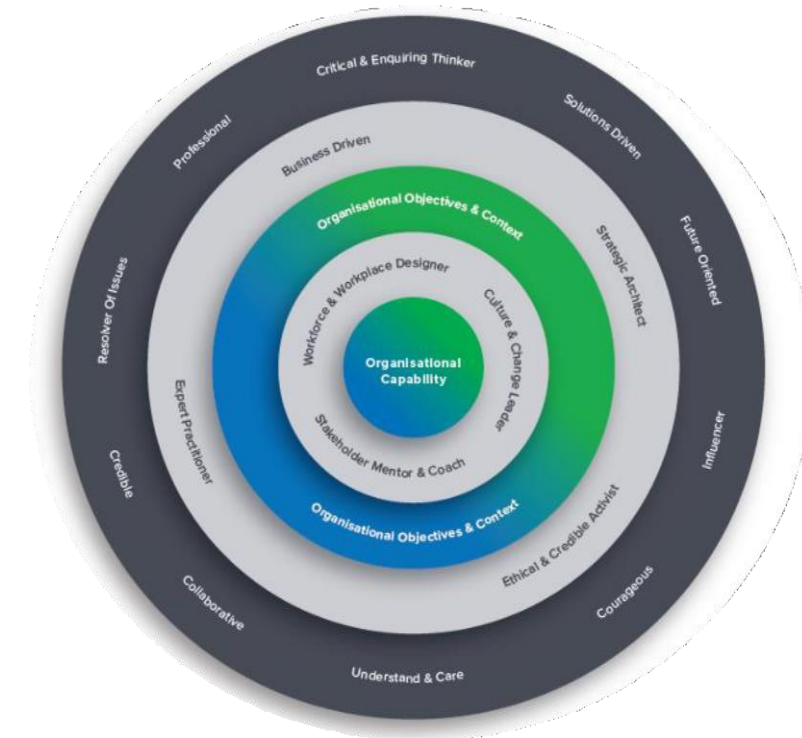
Building HR Capability

AHRI Model of Excellence

Dr Kim Schofield
Michelle Phipps
Leonie Pilgrim

Building HR Capability

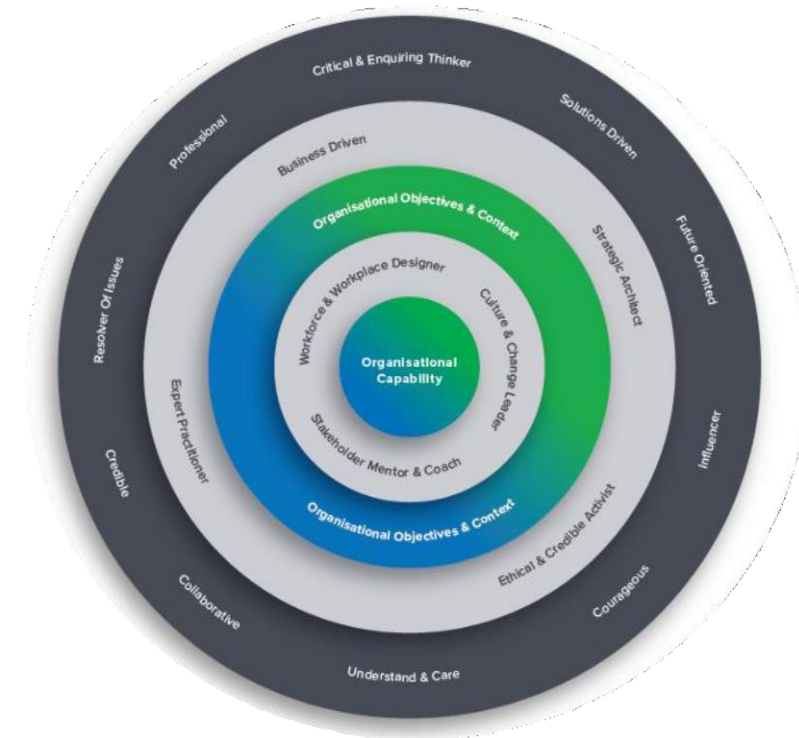
With the growing workforce challenges around digitisation, contingent work and managing and retaining talent, it's important to build and invest in HR teams to meet the future needs of the organisation.



Building HR Capability

AHRI has committed itself to raising the **standard of the HR Profession**, and the globally benchmarked **Model of Excellence** articulates that standard through **HR Certification**.

The Model of Excellence has **evolved** through evidenced based research, **working with international partners, our members, industry reference panels and CEO's** to contextualise to the Australian business context.



Evolution of the Model of Excellence

2003

Research conducted by AHRI and the Committee for Economic Development of Australia.

The key finding of the research was the need for HR to be making a more strategic contribution to support business in addressing current and future challenges

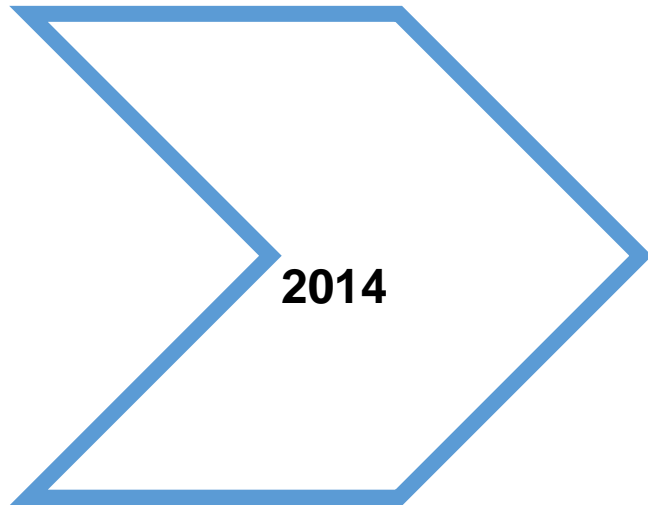
2007

AHRI participated in the fifth round of the HR Competency Study conducted by Dave Ulrich and Wayne Brockbank of the University of Michigan Ross School of Business.

The model was based on the general competency model developed from this research along with a deeper analysis of Australian practitioner results.

This resulted in a HR capability model incorporating 7 key competencies required by HR professionals in Australia.

AHRI Model of Excellence (The standard for building HR capability)

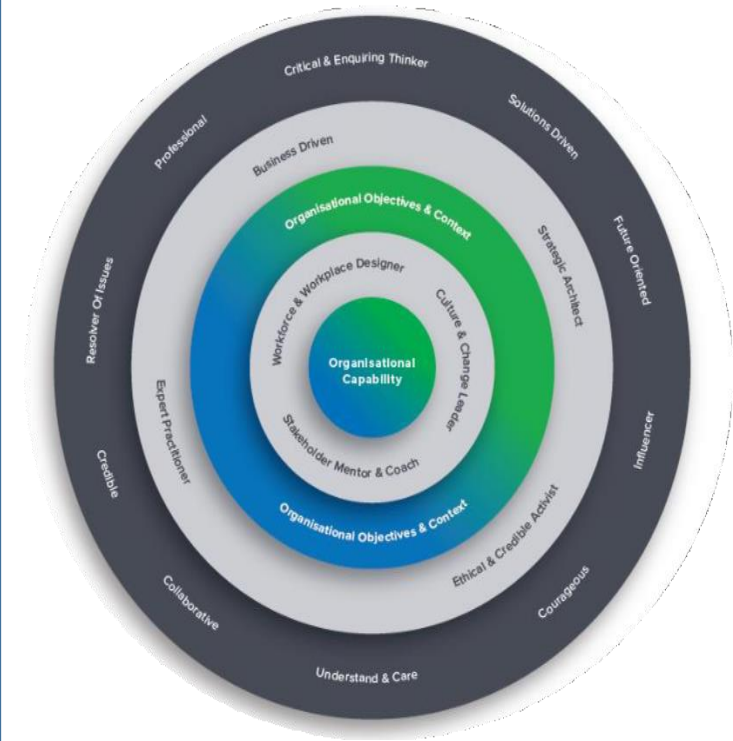


Following the 2014 AHRI member survey [What is Good HR?](#)

10 behaviours and 7 capabilities and competencies were confirmed to be essential for HR practitioners.

Further, adjustments to the language of the MoE were implemented in 2015 following focus groups with members of the Not-for-Profit and Public sector, to reflect broad requirements of all industries.

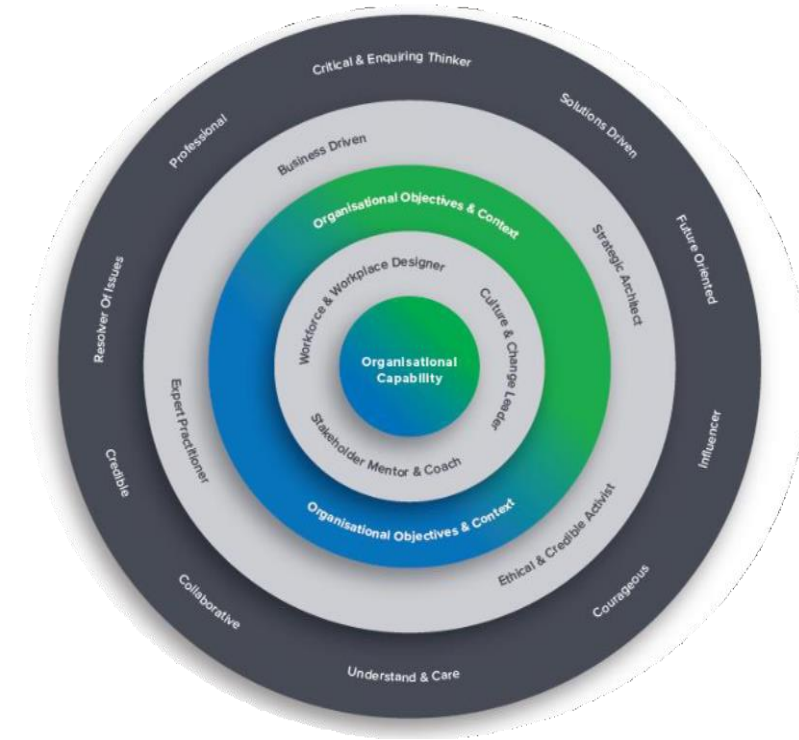
AHRI also incorporated the Human Resource Competency Study, Round 7



MODEL OF EXCELLENCE

The **AHRI Model of Excellence** is a graphic representation of 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 7 capabilities that were confirmed as essential for HR practitioners.



BEHAVIOURS (OUTER CIRCLE)

1. Critical and Enquiring Thinker
2. Solutions Driven
3. Future Orientated
4. Influencer
5. Courageous
6. Understand and Care
7. Collaborative
8. Credible
9. Resolver of Issues
10. Professional

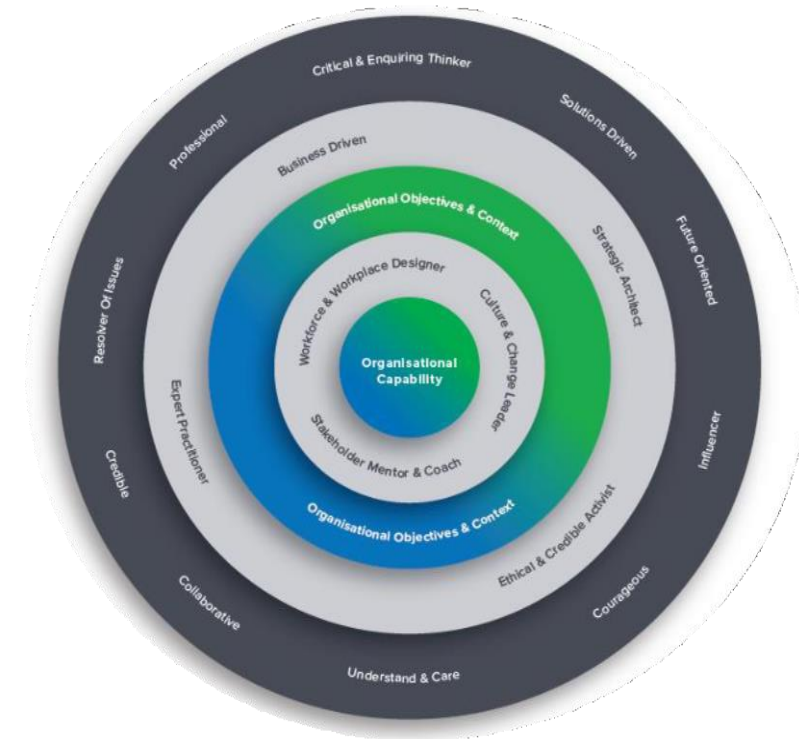


MODEL OF EXCELLENCE

CAPABILITIES (INNER CIRCLES)

1. Business Driven
2. Strategic Architect
3. Ethical and Credible Activist
4. Expert Practitioner

I KNOW



ORGANISATION CONTEXT AND OBJECTIVES

5. Workforce and Workplace Designer
6. Culture and Change Leader
7. Stakeholder Mentor and Coach

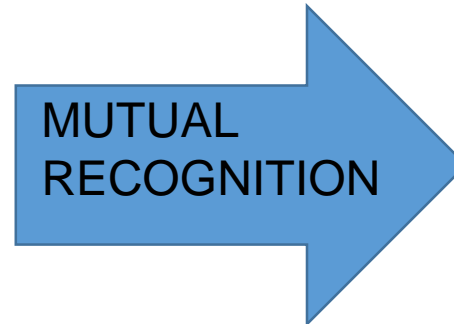
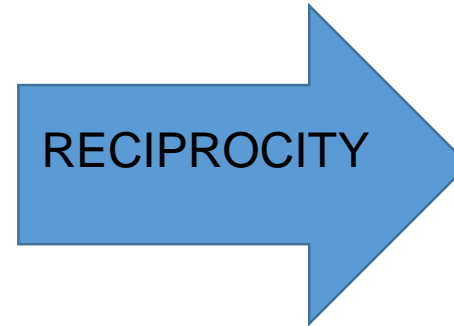
I DO

INTERNATIONALLY BENCHMARKED STANDARD

The MoE is currently internationally benchmarked and has been mapped with AHRI partners:

- the Chartered Institute of Personnel and Development in the UK (CIPD) and
- the Institute for Human Resource Professionals in Singapore (IHRP).

Facilitating global mobility for AHRI Certified HR Practitioners (CPHR) against the global standard.



MoE - UNIVERSITY ACCREDITATION

- The MoE also sets the standard for university accreditation.
- Through the application of the AHRI HR Model of Excellence, the ongoing development of curriculum in Australia will continue to reflect the changing requirements of Australian business.
- It also creates a pathway for university post graduate students to undertake HR certification.
- 32 universities and 92 university courses are currently accredited.

NATIONALLY BENCHMARKED AGAINST ORGANISATIONAL CAPABILITY FRAMEWORKS

- As an internationally benchmarked capability framework, the MoE can be:
 - easily mapped as a technical capability against organisational capability frameworks.
 - adopted by organisations to set their roadmap for HR capability building.
- As such AHRI is partnering with organisations to map the framework to support HR capability building initiatives within workplaces.
- One such case study is our partnership with CocaCola Amatil.

AHRI – BUILDING HR CAPABILITY

**PARTNERSHIP WITH COCA COLA
AMATIL**

Michelle Phipps



ccamatil.com

DEVELOPING PEOPLE AND CULTURE FOR THE FUTURE OF WORK

Coca-Cola Amatil Case Study



Michelle Phipps

COCA-COLA AMATIL: A REGIONAL BEVERAGES POWERHOUSE

GROUP OVERVIEW

- Top 100 ASX
- Market capitalisation \$7.24B
- FY18 EBIT \$634.5M

REPORTING SEGMENTS

- Australian Beverages
- New Zealand & Fiji
- Indonesia & Papua New Guinea
- Alcohol & Coffee
- Corporate & Services

WHERE WE OPERATE

- 6 countries
- 45 warehouses
- 800K customers
- 16K employees
- 140+ brands

NON-ALCOHOLIC



ALCOHOLIC



PERFORM: AND GROW

LEAD

Strengthening category leadership position

- Leading beverage brands
- Innovative marketing to drive equity and sales
- Evolving portfolio that adapts to changing consumer preferences

EXECUTE

Step change in productivity and in-market execution

- World-class customer servicing capability
- Route to market that provides customer diversification and real competitive advantage
- Effective leverage of our large-scale, low-cost manufacturing, sales and distribution capability

PARTNER

Better alignment with The Coca-Cola Company and our other partners

- Shared vision of success and aligned objectives
- Joint plans for growing system profitability
- Balanced share of risk and rewards

STRONG ORGANISATION

Creating communities for our people and customers to thrive

- One Amatil approach to build a high performing, continuous learning culture
- Simplicity, support and synthesis via our Leadership Framework, Values and People pact
- Millions of moments of happiness and possibilities – standing by our our purpose

STRONG ORGANISATION: UNDERPINS OUR STRATEGIES



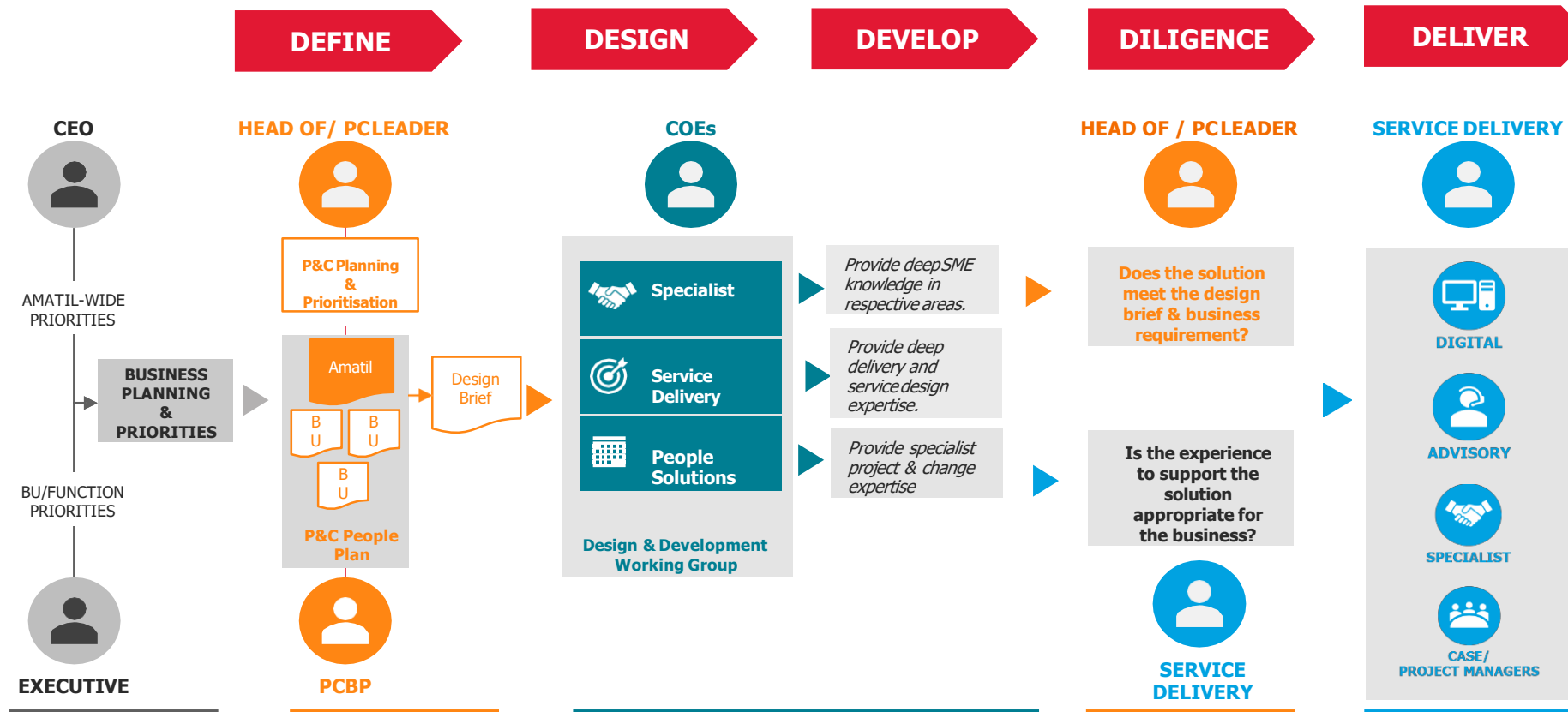
BUILDING AN EXCEPTIONAL PEOPLE AND CULTURE OPERATING MODEL

ccamati.com

Based on our strategic priorities and voice of the customer research, we embarked on a new operating model that would stretch across our six countries and 250 People and Culture team members.



PEOPLE AND CULTURE OPERATING MODEL



WHAT IS ADVANCE WITH P&C?

ADVANCE WITH PEOPLE & CULTURE

CAPABILITY FRAMEWORK

ADVANCE YOUR SKILLS
ADVANCE YOUR KNOWLEDGE
ADVANCE YOUR CAREER

LEADERSHIP

INSIGHT

Commercial
 Break-through Thinking
 Curiosity

STRENGTH

Optimism
 Confidence
 Discipline

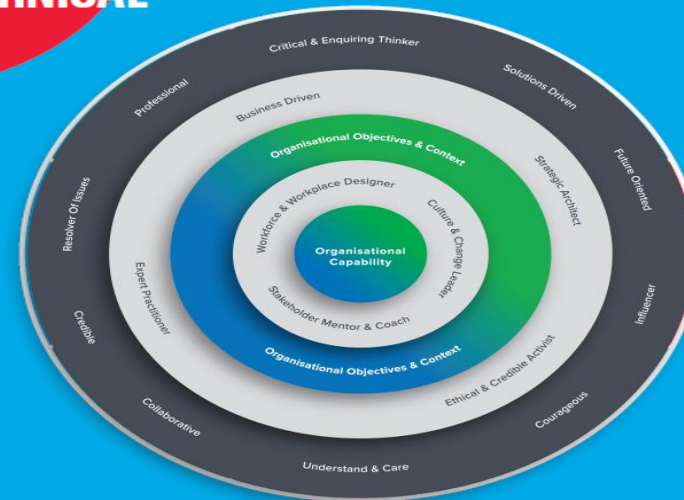
LEADERSHIP

Engage and Inspire
 Coach and Develop
 Empower with Accountability

ACHIEVEMENT

Deliver Results
 Collaborate
 Influence

TECHNICAL



OUR VALUES

1 WE ARE STRAIGHTFORWARD AND OPEN

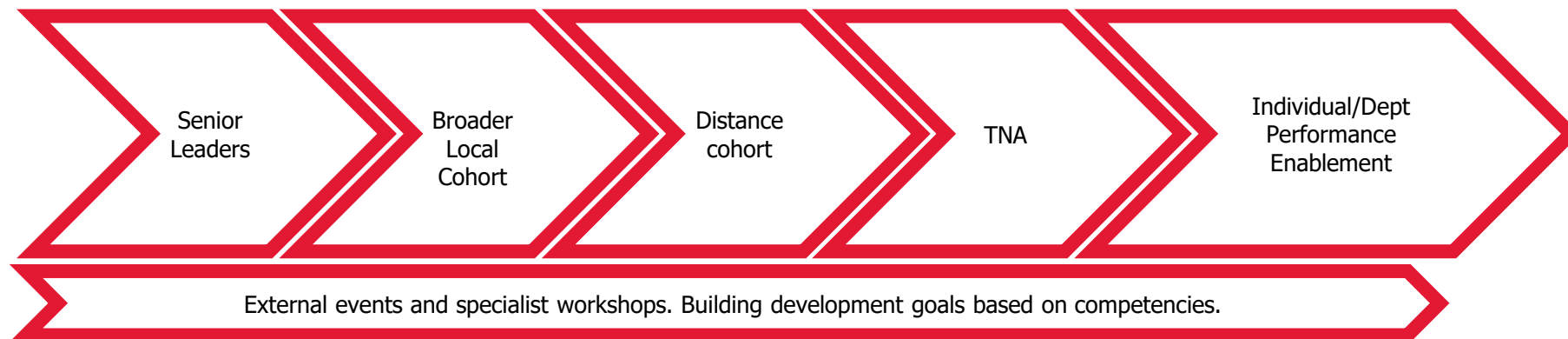
2 WE TAKE INITIATIVE AND OWN THE OUTCOME

3 WE FOCUS ON TODAY AND TOMORROW

CCA
 COCA-COLA AMATIL

ADVANCE WITH P&C PROCESS 2019

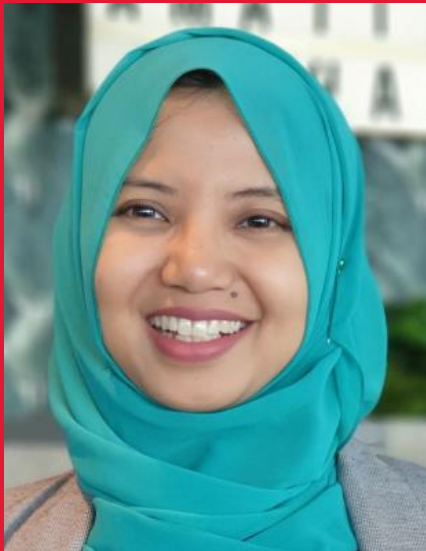
Launch



Embedding



OUR STUDENTS



ADVANCE AT COCA-COLA AMATIL: LEARNINGS?

- Customised strong start
- 'It's not just about AHRI'
- Demand vs push = student enablement
- Stronger together – LendLease, Deloitte
- Role clarity – aha moments

CCA
COCA-COLA
AMATIL

TRAINING NEEDS ANALYSIS (TNA)

Group HR Capability Assessment Tool

Leonie Pilgrim

TNA Group Assessment Overview

The group Training Needs Analysis (TNA) HR capability assessment is an on-line self-assessment.

- The tool is underpinned by the AHRI Model of Excellence, designed to identify skill gaps across your team
- The group aggregated assessment provides a summary of your team's current HR capability, against a database of over 13,000 HR practitioners across Australia.
- Results can be benchmarked against public and private sector organisations, with the option to customise the report against industry and function

TNA Group HR Capability Assessment

- The self-assessment takes approximately 30 minutes to complete
- Designed for HR teams of between 25 - 300+
- On completion, individuals will receive a personalised report that will provide insights and personal training recommendations
- The aggregated group assessment results will fast track you to a position of being able to measure, and in turn build and develop the HR capability within your organisation.

Prioritise your Training Investment

The assessment output results will identify professional development options for your HR team, including:

- **AHRI Certification Pathways for:**
 - Mid-Senior level practitioner (Full study & distance delivery options)
 - Recognised Prior Learning
 - Senior Leaders Pathway (SLP)
- **TNA evidence-based roadmap for specialist continued professional development (CPD) training priorities for your organisation, over the next 18 months.**

Organisation aggregated TNA result

- The group report will fast track you to a position of being able to measure, and in turn build and develop, the HR capability within your organisation.
- The aggregated data and final report will provide a roadmap of recommended training and development opportunities for your organisation
- AHRI will arrange a debrief with your stakeholders, of the aggregated TNA group assessment results, to enable you to develop a priority training plan over the next 18 months

Organisations we're partnering with using the TNA



Australian Government
**Department of Industry,
Innovation and Science**



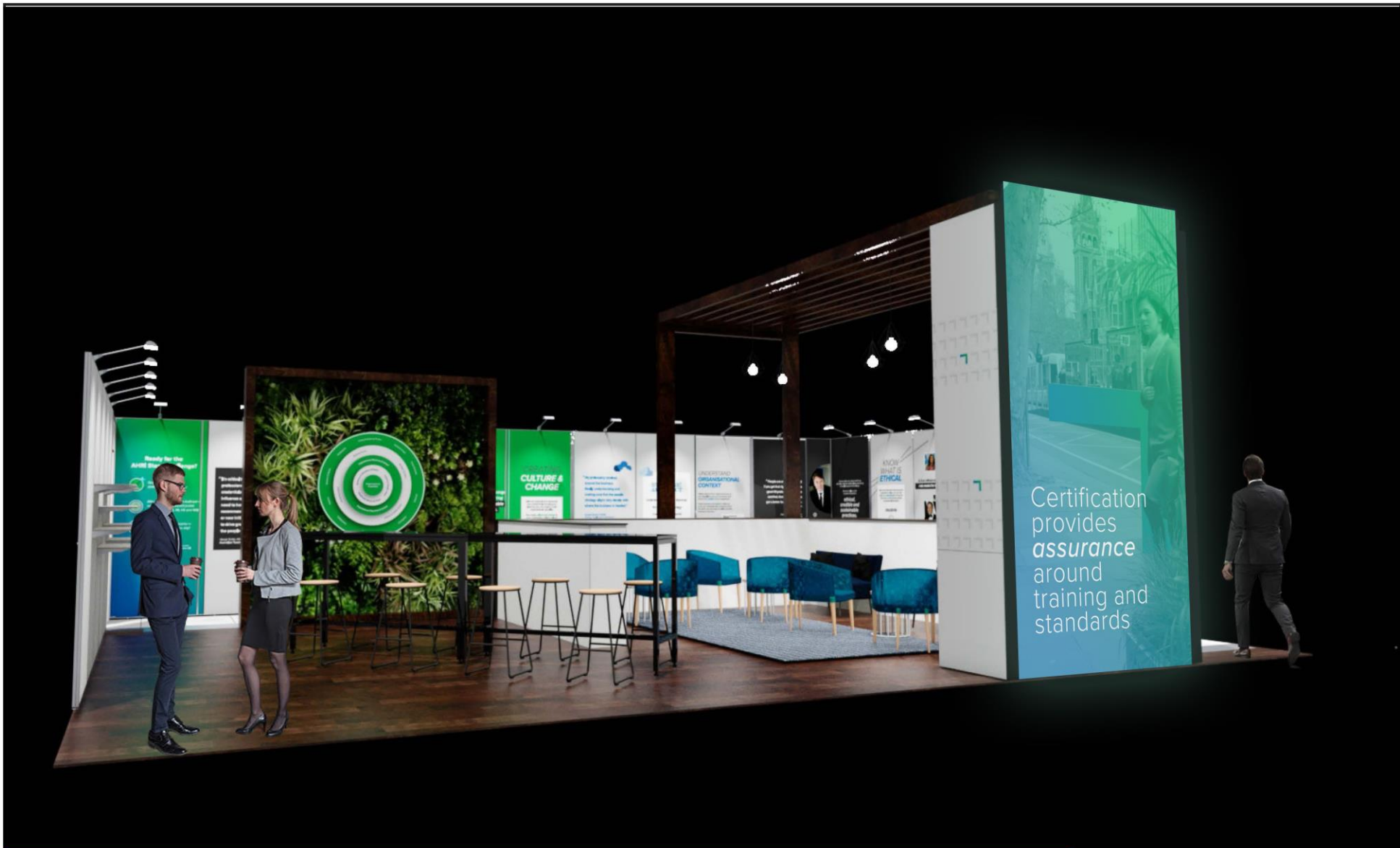
Organisational Testimonial

“As part of our desire to build professional HR capability in the Department, we engaged AHRI to apply its Training Needs Analysis tool across the entire HR branch.

This gave us a valuable benchmark of capability, and professional development pathways for different groups of staff. Using the TNA has enabled us to take a much more strategic approach to learning in our HR function”.

Jill Charker FCPHR

Chief Operating Officer, Deputy Secretary Enabling Services -
Australian Government, Department of Employment, Skills, Small
and Family Business



AHRI 2019
ORGANISER STAND

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