

HR CAPABILITY FRAMEWORK



WHAT IS THE HR CAPABILITY FRAMEWORK?



The HR Capability Framework provides structure to build the capabilities, skills and knowledge of Human Resource professionals as well as people with people management and supervisory responsibilities.

The framework comprises of three interlinked elements:

- **HR Capability Model**
Identifies seven key capabilities for people management and their descriptors;
- **HR Capability Structure**
Identifies a career progression pathway through which individuals can develop from entry to senior roles; and
- **HR Capability Structure and supporting Professional Development Guide**
A professional recognition pathway from entry to senior levels, endorsed by Australian Human Resources Institute (AHRI). This includes a four-level professional membership and opportunities for professional recognition and formal accreditation.

Is it for me?

If you work in Human Resources or in a role which involves managing or supervising people, the *HR Capability Framework* can help you plan your career and development.

People management capabilities are not confined to one occupational area exclusively; the Framework is broad enough to meet a range of needs. You can use the Framework for a team, to build capability as a group, or on an individual basis.

Why would you use it?

The Framework is about building capability and strength to do your job well. It will help you develop a career pathway and find opportunities for professional development and recognition.

It assists you to identify your current capability strengths and future capability needs, regardless of where you are in your career, whether you specialise in human resources or are a manager or supervisor of people.

The Framework is endorsed by AHRI and has been developed through extensive consultation across the Service.

What are the capabilities?

In the *HR Capability Model*, there are seven capabilities supported by descriptors that identify expected behaviours and desired skills from HR professionals and those who manage people.

How do I use it?

- 1 Identify where you are in your career progression pathway - refer to the HR Capability Structure diagram. This will help you identify the depth of capability needed in your current position, and the capabilities to develop for your future progression.
- 2 Review each of the capabilities and their descriptors in the HR Capability Model to identify your current level of expertise. Cross reference this with the HR Capability Structure diagram to identify your current career point.
- 3 Identify and plan for your strengths and development needs and your career development and professional recognition by using the HR Capability Structure diagram and the Professional Development Guide.
- 4 Involve your manager in the process.



DESIGNING AN ORGANISATION FOR THE FUTURE

Designs and enhances effective people management practices to position the Tasmanian State Service for the future.

- Designs, leads and influences the development of people strategies that are aligned with and contribute to the business strategy and executes people management plans that contribute to strategic planning objectives.
- Takes appropriate and ethical action to ensure people strategy, structure, capability and processes support organisational objectives, goals and values by:
 - Measuring the impact of people practices on business results and adapts strategies accordingly.
 - Ensuring people strategies turn organisational goals into 'people' priorities.
 - Building organisational capabilities that assist line managers to turn strategy into action.
 - Applying 'people' best practices appropriate to organisational objectives.
 - Delivering and designing innovative people initiatives that contribute to the achievement of organisational objectives.
 - Demonstrating the ability to identify key factors for service delivery planning and development goals of the organisation.



ADVANCING CULTURE AND CHANGE

Facilitates change and advances Tasmanian State Service culture that is focussed on delivering quality services for Tasmanians.

- Designs and delivers innovative people practices that progress/enhance a positive culture.
- Has an understanding/awareness of the culture factors required for the organisation to succeed.
- Assists employees to understand the personal behavioural implications of culture and change.
- Translates culture into workplace practices and where required, develops adaptors for change and acts with integrity.
- Monitors progress and success of change processes and sustains change through 'people' practices.
- Communicates the outcomes and benefits of change and seeks to implement change initiatives with appropriate consultation and direction.



BEING AN EXPERT PRACTITIONER

Applies expert people knowledge to the organisation.

- Undertakes tasks that delivers excellent 'people' services (people management, HR functions, roles, services and capabilities) and is consistent with other organisational systems.
- Applies and continuously grows personal knowledge to improve productivity and other key organisational outcomes.
- Adapts learned knowledge and skills theory into practice to deliver value to the organisation.
- Seeks out specialist expertise/tools from HR and other areas to achieve outcomes when required/necessary.
- Manages and promotes coaching, mentoring and development frameworks to provide people management solutions to the line.



BEING CREDIBLE

Exercises influence and provides high level people advice to advance the organisation.

- Uses people skills and knowledge to assist and contribute to senior management decision making.
- Exercises sound judgment at all times and builds a track record of achieving results and meets commitments in a timely and effective manner.
- Displays integrity and promotes ethical organisational and individual behaviour and practice.
- Applies effective written and interpersonal communication skills to all activities.
- Identifies risks and contributes to solutions to 'people' issues.
- Is a role model for organisation's values and culture at all times.



LEADING AND MAINTAINING PRODUCTIVE RELATIONSHIPS

Identifies and responds to service demands and maintains positive and progressive relationships.

- Delivers information, products and tools to meet client and stakeholder needs and employs a continuous evaluation process to ensure a high level of service.
- Assists managers to develop the required capabilities and skills to perform their people management responsibilities effectively, efficiently and ethically.
- Incorporates organisational and stakeholder perspectives when developing and delivering people initiatives, policies, practices and advice.
- Develops and maintains effective contacts, relationships and networks to deliver best outcomes: Including mechanisms for communication and consultation with stakeholders to people management requirements.
- Fosters progressive team relationships by adopting collaborative practices.



DESIGNING AND CONTRIBUTING TO WORKFORCE STRUCTURES AND PERFORMANCE

Builds and advances organisational capability through high performing people.

- Assists managers to achieve effective and productive work environment through the provision of appropriate and timely advice/assistance.
- Understands the core people competencies required for the organisation to meet its goals and provide ways for employees to develop those competencies.
- Advises on effective ways to identify, recruit, develop, retain and promote the right people.
- Designs/contributes to procedures and provides advice for employees to achieve sound performance levels within their capability to meet section/organisation goals and objectives.
- Facilitates the establishment of clear performance standards.
- Continuously identifies opportunities to enhance employee engagement levels involving development and training aspects/opportunities.
- Provides and facilitates a work environment that motivates and retains key talent.
- Demonstrates analytical and people/ workforce planning skills to meet current and future requirements.



UNDERSTANDING AND APPLYING THE 'SERVICE' VALUES

Delivers quality people services to the organisation and to the State Service.

- Understands the implications for people operations and services of the organisation.
- Understands the key drivers for achieving success in a public service organisation.
- Recognises organisation and sectional imperatives in achieving objectives and goals.
- Maintains an awareness and understanding of how change impacts on the organisation and the delivery of its services.
- Communicates with all levels to ensure that the state service principles are met at a high level.
- Demonstrates high levels of integrity and upholds a high standard of ethical conduct.

DESIGNING AN C
ORTHE FUTURE
DMAIN TAINING
RIBUTING TO WO
ORCES RELATION
ORCE STRUCTU
RFORM ANCEB
BEINGS
DERSTA
ND APPLYING KN

PEOPLE DIRECTIONS

The *HR Capability Structure and Professional Development Guide*, as well as a number of other resources are available at www.people.tas.gov.au

For more information, email psmo@dpac.tas.gov.au
