

# Human Resources Capability Model

*'Over the next year we intend to look at the development needs of people working in the HR area with a view to strengthening our capabilities in this area. The Model is therefore a timely and useful initiative.'*

- Dr Allan Hawke Secretary, Department of Defence

*'This is an important piece of work by the PSMPC and will provide a useful tool in shaping future development activities for HR practitioners in the challenging times ahead. The Model will be particularly useful to the*

*Department of Transport and Regional Services as a tool for linking HR more clearly with organisational strategy.'*

- Ken Matthews Secretary, Department of Transport and Regional Services

## HR people make an impact

HR people have a unique role in their agencies. Working 'at large' across the organisation means that they have the opportunity to:

- see and understand challenges being faced across their agencies; and
- assist their agencies in achieving their business outcomes.

HR people support the Executive, line managers and staff with HR initiatives designed to:

*Get the right people, with the right skills, in the right place at the right time.*

## Intent

The HR Capability Model sets out the skills required of highly effective human resource people in the Australian Public Service (APS): those who effect organisational change, build agency capability and strengthen the impact of HR on business outcomes.

## Application

It can be used by:

- HR people to focus on their development needs.
- Agencies to assist in defining the skills required when looking for HR people.
- Agency heads and line managers to see the contribution that HR people can make to business outcomes.



## KNOWLEDGE - Bringing HR to the Business

Uses specialist knowledge to advise and develop HR related policies and practices, and to influence organisational and individual performance and behaviour at work.



### HR related policies and processes

- Continually builds knowledge and expertise
- Understands current HR approaches, tools and technology
- Actively stays up to date with organisational guidelines and processes

### Organisational dynamics

- Understands the culture of the organisation and its impact on HR policies and processes
- Has an appreciation of corporate governance and strategically uses this information

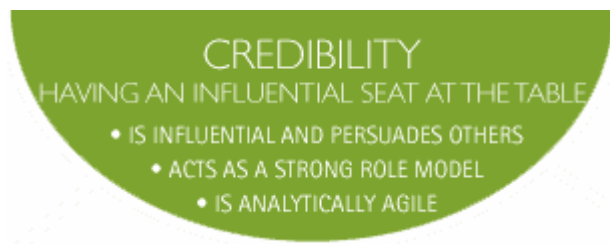
- Understands the interplay between organisational structure and culture
- Understands the points of influence in the organisation

## **Development and reward systems**

- Is alert to and understands where organisations stand in the market
- Knows what makes the organisation an employer of choice
- Has a detailed knowledge of current HRD thinking and applications to maximise the potential of staff
- Understands the behavioural triggers that affect or improve performance

## **CREDIBILITY - Having an Influential Seat at the Table**

Is well respected, influences and makes a positive impression on others, behaves with integrity, walks the talk and thinks quickly on one's feet.



### **Is influential and persuades others**

- Makes a positive impression and engenders confidence
- Influences attitudes and opinions and gains agreement to plans and ideas
- Negotiates and resolves conflict
- Effectively communicates across audiences

### **Acts as a strong role model**

- Acts with integrity, has high ethical standards and upholds Values
- Models high standards of behaviour through own actions
- Inspires trust by treating all individuals fairly
- Makes fair decisions and stands by agreements made
- Is resilient and shows courage

### **Is analytically agile**

- Demonstrates strong analytical skills in diagnosing issues and trends
- Anticipates problems and initiates effective responses
- Assesses and prioritises issues
- Thinks laterally
- Thinks quickly on one's feet

## **ALIGNMENT - Connecting HR with the Business**

Through knowledge and understanding of the business, integrates HR initiatives with and helps to shape corporate strategy.



### **Scans and reads the business**

- Takes responsibility for learning about, and being alert to, changes in the business
- Maintains business knowledge through frequent interaction with people in the workplace
- Reads and translates the organisation's business to others

### **Integrates HR initiatives with business plans**

- Identifies and sets HR priorities within the context of business plans
- Presents strong business cases for HR initiatives
- Blends both a strategic and operational focus in providing advice and delivering results

### **Contributes to and supports corporate strategy**

- Translates Government and organisational expectations of performance and direction into business context
- Works to support and shape long term organisational goals
- Works with line areas to promote and facilitate the integration of people issues into the business plan

## **PERFORMANCE - Achieving High Quality Business Results**

Applies business skills and evaluates HR options to deliver business outcomes.



### **Applies business acumen to HR decisions**

- Approaches HR issues from a strategic business perspective
- Understands the implications of business plans
- Understands financial and budgetary implications
- Understands and uses business analysis and evaluation tools
- Demonstrates effective project and contract management skills

### **Drives for results and manages risk**

- Anticipates situations, assesses the probable impact, weighs options and plans accordingly
- Is energetic and takes personal responsibility to deliver on agreed outcomes
- Accesses best resources to get the job done
- Maintains high performance even when under pressure
- Is prepared to stand one's ground in the best interests of the organisation

### **Evaluates outcomes**

- Continually monitors HR initiatives to maintain consistency with business outcomes
- Evaluates outcomes, considers business implications and integrates results into the performance improvement cycle
- Assesses the added value of implemented HR initiative

## **RELATIONSHIPS - Partnering with the Business**

Facilitates positive working relationships, mentors others and focuses on client needs.



### **Creates and maintains partnerships**

- Establishes and maintains good relationships across the organisation
- Collaborates with clients to formulate and implement HR initiatives
- Fosters open and frank discussion of issues with others

### **Focuses on others' needs**

- Understands and focuses on the needs of people and the organisation
- Accommodates and adapts to different circumstances and audiences
- Demonstrates an interest in, and understanding of, the views of others

### **Coaches and develops others**

- Enables others to make the best use of their talents
- Empowers others to take initiative and solve problems
- Guides the Executive and line managers in actively managing people issues

## **INNOVATION - Bringing Ideas to the Business**

Prepares people for new challenges, makes change happen, seeks and acts on opportunities and improves and enhances the way we do things.



### **Prepares people for change**

- Proactively explains and supports change initiatives
- Demonstrates a clear sense of one's own role as an enabler of change
- Builds a shared enthusiasm and purpose for change
- Supports individuals to manage change

### **Seeks out and acts on opportunities**

- Continually looks for ways to enhance and create methods to achieve business outcomes
- Seeks, evaluates and integrates better practices within the organisation
- Champions innovative ideas and projects

### **Is flexible and explores options**

- Critically evaluates and explores alternatives to the way things are done
- Helps others to find creative ways around obstacles
- Is open to new ideas
- Seeks and encourages ideas from others

## **The HR Survey tool**

This tool has been designed to enable you to provide the HR function with feedback about the extent to which they assist and support staff to meet business requirements. Staff responses highlight areas of strength and opportunities for improvement, and can help you to gain an overall view of the effectiveness of the HR function.

This survey can be used to:

- elicit general feedback about the effectiveness of the HR function, or
- evaluate a particular HR initiative or service.