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Professional Development Guide  

About the professional development guide  

How can I develop my capabilities?  

Mentoring  
Accredited training (University or VET)  
Agency specific forums, workshops and information sessions  
HR/IR development program (OCPE placement)  
Mobility/secondments  
Non-accredited training  
Australian Human Resource Institute (AHRI)  
HR Community SharePoint site  
Get reading  
HR Forums  

Self-assessment tool  

Okay, I'm ready to start using the NTPS HRCF  

Got questions?  

I've got some feedback and comments I'd like to share about the HRCF  

References  

Transition (AO6 – AO7)  
Specialised/Lead (SAO1 and above)
Understanding and Using the NTPS HR Capability Framework
Background

The NTPS Human Resources Capability Framework (HRCF) has been developed to help build the capability and capacity of our HR workforce to ensure that the profession is well positioned to support the strategic direction of the NTPS both now and into the future. The framework is a cornerstone for establishing and maintaining Human Resources (HR) competency and provides a common language in which we can benchmark across the sector.

Where did the HRCF come from?

While much has been written about the HR profession in the past 20 years, a competency based study undertaken by David Ulrich and Wayne Brockbank is considered to be the most authoritative research in human resource management to date.

The objective of the study was to identify competencies of HR professionals and determine how these competencies impact the business. The study involved over 10,000 HR professionals and people managers, and is recognised globally as the most substantial piece of research relating to contemporary HR competencies.

Importantly, this body of work outlines a blueprint for what it takes for HR professionals to be effective. The NTPS HR Capability Framework is underpinned by the findings that were gathered by the Ulrich and Brockbank competency study and is modelled on the subsequent work of other public sector jurisdictions.

The framework has been developed in consultation with HR professionals across the sector with the intention of contextualising this body of research to reflect the capability requirements of the NTPS. The framework comprises of six key capabilities that define the standards for HR professionals in the NTPS.

A highly skilled HR workforce will contribute to the development of a public sector that is innovative, collaborative and less risk opposed, therefore providing more value to agencies and better public value.

The HRCF design principles

- Describe a set of standard capabilities applicable to all HR roles across the sector.
- Are grounded in global research, the work of other jurisdictions and feedback from HR professionals across the NTPS.
- Are contextualised to suit the unique HR requirements in the NTPS.
- Intended to be versatile, so can be used in part or as a whole.

What do we mean by ‘capability’?

A capability describes a combination of skills, knowledge and attributes that an individual or organisation has to deliver or perform with relative ease and with a high level of predictability in terms of quality and timeliness. Sounding a little complicated? Essentially, a capability is an individual's or organisation's ability to perform a duty or function.

How does this fit with the Capability Leadership Framework?

Most employees would be familiar with the Capability and Leadership Framework (CLF) as a tool used in performance development processes. Unlike the CLF, the HRCF is designed to reflect capabilities specific to HR professionals. It is not intended to replace the CLF but rather complement it by assisting individuals and in turn, agencies to deliver high quality HR and people management services across the NTPS.
I am a HR Professional, how can the HRCF help me?

The HRCF is a guide to help you identify what level of knowledge and activity you should be aiming to achieve to perform your role and achieve the highest outcomes. It also aims to assist you in identifying your current strengths and possible skill gaps to help you plan your HR career pathway.

How the HRCF can be used for HR Professionals:

- Career Planning
- Performance Management
- Learning and Development

By reviewing the HR capabilities required at a particular level, you can recognise your strengths and development areas for career progression. The self-assessment tool can help to inform your performance discussion and learning and development plan with management.

Developing my HR capabilities?

Whether you are new to the HR profession or have been in the profession for years, an essential part of development is that you dedicate time to developing and maintaining your own skills.

Developing capabilities can occur in a variety of ways and can support building knowledge, skills and/or experience. Here are some ways to help you stay current in order to provide the best quality support and leadership to the NTPS workforce.

Get connected
- Networking
- Associations and membership
- HR Community

Stay current
- Subscriptions
- Journals
- HR Blogs
- HR Associations
- Twitter, Facebook, LinkedIn etc.

Gain experience / exposure
- Mobility / Secondments
- Project work
- Mentoring arrangements
- Lateral career moves

Develop your knowledge and skills
- Workshops
- Webinars
- eLearning
- Accredited and non-Accredited Training
I am a HR Leader, how will the HRCF help me?

The HRCF can be useful for leaders by defining the capabilities that the HR function should be aiming to achieve to build internal capability and to be recognised as a source of professional expertise.

The HRCF can also be used collectively with a team to look at strengths and areas of development.

How the HRCF can be used for the HR Leader:

- Recruitment and selection
- Workforce Planning
- Learning and Development
- Performance Management
- Career Planning

**Recruitment and selection**

The framework can be used to help define the key capabilities that are desired for a particular role, assisting managers and leaders within the HR function who are looking to recruit to a HR related role. It may also be useful for HR leaders to consider the diversity of skills within their current team, and look to recruit to fill skill gaps accordingly.

**Workforce Planning**

The framework enables a detailed analysis of workforce capability requirements. Identified gaps can then lead to appropriate development and recruitment activities. It may also be helpful when undertaking succession planning to identify critical roles and a possible misalignment between critical roles and the capacity of the HR workforce to undertake the roles.

**Learning and Development**

Having an understanding of the capabilities that are required to be effective can help inform learning and development plans, and provide a rationale for learning and development spending.

**Performance Management**

The framework may assist you during performance management discussions to identify potential development areas for your team.
How do I use the framework?

Whether you are using the framework for your own development or that of your team, below are the steps to help you understand where you are at the present time and areas you may be able to develop in order to provide the best service and for career progression.

1. **IDENTIFY**
   - **Identify** where you are in your career on the **NTPS HR Career Map**.
   
   This will help you understand the depth of capability you should be aiming to achieve in your current position, and the capabilities you may need to develop for future positions. It will also give you a sense of the level of study that may be associated with such roles as well as the indicative membership subscriptions using the [Australian Human Resource Institute](https://www.ahri.org.au) (AHRI) as an example.

2. **REVIEW**
   - **Review** the HR capabilities and their descriptions to identify the **HR Activity and HR Knowledge** that HR professionals at corresponding levels should be aiming to achieve.

3. **IDENTIFY**
   - **Identify** current strengths as well as development needs.

4. **PLAN**
   - **Plan** for career development discussions using the framework as a guide.
NTPS HR Career Map

The NTPS HR Career Map outlines common types of HR roles in the NTPS with the level of HR Knowledge and Activity that you should aim to achieve at your current level, and subsequent levels for career progression.

The Career Map also provides an indicative level of education and professional membership using the Australian Human Resource Institute (AHRI) membership as an example.

<table>
<thead>
<tr>
<th>Role Level</th>
<th>Role Type</th>
<th>HR Knowledge</th>
<th>HR Activity</th>
<th>Education</th>
<th>Professional Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry</td>
<td>Payroll Officer / Apprentice / Administration / Support Officer</td>
<td>Awareness: Understanding of basic HR principles and how to deliver basic activities</td>
<td>Administer / Support / Process</td>
<td>Certificate III / Certificate IV</td>
<td>Student / Affiliate Membership</td>
</tr>
<tr>
<td>Develop</td>
<td>HR Officer / HR Assistant</td>
<td>Application: Looks at the big picture of the HR function and understands how it aligns with agency objectives</td>
<td>Advise / Research / Contribute / Consult / Inform</td>
<td>Certificate IV / Diploma</td>
<td>Student / Affiliate / Professional Member (MAHRI)</td>
</tr>
<tr>
<td>Consolidate</td>
<td>HR Consultant / HR Adviser</td>
<td>Development: Maps the level of HR knowledge within the HR function and creates opportunities to develop knowledge</td>
<td>Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate</td>
<td>Diploma / Advanced Diploma / Degree</td>
<td>Professional Member (MAHRI) / Certified Professional (CAHRI)</td>
</tr>
<tr>
<td>Transition</td>
<td>Senior HR Consultant / HR Manager</td>
<td>Drive: Identifies what knowledge the function needs to deliver value to the agency and communicate this to the function</td>
<td>Lead, oversee, manage, direct, inspire, represent, influence, coach</td>
<td>Associate Degree / Degree / Post Graduate Certificate</td>
<td>Certified Professional (CAHRI) / Professional Member (MAHRI)</td>
</tr>
<tr>
<td>Specialise / Lead</td>
<td>HR Director / Specialist HR</td>
<td>Embody: Represent the HR function to the agency</td>
<td>Direct, lead, coach, influence</td>
<td>Post Graduate Certificate / Post Graduate Diploma / Masters</td>
<td>Certified Professional (CAHRI) / Fellow (FAHRI)</td>
</tr>
</tbody>
</table>

HRCF Version 1.0 January 2014
NTPS HR Capability Framework
The HR Capabilities Overview

The HRCF comprises six key interrelated capabilities which are explained in more detail below. The capabilities can be used by HR teams and HR professionals to build capability.
NTPS Levels

The HR Capability Framework does not translate directly to a particular level, it applies across a grouping of levels that may require a similar range of capabilities. This more accurately reflects the reality of HR roles given the breadth of roles from generalist to specialist. It is designed to accommodate agency specific requirements and business needs and takes into account that issues and challenges will vary between agencies and roles.

HR Activity

HR Activity contains descriptors of the level of activity at which each capability is applied i.e. across each level within the NTPS. For example, activities undertaken by an AO4 role in a HR function would be to contribute to strategies and practices to attract, retain, develop and motivate a skilled workforce. At the lower range, activity focuses on administration, support and processing, where professionals are expected to demonstrate knowledge of the basic principles of HR and deliver basic activities. The complexity of activity increases through the levels until it reaches more senior HR positions that are expected to lead HR’s contribution and represent the function to the agency.

HR Knowledge

HR Knowledge identifies the level of knowledge a HR professional should have across each capability, depending on their level or role within the agency. For example an AO4 in a HR support role should be able to apply their big picture knowledge of the HR function and how it contributes to agency objectives, whereas an AO7 within the HR function should have the knowledge to drive HR activity.

HR Capabilities

The HR capabilities describe the knowledge and skills required of a HR professional in the NTPS at all levels. The HRCF identifies six capabilities that cover the breadth of HR roles across the sector including generalist roles to more specialised roles such as learning and development, workforce development, and recruitment. Each of the capabilities are supported by descriptors that identify expected behaviours and desired skills from HR professionals and those who manage people.
The components of the HR Capability Framework

The framework contains a number of different components, which are explained in more detail below.

<table>
<thead>
<tr>
<th>NTPS Levels</th>
<th>AO2–3</th>
<th>AO3–4</th>
<th>AO5–6</th>
<th>AO7</th>
<th>SAO1 and above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicative roles</td>
<td>Administration Officer</td>
<td>Officer, Advisor</td>
<td>Advisor, Consultant</td>
<td>Senior Consultant, Senior Advisor</td>
<td>Manager, Director</td>
</tr>
<tr>
<td>HR Activity</td>
<td>Carry out the day to day administration of the HR function. Administer, Support, Process</td>
<td>Ensure the activities of the HR function are carried out effectively, according to policy and are communicated</td>
<td>Drive the activities within the HR function and ensure they are understood and valued</td>
<td>Lead the HR function in delivering activities that contribute value to the agency</td>
<td>Head up the HR function and drive HR’s contribution to agency strategy</td>
</tr>
<tr>
<td>HR Knowledge</td>
<td>Have a sound understanding of basic principles of HR and how to deliver basic activities</td>
<td>Look at the big picture for the HR function and understand how it aligns with the agency objectives</td>
<td>Map the level of HR knowledge within the HR function and create opportunities to develop knowledge</td>
<td>Identify what knowledge the function needs to deliver value to the agency and communicate this to the function</td>
<td>Represent the HR function to the agency</td>
</tr>
<tr>
<td>HR Capabilities</td>
<td>Strategy Driver: Sets and drives people strategy to align with and contribute to agency and whole of sector objectives</td>
<td>Innovator and Integrator: Builds and applies innovative and integrated HR expertise to deliver value to the agency</td>
<td>Capability Builder: Builds organisation and people capability to meet agency objectives and challenges</td>
<td>Credible Adviser: Advises and actively influences people and business decisions</td>
<td>Relationship Manager: Shapes, promotes and maintains productive relationships and partnerships across and beyond the agency</td>
</tr>
<tr>
<td>Each capability is applicable to the breadth and depth of HR roles / levels across the NTPS</td>
<td>Change Champion: Drives, manages and sustains change to achieve and maintain the desired agency culture</td>
<td></td>
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</tbody>
</table>
The HR Capability descriptions

This capability identifies the need for HR professionals to think and act from the outside in. High performing HR professionals are aware, and are able to translate external business trends into organisational actions. They understand the general business conditions (social, technological, economic, political and demographic trends) that affect the agency. In this sense, HR must build its capability to set and drive people strategies that addresses these challenges whilst meeting business objectives.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Sets and drives people strategy to align with and contribute to agency and whole of sector objectives** | ▪ Understands the priorities of government, overarching policies and agency-specific objectives to co-create robust and complementary people strategy  
▪ Understands and operates according to the PSEMA and subordinate legislation  
▪ Understands the current and future role of the agency and implications for HR  
▪ Actively identifies and communicates trends, issues and setbacks that may influence people strategy and develops HR solutions accordingly  
▪ Executes people management plans that contribute to the strategic planning process  
▪ Takes actions to ensure that people strategies, structures, capabilities and processes support agency objectives  
▪ Evaluates the impact of people strategies on agency results and makes adjustments as required |

An effective HR professional combines individual abilities into an effective and strong organisation by helping define and build the capabilities of the organisation. This capability identifies the crucial role HR plays in undertaking audits to determine which capabilities are the most important and can also create a line of sight between strategy, culture and individual behaviour.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Builds organisation and people capability to meet agency objectives and challenges** | ▪ Has a clear understanding of the PSEMA and subordinate legislation including industrial relations law  
▪ Undertakes workforce planning activities to effectively position the agency for current and future people challenges  
▪ Understands and identifies the key competencies required for the agency to meet its goals and ways for employees to develop those competences  
▪ Identifies and implements strategies and practices to attract, retain, develop and motivate a skilled workforce  
▪ Create agency wide systems to develop employees that link performance, development and career planning  
▪ Facilitates the establishment of clear performance standards  
▪ Monitors and assess organisational climate and employee engagement |

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1 Ulrich et al, 2012  
2 Ulrich et al, 2012
The credibility of HR professionals is defined not only by what they do, but how they conduct themselves. This capability identifies the need for HR professionals to do what they promise, build personal relationships of trust, act with integrity and provide expert advice. As an adviser, HR professionals will need have a clear point of view, learn how to influence others, are self-aware and committed to building the profession.

### Capabilities

#### Credible Adviser

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advises and actively influences people and business decisions</td>
<td>- Applies expertise of HR and business operations to influence others&lt;br&gt;- Builds a track record of achieving results and takes personal responsibility to meet role, team and agency objectives&lt;br&gt;- Contributes to strengthening the HR profession by committing to industry learning and self-development&lt;br&gt;- Exercises courage required to provide candid observations by taking a position, anticipating problems and offering solutions&lt;br&gt;- Communicates clearly and confidently across all levels of the organisation&lt;br&gt;- Demonstrates personal and professional integrity and acts a role model for the agency’s values and culture</td>
</tr>
</tbody>
</table>

#### Innovator and Integrator

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Builds and applies innovative and integrated HR expertise to deliver value to the agency</td>
<td>- Improves utility and efficiency of HR operations through the use of technology&lt;br&gt;- Translates HR theory and contemporary models into practical solutions to deliver value to the agency&lt;br&gt;- Knows latest insights on contemporary HR practices and turns insight into integrated HR solutions&lt;br&gt;- Constantly seeks new and innovative ways to deliver value added HR services&lt;br&gt;- Looks beyond best practice to best systems to offer systemic HR solutions to meet agency requirements&lt;br&gt;- Works with other areas of the agency to ensure HR policies and practices address their needs&lt;br&gt;- Actively seeks to improve others through coaching, mentoring and development frameworks to provide people management solutions&lt;br&gt;- Applies and continuously grows personal knowledge to improve productivity and other organisational outcomes</td>
</tr>
</tbody>
</table>
This capability identifies the need for HR to build and maintain collaborative relationships through various mediums and incorporate others’ perspectives and needs in the development of people strategies. The capability also has a key focus on shaping and maintaining productive relationships and partnerships across and beyond the agency.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
</table>
| Shapes, promotes and maintains productive relationships and partnerships across and beyond the agency | - Establishes and maintains open mechanisms for consultation with stakeholders to address HR requirements  
- Assists managers to develop the required capabilities and skills to perform their people management responsibilities effectively, efficiently and ethically  
- Facilitates communication channels using different mediums and technology to share knowledge and experiences  
- Cultivates professional networks and works collaboratively on sector wide issues  
- Incorporates internal and external stakeholder perspectives when developing and delivering people initiatives, policies, practices and advice  
- Supports a collaborative, innovative and values based culture |

As a change champion, HR professionals will play a key role in initiating change, overcoming resistance to change, engaging key stakeholders in the process of change and sustaining change. It defines the HR professional’s role in designing and delivering activities and change processes and ensuring that isolated and independent initiatives are integrated and sustained through disciplined change processes. This capability also identifies the responsibility of HR to work with the executive and managers to foster a culture that is agile, flexible and responsive to change.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
</table>
| Drives, manages and sustains change to achieve and maintain the desired agency culture | - Has a clear understanding of the cultural factors required for the agency to succeed  
- Designs and delivers innovative people practices that progress / enhance a positive culture  
- Assist employees and managers to understand the impact of their behaviour on agency culture  
- Drives cultural change efforts and performance to align employee behaviour with agency goals  
- Monitors the progress and impact of change initiatives and makes timely adjustments  
- Sustains change by embedding new behaviours in HR systems, processes and metrics  
- Communicates outcomes of change to the agency and adapts the learning to new change initiatives |
The HR Capabilities at all levels

Entry (AO1 – AO3)

Roles: Payroll Officer / Apprentice / Administration / Support Officer
HR Knowledge: Awareness: Understanding of basic HR principles and how to deliver basic activities
HR Activity: Administer / Support / Process
Indicative Education: Certificate III / Certificate IV
Indicative Professional membership: Student / Affiliate Membership

<table>
<thead>
<tr>
<th>HR Capabilities</th>
<th>Sample Statements</th>
</tr>
</thead>
</table>
| **Strategy Driver** | ▪ Develop an understanding of the political environment within which the agency operates  
                          ▪ Support the research of issues and setbacks that affect the HR function  
                          ▪ Develop an understanding of the PSEMA and subordinate legislation as it applies to your role |
| **Capability Builder** | ▪ Develop an understanding of the PSEMA and subordinate legislation including industrial relations law  
                           ▪ Administer and support organisational design, workforce planning and job design activities to prepare for current and future people challenges  
                           ▪ Administer and support strategies and practices to attract, retain, develop and motivate a skilled workforce |
| **Credible Adviser** | ▪ Demonstrate personal and professional integrity at all times, consistent with the NTPS values and Code of Conduct  
                           ▪ Apply expertise and administer activities that support others in their decision making  
                           ▪ Takes personal responsibility to meet role objectives |
| **Innovator and Integrator** | ▪ Administer and support activities that assist in delivering innovative HR and people initiatives that contribute to organisational objectives  
                                    ▪ Administer and support activities that translate HR theory into practice to deliver value to the agency  
                                    ▪ Administer and support coaching and mentoring activities for managers to development people management expertise |
| **Relationship Manager** | ▪ Support communication and consultation channels to share information and knowledge  
                                 ▪ Administer activities that support managers to understand their people management responsibilities  
                                 ▪ Understand the need to incorporate internal and external stakeholder perspectives into HR and people management initiatives |
| **Change Champion** | ▪ Administer and support innovative people practices that support a positive culture  
                                ▪ Administer and support activities that assist employees to understand the impact of their behaviour  
                                ▪ Support research and analysis activities to understand the optimal culture for the agency to achieve its objectives |
Roles: HR Officer / HR Assistant

HR Knowledge: Application: Looks at the big picture of the HR function and understands how it aligns with agency objectives

HR Activity: Advise / Research / Contribute / Consult / Inform

Indicative Education: Certificate IV / Diploma

Indicative Professional membership: Student / Affiliate / Professional Member (MAHRI)

<table>
<thead>
<tr>
<th>HR Capabilities</th>
<th>Sample Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy Driver</strong></td>
<td>▪ Understand and operate within the political environment</td>
</tr>
<tr>
<td></td>
<td>▪ Research potential issues and setbacks that may affect the HR function</td>
</tr>
<tr>
<td></td>
<td>▪ Understand and operate according to the PSEMA and subordinate legislation</td>
</tr>
<tr>
<td><strong>Capability Builder</strong></td>
<td>▪ Understand and operate according to the PSEMA and subordinate legislation including industrial relations law</td>
</tr>
<tr>
<td></td>
<td>▪ Contribute to identification of the key competencies required to meet organisational goals</td>
</tr>
<tr>
<td></td>
<td>▪ Contribute to organisational design, workforce planning and job design activities to prepare for current and future people challenges</td>
</tr>
<tr>
<td></td>
<td>▪ Contribute to strategies and practices to attract, retain, develop and motivate a skilled workforce</td>
</tr>
<tr>
<td><strong>Credible Adviser</strong></td>
<td>▪ Demonstrate personal and professional integrity at all times, consistent with the NTPS values and Code of Conduct</td>
</tr>
<tr>
<td></td>
<td>▪ Contribute and apply expertise in advising and influencing others in their decision making</td>
</tr>
<tr>
<td></td>
<td>▪ Takes personal responsibility to meet role, team and agency objectives</td>
</tr>
<tr>
<td><strong>Innovator and Integrator</strong></td>
<td>▪ Contribute to innovative HR and people management initiatives that contribute to the achievement of organisational objectives</td>
</tr>
<tr>
<td></td>
<td>▪ Contribute to activities that translate HR theory into practice to deliver value to the organisations</td>
</tr>
<tr>
<td></td>
<td>▪ Contribute to coaching and mentoring activities for managers to develop people expertise</td>
</tr>
<tr>
<td><strong>Relationship Manager</strong></td>
<td>▪ Maintain communication and consultation channels to share information and knowledge</td>
</tr>
<tr>
<td></td>
<td>▪ Contribute to activities and support managers to understand their people management responsibilities</td>
</tr>
<tr>
<td></td>
<td>▪ Apply internal and external stakeholder perspectives into the development of HR and people management initiatives</td>
</tr>
<tr>
<td><strong>Change Champion</strong></td>
<td>▪ Contribute to activities that support a collaborative, innovative and values based culture</td>
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<td></td>
<td>▪ Contribute to activities that assist employees to understand the impact of their behaviours on organisational culture</td>
</tr>
<tr>
<td></td>
<td>▪ Contribute to research and analysis activities to understand the optimal culture for the agency to achieve its objectives</td>
</tr>
</tbody>
</table>
Roles: HR Consultant / HR Adviser

HR Knowledge: Development: Maps the level of HR knowledge within the HR function and creates opportunities to develop knowledge

HR Activity: Manage, coordinate, develop, deliver, implement, facilitate, research, represent and advocate

Indicative Education: Diploma / Advanced Diploma / Degree

Indicative Professional membership: Professional Member (MAHRI) / Certified Professional (CAHRI)

<table>
<thead>
<tr>
<th>HR Capabilities</th>
<th>Sample Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy Driver</strong></td>
<td>▪ Deliver HR services within the political environment</td>
</tr>
<tr>
<td></td>
<td>▪ Identify and manage planning for potential issues and setbacks</td>
</tr>
<tr>
<td></td>
<td>▪ Deliver HR activities in accordance with the PSEMA and subordinate legislation</td>
</tr>
<tr>
<td><strong>Capability Builder</strong></td>
<td>▪ Develop and implement HR activities in accordance with the PSEMA and subordinate</td>
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<tr>
<td></td>
<td>legislation including industrial relations law</td>
</tr>
<tr>
<td></td>
<td>▪ Develop and implement organisational design, workforce planning and job design</td>
</tr>
<tr>
<td></td>
<td>activities to prepare for current and future people challenges</td>
</tr>
<tr>
<td></td>
<td>▪ Develop and implement strategies and practices to attract, retain, develop and</td>
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<td></td>
<td>motivate a skilled workforce</td>
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<tr>
<td><strong>Credible Adviser</strong></td>
<td>▪ Demonstrate personal and professional integrity at all times, consistent with</td>
</tr>
<tr>
<td></td>
<td>the NTPS values and Code of Conduct</td>
</tr>
<tr>
<td></td>
<td>▪ Develop and apply expertise in advising and influencing others in their decision</td>
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<td>making</td>
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<tr>
<td></td>
<td>▪ Takes personal responsibility for self and team to meet role, team and agency</td>
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<td></td>
<td>objectives</td>
</tr>
<tr>
<td><strong>Innovator and Integrator</strong></td>
<td>▪ Develop and implement innovative HR and people management initiatives that</td>
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<td></td>
<td>contribute to the achievement of organisational objectives</td>
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<td>▪ Develop and implement activities that translate HR theory into practice to</td>
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<td>deliver value to the organisation</td>
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<td>▪ Develop and implement coaching and mentoring activities for managers to develop</td>
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<td>people management expertise</td>
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<td><strong>Relationship Manager</strong></td>
<td>▪ Identify and manage communication and consultation channels to share information</td>
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<td></td>
<td>and knowledge</td>
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<td></td>
<td>▪ Develop and implement activities and support managers to understand their people</td>
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<td>management responsibilities</td>
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<td>▪ Develop opportunities to incorporate internal and external stakeholder perspectives when developing HR and people management initiatives</td>
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<tr>
<td><strong>Change Champion</strong></td>
<td>▪ Develop and implement innovative people practices that support a positive culture</td>
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<td>▪ Develop and implement activities that assist employees to understand the impact of their behaviour on organisational culture</td>
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<td>▪ Develop and implement research and analysis activities to understand the optimal culture for the agency to achieve its objectives</td>
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</table>
## Transition (AO6 – AO7)

**Roles:** Senior HR Consultant / HR Manager

**HR Knowledge:** 
*Drive:* Identifies what knowledge the function needs to deliver value to the agency and communicate this to the function

**HR Activity:** Lead, oversee, manage, direct, inspire, represent, influence, coach

**Indicative Education:** Associate Degree / Degree / Post Graduate Certificate

**Indicative Professional membership:** Certified Professional (CAHRI) / Professional Member (MAHRI)

<table>
<thead>
<tr>
<th>HR Capabilities</th>
<th>Sample Statements</th>
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<tbody>
<tr>
<td><strong>Strategy Driver</strong></td>
<td>• Interpret the political environment and manage the HR function within it</td>
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<td></td>
<td>• Oversee planning for potential issues and setbacks</td>
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<td></td>
<td>• Interpret the PSEMA and subordinate legislation and manage the HR function within it</td>
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<tr>
<td><strong>Capability Builder</strong></td>
<td>• Interpret legislative requirements of the PSEMA and subordinate legislation including industrial relations law</td>
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<td></td>
<td>• Manage organisational design, workforce planning and job design activities to prepare for current and future people challenges</td>
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<td></td>
<td>• Oversee strategies and practices to attract, retain, develop and motivate a skilled workforce</td>
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<tr>
<td><strong>Credible Adviser</strong></td>
<td>• Demonstrate personal and professional integrity at all times, consistent with the NTPS values and Code of Conduct</td>
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<td>• Drive the application of expertise in advising and influencing others in their decision making</td>
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<td></td>
<td>• Takes personal responsibility for self and HR function to meet role, team and agency objectives</td>
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<tr>
<td><strong>Innovator and Integrator</strong></td>
<td>• Manage the design and delivery of innovative HR and people management initiatives that contribute to the achievement of organisational objectives</td>
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<td></td>
<td>• Oversee activities that translate HR theory into practice to deliver value to the organisation</td>
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<tr>
<td></td>
<td>• Coach and mentor managers to develop people management expertise</td>
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<tr>
<td><strong>Relationship Manager</strong></td>
<td>• Oversee communication and consultation channels to share information and knowledge</td>
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<td></td>
<td>• Coach managers to understand their people management responsibilities</td>
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<td></td>
<td>• Drive the incorporation of internal and external stakeholder perspectives into the development of HR and people management initiatives</td>
</tr>
<tr>
<td><strong>Change Champion</strong></td>
<td>• Drive the design and delivery of innovative people practices that support a positive culture</td>
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<td></td>
<td>• Inspire employees to understand the impact of their behaviour on organisational culture</td>
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<td></td>
<td>• Work with senior management to understand the optimal culture for the agency to achieve its goals</td>
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### Specialise / Lead (SAO1 and above)

**Roles:** HR Director / Specialist HR

**HR Knowledge:** *Embody:* Represent the HR function to the agency

**HR Activity:** Direct, lead, coach, influence

**Indicative Education:** Post Graduate Certificate / Post graduate Diploma / Masters

**Indicative Professional membership:** Certified Professional (CAHRI) / Fellow (FAHRI)

<table>
<thead>
<tr>
<th>HR Capabilities</th>
<th>Sample Statements</th>
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</thead>
</table>
| **Strategy Driver** | - **Influence** the political environment to deliver effective HR strategy  
- **Lead** and communicate the HR function’s preparedness for issues and setbacks  
- **Embody** the PSEMA and subordinate legislation in the people strategy |
| **Capability Builder** | - **Embody** legislative requirements of the PSEMA and subordinate legislation including industrial relations law  
- **Lead** and **influence** organisational design, workforce planning and job design activities to prepare for current and future people challenges  
- **Lead** strategies and practices to attract, retain, develop and motivate a skilled workforce |
| **Credible Adviser** | - **Demonstrate** personal and professional integrity at all times, consistent with the NTPS values and Code of Conduct  
- **Embody** and **apply** expertise in advising and influencing others in their decision making  
- Takes personal responsibility for self and HR function to meet role, team and agency objectives |
| **Innovator and Integrator** | - **Lead** the design and delivery of innovative HR and people management initiatives that contribute to organisational objectives  
- **Coach** and **influence** to translate HR theory into practice to deliver value to the organisation  
- **Lead, coach** and mentor others to develop people management expertise |
| **Relationship Manager** | - **Lead** and **influence** communication and consultation channels to share information and knowledge  
- **Lead** and **influence** managers to understand their people management responsibilities  
- **Embody** internal and external stakeholder perspectives in the development of HR and people management initiatives |
| **Change Champion** | - **Lead** and **influence** the design and delivery of innovative people practices that support a positive culture  
- **Influence** employees to understand the impact of their behaviour on organisational culture  
- **Work** with senior management to understand the optimal culture for the agency to achieve its goals |
About the Professional Development Guide

The Professional Development Guide is designed to assist individuals during the practical application of the HR Capability Framework.

The guide identifies ways you can develop your capabilities and is to be used in conjunction with the self-assessment tool (found on the OCPE website under “Building HR/IR Capability”).

Each of the six capabilities are represented in the self-assessment tool which enables you to identify your capability strengths, development areas and note ideas on how you can build those capabilities. This document enables you to actively consider your development areas and the ways that you can grow your own knowledge, skills and experience. It may also assist you during your performance discussion with your manager.

How can I develop my capabilities?

In the NTPS there are a range of methods for HR professionals to build their capacity, some of which are identified in the diagram below.

It is important to acknowledge that there is no “best” way for individuals to build their capability in a certain area. You should look at what options are available to you and think about how you learn most effectively. Building capability begins by gaining exposure to new topics or processes.
Mentoring
Mentoring is a relationship between a more experienced and a less experienced employee. The experienced person offers support, advice and assistance to the less experienced staff member and enables them to share their professional and personal skills and experiences.

The relationship is based on encouragement, constructive comments, openness, mutual trust, respect and a willingness to learn and share (Spencer 1999).

Accredited Learning (University/VET)
A diverse range of accredited courses are available for HR professionals to build their capability.

Charles Darwin University offers a range of VET, Undergraduate, Graduate and Post Graduate programs that the HR community can tap into. The most common accredited program in this field is the Diploma of Human Resource Management. There are also a number of individual units of study that you can attend. For more information, visit CDU’s website at www.cdu.edu.au.

You may be eligible to receive study assistance from your agency, so check your agencies study policy.

Agency specific forums, workshops and information sessions
Many agencies, particularly larger ones will run internal HR training and information sessions on a range of topics such as Leadership, Cross Cultural, Staff Selection, Performance Management, Capability and Leadership Framework and Work Health and Safety.

If your own agency runs these types of sessions, find out if you can attend. Alternatively, you can enquire with other agencies to see if you can attend one of their sessions, where available.

HR/IR Development Program (OCPE Placement)
The HR/IR Development Program is a unique professional development opportunity for HR professionals in the NTPS. The program is a week-long learning experience that consists of small group discussions, presentations and practical activities.

The program is designed to develop greater confidence in your ability to interpret and apply the legislative provisions which underpin employment in the NTPS and aims to strengthen practical skills in the areas of workforce planning and development.

Mobility / Secondments
Job mobility makes a significant contribution towards 'growing our own' by building the skills, knowledge and experience of the NTPS talent pool and is a key component of building workforce capability; especially in driving professional development, reducing 'silo thinking', and boosting cross-agency problem solving ability.

Mobility arrangements provide opportunities through which employees in one agency can accept placements in another agency, thereby promoting the sharing of knowledge, business practices and processes across the sector and encouraging the professional and personal development of the employee.

Non-Accredited Training
Although non-accredited training does not come with a nationally recognised qualification, certificate or statement of attainment, there are some advantages if you aren't looking at gaining a qualification. Non-accredited courses can normally be tailored to specific training needs and there is no assessment requirement.

OCPE manages a three year (2013 - 2016) panel contract for the provision of non-accredited training and development services. This provides agencies a blanket approval to access 33 providers who can develop training content and/or deliver training across 50 identified training topics.
Australian Human Resource Institute (AHRI)

AHRI is the national association representing human resource and people management professionals in Australia. With a financial member and stakeholder base in the order of 32,000, AHRI assumes responsibility for shaping the future of the HR profession through its member base.

AHRI provides research, advocacy and representation to promote the standing of HR professionals and engender human resource and people management best practice within workplaces. AHRI actively contributes towards setting standards and building the skill base of the profession, from entry-level practitioners to aspirants for strategic leadership. Through its international affiliations and its close association with Australian industry and academia, AHRI ensures that its members are given access to a soundly-based professional recognition framework.

The AHRI vision "Driving Your Success" recognises the changing requirements of Australian business against a background of considerable economic challenge. It also acknowledges the continuing opportunity for the HR profession to actively contribute specialist knowledge for the delivery of people management solutions to business.

The benefit of having an AHRI Membership includes exclusive access to comprehensive, current and relevant HR industry knowledge and expertise.

The NTPS has partnered with AHRI to deliver discounted membership for NTPS employees and further information can be found on the OCPE website (www.nt.gov.au/ocpe).

HR Community SharePoint site

All HR professionals are invited and encouraged to be a part of the HR Community site. It is a central location for HR professionals to share research and publications, resources, announcements, HR specific job opportunities and to ask questions to other HR professionals or even seek feedback on a project.

Get Reading

A great way to keep up to date with the latest HR issues, research and developments is to make time to read articles and journals written by HR experts on a broad range of HR issues.

It is important to gain a broad understanding of how your role fits in to the bigger picture, so if you work in a HR generalist role and have minimal experience or understanding of more specialised topics, read about them.

Here are a few free resources that provide regular information on the latest news and events affecting the HR industry:

AHRI's fortnightly e-newsletter RE:SOURCE has the latest AHRI news, HR industry updates, jobs, events and education, and training opportunities for HR practitioners. You do not have to be a member to subscribe. You can sign up to AHRI's newsletter by visiting www.ahri.com.au.

HRMonthly magazine which is AHRI’s flagship publication which helps HR professionals to make an effective contribution to their organisation. The magazine presents best practice HR management, stimulates debate about current issues and provides practical solutions to workplace challenges. The magazines can be viewed on the AHRI website by visiting www.ahri.com.au.

HR Daily acknowledges that HR professionals are busy people and place an emphasis on providing practical information. They aim to provide you with at least one idea, every day, which you can immediately implement in your workplace. You can sign up to HR Daily by visiting www.hrdaily.com.au.

HR Forums

OCPE coordinates two HR Forums a year where HR professionals come together to hear about recent activities around the NTPS. The topics and information change each forum.

In addition to hearing what is happening around the NTPS, HR forums are a great opportunity to network and meet other HR professionals.
SELF-ASSESSMENT TOOL

This self-assessment tool should be used in conjunction with the Excel based 'HR Capability Framework Self-assessment Tool' on the OCPE website.

What area of HR do I currently work in and what are the three most prevalent capabilities for my day to day duties?

What is my next career goal?

What are my capability development areas? (use the Excel based 'HR Capability Framework Self-assessment Tool' to diagnose this)

What can I do in the next six months to help build my HR capability? (this could be subscriptions, memberships, readings, forums, training (accredited or non-accredited), stretch tasks, mentoring etc)

Who can provide assistance to me (manager, supervisor, mentor?)
Ok, I’m ready to start using the NTPS HRCF
Got questions?

The OCPE have developed a suite of online support materials that provide information on how to use the framework, these tools can be accessed at the My HR Career website.

I’ve got some feedback and comments I’d like to share about the HRCF...

We encourage you to provide feedback and insight about your experience of using the HRCF. This will help inform the next iteration of the Framework. If you or your HR peers have feedback or would like to comment on any aspect of the HRCF contact Strategic Workforce Planning and Development on (08) 8999 3703 or by email to swpd.ocpe@nt.gov.au.

References

www.people.tas.gov.au/?a=75291


Human Resource Competencies: Responding to increased Expectations (2007), Dave Ulrich, Wayne Brockbank, Dani Johnson and Jon Younger

Corporate Leadership Council (2007) Building and buying key HRBP Competencies, Corporate Executive Board, Arlington.