VPS human resources capability framework

The framework has been developed to provide a consistent understanding of the knowledge, skills and attributes required by human resources (HR) professionals in the Victorian Public Service (VPS).

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Introduction

People who work in HR, or manage or supervise others, will find value in using the framework.

Who is this guide for?

People who work in HR, or manage or supervise others, will find value in using the framework to guide:

- identification of the knowledge, skills and attributes required for an HR role;
- workforce planning and succession discussions within the HR function;
- learning and development for HR professionals within the VPS;
- performance management discussions, by providing clarity around expectations of success; and
- career planning conversations.

The framework is a good starting point to articulate the capability expectations for HR professionals within the VPS.

What is included in this guide?

This guide includes:

- the *VPS HR Capability Framework;*
- suggestions for how the framework can be used and applied;
- descriptors for each capability; and
- how the capabilities align with VPS grades, VPS Value Range Descriptors and the *Victorian Public Employment Capability Framework.*

The VPS HR Capability Framework was developed by the State Services Authority (SSA)

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in conjunction with the Australian Human Resources Institute (AHRI).

A capability describes a combination of skills, knowledge and attributes that an individual or organisation has the ability to deliver or perform with relative ease and with a high level of predictability in terms of quality and timeliness.

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About the framework

The VPS HR Capability Framework has seven interrelating capabilities. An individual will not develop a single capability in isolation, but will demonstrate several of the capabilities at any one time.

Capabilities by VPS level

Open allClose all

VPS2 or VPS3

Indicative VPS roles (as provided by SSA)

Administration officer

Indicative AHRI membership level

AFFILIATE

HR activity

- Administer
- Support
- process

HR knowledge or acumen

Awareness

VPS4

Indicative VPS roles (as provided by SSA)

Project officer or adviser

Indicative AHRI membership level

AFFILIATE/MAHRI

HR activity

- Apply
- Perform
- Coordinate

HR knowledge or acumen

Understanding

VPS5

Indicative VPS roles (as provided by SSA)

Team leader, senior adviser or consultant

Indicative AHRI membership level

MAHRI/CAHRI

HR activity

- Integrate
- Execute
- Manage
- Design
- Analyse
- Review or execute

HR knowledge or acumen

Development

VPS6

Indicative VPS roles (as provided by SSA)

Manager

Indicative AHRI membership level

CAHRI/FAHRI

HR activity

- Initiate
- Leverage
- Promote
- Lead

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HR knowledge or acumen

Drive

EO3

Indicative VPS roles (as provided by SSA)

Director

Indicative AHRI membership level

CAHRI/FAHRI

HR activity

- Envision
- Conceptualise
- Model
- Measure

HR knowledge or acumen

Strategist

HR capabilities

Each of these capabilities is applicable to the breadth and depth of HR levels within the VPS.

Workforce designer

Builds people capability to meet organisational objectives and challenges.

Strategy driver

Sets and drives people strategy to achieve organisational success.

Culture and change facilitator

Drives organisational change and development to achieve and maintain the desired culture of the organisation.

Relationship manager

Shapes, promotes and maintains productive relationships and partnerships across and beyond the organisation.

Credible activist

Advises and actively influences people and business decisions.

Expert practitioner

Applies HR expertise to deliver value to the business.

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Service driven

Aligns people and business strategies to achieve organisational imperatives.

Components

The framework is made up of different components, which are explained below.

Indicative AHRI membership levels

The indicative AHRI membership levels align the framework to the AHRI professional development levels. These have been included for people who wish to understand how the framework aligns to a nationally recognised HR professional standard.

HR Activity

HR Activity comprises descriptors of the level of activity at which each capability is applied (at each level within the VPS). For example, the activities undertaken by a VPS Grade 4 role within an HR function would be to apply their knowledge, perform tasks and coordinate activities.

HR Knowledge/Acumen

HR Knowledge/Acumen identifies the level of knowledge and acumen an HR professional requires across each capability, depending on their VPS level or role within the organisation. For example, a VPS Grade 2 in an administrative role within the HR function should be building their knowledge awareness, whereas a VPS Grade 6 within the HR function should have the knowledge to drive HR activity.

HR Capabilities

These describe the capabilities required of an HR professional within the VPS (at any level of the organisation). The framework identifies the seven capabilities that an HR professional requires to be effective in the VPS. These capability requirements can be

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for any role within the HR function, including generalist HR roles and more specialised HR roles such as learning and development, organisational development, recruitment or organisational change. The application of the framework to a specialist HR role is acknowledged within the Expert Practitioner capability.

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How the framework can be used

Capability frameworks are used by organisations to understand how to recruit, manage and develop individuals to ensure they have the knowledge, skills and attributes needed to do their jobs well.

As the VPS HR Capability Framework specifically addresses the capability needs of the HR function, it can also be used as a communication tool to build understanding of the profession.

How the framework can be used by HR leaders, HR managers and HR employees within VPS departments is explained further below.

Recruitment and selection

The framework can be helpful to managers or leaders within the HR function (or within the broader organisation) who are wishing to recruit for an HR role.

It can be used to define what a person in a particular role needs to be able to do.

Useful tips to remember

A job analysis will inform the position capability requirements.

The framework can help identify the knowledge, skills and attributes the applicant must possess on entry to perform the role effectively.

Key selection criteria should measure the applicant's capabilities (knowledge, skills and attributes).

Capabilities in the framework can be turned into key selection criteria by making them behaviourally based.

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Workforce planning

Research conducted by the Corporate Leadership Council shows that strategically aligned capability models provide managers with a basis for making HR decisions. They allow managers to better address workforce demographics, retirement projections and succession planning by identifying the competencies, skills and key positions that may need to be developed or filled.

Useful tips to remember

The framework can be considered when undertaking a succession risk analysis to identify critical roles, staff potential and potential misalignment between critical roles and the capacity of the workforce to undertake the roles.

Learning and development

Understanding the capabilities required to be effective in a role can be useful for all HR employees. The capabilities can inform learning and development plans; inform learning needs analyses to identify, define and communicate learning and development requirements; and provide a rationale to senior management for learning and development spend.

Useful tips to remember

A good understanding of capability requirements will result in more clearly identified training requirements, which will mean a better return on investment.

The framework can be used to build managers' skills in observing, identifying and providing feedback on behaviours in capability areas.

Performance management

The framework will help HR managers to ensure that day-to-day performance

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management processes are focused and transparent. It can bring structure to performance management processes by standardising and providing clarity around the expectations of success across HR roles in the VPS.

The capabilities described in the framework provide a firm basis for analysis and discussion (between an employee and their manager) about expectations, the individual's capability and, where appropriate, the need for development.

Useful tips to remember

The framework can enhance performance management by assisting to build managers' skills in observing, identifying and providing feedback on attributes in all capability areas.

Setting clear expectations of success will allow the employee to self-manage their performance.

Career planning

HR employees may find the framework useful when determining their next career step by looking at their relevant capabilities and experience, and identifying what they need to do to progress. The framework enables employees within the HR profession to develop capabilities for the position that they aspire to.

Useful tips to remember

The framework can be used to shape professional development and contribute to the ability of VPS HR professionals to move easily from one role, situation or environment to another.

Career opportunities are an important way to attract and retain high performing employees. The framework can assist a career conversation between an employee and their manager by giving clarity to strengths and weaknesses, making it easier for managers and staff to see what capabilities are required for the next career step.

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HR capability descriptions

Descriptions of each of the HR capabilities in the framework.

Workforce designer

Builds people capability to meet organisational objectives and challenges.

- Maximises effectiveness by selecting, developing, managing and motivating high performing employees.
- Clearly defines roles and expectations, monitors performance, provides framework for feedback and facilitates development.
- Understands the core people competencies required for the organisation to meet its goals and ways for employees to develop those competencies.
- Uses HR knowledge, including on engagement, performance management and attraction, to provide strategic resource solutions.

Strategy driver

Sets and drives people strategy to achieve organisational success.

- Develops HR strategies that are aligned with and contribute to organisational strategy.
- Executes people management plans that contribute to strategic planning objectives.
- Takes action to ensure HR strategies, structures, capabilities and processes support organisational objectives, manage risk, meet governance requirements and improve business performance.
- Designs and delivers innovative HR initiatives that contribute to the achievement of organisational objectives.
- Develops and promulgates best practices appropriate to the achievement of

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organisational objectives.

- Identifies and forecasts organisational capabilities to assist line managers to turn organisational strategy into action.
- Ensures HR strategy translates organisational objectives into people priorities.
- Evaluates the impact of HR practices on organisational results and makes adjustments as required.

Culture and change facilitator

Drives organisational change and development to achieve and maintain the desired culture of the organisation.

- Has a clear concept of the culture required for the organisation to succeed.
- Designs and delivers innovative people practices that progress/enhance a positive culture.
- Assists employees to understand the personal behavioural implications of culture and change.
- Translates culture into management practice to align employee behaviour with organisational goals.
- Identifies change required, describes the reasons for it and engages people who can deliver change.
- Monitors progress and success of change processes and makes adjustment to them.
- Gains commitment for ongoing change requirements through communication of reasons and outcomes of change processes.

Relationship manager

Shapes, promotes and maintains productive relationships and partnerships across and beyond the organisation.

- Identifies issues in common for stakeholders and incorporates them when

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developing HR initiatives.

- Develops practical solutions to meet stakeholder demands and needs.
- Ensures good working relationships exist to deliver organisational outcomes.
- Establishes and maintains mechanisms for communication and consultation with stakeholders to address their HR requirements.
- Actively seeks to improve others in performing people management responsibilities effectively.
- Drives an internal culture of service excellence.

Credible activist

Advises and actively influences people and business decisions.

- Uses whole-of-business and HR knowledge and experience to influence others.
- Makes rational and sound decisions when supporting organisational direction.
- Builds a track record of achieving results, taking responsibility and setting high standards.
- Communicates clearly and confidently across all levels of the organisation.
- Operates in a manner that is consistent with the organisation's code of conduct, values and culture.
- Is a role model for the organisation's values and culture.

Expert practitioner

Applies HR expertise to deliver value to the business.

- Delivers value added HR services and tools to meet organisational requirements and improve performance.
- Applies and continuously grows personal knowledge to improve productivity and other organisational outcomes.
- Establishes an integrated perspective of the organisation and identifies leverage

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points where HR can add value.

- Seeks out opportunities to utilise specialists from other areas of the organisation and externally where required.
- Translates and adapts HR best practice to deliver value to the organisation.
- Works with other areas of the organisation to ensure HR policies and practices address their needs.
- Actively seeks to improve others through coaching, mentoring and development frameworks to provide people management solutions to the line.

Service design

Aligns people and business strategies to achieve organisational imperatives.

- Understands the current and future role of the organisation and the implications for HR.
- Is astute in business dealings and aware of business opportunities.
- Understands and addresses underlying problems, opportunities and external forces affecting the organisation.
- Builds awareness and understanding of economic, demographic, political and legislative trends that may affect the organisation.
- Identifies and communicates potential issues and setbacks that will affect organisational design, culture and performance.
- Understands the impact of external events and changing stakeholder needs on the organisation.

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