Human resources capability framework   
Individual profile−levels 1, 2 and 3

# Human resources capability assessment and development tool

This template has been designed to help you and your manager, identify and assess capability for current or future roles, and to plan for development needs.

**Managers** can use this tool to conduct performance discussions with their HR practitioners, identify capability development needs and agree on a learning and development plan. Prior to the performance discussion, both manager and employee should take time to complete this form separately.

**Individuals** may also use it to plan their next career move by choosing the appropriate capability assessment tool for the job level to which they aspire and undertaking a self-assessment following the steps below.

## How to use this template

### Section One

### Step 1

Consider the tasks you or your employee carry out each day, how they contribute to the work unit and how the job relates to each of the HR capabilities. Documents that you should use to assist you are:

* job description form
* work unit operational or strategic plan
* existing performance agreement or development plan.

### Step 2

Read through the HR capabilities and their elements on the following pages, and:

* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low
* use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

### Step 3

At your meeting, discuss and come to agreement on:

* which capability elements are of most importance to the job
* the current level of capability
* priority areas for development.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Strategic alignment | | | | | | | | |
| Shape and manage a people strategy aligned with whole of government objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Follow the people strategy and understand its impact on the HR function | Develop an understanding of relevant legislation as it applies to your role |  |  |  |  |  |  |  |
| Develop an understanding of the political environment within which the organisation operates |  |  |  |  |  |  |  |
| Support external environmental scanning and monitoring of the context in which the organisation operates |  |  |  |  |  |  |  |
| Support and understand research into economic and demographic trends that may influence HR plans and goals |  |  |  |  |  |  |  |
| Support monitoring of internal and external influences and understand their impact |  |  |  |  |  |  |  |
| Support the research of issues and setbacks that affect the HR function |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| Results driven | | | | | | | | |
| Build capacity and expertise within the WA government to deliver results. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Administer and support activities to build capability and expertise | Administer and support HR activities including job design, talent management and workforce planning that align with government objectives |  |  |  |  |  |  |  |
| Administer and support activities that assist in identifying and managing risk |  |  |  |  |  |  |  |
| Administer and support activities that follow good practice and focus on continuous improvement |  |  |  |  |  |  |  |
| Administer and support activities that assist in delivering innovative HR and people initiatives that contribute to organisational objectives |  |  |  |  |  |  |  |
| Administer and support activities contributing to building employee capability |  |  |  |  |  |  |  |
| Carry out tasks that support the research and analysis of HR strategy |  |  |  |  |  |  |  |
| Administer and support activities that support HR strategy, structure, capability and processes that contribute to organisational objectives |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Workforce capacity | | | | | | | | |
| Build workforce capacity for the current and future requirements of the WA Government. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Administer and support activities that build workforce capacity for present and future requirements | Develop an understanding of legislative requirements and restrictions on employment including industrial relations law |  |  |  |  |  |  |  |
| Support the monitoring and assessment of organisational climate and employee engagement |  |  |  |  |  |  |  |
| Develop an understanding of how required competencies are identified |  |  |  |  |  |  |  |
| Administer and support organisational design, workforce planning and job design activities to prepare for current and future challenges |  |  |  |  |  |  |  |
| Administer and support strategies and practices to attract, retain, develop and motivate a skilled workforce |  |  |  |  |  |  |  |
| Administer and support processes for effective performance management and identification of development plans |  |  |  |  |  |  |  |
|  | Have an understanding of how development opportunities are identified and delivered |  |  |  |  |  |  |  |
| Administer and support processes to assist managers in bringing about change or reinforcing employee behaviours where required |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Relationship management | | | | | | | | |
| Build and manage productive relationships and partnerships. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Build and maintain productive relationships | 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 perspectives into HR and people management initiatives |  |  |  |  |  |  |  |
| Administer and support activities that support a collaborative, innovative and values based culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Credible influence | | | | | | | | |
| Advise and influence with integrity and self awareness to achieve organisational objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Be credible and professional in actions and interactions | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct |  |  |  |  |  |  |  |
| Make sound, rational and ethical decisions |  |  |  |  |  |  |  |
| Apply expertise and administer activities that support others in their decision making |  |  |  |  |  |  |  |
| Be accountable for own decisions and actions |  |  |  |  |  |  |  |
| Take personal responsibility to meet role objectives |  |  |  |  |  |  |  |
| Focus on delivering quality outcomes |  |  |  |  |  |  |  |
| Communicate clearly and confidently |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Professional expertise | | | | | | | | |
| Build and apply HR knowledge and expertise to deliver value to the organisation. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Apply and develop skills, experience and knowledge to the delivery of HR activities | Demonstrate self-awareness and commitment to personal development |  |  |  |  |  |  |  |
| Apply and develop own capabilities to meet performance expectations and seek additional expertise when required |  |  |  |  |  |  |  |
| Recognise contributions of others |  |  |  |  |  |  |  |
| Administer and support activities that translate HR theory into practice to deliver value to the organisation |  |  |  |  |  |  |  |
| Administer and support the delivery of HR services and tools that improve workforce performance |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Administer and support coaching and mentoring activities for managers to develop people management expertise |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Culture and change management | | | | | | | | |
| Manage change processes and work to support desired organisational culture. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Administer and support change processes that work to deliver desired organisational culture | Administer and support activities to communicate the organisation’s vision and need for change when required |  |  |  |  |  |  |  |
| Support research of activities to understand the optimal culture for the organisation to achieve its objectives |  |  |  |  |  |  |  |
| Administer and support innovative people practices that support a positive culture |  |  |  |  |  |  |  |
| Administer and support processes when change is required |  |  |  |  |  |  |  |
| Administer and support activities that assist employees to understand the impact of their behaviour on organisational culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

# Your development plan

## Section Two

### Step 1

Prioritise development needs. Section One may have identified only one or two areas for development, or there might be several. If this is the case, you might need to make some realistic decisions about what can be achieved both in terms of the time needed to devote to your development and what can be reasonably accommodated within your work area. It is important that both manager and employee agree on which are the priority areas for development.

### Step 2

Agree on a development plan. Be specific about what action you need to take and by when. Both manager and employee must agree on this plan and be accountable for it to happen. Traditionally, we think of training as the main option for developing individuals. It’s important to remember however, that there are many other ways in which performance can be improved, which in fact may be more suitable as a development option. You might like to consider some of the following:

* Learn on the job – volunteer for a special project, undertake a job rotation, participate in a working group.
* Partner up with a colleague who has the capabilities you want to address.
* Self directed options (For example, networking, individual research, subscribing to HR eNewsletters and publications).
* Find a mentor who can guide and advise you.
* Apply for an acting opportunity.
* Get some career counselling advice.
* Undertake some formal study (For example, University or VET).
* Become a member of a professional organisation.

### Step 3

Monitor, review and update. There are many opportunities to further your HR career within the public sector – you have taken the time to identify where you need to develop so make sure you take the time to regularly review your progress and make any changes necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| Your development plan | | | |
| What is your development need?  (capability or elements) | What action or actions will you take? | What resources or support do you need? | When will it happen? |
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Human resources capability framework   
Individual profile−levels 3 and 4

# Human resources capability assessment and development tool

This template has been designed to help you and your manager, identify and assess capability for current or future roles, and to plan for development needs.

**Managers** can use this tool to conduct performance discussions with their HR practitioners, identify capability development needs and agree on a learning and development plan. Prior to the performance discussion, both manager and employee should take time to complete this form separately.

**Individuals** may also use it to plan their next career move by choosing the appropriate capability assessment tool for the job level to which they aspire and undertaking a self-assessment following the steps below.

## How to use this template

### Section One

### Step 1

Consider the tasks you or your employee carry out each day, how they contribute to the work unit and how the job relates to each of the HR capabilities. Documents that you should use to assist you are:

* job description form
* work unit operational or strategic plan
* existing performance agreement or development plan.

### Step 2

Read through the HR capabilities and their elements on the following pages, and:

* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

### Step 3

At your meeting, discuss and come to agreement on:

* which capability elements are of most importance to the job
* the current level of capability
* priority areas for development.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Strategic alignment | | | | | | | | |
| Shape and manage a people strategy aligned with whole of government objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Understand how the people strategy aligns to the organisation and support its implementation | Understand and operate according to relevant legislation including industrial relations laws |  |  |  |  |  |  |  |
| Understand and operate within the internal and external political environment |  |  |  |  |  |  |  |
| Contribute to external environmental scanning and monitoring of the context in which the organisation operates |  |  |  |  |  |  |  |
| Research and apply responses to economic and demographic trends that may influence HR plans and goals |  |  |  |  |  |  |  |
| Monitor internal and external influences and apply responses |  |  |  |  |  |  |  |
| Research potential issues and setbacks that may affect the HR function |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Results driven | | | | | | | | |
| Build capacity and expertise within the WA government to deliver results. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Contribute to development and implementation of activities to build capability and expertise | Contribute to development and implementation of HR activities including job design, talent management and workforce planning that align with government objectives |  |  |  |  |  |  |  |
| Contribute to activities that assist in identifying and managing risk |  |  |  |  |  |  |  |
| Contribute to activities that apply good practice and focus on continuous improvement |  |  |  |  |  |  |  |
| Contribute to innovative HR and people management initiatives that contribute to the achievement of organisational objectives |  |  |  |  |  |  |  |
| Research and inform HR on building employee capability |  |  |  |  |  |  |  |
| Research and analyse HR strategy |  |  |  |  |  |  |  |
| Contribute to the development of strategy, capability and processes that support organisational objectives |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Workforce capacity | | | | | | | | |
| Build workforce capacity for the current and future requirements of the WA Government. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Administer and support activities that build workforce capacity for present and future requirements | Understand and operate according to legislative requirements and restrictions on employment including industrial relations law |  |  |  |  |  |  |  |
| Monitor and analyse organisational climate and employee engagement |  |  |  |  |  |  |  |
| Contribute to identification of the key competencies required to meet organisational goals |  |  |  |  |  |  |  |
| Contribute to organisational design, workforce planning and job design activities to prepare for current and future people challenges |  |  |  |  |  |  |  |
| Contribute to strategies and practices to attract, retain, develop and motivate a skilled workforce |  |  |  |  |  |  |  |
| Contribute to processes for effective performance management and identification of development plans |  |  |  |  |  |  |  |
| Support the identification and delivery of development opportunities |  |  |  |  |  |  |  |
| Contribute to processes designed to support managers in bringing about change or reinforcing employee behaviours where required |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Relationship management | | | | | | | | |
| Build and manage productive relationships and partnerships. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Build and maintain productive relationships | Maintain communication and consultation channels to share information and knowledge |  |  |  |  |  |  |  |
| Contribute to activities and support managers to understand their people management responsibilities |  |  |  |  |  |  |  |
| Apply internal and external perspectives into the development of HR and people management initiatives |  |  |  |  |  |  |  |
| Contribute to activities that support a collaborative, innovative and values based culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Credible influence | | | | | | | | |
| Advise and influence with integrity and self awareness to achieve organisational objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Demonstrate credibility and professionalism in actions and interactions | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct |  |  |  |  |  |  |  |
| Make sound, rational and ethical decisions |  |  |  |  |  |  |  |
| Contribute and apply expertise in advising and influencing others in their decision making |  |  |  |  |  |  |  |
| Be accountable for own decisions and actions and direct reports |  |  |  |  |  |  |  |
| Take personal responsibility to meet role, team and organisational objectives |  |  |  |  |  |  |  |
| Focus on delivering quality outcomes |  |  |  |  |  |  |  |
| Communicate clearly and confidently across all levels of the organisation |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Professional expertise | | | | | | | | |
| Build and apply HR knowledge and expertise to deliver value to the organisation. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Contribute and continually develop skills, experience and knowledge required to deliver HR activities | Demonstrate self-awareness and commitment to personal development |  |  |  |  |  |  |  |
| Contribute and continually develop own capabilities to meet performance expectations and seek additional expertise when required |  |  |  |  |  |  |  |
| Recognise contributions of others |  |  |  |  |  |  |  |
| Contribute to activities that translate HR theory into practice to deliver value to the organisation |  |  |  |  |  |  |  |
| Contribute to the delivery of HR services and tools that improve workforce performance |  |  |  |  |  |  |  |
| Contribute to coaching and mentoring activities for managers to develop people management expertise |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Culture and change management | | | | | | | | |
| Manage change processes and work to support desired organisational culture. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Contribute to change processes that work to deliver desired organisational culture | Contribute to activities to communicate the organisation’s vision and need for change when required |  |  |  |  |  |  |  |
| Contribute to research and analysis activities to understand the optimal culture for the organisation to achieve its objectives |  |  |  |  |  |  |  |
| Contribute to innovative people practices that support a positive culture |  |  |  |  |  |  |  |
| Contribute to processes to support change when required |  |  |  |  |  |  |  |
| Contribute to activities that assist employees to understand the impact of their behaviour on organisational culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

# Your development plan

## Section Two

### Step 1

Prioritise development needs. Section One may have identified only one or two areas for development, or there might be several. If this is the case, you might need to make some realistic decisions about what can be achieved both in terms of the time needed to devote to your development and what can be reasonably accommodated within your work area. It is important that both manager and employee agree on which are the priority areas for development.

### Step 2

Agree on a development plan. Be specific about what action you need to take and by when. Both manager and employee must agree on this plan and be accountable for it to happen. Traditionally, we think of training as the main option for developing individuals. It’s important to remember however, that there are many other ways in which performance can be improved, which in fact may be more suitable as a development option. You might like to consider some of the following:

* Learn on the job – volunteer for a special project, undertake a job rotation, participate in a working group.
* Partner up with a colleague who has the capabilities you want to address.
* Self directed options (For example, networking, individual research, subscribing to HR eNewsletters and publications).
* Find a mentor who can guide and advise you.
* Apply for an acting opportunity.
* Get some career counselling advice.
* Undertake some formal study (For example, University or VET).
* Become a member of a professional organisation.

### Step 3

Monitor, review and update. There are many opportunities to further your HR career within the public sector – you have taken the time to identify where you need to develop so make sure you take the time to regularly review your progress and make any changes necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| Your development plan | | | |
| What is your development need?  (capability or elements) | What action or actions will you take? | What resources or support do you need? | When will it happen? |
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Human resources capability framework   
Individual profile−levels 4, 5 and 6

# Human resources capability assessment and development tool

This template has been designed to help you and your manager, identify and assess capability for current or future roles, and to plan for development needs.

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## How to use this template

### Section One

### Step 1

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* work unit operational or strategic plan
* existing performance agreement or development plan.

### Step 2

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* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low
* use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

### Step 3

At your meeting, discuss and come to agreement on:

* which capability elements are of most importance to the job
* the current level of capability
* priority areas for development.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Strategic alignment | | | | | | | | |
| Shape and manage a people strategy aligned with whole of government objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Contribute to the people strategy and understand its alignment to the organisation | Deliver HR activities in accordance with relevant legislation including industrial relations laws |  |  |  |  |  |  |  |
| Deliver HR services within the internal and external political environment |  |  |  |  |  |  |  |
| Coordinate the scanning of the external environment and monitor the context in which the organisation operates |  |  |  |  |  |  |  |
| Coordinate and develop the HR function’s response to economic and demographic trends |  |  |  |  |  |  |  |
| Analyse and develop responses to internal and external influences |  |  |  |  |  |  |  |
| Identify and manage planning for potential issues and setbacks |  |  |  |  |  |  |  |
| Comments  Insert text |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Results driven | | | | | | | | |
| Build capacity and expertise within the WA government to deliver results. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Develop and implement strategies to build capability and expertise | Co-ordinate, develop and implement HR activities including job design, talent management and workforce planning that align to government and organisation objectives |  |  |  |  |  |  |  |
| Develop and implement activities that identify and manage risk |  |  |  |  |  |  |  |
| Develop and implement activities that apply good practice and focus on continuous improvement |  |  |  |  |  |  |  |
| Develop and implement innovative HR and people management initiatives that contribute to the achievement of organisational objectives |  |  |  |  |  |  |  |
| Advise and consult with managers on building employee capability |  |  |  |  |  |  |  |
| Co-ordinate the analysis of HR strategy and report on its impact |  |  |  |  |  |  |  |
| Develop and implement strategy, capability and processes that support organisational objectives |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Workforce capacity | | | | | | | | |
| Build workforce capacity for the current and future requirements of the WA Government. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Develop and implement activities that build workforce capacity for present and future requirements | Deliver HR activities in accordance with legislative requirements and restrictions on employment including industrial relations law |  |  |  |  |  |  |  |
| Analyse and report on organisational climate and employee engagement |  |  |  |  |  |  |  |
| Develop and implement activities that contribute to identification of the key competencies required to meet organisational goals |  |  |  |  |  |  |  |
| Develop and implement organisational design, workforce planning and job design activities to prepare for current and future people challenges |  |  |  |  |  |  |  |
| Develop and implement strategies and practices to attract, retain, develop and motivate a skilled workforce |  |  |  |  |  |  |  |
| Develop and implement processes for effective performance management and identification of development plans |  |  |  |  |  |  |  |
| Develop processes to identify and support development opportunities to build workforce capability |  |  |  |  |  |  |  |
| Develop and implement processes and support managers in bringing about change or reinforcing employee behaviours where required |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Relationship management | | | | | | | | |
| Build and manage productive relationships and partnerships. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Initiate, build and manage productive relationships | Identify and manage communication and consultation channels to share information and knowledge |  |  |  |  |  |  |  |
| Develop and implement activities and support managers to understand their people management responsibilities |  |  |  |  |  |  |  |
| Develop opportunities to incorporate internal and external perspectives when developing HR and people management initiatives |  |  |  |  |  |  |  |
| Administer and support activities that support a collaborative, innovative and values based culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Credible influence | | | | | | | | |
| Advise and influence with integrity and self awareness to achieve organisational objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Demonstrate and model credibility, professionalism and influence  in own actions and dealings with others | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct |  |  |  |  |  |  |  |
| Make sound, rational and ethical decisions |  |  |  |  |  |  |  |
| Develop and apply expertise to advise and influence others in their decision making |  |  |  |  |  |  |  |
| Be accountable for own decisions and actions and those of direct reports |  |  |  |  |  |  |  |
| Take personal responsibility for self and team in meeting role, team and organisational objectives |  |  |  |  |  |  |  |
| Focus on self and team delivering quality outcomes |  |  |  |  |  |  |  |
| Communicate clearly and confidently across all levels of the organisation |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Professional expertise | | | | | | | | |
| Build and apply HR knowledge and expertise to deliver value to the organisation. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Understand the skills, experience and knowledge required to deliver HR activities and apply, develop and source where required | Demonstrate self-awareness and commitment to personal development and encourage it in others |  |  |  |  |  |  |  |
| Understand and develop the capabilities required to meet performance expectations and seek additional expertise when required |  |  |  |  |  |  |  |
| Facilitate opportunities to recognise the contributions of others |  |  |  |  |  |  |  |
| Develop and implement activities that translate HR theory into practice to deliver value to the organisation |  |  |  |  |  |  |  |
| Develop and implement HR services and tools that improve workforce performance |  |  |  |  |  |  |  |
| Develop and implement coaching and mentoring activities for managers to develop people management expertise |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Culture and change management | | | | | | | | |
| Manage change processes and work to support desired organisational culture. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Identify change processes required to support desired organisational culture | Develop and implement activities to communicate the organisation’s vision and need for change when required |  |  |  |  |  |  |  |
| Develop and implement research and analysis activities to understand the optimal culture for the organisation to achieve its objectives |  |  |  |  |  |  |  |
| Develop and implement innovative people practices that support a positive culture |  |  |  |  |  |  |  |
| Develop and implement processes and provide support to the organisation when change is required |  |  |  |  |  |  |  |
| Develop and implement activities that assist employees to understand the impact of their behaviour on organisational culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

# Your development plan

## Section Two

### Step 1

Prioritise development needs. Section One may have identified only one or two areas for development, or there might be several. If this is the case, you might need to make some realistic decisions about what can be achieved both in terms of the time needed to devote to your development and what can be reasonably accommodated within your work area. It is important that both manager and employee agree on which are the priority areas for development.

### Step 2

Agree on a development plan. Be specific about what action you need to take and by when. Both manager and employee must agree on this plan and be accountable for it to happen. Traditionally, we think of training as the main option for developing individuals. It’s important to remember however, that there are many other ways in which performance can be improved, which in fact may be more suitable as a development option. You might like to consider some of the following:

* Learn on the job – volunteer for a special project, undertake a job rotation, participate in a working group.
* Partner up with a colleague who has the capabilities you want to address.
* Self directed options (For example, networking, individual research, subscribing to HR eNewsletters and publications).
* Find a mentor who can guide and advise you.
* Apply for an acting opportunity.
* Get some career counselling advice.
* Undertake some formal study (For example, University or VET).
* Become a member of a professional organisation

### Step 3

Monitor, review and update. There are many opportunities to further your HR career within the public sector – you have taken the time to identify where you need to develop so make sure you take the time to regularly review your progress and make any changes necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| Your development plan | | | |
| What is your development need?  (capability or elements) | What action or actions will you take? | What resources or support do you need? | When will it happen? |
|  |  |  |  |
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|  |  |  |  |

Human resources capability framework   
Individual profile−levels 6 and 7

# Human resources capability assessment and development tool

This template has been designed to help you and your manager, identify and assess capability for current or future roles, and to plan for development needs.

**Managers** can use this tool to conduct performance discussions with their HR practitioners, identify capability development needs and agree on a learning and development plan. Prior to the performance discussion, both manager and employee should take time to complete this form separately.

**Individuals** may also use it to plan their next career move by choosing the appropriate capability assessment tool for the job level to which they aspire and undertaking a self-assessment following the steps below.

Visit <https://www.wa.gov.au/organisation/public-sector-commission> to view the HR capability pages.

## How to use this template

### Section One

### Step 1

Consider the tasks you or your employee carry out each day, how they contribute to the work unit and how the job relates to each of the HR capabilities. Documents that you should use to assist you are:

* job description form
* work unit operational or strategic plan
* existing performance agreement or development plan.

### Step 2

Read through the HR capabilities and their elements on the following pages, and:

* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low
* use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

### Step 3

At your meeting, discuss and come to agreement on:

* which capability elements are of most importance to the job
* the current level of capability
* priority areas for development.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Strategic alignment | | | | | | | | |
| Shape and manage a people strategy aligned with whole of government objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Develop and drive a people strategy across the organisation | Interpret relevant legislation including industrial relations laws and manage the HR function within it |  |  |  |  |  |  |  |
| Interpret the internal and external political environment and manage the HR function within it |  |  |  |  |  |  |  |
| Drive the HR function in scanning the environment and monitoring the context in which the organisation operates |  |  |  |  |  |  |  |
| Drive the HR function to respond to economic and demographic trends |  |  |  |  |  |  |  |
| Manage the monitoring and analysis of internal and external influences |  |  |  |  |  |  |  |
| Oversee planning for potential issues and setbacks |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Results driven | | | | | | | | |
| Build capacity and expertise within the WA government to deliver results. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Drive strategies to build capability and expertise | Manage and drive HR activities that are aligned to, and contribute to government and organisation objectives |  |  |  |  |  |  |  |
| Identify and manage risk |  |  |  |  |  |  |  |
| Manage activities that apply good practice and focus on continuous improvement |  |  |  |  |  |  |  |
| Manage the design and delivery of innovative HR and people management initiatives that contribute to the achievement of organisational objectives |  |  |  |  |  |  |  |
| Lead the HR function in coaching managers to build employee capability |  |  |  |  |  |  |  |
| Oversee the analysis and reporting on the impact of HR strategy |  |  |  |  |  |  |  |
| Manage the HR strategy, capability and structure to support organisational objectives |  |  |  |  |  |  |  |
| Comments  Insert text |  | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Workforce capacity | | | | | | | | |
| Build workforce capacity for the current and future requirements of the WA Government. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Manage activities that build workforce capacity for present and future requirements | Interpret legislative requirements and restrictions on employment including industrial relations law |  |  |  |  |  |  |  |
| Oversee the analysis and reporting on organisational climate and employee engagement |  |  |  |  |  |  |  |
| Drive identification of the key competencies required to meet organisational goals |  |  |  |  |  |  |  |
| Manage organisational design, workforce planning and job design activities to prepare for current and future people challenges |  |  |  |  |  |  |  |
| Oversee strategies and practices to attract, retain, develop and motivate a skilled workforce |  |  |  |  |  |  |  |
| Manage processes for effective performance management and identification of development plans |  |  |  |  |  |  |  |
| Oversee the identification and support of development opportunities to build workforce capability |  |  |  |  |  |  |  |
| Manage processes and provide support to managers in bringing about change or reinforcing employee behaviours where required |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Relationship management | | | | | | | | |
| Build and manage productive relationships and partnerships. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Identify, initiate, build and manage productive relationships | Oversee communication and consultation channels to share information and knowledge |  |  |  |  |  |  |  |
| Coach managers to understand their people management responsibilities |  |  |  |  |  |  |  |
| Drive the incorporation of internal and external perspectives into the development of HR and people management initiatives |  |  |  |  |  |  |  |
| Manage and support a collaborative, innovative and values based culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Credible influence | | | | | | | | |
| Advise and influence with integrity and self awareness to achieve organisational objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Role model desired behaviours of the organisation and actively influence where required | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct |  |  |  |  |  |  |  |
| Make sound, rational and ethical decisions |  |  |  |  |  |  |  |
| Drive the application of expertise in advising and influencing others in their decision making |  |  |  |  |  |  |  |
| Be accountable for own decisions and actions and those of the HR function |  |  |  |  |  |  |  |
| Take personal responsibility for the HR function in meeting role, team and organisational objectives |  |  |  |  |  |  |  |
| Focus on self and HR function delivering quality outcomes |  |  |  |  |  |  |  |
| Communicate clearly and confidently across all levels of the organisation |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Professional expertise | | | | | | | | |
| Build and apply HR knowledge and expertise to deliver value to the organisation. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Recognise the capabilities and expertise required for the function and develop and build on own and other’s expertise | Demonstrate self-awareness and commitment to personal development and encourage it in others |  |  |  |  |  |  |  |
| Recognise and develop capabilities to meet performance expectations and seek additional expertise when required |  |  |  |  |  |  |  |
| Inspire others to recognise the contributions of others |  |  |  |  |  |  |  |
| Oversee activities that translate HR theory into practice to deliver value to the organisation |  |  |  |  |  |  |  |
| Manage the delivery of HR services and tools that improve workforce performance |  |  |  |  |  |  |  |
| Coach and mentor managers to develop people management expertise |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Culture and change management | | | | | | | | |
| Manage change processes and work to support desired organisational culture. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Manage change processes required to support desired organisational culture | Work with the executive to articulate vision for the organisation and communicate the need for change when required |  |  |  |  |  |  |  |
| Work with the executive to understand the optimal culture for the organisation to achieve its objectives |  |  |  |  |  |  |  |
| Drive the design and delivery of innovative people practices that support a positive culture |  |  |  |  |  |  |  |
| Manage processes and provide support to the organisation when change is required |  |  |  |  |  |  |  |
|  | Inspire employees to understand the impact of their behaviour on organisational culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

# Your development plan

## Section Two

### Step 1

Prioritise development needs. Section One may have identified only one or two areas for development, or there might be several. If this is the case, you might need to make some realistic decisions about what can be achieved both in terms of the time needed to devote to your development and what can be reasonably accommodated within your work area. It is important that both manager and employee agree on which are the priority areas for development.

### Step 2

Agree on a development plan. Be specific about what action you need to take and by when. Both manager and employee must agree on this plan and be accountable for it to happen. Traditionally, we think of training as the main option for developing individuals. It’s important to remember however, that there are many other ways in which performance can be improved, which in fact may be more suitable as a development option. You might like to consider some of the following:

* Learn on the job – volunteer for a special project, undertake a job rotation, participate in a working group.
* Partner up with a colleague who has the capabilities you want to address.
* Self directed options (For example, networking, individual research, subscribing to HR eNewsletters and publications).
* Find a mentor who can guide and advise you.
* Apply for an acting opportunity.
* Get some career counselling advice.
* Undertake some formal study (For example, University or VET).
* Become a member of a professional organisation.

### Step 3

Monitor, review and update. There are many opportunities to further your HR career within the public sector – you have taken the time to identify where you need to develop so make sure you take the time to regularly review your progress and make any changes necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| Your development plan | | | |
| What is your development need? (capability or elements) | What action or actions will you take? | What resources or support do you need? | When will it happen? |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Human resources capability framework   
Individual profile−levels 7 and above

# Human resources capability assessment and development tool

This template has been designed to help you and your manager, identify and assess capability for current or future roles, and to plan for development needs.

**Managers** can use this tool to conduct performance discussions with their HR practitioners, identify capability development needs and agree on a learning and development plan. Prior to the performance discussion, both manager and employee should take time to complete this form separately.

**Individuals** may also use it to plan their next career move by choosing the appropriate capability assessment tool for the job level to which they aspire and undertaking a self-assessment following the steps below.

## How to use this template

### Section One

### Step 1

Consider the tasks you or your employee carry out each day, how they contribute to the work unit and how the job relates to each of the HR capabilities. Documents that you should use to assist you are:

* job description form
* work unit operational or strategic plan
* existing performance agreement or development plan.

### Step 2

Read through the HR capabilities and their elements on the following pages, and:

* consider how important each element is to the job and place a tick against the appropriate response (high, medium or low)
* make an assessment of the current level of policy capability and place a tick against the appropriate response (high, medium or low)
* place a tick in the final column where you identify that this element is of high importance in the job, but the current level of policy capability is low
* use the comments box to note why this policy capability is important to the role and any examples that demonstrate the level of capability.

### Step 3

At your meeting, discuss and come to agreement on:

* which capability elements are of most importance to the job
* the current level of capability
* priority areas for development.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Strategic alignment | | | | | | | | |
| Shape and manage a people strategy aligned with whole of government objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Lead the HR function in providing a people strategy to the organisation | Embody relevant legislation including industrial relations laws in the people strategy |  |  |  |  |  |  |  |
| Influence the internal and external political environment to deliver an effective HR strategy |  |  |  |  |  |  |  |
| Connect the HR function to the environment and context in which the organisation operates |  |  |  |  |  |  |  |
| Embody responses to economic and demographic trends in the people strategy |  |  |  |  |  |  |  |
| Influence the internal and external environment to deliver an effective HR strategy |  |  |  |  |  |  |  |
| Lead and communicate the HR function’s preparedness for issues and setbacks |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Results driven | | | | | | | | |
| Build capacity and expertise within the WA government to deliver results. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Build capability in the WA Government and communicate the role of HR and managers | Influence and communicate the alignment and contribution of HR activities to government and organisation objectives |  |  |  |  |  |  |  |
| Direct and communicate the identification and management of risk |  |  |  |  |  |  |  |
| Embody and apply good practice and focus on continuous improvement |  |  |  |  |  |  |  |
| Lead the design and delivery of innovative HR and people management initiatives that contribute to organisational objectives |  |  |  |  |  |  |  |
| Influence and coach managers to build employee capability |  |  |  |  |  |  |  |
| Direct the analysis of HR strategy and report on impact |  |  |  |  |  |  |  |
| Direct and communicate the contribution of HR strategy, capability and processes to organisational objectives |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Workforce capacity | | | | | | | | |
| Build workforce capacity for the current and future requirements of the WA Government. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Promote the people strategy for the present and future workforce | Embody legislative requirements and restrictions on employment including industrial relations law in the people strategy |  |  |  |  |  |  |  |
| Direct the monitoring and assessment of organisational climate and employee engagement |  |  |  |  |  |  |  |
| Influence and promote key competencies required to meet organisational goals |  |  |  |  |  |  |  |
| 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 |  |  |  |  |  |  |  |
| Lead activities for effective performance management and identification of development plans |  |  |  |  |  |  |  |
| Communicate and promote identification and support of development opportunities to build workforce capability |  |  |  |  |  |  |  |
| Influence and coach managers to bring about change or reinforce employee behaviours where required |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Relationship management | | | | | | | | |
| Build and manage productive relationships and partnerships. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Represent the HR function in key relationships | 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 perspectives in the development of HR and people management initiatives |  |  |  |  |  |  |  |
| Lead and influence a collaborative, innovative and values based culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Credible influence | | | | | | | | |
| Advise and influence with integrity and self awareness to achieve organisational objectives. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Be a credible influence and champion for the HR function within and outside of the organisation | Demonstrate personal and professional integrity at all times consistent with the WA public sector Code of Ethics and agency codes of conduct |  |  |  |  |  |  |  |
| Make sound, rational and ethical decisions |  |  |  |  |  |  |  |
| Embody and apply expertise to advise and influence others in their decision making |  |  |  |  |  |  |  |
| Be accountable for own decisions and actions and those of the HR function |  |  |  |  |  |  |  |
| Take personal responsibility for the HR function in meeting role, team and organisational objectives |  |  |  |  |  |  |  |
| Focus on self and HR function delivering quality outcomes |  |  |  |  |  |  |  |
| Communicate clearly and confidently across all levels of the organisation |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Professional expertise | | | | | | | | |
| Build and apply HR knowledge and expertise to deliver value to the organisation. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Embody HR expertise and create a learning culture for the HR function and the organisation | Demonstrate self-awareness and commitment to personal development to the HR function and across the organisation |  |  |  |  |  |  |  |
| Recognise and develop the capabilities required to meet performance expectations and seek additional expertise when required |  |  |  |  |  |  |  |
| Influence and provide an environment where the contribution of others is recognised |  |  |  |  |  |  |  |
| Coach and influence to translate HR theory into practice to deliver value to the organisation |  |  |  |  |  |  |  |
| Lead the delivery of HR services and tools that improve workforce performance |  |  |  |  |  |  |  |
| Lead, coach and mentor others to develop people management expertise |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Culture and change management | | | | | | | | |
| Manage change processes and work to support desired organisational culture. | | | | | | | | |
| Description for the HR practitioner | Capability elements | Importance for role | | | Current level of capability | | | Require  developing? |
| Low | Medium | High | Low | Medium | High | Yes/No |
| Influence and shape culture and direct change processes required to support desired organisation | Work with the executive to articulate vision for the organisation and communicate the need for change when required |  |  |  |  |  |  |  |
| Work with the executive to understand the optimal culture for the organisation to achieve its objectives |  |  |  |  |  |  |  |
| Lead and influence the design and delivery of innovative people practices that support a positive culture |  |  |  |  |  |  |  |
| Influence processes and provide support to the organisation when change is required |  |  |  |  |  |  |  |
| Influence employees to understand the impact of their behaviour on organisational culture |  |  |  |  |  |  |  |
| Comments  Insert text | | | | | | | | |

# Your development plan

## Section Two

### Step 1

Prioritise development needs. Section One may have identified only one or two areas for development, or there might be several. If this is the case, you might need to make some realistic decisions about what can be achieved both in terms of the time needed to devote to your development and what can be reasonably accommodated within your work area. It is important that both manager and employee agree on which are the priority areas for development.

### Step 2

Agree on a development plan. Be specific about what action you need to take and by when. Both manager and employee must agree on this plan and be accountable for it to happen. Traditionally, we think of training as the main option for developing individuals. It’s important to remember however, that there are many other ways in which performance can be improved, which in fact may be more suitable as a development option. You might like to consider some of the following:

* Learn on the job – volunteer for a special project, undertake a job rotation, participate in a working group.
* Partner up with a colleague who has the capabilities you want to address.
* Self directed options (For example, networking, individual research, subscribing to HR eNewsletters and publications.
* Find a mentor who can guide and advise you.
* Apply for an acting opportunity.
* Get some career counselling advice.
* Undertake some formal study (For example, University or VET).
* Become a member of a professional organisation.

### Step 3

Monitor, review and update. There are many opportunities to further your HR career within the public sector – you have taken the time to identify where you need to develop so make sure you take the time to regularly review your progress and make any changes necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| Your development plan | | | |
| What is your development need?  (capability or elements) | What action or actions will you take? | What resources or support do you need? | When will it happen? |
|  |  |  |  |
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