Human resources capability model

Queensland public sector

Future-proofing Queensland's HR capability.

Queensland Government

Contents

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Introduction

The Queensland public sector (the sector) has experienced a period of intense and rapid change and uncertainty, driven by factors including the COVID-19 health pandemic, technology advances, changing consumer preferences and demographic shifts.

The Human resources (HR) capability model, and the associated development program, is designed to future-proof our HR capability through developing the skills, expertise and talent of our 4000+ HR practitioners.

As a HR practitioner, you can:

- learn from peers in other agencies about HR topics (HR capability development series)
- access a repository of curated content to increase your HR knowledge and skills
- use the HR capability model to understand what the sector expects from you and your peers.

About the model

The HR capability model (the model) describes what the sector needs from its HR practitioners and provides a consistent understanding of the knowledge, skills and attributes needed for effective HR performance. It also explains the connection to the Leadership competencies for Queensland, which describes the skills and behaviours required of leaders, at all levels, across the sector.

As a HR practitioner, the model supports you to:

- plan your development journey by identifying your strengths and areas for development, and understanding the capabilities required to be effective in your role
- shape performance and development conversations with your manager about your role expectations, your capabilities and any development areas for improvement
- consider potential career pathways by using the framework to identify what you need to do to progress to the HR role or professional area you aspire to.

The model forms the capability profile of an effective HR practitioner into the future. It represents:

1. three attributes
2. three leadership areas (Leadership competencies for Queensland)
3. 11 HR professional areas

At the centre of the model is 'co-design, co-develop and co-deliver' – it is important that HR practitioners adopt a human-centric mindset and apply this thinking when designing, developing and delivering workforce solutions.
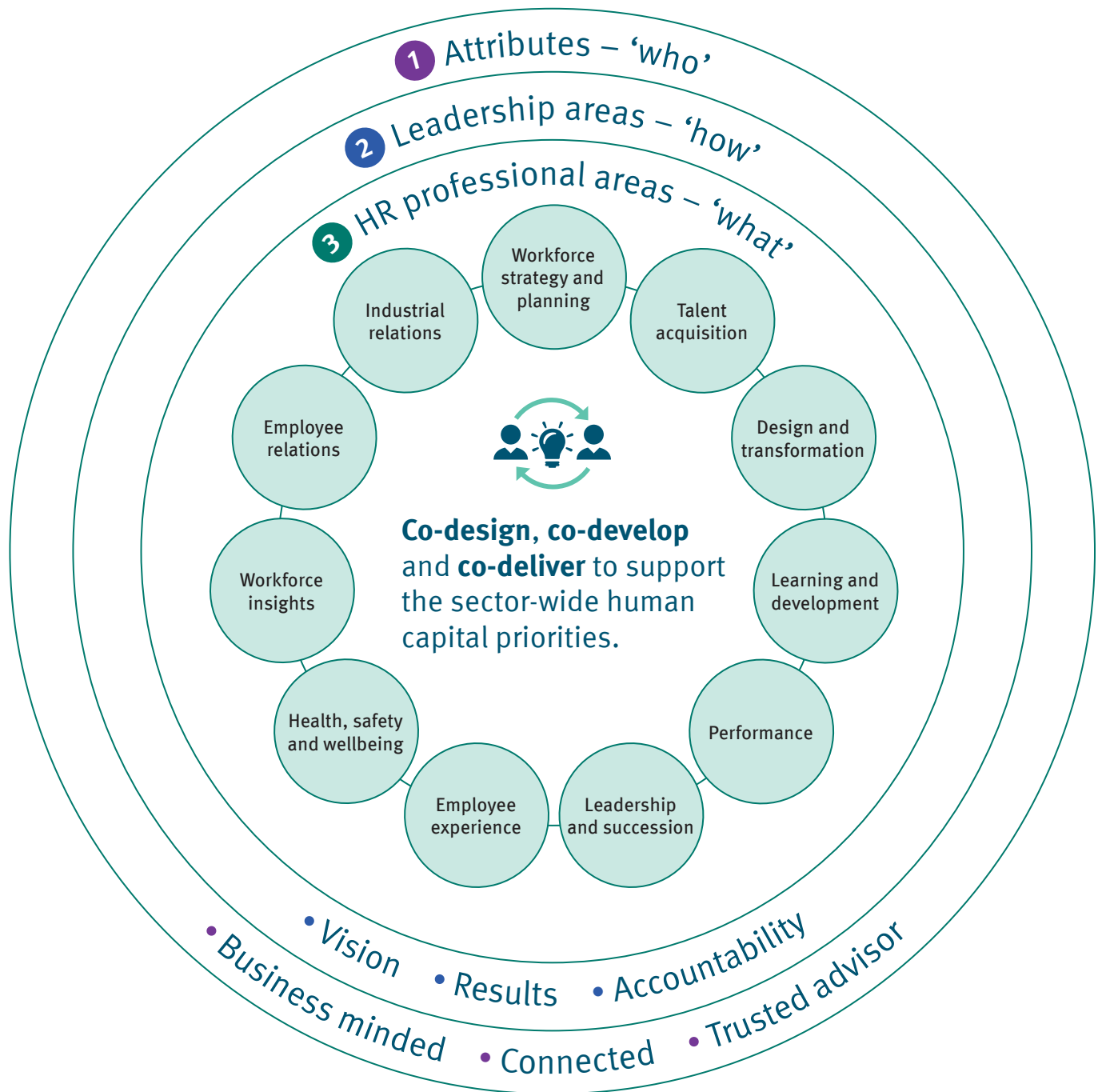
Navigate the model

The next section unpacks the components of the model to help you apply it to your role, career or development journey.

1

Attributes – 'who'

The three attributes – business minded, connected and trusted advisor – define who you are as an effective, contemporary HR practitioner, regardless of your HR role or level in your agency. Each attribute is broken down into several personal qualities. Each personal quality includes a description and a set of statements illustrating the type of behaviours expected.

Business minded

- Curious
- Analytical
- Agile
- Data literate

Connected

- Caring
- Ethical
- Inclusive

Trusted advisor

- Credible
- Coach
- Collaborator

Business minded

Always striving to increase the skills and knowledge of the business. Helps to improve the agency's use and understanding of data and information, through strategic and critical thinking in service of insight within the broader context.

Elements	Behavioural indicators
Curious	☐ Actively seeks new information and opportunities that add value. ☐ Is future-focused, inquisitive and open-minded. ☐ Is self-reflective to learn from situations and experiences and works with the business to create an environment where people share ideas openly and learn from mistakes. ☐ Shows a deep curiosity in understanding the view of others.
Analytical	☐ Able to breakdown the complex into more manageable components, distil relevant information for critical and methodological analysis and examination to inform evidence-based decision making.
Agile	☐ Is responsive and adaptive to changing environments. ☐ Adapts thinking and approach to meet the needs of the situation.
Data literate	☐ Uses technology to access digital information, then acquire, analyse, and apply information to support better decision making. ☐ Uses information, insights and knowledge in a structured way to support the identify of problems and make robust recommendations and frame alternative explanations.

Connected

Sets the standard for creating a culture of kindness, care and inclusion. Inspires others by demonstrating the ability to deliver outstanding performance, while acting in an empathetic, honest, self-aware and ethical manner.

Element	Behavioural indicator
Caring	☐ Acts with empathy and compassion. ☐ Seeks to understand and validate other's perspectives and emotions. ☐ Models appropriate self-care. ☐ Instils a caring culture.
Ethical	☐ Is accountable for their actions and demonstrates integrity. ☐ Actively models and promotes the public service ethical principles, values and codes of conduct to foster an ethical environment. ☐ Makes sound, rational and ethical decisions.
Inclusive	☐ Operates with an open, growth mindset. ☐ Treats all individuals in a respectful and inclusive manner. ☐ Empowers others and provides a channel for the employee voice. ☐ Removes barriers and fosters inclusion throughout all aspects of work.

Trusted advisor

Fosters trusted relationships, guides and influences partners with courageous and respectful thought provocation.

Element	Behavioural indicator
Credible	☐ Demonstrates professionalism, emotional intelligence and builds credibility through contributing HR expertise to advise and influence others.
Coach	☐ Provides coaching, mentoring and development to lift the capability and maximise the potential of leaders, partners and stakeholders. ☐ Applies active listening, questioning and feedback techniques to provoke self-insight in others.
Collaborator	☐ Builds partnerships and works collaboratively with others to achieve a shared objective. ☐ Seeks input from multiple perspectives and strategically leverages the skills, knowledge and talents of others.

2

Leadership areas – 'how'

The three leadership areas – vision, results and accountability – describe how you do your role.

The Leadership competencies for Queensland applies to all Queensland public servants, however some leadership competencies are more critical to certain HR professional areas. These are included in the capability profile for each of the professional areas (refer pages 8–19). Table 1 provides a high-level overview of Leadership competencies for Queensland.

Table 1: Leadership competencies for Queensland

Competency		Competency description
Vision	Leads strategically	☐ Thinks critically and acts on the broader purpose of the system.
	Stimulates ideas and innovation	☐ Gathers insights and embraces new ideas and innovation to inform future practice.
	Leads change in complex environments	☐ Embraces change and leads with focus and optimism in an environment of complexity and ambiguity.
	Makes insightful decisions	☐ Makes considered, ethical and courageous decisions based on insight into the broader context.
Results	Develops and mobilises talent	☐ Strengthens and mobilises the unique talents and capabilities of the workforce.
	Builds enduring relationships	☐ Builds and sustains relationships to enable the collaborative delivery of customer focused outcomes.
	Inspires others	☐ Inspires others by driving clarity, engagement and a sense of purpose.
	Drives accountability and outcomes	☐ Demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency.
Accountability	Fosters an inclusive workplace	☐ Fosters an inclusive workplace where health, safety and wellbeing is promoted and prioritised.
	Pursues continuous growth	☐ Pursues opportunities for growth through agile learning, and development of self-awareness.
	Demonstrates sound governance	☐ Maintains a high standard of practice through governance and risk management.

3

HR professional areas – 'what'

The 11 HR professional areas describe what you do and have been identified as key functional capability areas within HR. Depending on an agency's HR operating model, these professional areas may be in the form of specialist roles/teams or as a range of capabilities used with a generalist team or role.

Refer to pages 9–19, which outlines capability profiles for each professional area, including a description of each area, the critical leadership competencies and a set of essential capabilities. Each essential capability includes a description and statement(s) illustrating the type of behaviours expected[1].

HR professional areas

- Workforce strategy and planning
- Talent acquisition
- Design and transformation
- Learning and development
- Performance
- Leadership and succession
- Employee experience
- Health, safety and wellbeing
- Workforce insights
- Employee relations
- Industrial relations

1   It is assumed that the three attributes (pages 5–6) apply to all HR professional areas and are therefore not mentioned separately in each professional area.

Workforce strategy and planning

This is a continuous and dynamic process to ensure the workforce is agile and linked to future direction.

> **Critical Leadership competencies for Queensland**
> • Leads strategically • Stimulates ideas and innovation • Makes insightful decisions
> • Pursues continuous growth • Develops and mobilises talent

Capability	Behavioural indicators
Workforce demand planning	☐ Projects workforce requirements, develops plans and testing scenarios to ensure current and future business needs will be supported.
Talent supply forecasting	☐ Applies working knowledge of talent/capability supply intelligence, including mobility strategies to align talent marketplaces with workforce requirements.
Recruitment planning and forecasting	☐ Establishes plans for meeting the talent acquisition requirements based on the relevant strategic workforce plan.
People analytics	☐ Integrates data and people analytics to drive deeper insights and inform evidence-based decision-making. ☐ Researches peer-reviewed and industry publications for emergent thinking and environmental scan. ☐ Makes reliable predictions and recommendations through use of data and analytics.
Strategic alignment	☐ Aligns strategies against organisational priorities while maintaining space for open experimentation and innovation.
Talent alignment	☐ Ensures the acquisition of talent (in terms of capability and potential) is aligned to achieve both immediate needs and the strategic ambitions.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.

Talent acquisition

Delivery of the workforce strategy through the construction of the workforce.

Critical Leadership competencies for Queensland
• Fosters an inclusive workplace • Makes insightful decisions • Develops and mobilises talent

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Capability	Behavioural indicator
Recruitment planning and forecasting	☐ Establishes plans for meeting the talent acquisition requirements based on the relevant strategic workforce plan.
Strategic sourcing	☐ Employs inclusive, contemporary and fit-for-purpose sourcing and attraction approaches to ensure diverse talent is acquired.
	☐ Uses in-depth knowledge of internal and external markets to promote the division, department or public sector employee value proposition in a compelling way which appeals to relevant market(s).
Selection assessments	☐ Uses assessment approaches and tools to thoroughly examine candidates' capability and potential against inherent requirements – aligning work, workforce and workplace, now and in the future.
	☐ Employs bias mitigating approaches to support better decision making, establish and maintain a diverse and inclusive workforce, and provide accessible employment pathways to optimise the workforce of the future.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews.
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition.
	☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Design and transformation

Activities associated with the overall organisation design, operation, structure, governance and ways of working to meet the evolving needs of the business.

> **Critical Leadership competencies for Queensland**
> - Fosters an inclusive workplace • Demonstrates sound governance • Leads strategically
> - Leads change in complex environments • Builds enduring relationships

Capability	Behavioural indicator
Strategic alignment	☐ Aligns strategies against organisational priorities while maintaining space for open experimentation and innovation.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.
People analytics	☐ Integrates data and people analytics to drive deeper insights and inform evidence-based decision-making. ☐ Researches peer-reviewed and industry publications for emergent thinking and environmental scan. ☐ Makes reliable predictions and recommendations through use of data and analytics.
Organisation design and transformation	☐ Adopts contemporary and fit-for-purpose techniques and tools to support effective organisational transition. ☐ Consults appropriately and as required with third party stakeholders. ☐ Applies contemporary principles and practices to support the execution of organisation design initiatives and activities (including operating models, governance and ways of working) to ensure their organisation is designed in a way that's fit for purpose.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews.
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition. ☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Learning and development

Developing the workforce to its full potential to meet current and future needs.

> **Critical Leadership competencies for Queensland**
> • Fosters an inclusive workplace • Pursues continuous growth • Leads strategically
> • Stimulates ideas & innovation • Develops and mobilises talent • Inspires others

Capability	Behavioural indicator
Organisational capability	☐ Aligns learning and development strategy and goals with current and future business needs. ☐ Uses knowledge of relevant external capability trends, shifts in mindsets and future of work intelligence to inform initiatives aimed at optimising current and future organisational capability. ☐ Forecasts learning and development requirements that are informed by research and metrics, now and for the future.
Skill building and capability nurturing	☐ Employs analysis techniques for identifying capability requirements, capability levels and gaps. ☐ Applies contemporary approaches to building and nurturing skill and capability through creation of development initiatives that deliver improved outcomes. Including reskilling and upskilling. ☐ Identifies and reduces barriers to lifelong learning at both an organisation and individual level. ☐ Uses creativity, innovation and mobility to support and promote learning opportunities that are responsive to the needs of a diverse workforce. ☐ Provides learning and development expertise on contemporary practices for optimising adult learning, including market trends such as artificial intelligence, extended reality techniques in adult learning and learning systems.
Learning technology	☐ Advocates the adoption and integration of relevant, current and fit-for-purpose learning and development technology.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews.
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition. ☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Performance

Strategies and processes to establish and sustain a positive performance culture aimed at driving high performance.

Critical Leadership competencies for Queensland
• Demonstrates sound governance • Drives accountability and outcomes

Capability	Behavioural indicator
Strategic alignment	☐ Aligns strategies against organisational priorities while maintaining space for open experimentation and innovation.
Performance alignment	☐ Actively promotes performance management system as an approach to reinforce positive performance and rectify non-performance. ☐ Supports the integration of individual performance with other aspects of the employee lifecycle and the alignment of performance to the delivery of business needs, now and for the future.
Performance management	☐ Employs contemporary performance management principles and systems and knowledge of career progression frameworks to support and execute initiatives to optimise organisational performance.
Performance technology	☐ Advocates the adoption and integration of relevant and fit-for-purpose performance management technology systems.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews.
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition. ☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Leadership and succession

Building and sustaining a culture of strong organisational leadership and creating a future-proof leadership pipeline.

Critical Leadership competencies for Queensland
- Fosters an inclusive workplace • Pursues continuous growth • Leads strategically
- Builds enduring relationships • Develops and mobilises talent • Inspires others

Capability	Behavioural indicator
Strategic alignment	☐ Aligns strategies against organisational priorities while maintaining space for open experimentation and innovation.
Leadership approach and integration	☐ Establishes and maintains fit-for-purpose leadership framework or approach, informed through relevant and contemporary leadership research, theories, models and practices. ☐ Plans, executes and supports evidence-based initiatives for integrating the leadership framework/approach. ☐ Provides organisational leadership expertise including knowledge of leadership talent, and contemporary practices and trends in leadership capability, assessment and development to inform and support the integration of the leadership approach.
Leadership forecasting	☐ Uses knowledge of current leadership capability, pipelines and workforce/succession plans to inform workforce planning strategies to ensure current and future business needs will be supported.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.
Leadership capability	☐ Employs contemporary leadership capability and potential models, principles, approaches and practices to inform capability uplift activities and initiatives. ☐ Leads succession and development initiatives.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews.
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition. ☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Employee experience

Strengthening the employees' sense of contribution and connection to work, colleagues and organisation through creation of a thriving, energised, and engaged workforce.

> **Critical Leadership competencies for Queensland**
> • Fosters an inclusive workplace • Pursues continuous growth • Stimulates ideas and innovation
> • Leads change in complex environments • Makes insightful decisions • Builds enduring relationships

Capability	Behavioural indicator
People analytics	☐ Integrates data and people analytics to drive deeper insights and inform evidence-based decision-making. ☐ Researches peer-reviewed and industry publications for emergent thinking and environmental scan. ☐ Makes reliable predictions and recommendations through data and analytics.
Strategic alignment	☐ Aligns strategies against organisational priorities while maintaining space for open experimentation and innovation.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.
Employee experience	☐ Applies working knowledge of contemporary employee experience theory, principles, strategies and techniques to initiatives and activities to optimise employee experience, engagement and new ways of working.
Performance technology	☐ Advocates the adoption and integration of relevant and fit-for-purpose performance management technology systems.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews.
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition. ☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Health, safety and wellbeing

Optimising employee health, safety and wellbeing through prevention, promotion and support strategies, interventions and practices.

> **Critical Leadership competencies for Queensland**
> - Fosters an inclusive workplace • Pursues continuous growth • Demonstrates sound governance
> - Drives accountability and outcomes • Makes insightful decisions

Capability	Behavioural indicator
Risk management	☐ Identify health, safety and wellbeing risks and empowers others to incorporate risk management planning and mitigation. ☐ Understands the requirements and benefits of worker participation and engagement in managing risk.
Strategic alignment	☐ Aligns strategies against organisational priorities legislative frameworks and best practice standards, while maintaining space for open experimentation and innovation.
Workplace health, safety and wellbeing	☐ Applies a knowledge of health, safety and wellbeing legislation, frameworks, theory, principles, strategies, and techniques to initiatives and activities aimed at improving and sustaining workforce health, safety and wellbeing, including rehabilitation and return to work.
People analytics	☐ Integrates data and people analytics to drive deeper insights and inform evidence-based decision-making. ☐ Researches peer-reviewed and industry publications for emergent thinking and environmental scan. ☐ Makes reliable predictions and recommendations through use of data and analytics.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews. ☐ Contributes to multi-disciplinary project teams that aim to improve the integration of health, safety and wellbeing
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition. ☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Workforce insights

Enabling improvements in workforce strategy, planning, problem-solving and decision-making through the generation of purpose-driven information and insight.

Capability	Behavioural indicator
People analytics	☐ Integrates data and people analytics to drive deeper insights and inform evidence-based decision-making.
	☐ Researches peer-reviewed and industry publications for emergent thinking and environmental scan.
	☐ Makes reliable predictions and recommendations through use of data and analytics.
Data management	☐ Employs knowledge of data and information related legislative requirements and best practice and adopts an ethical and compliant approach to data management, use, privacy and protection.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews.
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition.
	☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Employee relations

Optimising the relationship between the organisation and its employees through strategy, practice, policy, legislation.

Capability	Behavioural indicator
Legislation interpretation	☐ Applies a working knowledge of public sector industrial relations (IR) frameworks (e.g. IR maturity framework) and regulatory requirements in interpreting and providing expert advice in legislation, regulation, policy, guidelines and other formal compliance related documentation.
Risk assessment	☐ Implements effective risk management practices to identify and prevent risks.
Conflict management	☐ Employs conflict management skills and techniques to resolve confrontations and disagreements in a constructive manner. ☐ Demonstrates the ability to remain tactful, calm, and persuasive in all situations. ☐ Proactively identifies and manages potential conflicts within relationships to prevent disagreements from arising.
Human-centred design	☐ Adopts a human-centric mindset and applies this thinking to design solutions which have 'people' at the heart.
Case management	☐ Investigates routine employee grievances and alleged breaches of employment related policies. ☐ Curates activities, actions and other parties to bring issues to resolution. ☐ Employs problem solving and option analysis skills and techniques to inform decision making and recommendations. ☐ Complies with sector guidance and practice required for investigations such as documentation and communication.
Change management	☐ Understands and applies contemporary approaches, including tools, techniques and resources to successfully lead, facilitate, implement and/or enable organisational change or transition. ☐ Works as a change agent to effectively manage the 'people side' of change and drive positive value through transparent and frank stakeholder engagement and capability building.

Industrial relations*

Activities including the provision of information, advice and advocacy in response to public sector industrial relations matters.

Critical Leadership competencies for Queensland
- Fosters an inclusive workplace • Demonstrates sound governance • Leads strategically
- Stimulates ideas and innovation • Leads change in complex environments
- Makes insightful decisions • Builds enduring relationships • Drives accountability and outcomes

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Capability	Behavioural indicator
Legislation interpretation	☐ Applies a working knowledge of public sector IR frameworks (e.g. IR maturity framework) and regulatory requirements in interpreting and providing expert advice in legislation, regulation, policy, guidelines and other formal compliance related documentation.
Strategic alignment	☐ Aligns strategies against organisational priorities while maintaining space for open experimentation and innovation.
Risk assessment	☐ Implements effective risk management practices to identify and prevent risks.
Issue management	☐ Employs investigation, problem solving, crisis/issue management strategies across to address emerging issues.
Project management	☐ Establishes and executes an end-to-end project/initiative plan, including resources, budget, timelines, milestones, risks, issues, stakeholder management and post project reviews.
Intervention management	☐ Applies a working knowledge of negotiation strategies and techniques to reach a fair agreement. ☐ Articulates the positions of a party, identifying and acknowledging the position of the various stakeholders engaged in discussions. ☐ Effectively manages difficult situations and balances the interest of relevant third parties. ☐ Maintains relationships during negotiations.
Collective bargaining	☐ Understands and articulates the fundamental principles and concepts underlying the bargaining process.
Conflict management	☐ Employs conflict management skills and techniques to resolve confrontations and disagreements in a constructive manner. ☐ Demonstrates the ability to remain tactful, calm, and persuasive in all situations. ☐ Proactively identifies and manages potential conflicts to prevent disagreements from arising.

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* Considers the industrial relations function in the context of HR and describes what is expected for HR professionals at a high level. HR professionals are expected to consult with and defer matters to IR subject matter experts, where appropriate. Refer to the IR maturity framework 2021 for detailed capability requirements pertaining to IR.