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## Human Resource Professionals Capability Set

**Capability Framework**

NSW Public Sector

## Publication and contact details

### Human Resources Professionals Capability Set

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# NSW Public Sector Capability Framework and the Human Resources Professionals Capability Set



# The Human Resources Professionals Capability Set at a Glance

Capability	Definition
<b>Workforce strategy</b>	Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change
<b>Organisational design</b>	Define the organisational structures and workforce plans required to support the business in delivering results
<b>Talent Management</b>	Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation
<b>Organisational Culture</b>	Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce
<b>Workforce Relations</b>	Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements
<b>Workforce Insights</b>	Establish and maintain workforce management systems, data and analysis to support evidence-based decision making
<b>Employee Services</b>	Deliver customer focused services to optimise the employment life-cycle experience at an individual and organisational level

# How to read the Human Resources Capability Set

**Capability name and descriptor**  
The name of the capability and a description of what it covers



## Workforce Relations

Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements

**Level**  
Reflect a progressive increase in complexity and skill

**Behavioural indicators**  
A set of statements illustrating the type of behaviours expected at each level

Level	Level 1	Level 2	Level 3	Level 4
Understand legislation, industrial awards, agreements and instruments, and their application	Apply knowledge of legislation, industrial awards, agreements and instruments to support the organisation's effective participation in workforce relations consultation and negotiation processes	Advise managers and leaders, instruct counsel, and represent the organisation in consultations and negotiations with employee representative forums on a range of employment issues	Partner with senior leaders to instruct counsel and lead key consultations and negotiations with trade unions, employee representative forums and similar bodies, on a range of complex and critical workforce relations issues	
Provide information to managers and employees about employee health, safety and well-being practices and other workplace environment matters	Apply knowledge of employment and contract law to assist managers and employees on more complex work-related enquiries, escalating matters as necessary	Manage external consultants and providers and work with managers and leaders to ensure ongoing communication, assessment, compliance, and effective implementation of the employee relations plan and strategy as part of the organisation's workforce management practice	Contribute strategic and expert advice to senior leaders on the implications of employment and workforce relations issues and reforms for the organisation, the sector, and government	
Provide basic assistance and information to managers and employees on the content of employment legislation, industrial awards and agreements	Support managers to develop their knowledge of workforce relations strategy, policies, practices and procedures, including compliance requirements	Manage the development of policies and practices to support the employee relations plan and strategy and address key industrial relations issues based on contemporary practices and evolving needs of the organisation	Partner with senior leaders and external consultants to develop the workforce relations strategy to support the organisation's objectives	
Assist in the development of communications about workforce relations strategy, policies, practices and procedures	Develop and maintain relevant employee relations documentation, ensuring all contractual/legal documents, policies and handbooks are updated and comply with current legislation	Encourage understanding of industrial relations principles and employee relations policies, practices and procedures within the organisation, and their consistent integration into the organisation's workplace practices and documentation, in line with the organisation's values	Anticipate potential changes in the industrial environment, and advise and partner with senior leaders to proactively modify the workforce relations strategy to mitigate risk	
Assist in managing employee relations documentation and updating contractual/legal documents, policies and handbooks	Advise and develop managers in employee health, safety and wellbeing best practices, to ensure internal policies, procedures and legislative requirements are followed appropriately	Design frameworks for provision of advice to the organisation on employment law, industrial arrangements and contractual matters	Lead the investigation of, and provide strategic advice to senior leaders in the resolution of complex or high-profile workforce relations issues	
Provide basic assistance to the organisation in workforce relations consultation and negotiation processes	Investigate and assist in the resolution of industrial relations issues in accordance with organisational policy, escalating matters to senior colleagues as required	Manage the investigation and resolution of difficult, complex or high-profile workforce relations issues, in accordance with organisational policy	Lead the development of a proactive employee work health and safety strategy and action plan focused on prevention, ensuring full compliance with regulatory and legislative requirements	
		Design and maintain employee health, safety and wellbeing policies, practices and procedures ensuring full compliance with relevant legislation and a proactive approach to risk management, in accordance with organisational strategy	Lead the review of employee relations strategy, plan and policies to align workforce requirements, capabilities and best practice, and to reflect legislative and regulatory changes	
			Promote awareness of and contribute high-level advice to senior leaders on their workplace environment obligations and required actions	

# About the Human Resources Professionals Capability Set

**The Human Resources Professionals Capability Set is intended to be used in conjunction with the NSW Public Sector Capability Framework (“Capability Framework”) to support the full range of workforce management and development activities, including role design and description, recruitment, performance development, learning and development, and strategic workforce planning.**

The Capability Framework applies to all public sector roles, both executive and non-executive. Every role requires, at an appropriate level, all of the capabilities in the Capability Framework, including the People Management capabilities for roles responsible for managing others.

The Human Resources Professionals Capability Set is comprised of seven capabilities that define additional knowledge, skills and abilities required for roles within the human resources profession. Most human resources roles will require only a subset of these capabilities, depending on the focus of responsibilities.

When used together, the Capability Framework and the Human Resources Professionals Capability Set provide a comprehensive description of the capabilities required for successful performance in a human resources role. For example, in order to provide strategic advice on the potential workforce implications of new service delivery models being considered by government, a role may need highly developed capabilities in analysis (Capability Framework: Think and Solve Problems) as well as expert ability to examine business problems in workforce terms (Human Resources Professionals Capability Set: Workforce Strategy and Planning).

The seven capabilities in the Human Resources Professionals Capability Set are described by behavioural indicators across four levels of complexity. The behaviours are not exhaustive, but provide an indicative list of the knowledge, skills and abilities expected at each level. When read collectively, the behavioural indicators provide a reasonable understanding of what a particular level of capability ‘looks like’.

## Capability Levels

Roles require a range of capabilities at varying levels, and the levels in the Human Resources Professionals Capability Set do not correspond directly to classifications or grades. Capabilities at level 4 are not intended to apply exclusively to roles at the highest grade in the human resources function.

The Capability Framework has five levels, but these do not correspond directly with levels in the Human Resources Professionals Capability Set. The descriptors for Level 1 of the Human Resources Professionals Capability Set reflect more complex behaviours than those contained at the Foundational Level in the Capability Framework. This is because the nature of the work undertaken by human resources roles requires specialised knowledge, skills and abilities usually developed through tertiary education, training and/or relevant occupational experience.

Specialised knowledge, skills and abilities are rarely required for either entry level roles or agency head roles. This means that, while the core Capability Framework applies to roles from entry level to agency head, the Human Resources Professionals Capability Set will generally only apply to roles above entry level but below agency head.

# Applying the Human Resources Professionals Capability Set

## Deciding whether the Human Resources Professionals Capability Set is required

Note that the 'People Management' group of capabilities within the core Capability Framework describe general people management knowledge and ability which apply at some level to all roles in the NSW Public Sector that have direct responsibility for managing people. Additional capabilities from the Human Resources Professionals Capability Set should only be used for roles that are substantially involved in delivering human resources services.

Some helpful indicators that may assist in determining whether a role requires occupation specific capabilities from the Human Resources Professionals Capability Set (in addition to the core capabilities) are:

- the work clearly requires specialised human resources knowledge, skill and/or ability
- the specialised human resources work occupies a large part of the role, as reflected in the 'Primary Purpose', 'Key Accountabilities' and 'Key Challenges' contained in the Role Description
- the job title is strongly associated with the profession e.g. Manager People and Culture, Workforce Planner, Senior Advisor HR

Many roles across the sector clearly sit within the human resources profession, and therefore require specific professional human resources capabilities for successful performance. These roles will reflect the necessary capabilities from the Capability Framework and additional, specialised capabilities from the Human Resources Professionals Capability Set. Other roles may be situated within a human resources unit in the organisational structure, or undertake some human resources-related activities, but will not require the specialised professional knowledge and skills outlined in the Human Resources Professionals Capability Set. For these roles the capabilities contained in the Capability Framework will sufficiently outline the role's capability requirements.

## **Deciding which Human Resources Professionals capabilities apply**

The number of capabilities from the Human Resources Professionals Capability Set that apply to a role will depend on the breadth and nature of its accountabilities, but it is generally not expected that all seven capabilities will apply. Senior professional or management roles in human resources should not automatically be assigned all the capabilities from the Human Resources Professionals Capability Set, as these roles may have a strong component of management and leadership which is captured by the capabilities in the core Capability Framework, including the 'People Management' capabilities.

## **Determining which occupation specific capability set to apply**

Generally a role would only require additional, specialised capabilities from one occupation specific capability set, because roles usually belong to one profession. For example, although an individual may have capabilities spanning both the Procurement Professionals Capability Set and the Human Resources Professionals Capability Set, their role will generally not require specialised capabilities from both sets.

## **Qualifications and other role requirements**

The Capability Framework and the Human Resources Professionals Capability Set describe behaviours but do not specify qualifications. If a qualification or professional membership is an essential requirement for the role, this remains as a pre-requisite for employment, and should be incorporated into the role description and recruitment process.



### **Examples of roles likely to require capabilities from the Human Resources Professionals Capability Set**

- ✓ Human Resources Officer: provides advice on human resources policies and procedures and manages human resources projects.
- ✓ Senior Workforce Relations Officer: provides authoritative advisory and consultancy services in workforce relations matters to management, clients and colleagues.
- ✓ Workforce Planner: analyses internal and external information on workforce to support operational workforce management and provide an evidence base for decisions on workforce strategy.
- ✓ Manager Capability Development: leverages workforce capability through a learning and development program that supports current and future business needs.



### **Examples of roles unlikely to require specialised capabilities from the Human Resources Professionals Capability Set**

- ✗ Executive Assistant to Director Human Resources: provides general administrative/executive support to the HR Business Unit.
- ✗ Administrative Officer: undertakes a broad range of work activities for the Business Unit, completing standard human resources tasks such as preparing role descriptions and coordinating training when required.
- ✗ Call Centre Manager: manages a large team and budget, and applies sound workforce planning principles.
- ✗ Coordinator – Disability Services: coordinates treatment, rehabilitation and care services for people with severe injuries and complex needs in the iCare or Workers Compensation Schemes.



# Workforce strategy

Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change.



## Level 1



Undertake desktop research to support development of organisational workforce strategies.

Monitor workforce data, such as diversity and engagement, to inform whole of organisation workforce strategy development.

Extract and monitor labour market data and trends to support forecasts of workforce supply and cost.

Assist in the development of change management, tools and methods to transition to new business priorities or models.

## Level 2



Develop and maintain an understanding of business goals and context through ongoing liaison with employees and managers, ensuring all advice given takes account of that context.

Support managers to define business goals and identify best fit workforce strategies to enable their delivery.

Support managers to identify capabilities required in the short and long term to deliver business outcomes, informed by analysis of the growing diversity of customer and stakeholder needs.

Support communications to explain how capability-based workforce strategies can be used as a major input to achieving business goals and outcomes while also supporting rewarding careers for employees.

Develop managers and employees in understanding changes in business strategies and translating these to their day-to-day responsibilities and roles in the context of the organisation.

Develop managers in identifying the impact of change on key stakeholders in order to fully realise the benefits of change decisions.

## Level 3



Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions.

Provide managers and leaders with informed advice on workforce options for securing capabilities required in the short and long term, based on knowledge of service delivery models, diverse customer needs and internal and external labour market trends.

Provide evidence-based advice on best fit, capability-based workforce strategies to managers and leaders to facilitate effective implementation and regular review of business strategies.

Liaise with specialist human resources functions to ensure advice and support is provided to business units as an integrated suite of strategies and tools, calibrated to overarching and/or local business goals.

Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies.

Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.

## Level 4



Partner with senior leaders to define organisational strategy and long-term business outcomes, balancing workforce strategy with diverse and changing customer needs.

Contribute expert advice and a sector-wide workforce planning and management perspective to organisation resource and budget planning.

Contribute expert knowledge of service delivery models and labour market trends to leadership discussions on workforce strategies, based on a concept of workforce management that includes direct employment, contractors, consultants, and external service providers.

Partner with senior leaders to analyse business directions and establish practical long term capability-based workforce strategies to enable achievement of business goals.

Promote an organisation-wide understanding of workforce management as a flexible, integrated set of tailored strategies, processes and tools adjusted over time to reflect changing needs and priorities.

Contribute strategic and expert advice to senior leaders on change management strategies to support effective organisational transition to new business priorities or models.

Partner with senior leaders to create a compelling narrative for change and to lead and influence change activities across the organisation.

Commission evidence-based evaluations of the efficiency and effectiveness of the organisation's workforce strategies in achieving business outcomes to confirm direction and determine necessary adjustments.



# Organisational design

Define organisational structures and workforce plans required to support the business in delivering results

## Level 1



Collect and understand workforce data and research to inform development of workforce plans.

Collect and analyse data related to organisational structure patterns to identify trends and assess current organisational design effectiveness for enabling business objectives, accessibility, mobility and rewarding career paths.

Assist in advising on structures and role descriptions, understanding the business context and goals, and the value in consistency across the organisation and sector.

Provide information to managers and staff on processes to transition to new structures.

## Level 2



Develop managers in understanding their business needs and assessing current and future resource and capability projections to determine the strengths, gaps and needs in the workforce.

Support managers in translating their required business outcomes into a set of criteria that will guide organisational design, including the mix of capabilities and workforce types.

Advise managers on flexible structure and role configurations tailored to planned expenditure fluctuations and variable capability needs over the budget forecast period.

Support managers by recommending structure and role design options that align with capability requirements, while also incorporating accessibility and flexibility; and provide clear career pathways, referencing sector practices, benchmarks and frameworks.

Advise managers on capability gaps and recommended interventions for workforce and succession planning.

Support managers to identify and quantify impacts of proposed changes in roles and structure on business operations.

Advise and coach managers on effective planning and management of transitional processes to implement and sustain organisational change activities.

## Level 3



Provide expert advice on translating business goals into organisational capability and capacity needs in the short and longer term.

Identify current and future organisational design opportunities and issues, including the mix of workforce types best suited to service delivery.

Collaborate with managers and leaders to design organisational structures and roles which respond to current and future organisational strategy, capability and business needs, taking account of labour market data and the organisation's employee value proposition.

Manage organisational structure reviews and advise on configurations that will provide improved resource allocation flexibility, employee career paths and mobility, while achieving business outcomes.

Collaborate with managers and leaders to consider any need for future changes in structure, role design and workforce capability mix, and plan for a transition that minimises organisational and workforce disruption.

Collaborate with managers and leaders to influence and develop organisation-wide induction and transition management processes, identifying the drivers of change and how progress will be tracked.

## Level 4



Promote and implement a comprehensive organisational approach to service design that includes all forms of delivery, including direct employment, contractors, consultants, outsourced service providers and technology.

Partner with senior leaders across the sector to develop design principles for the organisation's structures and roles, taking account of business goals, overarching workforce strategy, career paths, rewarding jobs, flexible work options, and resource variations over time.

Drive a resource-based approach to structure and role design, optimising the number and type of roles over the planning period to align with required organisational goals and outcomes.

Contribute a future-oriented, sector-wide perspective to evaluate and challenge the effectiveness of structures and roles in meeting business objectives and effective workforce planning.

Partner with peers across the sector to gain agreement on common roles and succession patterns to support cross-sector career progression and flexible resource management.

Lead evaluation of organisational progress in transitioning to new business models and identify capability and talent gaps at the organisational level to further refine workforce plans.



# Talent Management

Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation

## Level 1



Assist in employee capability identification and assessment activities.

Provide information to managers and employees about talent management process and system requirements, and assist in their implementation.

Administer organisation-wide employee development process systems that link performance objectives, reviews, development, and career planning.

Assist employees and managers in selecting appropriate learning and development initiatives to respond to individual capability needs and plans.

Assist in the development and delivery of performance and recognition practices.

Collect and monitor feedback to inform continuous improvement of programs.

## Level 2



Advise and support managers in applying sound talent management principles, insights and practices, to inform talent acquisition and build leadership development pipelines in line with current and future business needs.

Design talent management solutions, such as capability assessments, appropriate to specific business needs across all stages of the employment lifecycle, and guide their implementation by managers.

Recommend and customise recruitment and assessment processes to enable managers to make informed selections in line with business planning and capability requirements.

Advise managers on opportunities to integrate talent management practices into daily management activities, in order to support the development of individual and sector organisational capability and increase workforce mobility.

Advise and support managers to enhance their skills and confidence in having clear, candid and regular performance conversations and providing employees with effective development opportunities.

Support managers in identifying and developing appropriate initiatives to respond to individual capability development needs.

Support managers to deliver performance and recognition programs and advise on development of new initiatives.

Review data and insights to assess efficiency and effectiveness of assessments, performance management and other talent management strategies, suggesting modifications as appropriate.

## Level 3



Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition.

Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs.

Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer.

Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment.

Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching.

Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes.

Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices.

Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent.

## Level 4



Partner with senior leaders to define strategies which leverage capability development, promote talent mobility within and across agencies; and support sourcing from all sectors.

Partner with senior leaders to develop and drive broad organisational talent management strategies, targeting groups that are under-represented in specific streams or leadership roles.

Lead broad organisational adoption and implementation of integrated talent management strategies to build a diverse pipeline of future leaders, talent and capability.

Promote organisational talent management strategies based on a comprehensive understanding of the organisation's existing capability levels, strategic business model, future priority directions and employee value proposition.

Partner with senior leaders to define the most appropriate performance and recognition programs to support the organisation's business strategy and plans.

Promote recognition of talent and high potentials as a whole of sector resource to support attractive career choices, nurture the development of leaders with broad experience, and enable flexible deployment of workforce resources in line with government service delivery priorities.

Lead evaluation of organisational talent to identify and manage systemic issues through targeted interventions, to ensure capability needs are met.



# Organisational Culture

Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce

## Level 1



Understand the implications of workforce strategies for organisational culture, the workplace environment and employee engagement.

Understand the purpose of the agency's Employee Value Proposition and assist in its incorporation across the employment lifecycle.

Understand and explain the organisation's inclusion and diversity programs and practices to employees and managers.

Assist in activities related to the development of employee engagement initiatives.

Assist in the development of communications about organisational values, ethics, and culture, and their business impacts.

Assist in monitoring the effects of workforce strategies such as preventing and managing unreasonable behaviour on absenteeism, turnover, employee engagement and business outcomes.

Assist in the deployment and analysis of processes and tools used to measure organisation culture, employee engagement and productivity.

## Level 2



Support managers to foster understanding of the relationships between the Employee Value Proposition, organisational culture, employee engagement, and achieving business outcomes.

Advise managers on how to assess their workforce management practices and their team's culture and level of engagement against desired values, ethics and expected behaviours, to establish the basis for future action.

Support managers to create and drive employee engagement initiatives, tailored to their employees' unique needs and motivations.

Facilitate the conditions for employees to do good, innovative work by coaching managers to role model and shape a diverse, inclusive, flexible and collaborative team culture.

Support employees and managers to understand and use proactive, confidential and supportive short-term, solution oriented coaching and advisory services on a wide range of personal and work-related issues.

Develop managers and employees in taking early steps to address and/or report instances of behaviour contrary to organisational values and expectations.

Support managers in identifying potential systemic issues affecting the workplace environment and employee wellbeing and developing and implementing solutions for these issues.

Support managers in taking early steps to address issues that put positive workplace culture at risk.

## Level 3



Influence managers and leaders to promote understanding of the significance of workforce management and positive organisational culture in achieving organisational goals as well as personal career goals.

Provide expert advice to managers and leaders on integration and operationalisation of the organisational values, behaviour standards and Employee Value Proposition into all stages of the employment lifecycle in their areas of responsibility.

Collaborate with managers and leaders on action plans to support organisation-wide integration of culture and engagement strategies, based on unique business priorities and context.

Collaborate with managers and leaders to create and implement workforce programs and frameworks that motivate, recognise and reward employees and make the organisation a diverse, inclusive, innovative and meaningful place to work.

Provide expert advice to managers and leaders as they implement individual and organisation-wide changes to turn organisational values and behavioural standards into daily practice and eliminate unacceptable manager or employee behaviours.

Collaborate with managers and leaders to create and implement organisation-wide fit-for-purpose employee wellbeing strategies, addressing areas of staff resistance or ambivalence.

Coach managers and leaders in understanding the key drivers of employee engagement together with the importance of monitoring patterns and taking early action.

Develop benchmarks for key indicators of organisational culture and evaluate the effectiveness of workforce strategies in shaping organisational culture.

## Level 4



Drive an organisation-wide understanding of the common benefits derived by the business and its employees from a positive and inclusive workplace environment, active employee contribution and an ethical, values-based organisational culture.

Partner with senior leaders to identify the culture needed to support achievement of organisational objectives, and to design interventions to enhance culture aligned with business objectives and operating environment.

Inspire senior leaders to develop and promote the organisation's values, ethical standards and behavioural expectations, in collaboration with all levels of the workforce.

Influence senior leaders to foster a diverse and inclusive workforce based on evidence of its positive contribution to innovative thinking and business outcomes.

Inspire senior leaders to adopt positive workplace culture and employee engagement as a core component of business strategy, to provide personal leadership by example, and to take quick action to address any behaviours that do not align with organisational values.

Partner with senior leaders to use evidence, obtained from staff surveys, customer satisfaction surveys and other sources, to link culture and productivity in order to guide organisational strategies.

Drive a culture of two-way constructive feedback at all levels of the organisation, encouraging managers and employees to be conscious of the impact of their interactions with others and their contribution to a positive, inclusive environment.



# Workforce Relations

Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements

## Level 1



Understand legislation, industrial awards, agreements and instruments, and their application.

Provide information to managers and employees about employee health, safety and well-being practices and other workplace environment matters.

Provide basic assistance and information to managers and employees on the content of employment legislation, industrial awards and agreements.

Assist in the development of communications about workforce relations strategy, policies, practices and procedures.

Assist in managing employee relations documentation and updating contractual/legal documents, policies and handbooks.

Provide basic assistance to the organisation in workforce relations consultation and negotiation processes.

## Level 2



Apply knowledge of legislation, industrial awards, agreements and instruments to support the organisation's effective participation in workforce relations consultation and negotiation processes.

Apply knowledge of employment and contract law to assist managers and employees on more complex work-related enquiries, escalating matters as necessary.

Support managers to develop their knowledge of workforce relations strategy, policies, practices and procedures, including compliance requirements.

Develop and maintain relevant employee relations documentation, ensuring all contractual/legal documents, policies and handbooks are updated and comply with current legislation.

Advise and develop managers in employee health, safety and wellbeing best practices, to ensure internal policies, procedures and legislative requirements are followed appropriately.

Investigate and assist in the resolution of industrial relations issues in accordance with organisational policy, escalating matters to senior colleagues as required.

## Level 3



Advise managers and leaders, instruct counsel, and represent the organisation in consultations and negotiations with employee representative forums on a range of employment issues.

Manage external consultants and providers and work with managers and leaders to ensure ongoing communication, assessment, compliance, and effective implementation of the employee relations plan and strategy as part of the organisation's workforce management practice.

Manage the development of policies and practices to support the employee relations plan and strategy and address key industrial relations issues based on contemporary practices and evolving needs of the organisation.

Encourage understanding of industrial relations principles and employee relations policies, practices and procedures within the organisation, and their consistent integration into the organisation's workplace practices and documentation, in line with the organisation's values.

Design frameworks for provision of advice to the organisation on employment law, industrial arrangements and contractual matters.

Manage the investigation and resolution of difficult, complex or high-profile workforce relations issues, in accordance with organisational policy.

Design and maintain employee health, safety and wellbeing policies, practices and procedures ensuring full compliance with relevant legislation and a proactive approach to risk management, in accordance with organisational strategy.

## Level 4



Partner with senior leaders to instruct counsel and lead key consultations and negotiations with trade unions, employee representative forums and similar bodies, on a range of complex and critical workforce relations issues.

Contribute strategic and expert advice to senior leaders on the implications of employment and workforce relations issues and reforms for the organisation, the sector, and government.

Partner with senior leaders and external consultants to develop the workforce relations strategy to support the organisation's objectives.

Anticipate potential changes in the industrial environment, and advise and partner with senior leaders to proactively modify the workforce relations strategy to mitigate risk.

Lead the investigation of, and provide strategic advice to senior leaders in the resolution of complex or high-profile workforce relations issues.

Lead the development of a proactive employee work health and safety strategy and action plan focused on prevention, ensuring full compliance with regulatory and legislative requirements.

Lead the review of employee relations strategy, plan and policies to align workforce requirements, capabilities and best practice, and to reflect legislative and regulatory changes.

Promote awareness of and contribute high-level advice to senior leaders on their workplace environment obligations and required actions.



# Workforce Insights

Establish and maintain workforce management systems, data and analysis to support evidence-based decision making

## Level 1



Undertake primary research activities into workforce or workplace issues, costs and service delivery targets.

Assist in the development, distribution and collection of staff surveys and other workforce management evaluation tools.

Assist in the implementation of workforce management tools and provide assistance and advice to internal stakeholders to optimise their use.

Assist in the collection and analysis of workforce data by extracting data from systems and using established data analysis protocols.

Collect and monitor feedback on the impact of new or changed workforce management initiatives and programs.

## Level 2



Analyse workforce and business data to determine workforce strategy impacts on organisational outcomes; draw conclusions about potential changes to improve results.

Interpret workforce data and information and prepare evidence based reports identifying trends to support policy formulation, program planning and external reporting.

Analyse workforce data to assess cultural health and alignment with the organisation's Employee Value Proposition.

Consult internal stakeholders to understand their information requirements, seek process improvement ideas and feedback.

Contribute technical knowledge and advice to the design of business-aligned workforce information systems.

Work with employees and managers to facilitate effective implementation and use of workforce management technology.

Evaluate the implementation and effectiveness of existing workforce management technology across human resource processes.

Prepare and check the quality of mandatory data reports to external agencies.

## Level 3



Manage the evaluation of workforce data and reporting in order to analyse trends, identify capability gaps and leverage insights to inform workforce planning.

Propose solutions to business problems through interpretation of workforce analytics outputs in combination with other organisational data and determine correlations with service delivery outcomes and business results.

Design and deliver climate surveys or other methods to measure business activity and employee engagement; prepare advice to managers and leaders on key themes and proposed solutions.

Collaborate with managers and leaders to tailor existing workforce management technology to support changes to human resource processes and organisational design.

Conduct benchmarking exercises and set metrics to measure and optimise performance of workforce management systems.

Collaborate with managers and leaders to identify areas of improvement in the existing workforce management systems and initiate efficient developments in the systems, to ensure data integrity and quality assurance.

Collaborate with sector peers to ensure alignment of data definitions and calculation methods to ensure comparability and integrity of data provided for cross-sector analysis purposes.

## Level 4



Contribute strategic and expert advice to and collaborate with senior executives to ensure that workforce information and reporting systems fully support organisational strategy and goals.

Design and lead the business cases for and optimise use of workforce systems and track business benefit to demonstrate return on investment/value created.

Advocate the right workforce management technology to enable the organisation to develop analytical capability and manage the workforce effectively.

Contribute expert interpretation of workforce metrics and strategic insights to senior leaders and make evidence-based predictions to lead strategic decision making.

Contribute strategic and expert advice to senior leaders on the evaluation of workforce strategies, to influence workforce management practises and support business priorities and organisational performance.

Contribute workforce management systems data and cross-sector data to provide senior executives with a common view of capability, experience and aspirations across NSW Government.

Leverage cross-government learnings to forecast and define priorities for ongoing investment in workforce management systems and protocols.



# Employee Services

Deliver customer focused human resources services to optimise the employment life-cycle experience at an individual and organisational level

## Level 1



Respond to basic employment queries and provide relevant information, explanation and advice to employees.

Respond appropriately to service requests and client feedback on customer service, escalating matters to managers where necessary.

Assist in the delivery of basic workforce management services (e.g. induction/orientation, payroll) in line with service-level agreements for the division or organisation.

Collect and monitor data on and understand the broader impact that HR service delivery has on business outcomes and employee experience.

Implement systems and processes to measure the efficiency of third party suppliers.

Maintain service excellence and support during times of change.

Comply with organisational procedures and legislative/ regulatory requirements.

## Level 2



Deliver required workforce management services to employees and managers in line with service-level agreement for the division or organisation, ensuring compliance with legislative and regulatory requirements.

Advise managers and employees on more complex employment issues, escalating matters as required.

Provide specialist support to managers and employees during the implementation of new or changed employee service offerings.

Use tools to analyse processes in order to identify opportunities to improve response times, increase quality and reduce costs.

Evaluate internal feedback to inform and facilitate high quality, responsive employee services.

Conduct analysis to determine the impacts of legislative or policy changes and implement required changes in order to maintain compliance.

Evaluate service levels and provide timely ad-hoc and regular feedback to third party suppliers.

## Level 3



Tailor service-level agreements to meet requirements and develop appropriate metrics.

Regularly manage the review and evaluation of the full life cycle of employee services, and identify and recommend possible HR process and service improvements.

Manage the delivery of high quality advice to managers and leaders on all employment matters.

Foster a culture of customer service excellence, continuous improvement, and value for money.

Identify and act on any legislative or sector/organisation policy changes that may impact service delivery.

Develop business cases and implementation plans in support of service model changes.

Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings.

Manage third party suppliers against service level agreements, KPIs and contracts.

## Level 4



Partner with senior leaders to determine the priorities for delivery of employee service programs in line with organisational and employee needs.

Lead the ongoing periodic review of options for delivery of HR services, taking account of performance, cost effectiveness, organisational direction and government policies.

Lead the identification of trends in employee needs and expectations, and the review and adjustment of the employment service model to ensure consistency with the organisation's Employee Value Proposition and business objectives.

Drive external benchmarking activities to compare costs and service metrics, to identify opportunities for improvement.

Establish internal and external key performance indicators and monitor achievements against service level agreements and KPIs, taking corrective action as required.

Contribute high-level expertise in managing the implementation of new or changed employee service offerings.



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