

Human resources capability set

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The Human Resources Professionals Capability Set consists of seven capabilities that define knowledge, skills and abilities required for roles in the human resources profession. The seven capabilities are:

1. Workforce strategy
2. Organisational design
3. Talent management
4. Organisational culture
5. Workforce relations
6. Workforce insights
7. Employee services

The capability set works in conjunction with the Capability Framework that applies to all public sector roles. Most human resources roles require all the capabilities in the Capability Framework (at an appropriate level), including the People Management capabilities for roles responsible for managing others.

The number of capabilities from the Human Resources Professionals Capability Set that apply to a human resources role will depend on the breadth and nature of its accountabilities. Generally, not all seven capabilities are expected to apply.

Together, the capabilities from the Capability Framework and the Human Resources Professionals Capability Set are used to support:

- role design and description
- recruitment

- performance development
- learning and development, and
- workforce planning.

Roles that belong to the human resources profession usually do not require specialised capabilities from any other occupation specific capability set.

Human resources capability set

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Deciding whether the Human Resources Professionals Capability Set is required

Some indicators to help determine whether a role requires occupation specific capabilities from the Human Resources Professionals Capability Set are:

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

Deciding which capability levels apply

Roles require a range of capabilities at varying levels, depending on their responsibilities. Read through the behavioural indicators for each of the capabilities that applies to the role and select the level that is the best fit. Note that the levels in the Human Resources Professionals Capability Set do not correspond directly to the levels in the Capability Framework.

Qualifications and other role requirements

If a qualification or professional membership is an essential requirement for the role, it remains a pre-requisite for employment, and should be incorporated into the role description and recruitment process.

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