



Human Capital Leaders in Education Professional Standards

Performance Excellence

PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
1. Strategic Alignment	P.SA.1 Develop an organizational strategy.	<p>1.1.1 Perform analyses to inform the strategic planning process.</p> <p>1.1.2 Participate in the development of the organization’s vision, mission, core values, goals, and success metrics.</p> <p>1.1.3 Align department strategic plans with the organization’s strategic plan.</p> <p>1.1.4 Determine an organizational structure and decision-making model that support the organization’s strategy.</p>
	P.SA.2 Align the human capital management system (HCMS) to the organizational strategy.	<p>1.2.1 Understand the responsibilities of human capital professionals, including transactional and strategic functions.</p> <p>1.2.2 Create a human capital strategic plan that includes a vision, mission statement, core values, goals, and success metrics.</p> <p>1.2.3 Align the HCMS with the organization’s vision of instructional improvement.</p>
	P.SA.3 Embed ethical principles across the organization.	<p>1.3.1 Lead discussions about what ethical behavior means in education.</p> <p>1.3.2 Make decisions that align with identified ethical principles.</p> <p>1.3.3 Communicate policies and reporting protocols that minimize the risk of unethical practices and uphold confidentiality.</p>
2. Communications	P.CO.1 Use communications to ensure effective implementation of the HCMS.	<p>2.1.1 Develop a communications plan, including goals, strategies, and tactics to ensure effective design and implementation.</p> <p>2.1.2 Craft messages, consistent with the brand, that inform and resonate with stakeholders.</p> <p>2.1.3 Enlist diverse groups to capture stakeholder voice and build buy-in.</p> <p>2.1.4 Identify and leverage the right communications channels to reach each stakeholder group.</p>
3. Sustainability & Risk Management	P.SR.1 Apply knowledge of relevant law and regulations to education organizations.	<p>3.1.1 Apply knowledge of education law and regulations to ensure compliant practices in the organization.</p> <p>3.1.2 Understand employment law, regulations, and case law to inform decisions and policy changes.</p> <p>3.1.3 Monitor adherence to workplace safety law.</p> <p>3.1.4 Implement records retention and data privacy polices that align with legal requirements.</p>
	P.SR.2 Manage risk.	<p>3.2.1 Conduct a risk analysis to identify possible threats to the workplace.</p> <p>3.2.2 Establish policies and protocols that mitigate potential risks.</p> <p>3.2.3 Manage risk incidents.</p>



PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
	P.SR.3 Develop sustainable human capital systems and services.	3.3.1 Leverage technology for efficient human capital management practices. 3.3.2 Conduct feasibility analysis to ensure sustainability.
4. Continuous Improvement	P.CI.1 Serve internal and external customers.	4.1.1 Collect feedback from internal and external customers to determine how they define value. 4.1.2 Design service standards to ensure a positive customer experience. 4.1.3 Document processes (e.g., work flows, process mapping) to ensure consistent service delivery.
	P.CI.2 Evaluate the HCMS.	4.2.1 Develop scorecards to establish baselines and monitor progress. 4.2.2 Evaluate effectiveness of programs and services. 4.2.3 Utilize data collection and analysis techniques that minimize measurement error. 4.2.4 Facilitate data-driven conversations to promote shared accountability.
	P.CI.3 Improve the HCMS.	4.3.1 Benchmark best practices in human capital management. 4.3.2 Engage stakeholders in the design and improvement of programs and processes. 4.3.3 Utilize process improvement strategies. 4.3.4 Facilitate change in the organization.





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Strategic Staffing

PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
5. Workforce Planning	S.WP.1 Analyze staffing requirements to meet strategic goals.	5.1.1 Review the organization’s short- and long-term strategic goals for future staffing needs. 5.1.2 Assess the composition (i.e., demographics, knowledge, skills, abilities) and strengths of the current workforce. 5.1.3 Identify gaps between current state and future workforce needs. 5.1.4 Develop a workforce plan that addresses identified gaps through hiring, promotion, professional development, or reassignment.
	S.WP.2 Create job descriptions that reflect position requirements.	5.2.1 Conduct job analysis to capture knowledge, skills, and abilities required for identified positions. 5.2.2 Update job descriptions to reflect minimum and preferred qualifications. 5.2.3 Align reporting structures with updated job descriptions, the organization’s strategic plan, and workforce plan.
6. Human Resource Branding	S.BR.1 Present a consistent organizational brand.	6.1.1 Develop key messages that are consistent with the organization’s brand. 6.1.2 Build employees’ capacity to serve as ambassadors of the organization’s brand. 6.1.3 Ensure consistent organizational branding across targeted communication channels.
7. Sourcing & Recruiting	S.SR.1 Identify sources of high-quality candidates.	7.1.1 Find patterns among high-performing employees (e.g., education, work experience, other job-related characteristics). 7.1.2 Prioritize sources of potential candidates based on identified trends or patterns.
	S.SR.2 Develop a recruitment strategy.	7.2.1 Analyze the external labor market to understand the available talent pool. 7.2.2 Select recruitment strategies that address gaps identified in the workforce plan and the findings of the labor market and sourcing analyses.
	S.SR.3 Implement the recruitment strategy.	7.3.1 Create job postings that reflect position qualifications, the organization’s brand, and legal requirements. 7.3.2 Identify internal and external partners who can assist with recruitment. 7.3.3 Engage high-performing staff to assist with recruitment. 7.3.4 Build partnerships or programs to expand the pipeline of potential educators.



PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
8. Selection & Placement	S.SP.1 Develop a selection process.	8.1.1 Identify multiple measures aligned to defined position qualifications to mitigate bias and increase accuracy. 8.1.2 Prioritize and sequence hiring methods based on cost and effort.
	S.SP.2 Select and hire staff.	8.2.1 Train staff involved in employee selection on the process, documentation, legal requirements, and biases that could interfere in the process. 8.2.2 Manage the organization’s selection process (e.g., track applicant data, schedule interviews, score candidates). 8.2.3 Develop and extend employment offers, and conduct contract negotiations with prospective hires.
	S.SP.3 Determine placements for new and existing staff.	8.3.1 Identify root causes of gaps in equitable access to effective educators. 8.3.2 Establish policies for employee placement that benefit students and learning. 8.3.3 Align employee placement decisions with workforce needs.





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Talent Management & Development

PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
9. Onboarding	T.ON.1 Orient new employees to the organization.	9.1.1 Administer post-employment offer activities (e.g., relocations, employment verification, required documents and forms). 9.1.2 Communicate workplace policies and a code of conduct. 9.1.3 Coordinate a comprehensive orientation that introduces employees to important information about their new role and workplace (e.g., job-specific, organizational, and community factors).
	T.ON.2 Onboard new employees.	9.2.1 Provide new employees with ongoing support through mentorship, meaningful collaboration, and customized learning opportunities. 9.2.2 Establish a process for selecting and developing mentors for new employees.
10. Training & Development	T.PD.1 Coordinate training and professional development programs.	10.1.1 Assess organizational and employee training and professional development needs. 10.1.2 Plan differentiated professional development that meets organizational and/or individual employees' needs. 10.1.3 Apply best practices in adult learning to the design of professional development. 10.1.4 Ensure licensure, credentials, and mandatory training are current.
11. Performance Management	T.PM.1 Implement a comprehensive evaluation system.	11.1.1 Use multiple measures that align with employees' roles and responsibilities to differentiate performance. 11.1.2 Train staff involved in employee evaluation on the process, documentation, legal requirements, and biases that could interfere in the process. 11.1.3 Manage the organization's employee evaluation process (e.g., communicate expectations and timelines, track data and documentation). 11.1.4 Establish a process for providing ongoing formative and summative feedback to employees.



PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
	T.PM.2 Address employee discipline and ensure due process.	11.2.1 Maintain a system for addressing and tracking employee discipline issues in accordance with legal (e.g., federal regulations, collective bargaining agreements) and ethical standards. 11.2.2 Maintain a system for addressing and tracking employee complaints and grievances.
	T.PM.3 Manage employee transitions.	11.3.1 Manage voluntary and involuntary employee role changes and exits. 11.3.2 Determine underlying reasons for voluntary departures of staff.
12. Career Ladders & Succession Planning	T.CL.1 Support high-potential employees in increasing their organizational impact.	12.1.1 Create roles for high-potential employees that empower them to take on additional responsibilities, grow professionally, and remain engaged in the organization. 12.1.2 Implement a clear and consistent process for managing and communicating opportunities for career advancement. 12.1.3 Provide leadership development programs and/or other growth opportunities (e.g., job shadowing) that align with organizational goals.
	T.CL.2 Plan for the succession of employees.	12.2.1 Create a succession plan that cultivates a strong leadership pipeline. 12.2.2 Assess employees' readiness to assume identified leadership positions. 12.2.3 Prepare current staff members to assume leadership positions in the organization (e.g., coaching, mentoring, professional development, job shadowing, etc.).





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Culture & Total Rewards

PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
13. Employee Engagement	C.EE.1 Foster employee engagement.	13.1.1 Measure employees' levels of engagement and satisfaction. 13.1.2 Create opportunities to strengthen employee engagement. 13.1.3 Differentiate engagement strategies to meet varying employee preferences.
	C.EE.2 Oversee labor relations and professional associations.	13.2.1 Explain the history of labor relations and its implications for practice in union and nonunion environments. 13.2.2 Apply knowledge of union certification, labor relations laws, collective bargaining processes, and contract administration to ensure positive and productive labor relations. 13.2.3 Facilitate the dispute resolution process.
14. Rewards & Recognition	C.RR.1 Develop a total rewards strategy.	14.1.1 Explain theories of motivation and their implications for total rewards strategies. 14.1.2 Assess current total rewards offerings, employee preferences, and offerings available in the market. 14.1.3 Identify gaps between current and desired total rewards offerings. 14.1.4 Establish a fair and consistent process for rewarding and recognizing excellence.
15. Compensation & Benefits	C.CB.1 Design an aligned compensation system.	15.1.1 Explain the history of educator compensation and its implications. 15.1.2 Develop a compensation philosophy that aligns with organizational goals and the vision of instructional improvement. 15.1.3 Determine the elements and structures that ensure internal equity, external competitiveness, and legal compliance. 15.1.4 Monitor payroll processes and payouts.
	C.CB.2 Develop a benefits program.	15.2.1 Explain the history of employee benefits programs and its implications. 15.2.2 Determine the elements and structures of a benefits system that meet employee and organizational needs. 15.2.3 Assess benefits offerings for external competitiveness and legal compliance. 15.2.4 Administer benefits program.
16. Organizational Culture	C.OC.1 Foster a culture that supports learning.	16.1.1 Establish conditions that promote employees' and students' wellbeing. 16.1.2 Maintain a safe and professional environment. 16.1.3 Assess and address gaps between current and desired organizational culture.
	C.OC.2 Promote diversity and inclusion.	16.2.1 Recognize different dimensions of diversity. 16.2.2 Identify factors that impede diversity and inclusion. 16.2.3 Design systems and processes that promote diversity and inclusion.

