



## Human Capital Leaders in Education Professional Standards

### Performance Excellence

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



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



## Strategic Staffing

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



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



## Talent Management & Development

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



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



## Culture & Total Rewards

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