



HUMAN CAPITAL LEADER IN EDUCATION EXECUTIVE STANDARDS

The standards for the Executive Human Capital Leaders in Education (eHCLE) certification program outline the competencies that leaders in PK-12 and related organizations need to strategically direct human capital systems. In 2021, AASPA, Experience Management Institute, and a national committee of PK-12 leaders collaborated to develop the standards, and they were updated in 2025. The standards define the core HC knowledge domains and skills required to strengthen talent practices across education.

Central to the daily work of HC leaders is the responsibility to demonstrate ethical leadership, cultivate a workplace where all employees feel valued and supported, and maintain a continuous-learning mindset. These principles shaped the development of the standards and are reflected throughout them.

Intended Audience: Leaders with school, department, and/or organizational leadership experience and a pHCLE certification



STRATEGY	PROCESS MANAGEMENT
<ol style="list-style-type: none"> 1. Ensure human capital priorities are integrated into the organization’s strategic plan. 2. Establish a comprehensive human capital management system (HCMS) strategy. 3. Adapt human capital strategy to internal and external influences. 4. Ensure the effective and equitable stewardship of resources. 5. Build participatory and effective decision-making processes. 	<ol style="list-style-type: none"> 1. Manage human capital processes and standard operating procedures (SOPs). 2. Monitor progress toward human capital goals. 3. Use technology solutions to increase process efficiency, effectiveness, and access. 4. Champion the change management process.
RISK MANAGEMENT	EXPERIENCE MANAGEMENT
<ol style="list-style-type: none"> 1. Develop policies and programs that are compliant with laws and regulations. 2. Implement data governance, privacy, safety, and human capital policies. 3. Proactively identify potential risks to the organization’s HCMS. 4. Lead the negotiation of agreements and contracts. 5. Foster positive employee relations. 	<ol style="list-style-type: none"> 1. Lead strategies to improve experiences across the customer journey. 2. Build the capacity of employees to provide an exceptional customer experience. 3. Design programs and policies that expand access to opportunity and support employees in their work. 4. Develop relationships to enhance services provided to students, employees, and the community.

Learn more at HCLLeader.org.



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TALENT ACQUISITION		
Planning & Preparation	Recruitment	Hiring
<ol style="list-style-type: none"> 1. Forecast talent needs to generate a workforce plan. 2. Incorporate the employee value proposition (EVP) into the organization's brand. 3. Develop a position control process. 4. Analyze the distribution of effective educators to ensure fair access for students. 	<ol style="list-style-type: none"> 1. Market the organization to potential hires by cultivating a positive employer brand. 2. Develop a recruitment strategy to source and attract qualified applicants. 3. Build pipelines to develop exceptional candidates. 4. Evaluate recruitment outcomes to inform talent acquisition strategy. 	<ol style="list-style-type: none"> 1. Design a selection process to assess candidates effectively and efficiently. 2. Mitigate bias in the selection process. 3. Refine candidate experience.
TALENT DEVELOPMENT		
Orientation & Onboarding	Performance Management	Training & Development
<ol style="list-style-type: none"> 1. Design processes that account for differences in role, experience, and readiness. 2. Prepare mentors/coaches and supervisors to support new employees. 	<ol style="list-style-type: none"> 1. Implement performance management systems for all employees. 2. Optimize the quality and fairness of evaluation and support systems. 3. Develop workplace policies. 4. Create transparent support systems for all employees. 	<ol style="list-style-type: none"> 1. Identify training and development needs. 2. Provide professional development to drive improvements for employees and students. 3. Evaluate training and development programs.
TOTAL REWARDS		
Compensation & Benefits	Work-Life Integration	Career Management
<ol style="list-style-type: none"> 1. Establish a total rewards strategy. 2. Monitor the internal and external equity of compensation and benefits. 3. Establish policies and practices to ensure consistent compensation and benefits administration. 	<ol style="list-style-type: none"> 1. Motivate and engage employees. 2. Establish programs that support employees. 3. Foster an environment that honors employee perspectives and experiences. 	<ol style="list-style-type: none"> 1. Establish transparent, data-driven processes for job transitions. 2. Create career advancement programs aligned to organizational goals.