



HUMAN CAPITAL LEADERS IN EDUCATION PROFESSIONAL STANDARDS

The professional-level standards outline the competencies that leaders in PK-12 and related organizations need to strategically manage human capital (HC) processes at the department, team, or individual level. In 2021, AASPA, Experience Management Institute, and a national committee of PK-12 HC leaders collaborated to update the standards. The standards define the core HC knowledge domains along with the skills needed to improve talent practices in education.

Inherent to the daily work of HC leaders is the need to exhibit **ethical leadership**, infuse **diversity, equity, and inclusion** to support all employees, and adopt a **learning mindset**. These principals guided the writing of the standards and are directly and indirectly referenced throughout them.

Intended Audience: Any Human Capital leader—from new to seasoned professionals.



| STRATEGY | PROCESS MANAGEMENT |
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| <ul style="list-style-type: none">1. Align HC strategy to organizational strategy in support of student success.2. Identify different types of organizational structures and decision-making processes.3. Support the effective and equitable stewardship of resources to maximize benefits for students. | <ul style="list-style-type: none">1. Apply process improvement methodologies and tools.2. Collect valid and reliable data for decision-making.3. Leverage technology to improve performance and increase equity.4. Support employees through the change process. |
| RISK MANAGEMENT | EXPERIENCE MANAGEMENT |
| <ul style="list-style-type: none">1. Communicate a working knowledge of laws, policies, procedures, and agreements related to HC practices.2. Ensure compliance with data governance, privacy, safety, and HC policies.3. Assess and manage risk to a process or project.4. Participate in the negotiation of agreements and contracts.5. Manage employee relations. | <ul style="list-style-type: none">1. Understand expectations and experiences throughout the customer journey.2. Provide exceptional customer experiences.3. Implement inclusive and equitable policies and practices that meet the needs of a diverse workforce.4. Manage relationships with customers. |

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| TALENT ACQUISITION | | |
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| Planning & Preparation | Recruitment | Hiring |
| <ol style="list-style-type: none">1. Anticipate and monitor the organization's talent needs.2. Coordinate with hiring managers to identify staffing needs.3. Ensure stakeholders understand their role in the talent acquisition process.4. Conduct job analysis to identify position requirements and develop accurate job descriptions. | <ol style="list-style-type: none">1. Use the organization's employee value proposition and employer brand to attract talent.2. Prepare inclusive job advertisements for target candidate pools.3. Implement strategies for internal and external recruitment.4. Assess the effectiveness of recruitment approaches. | <ol style="list-style-type: none">1. Implement a legally compliant hiring process.2. Apply methods to assess applicants and monitor for bias.3. Extend employment offers and administer post-employment activities.4. Provide a positive hiring experience to candidates and internal stakeholders. |
| TALENT DEVELOPMENT | | |
| Orientation & Onboarding | Performance Management | Training & Development |
| <ol style="list-style-type: none">1. Establish a comprehensive process for acclimating new employees.2. Prepare supervisors and other employees for their role in pre-boarding, orientation, and onboarding. | <ol style="list-style-type: none">1. Assist stakeholders with implementing evaluation and support systems.2. Train evaluators to accurately differentiate performance and use results to inform decision-making.3. Enact workplace policies. | <ol style="list-style-type: none">1. Distinguish between training and development approaches and outcomes.2. Create or select training and professional development aligned with employee needs.3. Evaluate training and development activities. |
| TOTAL REWARDS | | |
| Compensation & Benefits | Work-Life Integration | Career Management |
| <ol style="list-style-type: none">1. Implement a total rewards program that aligns with employee needs.2. Ensure internal and external equity of compensation.3. Administer a transparent and legally compliant compensation system. | <ol style="list-style-type: none">1. Design jobs to motivate and engage employees.2. Promote a culture that values work-life integration.3. Provide resources and opportunities that help all employees fulfill their potential. | <ol style="list-style-type: none">1. Implement processes for job transitions.2. Administer career advancement programs.3. Manage employee exits. |