



# 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** in everything they do, and adopt a **learning mindset**. These principles 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
<ol style="list-style-type: none"> <li>1. Understand how organizational strategy should influence HC processes.</li> <li>2. Assist in developing a human capital strategy.</li> <li>3. Identify different types of organizational structures and how they impact decision-making.</li> <li>4. Support the effective and equitable stewardship of resources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Use mapping tools to define new and existing processes.</li> <li>2. Apply process improvement methodologies and tools.</li> <li>3. Identify key performance indicators (KPIs).</li> <li>4. Collect valid and reliable data for decision-making.</li> <li>5. Leverage technology to improve performance and increase equity.</li> <li>6. Support employees through the change process.</li> </ol>
RISK MANAGEMENT	EXPERIENCE MANAGEMENT
<ol style="list-style-type: none"> <li>1. Communicate a working knowledge of laws, policies, procedures, and agreements related to HC practices.</li> <li>2. Ensure compliance with data governance, privacy, safety, and HC policies.</li> <li>3. Assess and manage risk to a process or project.</li> <li>4. Participate in the negotiation of agreements and contracts.</li> <li>5. Maintain positive labor relations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Solicit feedback to identify expectations and experiences throughout the customer journey.</li> <li>2. Provide exceptional customer service to employees, students, and the community.</li> <li>3. Implement inclusive and equitable policies and practices that meet the needs of a diverse workforce.</li> <li>4. Manage relationships with partners.</li> </ol>

**Learn more at [HCLeader.org](https://HCLeader.org).**



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## TALENT ACQUISITION

Planning & Preparation	Recruitment	Hiring
<ol style="list-style-type: none"> <li>1. Anticipate and monitor the organization's talent needs.</li> <li>2. Coordinate with hiring managers to identify staffing needs.</li> <li>3. Ensure stakeholders understand their role in the talent acquisition process.</li> <li>4. Conduct job analysis to identify position requirements and develop accurate job descriptions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Use the organization's employee value proposition and employer brand to attract talent.</li> <li>2. Prepare inclusive job advertisements for target candidate pools.</li> <li>3. Build internal and external networks for recruiting.</li> <li>4. Evaluate recruitment outcomes to inform talent acquisition strategy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement a legally compliant hiring process.</li> <li>2. Understand methods to evaluate applicants and monitor for bias.</li> <li>3. Extend employment offers and administer post-employment activities.</li> <li>4. Provide a positive hiring experience to candidates and internal stakeholders.</li> </ol>

## TALENT DEVELOPMENT

Orientation & Onboarding	Performance Management	Training & Development
<ol style="list-style-type: none"> <li>1. Facilitate employee-centric orientation processes.</li> <li>2. Create onboarding experiences that foster inclusion.</li> <li>3. Prepare supervisors and other employees for their role in orientation and onboarding.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist stakeholders with implementing evaluation and support systems.</li> <li>2. Train evaluators to accurately differentiate performance and use results to inform decision-making.</li> <li>3. Promote workplace policies.</li> <li>4. Address employee discipline issues.</li> </ol>	<ol style="list-style-type: none"> <li>1. Distinguish between training and development approaches and outcomes.</li> <li>2. Use adult learning and instructional design principles to create or select training and professional development.</li> <li>3. Evaluate training and development activities.</li> </ol>

## TOTAL REWARDS

Compensation & Benefits	Work-life Integration	Career Management
<ol style="list-style-type: none"> <li>1. Communicate the components of a total rewards program.</li> <li>2. Ensure internal and external equity of jobs.</li> <li>3. Administer a transparent and legally compliant compensation system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Design jobs to motivate and engage employees.</li> <li>2. Promote a culture that values work-life integration.</li> <li>3. Provide resources and opportunities that help all employees fulfill their potential.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicate processes for transfers, promotions, and demotions.</li> <li>2. Administer career advancement programs.</li> <li>3. Manage employee exits.</li> </ol>