
Body of Knowledge for eHCLE Certification

Human Capital Leaders in Education

Introduction

The Human Capital Leaders in Education (HCLE) standards outline the competencies that leaders in PK-12 education and related organizations need to strategically manage human capital (HC) processes at the organization, department, team, or individual level. The Executive Human Capital Leader in Education (eHCLE) certification program is rooted in the HCLE standards and reflects mastery of the eHCLE body of knowledge (BoK).

As an experienced HC leader, earning eHCLE certification will help you expand your impact on your organization, the students you serve, and the field at large. This document describes the eHCLE BoK, as well as requirements and processes for certification.

For more information, visit HCLLeader.org.

eHCLE Certification

Qualifications and Requirements

To earn eHCLE certification, individuals will participate in a 10-month, cohort-based, professional development program. Program participants will be selected through an application process.

Applicants must meet these requirements to be considered for the 2023 eHCLE cohort:

- Has a current, unexpired Professional Human Capital Leader (pHCLE) certification and has been certified for a full 3-year cycle
- Has a current AASPA membership (for the pilot eHCLE cohort)
- Experience:
 - A minimum of seven years in building, district, and/or organization leadership positions that involve leading a project, program, department, and/or staff
 - Demonstrated success impacting systems-wide change

Once accepted into the program, participants will:

- Attend virtual convenings with their cohort
- Complete an approved independent project aligned with the eHCLE standards and project quality rubric
- Present their project, either virtually or at AASPA's Human Capital Leadership Summit
- Provide high-quality feedback on their peers' projects

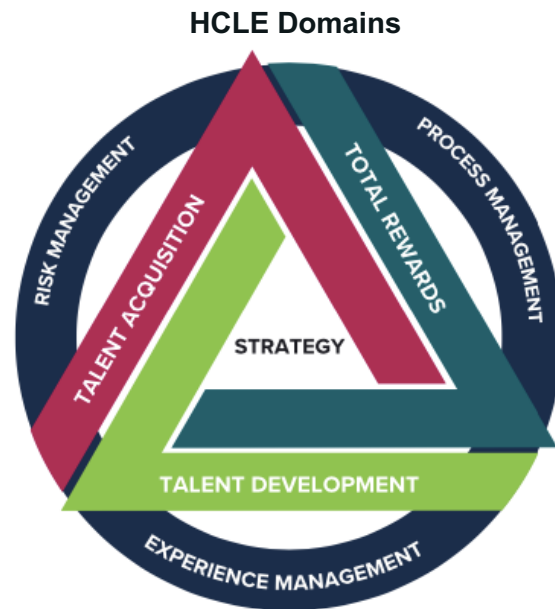
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Certification

Upon completing the requirements for eHCLE certification, participants will receive a certificate in the mail, along with recommendations for displaying their credentials as part of their professional email signature. For the 2023 pilot cohort, eHCLE is a lifetime certification that will not require recertification credits.

eHCLE Standards

In 2021, AASPA, Experience Management Institute, and a national committee of PK-12 HC leaders collaborated to develop the eHCLE standards, which were finalized the following year. The standards define the core HC knowledge domains along with the skills needed to lead HC functions in education organizations:



The HCLE standards are organized across seven domains. The three content domains are **Talent Acquisition, Talent Development, and Total Rewards**. The four cross-cutting domains, which bolster the content domains, are **Strategy, Risk Management, Process Management, and Experience Management**. Each of these domains is discussed further in the *Body of Knowledge* section below.

Additionally, the following set of governing principles provide guidelines for professional behavior and the everyday work of HC leaders in education. These principles informed the writing of the standards and are directly and indirectly referenced throughout them.

- **Ethical Leadership:** Committed to responsible decision-making and model high levels of professional conduct. Successful HC leaders consider potential benefits and risks when making decisions and take every precaution to make a positive impact and avoid harm.
- **Diversity, Equity, & Inclusion:** Value individual differences, eliminate barriers to participation, and ensure all voices are heard. Successful HC leaders consider diversity, equity, and inclusion in all aspects of talent management.
- **Learning Mindset:** Seek opportunities to improve and leverage research-based best practices. Successful HC leaders never stop learning, and they promote a culture of learning throughout their organization.

Body of Knowledge

This BoK expounds on the eHCLE professional standards to inform curricula, programming, and certification requirements. Each HCLE domain is defined and explained to offer insight into the types of topics that will be covered on the exam. The topics below are not an exhaustive list of what may be assessed but are meant to clarify the types of knowledge and skills candidates should master.

Bloom's Taxonomy

The standards under every HCLE domain are broken down into objectives to help candidates understand what they are expected to know and be able to do in order to earn their pHCLE certification. Each objective is tagged with a level of cognition, as defined by the revised Bloom's Taxonomy (Anderson & Krathwohl, 2001). The most complex level of thinking captured by a set of objectives is listed next to the standard that corresponds with those objectives. This tagging system is used to help assessment developers design exam items and to assist candidates during their exam preparation.

Below are brief descriptions of the levels of the revised Bloom's Taxonomy.¹

1. **Remember:** Recognize or recall facts and information.
2. **Understand:** Interpret, summarize, organize, or clarify information.
3. **Apply:** Carry out a task or use acquired knowledge in a new context.
4. **Analyze:** Examine data or evidence, deconstruct information, and make inferences.
5. **Evaluate:** Critique, reflect, or make judgements based on evidence or criteria.
6. **Create:** Construct a new product, system, or solution by reorganizing information in a new way.

Intended Outcomes

The HCLE content domains, cross-cutting domains, and guiding principles encompass the body of knowledge and skills needed by HC leaders today. When implemented effectively, these practices support the attraction and retention of top talent, as well as a positive and productive workplace culture. As such, the certification processes for both pHCLE and eHCLE emphasize real-world application.

There are also factors that distinguish the two certification programs. Whereas the pHCLE exam assesses mastery of individual standards—that is, each exam item is aligned with one standard—eHCLE holders are expected to master a set of planning and problem-solving approaches that help maintain a focus on the big picture and drive improvements across all domains and standards. These approaches are:

- **Continuous improvement:** Employing data-driven cycles of planning, action, and refinement.
- **Strategic alignment:** Aligning decisions and actions with organizational priorities.
- **System-wide cohesion:** Promoting cohesion across the organization's human capital management system.
- **Forward thinking:** Making proactive decisions to benefit the organization in the present and the future.
- **Fiscal management and sustainability:** Mindful stewardship of financial resources.
- **Contextual awareness:** Consideration of internal and external forces that impact the organization, as well as internal and external resources to address organizational needs.

¹ Adapted from: Anderson, L.W. & Krathwohl, D.R. (2001). *A taxonomy for learning, teaching, and assessing: A revision of Bloom's Taxonomy of educational objectives*. New York: Pearson

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Talent Acquisition

The process of identifying talent needs and finding, attracting, and hiring qualified candidates to satisfy those needs.

Planning & Preparation

Practices that enable organizations to identify and address talent needs.

- 1. Forecast talent needs and evaluate forces impacting talent availability to build a workforce plan. (Create)**
 - Use the organization's strategic priorities and external market trends to forecast talent needs in the short and long term. *(Analyze)*
 - Compare current workforce data to talent needs and identify gaps. *(Apply)*
 - Identify internal and external forces impacting talent availability *(Analyze)*.
 - Build a workforce plan that contains solutions to identified gaps. *(Create)*
- 2. Incorporate the employee value proposition (EVP) into the organization's brand. (Apply)**
 - Establish a plan for embedding the organization's EVP consistently across internal and external communication channels. *(Apply)*
 - Implement the organization's EVP through storytelling. *(Apply)*
- 3. Define the factors that determine job placement within the organizational hierarchy. (Apply)**
 - Develop equitable policies for placement of jobs into bands or grades. *(Apply)*
- 4. Develop a position control process. (Evaluate)**
 - Use the organization's strategic priorities and job descriptions to identify mission-critical roles and functions. *(Evaluate)*
 - Place mission-critical roles within a structure and hierarchy that reflect organizational priorities. *(Apply)*
 - Make decisions about filled and vacant roles (e.g., keep, change, eliminate) based on the organization's priorities and budget. *(Evaluate)*
- 5. Establish a process to provide students equitable access to effective educators. (Evaluate)**
 - Use student and educator data to make equitable human capital decisions. *(Evaluate)*
 - In collaboration with other departments, apply strategies such as placement, grow your own, career ladders, high-dosage tutoring, virtual courses, and/or professional development to provide students equitable access to effective educators. *(Apply)*

Recruitment

Uncovering sources of high-potential candidates and identifying targeted strategies to convince qualified individuals to apply to your organization.

- 1. Market the organization as an employer by cultivating a positive employer brand. (Analyze)**
 - Use employee perspectives and external data to identify the organization's competitive advantages. *(Analyze)*
 - Craft messaging that uses the employee value proposition (EVP) to "sell" the organization to prospective applicants. *(Apply)*
 - Use the EVP to curate a "digital front door" that attracts potential candidates to the organization. *(Apply)*

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2. Select recruitment strategies to source and attract qualified and diverse applicants. **(Analyze)**

- Use the organization's vacancy and turnover data, strategic plan, DEI plan to identify recruitment strategies. *(Analyze)*
- Identify sources of high-performing employees using data. *(Analyze)*
- Engage in recruitment year-round, leveraging short-term, long-term, internal, and external strategies. *(Apply)*
- Adopt compensation practices that support recruitment (e.g., signing bonuses). *(Apply)*

3. Develop brand ambassadors to promote the organization. **(Apply)**

- Communicate that recruitment is the job of everyone across the organization. *(Apply)*
- Select a diverse group of internal and external brand ambassadors from the organization's customer base. *(Apply)*
- Support brand ambassadors in communicating key messages. *(Apply)*
- Leverage brand ambassadorship as opportunities for recognition and retention.

4. Build pipelines to develop exceptional candidates. **(Evaluate)**

- Establish data-driven systems for building and tracking talent pipelines. *(Apply)*
- Use data and budgets to identify financial and growth opportunities for current staff in order to create internal pipelines. *(Evaluate)*
- Connect professional development to succession planning and pipeline building. *(Apply)*
- Use data and budgets to identify financial and growth opportunities for external customers (e.g., students, parents, community members) in order to build talent pipelines. *(Evaluate)*
- Use the exit process for current and retiring staff as opportunities for recruitment and pipeline building. *(Apply)*

5. Evaluate recruitment outcomes to inform talent acquisition strategy. **(Evaluate)**

- Use data in conjunction with the organization's strategic plan and budget to assess the effectiveness of the organization's talent acquisition strategy. *(Analyze)*
- Make changes to the talent acquisition strategy as needed, based on analyses of its effectiveness *(Evaluate)*

Hiring

Assessing candidate qualifications to identify and extend a job offer to the most suitable candidate for an open position.

1. Design a selection process to assess candidates effectively and efficiently. **(Create)**

- Design a selection process that aligns with organizational priorities and values, as well as human capital management functions (e.g., recruitment, performance management). *(Create)*
- Work across teams to identify and reduce inefficiencies in selection processes. *(Apply)*
- Assess, and make necessary changes to increase the efficiency and effectiveness of, selection processes. *(Evaluate)*

2. Mitigate bias in the selection process. **(Analyze)**

- Identify areas in the selection process that invite subjectivity and bias. *(Analyze)*
- Develop protocols and supports to reduce bias in selection processes. *(Apply)*

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3. Evaluate candidate experience. (Evaluate)

- Analyze candidate experience data. *(Analyze)*
- Make changes to selection processes as needed, based on findings from candidate experience data. *(Evaluate)*

Talent Development

Actions that foster employee learning and growth.

Orientation and Onboarding

Supporting employees throughout transitions into or within the organization.

1. Assess the diverse needs of new employees to inform the design of onboarding and orientation programs. (Evaluate)

- Align orientation and onboarding with the organization's brand and priorities. *(Apply)*
- Collect and analyze data from new employees to improve onboarding and orientation programs. *(Evaluate)*

2. Establish processes for selecting and preparing mentors and coaches for new employees. (Apply)

- Develop training and support to supervisors around onboarding best practices (e.g., 30-60-90-day onboarding process, mentorship). *(Apply)*
- Align training for mentors and coaches with the organization's brand and priorities. *(Apply)*

3. Develop support structures for employees who are new to a role. (Apply)

- Develop resources, documentation, and social supports for new employees that align with the organization's brand and priorities. *(Apply)*
- Design new-hire supports for substitute teachers and other contracted staff. *(Apply)*

Performance Management

Maintaining or improving job performance through ongoing supervisor and employee interactions.

1. Involve employees in the development and implementation of evaluation systems. (Evaluate)

- Apply strategies for capturing employee voice in the design of performance management systems.
- Create performance management systems that align with organizational priorities and employee needs. *(Evaluate)*

2. Assess the quality of evaluation and support systems. (Evaluate)

- Collect and analyze metrics to assess the quality of evaluation and support systems. *(Analyze)*
- Improve the quality of evaluation and support systems and their alignment with other areas of human capital, using data. *(Evaluate)*

3. Develop procedures to mitigate bias and inequity in performance management. (Evaluate)

- Identify aspects of performance management processes that may invite subjectivity and bias. *(Apply)*

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- Analyze data to identify potential bias in performance management processes across the organization and within teams/departments. *(Analyze)*
 - Adopt strategies for mitigating bias in the identified weak areas of the performance management system. *(Evaluate)*
- 4. Develop workplace policies that align with the organization’s mission, vision, goals, and values. *(Apply)***
 - Create workplace policies that align with organizational priorities and promote equity. *(Apply)*
 - Implement workplace policies through effective communication and support. *(Apply)*
 - 5. Create transparent support systems for all employees. *(Evaluate)***
 - Collect and analyze data to understand employees’ support needs. *(Analyze)*
 - Establish effective systems, grounded in data, for helping employees improve their performance as needed. *(Evaluate)*
 - Create a fair and ethical protocol for affording due process to address discipline issues. *(Apply)*
 - Communicate support systems in a transparent manner. *(Apply)*

Training & Development

Learning activities that support the acquisition of new skills, knowledge, and abilities.

- 1. Ensure training and development programs align to organizational strategy and adult learning principles. *(Evaluate)***
 - Create performance management systems that align with organizational priorities and employee needs. *(Evaluate)*
 - Adopt or develop an adult learning framework to inform the design of training and development programs. *(Apply)*
- 2. Provide sustained professional development to drive improvements for employees and students. *(Apply)***
 - Create a professional development infrastructure (e.g., learning management system, necessary structures and processes, communication). *(Apply)*
- 3. Evaluate training and development programs. *(Evaluate)***
 - Collect and analyze metrics to assess the quality of training and development programs. *(Analyze)*
 - Improve the quality of training and development programs and their alignment with other areas of human capital, using data. *(Evaluate)*

Total Rewards

All the financial and experiential incentives, rewards, and benefits provided to employees as part of their employment journey.

Compensation & Benefits

Components of your total rewards program that have a clearly defined value or cost.

- 1. Implement a total rewards strategy aligned with organizational strategy that effectively incentivizes desired behaviors. *(Analyze)***

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- Establish a total rewards program that aligns with organizational priorities, employee needs, and current and projected budgets. *(Evaluate)*
 - Align total rewards with other areas of human capital. *(Apply)*
- 2. Perform routine audits to evaluate internal pay equity. (Evaluate)**
 - Set policies, and protocols, and timelines for routine pay equity audits. *(Apply)*
 - Analyze pay equity data. *(Analyze)*
 - Make improvements based on data from pay equity audits. *(Evaluate)*
 - 3. Analyze external markets to ensure the organization offers competitive total rewards. (Evaluate)**
 - Collect external market compensation data. *(Apply)*
 - Analyze market data. *(Analyze)*
 - Make adjustments to compensation practices based on findings from market data. *(Evaluate)*
 - 4. Design policies and practices to ensure equitable total rewards decisions. (Evaluate)**
 - Use compensation and benefits information for decision-making, including internal (e.g., payroll, usage data) and external data (e.g., remuneration surveys). *(Evaluate)*
 - Create processes for payroll management and issue resolution. *(Apply)*
 - Create systems for implementing employee benefit programs, including offerings, process, and timelines. *(Apply)*
 - Create systems for implementing employee compensation programs, including placement/classification, process, communication, and timelines. *(Apply)*

Work-life Integration

Supports to help employees achieve success both at work and home.

- 1. Develop work policies and staffing practices that satisfy organization and employee needs. (Evaluate)**
 - Develop equitable work policies aligned with organizational priorities and employee needs. *(Evaluate)*
 - Develop equitable staffing practices aligned with organizational priorities and employee needs. *(Evaluate)*
- 2. Establish programs that promote work-life integration. (Analyze)**
 - Develop programming and flexibilities to support work-life integration, aligned with organizational priorities and employee needs. *(Evaluate)*
 - Establish workplace conditions and supports that increase motivation, engagement, and wellbeing. *(Apply)*
 - Implement interventions to decrease burnout. *(Apply)*
- 3. Foster an environment that honors diverse perspectives, needs, and experiences.**
 - Using employee data, design opportunities for employees to feel supported connected, and able to be their authentic selves. *(Evaluate)*
 - Create communication channels between employees and organizational leadership using various techniques (e.g., surveys, focus groups, feedback loops). *(Apply)*
 - Create protocols for providing workplace accommodations for employees as needed. *(Apply)*

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Career Management

Programs that assist employees with defining and achieving their career goals.

- 1. Establish transparent processes for transfers, promotions, demotions, and exits. (Analyze)**
 - Establish processes for transfers, promotions, and demotions. *(Apply)*
 - Communicate job change and career pathway opportunities with employees using clear messaging and visuals. *(Apply)*
 - Use exit data to drive organizational improvement. *(Analyze)*
- 2. Create equitable career advancement programs aligned to organizational goals. (Analyze)**
 - Design learning opportunities for high-potential employees (e.g., mentoring, fellowships, leadership training). *(Apply)*
 - Use data to design systems, policies, and process that ensure equitable access to career advancement programs. *(Evaluate)*
 - Align career advancement with other areas of human capital. *(Apply)*

Strategy

Targeted actions to achieve goals and improve student outcomes in alignment with the mission, vision, and values of the organization.

- 1. Support the development of the organizational strategy. (Create)**
 - Assess customer feedback to inform organizational strategy. *(Analyze)*
 - Define the organization's mission, vision, values, and long-term goals in collaboration with the rest of the leadership team. *(Apply)*
 - Create a strategic plan in collaboration with the organization's leadership team. *(Create)*
 - Communicate the organization's strategic plan with customers. *(Apply)*
- 2. Define a coherent human capital management system (HCMS) vision. (Apply)**
 - Create an HCMS vision and strategic priorities that aligns with those of the organization. *(Apply)*
 - Identify how the HCMS can contribute to the organization's vision. *(Apply)*
 - Communicate the HCMS vision with customers. *(Apply)*
- 3. Align all HCMS work to both the organizational and the HCMS vision. (Apply)**
 - Consider organizational strategy when developing HC systems and practices. *(Apply)*
 - Design human capital functions such that they are coherent and integrated with each other. *(Apply)*
 - Communicate how HCMS functions contribute to the organization and HCMS vision. *(Apply)*
- 4. Adapt to external factors that influence the organizational strategy. (Analyze)**
 - Apply analysis tools (e.g., SWOT, PESTLE) to understand relevant external factors and opportunities. *(Analyze)*
 - Keep a pulse on customer needs and use them for continuous improvement. *(Evaluate)*
 - Establish structures that create organizational agility. *(Apply)*
- 5. Determine the best structure and decision-making model for the organization. (Evaluate)**
 - Identify a structure that best aligns with team or organizational needs. *(Evaluate)*
 - Shape organizational culture to facilitate optimal functioning and decision-making. *(Apply)*
 - Navigate roles and dynamics involved in decision-making. *(Apply)*

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- Adopt a framework for effective and equitable decision-making. *(Apply)*
- 6. Ensure the effective and equitable stewardship of resources. (Evaluate)**
- Align resource allocation with organizational priorities, customer needs, and current and projected budgets. *(Apply)*
 - Adopt budgeting, resource allocation, and sustainability techniques that meet organizational needs. *(Apply)*
 - Analyze resource allocation and usage to support decision-making. *(Analyze)*
 - Use equity-focused criteria for determining resource selection and allocation *(Evaluate)*
- 7. Engage stakeholder groups to incorporate diverse perspectives. (Apply)**
- Assemble diverse groups for feedback collection and decision-making. *(Apply)*
 - Engage with stakeholder groups in a way that leverages diversity as a strength. *(Apply)*

Risk Management

Proactively identify, assess, and address risks to a project, plan, process, person, or education organization.

- 1. Develop human capital policies and programs that are compliant with laws and regulations. (Apply)**
- Establish policies and programs that abide by laws and guidelines concerning:
 - Hiring (e.g., EEO, Title VII, disparate/adverse impact, affirmative action, FLSA, independent contractors)
 - Compensation and benefits (e.g., COBRA, ERISA, FMLA)
 - Safety and risk mitigation (e.g., workers' compensation, OSHA)
 - Employee and labor relations (e.g., LMRA) *(Apply)*
 - Develop proactive policies and procedures for addressing compliance risk. *(Apply)*
 - Identify sustainable funding sources (e.g., Title IIA) when planning budgets for human capital initiatives. *(Apply)*
 - Develop equitable processes for procurement. *(Apply)*
- 2. Influence the creation of data governance, privacy, and safety policies. (Apply)**
- Develop policies and processes for managing data, recordkeeping, and information sharing in compliance with legal guidelines (e.g., FERPA) and data security best practices. *(Apply)*
 - Develop protocols to prevent workplace injuries and illnesses. *(Apply)*
 - Develop policies, protocols, and communications and training to prevent bullying, harassment, and microaggressions. *(Apply)*
- 3. Proactively identify potential risks to the organization's HCMS and reduce risk exposure. (Evaluate)**
- Use the results of risk analysis to mitigate risks to the health, security, and success of the organization and its stakeholders. *(Evaluate)*
 - Apply crisis communication strategies. *(Apply)*
- 4. Lead the negotiation of agreements and contracts. (Apply)**
- Use various bargaining and negotiation techniques (e.g., interest-based bargaining). *(Apply)*
 - Prepare team members to implement the terms of agreed-upon contracts. *(Apply)*

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5. Manage the dispute resolution process. (Apply)

- Apply strategies for conflict mediation and dispute resolution (e.g., arbitration). (Apply)
- Establish protocols for addressing employee complaints or grievances an ethical and confidential manner using various strategies (e.g., internal investigations, examination of working conditions, escalation to leadership as needed, preventing retaliation). (Apply)

6. Foster positive labor relations. (Apply)

- Build relationships that foster positive labor relations. (Apply)
- Apply knowledge of federal laws and guidelines to maintain positive employee and labor relations, honor employees' rights, and avoid unfair labor practices. (Apply)

Process Management

Continuously define, measure, analyze, and improve the way work is accomplished to enhance student, employee, and organizational outcomes.

1. Audit HCMS processes and programs to identify areas of improvement. (Apply)

- Apply different methodologies for continuous process improvement. (Apply)
- Communicate processes with customers. (Apply)

2. Communicate the progress of HCMS goals by collecting, analyzing, and understanding data. (Evaluate)

- Collect reliable, valid data aligned with organizational and HCMS priorities. (Apply)
- Analyze qualitative and quantitative data. (Analyze)
- Use data to make recommendations and inform decision-making. (Evaluate)

3. Evaluate technology solutions to increase process efficiency, effectiveness, and equity. (Evaluate)

- Evaluate technology through the lenses of utility, efficiency, automaticity, accessibility, and equity. (Evaluate)

4. Champion the change management process. (Apply)

- Adopt a methodology for facilitating change. (Apply)

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Experience Management

Purposefully design, implement, and improve interactions to create an inclusive environment for students, employees, and the community.

- 1. Evaluate the employee and customer experience. (Evaluate)**
 - Use feedback to improve the customer experience on a continuous basis. *(Evaluate)*
- 2. Build the capacity of employees to provide exceptional customer experiences. (Apply)**
 - Embed customer focus throughout the HC management system. *(Apply)*
 - Employ training and supports to help employees improve customer experiences. *(Apply)*
- 3. Incorporate diversity, equity, and inclusion goals into organizational programs, practices, policies, and structures. (Apply)**
 - Set DEI goals that include input from a variety of internal and external customers. *(Apply)*
 - Connect DEI goals to the organization's strategic priorities. *(Apply)*
 - Share DEI goals with employees and connect them to employees' daily work. *(Apply)*
 - Identify the right people to lead or support DEI efforts. *(Apply)*
 - Support teams in their implementation of DEI efforts. *(Apply)*
- 4. Audit policies and practices to cultivate a diverse, equitable, and inclusive culture. (Apply)**
 - Consider DEI goals when reviewing current programs or practices or proposing new ones. *(Apply)*
 - Establish policies and practices that promote equity, inclusion, and access and that guard against favoritism. *(Apply)*
- 5. Develop partnerships to enhance services provided to students, employees, and the community. (Apply)**
 - Develop a social media plan for connecting with customers of the human capital management system. *(Apply)*
 - Cultivate mutually beneficial external partnerships. *(Apply)*