



# HUMAN CAPITAL LEADERS IN EDUCATION EXECUTIVE STANDARDS

The executive-level standards outline the competencies that leaders in PK-12 and related organizations need to strategically manage human capital (HC) processes at the system level. In 2021, AASPA, Experience Management Institute, and a national committee of PK-12 HC leaders collaborated to create the eHCLE 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: Human Capital leaders with district and/or organization leadership experience and pHCLE certification*



STRATEGY	PROCESS MANAGEMENT
<ol style="list-style-type: none"> <li>1. Support the development of a coherent organizational and human capital management system (HCMS) strategy.</li> <li>2. Align all HC process and practices to the strategy.</li> <li>3. Adapt to external factors that influence strategy.</li> <li>4. Determine the best structure and decision-making model for the organization.</li> <li>5. Ensure the effective and equitable stewardship of resources.</li> <li>6. Engage stakeholder groups to incorporate diverse perspectives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Audit HCMS processes and programs to identify areas of improvement.</li> <li>2. Communicate the progress of HCMS goals by collecting, analyzing, and understanding data.</li> <li>3. Evaluate technology solutions to increase process efficiency, effectiveness, and equity.</li> <li>4. Champion the change management process.</li> </ol>
RISK MANAGEMENT	EXPERIENCE MANAGEMENT
<ol style="list-style-type: none"> <li>1. Develop HC policies and programs that are compliant with laws and regulations.</li> <li>2. Influence the creation of data governance, privacy, and safety policies.</li> <li>3. Proactively identify potential risks to the organization's HCMS and reduce risk exposure.</li> <li>4. Lead the negotiation of agreements and contracts.</li> <li>5. Manage the dispute resolution process.</li> <li>6. Foster positive labor relations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluate employee and customer experience.</li> <li>2. Build the capacity of employees to provide exceptional customer experiences.</li> <li>3. Incorporate diversity, equity, and inclusion goals into organizational programs, practices, policies, and structures.</li> <li>4. Audit policies and practices to cultivate a diverse, equitable, and inclusive culture.</li> <li>5. Develop partnerships to enhance services provided to students, employees, and the community.</li> </ol>



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TALENT ACQUISITION		
Planning & Preparation	Recruitment	Hiring
<ol style="list-style-type: none"> <li>Forecast talent needs and evaluate forces impacting talent availability to build a workforce plan.</li> <li>Incorporate the employee value proposition into the organization's brand.</li> <li>Define the factors that determine job placement within the organizational hierarchy.</li> <li>Develop a position control process.</li> <li>Establish a process to provide students equitable access to effective educators.</li> </ol>	<ol style="list-style-type: none"> <li>Market the organization as an employer by cultivating a positive employer brand.</li> <li>Select recruitment strategies to source and attract qualified and diverse applicants.</li> <li>Develop brand ambassadors to promote the organization.</li> <li>Build pipelines to develop exceptional candidates.</li> <li>Evaluate recruitment outcomes to inform talent acquisition strategy.</li> </ol>	<ol style="list-style-type: none"> <li>Design a selection process to assess candidates effectively and efficiently.</li> <li>Mitigate bias in the selection process.</li> <li>Evaluate candidate experience.</li> </ol>

TALENT DEVELOPMENT		
Orientation & Onboarding	Performance Management	Training & Development
<ol style="list-style-type: none"> <li>Assess the diverse needs of new employees to inform the design of onboarding and orientation programs.</li> <li>Establish processes for selecting and preparing mentors and coaches for new employees.</li> <li>Develop support structures for employees who are new to a role.</li> </ol>	<ol style="list-style-type: none"> <li>Involve employees in the development and implementation of evaluation systems.</li> <li>Assess the quality of evaluation and support systems.</li> <li>Develop procedures to mitigate bias and inequity in performance management.</li> <li>Develop workplace policies that align with the organization's mission, vision, goals, and values.</li> <li>Create transparent support systems for all employees.</li> </ol>	<ol style="list-style-type: none"> <li>Ensure training and development programs align to organizational strategy and adult learning principles.</li> <li>Provide sustained professional development to drive improvements for employees and students.</li> <li>Evaluate training and development programs.</li> </ol>

TOTAL REWARDS		
Compensation & Benefits	Work-life Integration	Career Management
<ol style="list-style-type: none"> <li>Implement a total rewards strategy aligned with organizational strategy that effectively incentivizes desired behaviors.</li> <li>Perform routine audits to evaluate internal pay equity.</li> <li>Analyze external markets to ensure the organization offers competitive total rewards.</li> <li>Design policies and practices to ensure equitable total rewards decisions.</li> </ol>	<ol style="list-style-type: none"> <li>Develop work policies and staffing practices that satisfy organization and employee needs.</li> <li>Establish programs that promote work-life integration.</li> <li>Foster an environment that honors diverse perspectives, needs, and experiences.</li> </ol>	<ol style="list-style-type: none"> <li>Establish transparent processes for transfers, promotions, demotions, and exits.</li> <li>Create equitable career advancement programs aligned to organizational goals.</li> </ol>