



HUMAN CAPITAL LEADERS IN EDUCATION PROFESSIONAL STANDARDS

| PERFORMANCE EXCELLENCE | | | |
|---|---|---|--|
| Strategic Alignment | Communications | Sustainability & Risk Management | Continuous Improvement |
| <p>P.SA.1 Develop an organizational strategy.</p> <p>P.SA.2 Align the human capital management system (HCMS) to the organizational strategy.</p> <p>P.SA.3 Embed ethical principles across the organization.</p> | <p>P.CO.1 Use communications to ensure effective implementation of the HCMS.</p> | <p>P.SR.1 Apply knowledge of relevant law and regulations to education organizations.</p> <p>P.SR.2 Manage risk.</p> <p>P.SR.3 Develop sustainable human capital systems and services.</p> | <p>P.CI.1 Serve internal and external customers.</p> <p>P.CI.2 Evaluate the HCMS.</p> <p>P.CI.3 Improve the HCMS.</p> |

| STRATEGIC STAFFING | | | |
|--|---|---|---|
| Workforce Planning | Human Resource Branding | Sourcing & Recruiting | Selection & Placement |
| <p>S.WP.1 Analyze staffing requirements to meet strategic goals.</p> <p>S.WP.2 Create job descriptions that reflect position requirements.</p> | <p>S.BR.1 Present a consistent organizational brand.</p> | <p>S.SR.1 Identify sources of high-quality candidates.</p> <p>S.SR.2 Develop a recruitment strategy.</p> <p>S.SR.3 Implement the recruitment strategy.</p> | <p>S.SP.1 Develop a selection process.</p> <p>S.SP.2 Select and hire staff.</p> <p>S.SP.3 Determine placements for new and existing staff.</p> |



| TALENT MANAGEMENT & DEVELOPMENT | | | |
|--|---|--|--|
| Onboarding | Training & Development | Performance Management | Career Ladders & Succession Planning |
| <p>T.ON.1 Orient new employees to the organization.</p> <p>T.ON.2 Onboard new employees.</p> | <p>T.TD.1 Coordinate training and professional development programs.</p> | <p>T.PM.1 Implement a comprehensive evaluation system.</p> <p>T.PM.2 Address employee discipline and ensure due process.</p> <p>T.PM.3 Manage employee transitions.</p> | <p>T.CL.1 Support high-performing employees in increasing their organizational impact.</p> <p>T.CL.2 Plan for the succession of employees.</p> |

| CULTURE & TOTAL REWARDS | | | |
|--|--|--|---|
| Employee Engagement | Rewards & Recognition | Compensation & Benefits | Organizational Culture |
| <p>C.EE.1 Foster employee engagement.</p> <p>C.EE.2 Oversee labor relations and professional associations.</p> | <p>C.RR.1 Develop a total rewards strategy.</p> | <p>C.CB.1 Design an aligned compensation system.</p> <p>C.CB.2 Develop a benefits program.</p> | <p>C.OC.1 Foster a culture that supports learning.</p> <p>C.OC.2 Promote diversity and inclusion.</p> |