

Section I: BEHAVIORAL COMPETENCIES

CLUSTER	COMPETENCY	DEFINITION	SUBCOMPETENCIES
LEADERSHIP	Leadership & Navigation	The knowledge, skills, abilities, and other characteristics (KSAO's) needed to navigate the organization and accomplish HR goals, to create a compelling vision and mission for HR that aligns with the strategic direction and culture of the organization, to lead and promote organizational change, to manage the implementation and execution of HR initiatives, and to promote the role of HR as a key business partner.	<ul style="list-style-type: none"> -Navigating the Organization -Vision -Managing HR Initiatives -Influence
	Ethical Practice	The KSAO's needed to maintain high levels of personal and professional integrity, and to act as an ethical agent who promotes core values, integrity and accountability throughout the organization.	<ul style="list-style-type: none"> -Personal Integrity -Professional Integrity -Ethical Agent
INTERPERSONAL	Relationship Management	The KSAO's needed to create and maintain a network of professional contacts within and outside of the organization, to build and maintain relationships, to work as an effective member of a team, and to manage conflict while supporting the organization.	<ul style="list-style-type: none"> -Networking -Relationship Building -Teamwork -Conflict Management -Negotiation
	Communication	The KSAO's needed to effectively craft and deliver concise and informative communications, to listen to and address the concerns of others, and to transfer and translate information from one level or unit of the organization to another.	<ul style="list-style-type: none"> -Delivering Messages -Exchanging Organizational Information -Listening
	Global & Cultural Effectiveness	The KSAO's needed to value and consider the perspectives and backgrounds of all parties, to interact with others in a global context, and to promote a diverse and inclusive workplace.	<ul style="list-style-type: none"> -Operating in a Diverse Workplace -Operating in a Global Environment -Advocating for a Diverse and Inclusive Workplace
BUSINESS	Business Acumen	The KSAO's needed to understand the organization's operations, functions and external environment, and to apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.	<ul style="list-style-type: none"> -Business and Competitive Awareness -Business Analysis -Strategic Alignment
	Consultation	The KSAO's needed to work with organizational stakeholders in evaluating business challenges and identifying opportunities for the design, implementation and evaluation of change initiatives, and to build ongoing support for HR solutions that meet the changing needs of customers and the business.	<ul style="list-style-type: none"> -Evaluating Business Challenges -Designing HR Solutions -Implementing and Supporting HR Solutions -Change Management -Customer Interaction
	Critical Evaluation	The KSAO's needed to collect and analyze qualitative and quantitative data, and to interpret and promote findings that evaluate HR initiatives and inform business decisions and recommendations.	<ul style="list-style-type: none"> -Data Advocate -Data Gathering -Data Analysis -Evidence-Based Decision-Making

Section II: HR EXPERTISE (HR KNOWLEDGE)

DOMAIN	FUNCTIONAL AREA	DEFINITION
PEOPLE	HR Strategic Planning	Involves the activities necessary for developing, implementing and managing the strategic direction required to achieve organizational success and to create value for stakeholders.
	Talent Acquisition	Encompasses the activities involved in building and maintaining a workforce that meets the needs of the organization.
	Employee Engagement & Retention	Refers to the activities aimed at retaining high-performing talent, solidifying and improving the relationship between employees and the organization, creating a thriving and energized workforce, and developing effective strategies to address appropriate performance expectations from employees at all levels.
	Learning & Development	The activities that enhance the knowledge, skills, abilities and other characteristics (KSAO's) and competencies of the workforce in order to meet the organization's business needs.
	Total Rewards	Refers to the design and implementation of compensation systems and benefit packages, which employers use to attract and retain employees.
ORGANIZATIONAL	Structure of the HR Function	Encompasses the people, processes, theories, and activities involved in the delivery of HR-related services that create and drive organizational effectiveness.
	Organizational Effectiveness & Development	Concerns the overall structure and functionality of the organization, and involves measurement of long and short-term effectiveness and growth of people and processes, and implementation of necessary organizational change initiatives.
	Workforce Management	Refers to HR practices and initiatives that allow the organization to meet its talent needs (e.g., workforce planning, succession planning) and to close critical gaps in competencies.
	Employee & Labor Relations	Refers to any dealings between the organization and its employees regarding the terms and conditions of employment.
	Technology Management	Involves the use of existing, new and emerging technologies to support the HR function, and the development and implementation of policies and procedures governing the use of technologies in the workplace.
WORKPLACE	HR in the Global Context	Focuses on the role of the HR professional in managing global workforces to achieve organizational objectives.
	Diversity & Inclusion	Encompasses activities that create opportunities for the organization to leverage the unique backgrounds and characteristics of all employees to contribute to its success.
	Risk Management	The identification, assessment, and prioritization of risks, and the application of resources to minimize, monitor, and control the probability and impact of those risks accordingly.
	Corporate Social Responsibility	Represents the organization's commitment to operate in an ethical and sustainable manner by engaging in activities that promote and support philanthropy, transparency, sustainability, and ethically sound governance practices.
	U.S. Employment Law & Regulations	Refers to the knowledge and application of all relevant laws and regulations in the United States relating to employment – provisions that set the parameters and limitations for each HR functional area and for organizations overall.