

# T-Shaped HR Competency Model

*Developing the  
HR Skills of the Future*



**AIHR** | ACADEMY TO  
INNOVATE HR

# Introduction

HR has always evolved to meet the needs of a changing world of work. And now that the expectations of HR are changing, the function is ready to once again step up to the plate and reinvent itself.

This means rethinking the models that have dominated HR for the last 30 years, reskilling for a more digitally-oriented future, and helping organizations and employees navigate the dynamic and disrupted world of work.

AIHR's T-Shaped HR Competency Model supports HR professionals in adapting to these new expectations and challenges. In this document you will learn more about the core competencies and skills needed in an effective and impactful HR function — and how AIHR can help you elevate and future-proof your team's skill set.

## In this guide

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### The T-Shaped HR Model

[Page 3](#)

Learn about the value of an HR competency model and why the T-Shaped Model is the foundation of high-performing HR teams.

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### Competency Model Breakdown

[Page 6](#)

Understand the full structure of the T-Shaped Model, from competencies to dimensions and level-based behaviors.

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### Practical Applications of the T-Shaped Model

[Page 8](#)

See the T-Shaped Model in action and how it drives performance at every level.

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### Core Competencies

[Page 12](#)

Explore the six core competencies, their key dimensions, and proficiency levels.

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### Specialist Competencies & Leadership

[Page 46](#)

Deep-dive into specialist HR competencies across domains and the leadership capabilities that amplify their impact.

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# The T-Shaped HR Model

💡 Why organizations need an HR competency model

💡 The T-Shaped HR Competency Model



# Why organizations need an HR competency model

A competency is a cluster of skills, knowledge, abilities, and expertise needed to become proficient at performing a specific task, activity or job.

The aggregate of competencies that are important to a particular role or (HR) function is what we call a competency model.

A competency model provides a framework for performance management, skills gap analysis, and development. It offers a template for what the optimal HR organization and professionals will look like, giving organizations a goal to work towards when planning HR upskilling initiatives.

## Managing competencies to prepare for the future

Without the right competencies, your HR organization will not be able to solve the pressing people issues you will face in the near future. This makes managing your competencies a must.

Competency management is about identifying, developing, assessing, and optimizing employees' skills, abilities, and behaviors. Particularly those they need to excel in their specific roles, now and in the future.

An effective competency model goes beyond traditional job descriptions. It involves creating a framework of core competencies that outlines the skills and behaviors required for each role.



Not all organizations have the same needs, and therefore will have different priorities when it comes to HR competencies. However, we have identified a number of competencies that all HR professionals need to have to some degree in order to succeed in the future world of work.

We have translated these into the **T-Shaped HR Competency Model**.

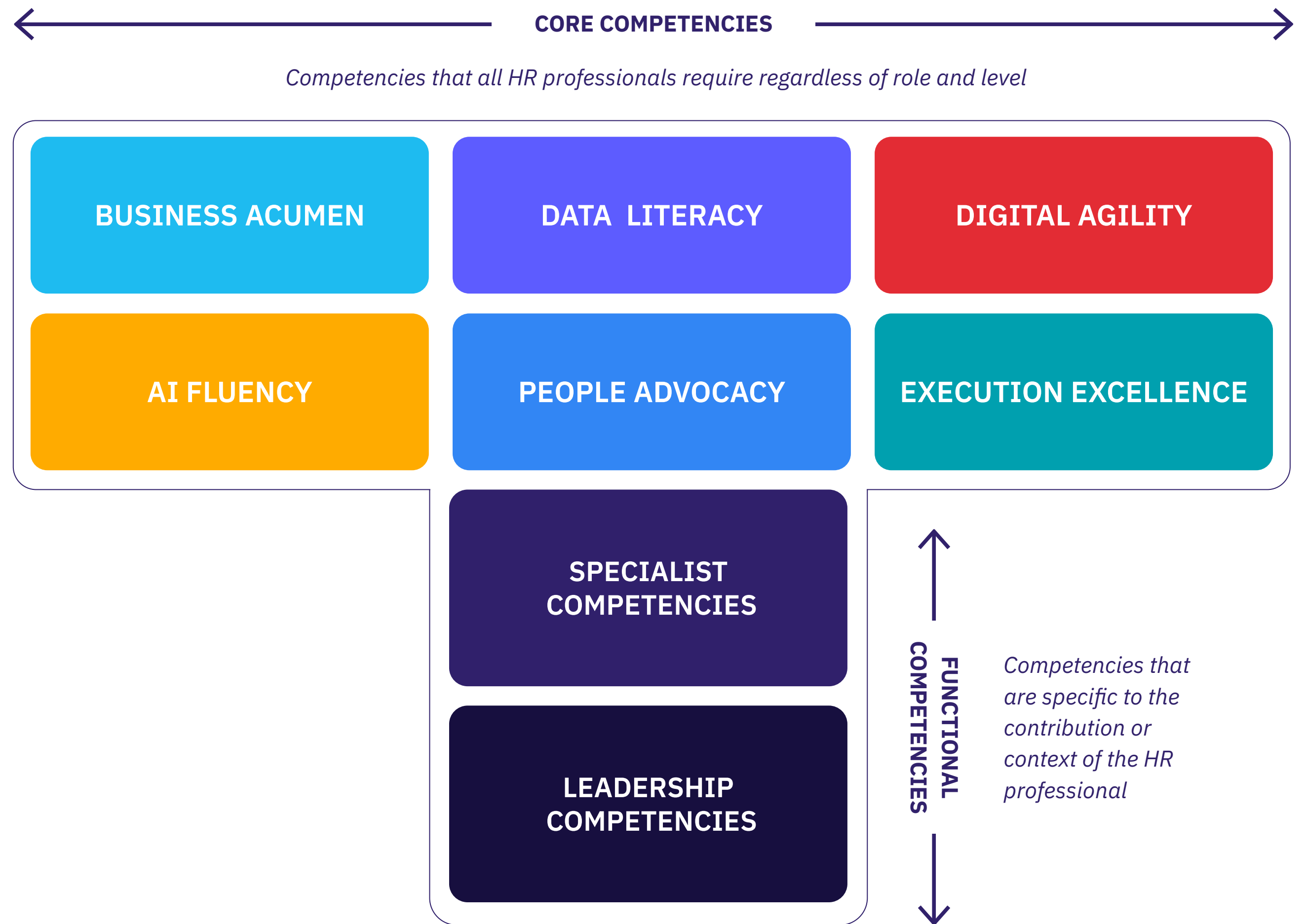
# The T-Shaped HR Competency Model

The AIHR T-Shaped Competency Model identifies what it takes to be a modern and relevant HR professional who drives business value across the full HR spectrum.

It is no longer enough to specialize in a single functional HR competency. Today's HR professional needs to become a generalist in six core HR competencies and a specialist in at least one functional competency.

This is because these competencies equip HR professionals with a toolset to navigate the rapidly changing world of work, and help their organizations with the unknown challenges and opportunities that lie ahead.

The AIHR T-Shaped Competency Model is used globally to cater to the need for more strategic, T-Shaped HR professionals. The model is in its fourth iteration and has been updated to reflect the insights from our global HR community across 100 countries and 300 clients.



## T-Shaped HR Competency Model Template

Pinpoint the right competencies for every HR function and build a sharper, capable team quickly.

[Download now](#)

# Competency Model Breakdown

 The T-Shaped HR Professional



# The T-Shaped HR Professional

Each competency is broken down into components that will help you better understand the competency levels in your HR organization.

## Core competencies

Each competency is split into multiple *dimensions*. Each *dimension* consists of different *behaviors* described in *four levels* to help you understand how proficient your team currently is (foundational, intermediate, advanced, and expert).

## Specialist competencies

There are six solution domains, comprised of different functional competencies. This document provides skills for each one.

## Leadership competencies

There are six competencies, which consist of different behaviors.

### CORE COMPETENCIES

<b>PEOPLE ADVOCACY</b>	Culture Shaping
	Change Enablement & Resilience
	Risk Mitigation & Ethics
	Sustainability & Social Impact

#### DIMENSION

#### Culture shaping

*Shapes a performance culture that prioritizes inclusion and wellbeing.*

#### BEHAVIORS

- Inspires Commitment to Vision
- Shapes Performance-Based Culture
- Champions Organizational Values
- Fosters Inclusion and Belonging

[More information on page 13](#)

### SPECIALIST COMPETENCIES

<b>SPECIALIST COMPETENCIES</b>	Awareness & Attraction
	People Experience & Culture
	Business Transformation
	Talent Growth
	Digital HR
	People Operations

#### DIMENSION

#### Employer Branding & EVP

*Builds and promote a compelling employer value proposition using market insights and creative storytelling to attract the right talent.*

#### SKILLS

- EVP Design

[More information on page 47](#)

### LEADERSHIP COMPETENCIES

<b>LEADERSHIP COMPETENCIES</b>	Self-Mastery
	Change Leadership
	Talent Empowerment
	Credibility and Trust
	Sound Judgment
	Strategic Impact

#### DIMENSION

#### Self-Awareness

*Understands one's impact, values, and development areas.*

#### BEHAVIORS

- Seeks and Uses Feedback
- Reflects and Learns Continuously
- Aligns Value and Actions

[More information on page 59](#)

LEVELS

① FOUNDATIONAL

② INTERMEDIATE

③ ADVANCED

④ EXPERT

# Practical Applications of the T-Shaped Model

- 💡 Applying the T-Shaped Model
- 💡 Examples of the T-shaped model in action: mid-career
- 💡 Examples of the T-shaped model in action: senior



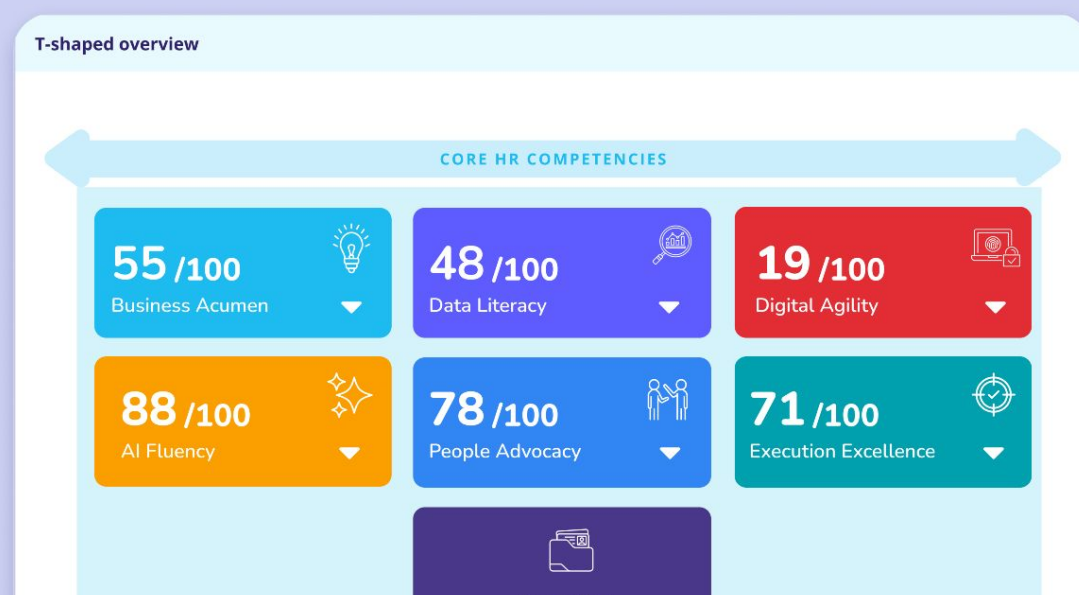
# Applying the T-Shaped Model

Maximize potential at every level. The T-shaped competency model provides the blueprint for future-proof HR teams. AIHR gives you the tools to operationalize skills at scale turning individual potential into measurable organizational impact.

## How can T-Shaped HR help your organization?

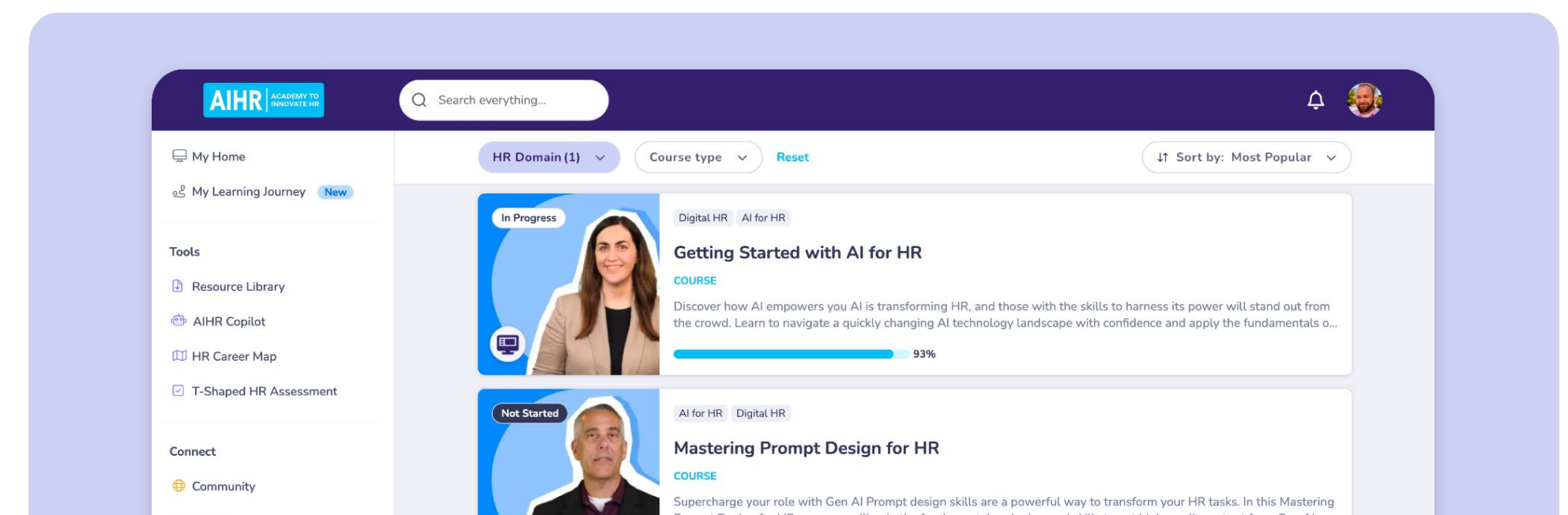
Get in touch to learn how you can build a future-proof and effective HR function using the T-Shaped Model.

[Get in touch](#) →



## Assess & Benchmark

- [Individual team member self-assessment](#)
- [HR skills audit](#)
- [HR competency mapping](#)
- [Learning governance](#)
- [Progress reporting & analytics](#)

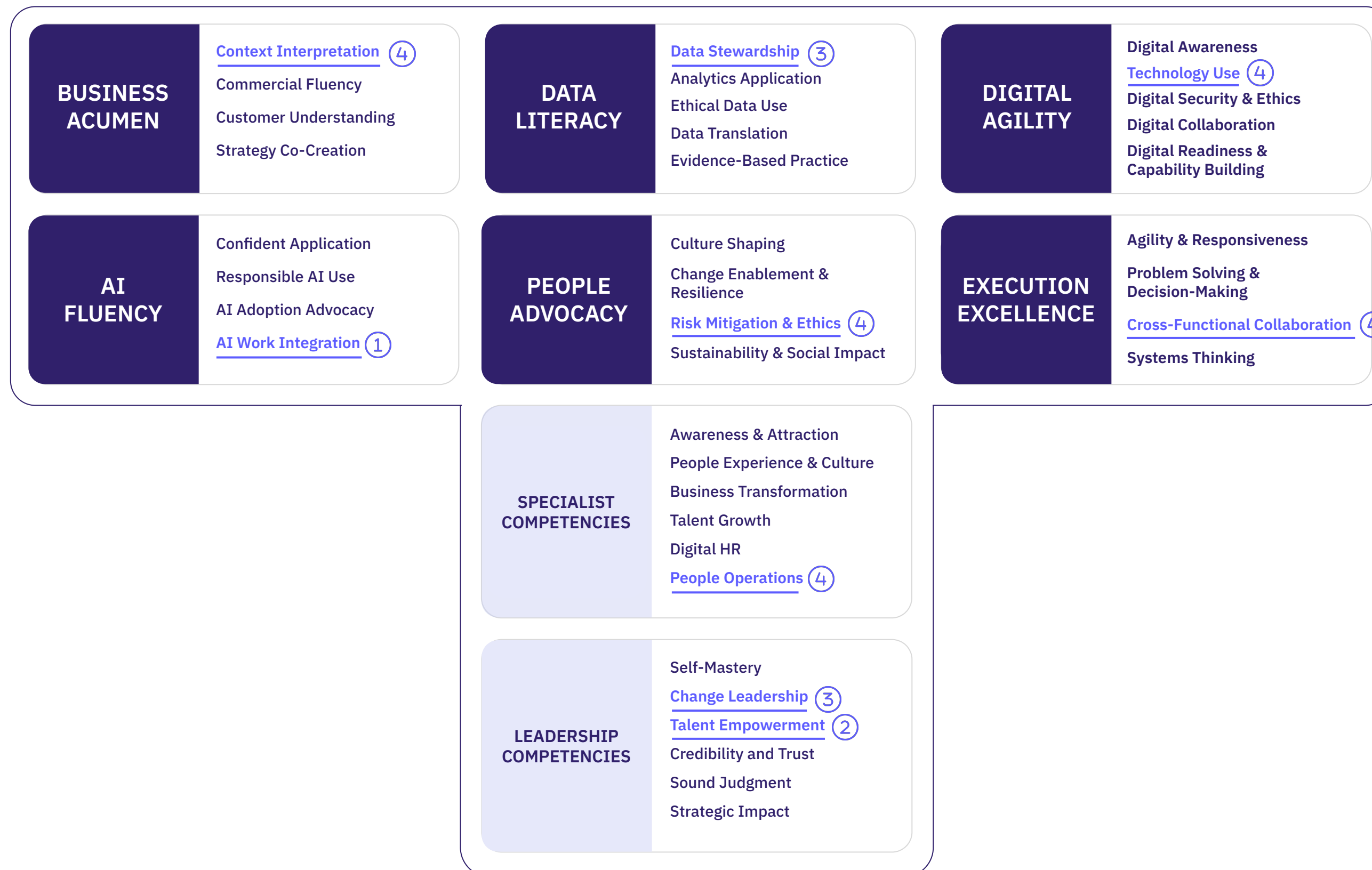


## Develop & Transform

- [On-demand learning for teams of 2-10](#)
- [Boot Camp to close a skills gap](#)
- [Team license for ongoing development](#)
- [HR Academy with tailored learning tracks](#)
- [Advisory services & HR Transformation](#)

## EXAMPLES OF THE MODEL IN ACTION

# Mid-career HR professional: Amelia



Amelia is an HR Manager in a medium-sized manufacturing company, leading a team of six HR specialists.

She uses **context interpretation** to understand labor and industry trends, what it means for the business, and how HR can keep operations on track. She translates these interventions into tangible KPIs and success measures, using her **analytics application** skills to make it tangible.

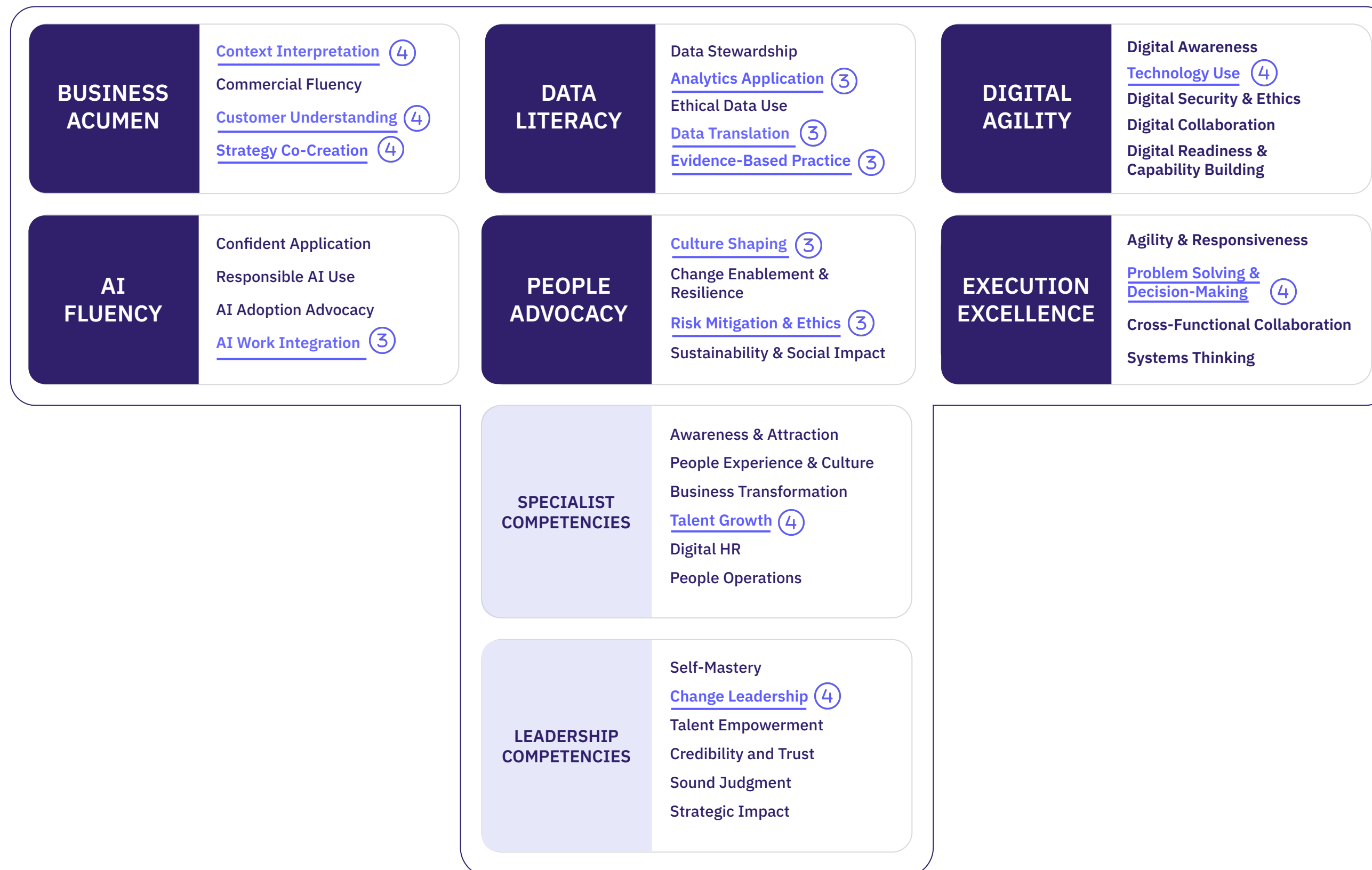
She uses her **technology skills** to connect tools and workflows, cutting manual work for her team. She's beginning to **integrate AI** into these workflows, but hasn't yet embedded it into her ways of working.

Amelia is also responsible for Comp & Ben, and applies her **people operations** expertise in total rewards strategy to design a retention-focused sales incentive. She works with Sales and Finance to align on targets and budget for effective implementation.

Amelia also **leads her HR team** and drives their development by **acting as a coach**. However, she is still **building confidence** in delegating high-impact strategic decisions.

## EXAMPLES OF THE MODEL IN ACTION

# Senior HR professional: Bheki



Bheki is the Chief Learning Officer at a multinational FMCG company.

Using **analytical application** to identify critical skills gaps across the business and applies **data translation** to present clear, actionable insights to the HR leadership team. He applies **evidence-based practices** to guide learning design decisions, tracking the measurable impact of interventions. He also **champions AI adoption** and integrates it into core learning workflows to improve decision-making at scale.

He uses his **problem-solving** and **strategy co-creation** to reset upskilling priorities based on capability shifts and business goals. Drawing on deep **talent growth** expertise, he shapes a global learning portfolio to build priority skills at scale. He takes **ethical and risk ownership** by ensuring learning data, platforms, and measurement meet global compliance and data privacy requirements.

As an experienced facilitator and leader, Bheki drives leadership development within the company. He uses his **coaching** and **conflict management** ability to provide workshops and 1-on-1 coaching sessions as priorities shift across the business.

# Core Competencies

💡 Core competencies explained in detail

💡 Dimensions, behaviors, and levels per competency



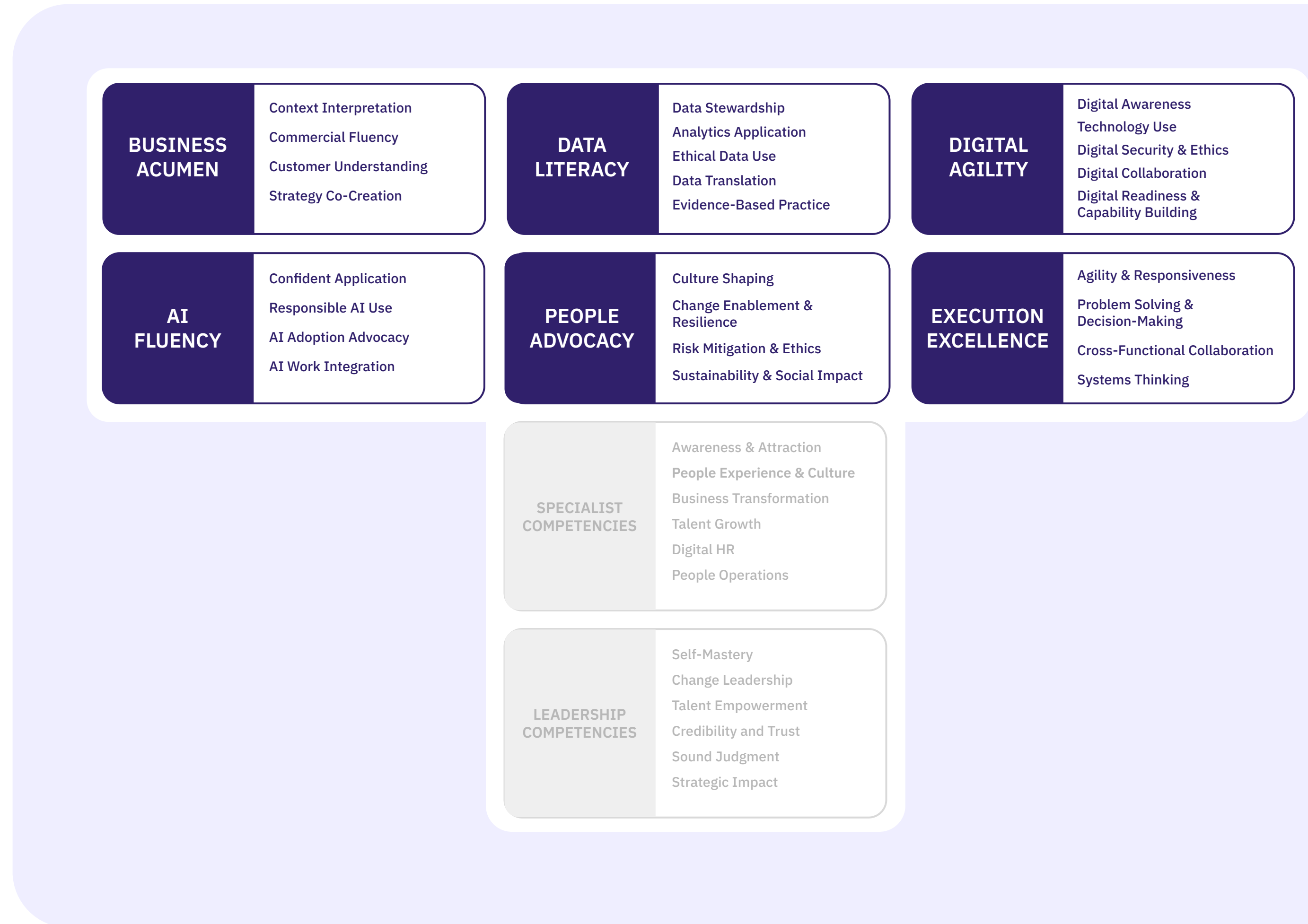
# Core competencies explained in detail

## Six competencies every HR professional needs

The bar of the T contains the core competencies that are essential for all HR professionals. The first five (Business Acumen, Data Literacy, Digital Agility, AI Fluency, and People Advocacy) help HR excel in their role of enabling the business and employees alike. The sixth competency, Execution Excellence, is focused on personal effectiveness and underpins all other competencies in the model.

The core competencies are broken down into dimensions. Each dimension includes behaviors that are deconstructed into measurable levels of behavior by expertise.

On the following pages, you will find a detailed explanation of each of the six core competencies, dimensions, behaviors, and levels. This provides the objective clarity required to accurately and fairly assess skills and align your team's expertise with business needs.



CORE COMPETENCIES

# Business Acumen

Understands and uses business context to align people strategy with organizational performance and growth.

**DIMENSIONS**

**Context Interpretation**

*Shapes HR priorities using insights from external business trends and organizational factors.*

**Commercial Fluency**

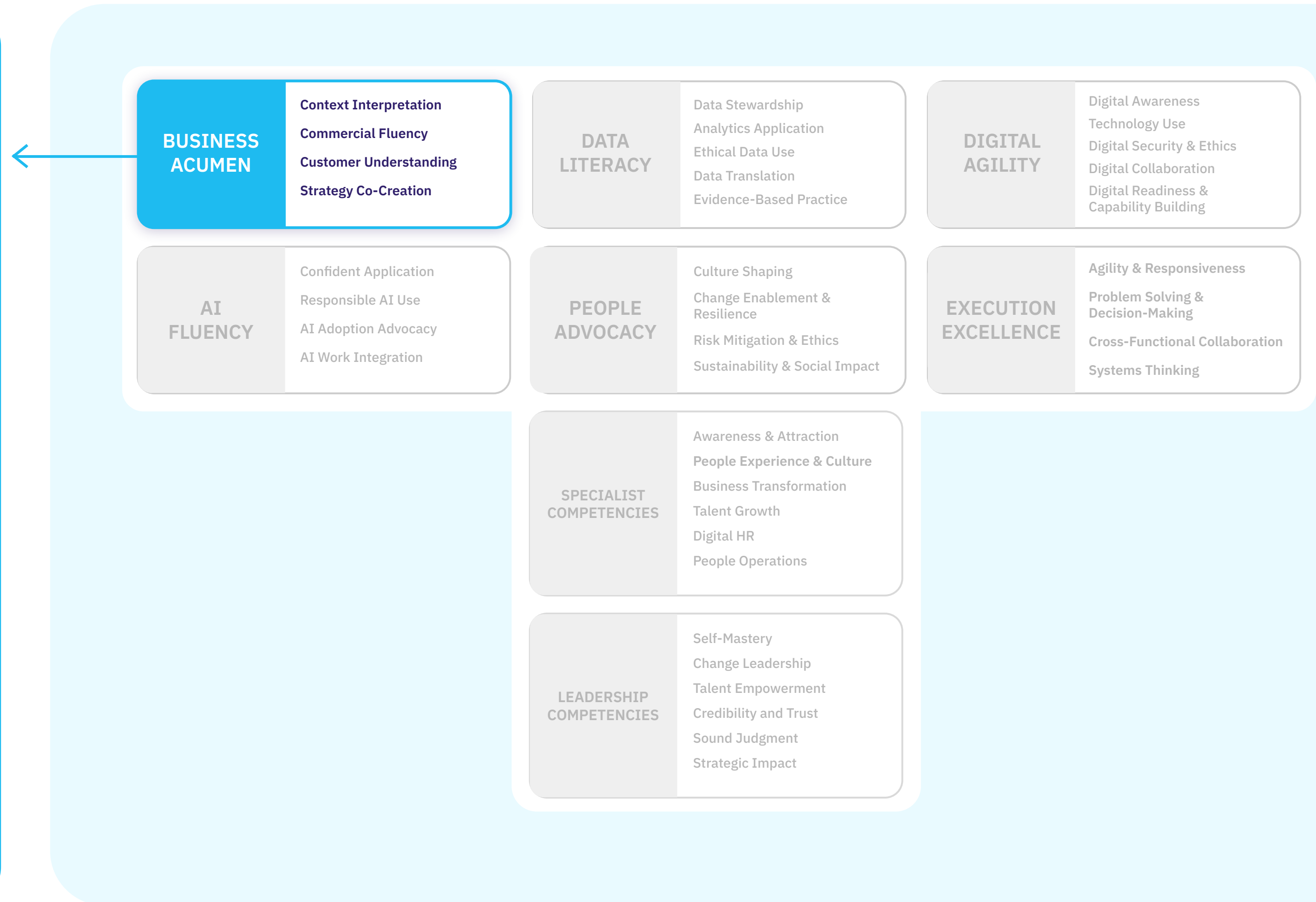
*Applies financial and commercial understanding to enhance organizational performance.*

**Customer Understanding**

*Designs people-centric HR solutions with insights on employees and stakeholders*

**Strategy Co-Creation**

*Aligns HR strategies with business goals to maximize impact.*



## CORE COMPETENCIES

# Business Acumen

Understands and uses business context to align people strategy with organizational performance and growth.

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#### Customer Understanding

*Designs people-centric HR solutions with insights on employees and stakeholders*

#### Strategy Co-Creation

*Aligns HR strategies with business goals to maximize impact.*

### BEHAVIOR

#### Cultivates Market Awareness

*Stays informed about macro trends and industry developments to anticipate business needs.*

#### Understands Business Application

*Understands how the organization creates value and HR's contributions.*

#### Understands Business and Value Chain

*Aligns HR practices to the organization's business model and value chain.*

### AT DIFFERENT LEVELS

1. Recognizes the importance of market and industry trends.
2. Regularly reviews industry trends and shares relevant insights with others.
3. Analyzes market trends to anticipate business challenges and inform HR decisions.
4. Leverages market intelligence to shape strategic decisions and organizational direction.

1. Recognizes the organization's core products, services, and value proposition at a basic level.
2. Understands how the organization operates and can link HR activities to general business outcomes.
3. Applies deep understanding of business operations to align HR initiatives with drivers of commercial success.
4. Shapes HR strategy to enable business growth and innovation, translating commercial insight into long-term people advantage.

1. Demonstrates basic awareness of how the business delivers value to customers.
2. Understands key elements of the organization's value chain and how HR activities support them.
3. Aligns HR programs and talent initiatives to optimize performance across the value chain.
4. Leverages deep understanding of the value chain to co-create strategic HR solutions that enhance organizational competitiveness.

## CORE COMPETENCIES

# Business Acumen

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### DIMENSIONS

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#### Customer Understanding

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#### Strategy Co-Creation

*Aligns HR strategies with business goals to maximize impact.*

### BEHAVIOR

#### Interprets Financial Data

*Interprets financial information to understand business performance.*

#### Manages Budgets and Costs

*Plans and manages HR budgets to ensure financial sustainability.*

### AT DIFFERENT LEVELS

1. Recognizes key financial terms and metrics used in the organization.
2. Reads and interprets basic financial reports to understand business performance.
3. Connects financial trends and HR data to identify implications for workforce and organizational outcomes..
4. Uses financial insight to shape strategic decisions and demonstrate HR's commercial contribution.

1. Understands basic budgeting principles and follows established financial procedures.
2. Prepares and monitors HR budgets, balancing cost control with operational needs.
3. Manages budgets strategically to optimize investment in people initiatives and resource allocation.
4. Uses financial acumen to forecast, influence, and shape HR investment decisions that drive long-term value.

## CORE COMPETENCIES

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#### Strategy Co-Creation

*Aligns HR strategies with business goals to maximize impact.*

### BEHAVIOR

#### Empathizes With Internal Customers

*Understands and responds to internal customer needs.*

#### Designs Customer-Focused Solutions

*Creates HR solutions that deliver value to internal customers.*

#### Iterates Solutions Based on Feedback

*Continuously improves HR services using feedback loops.*

### AT DIFFERENT LEVELS

1. Responds to requests and resolves issues based on explicit customer needs.
  2. Engages with internal customers to understand and anticipate their expectations.
  3. Designs HR services that proactively address both expressed and underlying customer needs.
  4. Shapes a culture of customer-centricity across HR and the organization to improve the employee experience.
- 
1. Delivers standard HR processes that meet basic customer requirements.
  2. Customizes HR solutions to address specific business or employee needs.
  3. Designs scalable HR solutions that improve experience and business outcomes.
  4. Leads the co-creation of innovative, data-informed solutions that anticipate and shape future employee and business needs.
- 
1. Seeks feedback when prompted or required.
  2. Regularly collects and acts on feedback to enhance HR processes.
  3. Integrates feedback from multiple stakeholders to refine HR strategies and services.
  4. Embeds continuous feedback mechanisms into HR and business systems to drive innovation and improvement.

## CORE COMPETENCIES

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*Aligns HR strategies with business goals to maximize impact.*

### BEHAVIOR

#### Understands and Influences Strategy

*Uses insight into business strategy to align HR objectives.*

#### Aligns HR Value with Business Priorities

*Ensures HR initiatives directly contribute to business outcomes.*

#### Demonstrates Strategic HR Impact

*Uses metrics and insights to evidence HR's contribution to business success.*

### AT DIFFERENT LEVELS

1. Understands the organization's strategic priorities at a basic level.
2. Translates business strategy into relevant HR goals and initiatives.
3. Partners with leaders to co-create strategies that align HR with business priorities.
4. Shapes long-term organizational strategy by integrating people insights and foresight into decision-making.

1. Recognizes the importance of aligning HR with business priorities.
2. Adjusts HR initiatives to reflect changes in business needs.
3. Designs HR strategies that demonstrably support business performance and growth.
4. Positions HR as a strategic enabler that drives competitive advantage and sustainable success.

1. Tracks and reports basic HR metrics.
2. Links HR outcomes to business results using key performance indicators.
3. Analyzes data to demonstrate HR's contribution to organizational success.
4. Uses insights to influence strategic decisions and showcase HR's enterprise-wide impact.

CORE COMPETENCIES

# Data Literacy

Interprets and applies data-driven insights to inform people decisions, improve outcomes, and demonstrate HR's measurable impact.

**DIMENSIONS**

**Data Stewardship**

*Ensures the integrity, accessibility, and responsible management of people and business data.*

**Analytics Application**

*Applies structured thinking and analytical techniques to generate insight from data.*

**Ethical Data Use**

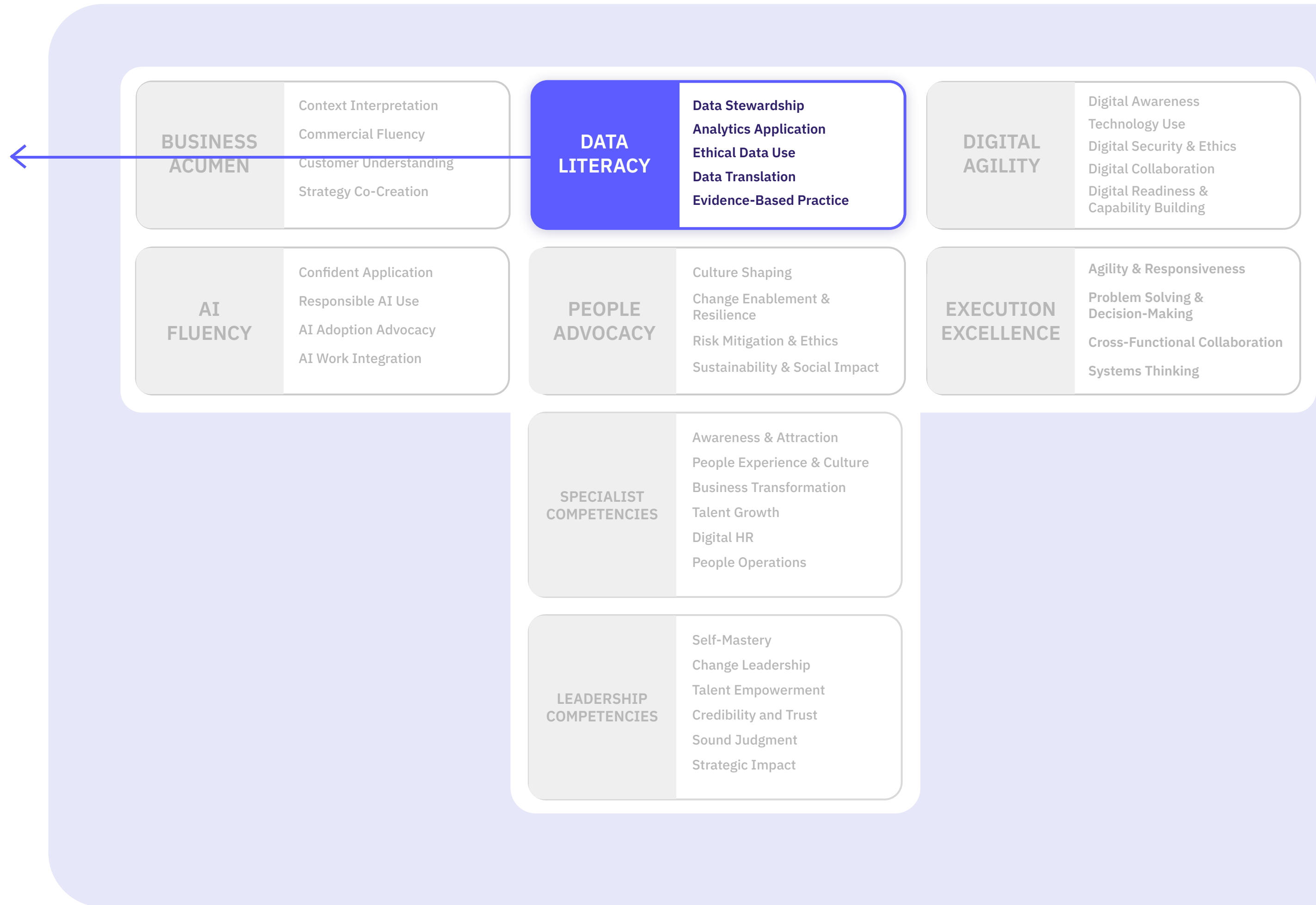
*Evaluates data quality, assumptions, and bias to ensure validity, fairness, and responsible use.*

**Data Translation**

*Translates complex analysis into clear, compelling, and actionable insights.*

**Evidence-Based Practice**

*Uses insights to inform decisions, drive improvement, and demonstrate HR's impact.*



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#### Data Translation

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#### Evidence-Based Practice

*Uses insights to inform decisions, drive improvement, and demonstrate HR's impact.*

### BEHAVIOR

#### Ensures data integrity

*Maintains accuracy, reliability, and completeness of data across its lifecycle.*

#### Applies Data Governance

*Adheres to legal, ethical, and organizational standards for data collection, use, and storage.*

#### Maintains Data Accountability

*Takes ownership for the quality and appropriate use of data in HR decision-making.*

### AT DIFFERENT LEVELS

1. Recognizes the importance of data accuracy and consistency.
2. Reviews and maintains data to ensure it is current, complete, and reliable.
3. Implements controls and validation processes to ensure high data quality.
4. Embeds data integrity principles into systems and governance frameworks across the organization.

1. Understands basic principles of data privacy and compliance.
2. Follows data governance policies to manage and protect sensitive information.
3. Applies governance frameworks to ensure ethical and compliant data management.
4. Shapes organizational policies and culture to uphold the highest standards of data governance.

1. Acknowledges responsibility for maintaining accurate and secure data.
2. Regularly checks data for completeness and accuracy in own work.
3. Holds self and others accountable for proper data use and accuracy.
4. Builds a culture of shared accountability and transparency in data use and decision-making.

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#### Evidence-Based Practice

*Uses insights to inform decisions, drive improvement, and demonstrate HR's impact.*

### BEHAVIOR

#### Identifies Trends and Patterns

*Uncovers relationships and insights that explain workforce or business dynamics.*

#### Synthesizes Data for Insights

*Integrates multiple data points to develop clear, evidence-based perspectives.*

#### Interprets Insights in Context

*Draws logical conclusions grounded in both data evidence and business realities.*

### AT DIFFERENT LEVELS

1. Recognizes simple trends in available data.
2. Analyzes data to identify patterns and basic correlations.
3. Synthesizes multiple data sets to uncover deeper workforce or business insights.
4. Anticipates trends and uses insight to inform predictive and strategic decisions.

1. Understands the value of integrating different data sources.
2. Combines and interprets HR and business data to explain outcomes.
3. Builds integrated, multi-source data models to generate actionable insights.
4. Translates complex data synthesis into strategic recommendations that shape organizational priorities.

1. Understands that data must be interpreted within context.
2. Uses data to support conclusions and communicate business-relevant findings.
3. Integrates analytical results with contextual understanding to guide business decisions.
4. Advises leadership using contextualized insights that inform strategic direction.

## CORE COMPETENCIES

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#### Evidence-Based Practice

*Uses insights to inform decisions, drive improvement, and demonstrate HR's impact.*

### BEHAVIOR

#### Assesses Data Credibility

*Evaluates the trustworthiness, completeness, and relevance of data sources.*

#### Challenges Data Bias

*Identifies and mitigates bias in data, interpretation, or decision-making.*

#### Applies Ethical Judgment

*Balances innovation with ethical responsibility and compliance in all data practices.*

### AT DIFFERENT LEVELS

1. Recognizes that data can vary in quality and credibility.
2. Reviews data sources for accuracy and reliability before use.
3. Validates data quality systematically and addresses identified issues.
4. Establishes standards and governance to ensure ongoing data credibility across the organization.

1. Understands that bias can affect data and decision quality.
2. Detects obvious bias in datasets and adjusts interpretation accordingly.
3. Anticipates and mitigates bias in data collection, analysis, and application.
4. Shapes ethical standards and education to eliminate systemic data bias in decisions.

1. Recognizes ethical implications of using data.
2. Applies policies and ethical standards when handling sensitive information.
3. Makes balanced decisions that consider ethics, innovation, and risk.
4. Shapes ethical data use frameworks that influence organizational and industry standards.

## CORE COMPETENCIES

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*Translates complex analysis into clear, compelling, and actionable insights.*

#### Evidence-Based Practice

*Uses insights to inform decisions, drive improvement, and demonstrate HR's impact.*

### BEHAVIOR

#### Visualizes and Simplifies Data

*Presents data using accessible and accurate visual formats.*

#### Uses Data Stories

*Connects data findings to business and people outcomes through meaningful narratives.*

#### Tailors Data Insights

*Adapts message, detail, and tone to engage and influence different audiences.*

### AT DIFFERENT LEVELS

1. Uses basic charts or dashboards to present findings.
2. Selects visual formats that clarify data for the audience.
3. Designs clear, compelling visuals that highlight trends and insights.
4. Shapes data storytelling standards to enhance decision-making across the organization.

1. Describes data findings in basic terms.
2. Communicates insights using examples that connect data to outcomes.
3. Crafts engaging narratives that link insights to organizational priorities.
4. Uses storytelling to influence executive understanding and inspire evidence-based action.

1. Shares general data findings with limited audience awareness.
2. Adjusts presentation of insights to suit different stakeholder needs.
3. Delivers tailored, context-rich insights that drive informed action.
4. Shapes communication strategies that make data meaningful at all organizational levels.

## CORE COMPETENCIES

# Data Literacy

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#### Ethical Data Use

*Evaluates data quality, assumptions, and bias to ensure validity, fairness, and responsible use.*

#### Data Translation

*Translates complex analysis into clear, compelling, and actionable insights.*

#### Evidence-Based Practice

*Uses insights to inform decisions, drive improvement, and demonstrate HR's impact.*

### BEHAVIOR

#### Uses Evidence to Guide Action

*Integrates data-driven insight into HR and business decisions.*

#### Demonstrates HR Impact with Data

*Uses metrics and analytics to show HR's contribution to performance and results.*

#### Promotes a Data-Driven Culture

*Encourages evidence-based thinking and accountability across the organization.*

### AT DIFFERENT LEVELS

1. Uses data occasionally to support HR recommendations.
2. Regularly applies evidence to improve HR and business practices.
3. Integrates evidence-based insights systematically into decision-making.
4. Leads a culture of evidence-based practice that informs organizational strategy.

1. Reports basic HR metrics with minimal interpretation.
2. Tracks and explains how HR data links to performance outcomes.
3. Uses advanced analytics to quantify HR's contribution to business success.
4. Shapes strategic decisions by translating HR insights into enterprise-level impact.

1. Recognizes the value of using data in decision-making.
2. Encourages peers to base recommendations on data and evidence.
3. Embeds evidence-based approaches within HR practices and decision frameworks.
4. Champions an organization-wide culture of data-driven, evidence-based decision-making.

## CORE COMPETENCIES

# Digital Agility

Leverages digital tools and mindsets to enhance efficiency, collaboration, and readiness for continuous transformation.

### DIMENSIONS

#### Digital Awareness

*Understands digital trends to anticipate their impact on work, people, and strategy.*

#### Technology Use

*Enhances scalability, efficiency, and cross-functional collaboration using digital tools.*

#### Digital Security & Ethics

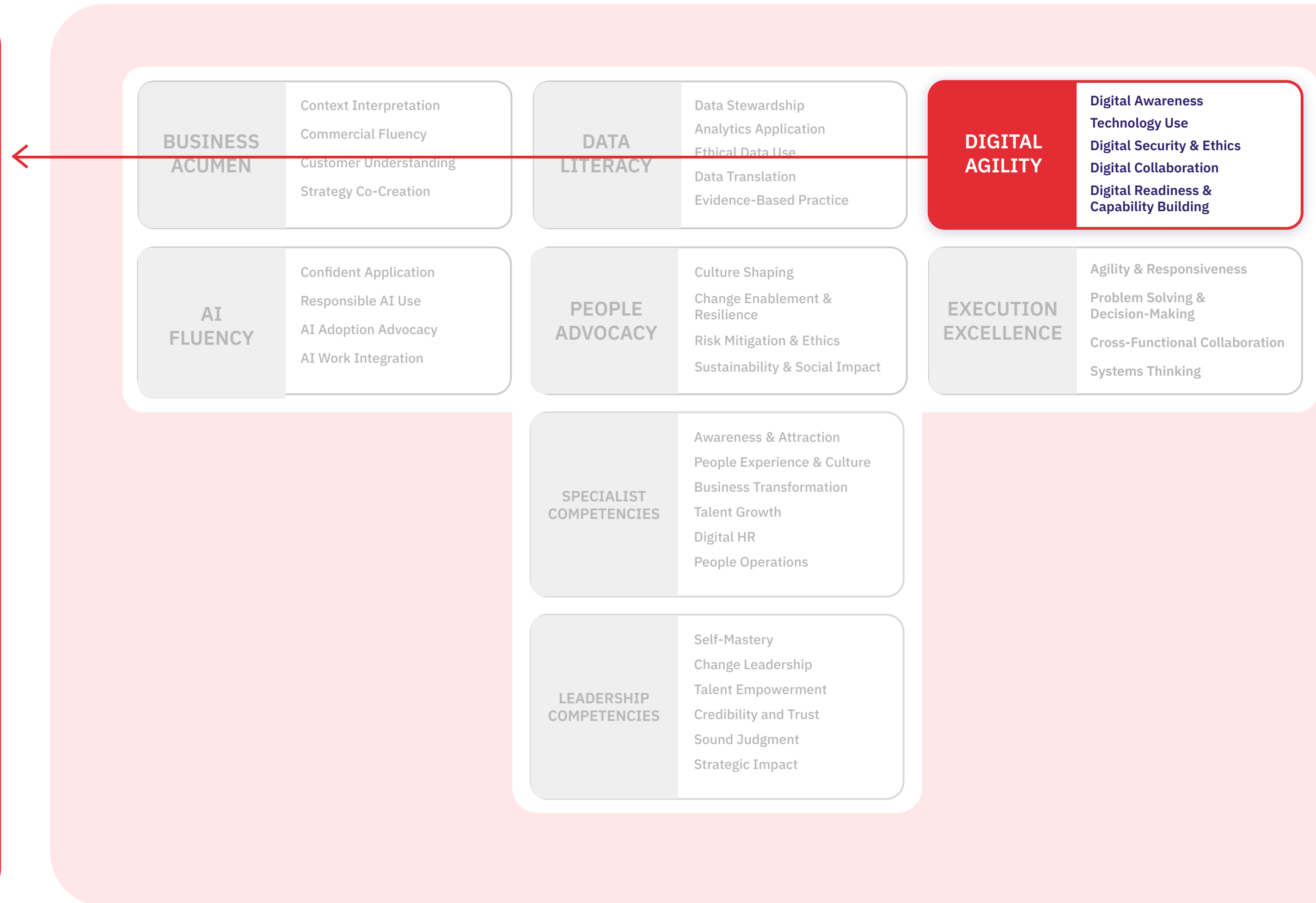
*Ensures responsible and secure use of technology to protect people, systems, and data.*

#### Digital Collaboration

*Uses digital platforms to collaborate effectively, foster inclusivity, and extend impact.*

#### Digital Readiness & Capability Building

*Builds organizational readiness, capability, and confidence to adopt, sustain, and scale digital transformation.*



## CORE COMPETENCIES

# Digital Agility

Leverages digital tools and mindsets to enhance efficiency, collaboration, and readiness for continuous transformation.

### DIMENSIONS

#### Digital Awareness

*Understands digital trends to anticipate their impact on work, people, and strategy.*

#### Technology Use

*Enhances scalability, efficiency, and cross-functional collaboration using digital tools.*

#### Digital Security & Ethics

*Ensures responsible and secure use of technology to protect people, systems, and data.*

#### Digital Collaboration

*Uses digital platforms to collaborate effectively, foster inclusivity, and extend impact.*

#### Digital Readiness & Capability Building

*Builds organizational readiness, capability, and confidence to adopt, sustain, and scale digital transformation.*

### BEHAVIOR

#### Tracks Emerging Technologies

*Stays informed about the digital innovations and trends shaping HR and the business.*

#### Assesses Digital Impact

*Evaluates how new technologies influence organizational strategy, processes, and workforce needs.*

#### Continuously Learns and Experiments

*Pursues new digital knowledge and tests emerging technologies to improve ways of working.*

### AT DIFFERENT LEVELS

1. Recognizes key digital tools and emerging technologies relevant to HR.
2. Regularly monitors digital trends and their potential business implications.
3. Evaluates emerging technologies for opportunities to improve HR and organizational performance.
4. Shapes digital foresight, guiding strategic decisions on technology adoption and innovation.

1. Understands that digital change impacts people and processes.
2. Analyzes how specific technologies affect workflows and employee experience.
3. Anticipates the organizational implications of digital change and recommends adaptation strategies.
4. Shapes organizational strategy to capitalize on digital transformation opportunities.

1. Shows curiosity about digital tools and learning opportunities.
2. Experiments with digital tools to enhance efficiency and personal performance.
3. Actively applies and shares learning from digital experiments to improve team practices.
4. Fosters a culture of experimentation and continuous digital learning across the organization.

## CORE COMPETENCIES

# Digital Agility

Leverages digital tools and mindsets to enhance efficiency, collaboration, and readiness for continuous transformation.

### DIMENSIONS

#### Digital Awareness

*Understands digital trends to anticipate their impact on work, people, and strategy.*

#### Technology Use

*Enhances scalability, efficiency, and cross-functional collaboration using digital tools.*

#### Digital Security & Ethics

*Ensures responsible and secure use of technology to protect people, systems, and data.*

#### Digital Collaboration

*Uses digital platforms to collaborate effectively, foster inclusivity, and extend impact.*

#### Digital Readiness & Capability Building

*Builds organizational readiness, capability, and confidence to adopt, sustain, and scale digital transformation.*

### BEHAVIOR

#### Applies HR Technology

*Uses and enhances HR systems and platforms effectively to improve process quality and speed.*

#### Creates Efficiency Through Technology

*Connects tools and workflows to create seamless and automated HR experiences.*

### AT DIFFERENT LEVELS

1. Shows curiosity about digital tools and learning opportunities.
2. Uses HR technologies effectively to manage processes and improve accuracy.
3. Optimizes HR systems and digital workflows to drive efficiency and better user experience.
4. Shapes digital strategy and system design to transform HR service delivery.

1. Recognizes opportunities to improve efficiency through digital tools.
2. Implements automation or workflow improvements using available technologies.
3. Integrates tools and systems to enable data flow and improve user experience.
4. Leads enterprise-wide digital integration to achieve scalability and operational excellence.

## CORE COMPETENCIES

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*Uses digital platforms to collaborate effectively, foster inclusivity, and extend impact.*

#### Digital Readiness & Capability Building

*Builds organizational readiness, capability, and confidence to adopt, sustain, and scale digital transformation.*

### BEHAVIOR

#### Safeguards Digital Information

*Applies sound practices for data privacy, cybersecurity, and system integrity.*

#### Promotes Ethical Use of Technology

*Embeds fairness, transparency, and accountability into digital practices.*

#### Builds Digital Trust

*Fosters confidence among employees and stakeholders in the responsible use of digital systems.*

### AT DIFFERENT LEVELS

1. Understands the importance of data privacy and security protocols.
2. Follows established policies for managing and protecting digital information.
3. Proactively identifies and mitigates digital security and privacy risks.
4. Shapes digital security standards and ensures organization-wide compliance and trust.

1. Recognizes ethical considerations in the use of technology.
2. Applies ethical principles when implementing or managing digital tools.
3. Advocates for transparency and fairness in technology-enabled decisions.
4. Shapes organizational standards for ethical and responsible technology use.

1. Understands that trust underpins successful digital adoption.
2. Communicates openly about the purpose and use of digital tools to build confidence.
3. Reinforces digital trust by ensuring transparent and responsible practices.
4. Shapes a culture of digital trust that supports long-term innovation and adoption.

## CORE COMPETENCIES

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*Uses digital platforms to collaborate effectively, foster inclusivity, and extend impact.*

#### Digital Readiness & Capability Building

*Builds organizational readiness, capability, and confidence to adopt, sustain, and scale digital transformation.*

### BEHAVIOR

#### Collaborates Across Digital Platforms

*Works effectively with teams and stakeholders through digital collaboration tools.*

#### Promotes Digital Inclusion

*Ensures technology adoption is accessible and equitable across roles and demographics.*

#### Builds Digital Ecosystems

*Leverages partnerships and platforms to extend innovation and collective value.*

### AT DIFFERENT LEVELS

1. Uses digital tools to communicate and share information effectively.
2. Collaborates across teams using digital platforms to achieve goals.
3. Leverages collaboration tools to enable cross-functional productivity and innovation.
4. Shapes digital collaboration ecosystems that enhance agility and connectedness.

1. Recognizes that technology can create inclusion or exclusion.
2. Encourages equitable use of digital tools among diverse employee groups.
3. Advocates for accessible, inclusive digital practices and design.
4. Shapes digital inclusion strategies that ensure equitable participation across the workforce.

1. Participates in cross-team collaboration using shared tools and systems.
2. Builds relationships with partners and stakeholders through digital platforms.
3. Coordinates collaboration across internal and external digital networks.
4. Shapes digital ecosystems that extend innovation and amplify organizational reach.

## CORE COMPETENCIES

# Digital Agility

Leverages digital tools and mindsets to enhance efficiency, collaboration, and readiness for continuous transformation.

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#### Digital Awareness

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#### Technology Use

*Enhances scalability, efficiency, and cross-functional collaboration using digital tools.*

#### Digital Security & Ethics

*Ensures responsible and secure use of technology to protect people, systems, and data.*

#### Digital Collaboration

*Uses digital platforms to collaborate effectively, foster inclusivity, and extend impact.*

#### Digital Readiness & Capability Building

*Builds organizational readiness, capability, and confidence to adopt, sustain, and scale digital transformation.*

### BEHAVIOR

#### Embraces Digital Value

*Recognizes the strategic value of digital tools in transforming HR and business outcomes.*

#### Champions Digital Adoption

*Encourages others to build digital capability and confidence across the organization.*

#### Builds Digital Readiness

*Enables the organization to adapt and grow by strengthening digital mindsets, skills, and systems.*

### AT DIFFERENT LEVELS

1. Understands that digital tools can improve work effectiveness.
  2. Adopts digital tools to improve personal and team efficiency.
  3. Demonstrates digital confidence by driving adoption within HR or business areas.
  4. Shapes organizational belief in digital transformation as a core enabler of success.
- 
1. Supports peers in using digital tools effectively.
  2. Promotes continuous digital learning and adoption across teams.
  3. Coaches others to build confidence and digital proficiency.
  4. Leads digital enablement initiatives that strengthen enterprise-wide capability.
- 
1. Recognizes the importance of digital readiness and skills.
  2. Participates in digital upskilling and readiness activities.
  3. Builds systems and structures that support digital transformation and skill growth.
  4. Leads digital capability-building strategies that embed agility, learning, and innovation across the organization.

## CORE COMPETENCIES

# AI Fluency

Understands, applies, and promotes artificial intelligence responsibly to enhance HR outcomes and business value.

### DIMENSIONS

#### Confident AI Application

*Uses foundational AI knowledge and tools to improve HR performance and outcomes.*

#### Responsible AI Use

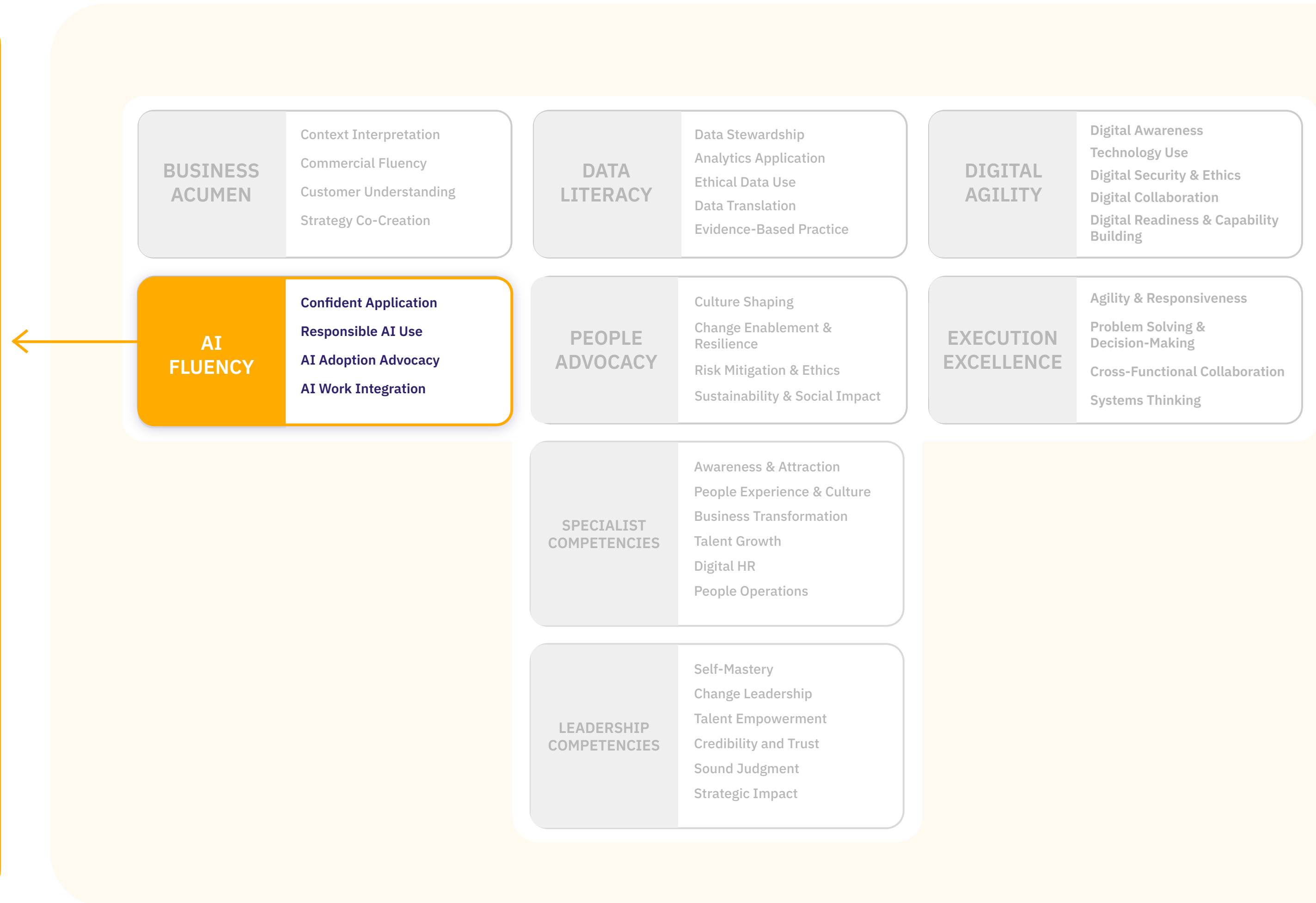
*Applies ethical and transparent AI practices that protect people, data, and trust.*

#### AI Adoption Advocacy

*Promotes AI experimentation, learning, and confidence across the organization.*

#### AI Work Integration

*Designs and embeds AI-enabled solutions into HR processes for better decision-making.*



## CORE COMPETENCIES

# AI Fluency

Understands, applies, and promotes artificial intelligence responsibly to enhance HR outcomes and business value.

### DIMENSIONS

#### Confident Application

*Uses foundational AI knowledge and tools to improve HR performance and outcomes.*

#### Responsible AI Use

*Applies ethical and transparent AI practices that protect people, data, and trust.*

#### AI Adoption Advocacy

*Promotes AI experimentation, learning, and confidence across the organization.*

#### AI Work Integration

*Designs and embeds AI-enabled solutions into HR processes for better decision-making.*

### BEHAVIOR

#### Foundational Understanding

*Understands the role and potential of AI across the employee lifecycle.*

#### Tool Proficiency

*Uses AI tools effectively to improve accuracy, scale, and efficiency in HR tasks.*

#### Effective Prompting

*Crafts clear prompts to guide AI systems toward relevant and accurate outcomes.*

### AT DIFFERENT LEVELS

1. Recognizes AI as a tool that can support HR tasks and decisions.
2. Understands basic AI concepts and how they apply to HR processes.
3. Explains AI's potential and limitations in improving HR performance.
4. Shapes understanding of AI's role in transforming HR strategy and organizational value.

1. Uses basic AI tools with guidance.
2. Applies AI tools to automate or enhance HR processes.
3. Integrates multiple AI tools to improve HR effectiveness and insights.
4. Shapes best practices for AI tool integration and use across HR and business functions.

1. Uses simple prompts to obtain basic outputs from AI tools.
2. Writes structured prompts to generate relevant responses and insights.
3. Refines prompting techniques to achieve consistent and accurate AI outputs.
4. Coaches others on advanced prompting and optimization to maximize AI performance and reliability.

## CORE COMPETENCIES

# AI Fluency

Understands, applies, and promotes artificial intelligence responsibly to enhance HR outcomes and business value.

### DIMENSIONS

#### Confident Application

*Uses foundational AI knowledge and tools to improve HR performance and outcomes.*

#### Responsible AI Use

*Applies ethical and transparent AI practices that protect people, data, and trust.*

#### AI Adoption Advocacy

*Promotes AI experimentation, learning, and confidence across the organization.*

#### AI Work Integration

*Designs and embeds AI-enabled solutions into HR processes for better decision-making.*

### BEHAVIOR

#### Human-AI Collaboration

*Uses AI systems alongside human judgment to enhance outcomes and decisions.*

#### Ethical Use

*Applies fairness, transparency, and inclusion principles when using AI in HR.*

#### Data Transparency and Trust

*Ensures AI use aligns with privacy, transparency, and accountability standards.*

#### Risk Management

*Applies AI governance to manage ethical and compliance risks.*

### AT DIFFERENT LEVELS

1. Understands AI supports but does not replace human decision-making.
2. Blends AI insights and judgment to make balanced HR decisions.
3. Boosts accuracy and fairness through human-AI collaboration.
4. Shapes ethical human-AI frameworks for strategic decision-making.

1. Recognizes ethical risks and bias in AI use.
2. Ensures ethical compliance in AI-driven HR tasks.
3. Evaluates AI systems to ensure fairness and accountability.
4. Shapes organizational and industry ethical AI standards.

1. Understands the need for transparency in data and AI systems.
2. Shares information on how data is collected and used in AI models.
3. Ensures responsible practices to maintain data privacy and transparency.
4. Shapes enterprise-wide AI transparency and accountability standards to build stakeholder trust.

1. Recognizes potential risks associated with AI use.
2. Applies guidelines to ensure compliance with AI governance frameworks.
3. Identifies and mitigates ethical and operational risks related to AI.
4. Leads the development of governance and risk strategies for responsible AI use across the organization.

## CORE COMPETENCIES

# AI Fluency

Understands, applies, and promotes artificial intelligence responsibly to enhance HR outcomes and business value.

### DIMENSIONS

#### Confident Application

*Uses foundational AI knowledge and tools to improve HR performance and outcomes.*

#### Responsible AI Use

*Applies ethical and transparent AI practices that protect people, data, and trust.*

#### AI Adoption Advocacy

*Promotes AI experimentation, learning, and confidence across the organization.*

#### AI Work Integration

*Designs and embeds AI-enabled solutions into HR processes for better decision-making.*

### BEHAVIOR

#### Ambassadorship

*Encourages AI fluency by sharing insights and supporting others.*

#### Experimentation

*Tests and adapts AI approaches to improve outcomes and responsiveness.*

#### Championing AI

*Shapes long-term AI strategy and advocates for responsible adoption.*

### AT DIFFERENT LEVELS

1. Shares awareness of AI tools and benefits with peers.
2. Demonstrates AI use and supports others in adopting basic applications.
3. Advocates for AI learning and experimentation across teams.
4. Shapes enterprise-wide AI learning programs that build capability and confidence.

1. Tries AI tools for basic tasks under guidance.
2. Experiments with AI features to enhance HR processes or analysis.
3. Adapts AI tools and models to meet organizational needs and drive improvement.
4. Leads innovation by fostering experimentation and applying AI to complex organizational challenges.

1. Understands how AI supports business objectives.
2. Promotes AI opportunities and supports their responsible implementation.
3. Contributes to shaping AI adoption plans and scaling best practices.
4. Leads strategic initiatives that define and evolve the organization's AI vision and responsible adoption roadmap.

## CORE COMPETENCIES

# AI Fluency

Understands, applies, and promotes artificial intelligence responsibly to enhance HR outcomes and business value.

### DIMENSIONS

#### Confident Application

*Uses foundational AI knowledge and tools to improve HR performance and outcomes.*

#### Responsible AI Use

*Applies ethical and transparent AI practices that protect people, data, and trust.*

#### AI Adoption Advocacy

*Promotes AI experimentation, learning, and confidence across the organization.*

#### AI Work Integration

*Designs and embeds AI-enabled solutions into HR processes for better decision-making.*

### BEHAVIOR

#### Solution Design

*Contributes to designing AI solutions that address HR challenges.*

#### Workflow Integration

*Embeds AI tools into HR workflows to improve efficiency and experience.*

### AT DIFFERENT LEVELS

1. Identifies opportunities where AI can support HR processes.
2. Participates in developing or testing AI-based HR solutions.
3. Designs integrated AI solutions that solve complex HR or business problems.
4. Shapes AI solution design strategy to optimize decision-making and organizational effectiveness.

1. Understands where AI fits into existing HR processes.
2. Integrates AI tools into selected HR activities to streamline operations.
3. Embeds AI workflows across HR functions to enhance performance and scalability.
4. Shapes enterprise-wide AI integration to transform processes and employee experience.

## CORE COMPETENCIES

# People Advocacy

Builds human-centered organizational cultures that balance wellbeing, performance, ethics, and sustainability.

### DIMENSIONS

#### Culture Shaping

*Shapes a performance culture that prioritizes inclusion and wellbeing.*

#### Change Enablement & Resilience

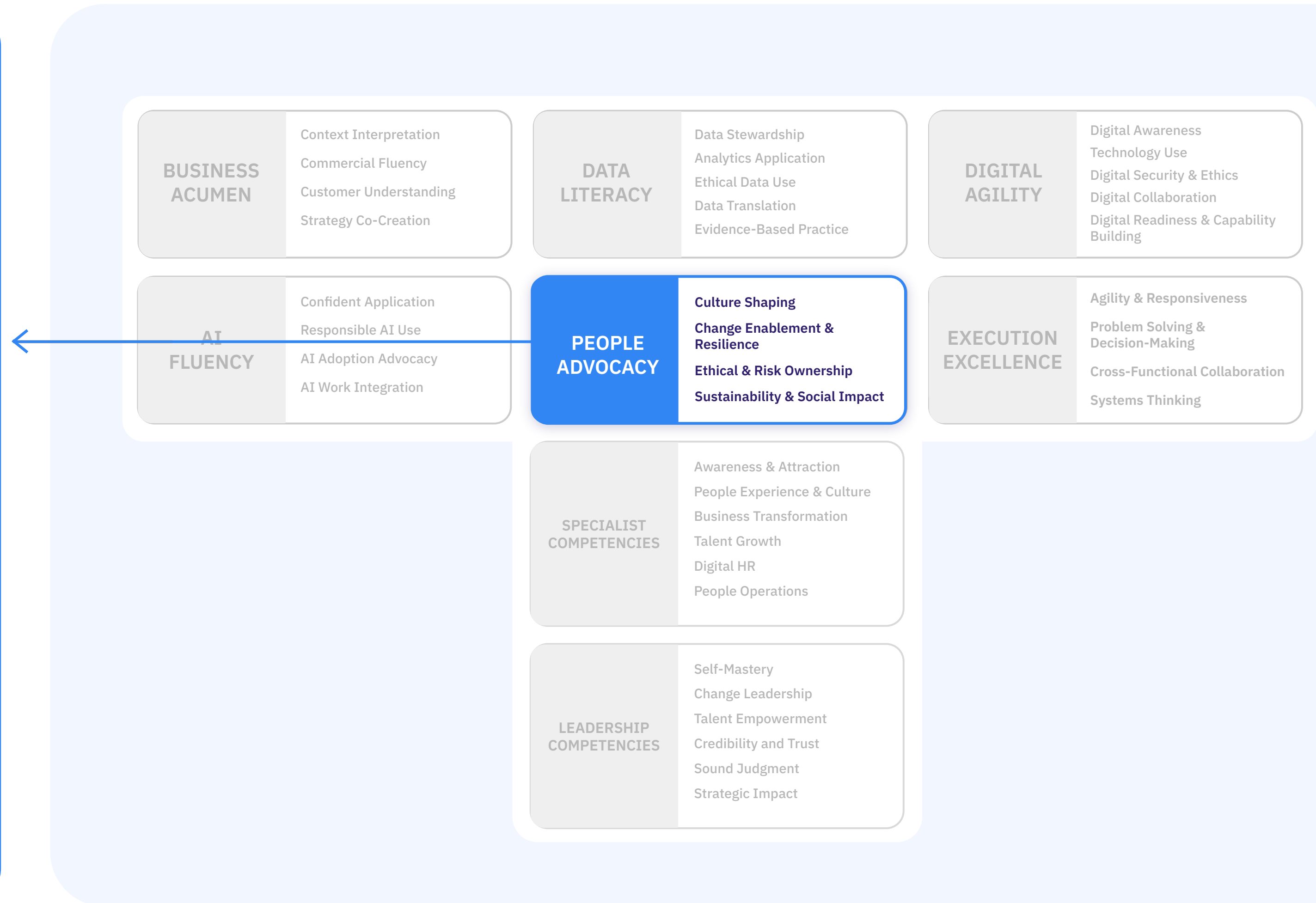
*Leads transformation with empathy, foresight, and adaptability to strengthen organizational resilience.*

#### Ethical & Risk Ownership

*Promotes ethical behavior, mitigates people risk, and ensures trust and accountability.*

#### Sustainability & Social Impact

*Leverages HR influence to create positive, lasting value for people, organizations, and society.*



## CORE COMPETENCIES

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*Shapes a performance culture that prioritizes inclusion and wellbeing.*

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*Promotes ethical behavior, mitigates people risk, and ensures trust and accountability.*

#### Sustainability & Social Impact

*Leverages HR influence to create positive, lasting value for people, organizations, and society.*

### BEHAVIOR

#### Inspires Commitment to Vision

*Drives commitment to the organization's vision and goals*

#### Shapes a Performance-Based Culture

*Defines and enables behaviors for business growth*

#### Champions Organizational Values

*Fosters accountability to organizational values*

#### Fosters Inclusion and Belonging

*Ensures psychological safety and equitable participation*

### AT DIFFERENT LEVELS

1. Understands and supports the organization's mission and purpose.
2. Aligns personal and team goals with organizational direction.
3. Inspires others to connect work with organizational purpose and vision.
4. Unites people around strategic and cultural goals with shared purpose.

1. Understands expectations related to performance and behavior.
2. Models accountability and encourages continuous improvement.
3. Reinforces a culture that integrates wellbeing with high performance.
4. Shapes systems and norms that sustain a balanced, performance-driven culture.

1. Understands the organization's core values and expected behaviors.
2. Demonstrates values consistently in work and interactions.
3. Reinforces values through leadership actions and people practices.
4. Shapes and evolves values-based culture to sustain organizational integrity and trust.

1. Treats others with respect and openness.
2. Encourages inclusion and diverse perspectives in team settings.
3. Designs processes and practices that enable belonging and equity.
4. Shapes inclusive culture strategies that embed fairness and belonging at scale.

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#### Ethical & Risk Ownership

*Promotes ethical behavior, mitigates people risk, and ensures trust and accountability.*

#### Sustainability & Social Impact

*Leverages HR influence to create positive, lasting value for people, organizations, and society.*

### BEHAVIOR

#### Creates Sustainable Change

*Creates plans, structures and processes to drive and respond to change*

#### Manages Stakeholders

*Identifies and manages potential barriers and concerns & creates alignment around a common purpose*

#### Champions Organizational Change

*Uses knowledge of human behavior to foster the capacity to adapt and respond to changes*

### AT DIFFERENT LEVELS

1. Understands the need for change and adapts as directed.
2. Contributes to implementing change initiatives effectively.
3. Leads change with empathy, ensuring alignment and long-term adoption.
4. Shapes enterprise-wide change approaches that embed adaptability and sustainability.

1. Listens to others' views during change discussions.
2. Communicates change effectively and builds understanding among stakeholders.
3. Facilitates collaboration to align diverse stakeholders behind shared goals.
4. Shapes systems for participative change and alignment across the enterprise.

1. Demonstrates adaptability in the face of challenges.
2. Supports others in managing change and uncertainty effectively.
3. Builds team resilience through proactive planning and learning from setbacks.
4. Shapes resilient systems and cultures that thrive through disruption and transformation.

## CORE COMPETENCIES

# People Advocacy

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*Promotes ethical behavior, mitigates people risk, and ensures trust and accountability.*

#### Sustainability & Social Impact

*Leverages HR influence to create positive, lasting value for people, organizations, and society.*

### BEHAVIOR

#### Identifies and Mitigates People Risk

*Anticipates and manages people, culture, and reputational risks.*

#### Models Ethical Leadership

*Demonstrates integrity and fairness in all decisions and interactions.*

#### Ensures Regulatory Accountability

*Embeds compliance and governance practices that protect people and the organization.*

### AT DIFFERENT LEVELS

1. Recognizes potential people and culture risks in daily work.
2. Follows processes to identify and address people-related risks.
3. Proactively manages risk to maintain ethical and cultural integrity.
4. Shapes people risk frameworks that protect reputation and organizational trust.

1. Acts ethically and transparently in personal work.
2. Makes fair and consistent decisions that reflect organizational values.
3. Role models ethical leadership and holds others accountable for integrity.
4. Shapes ethical leadership culture and governance across the organization.

1. Understands basic compliance requirements related to role and HR processes.
2. Follows established governance and compliance procedures.
3. Integrates compliance and governance practices into business operations.
4. Shapes organization-wide governance and compliance frameworks that ensure trust and transparency.

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*Promotes ethical behavior, mitigates people risk, and ensures trust and accountability.*

#### Sustainability & Social Impact

*Leverages HR influence to create positive, lasting value for people, organizations, and society.*

### BEHAVIOR

#### Builds Community Impact

*Creates programs and partnerships that benefit both employees and the community.*

#### Champions Sustainability

*Integrates environmental, social, and governance (ESG) practices to drive long-term value*

#### Leverages HR for Good

*Applies HR expertise to advance human, social, and environmental wellbeing*

### AT DIFFERENT LEVELS

1. Participates in community or social initiatives organized by the organization.
2. Supports programs that connect business goals with community benefit.
3. Designs and leads initiatives that strengthen organizational and social value.
4. Shapes social impact strategies that position the organization as a force for good.

1. Understands basic sustainability and ESG principles.
2. Applies sustainable practices in HR operations or projects.
3. Embeds ESG considerations into HR policies, processes, and strategies.
4. Shapes HR's role in advancing organizational sustainability and ESG commitments.

1. Recognizes HR's role in supporting employee and societal wellbeing.
2. Applies HR practices that enhance people and community outcomes.
3. Aligns HR initiatives with broader social and environmental impact goals.
4. Shapes HR as a strategic driver of human, social, and environmental progress.

## CORE COMPETENCIES

# Execution Excellence

Delivers consistent results through effective planning, adaptive problem-solving, and cross-functional collaboration.

### DIMENSIONS

#### Agility & Responsiveness

*Balances structure and flexibility to deliver results in changing contexts.*

#### Problem Solving & Decision-Making

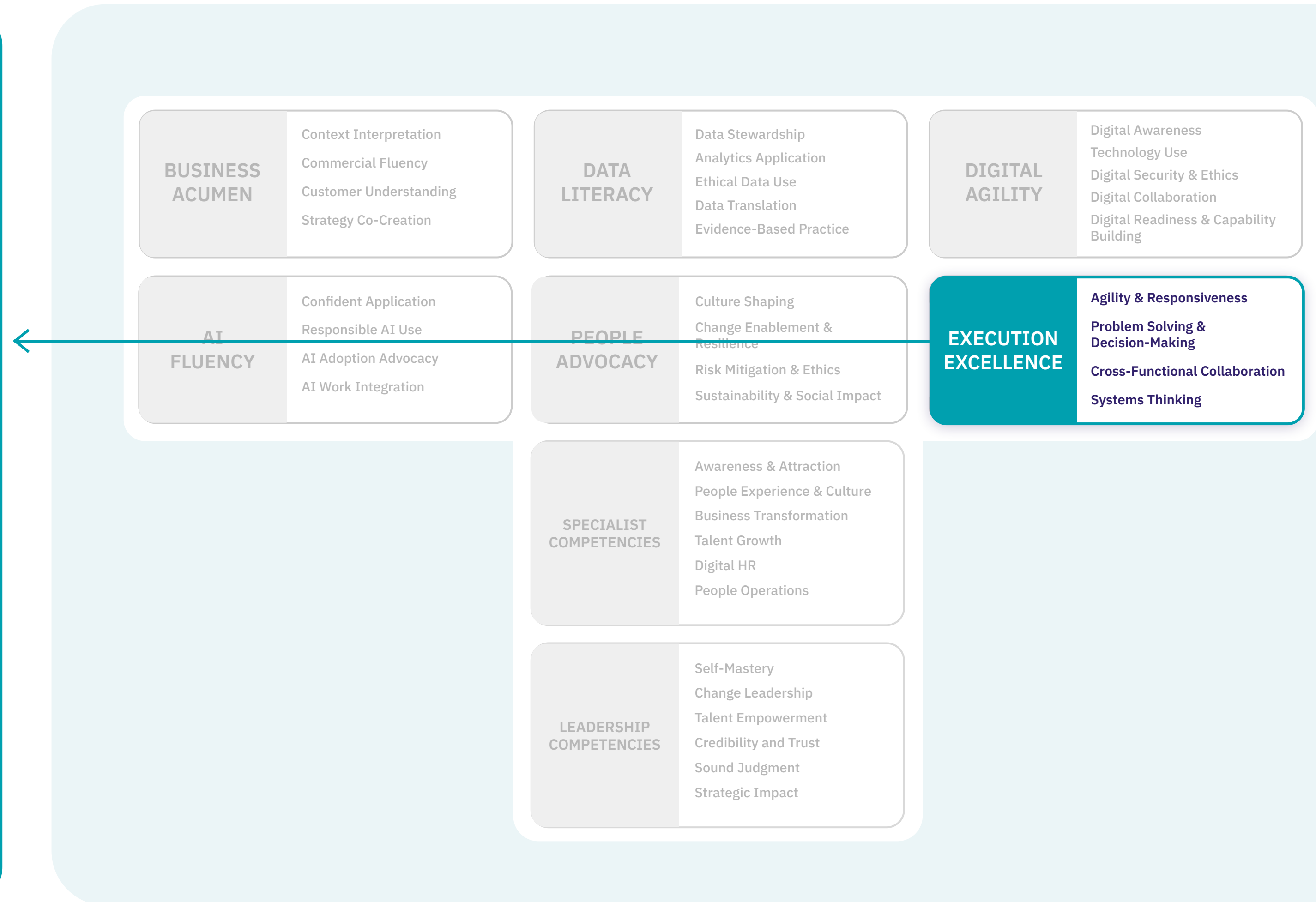
*Thinks critically, decides effectively, and learns continuously to overcome obstacles and improve results.*

#### Cross-Functional Collaboration

*Works across boundaries to align stakeholders and deliver collective results.*

#### Systems Thinking

*Understands interdependencies within the business to anticipate outcomes and design effective interventions.*



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# Execution Excellence

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*Works across boundaries to align stakeholders and deliver collective results.*

#### Systems Thinking

*Understands interdependencies within the business to anticipate outcomes and design effective interventions.*

### BEHAVIOR

#### Plans and Prioritizes

*Plans and sequences work effectively, setting clear priorities and adapting to changing circumstances to maintain momentum.*

#### Executes With Accountability

*Takes ownership for achieving objectives, follows through on commitments, and ensures timely, accurate delivery.*

#### Adapts and Responds to Change

*Adjusts plans, methods, and focus areas to remain effective under uncertainty or shifting priorities.*

#### Manages Resources

*Allocates time, people, and resources efficiently, revising allocations as priorities evolve to ensure optimal performance.*

### AT DIFFERENT LEVELS

1. Understands goals and organizes basic tasks effectively.
2. Plans and prioritizes work to meet deadlines and adapt to new demands.
3. Coordinates cross-functional priorities for efficient, flexible delivery.
4. Shapes planning and prioritization systems that drive agility and sustained performance.

1. Completes assigned work reliably and on time.
2. Takes responsibility for meeting goals and honoring commitments.
3. Drives cross-team accountability, for consistent, quality outcomes.
4. Creates organization-wide ownership and execution excellence.

1. Responds positively to new directions and feedback.
2. Adjusts priorities and methods to remain effective in changing conditions.
3. Anticipates change and adapts proactively to minimize disruption.
4. Shapes adaptive systems and mindsets that enable continuous responsiveness and innovation.

1. Uses assigned resources responsibly.
2. Manages time and resources efficiently to deliver on objectives.
3. Optimizes resources across teams to maximize impact and efficiency.
4. Shapes dynamic resource planning that aligns with strategic priorities and market changes.

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#### Cross-Functional Collaboration

*Works across boundaries to align stakeholders and deliver collective results.*

#### Systems Thinking

*Understands interdependencies within the business to anticipate outcomes and design effective interventions.*

### BEHAVIOR

#### Thinks Critically

*Uses evidence, logic, and experience to identify patterns, root causes, and improvement opportunities in complex situations.*

#### Navigates Paradox

*Manages competing priorities and conflicting viewpoints to achieve balanced, value-driven outcomes.*

#### Makes Informed Decisions

*Makes timely, evidence-based decisions that balance risk, context, and long-term impact.*

#### Reflects and Learn

*Reflects on results and learns from outcomes to refine processes and enhance future execution.*

### AT DIFFERENT LEVELS

1. Recognizes problems and gathers basic information to understand them.
2. Uses data and experience to define root causes and propose solutions.
3. Applies structured, multi-perspective analysis to complex challenges.
4. Shapes problem-solving frameworks that enhance organizational learning and agility.

1. Recognizes that different viewpoints or goals may conflict.
2. Balances short- and long-term considerations when resolving issues.
3. Aligns competing priorities with negotiation and shared understanding.
4. Drives decisions by balancing risk, nuance, and stakeholder needs.

1. Makes routine decisions based on available guidance.
2. Uses data and input from others to make sound, timely decisions.
3. Integrates data, judgment, and context to make high-impact decisions.
4. Shapes decision-making culture and frameworks that improve strategic agility and accountability.

1. Seeks feedback on performance and identifies improvement areas.
2. Applies lessons learned to improve personal and team effectiveness.
3. Embeds continuous improvement practices into processes and team routines.
4. Shapes the organizational learning culture for innovation and excellence.

## CORE COMPETENCIES

# Execution Excellence

Delivers consistent results through effective planning, adaptive problem-solving, and cross-functional collaboration.

### DIMENSIONS

#### Agility & Responsiveness

*Balances structure and flexibility to deliver results in changing contexts.*

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*Thinks critically, decides effectively, and learns continuously to overcome obstacles and improve results.*

#### Cross-Functional Collaboration

*Works across boundaries to align stakeholders and deliver collective results.*

#### Systems Thinking

*Understands interdependencies within the business to anticipate outcomes and design effective interventions.*

### BEHAVIOR

#### Communicates With Clarity

*Conveys information in a clear, concise, and audience-appropriate way to enable shared understanding and coordinated action.*

#### Collaborates With Impact

*Works effectively with diverse teams, fostering trust, shared accountability, and alignment toward common goals.*

#### Influences and Align

*Builds alignment and secures commitment for plans and initiatives through credibility, empathy, and sound reasoning.*

#### Leverages Relationships

*Builds productive partnerships across functions to streamline delivery and maximize organizational impact.*

### AT DIFFERENT LEVELS

1. Shares relevant information clearly with teammates.
2. Communicates clearly and appropriately with different audiences.
3. Adapts communication to engage, influence, and align stakeholders.
4. Shapes communication strategies that enable transparency and organizational alignment.

1. Cooperates with others to complete shared tasks.
2. Builds positive relationships and contributes to collaborative outcomes.
3. Fosters collaboration across teams to achieve shared goals and results.
4. Shapes cross-functional teamwork for performance and innovation.

1. Expresses ideas respectfully and listens to others.
2. Persuades and gains support for ideas using logic and empathy.
3. Unifies diverse stakeholders to enable coordinated execution.
4. Shapes influence strategies that drive enterprise-wide alignment and strategic cohesion.

1. Builds positive working relationships within the team.
2. Collaborates across functions to achieve shared outcomes.
3. Cultivates networks to streamline collaboration and execution.
4. Shapes strategic partnerships for organizational agility and performance.

## CORE COMPETENCIES

# Execution Excellence

Delivers consistent results through effective planning, adaptive problem-solving, and cross-functional collaboration.

### DIMENSIONS

#### Agility & Responsiveness

*Balances structure and flexibility to deliver results in changing contexts.*

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*Thinks critically, decides effectively, and learns continuously to overcome obstacles and improve results.*

#### Cross-Functional Collaboration

*Works across boundaries to align stakeholders and deliver collective results.*

#### Systems Thinking

*Understands interdependencies within the business to anticipate outcomes and design effective interventions.*

### BEHAVIOR

#### Recognizes Interdependencies

*Identifies how processes, teams, and systems interact to influence performance and results.*

#### Identifies Patterns & Feedback Loops

*Detects recurring dynamics and feedback mechanisms that drive system performance.*

#### Anticipates Impact

*Considers the broader organizational implications and unintended consequences of actions and decisions.*

### AT DIFFERENT LEVELS

1. Understands how their work fits within broader processes.
2. Recognizes dependencies between teams and processes.
3. Anticipates how changes in one area affect outcomes elsewhere.
4. Shapes integrated systems thinking to drive holistic performance and innovation.

1. Notices recurring issues or outcomes within processes.
2. Analyzes recurring patterns to identify improvement opportunities.
3. Uses feedback loops to design sustainable process and behavior improvements.
4. Shapes systemic feedback mechanisms that enable adaptive, data-informed decision-making.

1. Recognizes that decisions can affect other people or teams.
2. Considers downstream effects before taking action.
3. Anticipates organizational and stakeholder impact when designing solutions.
4. Shapes decision-making and planning to account for systemic effects and strategic outcomes.

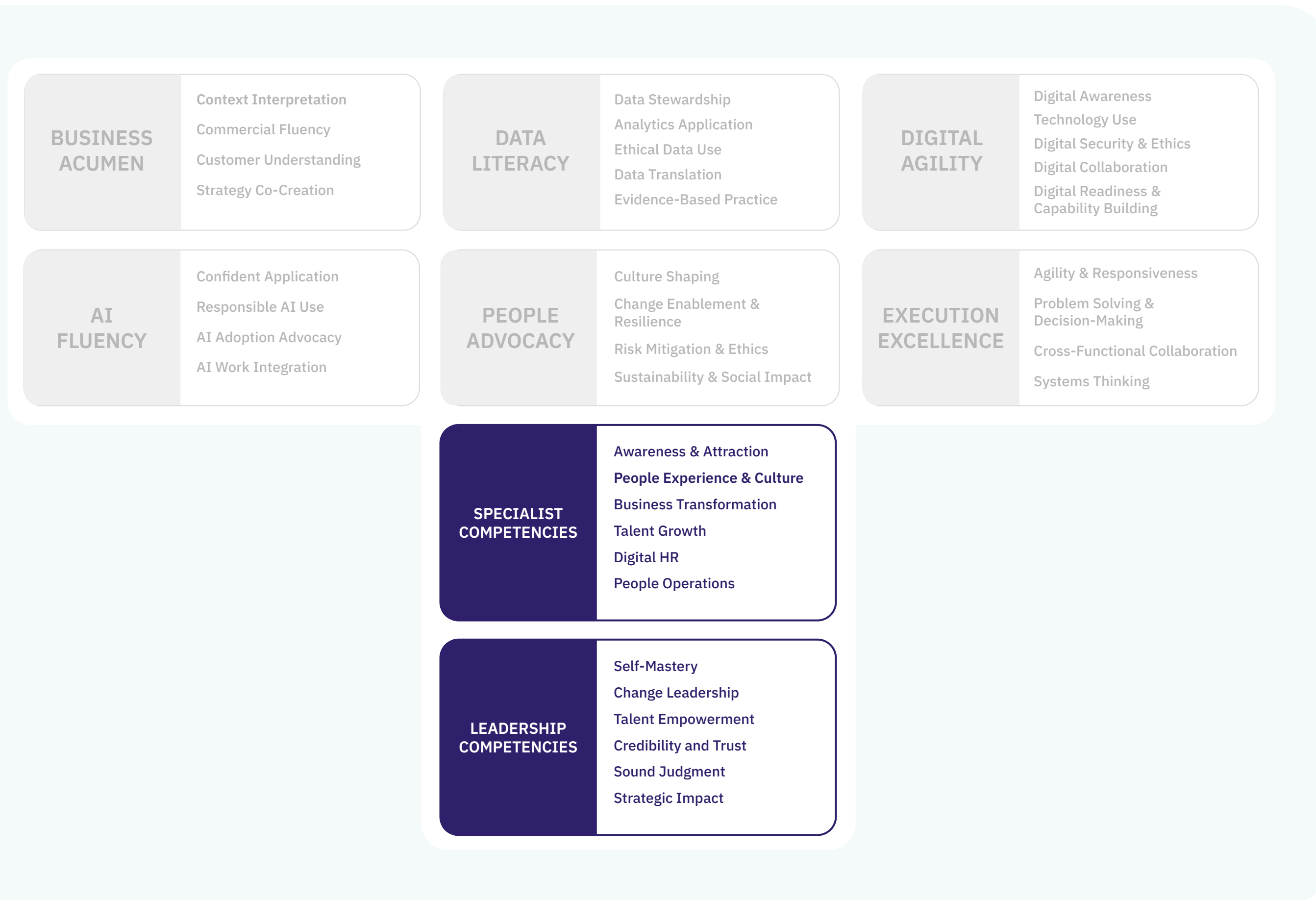
# Specialist Competencies & Leadership

💡 Specialist, and leadership competencies described in detail

💡 Dimensions and skills per competency



# Specialist & Leadership Competencies



## Specialist Competencies

We have grouped the different HR roles into six solution domains. A solution domain is a cluster of functional competencies that deliver value to the business within a particular area of expertise.

We have further specified the functional competencies attached to each solution domain and some example activities.

To include the most relevant information without making this document overwhelmingly long, we will cover the six solution domains and the associated competencies and skills.

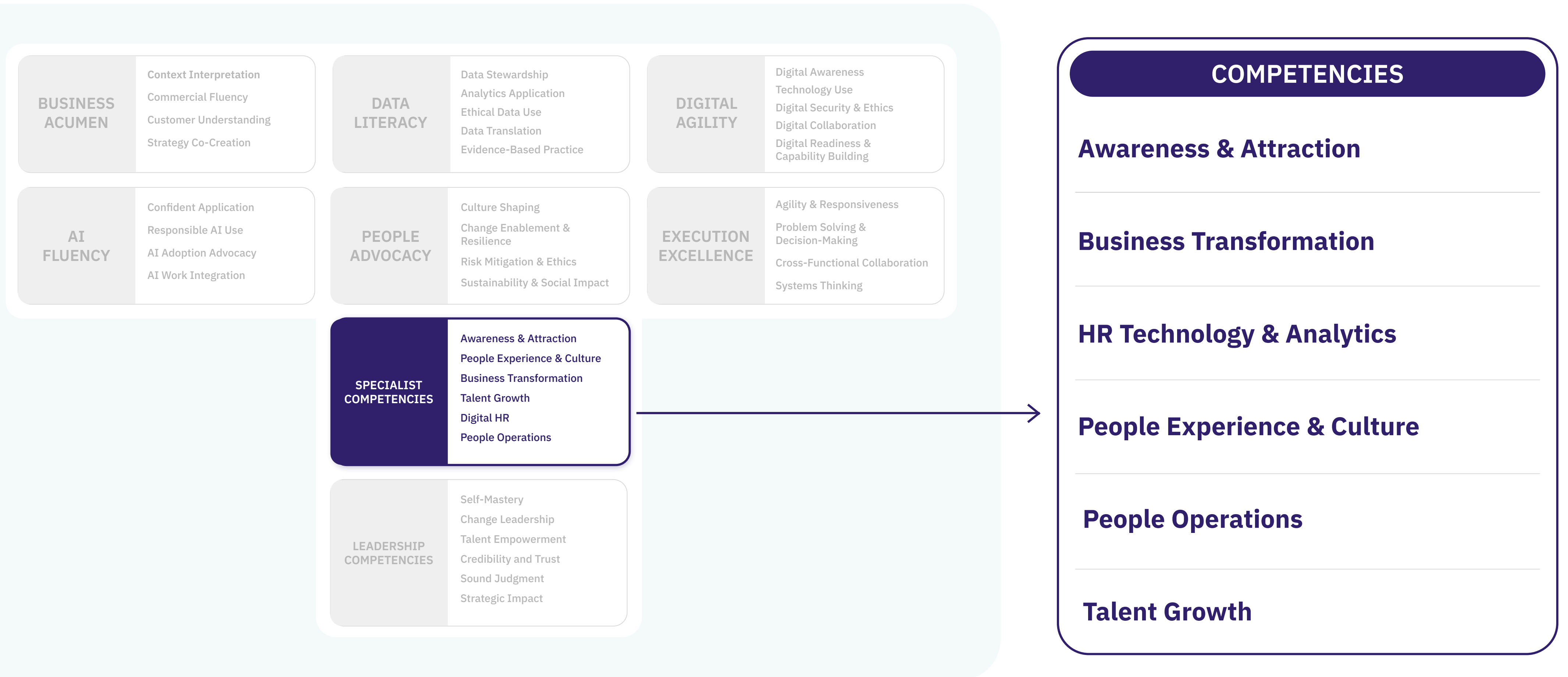
## Leadership Competencies

This competency is only relevant to HR professionals who have leadership responsibilities. Those individuals combine their specialist competencies with leadership expertise to add value to the organization.

This competency is described in terms of dimensions with example behaviors.

# Specialist Competencies

The ability to deliver value to the business within a particular area of HR expertise.



# Awareness & Attraction

Builds a strong employer brand and recruitment ecosystem that attracts, engages, and converts high-quality talent through insight-driven, candidate-centered practices.

## DIMENSIONS

### Employer Branding & EVP

*Develop a compelling employer value proposition using market insights and creative storytelling to attract the right talent.*

### Talent Attraction & Outreach

*Generate qualified candidate pipelines through targeted sourcing and recruitment marketing across channels.*

### Selection & Hiring Processes

*Design fair, reliable selection processes and optimize recruiting systems to improve hiring quality and experience.*

### Onboarding & Induction

*Design onboarding, induction, and early-career pathways that accelerate integration and early productivity.*

## SKILLS

→ EVP design

→ Talent sourcing

→ Recruitment marketing

→ Candidate assessments

→ Recruitment systems management

→ Candidate experience management

→ Onboarding design

→ Induction program design

## COMPETENCIES

**Awareness & Attraction**

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Business Transformation

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HR Technology & Analytics

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People Experience & Culture

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People Operations

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Talent Growth

# Business Transformation

Shapes organizational effectiveness and adaptability by aligning structures, processes, and people strategies with business and financial priorities to deliver sustainable performance.

## DIMENSIONS

### Organizational Design & Development

*Design agile structures and build organizational effectiveness through diagnostics and evidence-based interventions.*

### Change Leadership & Governance

*Lead change programs with strong sponsorship, stakeholder engagement, and governance for effective adoption.*

### Strategic Workforce & Scenario Planning

*Forecast workforce needs and model future scenarios to strengthen organizational readiness and adaptability.*

## SKILLS

- Organizational design
- Organizational development

- Change management
- Change governance

- Scenario planning
- Workforce planning

## COMPETENCIES

Awareness & Attraction

**Business Transformation**

HR Technology & Analytics

People Experience & Culture

People Operations

Talent Growth



# Business Transformation

Shapes organizational effectiveness and adaptability by aligning structures, processes, and people strategies with business and financial priorities to deliver sustainable performance.

## DIMENSIONS

### Financial Insights & Business Impact

*Assess financial data and external trends to build evidence-based HR investment cases to guide strategic decisions.*

### Project & Process Excellence

*Deliver projects effectively and continuously improve processes using structured methods.*

## SKILLS

- Financial analysis
  - Business model analysis
  - HR investment analysis
  - Strategic decision support
  - Environmental scanning
  - Sustainability reporting
- 
- Project and delivery management
  - Process improvement

## COMPETENCIES

Awareness & Attraction

**Business Transformation**

HR Technology & Analytics

People Experience & Culture

People Operations

Talent Growth



# HR Technology & Analytics

Applies data, technology, and automation to optimize HR processes, generate insight, and drive human-centered transformation.

## DIMENSIONS

### AI Solution Design & Integration

*Co-design and integrate AI into HR workflows to improve efficiency, decision quality, and employee experience.*

### People Analytics & Data Science

*Analyze workforce data using statistical methods and modeling to generate insights and predictions.*

### Data Foundations & Quality

*Collect, standardize, and maintain high-quality HR data and metadata for interoperability and analysis readiness.*

### Metrics & Measurement Design

*Translate business objectives into reliable HR metrics and KPIs with clear definitions and formulas.*

## SKILLS

→ Workflow integration

→ HR data analytics

→ Analytical modeling

→ Data management

→ Data standardization

→ Metric development

→ Performance tracking

## COMPETENCIES

Awareness & Attraction

Business Transformation

**HR Technology & Analytics**

People Experience & Culture

People Operations

Talent Growth



# HR Technology & Analytics

Applies data, technology, and automation to optimize HR processes, generate insight, and drive human-centered transformation.

## DIMENSIONS

### Data Ethics, Privacy & Governance

*Apply governance, privacy, and ethical frameworks to ensure lawful, secure, and fair use of HR data and AI.*

### Data Insights & Decision Support

*Present insights clearly and build dashboards that support evidence-based decisions.*

### HR Tech Platforms & Strategy

*Evaluate, implement, and govern HR technology platforms and integrations aligned to business needs.*

## SKILLS

- Data governance
- Data ethics
- Data privacy & compliance

- Data visualization
- Decision-support dashboarding
- Insight reporting

- Digital HR systems
- HR technology strategy

## COMPETENCIES

Awareness & Attraction

Business Transformation

**HR Technology & Analytics**

People Experience & Culture

People Operations

Talent Growth



# HR Technology & Analytics

Applies data, technology, and automation to optimize HR processes, generate insight, and drive human-centered transformation.

## DIMENSIONS

### Automation & Digital Services

*Automate HR processes and design user-centered digital services that improve efficiency and experience.*

### AI Tools & Interactions

*Operate AI-enabled tools effectively and design prompts that improve the quality and relevance of outputs.*

### AI solution Design & Integration

*Co-design AI solutions and embed AI tools and insights into HR workflows to improve efficiency, decision quality, and employee experience.*

### Digital & AI Governance

*Establish governance for digital & AI HR solutions to ensure security, privacy, and ethical operation.*

## SKILLS

- Process automation
- Digital service design

- AI tool application
- Prompt engineering

- AI solution design
- Algorithmic matching

- Digital HR governance
- AI governance

## COMPETENCIES

Awareness & Attraction

Business Transformation

**HR Technology & Analytics**

People Experience & Culture

People Operations

Talent Growth

# People Experience & Culture

Designs, measures, and sustains engaging, inclusive, and high-performing workplace cultures that enhance employee experience, connection, and wellbeing.

## DIMENSIONS

### Employee Experience Management

*Design end-to-end employee journeys that improve satisfaction, performance, and connection.*

### Employee Experience & Communication

*Design employee engagement practices that strengthen alignment, motivation, and connection.*

### DEI Strategy & Metrics

*Shape inclusive cultures through data-driven DEI strategy, measurement, and inclusive leadership development.*

## SKILLS

- Employee experience design
- Employee insights

- Employee engagement management
- Employee communication

- DEI strategy
- DEI metrics
- Inclusive leadership development
- DEI program design

## COMPETENCIES

Awareness & Attraction

Business Transformation

HR Technology & Analytics

**People Experience & Culture**

People Operations

Talent Growth



# People Experience & Culture

Designs, measures, and sustains engaging, inclusive, and high-performing workplace cultures that enhance employee experience, connection, and wellbeing.

## DIMENSIONS

### Wellbeing Management

*Design and implement holistic wellbeing frameworks and programs that support a healthy and productive workforce.*

### Performance Management

*Implement performance systems and multi-rater feedback practices that align people performance with organizational objectives.*

## SKILLS

→ Wellbeing management

→ Performance systems

→ Multi-rater feedback systems

## COMPETENCIES

Awareness & Attraction

Business Transformation

HR Technology & Analytics

**People Experience & Culture**

People Operations

Talent Growth



# People Operations

Delivers reliable, compliant, and efficient HR operations that ensure employee trust, organizational consistency, and risk mitigation across all people processes.

## DIMENSIONS

### Total Rewards Strategy & Operations

*Design equitable compensation and manage benefits to ensure competitiveness and employee value.*

### Payroll Operations

*Execute accurate, timely, and compliant payroll operations.*

### HR Policy & Compliance Management

*Develop and audit HR policies and practices to meet legal requirements and organizational standards.*

## SKILLS

- Compensation design
- Benefits management

- Payroll administration

- Policy development
- HR compliance audit
- Compliance management

## COMPETENCIES

Awareness & Attraction

Business Transformation

HR Technology & Analytics

People Experience & Culture

**People Operations**

Talent Growth



# People Operations

Delivers reliable, compliant, and efficient HR operations that ensure employee trust, organizational consistency, and risk mitigation across all people processes.

## DIMENSIONS

### Employee & Labor Relations

Manage employee relations issues, apply labor laws, and deliver reliable HR services.

### Exit Management

Manage structured exit processes that ensure compliance, insight, and a positive experience.

### People Risk & Crisis Management

Identify and mitigate people-related risks and prepare for crises to ensure continuity.

## SKILLS

- Employee relations
- Labor law compliance
- HR operations management

- Exit management

- Risk management
- Crisis management

## COMPETENCIES

Awareness & Attraction

Business Transformation

HR Technology & Analytics

People Experience & Culture

**People Operations**

Talent Growth



# Talent Growth

Develops organizational capability through structured learning, leadership, and career development that strengthen readiness, retention, and performance.

## DIMENSIONS

### Learning Program Design

*Assess capability gaps and design blended learning programs that build priority skills.*

### Leadership Development & Coaching

*Build leadership capability through structured coaching and development programs.*

### Succession & Career Management

*Plan leadership pipelines and career frameworks that enable continuity and growth.*

### Talent Mobility & Pipeline Development

*Enable internal talent movement and plan for emerging capability needs.*

## SKILLS

- Capability assessment
- Learning design
- Experiential learning methods
- Coaching programs
- High potential development
- Succession planning
- Career pathing
- Career development
- Talent mobility
- Future capability planning

## COMPETENCIES

Awareness & Attraction

Business Transformation

HR Technology & Analytics

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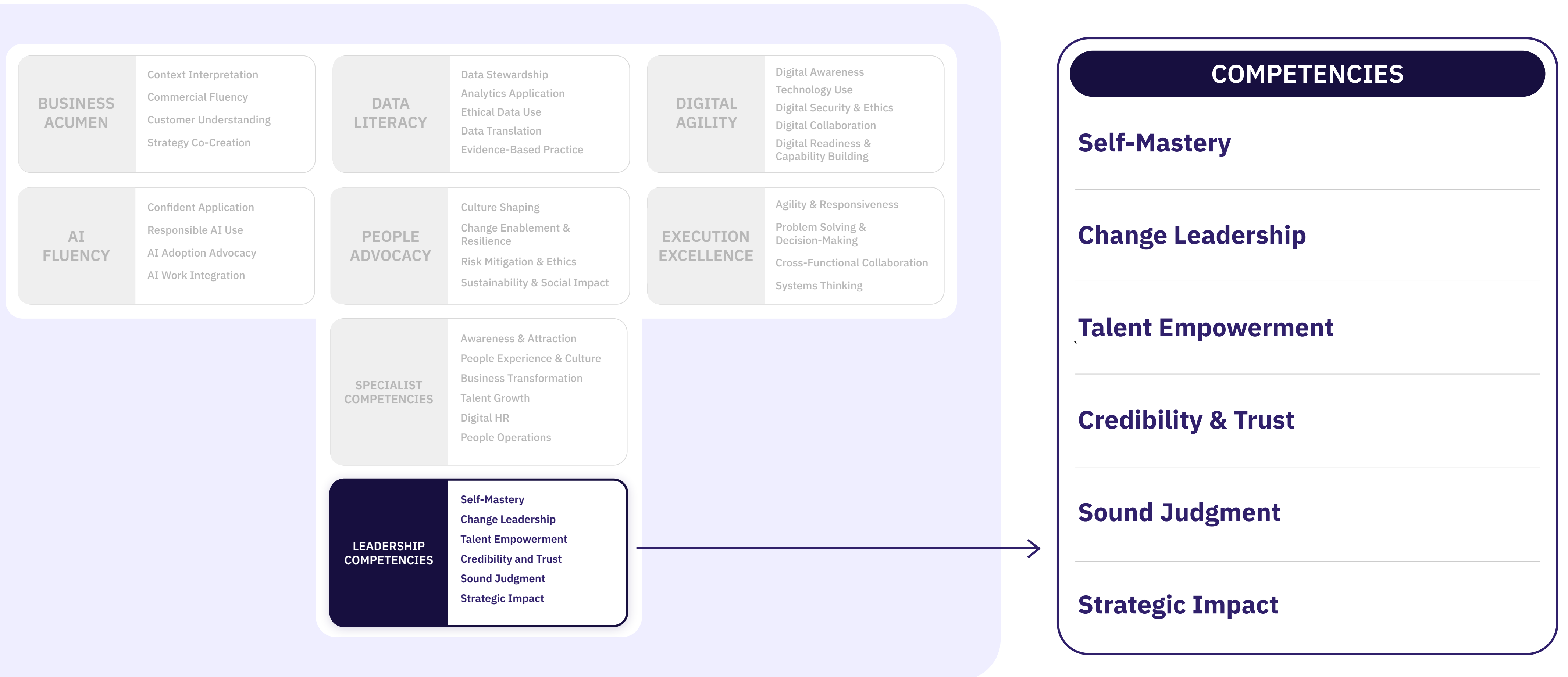
People Operations

**Talent Growth**



# Leadership Competencies

The ability to build, manage and lead teams, inspire and motivate others, and deal with conflict.



# Self-Mastery

Cultivates self-awareness, discipline, and integrity to lead with authenticity and resilience.

## DIMENSIONS

### Self-Awareness

*Understands one's impact, values, and development areas.*

### Empathetic Leadership

*Manages emotions, relationships, and energy to lead effectively.*

### Personal Accountability

*Demonstrates ownership, courage, and consistency in decisions and actions.*

## BEHAVIORS

- Seeks and uses feedback
- Reflects and learns continuously
- Aligns values and actions

- Regulates emotions
- Demonstrates empathy
- Manages energy and focus

- Takes responsibility for outcomes
- Acts with courage

## COMPETENCIES

### Self-Mastery

Change Leadership

Talent Empowerment

Credibility & Trust

Sound Judgment

Strategic Impact

# Change Leadership

Leads transformation with clarity, agility, and foresight to enable people and organizations to adapt and succeed.

## DIMENSIONS

### Change Execution

*Creates clarity, alignment, and ownership during change.*

### Agility & Experimentation

*Balances structure and flexibility to respond effectively to change.*

### Resilience & Sustainability

*Maintains focus, balance, and energy through uncertainty.*

## BEHAVIORS

- Articulates the case for change
- Engages stakeholders
- Enables adoption

- Responds to shifting priorities
- Encourages experimentation

- Models resilience
- Builds sustainability

## COMPETENCIES

Self-Mastery

**Change Leadership**

Talent Empowerment

Credibility & Trust

Sound Judgment

Strategic Impact



# Talent Empowerment

Builds capability, engagement, and ownership to enable individuals and teams to thrive.

## DIMENSIONS

### Coaching & Development

*Develops others through feedback, guidance, and growth opportunities.*

### Engagement & Motivation

*Creates an environment that drives purpose, ownership, and performance.*

### Inclusion & Belonging

*Builds psychological safety and equitable participation across teams.*

## BEHAVIORS

- Provides constructive feedback
- Facilitates learning and growth

- Recognizes and celebrates achievements
- Empowers decision-making

- Fosters belonging
- Encourages diverse perspectives
- Addresses exclusion and bias

## COMPETENCIES

Self-Mastery

Change Leadership

**Talent Empowerment**

Credibility & Trust

Sound Judgment

Strategic Impact



# Credibility & Trust

Builds confidence through authenticity, reliability, and consistent delivery.

## DIMENSIONS

### Authenticity & Integrity

*Demonstrates transparency and alignment between words and actions.*

### Relationship Building

*Builds trusting partnerships across HR and the business.*

### Reputation & Influence

*Earns organizational credibility through professionalism and value delivery.*

## BEHAVIORS

- Communicates honestly
- Admits and corrects mistakes

- Understands stakeholder needs
- Builds alliances

- Delivers on promises
- Represents HR credibility

## COMPETENCIES

Self-Mastery

Change Leadership

Talent Empowerment

**Credibility & Trust**

Sound Judgment

Strategic Impact



# Sound Judgment

Makes informed, ethical, and timely decisions that balance opportunity, risk, and stewardship.

## DIMENSIONS

### Decision Quality

*Applies analytical and contextual reasoning to make balanced choices.*

### Governance & Accountability

*Upholds standards, structures, and processes that guide effective decision-making.*

### Ethical Stewardship

*Acts with integrity and responsibility to safeguard people, culture, and reputation.*

## BEHAVIORS

- Evaluates evidence
- Balances speed and rigor
- Demonstrates consistency

- Applies governance principles
- Ensures transparency
- Drives accountability

- Evaluates ethical impact
- Manages risks responsibly
- Models integrity

## COMPETENCIES

Self-Mastery

Change Leadership

Talent Empowerment

Credibility & Trust

**Sound Judgment**

Strategic Impact



# Strategic Impact

Defines and drives a clear HR direction that creates measurable business value and shared purpose.

## DIMENSIONS

### Strategic Foresight

*Anticipates future business and workforce needs to position HR proactively.*

### Vision Alignment

*Creates clarity of direction and connects HR purpose to organizational strategy.*

### Influence & Storytelling

*Builds alignment and momentum through clear, persuasive communication.*

## BEHAVIORS

- Integrates future insights
- Challenges assumptions

- Articulates strategic visions
- Aligns priorities and outcomes

- Crafts strategy narrative
- Tailors message to audience

## COMPETENCIES

Self-Mastery

Change Leadership

Talent Empowerment

Credibility & Trust

Sound Judgment

**Strategic Impact**



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