



HRCI Capability Model™

'What business-people in the people-business must have to be agile, innovative and transformative.'

The expectations of HR have profoundly changed and a new more agile paradigm of work and assessing work is required. HRCI's Capability Model™ is designed to meet that challenge. Based upon the interplay between evidence-based knowledge, stakeholder-relevant capabilities and results-oriented outcomes, HRCI's Capability Model™ is a roadmap designed to support and guide HR's diverse stakeholder community.

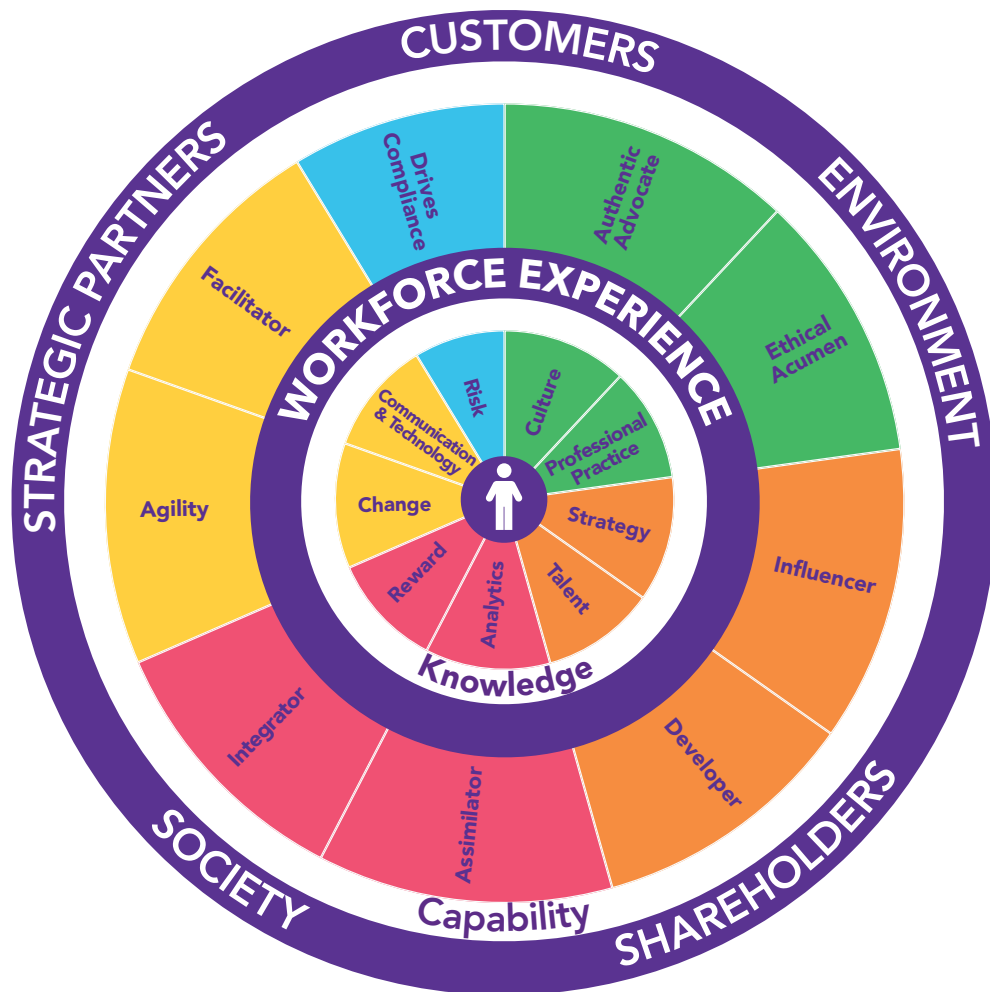


Figure 1: HRCI Capability Model™ Graphic

The model has two primary applications: first, as the foundation framework for HRCI certification assessments and second, as a guideline for learning material providers who create content that supports individuals preparing to take on the challenge of one of HRCI's certification exams.

Audience

The Capability model targets and benefits:

- **Business Leaders** seeking a more up-to-date, dynamic, outcomes-based model of HR
- **HR Practitioners** seeking a relevant and appropriate level of career developmental guidance
- **Academics** seeking a more industry-focused, agile framework of HR professional practice
- **People Managers** seeking to identify and develop core HR skills that are most impactful, and
- **The Workforce**, by emphasizing the unique role people hold in creating organizational value

Applications

The HRCI Capability Model enables:

- an HR generalist to view applicable levels of practice regardless of organization's size
- a shift to a more balanced, proactive categorization of HRCI's process-dominated functional areas into more of a core knowledge and capability domains all converging upon stakeholder outcomes
- better alignment of practitioner competencies with organizational capabilities
- consolidation of a single core 'backbone' model of HR which can become the basis for all of HRCI's certifications and related learning interventions
- separation between universal HR knowledge and practices from compliance
- superior modularization to develop products/services in micro, stacking
- calibration of the ratio of knowledge-to-capability exam items based upon the level of certification
- formatting that is explicitly designed to enhance marketing of any supporting learning materials
- a focus on the stakeholder-experience which potentially surpasses competitors' models that only emphasize individual competencies or organizational capabilities

Details - Model Design

The HRCI Capability Model is based upon nine (9) core knowledge domains aligned with nine (9) core capability domains. These domains are grouped together into five (5) outcome-based ‘huddles’ aligned with the stakeholder/s most impacted by that set of knowledge and capability (see figure).

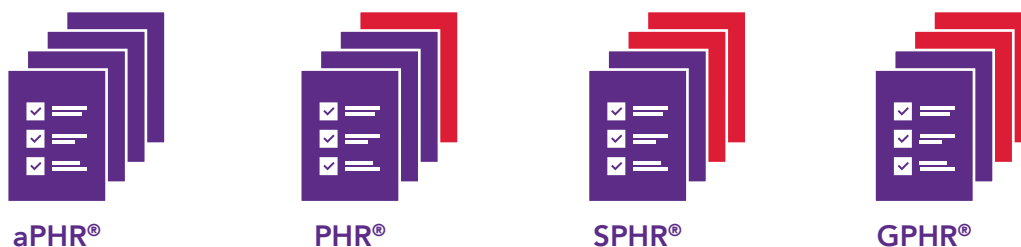
The WORKFORCE EXPERIENCE circle (Figure 1), positioned between the knowledge and capability domains, represents the HR competencies (i.e., interplay between knowledge and behavior) that ultimately creates the workforce experience. The outermost STAKEHOLDER EXPERIENCE circle (Figure 1), surrounding the capability domains, represents the outcomes or results experienced by the organization’s key external stakeholders.

Stakeholders	Competency / Capabilities
Enterprise	Leadership & Management
Organization	Impact & Engagement
Team/Project	Intelligence & Design
People/Individuals	Mindset & Networks
Governmental	Compliance

Figure 2: Key Stakeholder Huddles

Details – Exam Calibration: Career Level Weighting (an illustrative example)

Each knowledge or capability domain would subsequently consist of an allocation of items from the respective nine (9) domains for that specific knowledge or capability area. The table below demonstrates a progression of emphasis on application or capability the more senior the credential.



Stakeholder Huddle: Enterprise - Leadership & Management

Knowledge Domain: Culture

Definition: Culture is a set of beliefs, values and behaviors shared by people, groups, organizations and societies. Culture can be explicit or implicit and has a profound influence on how people feel or behave in different situations and contexts. Enhanced cultural know-how is invaluable to practitioners of HR at any level of practice given that the coordination and alignment of a workforce's beliefs, values and behaviors occur across a wide variety of work dimensions can greatly influence the success or failure of an organization. Cultural know-how is relevant everywhere and in all types of work, however it becomes progressively more relevant when work is distributed, remote, multi-generational and / or multinational.

Demonstrable measures of knowledge proficiency in Culture & People include:

1. Core theories/types of culture, leadership, motivation
2. Emotional & Cultural Intelligence
3. Behavioral Economics
4. Diversity, Equity, and Inclusion
5. "Leadership" – (i.e., any remaining functional domain elements imported from HRCI BoK)

Stakeholder Huddle: Enterprise - Leadership & Management

Knowledge Domain: Authentic Advocate

Definition: An Authentic Advocate is a person who role models emotionally and culturally intelligent behavior that creates a respectful, open-minded, non-judgmental, inclusive and psychologically safe work environment. An Authentic Advocate is an advocate and ally for equity and voice. While there is no one universal form of authenticity that applies to all cultures in all circumstances, being authentic is a necessary trait to earn trust from a diverse set of stakeholders.

Demonstrable measures of capability and proficiency as an Authentic Advocate include:

1. Self-aware, self-disciplined, sincere, civil and respectful
2. Open-minded, inclusive, an equity & voice advocate/ally instilling psychological safety
3. Trustworthy: words and actions align, role-modeling expected behaviors and holds confidence
4. Courageous, resilient and steadfast especially when rights and values are being challenged
5. Willing and able to confidently take action in unprecedented situations
6. Able to expeditiously yet verifiably detect and manage false or insincere behavior

Stakeholder Huddle: Enterprise - Leadership & Management

Knowledge Domain: Professional Practice

Definition: Professional Practice represents a deep and demonstrable knowledge of the core theories, principles and generally accepted standards directly associated with a particular type of work. The professional practices of HR or people management are derived from a wide combination of sources including academic research, professional practice surveys, subject matter expert publications and codified workplace activities and experiences. Professional practices are prescribed, iterative and often involve group consensus. Increasingly these practices involve systems and know-how designed to predict rather than just manage.

Demonstrable measures of knowledge proficiency in Professional Practice include:

1. Core theories and types of management including standard, generally accepted practices
2. HR specific core theories and standards, including generally accepted work practices
3. Core HR system, processes, and lifecycle models
4. Relevant, value-added, published ISO standards (or a national counterpart e.g., ANSI)
5. "HR Administration" (i.e., any remaining NON-Compliance related functional domain elements imported from HRCI BoK)

Stakeholder Huddle: Enterprise - Leadership & Management

Knowledge Domain: Ethical Acumen

Definition: Having Ethical Acumen is a person who makes decisions and demonstrates behaviors based upon sound, evidence-based professional practices within the appropriate social, cultural and legal norms of work. Individuals having Ethical Acumen are held to a higher standard of proactive accountability for matters related to their domain of subject matter expertise and raises concerns if or when an issue deviate from expected norms using the appropriate protocols and channels for the situation.

Demonstrable measures of capability and proficiency as an Ethical Acumen include:

1. Principled; personal and professional actions are objective and aspire to remove inequities
2. Business & HR acumen (you are not really a professional if you do not do what's right)
3. Honesty & integrity; responsible, reliable, and accountable
4. Work-politics savvy; gossip nullifier
5. Thoughtful, Deliberately Proactive

Stakeholder Huddle: Organization – Impact & Engagement

Knowledge Domain: Strategy

Definition: Strategy is systematic planning designed to achieve an outcome. This planning can be short, medium or long-term in nature. Knowledge of strategic methods, tools and processes are generally considered when differentiating between transactional and /or value-added (i.e., strategic) HR activities. An organization’s strategy is a plan that connects the organization’s vision to the activities designed to align and materialize that vision.

Demonstrable measures of knowledge proficiency in Strategy include:

1. Theories and methods of planning and resource allocation
2. Mission, Vision and Values development - Purpose
3. Core models and tools of strategic planning (SWOT, Porter, Balanced Scorecard)
4. Enterprise Workforce planning
5. “Strategy” – (i.e., any remaining functional domain elements imported from HRCI BoK)

Stakeholder Huddle: Organization – Impact & Engagement

Knowledge Domain: Influencer

Definition: An Influencer is a person who champions the uniqueness of an organization’s mission, vision, and values by focusing on the ‘big-picture’ while using their influence to align and reinforce the workforce and strategic partners towards the organization’s vision. An Influencer builds person-centric relationships with stakeholders while continuously shifting or reallocating resources towards more valued-added, often uniquely-human, strategic activities. An Influencer has a strong proficiency in both operations and HR.

Demonstrable measures of capability and proficiency of an Influencer include:

1. Personal alignment with an organization’s vision & purpose
2. Goal and results driven
3. Emotive, strategic narrative navigation techniques; pragmatic storyteller
4. Operations & HR acumen
5. ‘Aspirationally’ Empathetic

Stakeholder Huddle: Organization – Impact & Engagement

Knowledge Domain: Talent

Definition: Talent refers to a person-centric approach to work. Talent management refers to the workforce strategy an organization uses. A professional in HR will always ensure that the Talent management practices being applied match the organization's understanding and intention. The most technically enriched applied definition of Talent occurs when an organization deliberately and strategically differentiates its workforce, often based upon an individual's proven or unique (future) potential.

Demonstrable measures of knowledge proficiency in Talent include:

1. Understanding the difference between a person or job centric approach to work
2. Dynamic Open Talent Market perspective
3. Traditional Job Analysis, Description, Specification and Competencies methods
4. Engagement and Experience measures and methods
5. Performance Management systems and techniques
6. Human Resource Development – (i.e., any remaining functional domain elements imported from HRCI BoK)

Stakeholder Huddle: Organization – Impact & Engagement

Knowledge Domain: Developer

Definition: A Developer is a person who prioritizes stakeholder outcomes and results. Depending on the situation, this behavior may involve coaching, consulting or mentoring a member of the workforce with the goal of enabling that person to be more engaged and more productive. The primary strategic value to be added from this behavior is derived from focusing on Talent and the complete workforce experience.

Demonstrable measures of capability and proficiency as a Developer include:

1. Stakeholder agency
2. Capability emancipator
3. Inspirational Coaching, Consulting or Mentoring
4. Success cheerleader
5. Workforce conductor

Stakeholder Huddle: Team/Project – Intelligence & Design

Knowledge Domain: Analytics

Definition: Analytics is the science of examining data and information towards acquiring additional insight and valuable intelligence. Analytic methods can range from basic reviews of raw data to more descriptive or predictive methods which likely involve complex mathematical tools or models. Analytic maturity occurs when an organization is able to develop tools and methods which produce insights which prove to be valid and competitively advantageous.

Demonstrable measures of knowledge proficiency in Analytics include:

1. Understanding of research methodologies, probability, statistics
2. Deep awareness and understanding of biases (e.g., unconscious biases, confirmation bias, etc.)
3. Lifecycle maturity models of analysis
4. Tools, techniques and software / applications used for analytics
5. Key Performance Indicators, Organizational Key Results, Dashboards

Stakeholder Huddle: Team/Project – Intelligence & Design

Knowledge Domain: Assimilator

Definition: An Assimilator is person who avoids accepting data or information at face value. An Assimilator does not make initial conclusions until additional related information is gathered and analyzed. This person is always mindful of the reality that people are inherently biased, including themselves. An Assimilator will often engage discretionary effort to ensure that the information an organization uses is valid, reliable and includes all relevant factors necessary to make optimal decisions.

Demonstrable measures of capability and proficiency as an Assimilator include:

1. Verified and validated intelligence gathering and presenting skills and techniques
2. Forensic curiosity consisting of critical thinking and scientific doubt
3. Numeric and math proficiency at level necessary to understand and properly utilize analytical tools and techniques
4. An innate talent to validate and verify without influencing a situation or subject matter
5. Healthy skepticism when and where information or technology has the potential to be manipulated

Stakeholder Huddle: Team/Project – Intelligence & Design

Knowledge Domain: Reward

Definition: Reward the understanding of how a person's work experience (i.e., rewards, incentives, work environment, etc.) is recognized. Specifically, how the tangible and intangible benefits a person receives in exchange for their work are enhanced or diminished by the organizational success.

Demonstrable measures of knowledge proficiency include:

1. Total Rewards
2. Equity theory
3. Work-life choices

Stakeholder Huddle: Team/Project – Intelligence & Design

Knowledge Domain: Integrator

Definition: An Integrator is a person who is mindful of the relationship, dynamic interplay and risk management factors associated with processes and systems. To more holistically and constructively influence risk over time, an Integrator applies techniques such as scenario and continuity planning, reward/incentive tools and maturity models while emphasizing the unique human factors of work. While the notion of sustainability varies depending upon an organization's purpose (e.g., for-profit, not-for-profit, government, private) the principle of effective resource utilization to remain a viable going concern is universal.

Demonstrable measures of capability and proficiency as an Integrator include:

1. Long-term perspective/systems thinker
2. Scenario and contingency ideator
3. Wellness proponent
4. Reward/Incentive Architect & Engineer
5. Business continuity & crisis management planner

Stakeholder Huddle: People – Mindset & Networks

Knowledge Domain: Change

Definition: Change management is the proactive oversight and deliberate intention to modify or redesign activities or behaviors towards an intended goal or outcome. Effective change management applies the art and science of evidence-based theories and techniques to enhance the probability of sustainable success.

Demonstrable measures of knowledge proficiency in Change management include:

1. Core Change management theories (e.g., Organizational Behavior, Organizational Design, Organizational Effectiveness & Development)
2. Learning & Development Intervention theories and techniques
3. Positive psychology, growth / abundance mindset
4. Behavior modification theories and techniques (e.g., progressive discipline)
5. “Workforce Relations” – (i.e., any remaining functional elements imported from HRCI BoK)

Stakeholder Huddle: People – Mindset & Networks

Knowledge Domain: Agility Champion

Definition: Agility champion is person who designs innovative work solutions that acknowledge change as the only constant. An Agility Champion is a continuous learner who actively seeks out constructive and diverse feedback towards individual, group and organizational process improvement. An Agility Champion is able to apply the general principles of (adult) learning and instructional design including methodologies to overcome resistance to change or growth. An Agility Champion understands and applies the art and science of encouraging appropriate or desired behavior through positive and progressive discipline.

Demonstrable measures of capability and proficiency as an Agility Champion include:

1. Innovative Design Thinking (e.g., organization development; instructional design, etc.)
2. Adaptive, continuously learning; feedback junkie
3. Growth/Abundance, future-oriented mindset
4. Focused Flow/Zone resource prioritizer
5. Progressive discipline, corrective behavior maestro

Stakeholder Huddle: People – Mindset & Networks

Knowledge Domain: Communication & Technology

Definition: Communication is the transmission of data or information from a sender to a receiver. Effective communication is two-way or synchronous and the channel of delivery is purposefully chosen to optimize the intension of the sender. Increasingly technologies are used to facilitate different forms of communication. As technology becomes more 'intelligent' or influences the message, communication becomes more complex and subject to unintended consequences and risk.

Demonstrable measures of knowledge proficiency in Communication & Technology include:

1. Literacy of the core communication channel/s used for a specific type of work
2. Effective business communication tools and techniques
3. Knowledge management theories, tools and practices
4. Future of work trends and predictions (e.g., automation, 'gig' economy, remote work, etc.)
5. Data governance, social media risks, data security.
6. HRIS, chatbots, machine learning, artificial intelligence, VR, etc.

Stakeholder Huddle: People – Mindset & Networks

Knowledge Domain: Facilitator

Definition: A Facilitator is a person who develops and connects people to people in meaningful, mutually beneficial, professional relationship. A Facilitator leverages appropriate communication methods and tools. A Facilitator is an attentive and active listener regardless of the technology used to communicate and seeks to build consensus while developing, capturing and subsequently disseminating institutional knowledge.

Demonstrable measures of capability and proficiency for a Facilitator include:

1. People-Prioritizer (never allows technology to supersede human factors)
2. Stakeholder connector; network creator
3. Influential communicator: thoughtful, deliberate, humane, concise, respectful
4. Active listener, silo remover, collaboration & consensus builder
5. Technology tamer: uses the appropriate technology tools for the situation

Stakeholder Huddle: Enterprise - Compliance

Knowledge Domain: Risk

Definition: Compliance refers to any work-related activity that is required by jurisdiction, law, regulation, policy, common practice or industry convention – excluding any activities that are discretionary or do not involve third-party oversight or verification. Managing compliance starts with a clear and unambiguous understanding of which specific activities are necessarily required (not discretionary or strategic). Compliance activities can occur at any level or layer of an organization’s operation and may be combined or complemented with activities that exceed a minimum requirement. Risk itself can have a negative or positive influence on an outcome and being strategic in HR demands that total rewards be framed within a more wholistic and comprehensive approach to risk management

Demonstrable measures of knowledge proficiency in Risk include:

1. Understanding of relevant work & employment laws
2. Governance requirements
3. Required agreement/contract terms and conditions
4. Jurisdiction specific work requirements
5. Health, Safety, Security and Environment requirements
6. “HR Administration” – (i.e., any Compliance-Required Admin listed from HRCI’s BoK)

Stakeholder Huddle: Enterprise - Compliance

Knowledge Domain: Drives Compliance

Definition: A Driver of Compliance is a person who methodically and systematical ensures that a client organization’s necessary or required compliance-related activities are executed in a timely and effective manner. A Driver of Compliance demonstrates a strong and detailed knowledge of the relevant laws, regulations, policies and cultural factors that influence an organization’s effectiveness. A Driver of Compliance demonstrates a high attention to detail while seeking to make organizational processes more efficient and effective through simplification and automation. Success is often measured by lessening the time and resources allocated to these non-core compliance-related activities.

Demonstrable measures of capability and proficiency as a Driver of Compliance include:

1. Fiduciary steward
2. Problem prioritizer and resolver
3. Health, Safety, Security and Environment oversight and administration
4. Grievance/complaint minimization
5. Workforce satisfaction (i.e., hygiene factors)