

# T-Shaped HR Competency Framework

Developing the  
**HR Skills** of the  
**Future**



# 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 Framework 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 document:

- **Introduction to T-Shaped HR**  
Get to grips with the basics of T-shaped HR
- **Practical Applications of the T-Shaped Model**  
Examples of HR profiles mapped to the T-shaped model
- **Competency Model Breakdown**  
A detailed explanation of the model's dimensions, behaviors, and levels

# The T-Shaped HR Model

- ⬡ The fundamentals of the T-Shaped HR Competency Model
- ⬡ What does a T-Shaped HR professional look like?
- ⬡ How to use 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.

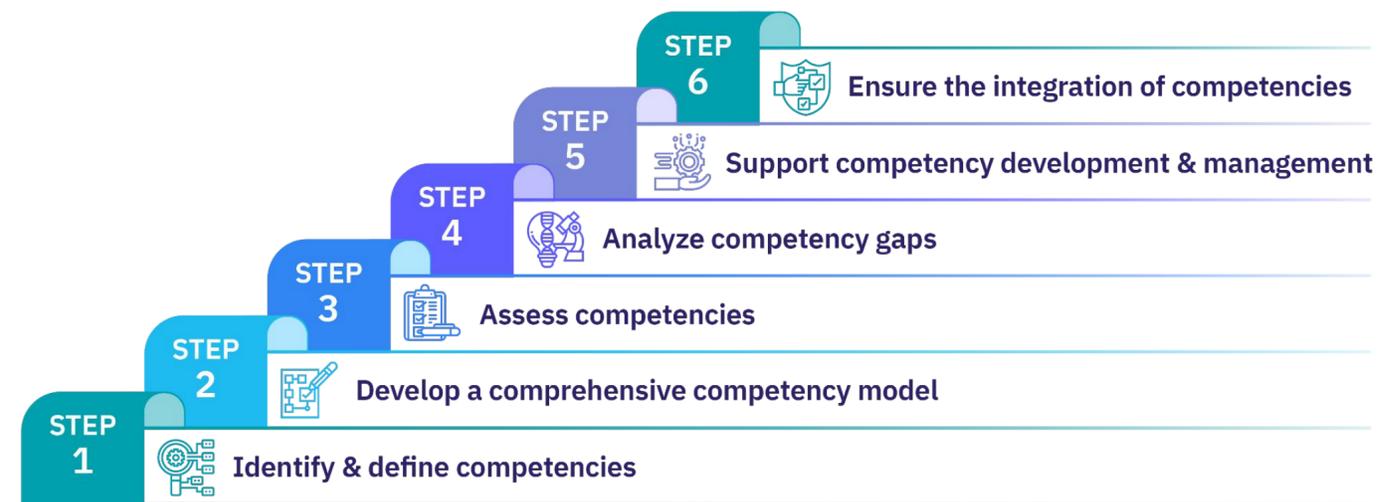
A competency model provides a framework for performance management, skills gap analysis, and development. It offers a template for what the optimal (HR) organization and professionals will look like, giving organizations a goal to work towards when planning HR upskilling initiatives.

## 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**.

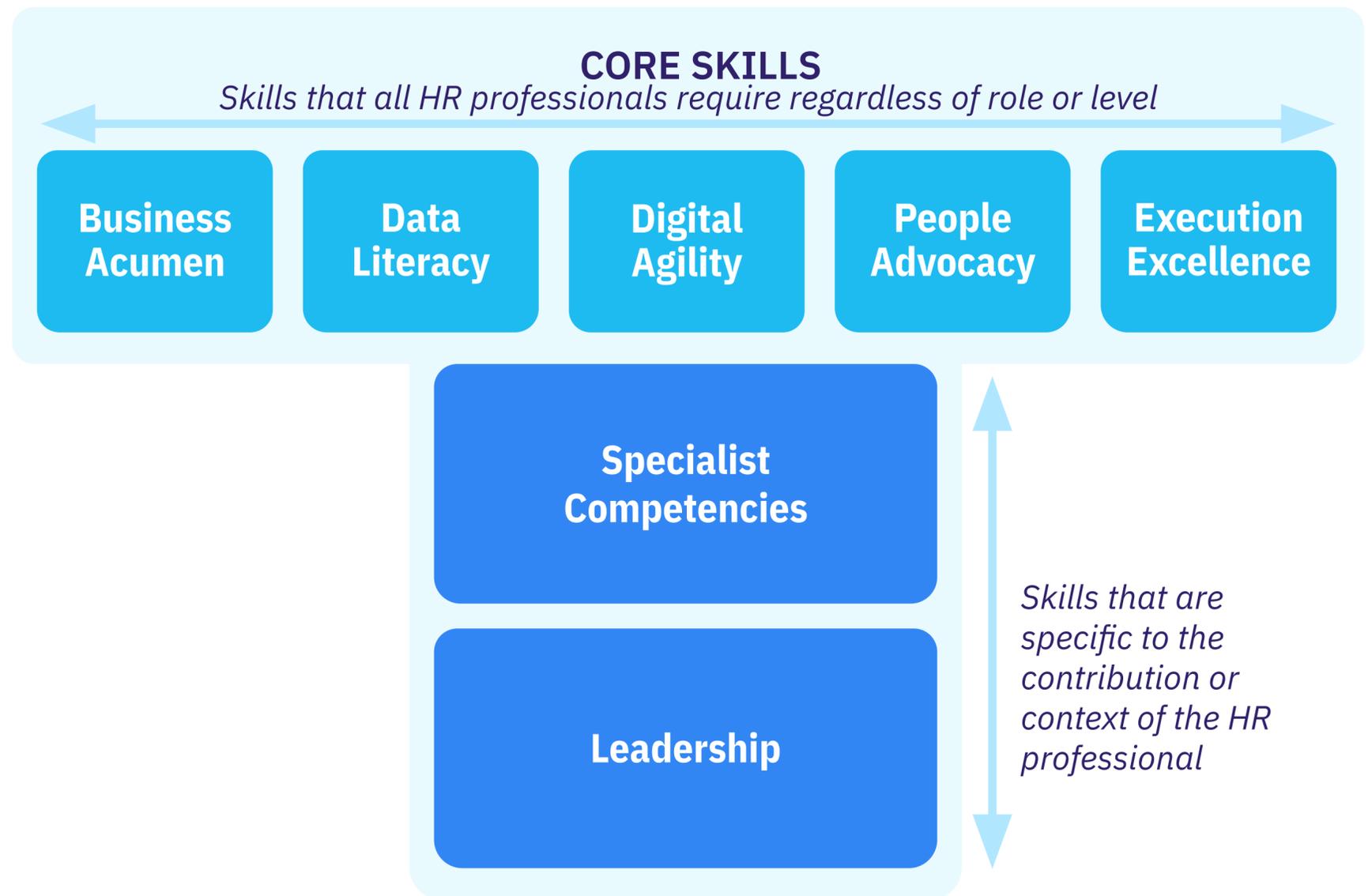
# The T-Shaped HR Competency Model

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

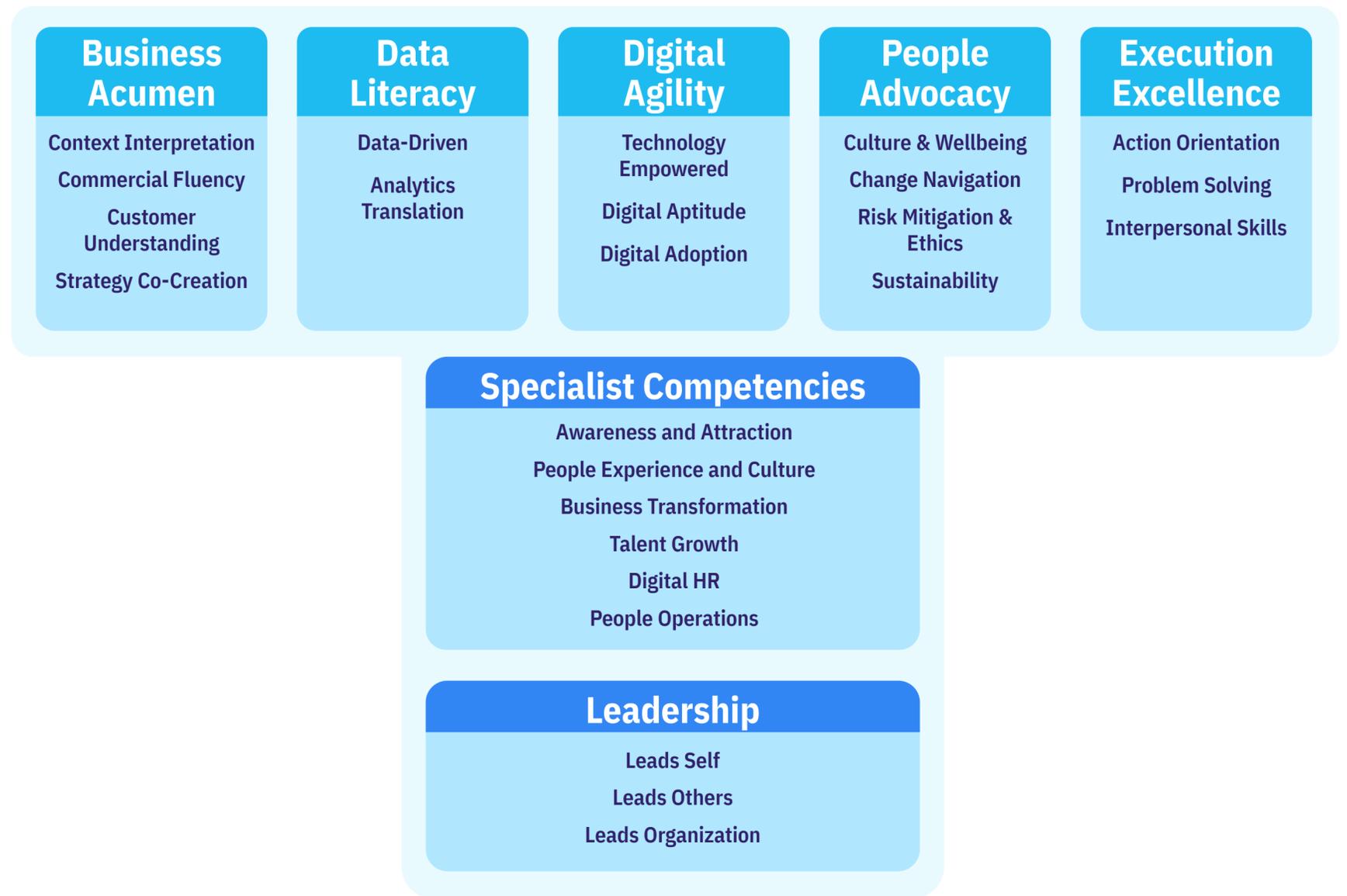


# The T-Shaped HR Professional

Every HR professional needs to be proficient in the top bar of the T which covers four core competencies, and the fifth competency that underpins them all. Each of these is comprised of dimensions.

The stem of the T depends on the HR professional's role, area or context. This refers firstly to specialist competency areas, where we believe that all HR professionals need to be proficient in at least one solution domain e.g. Talent Growth or People Operations.

Secondly, the stem of the T also refers to the Leadership competency for professionals responsible for the people management of HR teams. They need to be proficient in specific management behaviors to effectively lead the HR organizations.



# How to use the T-Shaped Model

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 that are described in 3 proficiency levels (novice, developing, and exemplary).

## Specialist competencies

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

## Leadership

This competency is split into three dimensions, which consist of different behaviors. This document provides example activities for each one.

### Core competencies



#### BEHAVIOR

#### Builds Community

*Creates opportunities to form relationships and contribute towards shared value with communities*

#### AT DIFFERENT LEVELS

1. Creates meaningful relationships and connects different partners with shared interests.
2. Helps connect stakeholders to create communities that contribute to a common objective or cause.

More information on page 13

### Specialist competencies



#### FUNCTIONAL COMPETENCY

#### Compensation and Benefits

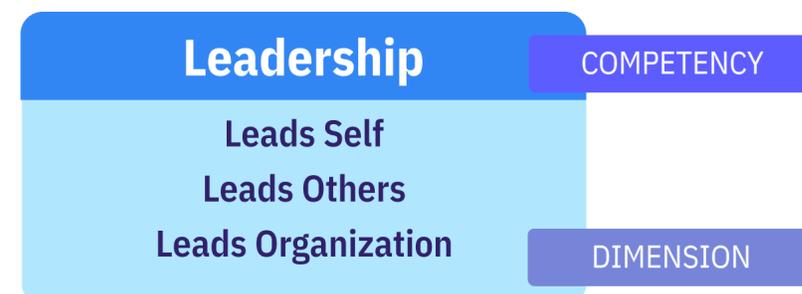
*Managing the design, implementation, and administration of compensation and benefits to all employees*

#### EXAMPLE ACTIVITIES

- Designing compensation packages
- Conducting salary surveys
- Designing incentive and benefit programs

More information on page 36

### Leadership



#### BEHAVIORS

#### Inspires and Motivates

*Creating a sense of shared purpose and encouraging sustainable performance*

#### EXAMPLE ACTIVITIES

- Driving high standards of delivery
- Aligning people to goals
- Recognizing and rewarding excellence

More information on page 44

# Practical Applications of the T-Shaped Model

- ⬡ The T-shaped model for individuals, teams, and organizations
- ⬡ Example T-shaped profile: mid-career
- ⬡ Example T-shaped profile: senior

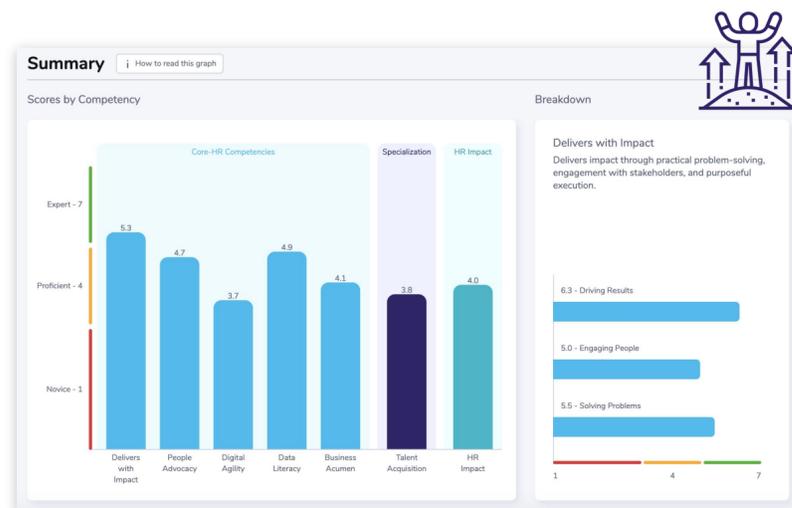


# Practical application of the T-Shaped Model within AIHR

The T-shaped competency model can be applied to individuals, teams and the HR organization through a range of AIHR Products.

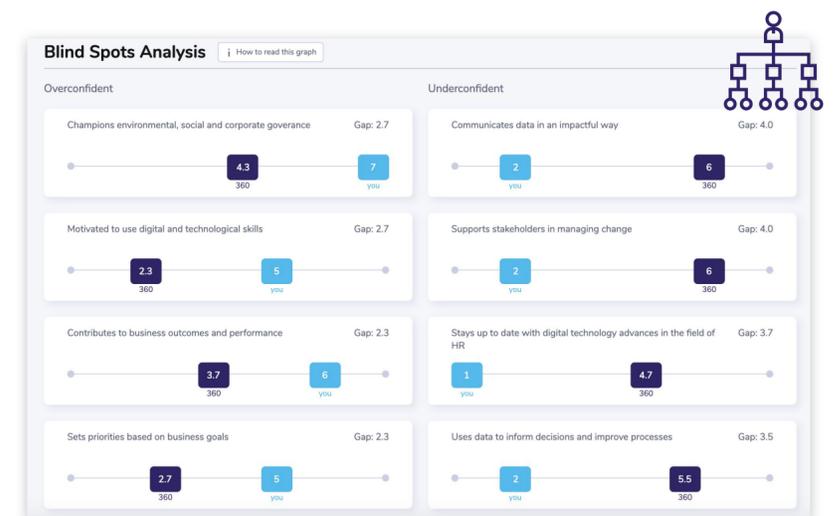
## For individuals

- Self-Assessments
- [Resource Library](#)
- 360 Assessments
- [Courses](#)



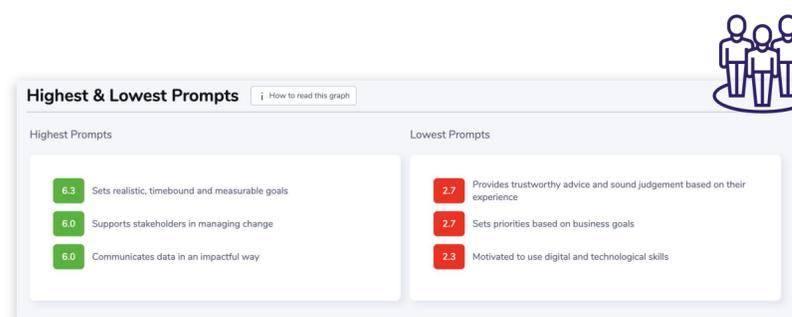
## For organizations

- HR Business Satisfaction Survey
- [HR Navigator](#)



## For HR teams

- Team Assessments

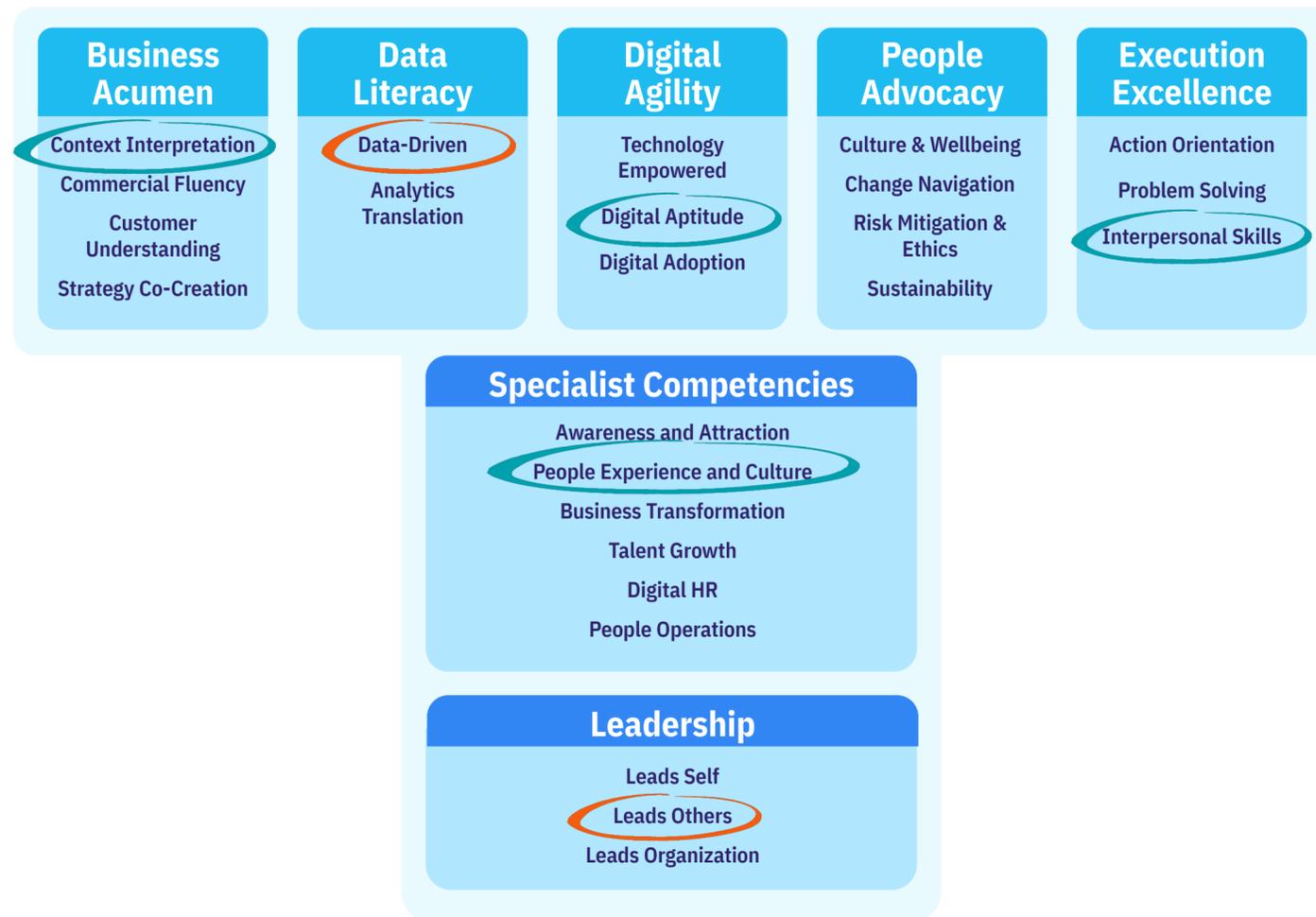


## How can T-Shaped HR help your organization?

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



# Examples of the T-Shaped Model in Practice



## Mid-career HR professional: Bheki

Bheki is an HR Generalist. He works for a medium-sized manufacturing company, where he leads a team of six HR specialists.

He uses **context interpretation** to understand the market, what it means for their company, and which interventions are needed to keep the company on track. He immediately translates these interventions into tangible KPIs and success measures, and uses his **data-driven** skills to make it real and tangible. He then sets up a dashboard to track results using **digital aptitude**.

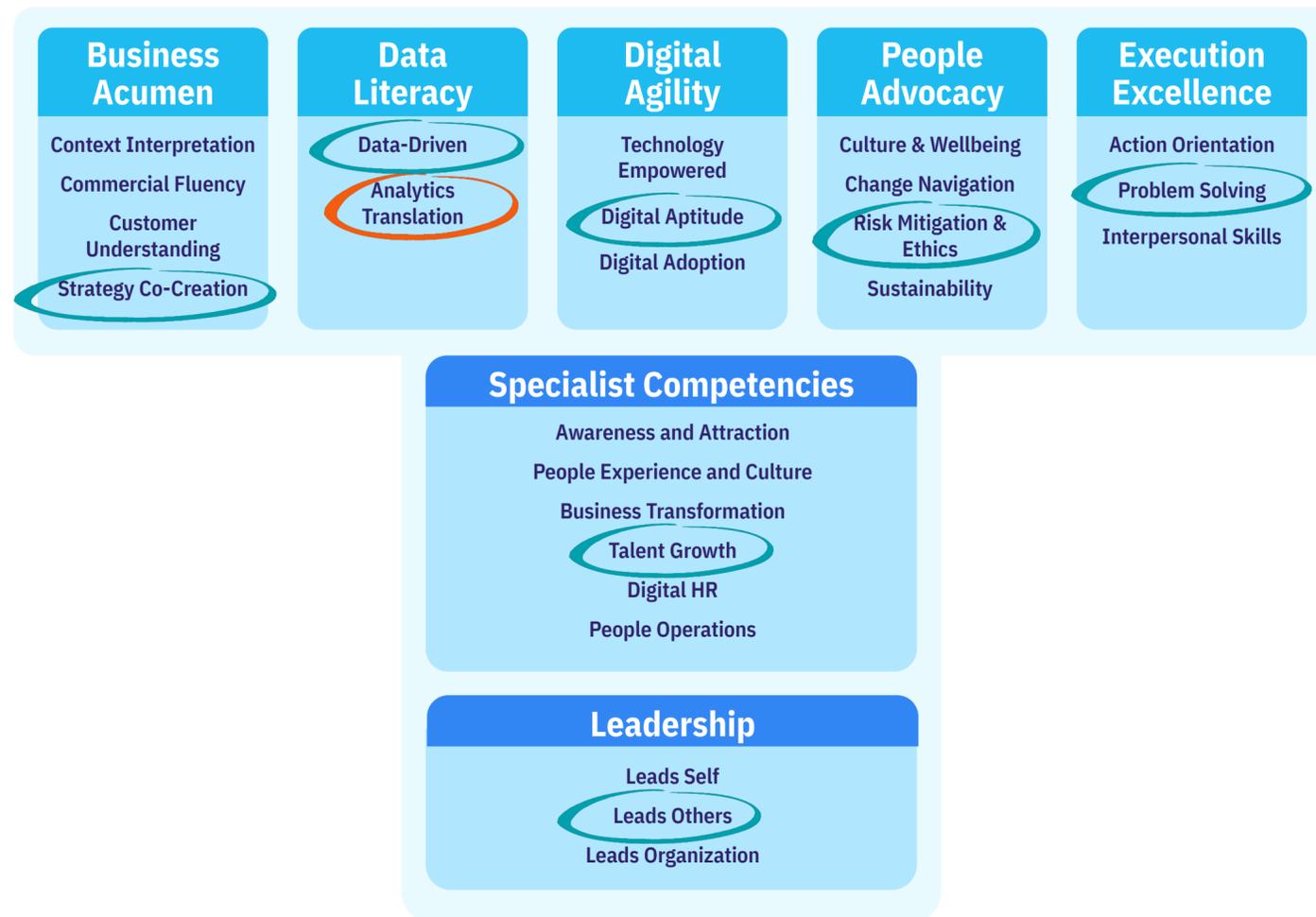
Bheki is also responsible for Compensation and Benefits, and as such he uses this competency when discussing how to drive employee retention with Total Rewards. To do this effectively, he **influences his stakeholders** to get buy-in for his new idea for a sales incentive.

Bheki also **leads his HR team** and drives their development by **acting as a coach**.

## Levels

**1** Novice   **2** Developing   **3** Exemplary

# Examples of the T-Shaped Model in Practice



## Senior HR professional: Anne

Anne is an HR Executive at a multinational FMCG company. As the Chief Learning Officer, she is part of the HR leadership team and leads a team of L&D managers.

Using **data-driven** and **analytics translation**, Anne has identified a number of critical skills gaps within the organization and presented on the challenge to the HR leadership team. She uses her **problem-solving**, **risk mitigation** and **strategy co-creation** skills as well as her deep knowledge of **Learning & Development** to propose radically new priorities for the company's upskilling strategy.

As an experienced facilitator and leader, Anne is also responsible for leadership development within the company. She uses her **coaching** and **conflict management** ability to provide workshops and 1-on-1 coaching sessions for senior management and the C-suite.

## Levels

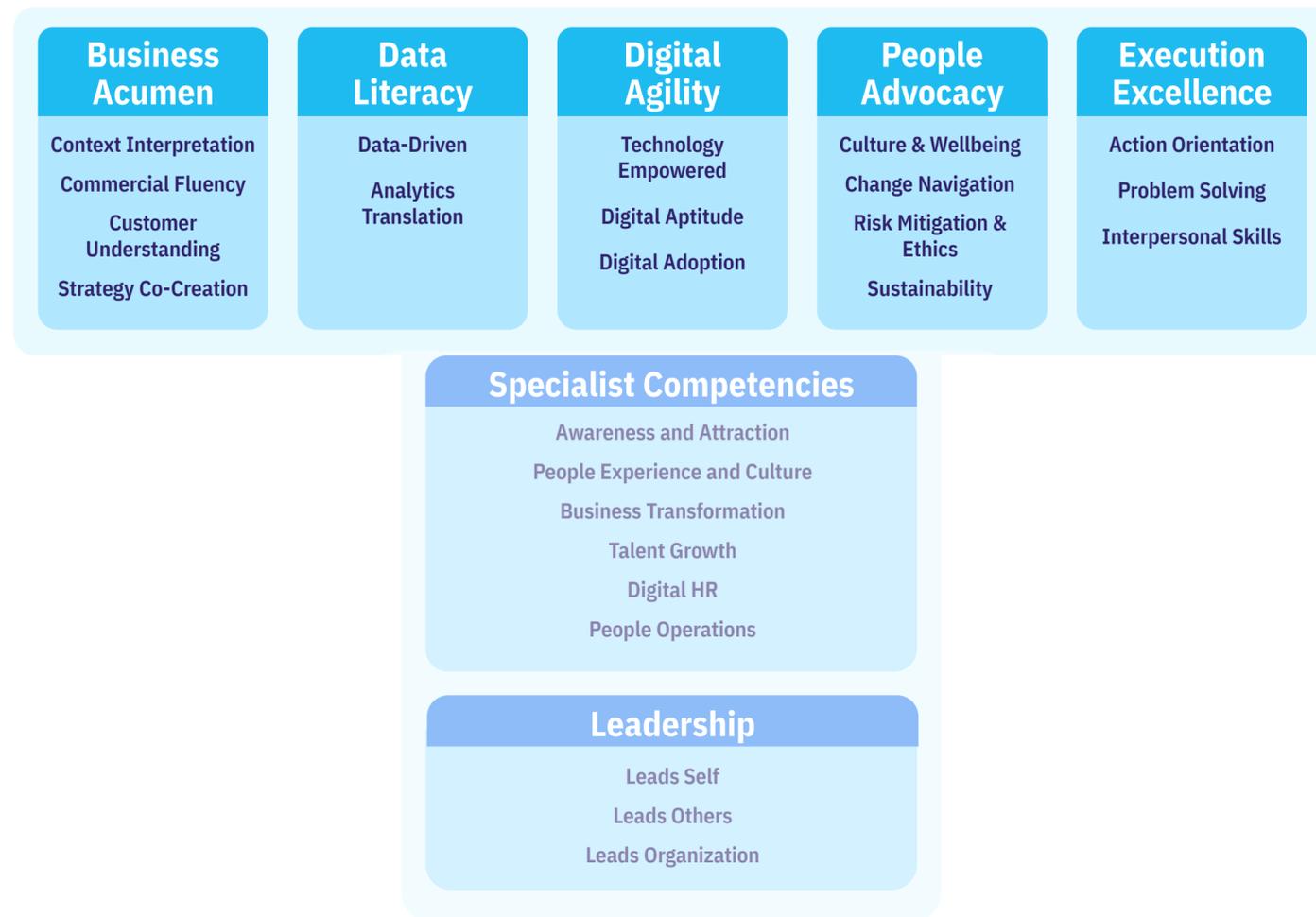
1 Novice   2 Developing   3 Exemplary

# Competency Model Breakdown

- ⬡ Competency types explained
- ⬡ Core, specialist, and leadership competencies described in detail
- ⬡ Dimensions, behaviors, levels, and example activities per competency



# Core competencies explained in detail



## Five competencies every HR professional needs

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

Each competency is made up of different dimensions. In turn, each dimension is further broken down into specific behaviors, which vary per level of expertise.

On the next pages, you will find a detailed breakdown of each of the five core competencies. This includes more details about each dimension, as well as behaviors for each dimension described at three different levels: novice, developing, and exemplary.

## Levels

- 1** Novice   **2** Developing   **3** Exemplary

COMPETENCY

## Business Acumen

Interprets external trends, analyzes customer needs, and co-creates business strategy to achieve sustainable business results.

DIMENSIONS

### Context Interpretation

*Identifies, interprets, and applies insight into external business trends and organizational factors*

### Commercial Fluency

*Holds a clear understanding of organizational financial requirements and performance*

### Customer Knowledge

*Understands customer needs & applies user-centric principles*

### Strategy Co-Creation

*Co-creates business strategy and aligns HR priorities*



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Interprets external trends, analyzes customer needs, and co-creates business strategy to achieve sustainable business results.

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*Co-creates business strategy and aligns HR priorities*

### BEHAVIOR

#### Cultivates Market Awareness

*Consults various sources to stay up to date with developments in the macro-environment and industry*

#### Understands Business Application

*Comprehends industry context, business and commercial realities, and the organization's unique selling proposition (USP)*

#### Understands Business and Value Chain

*Uses knowledge of business strategy to interpret business models, value chains and align HR for impact*

### AT DIFFERENT LEVELS

- Shows basic awareness of market and industry trends.
  - In-depth understanding of markets and its impact on the business.
  - Pro-actively interprets market trends and translate impact to the business.
- 
- Basic understanding of industry dynamics and how the organization differentiates itself.
  - Demonstrates a strong grasp of industry dynamics, the organization's USP, and the role of HR in creating a significant impact.
  - Capable of seamlessly incorporating HR's contributions into the organization's USP.
- 
- Aware of the organizational strategy and goals.
  - Shows robust understanding of the organizational strategy and goals and how HR contributes to them.
  - Demonstrates in-depth understanding of the organizational strategy, including organizational goals and the relationship to HR outcomes and impact.

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*Co-creates business strategy and aligns HR priorities*

### BEHAVIOR

#### Interprets Financial Data

*Uses appropriate knowledge of financials, commercials and accounting to interpret financial information*

#### Manages Budgets and Costs

*Effectively applies knowledge and skills to compile, balance, monitor and report on HR budgets*

### AT DIFFERENT LEVELS

- 1.** Shows basic understanding of financial reports.
- 2.** Interprets financial reports in the context of the business.
- 3.** Connects financial insights to commentary and insights on business performance.

- 1.** Can manage basic costs within area of responsibility.
- 2.** Creates, monitors, and manages an HR budget.
- 3.** Develops forecasts and budgets aligned to HR strategy.

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*Co-creates business strategy and aligns HR priorities*

## BEHAVIOR

## AT DIFFERENT LEVELS

### Empathizes With Internal Customers

*Empathizes with the internal customer (i.e. the employee) to understand their experience and diagnose their needs*

1. Collects relevant information to identify customer needs.
2. Diagnoses needs and proposes relevant HR solutions.
3. Diagnoses needs and determines strategic direction and long-term opportunities to best meet the customer's evolving needs.

### Designs Customer-Focused Solutions

*Creates value for internal customers through customer-focused solutions*

1. Identifies opportunities that benefit internal customers.
2. Builds and delivers solutions that meet customer expectations.
3. Builds, delivers, & adapts solutions that meet evolving customer expectations to optimize CX.

### Iterates Solutions Based on Feedback

*Collects, interprets and acts upon feedback received from internal customers*

1. Creates opportunities for feedback between different stakeholders.
2. Facilitates feedback across all levels of the organization respectfully & meaningfully.
3. Facilitates continuous feedback and ensures the employee voice is heard and considered.

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*Co-creates business strategy and aligns HR priorities*

### BEHAVIOR

#### Understands and Influences Strategy

*Uses insight into business strategy to set goals, priorities, and future strategies for the business and HR*

#### Aligns HR Value With Business Priorities

*Aligns HR with business strategy in an effective way*

#### Demonstrates Strategic HR Impact

*Utilizes KPIs, metrics, and feedback to demonstrate the strategic impact of HR*

### AT DIFFERENT LEVELS

1. Demonstrates awareness of impact of the organizational strategy, and the impact of own work on the strategy.
2. Identifies and considers emerging development opportunities and risks based on strategic objectives and priorities.
3. Consolidates conflicting information, anticipates threats, and challenges assumptions to integrate business and HR insights.

1. Implements required changes in own area of work resulting from changes in strategy or strategic priorities.
2. Regularly integrates HR practices to create efficiencies and business value across stakeholder networks.
3. Creates opportunities for HR to enable business priorities, deliver impact, and create a competitive advantage across stakeholder networks.

1. Occasionally shows HR's impact within own area of responsibility.
2. Regularly shows strategic impact of HR across the HR value chain.
3. Proactively demonstrates strategic impact of HR across the business value chain.

COMPETENCY

## Data Literacy

The ability to analyze, interpret and communicate people data to derive actionable insights, inform decision-making, and assess HR's contribution to achieving strategic business objectives.

DIMENSIONS

### Data Driven

*Grasps & uses data to make decisions and inform practice.*

### Analytics Translation

*Translates people data into actionable insights.*



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*Grasps & uses data to make decisions and inform practice.*

### Analytics Translation

*Translates people data into actionable insights.*

## BEHAVIOR

## AT DIFFERENT LEVELS

### Reads Data

*Analyzes and understand data from a variety of sources*

1. Occasionally uses descriptive data analysis to make sense of data.
2. Regularly uses descriptive data analysis to uncover insights from HR data and inform decision-making.
3. Consistently uses data analysis to uncover insights, solve problems, and identify business opportunities.

### Creates Data

*Identifies opportunities to set KPIs and create value-adding data*

1. Occasionally identifies opportunities to create data to test and validate assumptions.
2. Regularly identifies opportunities to create data across HR practices and processes within a particular context.
3. Proactively identifies opportunities to create data to validate assumptions and inform decisions across HR practices and processes.

### Applies Data (Evidence-Based Practice)

*Aggregates and applies data from multiple sources to inform decisions*

1. Accepts data at face value and incorporates basic data in the decision-making process.
2. Considers data validity and incorporates more than one source of evidence in the decision-making process.
3. Critically appraises data validity & uses multiple sources of evidence in the decision-making process.

### Applies Data Ethically

*Works with data in an ethical manner that protects all stakeholders' confidentiality and rights*

1. Knowledgeable on internal policies and legislative/ statutory requirements for ethical people data management
2. Applies knowledge of statutory requirements and internal policies and guidelines to ethical people data management
3. Proactively identifies potential ethical issues for data, privacy, and confidentiality and mitigates risk

## Data Literacy

The ability to analyze, interpret and communicate people data to derive actionable insights, inform decision-making, and assess HR's contribution to achieving strategic business objectives.

### DIMENSIONS

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*Grasps & uses data to make decisions and inform practice.*

#### Analytics Translation

*Translates people data into actionable insights.*

### BEHAVIOR

#### Develops Relevant Hypotheses

*Identifies and defines business problems that can be solved with (people) data analytics*

#### Communicates Data Stories

*Packages, visualizes and relays key data outcomes in a way that resonates with the target audience*

#### Champions Analytics Adoption

*Creates an environment that supports and fosters critical use of data for decision-making*

### AT DIFFERENT LEVELS

1. Creates hypotheses that contain only limited information on the analysis' purpose, context, or predicted outcome.
  2. Creates hypotheses that contain some information on the purpose, context, and predicted outcome of the analysis.
  3. Creates well-structured, testable hypotheses clearly outlining the context and purpose that predict the strategic outcome of the analysis.
- 
1. Can communicate data in a relevant and meaningful way to a specialist audience.
  2. Can communicate data in a simple way that is relevant to the situation and stakeholder audience.
  3. Meaningfully converts data into information for different stakeholders and relays insights in relation to their context and level of understanding.
- 
1. Educates stakeholders on the value of people analytics when given the opportunity.
  2. Regularly seeks opportunities to educate stakeholders on the value of people analytics and shows the impact on HR practice.
  3. Proactively creates opportunities to educate stakeholders on the value of people analytics and shows the impact on business.

COMPETENCY

## Digital Agility

Utilizes technology to increase the impact of HR and prepares the organization for the adoption of digital practices.

DIMENSIONS

### Technology Empowered

*Integrates tech to build efficient, scalable, & impactful HR solutions*

### Digital Aptitude

*Motivated to learn and experiment with digital ways of work*

### Digital Adoption

*Creates an environment ready for digital adoption*



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*Creates an environment ready for digital adoption*

### BEHAVIOR

#### Follows HR Technology Trends

*Stays informed about the latest digital tech developments and advances*

#### Applies HR Technology

*Uses technology to enhance efficacy and performance*

#### Executes Through Technology

*Integrates technology in the delivery of HR services*

#### Drives Continuous Improvement

*Improves HR practices through the application of digital technologies*

### AT DIFFERENT LEVELS

1. Demonstrates some awareness of tech developments in own area of expertise.
2. Stays informed about HR tech progress, is familiar with current HR technologies and integrates insights across HR practices.
3. Demonstrates deep understanding of the latest tech trends' impact on HR strategy, policy, & practices.

1. Demonstrates a basic understanding of using tech to support the execution of daily and routine tasks.
2. Demonstrates a robust understanding of HR tech across HR practices and uses technology to optimize personal impact.
3. Demonstrates deep understanding of HR techn, the vendor landscape, and creating strategic value through technology.

1. Demonstrates basic awareness of the solution implementation process.
2. Demonstrates a good grasp of solution implementation regarding planning, designing and configuration.
3. Demonstrates a sound grasp of solution implementation regarding planning, designing, configuration, testing, adoption, and supporting the solution over time.

1. Occasionally identifies opportunities for improvement through tech within own area of specialization.
2. Frequently identifies opportunities for improvement through tech across HR practice.
3. Consistently identifies opportunities for improvement through techn across HR and business solutions.

## Digital Agility

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#### BEHAVIOR

##### Embraces the Value of Digital

*Understands that digital applications add value to personal work-related activities*

##### Open to Learning Digital

*Pursues opportunities to acquire new digital skills, knowledge, or experiences*

##### Confidence in Digital Application

*Confidently applies digital tools, skills and technologies*

#### AT DIFFERENT LEVELS

1. Limited confidence in the added value of digital for HR.
2. Understands that digital brings value to HR.
3. Publicly supports and convinces others of the value that digital brings HR.

1. Rarely seeks out learning opportunities to apply digital skills within own field.
2. Regularly seeks out learning opportunities within and beyond own area of expertise to broaden own perspective.
3. Proactively and continuously seeks digital learning opportunities within and beyond area of expertise.

1. Demonstrates limited confidence when working with digital tools and platforms.
2. Demonstrates some level of confidence when working with digital tools and platforms.
3. Demonstrates high levels of confidence when working with a variety of digital tools and platforms.

## Digital Agility

Utilizes technology to increase the impact of HR and prepares the organization for the adoption of digital practices.

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*Integrates tech to build efficient, scalable, & impactful HR solutions*

### Digital Aptitude

*Motivated to learn and experiment with digital ways of work*

### Digital Adoption

*Creates an environment ready for digital adoption*

## BEHAVIOR

### Creates Digital Readiness

*Prepares the organization for digital transformation*

### Creates Digital Capability

*Promotes digital upskilling for all stakeholders in the organization*

### Integrates Digital

*Uses digital to create seamless and integrated end-user experiences*

### Champions Digital Adoption

*Actively promotes the adoption of digital practices in the organization*

## AT DIFFERENT LEVELS

1. Supports the implementation of digital changes within work area.
  2. Understands business objectives of digital transformation. Facilitates digital process implementation across the business.
  3. Strategically designs the implementation of organizational digital changes to drive and exceed business objectives.
- 
1. Occasionally contributes to upskilling and preparing for digital ways of work within own area of specialization.
  2. Contributes to creating structures and processes to embed digital ways of work within and across the organization.
  3. Proactively creates structures and processes to drive digital ways of work that creates business value.
- 
1. Shows basic understanding of changes in way of work for HR to drive digital integration.
  2. Uses digital tech to improve HR process automation levels to reduce errors and make processes more responsive.
  3. Adapts knowledge, processes, and products to create innovative solutions using the right digital tools and tech.
- 
1. Occasionally drives the adoption of digital HR solutions when engaging with stakeholders.
  2. Frequently identifies opportunities to drive the adoption of digital HR solutions and reinforces value with stakeholders.
  3. Proactively champions the digital agenda and creates opportunities for digital HR strategies to showcase business value.

COMPETENCY

## People Advocacy

Builds human-centric organizational cultures that promote productivity and wellbeing, navigates change, and holds the organization to ethical and sustainable standards.

DIMENSIONS

### Culture and Wellbeing

*Shapes inclusive performance culture prioritizing wellbeing*

### Change Navigation

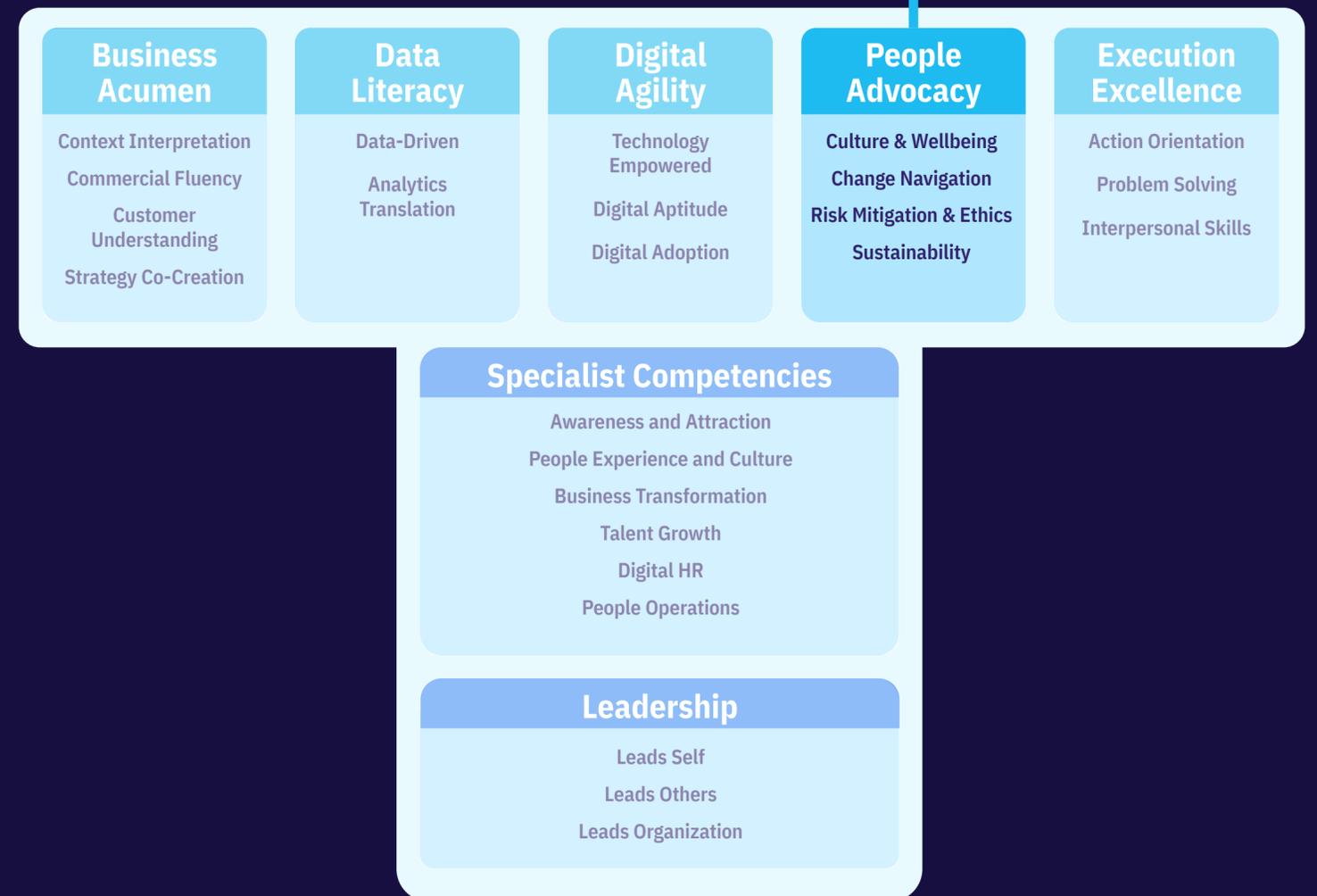
*Builds the change structures and capacity to promote change and resilience*

### Risk Mitigation & Ethics

*Ensures ethical conduct and compliance, and mitigates people risks*

### Sustainability

*Leverages HR to identify opportunities to add value to community and society*



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*Leverages HR to identify opportunities to add value to community and society*

## BEHAVIOR

## AT DIFFERENT LEVELS

### Inspires Commitment to Vision

*Drives commitment to organizations' vision and goals in a visible manner*

1. Occasionally engages employees to create commitment to the vision and mission of the business.
2. Continuously engages employees to create clarity on how their jobs contribute to the organizational vision and mission.
3. Consistently connects contributions to vision and mission and meaningfully translates impact at all levels of the organization.

### Shapes a Performance-Based Culture

*Defines, communicates and facilitates behavior changes that contribute to business success*

1. Shows basic knowledge of organizational culture models and frameworks.
2. Shows robust understanding of desired organizational culture and how culture is shaped, influenced and measured.
3. Actively shapes, promotes & embeds desired organizational culture. Works with senior leaders to reinforce desired behavior.

### Champions Organizational Values

*Fosters accountability to act in accordance with organizational values*

1. Occasionally holds self and others accountable to act in line with organizational values.
2. Regularly holds self and others accountable to act in line with organizational values.
3. Consistently holds self and others accountable to act in line with organizational values. Effectively deals with misaligned behavior.

### Creates an Inclusive Workplace

*Cultivates inclusivity by applying knowledge of DEIB*

1. Advocates the interests of overlooked individuals and groups.
2. Advocates the interests of overlooked individuals and groups and balances individual, group, and organizational interests.
3. In addition to the behaviors in level 2, also creates an environment where all stakeholders can feel safe and belong.

### Creates Environment of Wellbeing

*Balances wellbeing with organizational demands and productivity*

1. Promotes employee wellbeing in an ad-hoc way.
2. Promotes wellbeing in a structured and consistent manner.
3. Proactively engages to create an environment where people can be well. Provides access to services enhancing wellbeing where required.

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### Risk Mitigation & Ethics

*Ensures ethical conduct and compliance, and mitigates people risks*

### Sustainability

*Leverages HR to identify opportunities to add value to community and society*

## BEHAVIOR

## AT DIFFERENT LEVELS

### Creates Sustainable Change

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

1. Creates opportunities for employees to acquire skills to deal with change.
2. Proactively creates capacity for change in the organization through their own behavior. Coaches leaders on how to sustainably navigate organizational change.
3. Champions organizational change through their own behavior. Creates opportunities for employees to acquire the skills to navigate change.

### Manages Stakeholders

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

1. Shows some awareness in managing stakeholder relationships.
2. Balances the needs of various stakeholders and effectively deals with conflict.
3. Proactively deals with potential stakeholder concerns and aligns stakeholders around a common purpose.

### Champions Organizational Change

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

1. Demonstrates the ability to navigate difficulties and adapt.
2. Demonstrates the ability to build structures and processes that help others become more adaptable and responsive to challenges.
3. Proactively builds the structures, processes, and skills to adapt and respond to unforeseen circumstances across all levels of the organization.

## People Advocacy

Builds human-centric organizational cultures that promote productivity and wellbeing, navigates change, and holds the organization to ethical and sustainable standards.

DIMENSIONS

### Culture and Wellbeing

*Shapes inclusive performance culture prioritizing wellbeing*

### Change Navigation

*Builds the change structures and capacity to promote change and resilience*

### Risk Mitigation & Ethics

*Ensures ethical conduct and compliance, and mitigates people risks*

### Sustainability

*Leverages HR to identify opportunities to add value to community and society*

## BEHAVIOR

### Mitigates Risk

*Helps the organization effectively mitigate possible risks*

### Champions Ethics

*Embeds ethical practices and conduct into organizational culture*

### Drives Compliance

*Applies knowledge of the regulatory environment to ensure compliance*

## AT DIFFERENT LEVELS

1. Occasionally discusses people and regulatory risks that will impact the organization.
2. Identifies people-related regulatory risks and helps organization respond accordingly.
3. Proactively identifies and mitigates people-related regulatory risks and helps organizations respond accordingly.

1. Regarded by colleagues to operate in a transparent and ethical manner.
2. Regarded by colleagues, peers, subordinates, and superiors to operate in a transparent and ethical way.
3. Has a reputation among all stakeholders of operating in a transparent and ethical way.

1. Shows some awareness of the regulatory environment application to own work.
2. Shows awareness of regulatory requirements across various HR practices and processes.
3. In-depth understanding of regulatory frameworks and their application across the HR Value Chain.

## People Advocacy

Builds human-centric organizational cultures that promote productivity and wellbeing, navigates change, and holds the organization to ethical and sustainable standards.

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*Leverages HR to identify opportunities to add value to community and society*

## BEHAVIOR

## AT DIFFERENT LEVELS

### Builds Community

*Creates opportunities to form relationships and contribute towards shared value with communities*

1. Creates meaningful relationships and connects different partners with shared interests.
2. Helps connect stakeholders to create communities that contribute to a common objective or cause.
3. Proactively builds a self-sustaining community that creates ecosystems where employees can thrive.

### Champions Sustainability

*Applies knowledge of environmental, social and corporate governance to deliver sustainable value*

1. Shows a basic understanding of environmental, sustainability, and governance issues affecting the organization.
2. Actively contributes to building a sustainable organization through practice, policy, and action.
3. Strategically contributes to building a sustainable organization through practice, policy, and action. Stays abreast of SDG issues.

### Leverages HR for Good

*Creates opportunities for HR to contribute to human and societal wellbeing*

1. Demonstrates awareness of the responsibility and opportunity that HR has to contribute towards society.
2. Uses skills, knowledge, and expertise of HR to contribute to societal and sustainability goals.
3. Proactively seeks opportunities to leverage HR to contribute to societal and sustainability goals.

## Execution Excellence

Delivers impact through practical problem-solving, engagement with stakeholders, and purposeful execution.

### DIMENSIONS

### Action Orientation

*Implements actionable and adaptive plans to achieve results*

### Problem Solving

*Finds practical solutions to navigate and overcome obstacles*

### Interpersonal Skills

*Achieves shared goals using effective interpersonal skills*



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Delivers impact through practical problem-solving, engagement with stakeholders, and purposeful execution.

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## BEHAVIOR

## AT DIFFERENT LEVELS

### Plans and Organizes

*Sets clear objectives, plans tasks, and manages time effectively*

1. Defines realistic personal performance goals and works efficiently to meet agreed upon deadlines.
2. Sets challenging goals for functional and role responsibilities. Delivers results with timely and focused action.
3. Sets challenging goals for business opportunities. Consistently achieve results and objectives with timely action.

### Executes Effectively

*Takes ownership to achieve objectives and goals within agreed timelines*

1. Meets quality and performance standards.
2. Assesses, monitors, and adjusts performance in own area of responsibility. Takes initiative to improve own and team performance.
3. Continuously assesses performance against strategic goals. Challenges practices to become more effective and contribute to improving work methods, outcomes, and team performance.

### Adapts and Responds to Change

*Adapts and embraces change and deals effectively with ambiguity*

1. Displays a positive attitude in the face of ambiguity and change, and openness to changing work priorities and deadlines.
2. Embraces change and contributes ideas and innovative approaches to enhance work processes and procedures. Independently adjusts approaches and responses to reflect the urgency of situations and changing circumstances.
3. Uses change as an opportunity to further business objectives. Is intellectually agile in response to challenges and anticipates the need for change, dedicates the required resources, and fosters innovation and creativity.

### Manages Resources

*Plans, schedules, and allocates resources to successfully deliver results*

1. Organizes the use of resources to meet expectations, and identifies difficulties.
2. Manages resource allocation in relation to business needs based on a work plan, set timelines, and milestones. Involves stakeholders to deliver on time.
3. Sets and redefines priorities. Reorganizes resources to increase the organization's response capacity to internal and external demands.

## Execution Excellence

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### DIMENSIONS

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#### Problem Solving

*Finds practical solutions to navigate and overcome obstacles*

#### Interpersonal Skills

*Achieves shared goals using effective interpersonal skills*

### BEHAVIOR

#### Thinks Analytically

*Integrates and assimilates complex information to articulate the core idea*

#### Navigates Paradox

*Aligns stakeholders with conflicting views or priorities to agree on a course of action*

#### Makes Informed Decisions

*Makes timely and well-informed decisions based on evidence and context*

### AT DIFFERENT LEVELS

1. Distinguishes between critical and irrelevant information. Gathers information from a variety of sources to reach a conclusion.
2. Identifies critical connections and patterns in information. Recognizes causes and consequences that are not readily apparent. Anticipates and thinks about next steps.
3. Independently engages in tasks requiring interpretation of complex, vague information. Considers longer-term effects, trade-offs, risks, and impacts. Draws sound conclusions based on analysis and experience.

1. Listens to differing points of view and promotes mutual understanding. Identifies minimal or ideal conditions for moving forward. Communicates and works transparently to gain support and consensus.
2. Understands others' complex or underlying needs, emotions, or concerns and communicates accordingly. Negotiates constructively. Focuses on adding value and developing mutually beneficial solutions.
3. Uses situations to create a desired impact and maximize chances of a favorable outcome. Anticipates resistance, concerns, and needs and addresses these proactively. Explores creative solutions with others to overcome antagonism and develop partnerships.

1. Makes decisions based on standardized procedures and seeks guidance when the situation is unclear. Identifies the best option based on guidelines and consideration of risks and consequences.
2. Identifies, examines, and validates assumptions underlying decisions. Incorporates organizational needs and trends into decisions. Makes decisions that address the root causes of the issues and prevent reoccurrence.
3. Consults stakeholders, weighing risks, competing priorities, and implications of decisions across various areas, and assessing the internal and external environment. Effectively balances the need for risk management with the need for timely actions.

**Execution Excellence**

Delivers impact through practical problem-solving, engagement with stakeholders, and purposeful execution.

## DIMENSIONS

**Action Orientation**

*Implements actionable and adaptive plans to achieve results*

**Problem Solving**

*Finds practical solutions to navigate and overcome obstacles*

**Interpersonal Skills**

*Achieves shared goals using effective interpersonal skills*

**BEHAVIOR****Builds Relationships**

*Forms and maintains productive relationships with others*

**Communicates Effectively**

*Clearly & effectively exchanges information to build shared understanding*

**Collaborates With Impact**

*Co-operates and works with others to improve ideas, find solutions and deliver impact*

**AT DIFFERENT LEVELS**

1. Develops and maintains partnerships needed for work. Establishes and nurtures positive relations with partners and stakeholders.
2. Identifies collaboration opportunities to minimize duplication and deliver shared goals beyond immediate team or function. Adapts style to work effectively with partners, building consensus, trust and respect. Manages relationships proactively.
3. Identifies and proactively engages influential contacts within stakeholder and community groups and partner organizations. Builds mutually beneficial alliances, openly sharing knowledge and insights and collaborating to deliver on strategic objectives.

1. Speaks and writes clearly and succinctly. Tailors language and communication style and method to the audience.
2. Communicates openly and inclusively with all stakeholders. Clearly articulates the key points in both verbal and written communication. Persuades others with data and targeted communication.
3. Communicates clearly and in line with the organization's vision and mission. Translates complex information into meaningful and understandable messages. Communicates strategically to achieve specific objectives. Demonstrates excellent judgment on what information should be communicated.

1. Builds open and trust-based rapport. Collaborates with team members as needed to maintain mutually beneficial networks.
2. Creates an inclusive environment when working with multiple people. Can be relied upon to make valuable contributions. Gives and takes feedback, and implements changes based on what others think.
3. Demonstrates experience in creating collaborative processes that help solve problems and achieve business goals. Establishes shared goals to foster collaboration. Strongly influences strategy and processes.

## Execution Excellence

Delivers impact through practical problem-solving, engagement with stakeholders, and purposeful execution.

### DIMENSIONS

#### Action Orientation

*Implements actionable and adaptive plans to achieve results*

#### Problem Solving

*Finds practical solutions to navigate and overcome obstacles*

#### Interpersonal Skills

*Achieves shared goals using effective interpersonal skills*

### BEHAVIOR

#### Influences Others

*Builds consensus and alignment to gain support for an idea, agenda, or direction*

#### Acts with Empathy

*Acts with empathy, sensitivity and compassion for others*

#### Applies Intercultural Sensitivity

*Demonstrates a deep understanding and appreciation of cross-cultural differences*

### AT DIFFERENT LEVELS

1. Expresses ideas and suggestions clearly. Demonstrates the ability to persuade and influence others.
2. Persuades and influences effectively by building support through effectively presenting facts and evidence. Identifies and anticipates partner and stakeholder needs to gain their commitment.
3. Ensures that many perspectives are considered in strategic issues and during decision-making. Gains commitment and buy-in for strategies and programs by demonstrating their impact on results. Obtains the cooperation of partners and stakeholders through an understanding of the organizational culture.

1. Seeks to understand and validate others' perspectives and emotions.
2. Offers emotional support and/or tangible assistance to others experiencing difficulties at work or in their personal life.
3. Ensures that policies and procedures support empathy and compassion in the organization, removing systemic barriers. Encourages emergent, bottom-up efforts for compassionate actions inside and outside the organization.

1. Possesses general awareness and understanding of cultural differences. Respects differences and promotes inclusion. Demonstrates willingness to develop and grow understanding of global and cultural effectiveness.
2. Maintains advanced knowledge of cultural differences within the region and potential borders. Champions diversity with internal stakeholders. Employs cultural sensitivity when communicating with staff.
3. Fosters a culture of inclusiveness within the organization and champions diversity with external stakeholders. Promotes the development of policies, processes, and systems that are consistent and fair to people of all backgrounds.

# Specialist Competencies & Leadership



## 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.

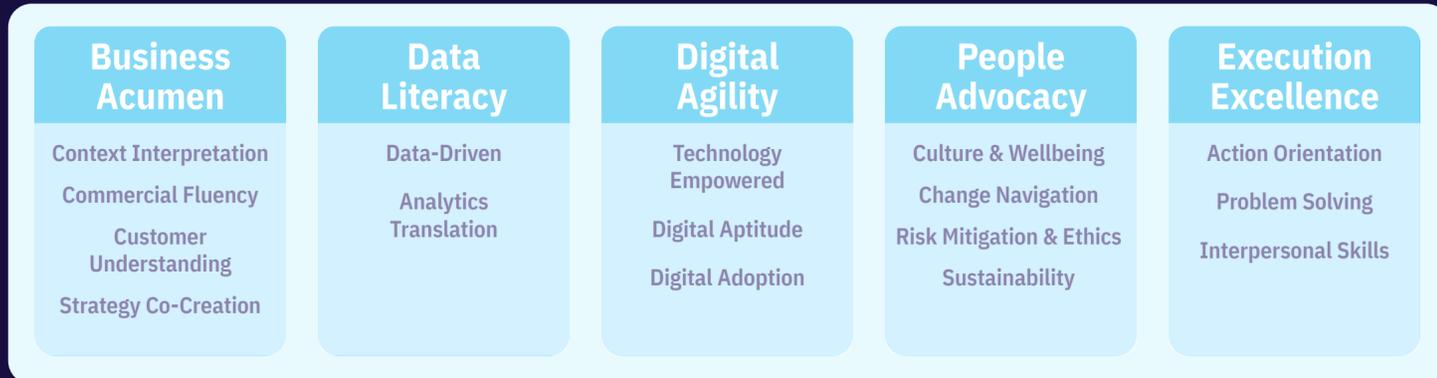
To include the most relevant information without making this document overwhelmingly long, we will cover the six solution domains and the associated competencies and example activities, but not the three different levels.

## Leadership

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 behaviors and example activities for each one.

## Specialist Competencies



## FUNCTIONAL COMPETENCY

### Employer Branding

*Developing an attractive and competitive employer brand that attracts, engages, and retains employees, and inspires commitment to organizational goals*

### Talent Acquisition

*Identifying, sourcing, screening, shortlisting, interviewing, and selecting candidates in alignment with organizational needs*

### Onboarding

*Designing and implementing onboarding activities that enable the integration and engagement of new hires*

## EXAMPLE ACTIVITIES

- Designing an employer brand
- Creating employee personas
- Communicating the employer brand

- Segmenting talent pools
- Managing vacancies
- Sourcing talent
- Conducting interviews

- Identifying onboarding needs and requirements
- Designing an onboarding program
- Implementing the onboarding program

## COMPETENCIES

### Specialist Competencies

## SOLUTION DOMAINS

**Awareness  
and Attraction**

**People Experience  
and Culture**

**Business  
Transformation**

**Talent Growth**

**Digital HR**

**People Operations**

## FUNCTIONAL COMPETENCY

### Performance

*Establishing the practice of setting goals, measuring progress, providing feedback, and calibrating individual performance with organizational performance*

### Total Rewards

*Establishing organization-wide total rewards philosophy, strategies and mechanisms for various employee groups to incentivize the desired behaviors*

### Wellbeing and Health

*Developing and implementing employee health and wellness programmes to promote a healthy, productive workforce*

### Diversity, Equity, Inclusion and Belonging

*Developing strategies to create a diverse and inclusive workplace*

### Employee Experience

*Designing and conceptualizing employee experience practices aligned to the HR value chain and employee lifecycle*

## EXAMPLE ACTIVITIES

- Setting and cascading goals
  - Implementing contracting
  - Providing feedback on non-performance
  - Running calibration processes
- 
- Designing a total rewards philosophy
  - Designing reward, incentivization and recognition programs
  - Designing reward governance and controls
- 
- Design organizational wellbeing programs and interventions
  - Implement interventions to improve the wellbeing of employees within the organization
- 
- Designing DEIB programs
  - Coaching leaders on creating a culture of inclusivity
  - Dealing with conflict and bias in the organization
- 
- Designing employee personas
  - Applying design thinking to empathize with employee needs
  - Designing desired employee experiences
  - Implementing employee experiences through processes, systems and human touchpoints
  - Listening and incorporate feedback

## COMPETENCIES

### Specialist Competencies

## SOLUTION DOMAINS

**Awareness  
and Attraction**

**People Experience  
and Culture**

**Business  
Transformation**

**Talent Growth**

**Digital HR**

**People Operations**

## FUNCTIONAL COMPETENCY

### Organizational Development

*Designing, delivering, and optimizing organizational practice that leads to organizational effectiveness and performance*

### Change Management

*Preparing, supporting, guiding, and managing change within the organization from a people, process and technology perspective*

### Organizational Design

*Developing and facilitating organizational design implementation to ensure effectiveness and alignment with stakeholders' priorities*

### Workforce Planning

*Developing workforce strategies and plans to determine the manpower and capabilities needed for the future*

## EXAMPLE ACTIVITIES

- Designing OD interventions
  - Coaching leaders
  - Optimizing team effectiveness
  - Driving employee development
  - Diagnosing organizational inefficiencies
- 
- Conducting change impact assessments
  - Managing stakeholders
  - Driving change communication
  - Designing change interventions
  - Measuring change benefits and return on investment
- 
- Designing organizational capabilities
  - Designing business operating models
  - Designing work, roles and skills requirements
  - Guiding the business on structuring work, teams and functions
  - Designing organizational competencies
- 
- Determining the future workforce demands
  - Determining the current workforce skills and competency
  - Designing a workforce plan for the future

## COMPETENCIES

### Specialist Competencies

## SOLUTION DOMAINS

**Awareness  
and Attraction**

**People Experience  
and Culture**

**Business  
Transformation**

**Talent Growth**

**Digital HR**

**People Operations**

## FUNCTIONAL COMPETENCY

### Talent Management

*Designing and developing strategies to manage the organization's talent demand and supply through programs to identify, develop, review and retain employees*

### Leadership Development

*Developing a culture of strong leadership and driving of initiatives to facilitate the development of leadership capabilities*

### Learning and Development

*Establishing and implementing learning and development programmes and channels to facilitate employees' growth and capability building*

## EXAMPLE ACTIVITIES

- Segmenting talent pools according to scarcity and criticality
  - Determining talent demands and supply
  - Designing succession programs
  - Identifying internal mobility requirements
  - Determining bench strength
  - Designing career frameworks and practices
- 
- Identifying required leadership competencies for success
  - Designing and develop leadership development programs and experiences to build leadership skills and capacity
  - Coaching and guiding leaders
- 
- Conducting a skills gap analysis to identify organizational learning needs
  - Designing learning journeys and curricula to develop employees in line with organizational goals
  - Identifying, designing and implementing learning channels and methodologies

## COMPETENCIES

### Specialist Competencies

## SOLUTION DOMAINS

**Awareness  
and Attraction**

**People Experience  
and Culture**

**Business  
Transformation**

**Talent Growth**

**Digital HR**

**People Operations**

## FUNCTIONAL COMPETENCY

### People Analytics

*Collecting and applying organizational, people, and talent data to improve critical business outcomes*

### HR Technology

*Designing, implementing and maintaining HR hardware and software aligned to IT governance*

## EXAMPLE ACTIVITIES

- Reading, collecting, and interpreting data
  - Building data models
  - Interpreting data in line with business requirements
  - Utilizing dashboards and data visualization tools
  - Communicating data insights to drive business decision-making
- 
- Designing HR technology architecture
  - Designing HR software
  - Maintaining HR technologies
  - Ensuring uptime of HR technology services
  - Digitizing of HR

## COMPETENCIES

### Specialist Competencies

## SOLUTION DOMAINS

**Awareness  
and Attraction**

**People Experience  
and Culture**

**Business  
Transformation**

**Talent Growth**

**Digital HR**

**People Operations**

## FUNCTIONAL COMPETENCY

### Compensation and Benefits

*Managing the design, implementation, and administration of compensation and benefits to all employees*

## EXAMPLE ACTIVITIES

- Designing compensation packages
- Conducting salary surveys
- Designing incentive and benefit programs
- Administering reward reviews and audits

### Employee Relations

*Managing labor relations to support, enhance, and strengthen the relationship between employees, their representatives, and employers*

- Understanding labor legislation
- Following grievance procedures
- Following disciplinary procedures
- Consulting with legal representation

### Offboarding

*Designing and implementing formal processes to manage voluntary and involuntary exit from the organization*

- Designing offboarding process
- Reporting on offboarding processes

### HR Policies and Procedures

*Developing and reviewing HR policies and procedures against organizational needs and in compliance with legislative, ethical, and regulatory standards*

- Designing HR policies and procedures
- Implementing HR policies and procedures
- Managing HR policies and procedures

### Payroll

*Collecting, processing and end-to-end management of payroll policy, process and systems*

- Designing payroll processes, controls and systems
- Running monthly, quarterly and annual payroll processes
- Reporting on payroll waste and accuracy

## COMPETENCIES

## Specialist Competencies

## SOLUTION DOMAINS

**Awareness  
and Attraction**

**People Experience  
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**Digital HR**

**People Operations**

**Leadership**

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

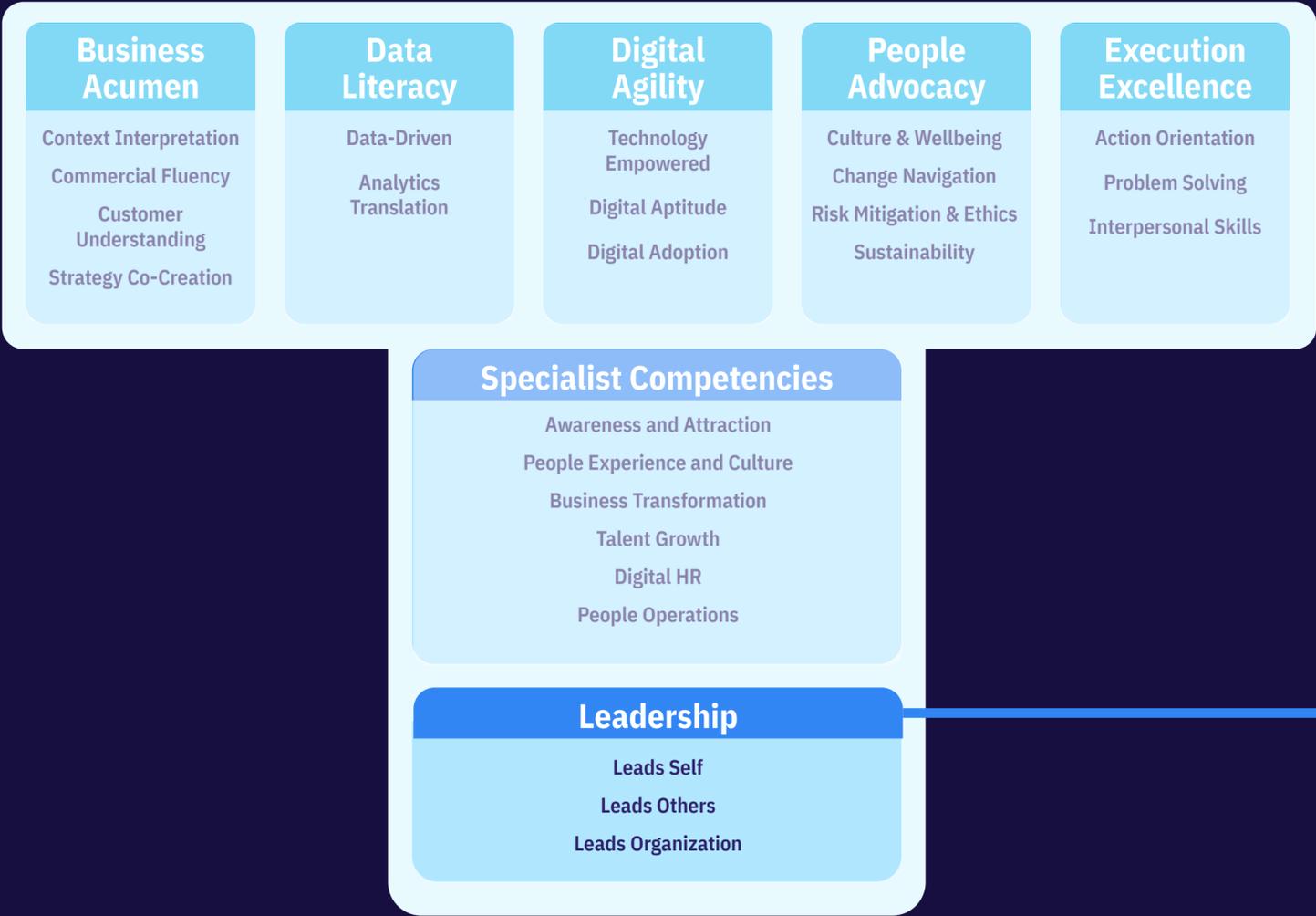
**Leads Self**

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**Leads Others**

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**Leads Organization**



## BEHAVIORS

### Self-Awareness

*Reflecting on how actions are perceived and wording and implementing feedback*

### Leads with Empathy

*Showing empathy and demonstrating care towards others*

## EXAMPLE ACTIVITIES

- Seeking feedback
- Admitting mistakes
- Reflecting on own behavior
- Applying insight to future action

- Understanding others' emotions
- Listening without judgement
- Acting with compassion

### Builds Trust

*Consistently acting in a way that builds trust with team members*

### Manages Conflict

*Managing conflict and resolving issues in a fair and transparent manner*

### Develops and Coaches

*Providing feedback and facilitating skills development and knowledge transfer*

- Consistently acting in a way that builds trust with team members
- Building trusting relationships
- Creating an environment of safety
- Acting in a consistent and fair manner

- Knowing when to compromise
- Acting in a consistent and fair manner
- Acting diplomatically

- Providing feedback
- Listening without judgement
- Facilitating and guiding action

## COMPETENCIES

### Specialist Competencies

## DIMENSIONS

Leads Self

Leads Others

Leads Organization

## BEHAVIORS

### Inspires and Motivates

*Creating a sense of shared purpose and encouraging sustainable performance*

### Sets Direction

*Providing clear direction and guiding behavior to realize organizational goals*

## EXAMPLE ACTIVITIES

- Driving high standards of delivery
  - Aligning people to goals
  - Recognizing and rewarding excellence
- 
- Providing guidance
  - Communicating strategy
  - Clearly articulating success

## COMPETENCIES

### Specialist Competencies

## DIMENSIONS

Leads Self

Leads Others

Leads Organization

## Bridge competency gaps in your HR organization

AIHR offers an all-in-one upskilling platform and expert Learning Consultants to help you identify and overcome critical competency gaps in your organization.

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