



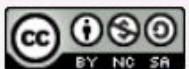
TALENT

EdFuel's *Blueprint for Success* initiative aims to address a looming talent deficit in the education field, developing many more highly effective K-12 system leaders capable of managing complex and dynamic organizations. To support the field in strengthening talent pipelines, one element of this initiative is the development of competency maps that articulate the essential competencies (specific skills, knowledge, and relationships) for non-instructional roles in school district/network central offices. These maps will provide the foundation for an aligned, proactive approach to developing non-instructional school district/network talent pipelines and leaders.

WHAT THIS MAP IS:

The *Blueprint for Success* includes seven functional competency maps (academics and instruction, advocacy, development, information and data, finance, operations, and talent) to show the knowledge, skills, and relationships necessary to manage school districts/networks. In addition to the functional competency maps, EdFuel's *Blueprint for Success* provides a separate *Leadership Competency Map* that covers cross-functional leadership skills. The *Leadership Competency Map* should be viewed alongside each functional map to cover the full set of leadership and function-specific skills required.

The *Talent Competency Map*, developed in collaboration with school district and network talent and HR leaders and field experts, represents the functional abilities necessary for the breadth of talent roles typically within school districts and networks. This map is not prescriptive of an ideal set of roles within the talent function. It is designed to be modular and customizable so that organizations can reconfigure the competencies described according to their own roles, titles, and structures.



ORGANIZATION OF THIS MAP:

The *Talent Map* is specifically designed to highlight the critical skills needed across talent departments. Competencies fall within these categories:

 <p>TALENT STRATEGY</p> <p>Ensuring school district/network is an “employer of choice” and attracts, develops, and retains highly effective staff across all levels and functions</p>	 <p>TALENT DEVELOPMENT</p> <p>Ensuring staff develop the necessary abilities to excel in their roles and advance in the organization</p>	 <p>TALENT ACQUISITION</p> <p>Attracting, hiring and onboarding high quality talent</p>	 <p>TALENT OPERATIONS & SYSTEMS</p> <p>Managing the necessary infrastructure and processes in service of talent strategy and priorities</p>
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Each competency is described at four organizational levels. While organizational structures and titles will vary, the table below gives sample job titles and descriptions to illustrate the levels:

COMPETENCY MAP LEVEL	SAMPLE JOB TITLES	DESCRIPTION
Individual Contributor	Talent Development Analyst, Recruiter, HR Generalist	<ul style="list-style-type: none"> Executes talent and HR administration tasks within specific, individual workstreams May be focused specifically within one area of talent (e.g., benefits, recruiting, performance evaluation, employee data analyst) or may provide support across the talent department
Manager	Talent Development Manager, Recruitment Manager, HR Manager	<ul style="list-style-type: none"> Leads a team within talent department, overseeing projects and daily activities Typically monitors a project or department budget in addition to team management responsibilities
Senior Manager/Director	Director of Talent Development, Director of Talent Acquisition, Director of HR Operations	<ul style="list-style-type: none"> Leads talent department or multiple teams across the department Sets talent strategy, oversees department budgets, and coordinates with other departments to incorporate organizational priorities into recruitment and professional development planning
Executive/Officer	Chief Talent Officer	<ul style="list-style-type: none"> Talent and HR leader of the organization and core member of leadership team Leads multiple departments or teams Sets vision for how organization attracts, develops, and retains talent Acts as organizational representative in matters related to employee issues and leads labor relations negotiations on behalf of organization



DESIGN PRINCIPLES THAT GUIDED DEVELOPMENT OF THE COMPETENCY MAPS:

- **ACTION-ORIENTED:** Competencies are described in action-oriented language to encourage the design of developmental experiences and training approaches that will support individuals' growth in these areas.
- **ADDITIVE:** To avoid repetition, the competency levels build on one another, meaning that there is an expectation that senior level skills are also inclusive of those that precede it.
- **ANCHORED IN THE ENVISIONED FUTURE STATE:** As articulated in EdFuel's *Map the Gap* report, the education field is changing and dynamic; the competencies reflect what will be required of leaders over the next decade to achieve greater impact in this constantly-evolving field.
- **BEST IN CLASS:** Competency descriptions incorporate leading examples from best in class organizations in education reform and the private sector, and reflect key findings from *Map the Gap*.
- **CUSTOMIZABLE TO DIFFERENT ORGANIZATIONS' VALUES:** The competencies are intended to be adaptable to each organization based on its own culture and values; therefore, the competency maps will not explicitly state a set of required values or elements of an organizational culture.
- **MODULAR:** The functions and levels within competency maps are not the same as job titles; organizations of various sizes and stages of maturity can group various competencies according to their unique organizational structures and roles.

POTENTIAL AUDIENCES AND USES OF THE COMPETENCY MAP:

The *Talent Competency Map* is designed to support a wide variety of talent development efforts. The following is a non-comprehensive set of audiences and potential applications of this map:

- An individual—either within or outside the education field—can reference the map to understand the nature of the work and competencies required for education talent roles, and as a guide to potential opportunities to better understand and develop such skills
- Departmental leaders could use the map as the basis for a competency-based evaluation system for their talent staff, and for an aligned set of development opportunities to bolster the department's performance
- Districts and charter school network leaders can reference the map to understand potential capacity or capability gaps within their talent departments
- Education nonprofit organizations—especially those focused on talent development—can use the maps to tailor their programming and professional development to the specific needs of individual functions, and to the specific needs of individuals as they grow within functions

ACKNOWLEDGMENTS:

The *Talent Competency Map* was created in partnership with the Bridgespan Group and leaders of school districts, charter school networks, and field experts. We would especially like to thank the following working group members for their participation: Craig Chin, Partner, Urban Schools Human Capital Academy; Rachel Curtis, Consultant, Rachel Curtis Consulting; Sarah Heine, Partner of Talent Management, The New Teacher Project; Lynn Liao, Chief Program Officer, Rocketship Education; Vanessa Rodriguez, Chief Talent Officer, Newark Public Schools; Sarah Smylie, Senior Managing Director of Talent Acquisition, Teach for America; Shayne Spalten, Chief Human Resources Officer, Denver Public Schools





TALENT STRATEGY

- Determination of talent needs
- Strategy development
- Implementation
- Measurement and improvement
- Advancement of a talent-focused culture



TALENT DEVELOPMENT

- Competency mapping
- Performance evaluation
- Professional development
- Career pathing and succession planning
- Rewards, recognition, and incentives
- Employee engagement and satisfaction



TALENT ACQUISITION

- Sourcing
- Selection and cultivation
- Hiring and onboarding



TALENT OPERATIONS & SYSTEMS

- HR policies
- Labor relations and collective bargaining
- Personnel management
- Benefits and compensation
- HR data and reporting

KNOWLEDGE REQUIRED TO EXECUTE SUCCESSFULLY ON THESE COMPETENCIES:

- Organization's strategic plan, organizational design, and talent strategy
- Effective talent practices

- Departmental and role-specific competencies
- Talent development approaches and tools

- Roles, competencies, and job descriptions
- High-potential talent pipelines
- Talent acquisition practices and tools

- Benefits and compensation policies and procedures
- HR information and data systems
- HR policies, procedures, and regulations

KEY RELATIONSHIPS TO DEVELOP AND MANAGE:

- Management team
- Field leaders and practitioners

- Management team
- Academics team
- School leaders
- Vendors and service providers

- Hiring managers (e.g., school leaders, management team)
- Academics team
- Internal and external candidates
- Vendors and service providers

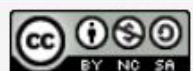
- Employees
- Labor organizations
- Vendors and service providers



COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
DETERMINATION OF TALENT NEEDS	<ul style="list-style-type: none"> Analyzes current and future talent needs for teams and departments 	<ul style="list-style-type: none"> Guides analysis and forecasting of talent needs Surfaces trends and insights 	<ul style="list-style-type: none"> Monitors current organization-wide talent needs, anticipates future needs, and recommends priorities to management team Creates and updates organization-wide staffing plan 	<ul style="list-style-type: none"> Promotes analysis of short- and long-term talent needs as leadership team priority
STRATEGY DEVELOPMENT	<ul style="list-style-type: none"> Performs research and analysis Identifies trends and surfaces insights 	<ul style="list-style-type: none"> Guides research and analysis Elevates insights to inform talent strategy development and position organization as an “employer of choice” 	<ul style="list-style-type: none"> Translates talent strategy into department plans and priorities Determines resources required to achieve talent strategy Ensures organization’s strategy focuses on achieving diversity and inclusion goals Determines organizational design best fit to achieve organization’s mission 	<ul style="list-style-type: none"> Leads development of a talent strategy that drives to achieve organization’s strategic plan Promotes diversity, equity, cultural competence, and inclusion as part of the talent strategy Ensures talent strategy positions organization as an “employer of choice” for top talent within the education field and for “sector switchers” Advises management team on organizational design required to achieve strategy
IMPLEMENTATION	<ul style="list-style-type: none"> Supports delivery of talent goals and activities 	<ul style="list-style-type: none"> Monitors implementation roadmap to support rollout of talent strategy Translates implementation plan into team priorities and action steps 	<ul style="list-style-type: none"> Sequences priorities over short- and long-term Develops an implementation plan for achieving talent goals Drives communication of strategy across organization 	<ul style="list-style-type: none"> Champions talent strategy as organization-wide priority Holds leadership and talent team accountable for success against milestones



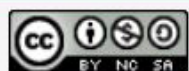
COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
MEASUREMENT AND IMPROVEMENT	<ul style="list-style-type: none"> Collects and analyzes data to measure progress toward goals Identifies improvements to the talent strategy 	<ul style="list-style-type: none"> Coordinates data collection and analysis aligned with key metrics Surfaces insights to inform improvements Leverages network to surface promising practices and applications for the organization 	<ul style="list-style-type: none"> Defines key metrics to measure impact of talent strategy Monitors strategy effectiveness Recommends and prioritizes improvements Collaborates with field and network to source and co-create solutions to shared challenges 	<ul style="list-style-type: none"> Ensures continuous improvement of strategy Actively contributes to K-12 talent field, leveraging an external network to surface and share practices for attracting, developing and retaining talent
ADVANCEMENT OF A TALENT-FOCUSED CULTURE	<ul style="list-style-type: none"> Promotes talent as key driver of mission advancement Executes workplans to build and sustain talent culture 	<ul style="list-style-type: none"> Coordinates activities and outreach that promote a talent-focused culture Communicates employee value proposition that promotes performance, retention, sustainability, and inclusion 	<ul style="list-style-type: none"> Supports management team to champion talent as an organizational core value Models focus on attracting, developing and retaining high-performing, diverse talent in all communications and decision making Develops and embeds a compelling employee value proposition across all departments 	<ul style="list-style-type: none"> Champions talent as an engine for achieving organization's mission Promotes culture and climate that authentically values talent, with a focus on high performance, retention and sustainability, and diversity and inclusion Ensures organization is an "employer of choice," able to attract, develop and retain top talent Articulates and promotes compelling employee value proposition



COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
COMPETENCY MAPPING	<ul style="list-style-type: none"> • Develops and refines competency maps • Conducts internal and external research to inform competency maps 	<ul style="list-style-type: none"> • Coordinates development and refinement of competency maps 	<ul style="list-style-type: none"> • Delivers timely and up-to-date competency maps to inform talent development approach 	<ul style="list-style-type: none"> • Sets expectations for competency map development, refinement, and uses
PERFORMANCE EVALUATION	<ul style="list-style-type: none"> • Executes key evaluation processes • Analyzes historic performance evaluation results • Identifies trends and surfaces insights • Supports implementation of performance evaluation processes and systems and collects outcome data 	<ul style="list-style-type: none"> • Oversees performance evaluation system for non-instructional staff consistent with labor contracts • Recommends improvements based on analysis and trends • Supports implementation of performance evaluation system 	<ul style="list-style-type: none"> • Develops and refines performance evaluation system for non-instructional staff • Implements high quality performance evaluation system for non-instructional staff and determines areas for improvement • Determines improvements to align standards for instructional and non-instructional staff 	<ul style="list-style-type: none"> • Sets organizational standards for performance of non-instructional staff, consistent with relevant labor contracts • Aligns standards for instructional and non-instructional staff • Ensures high quality performance evaluation system for non-instructional staff, including clear performance framework, timely evaluations, and accessible data • Ensures evaluations provide actionable feedback linked with professional development opportunities, resulting in improved outcomes
PROFESSIONAL DEVELOPMENT	<ul style="list-style-type: none"> • Researches formal and informal approaches and opportunities • Analyzes professional development data and elevates trends to inform approach • Executes delivery of formal professional development Sources resources to build organizational capacity for mentorship and coaching 	<ul style="list-style-type: none"> • Sources opportunities aligned with development needs • Recommends improvements based on employee feedback and return on investment • Coordinates delivery of formal professional development • Recommends mentoring and coaching resources to improve quality and consistency 	<ul style="list-style-type: none"> • Promotes opportunities for professional development • Ensures professional development is informed by staff needs and organizational priorities • Assesses impact of internal and external opportunities on employee growth over time • Develops management team capacity to deliver feedback and manage hard conversations 	<ul style="list-style-type: none"> • Sets vision for professional development for non-instructional staff • Ensures professional development results in improved staff performance and drives toward student outcomes • Maintains up-to-date knowledge of approaches to and external partners in talent development and leads implementation of new methods as appropriate • Guides management team to deliver feedback and manage hard conversations



COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
CAREER PATHING AND SUCCESSION PLANNING	<ul style="list-style-type: none"> • Conducts research and analysis to inform career paths and succession planning • Executes outreach to publicize open positions and opportunities to staff 	<ul style="list-style-type: none"> • Directs design and implementation of actionable, relevant career paths • Draws on analysis to inform career paths and succession planning • Coordinates internal marketing of open positions and supports hiring managers to ensure organization-wide consistency • Monitors and assists with development and implementation of individual career development plans 	<ul style="list-style-type: none"> • Leads development and refinement of career paths • Collaborates with management and leadership teams to develop succession plans for priority positions • Sets expectation for individual ownership of career development planning and supports managers in creating and executing plans with staff and teams 	<ul style="list-style-type: none"> • Ensures development of clear career paths to drive retention and growth of high-performing staff • Leads succession planning for current and future leadership roles • Promotes a culture in which employees drive career planning with support from managers
REWARDS, RECOGNITION, AND INCENTIVES	<ul style="list-style-type: none"> • Supports implementation of rewards, recognition, and incentives to drive employee growth and retention • Executes activities to celebrate employee contributions 	<ul style="list-style-type: none"> • Implements organization-wide rewards, recognition, and incentives to drive employee growth and retention • Coordinates activities to celebrate employee contributions 	<ul style="list-style-type: none"> • Determines plan to implement rewards, recognition, and incentives to drive employee growth and increase retention of high-performers • Plans activities to celebrate employee contributions 	<ul style="list-style-type: none"> • Drives retention of high-performing staff through rewards, recognition, and incentives • Promotes culture that celebrates employee contributions through variety of informal and formal activities
EMPLOYEE ENGAGEMENT AND SATISFACTION	<ul style="list-style-type: none"> • Analyzes employee engagement and satisfaction data and elevates trends • Executes strategies to measure and improve employee engagement and satisfaction 	<ul style="list-style-type: none"> • Ensures ongoing measurement of employee engagement and satisfaction through multiple sources (e.g., surveys) • Surfaces insights to improve talent development and drive higher rates of employee engagement and satisfaction 	<ul style="list-style-type: none"> • Defines metrics for measuring employee engagement and satisfaction and connects to goals for developing and retaining top talent • Supports leadership team to improve employee engagement and satisfaction over time 	<ul style="list-style-type: none"> • Sets vision for employee engagement, promoting strong culture and inclusive behaviors across teams • Holds leadership team accountable for high rates of employee satisfaction and retention as a leading indicator for whether organization is an “employer of choice”



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SOURCING	<ul style="list-style-type: none"> • Develops position descriptions aligned with competency maps • Executes outreach to candidates across multiple mediums and platforms 	<ul style="list-style-type: none"> • Delivers position descriptions aligned with competency maps • Develops differentiated marketing messages and matches to internal and external sourcing channels to maximize reach with qualified candidates • Coordinates outreach to develop a candidate pool, including via search professionals and referrals 	<ul style="list-style-type: none"> • Sets goals and priorities for candidate sourcing • Ensures high quality position descriptions • Cultivates relationships with search professionals and other sources for talent as needed 	<ul style="list-style-type: none"> • Ensures organization talent needs and priorities drive sourcing approach • Ensures compelling marketing and outreach efforts to diverse pools of candidates that position organization as an “employer of choice” for top candidates
SELECTION AND CULTIVATION	<ul style="list-style-type: none"> • Develops relationships with candidates, often serving as first point of contact for the organization • Screens candidates using selection criteria and appropriate methods (e.g., phone, in-person) • Recommends candidates for advancement 	<ul style="list-style-type: none"> • Implements process to screen and advance candidates • Guides candidates through the selection process • Ensures ongoing contact with top talent prospects 	<ul style="list-style-type: none"> • Sets selection criteria aligned with competency maps and organization’s values • Sets guidelines for candidate cultivation and builds relationships with high priority candidates 	<ul style="list-style-type: none"> • Ensures selection criteria result in strong talent pool (e.g., priority skillsets, diversity, numbers) • Participates in outreach to and cultivation of high priority candidates
HIRING AND ONBOARDING	<ul style="list-style-type: none"> • Executes hiring decisions • Executes new hire onboarding • Develops onboarding materials and programming 	<ul style="list-style-type: none"> • Recommends top candidates for hiring • Supervises execution of hiring decisions • Oversees execution of new hire onboarding • Delivers quality onboarding materials and programming 	<ul style="list-style-type: none"> • Makes and/or supports management team to make hiring decisions, as appropriate • Coaches hiring managers to select excellent candidates • Determines onboarding plan for all employee groups • Ensures appropriate role-related trainings for new hires 	<ul style="list-style-type: none"> • Makes and/or supports leadership team to make hiring decisions, as appropriate • Ensures new hires are introduced to organization’s values and culture



COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
HR POLICIES	<ul style="list-style-type: none"> Monitors HR policies and procedures for compliance with federal and state labor regulations Maintains staff handbook and HR policies Provides high quality HR service delivery to all employees 	<ul style="list-style-type: none"> Conducts compliance of HR policies and procedures Leads resolution of policy infractions, seeking legal guidance and director support as needed Promotes high quality HR service delivery as a team priority Guides HR and talent vendors toward deliverables and recommends improvements as needed 	<ul style="list-style-type: none"> Ensures compliance of HR policies and procedures with labor regulations Advises team on policy infractions and leads resolution in complex and/or highly visible situations Sets and monitors metrics for quality of HR service delivery, and works with department to improve over time Represents organization with key vendors, ensuring deliverables are met and recommending modifications to improve performance 	<ul style="list-style-type: none"> Promotes high quality HR service delivery aligned with policies, procedures, and regulations Advises on complex and/or highly visible policy infractions and communicates implications to leadership team Serves as executive sponsor for HR and talent related vendor contracts
LABOR RELATIONS AND COLLECTIVE BARGAINING	<ul style="list-style-type: none"> Conducts research and analysis to inform collective bargaining and to improve workforce policies and elevates insights and trends Supports preparations for negotiations as needed 	<ul style="list-style-type: none"> Scopes analyses to inform collective bargaining and workforce policies and surfaces insights and implications for action Prepares for negotiations 	<ul style="list-style-type: none"> Productively interfaces with labor partners to resolve issues Translates negotiation agenda into research and analysis priorities Prepares Supt/CEO and leadership team for negotiation with key employee groups 	<ul style="list-style-type: none"> Promotes and fosters productive labor relations and works with leadership team to manage issues if they arise Sets negotiation agenda with leadership team Leads negotiations and collective bargaining (if employees are unionized) with key employee groups
PERSONNEL MANAGEMENT	<ul style="list-style-type: none"> Case manages personnel issues and workers' compensation situations and elevates issues as needed Advises employees and managers regarding active personnel issues 	<ul style="list-style-type: none"> Leads case management of personnel issues and seeks legal guidance as needed Advises employees and managers regarding active and potential personnel issues 	<ul style="list-style-type: none"> Plans approach to complex and/or highly visible personnel issues and workers' compensation situations, informed by legal guidance 	<ul style="list-style-type: none"> Acts as organizational representative on complex personnel situations, resolving equitably in partnership with legal counsel



COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
BENEFITS AND COMPENSATION	<ul style="list-style-type: none"> • Conducts research and analysis of benefit and compensation programs to assess competitiveness • Conducts analysis on financial viability of benefits and compensation programs 	<ul style="list-style-type: none"> • Scopes analysis of benefit and compensation programs and surfaces insights • Recommends modifications to improve competitiveness and financial viability 	<ul style="list-style-type: none"> • Determines modifications to benefit and compensation programs • Monitors program compliance with policies and regulations • Works with finance team to ensure benefits and compensation programs are financially viable 	<ul style="list-style-type: none"> • Promotes development of competitive benefit and compensation programs aligned with organization’s talent strategy and culture • Guides leadership team in designing and managing benefit and compensation programs • Ensures programs adhere to current policies and regulations, and, in partnership with CFO, are financially viable
HR DATA AND REPORTING	<ul style="list-style-type: none"> • Collects staff information accurately and efficiently at all stages of the employee life-cycle • Conducts analysis and reporting for compliance (e.g., ESEA Highly Qualified Teacher, Equal Employment Opportunity Commission) and internal planning 	<ul style="list-style-type: none"> • Conducts accurate and timely HR data collection and input processes • Scopes and finalizes analyses and reports for compliance and internal planning 	<ul style="list-style-type: none"> • Defines department’s approach to data management • Ensures team ownership of data quality • Prioritizes areas of analysis and reporting, both for external compliance and internal talent strategy development 	<ul style="list-style-type: none"> • Partners with technology director/department leader to drive functionality of HR data • Promotes use of talent metrics and reports to inform talent strategy

SOURCES:

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3. “SHRM Competency Model.” *Society for Human Resource Management*, http://www.shrm.org/HRCompetencies/Documents/Competency%20Model%2011%202_10%201%202014.pdf.

