

Executive Summary: Rashid's Integrated HR Competency Model (RIHRCM)

Introduction

The Rashid's Integrated HR Competency Model (RIHRCM) is a pioneering, future-forward framework developed to redefine the standards of HR excellence in the modern global workplace. Created through rigorous synthesis of globally recognized models including SHRM, HRCI, CIPD, AHRI, AIHR, Michigan/RBL, WCCHRO, and NHRD, as well as regulatory frameworks and labor ministry mandates from the UAE, Saudi Arabia, India, Singapore, and Qatar, RIHRCM is a landmark in competency-based HR transformation.

The development of RIHRCM was guided by an extensive consultative process, incorporating feedback from **over 100 HR Heads and Senior HR Leaders across diverse sectors**, including hospitality, energy, construction, government, and healthcare. Each competency of the model has received more than **90% votes from the participants** who voted in favor of each competency, ensuring the model is both **data-driven** and **community-approved**.

Purpose and Value Proposition

RIHRCM aims to:

- Align HR capabilities with evolving business models, stakeholder expectations, and global talent mobility.
- Translate people strategy into measurable business outcomes.
- Embed region-specific legal, cultural, and nationalization priorities into HR practice.

By integrating Functional ("Actions"), Behavioral ("Values"), and Technical ("Tools") dimensions, RIHRCM equips HR professionals with a complete toolkit for strategic influence, workforce agility, and policy alignment.

The Five Core Clusters of RIHRCM

- 1. Strategic & Ethical Leadership**
 - Enables HR to drive business strategy, foster integrity, and influence C-suite decisions.
- 2. People & Culture Stewardship**
 - Focuses on inclusive culture shaping, employee belonging, and experience design aligned with employee lifecycle and engagement metrics.
- 3. Talent & Learning Leadership**
 - Emphasizes talent-to-value alignment, learning agility, and workforce upskilling aligned with national skilling and localization goals (e.g., Emiratization, Saudization).
- 4. Digital & Analytical Dexterity**

- Builds capability in HR tech integration, data analytics, and managing digital transformation across functions.
 - 5. **Workforce Relations & Policy Compliance**
 - Anchors HR in labor law compliance, industrial relations mastery, and trust-based stakeholder engagement.
-

Model Development Process

The RIHRCM was developed through the following stages:

- **Comparative Analysis** of 8 global and regional competency models.
 - **Survey and Focus Groups** with 100+ HR leaders from India, UAE, KSA, Qatar, and Singapore.
 - **Delphi Rounds** to validate core themes and test relevance across industry contexts.
 - **Voting Mechanism:** Each proposed competency was evaluated on Relevance, Urgency, Transferability, and Business Impact.
 - **Over 90% consensus** was reached on nearly all core and role-dependent competencies.
-

Strategic Impact

Organizations adopting RIHRCM will benefit from:

- **A role-based capability map** to inform recruitment, training, and succession.
 - **Alignment with ESG, DEI, and digital innovation goals.**
 - **Localization compliance and policy integration** across GCC and APAC labor markets.
 - **Enhanced HR credibility** at the executive level through data-driven decision-making and strategic foresight.
-

Conclusion

RIHRCM is not just a competency framework; it is a movement toward HR leadership excellence. Grounded in real-world relevance, regional policy, and international best practice, it empowers HR professionals to lead with vision, innovate with data, and act with integrity.

Organizations that integrate RIHRCM will transform their HR from an operational support function into a dynamic engine of business growth, cultural alignment, and regulatory assurance.

*To learn more about implementing RIHRCM or to access diagnostic tools and templates, please contact **rashid.hrd@gmail.com**.*