

A professional format for an **HR Competency Assessment by an Expert Assessor**, based on the **Rashid's Integrated HR Competency Model (RIHRCM)**. This tool is designed to be filled out by senior assessors, HR consultants, or internal audit teams to evaluate an HR professional's capabilities across all five clusters.

RIHRCM HR Competency Assessment by Expert Assessor

Employee Name:
Position/Title:
Department:
Assessor Name:
Assessment Date:
Review Period:

Scoring Key:

Score	Description
5	Expert – consistently exceeds expectations, coaches others
4	Advanced – performs independently at high levels
3	Proficient – meets expectations consistently
2	Developing – requires supervision or training
1	Beginner – awareness only, limited application

Cluster 1: Strategic & Ethical Leadership

Competency	Type	Description	Score	Comments
Strategic Positioning	Functional	Aligns HR strategy with business strategy		
Ethical Governance	Behavioral	Embeds ethics, transparency, and fairness in HR practices		
Business Acumen	Technical	Applies financial and operational knowledge in HR decisions		

Cluster 2: People & Culture Stewardship

Competency	Type	Description	Score	Comments
Cultural Architect	Functional	Builds inclusive, values-driven organizational cultures		
Inclusion & Belonging	Behavioral	Fosters a sense of belonging and equity across teams		
Employee Experience Design	Technical	Designs engagement and lifecycle strategies using tools & feedback		

Cluster 3: Talent & Learning Leadership

Competency	Type	Description	Score	Comments
Learning Agility	Behavioral	Demonstrates adaptability and continuous learning		
Talent-to-Value Mapping	Functional	Identifies roles with highest impact on ROI		
Career Development & Upskilling	Technical	Aligns learning programs with skilling and national policy goals		

Cluster 4: Digital & Analytical Dexterity

Competency	Type	Description	Score	Comments
Data Fluency	Technical	Leverages analytics for decision-making and forecasting		
HR Tech Integration	Functional	Implements and optimizes HR technologies		
Digital Change Management	Behavioral	Manages digital transformation and adoption across the organization		

Cluster 5: Workforce Relations & Policy Compliance

Competency	Type	Description	Score	Comments
Industrial Relations Mastery	Functional	Navigates union relationships, industrial disputes, and negotiations		
Labor Law & Policy Interpretation	Technical	Applies labor regulations and policies in different jurisdictions		
Relationship Management	Behavioral	Builds trust with internal and external stakeholders		

Overall Summary

Strengths Identified:

Development Areas:

Recommended Learning Actions (Include programs, mentoring, stretch assignments):

Final Competency Score Summary (Out of 75):

- Beginner (1–25)
- Developing (26–40)
- Proficient (41–55)
- Advanced (56–65)
- Expert (66–75)