

# White Paper: Rashid's Integrated HR Competency Model (RIHRCM)

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**Title:** Redefining HR Leadership for the Future: A White Paper on Rashid's Integrated HR Competency Model (RIHRCM)

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## 1. Abstract

The Rashid's Integrated HR Competency Model (RIHRCM) is a comprehensive, future-focused HR framework co-developed with over 100 HR leaders from government, corporate, and non-profit sectors across the Middle East and Asia-Pacific. This model consolidates best practices from eight global competency models while incorporating regulatory inputs from regional labor ministries. With its three-dimensional competency format (Functional, Behavioral, Technical), RIHRCM offers organizations a dynamic blueprint to build HR capabilities aligned with strategy, culture, and compliance.

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## 2. Introduction

Global HR has reached a transformational crossroads. As businesses face a convergence of workforce digitization, nationalization mandates, ESG commitments, and talent scarcity, the HR function must reinvent itself. Existing competency models often fall short of capturing local realities or merging strategic foresight with operational mastery.

RIHRCM addresses this by synthesizing models like SHRM, CIPD, HRCI, AHRI, AIHR, WCCHRO, and Michigan/RBL, while grounding its application in labor directives from India, the UAE, KSA, Singapore, and Qatar. This paper presents the rationale, process, and structure of RIHRCM, and how it redefines what it means to lead HR in a globalized, data-driven, inclusive world.

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## 3. Literature Review

- **SHRM & HRCI Models:** Widely used in North America, these models emphasize leadership, business acumen, and consultation. SHRM's emphasis on ethical practice and relationship management significantly shaped Cluster 1 and Cluster 5.

- **CIPD:** UK-based CIPD's behavioral emphasis and strategic partner roles informed our behavioral competencies, especially Digital Change Management.
  - **AHRI (Australia):** Strong focus on ethical stewardship and cultural shaping; contributed heavily to the Cultural Architect competency.
  - **Michigan/RBL:** A pioneer in aligning HR with business strategy. This model shaped Strategic Positioning and Cultural Transformation areas.
  - **AIHR:** Strong on digital and analytical capabilities. It influenced the data fluency and employee experience design competencies.
  - **WCCHRO:** This model added high-level executive perspectives, especially on talent ROI and workforce design.
  - **NHRD (India):** Practical, compliance-based inputs inspired our Workforce Relations & Policy Compliance cluster.
  - **Regional Labor Departments:** Regulations from UAE, KSA, Singapore, and Qatar were embedded in the Labor Law & Policy Interpretation competency and localization elements (e.g., Emiratization).
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#### 4. Methodology

The RIHRCM was developed using a mixed-methods approach:

- **Comparative Review** of 8 international models and 4 national labor ministry frameworks.
- **Survey with more than 100 senior HR professionals** (Director level and above).
- **Delphi Study** involving 3 iterative feedback loops.
- **Validation voting:** Each proposed competency was rated on relevance, urgency, applicability, and business impact.

Most of the competencies have gained around 90% votes in support from the experts.

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#### 5. Results and Framework

RIHRCM comprises five integrated competency clusters:

1. **Strategic & Ethical Leadership** – Aligning HR with business strategy and governance
2. **People & Culture Stewardship** – Focusing on culture building, inclusion, and experience
3. **Talent & Learning Leadership** – Emphasizing development, agility, and skilling
4. **Digital & Analytical Dexterity** – Driving data-led, tech-enabled HR
5. **Workforce Relations & Policy Compliance** – Navigating laws, unions, and policy frameworks

Each cluster houses three competencies across Functional ("Action"), Behavioral ("Values"), and Technical ("Tools") dimensions.

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## 6. Discussion

RIHRCM is designed not as a static model, but as a living framework. Its multi-dimensionality enables:

- HR capability assessments via diagnostic tools.
- Customized learning journeys.
- Strategic workforce planning aligned to localization targets.
- Scalability for future requirements.

The inclusion of region-specific legal interpretations and nationalization programs (e.g., Saudization, Emiratization) ensures practical applicability in compliance-heavy regions.

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## 7. Conclusion

RIHRCM is more than a framework, it is a paradigm shift. It is the first model born out of East-West integration, business consultation, and legislative alignment. For HR leaders seeking transformation that balances strategy, culture, compliance, and tech, RIHRCM offers a proven, validated, and locally grounded solution.

Organizations that embed RIHRCM into their HR functions stand to elevate their talent agenda, boost leadership credibility, and future-proof their workforce strategies.

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