

**Global HR Capability Project**  
*A Guide for Enterprise Members*

<p>What is the Global HR Capability Project?</p>	<p>The Global HR Capability Project is a multi-component initiative designed to address the heroic role HR now holds, the demand for continual professional development to meet the evolving needs of modern business, and the need to provide relevant analysis for both the individual and the organization. Currently, the project includes the Global HR Capability Model, the Global HR Capability Assessment, Individual Capability Profiles, and Organizational Capability Audits. Additional Project components are planned for future release.</p>
<p>What is a capability?</p>	<p>We define a “capability” as a business-oriented set of skills, which can be described in an easy-to-understand phrase. Capabilities are broader and deeper than skills and can be tested, observed, and proven in the workplace.</p>
<p>Where can I find more information about the project?</p>	<p>The background, approach, and experience from pilot partners in the project may be found in our white paper, <i>Accelerating the Capabilities of HR</i>.</p>
<p>What is the Global HR Capability Model?</p>	<p>The Global HR Capability Model is an index of the core functional capabilities that are needed for high-performing HR organizations. The model is rooted in more than 30 years of experience examining HR capabilities and based on conversations with hundreds of global HR leaders. The model outlines the 94 unique HR capabilities we’ve identified as necessary for organizational and individual success. We’ve classified the capabilities into 20 broad areas that reflect the most important capability areas for future-focused HR organizations.</p>
<p>How is this model different from other HR skill models?</p>	<p>There are many competency models and frameworks that try to define the skills of HR. But as we talk with hundreds of leaders and study what really makes high-performing companies work, we found that what HR professionals need are a set of strategic capabilities to do their jobs. The Global HR Capability Model is designed to identify a future-focused, research-driven set of strategic HR-domain capabilities individuals and organizations can focus on. This set will be regularly maintained over time to keep pace with the rapidly evolving needs of leading HR organizations.</p>
<p>How has the model been validated?</p>	<p>The Global HR Capability Model is based on extensive research and conversations with hundreds of global HR leaders. The Capability Assessment built on the model was administered as a pilot to over 3,700 global HR professionals. Results of the pilot have been validated to assess the accuracy of the model and its measures to ensure the global relevancy of the model.</p>
<p>What is the Global HR Capability Assessment?</p>	<p>Developed in partnership with Perceptyx, a specialist in people analytics, the Global HR Capability Assessment is a web-based tool that allows HR professionals to assess their capability levels across a set of</p>

	critical HR domains, compare their results to a benchmark group, and identify learning resources to quickly build capability levels. For companies, the assessment provides visibility into capability levels across the HR organization, allowing visibility into potential capability gaps and opportunities.
Who can take the assessment?	At this time, the assessment is available only to members of the Josh Bersin Academy. In order to take full advantage of the special reports available only to enterprise members, a minimum of 100 people in your organization will need to take the assessment. See the Capability Assessment guide for further details.
What special offerings are available to enterprise members of the Josh Bersin Academy?	Enterprise members can take advantage of several special offerings. These include: Guided administration of the Capability Assessment to your team members; access to an online Enterprise Capability Audit that shows the collective capability assessments of your team members; the ability to segment and benchmark capability assessments by the variables most important to you; customized webinars analyzing assessment results; target-setting workshops; and customized learning journeys. Contact your account manager for details on these offerings.
What about data security?	The assessment data is absolutely private and confidential. Our research partner, Perceptyx, has years of experience in people analytics security. The results you see in any dashboards or reports will be anonymized, aggregate data.
In what languages is the assessment available?	The assessment is available in the following 15 languages: English, Arabic, Bahasa Malay, Chinese (simplified), Chinese (traditional), French, Canadian French, German, Italian, Japanese, Portuguese, Russian, Spanish, Thai, and Vietnamese.
Who should I contact with questions about the Global HR Capability Project?	For more information, please contact your account manager: Megan Jackson ( <a href="mailto:megan@bersinpartners.com">megan@bersinpartners.com</a> ) or Barbara Sullivan ( <a href="mailto:Barbara.sullivan@bersinpartners.com">Barbara.sullivan@bersinpartners.com</a> ) .