

Chief Human Resources Officer

FF06 HR, recruitment and L and D · ISCO-08 1212 · CBS 0521 Managers in Business and Administrative Services · seniority lead · Also known as: HR Director, People Director

Sets the strategic people agenda, leads the hr function and holds board level responsibility for employership and labour relations.

The chief human resources officer sits on or beside the board and connects organisational strategy with people policy, culture and labour relations. Unlike the hr manager, this role covers works council relations at company level, collective bargaining and long term staffing. Selection stalls on a strong hr reputation as the criterion, while the role depends on operating at governance level between works councils, unions and fellow directors with conflicting interests.

Key figures for this profile

25 skills · 6 competencies to measure · 4 knockout skills · centre of gravity: Leadership and organising 40%, Professional knowledge domains 24%, Collaboration and interpersonal effectiveness 16%

1 Competencies to measure

These are the behavioural and ability constructs in this profile. Each one shows which hrmforce questionnaire measures it.

Competencies to measure	Target level	hrmforce instrument	Assessment method	Behavioural anchor at target level
Developing vision Competency (50-framework): Vision	 N5	Big Fifty, Competency Check, 360 Feedback	Assessment centre	Formulates a multi-year vision for the whole organisation, underpins it with scenarios and uses it as a test for investments.

Competencies to measure	Target level	hrmforce instrument	Assessment method	Behavioural anchor at target level
Listening and probing Competency (50-framework): Listen	■■■■■ N5	Big Fifty, 360 Feedback	360-degree feedback	Picks up sensitive signals in conversations with directors and supervisors and uses them to adjust organisational policy in good time.
interpersonal sensitivity Competency (50-framework): Sensitivity	■■■■■ N5	Big Fifty, 360 Feedback, Colour Profile (Jung)	Personality questionnaire	Trains others in recognising social signals and uses that insight when designing sensitive change processes across the organisation.
organisational awareness Competency (50-framework): Organizational Sensitivity	■■■■■ N5	Big Fifty, Competency Check, 360 Feedback	Situational Judgement Test	Sees through relations between organisational units and external parties and steers decision making by organising support at an early stage.
integrity and dependability Competency (50-framework): Integrity	■■■■■ N5	Big Fifty (Integrity Scale), 360 Feedback, Structured interview	Personality questionnaire	Sets the organisation's integrity standards, enforces them also with influential parties and explains the resulting choices publicly.
independence Competency (50-framework): Independence	■■■■■ N4	Big Fifty, 15PF	Personality questionnaire	Takes a decision that departs from the group line, explains the reasoning behind it and accepts the consequences.

2 Full skill profile

Every skill in this profile, sorted by weight. The behavioural anchor under each skill belongs to the target level.

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Advisory skill Advises the board on issues with conflicting interests, challenges established assumptions and safeguards the quality of advice across the organisation.	■■■■■ N5	5	yes	Assessment centre	Competency Check, Structured interview
G	Developing vision Formulates a multi-year vision for the whole organisation, underpins it with scenarios and uses it as a test for investments.	■■■■■ N5	5	no	Assessment centre	Big Fifty, Competency Check, 360 Feedback
V	Workforce planning and strategic workforce planning Builds strategic workforce planning for the whole organisation, links it to strategy and labour market and puts the risks on the executive agenda.	■■■■■ N5	5	no	Work sample test	Knowledge test (client-specific), Work sample test
V	Recruiting and selecting Sets the selection policy of the organisation, chooses instruments on validity and equal opportunity and monitors the quality of appointments.	■■■■■ N5	5	yes	Structured interview	Structured interview, Knowledge test (client-specific), Work sample test

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
K	HR policy and instruments Determines the organisation's HR policy, links it to the strategy and sets frameworks for all HR instruments.	■■■■■ N5	5	yes	Knowledge test	Knowledge test (client-specific), Competency Check
V	Change management Makes a change approach for the team with those involved, chooses interventions per group and follows the implementation.	■■■■■ N4	5	no	Assessment centre	Competency Check, 360 Feedback
G	Listening and probing Picks up sensitive signals in conversations with directors and supervisors and uses them to adjust organisational policy in good time.	■■■■■ N5	4	no	360-degree feedback	Big Fifty, 360 Feedback
G	interpersonal sensitivity Trains others in recognising social signals and uses that insight when designing sensitive change processes across the organisation.	■■■■■ N5	4	no	Personality questionnaire	Big Fifty, 360 Feedback, Colour Profile (Jung)
G	organisational awareness Sees through relations between organisational units and external parties and steers decision making by organising support at an early stage.	■■■■■ N5	4	no	Situational Judgement Test	Big Fifty, Competency Check, 360 Feedback

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
G	integrity and dependability Sets the organisation's integrity standards, enforces them also with influential parties and explains the resulting choices publicly.	 N5	4	no	Personality questionnaire	Big Fifty (Integrity Scale), 360 Feedback, Structured interview
K	Governance and compliance Draws up the governance framework of the organisation, defines mandates and oversight arrangements and accounts for compliance to external supervisors.	 N5	4	no	Knowledge test	Knowledge test (client-specific)
V	Accounting to supervisors and stakeholders Accounts for organisational results and incidents to the supervisory board, media or politics and links visible policy adjustments to them.	 N5	4	no	Assessment centre	Competency Check, 360 Feedback
K	Applying basic employment law Applies rules on contracts, leave and dismissal correctly in own decisions and involves a lawyer when in doubt.	 N4	4	yes	Knowledge test	Knowledge test (client-specific)
K	Labour relations and works councils Independently consults the works council on an intended change and seeks support within the given frameworks.	 N4	4	no	Knowledge test	Knowledge test (client-specific), Competency Check

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Employer branding and recruitment Independently determines channel and target group approach for a hard to fill vacancy and approaches candidates actively.	 N4	4	no	Work sample test	Work sample test, Competency Check
V	Organising learning and development Independently draws up a training plan for a department, chooses learning formats and measures whether the intended behaviour changes.	 N4	4	no	Portfolio or evidence	Development Review, Competency Check
G	Independence Takes a decision that departs from the group line, explains the reasoning behind it and accepts the consequences.	 N4	3	no	Personality questionnaire	Big Fifty, 15PF
V	Coaching Holds coaching conversations with open questions, names patterns in behaviour and lets the other person formulate a learning goal.	 N4	3	no	Simulation	Competency Check, 360 Feedback, Development Review
V	Applying reward and job evaluation Grades a job with the chosen system, substantiates the classification in writing and explains the outcome to the person involved.	 N4	3	no	Knowledge test	Knowledge test (client-specific), Work sample test

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Designing training and instruction Designs a training of several sessions with clear objectives and assessment moments and delivers it to a group personally.	 N4	3	no	Portfolio or evidence	Portfolio, Work sample test
K	GDPR and privacy in practice Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.	 N4	3	no	Knowledge test	Knowledge test (client-specific)
K	Working conditions and absence policy Independently holds absence conversations, draws up an action plan with company doctor and manager and keeps the file complete.	 N4	3	no	Knowledge test	Knowledge test (client-specific), Development Review
K	Assessment and selection methodology Independently combines test results and interview data into a substantiated advice and discusses it with candidate and client.	 N3	3	no	Certificate or diploma	Competency Check, Knowledge test (client-specific)
V	Data analysis Selects analysis methods for an open question, turns raw data into a working file and supports every conclusion with figures.	 N3	2	no	Work sample test	Ability Scan, Work sample test

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Prompting and task delegation to AI Splits a work task into steps, decides which step AI does and which not and improves the instruction based on outcomes.	 N3	2	no	Work sample test	Work sample test, Portfolio

3 Levels per seniority

The same profile with the job family seniority adjustment applied. Target levels are clamped to 1 to 5.

Skill	lead
Advisory skill	N5
Developing vision	N5
Workforce planning and strategic workforce planning	N5
Recruiting and selecting	N5
HR policy and instruments	N5
Change management	N4
Listening and probing	N5
interpersonal sensitivity	N5
organisational awareness	N5
integrity and dependability	N5
Governance and compliance	N5
Accounting to supervisors and stakeholders	N5
Applying basic employment law	N4
Labour relations and works councils	N4
Employer branding and recruitment	N4
Organising learning and development	N4
independence	N4
Coaching	N4
Applying reward and job evaluation	N4
Designing training and instruction	N4
GDPR and privacy in practice	N4
Working conditions and absence policy	N4
Assessment and selection methodology	N3

Skill	lead
Data analysis	N3
Prompting and task delegation to AI	N3

4 The proficiency scale

Level	Label	Autonomy	Complexity	Scope	Depth of knowledge
N1	Guided	works under supervision and follows instruction	routine, one variable at a time	own task	basic understanding of terminology
N2	Applying	works independently within set frameworks	familiar situations with limited variation	own role	working knowledge, applies standard approach
N3	Proficient	sets own approach and seeks input proactively	several variables, some ambiguity	own team or process	thorough knowledge, weighs alternatives
N4	Advanced	directs others and decides on the approach	complex, with conflicting interests	several teams or a department	in-depth knowledge, advises others
N5	Leading	sets the standard and the policy	strategic, under high uncertainty	organisation, value chain or profession	authority, advances the profession

5 Behavioural anchors per skill

Anchors sit at N1, N3 and N5. N2 and N4 are deliberately not anchored: raters interpolate between them, following the O*NET convention.

Skill	N1	N3	N5
Advisory skill Sharpening the question of a client and delivering a well founded recommendation in a way that the receiver adopts and implements it.	Supplies requested information and explains a standard recommendation following the fixed structure used by the team.	Reframes the question behind the question, offers two supported options with consequences and agrees a decision moment.	Advises the board on issues with conflicting interests, challenges established assumptions and safeguards the quality of advice across the organisation.
Developing vision Sketching a coherent picture of where the organisation or team will stand in a few years, based on trends, signals and own judgement.	States in own words where the team wants to stand in a year and which work belongs to that.	Connects trends in market and profession into a picture for the own team and tests it with colleagues.	Formulates a multi-year vision for the whole organisation, underpins it with scenarios and uses it as a test for investments.

Skill	N1	N3	N5
Workforce planning and strategic workforce planning Determining current and future staffing needs in numbers and qualifications, comparing them with the present workforce and deriving actions for hiring and development.	Supplies data on staffing and turnover and checks the personnel list for errors and duplicates.	Draws up a staffing forecast for the own team including turnover and retirement and names the vacancies to fill.	Builds strategic workforce planning for the whole organisation, links it to strategy and labour market and puts the risks on the executive agenda.
Recruiting and selecting Defining vacancies sharply, attracting candidates and making a substantiated selection choice using fixed criteria, structured interviews and assessment instruments.	Carries out recruitment tasks such as posting a vacancy text and scheduling interviews according to procedure.	Sets selection criteria, conducts structured interviews with the same questions per candidate and records the judgement traceably.	Sets the selection policy of the organisation, chooses instruments on validity and equal opportunity and monitors the quality of appointments.
HR policy and instruments Develops and manages HR instruments such as job architecture, appraisal, reward and mobility and links them to the organisation's staffing needs.	Explains to an employee which HR scheme applies and refers deviant situations to the adviser.	Independently applies HR instruments to a department's issues and advises the manager on their appropriate use.	Determines the organisation's HR policy, links it to the strategy and sets frameworks for all HR instruments.
Change management Planning and guiding change by involving stakeholders, phasing steps, influencing behaviour and tracking the results the change is meant to deliver.	Adapts own way of working to an announced change and asks for explanation when steps are unclear.	Makes a change approach for the team with those involved, chooses interventions per group and follows the implementation.	Leads organisation wide change programmes, aligns with works council and supervisors and sets the change approach of the organisation.
Listening and probing Taking in the message of the other party fully, checking whether it is understood correctly and using targeted questions to surface underlying interests and assumptions.	Lets the other person finish speaking, takes notes and afterwards asks about anything that stayed unclear.	Summarises both the content and the feeling of the other party and probes until the real interest behind the request becomes visible.	Picks up sensitive signals in conversations with directors and supervisors and uses them to adjust organisational policy in good time.

Skill	N1	N3	N5
interpersonal sensitivity Noticing verbal and non-verbal signals from others, naming what stands out and adjusting own behaviour accordingly during the contact.	Notices when a conversation partner disengages or hesitates and asks whether the explanation is clear.	Names observed tension or reticence during a conversation and adapts tone, pace and wording accordingly.	Trains others in recognising social signals and uses that insight when designing sensitive change processes across the organisation.
organisational awareness Recognising how formal and informal relations, interests and decision making work in the organisation and taking these into account in own actions.	Asks who needs to be involved in a topic before a proposal is shared with others.	Assesses which interests a proposal touches, involves the right people beforehand and chooses a suitable moment to raise it.	Sees through relations between organisational units and external parties and steers decision making by organising support at an early stage.
integrity and dependability Acting in line with applicable standards and agreements, also without supervision, and being transparent about own interests, mistakes and doubtful cases.	Keeps to agreements and rules of conduct made and reports an own mistake to the manager.	Reports a possible conflict of interest on own initiative and asks for review before a decision is taken.	Sets the organisation's integrity standards, enforces them also with influential parties and explains the resulting choices publicly.
Governance and compliance Knowing which laws, codes of conduct and internal rules apply to the own field and how supervision, mandate and accountability are arranged in the organisation.	Names the main rules for the own work and looks up the applicable procedure when in doubt.	Tests intended working methods against law and internal rules and submits deviations with substantiation to the responsible officer.	Draws up the governance framework of the organisation, defines mandates and oversight arrangements and accounts for compliance to external supervisors.
Accounting to supervisors and stakeholders Explaining results, choices and incidents to a supervisory board, works council, clients or inspectorate, with facts, context and visible consequences for policy.	Supplies factual data for an accountability report and checks it for accuracy and completeness.	Presents team results to sponsor and works council, also names what failed and which steps will follow.	Accounts for organisational results and incidents to the supervisory board, media or politics and links visible policy adjustments to them.

Skill	N1	N3	N5
Applying basic employment law Knowing and applying rules on employment contracts, working hours, dismissal and employee participation in personnel decisions, and knowing when legal advice is needed.	Looks up in the collective agreement or staff handbook which rule applies to a question.	Applies rules on contracts, leave and dismissal correctly in own decisions and involves a lawyer when in doubt.	Sets the employment law policy of the organisation, negotiates terms of employment with trade unions and assesses precedents and legal risks.
Labour relations and works councils Knows the rights and roles of employer, trade union and works council and conducts consultation on schemes, reorganisation and collective agreements.	Prepares the meeting documents for the works council and tracks the agreements made and their deadlines.	Independently consults the works council on an intended change and seeks support within the given frameworks.	Determines the organisation's consultation strategy, negotiates collective agreements and mediates when relations have broken down.
Employer branding and recruitment Finds and engages candidates through vacancy texts, channels and networks and guides them through the procedure up to an offer.	Posts a vacancy in the standard text format and tracks candidate responses in the system.	Independently determines channel and target group approach for a hard to fill vacancy and approaches candidates actively.	Determines the organisation's labour market strategy, steers recruitment results and positions the employer brand in the sector.
Organising learning and development Determines the learning needs in the organisation, chooses learning formats and providers and organises training including evaluation of its effect.	Arranges the practical side of a training course under guidance and tracks participation and cost.	Independently draws up a training plan for a department, chooses learning formats and measures whether the intended behaviour changes.	Determines the organisation's learning strategy, sets up the learning infrastructure and accounts for the return to the board.
Independence Forming and maintaining an own position on the basis of own judgement, even when the environment or an authority expects something different.	Forms an own opinion on a familiar issue and compares it with the advice of a colleague.	Takes a decision that departs from the group line, explains the reasoning behind it and accepts the consequences.	Protects own professional judgement against pressure from stakeholders in senior forums and makes dissenting positions traceable and explainable.

Skill	N1	N3	N5
Coaching Helping employees reflect on their own behaviour and choices through questions, mirroring and feedback, so they take a next step in their work themselves.	Asks a colleague after a job what went well and what they would do differently next time.	Holds coaching conversations with open questions, names patterns in behaviour and lets the other person formulate a learning goal.	Trains managers in coaching behaviour, guides peer supervision groups and determines how coaching is deployed across the organisation.
Applying reward and job evaluation Grading jobs with an evaluation system, substantiating salary proposals within the applicable scheme and explaining reward choices to the employee and executive team.	Looks up the correct salary scale for a job and checks the data in the personnel system.	Grades a job with the chosen system, substantiates the classification in writing and explains the outcome to the person involved.	Sets the reward policy and job architecture of the organisation, tests market competitiveness and accounts for the choices to works council and supervisors.
Designing training and instruction Designs a learning programme with objectives, methods and assessment, chooses the format that suits the audience and delivers or supervises the execution.	Drafts a programme for one work instruction using a template and submits it to the trainer.	Designs a training of several sessions with clear objectives and assessment moments and delivers it to a group personally.	Determines the training model of the organisation, chooses didactic principles and aligns programmes with strategic workforce questions.
GDPR and privacy in practice Knows privacy legislation requirements for own work, which legal basis and retention period apply and recognises when notification is required.	Processes personal data only according to the applicable work instruction and refers doubtful cases to the privacy officer.	Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.	Sets privacy policy, decides on high risk processing operations and represents the organisation towards the supervisory authority.
Working conditions and absence policy Knows the rules for safe and healthy work and the steps in absence and reintegration and applies them in conversations and files.	Registers absence reports according to procedure and flags when a statutory step in the file is due.	Independently holds absence conversations, draws up an action plan with company doctor and manager and keeps the file complete.	Develops the policy on sustainable employability and absence, analyses the figures and tackles causes in the work itself.

Skill	N1	N3	N5
Assessment and selection methodology Selects and uses selection instruments such as tests, interviews and work samples, weighs the outcomes and substantiates an advice on suitability.	Administers a test under supervision according to the manual and records the outcomes without own interpretation.	Independently combines test results and interview data into a substantiated advice and discusses it with candidate and client.	Determines the organisation's selection methodology, tests instruments for reliability and validity and sets guidelines for their use.
Data analysis Prepares and analyses data sets to find patterns, relationships and outliers and connects the outcomes to the original question.	Carries out a predefined analysis step on a supplied data set and records the outcome in the agreed format.	Selects analysis methods for an open question, turns raw data into a working file and supports every conclusion with figures.	Sets the organisation's analysis standards, reviews the analyses of others and establishes new analysis methods in the profession.
Prompting and task delegation to AI Divides work between person and AI system, formulates task, context and required output format and adjusts based on the output.	Gives an AI tool a single task with a clear question and required format and uses the result after checking it.	Splits a work task into steps, decides which step AI does and which not and improves the instruction based on outcomes.	Develops organisation wide practices for dividing tasks with AI and trains others in effective and responsible instruction giving.

6 Assessment methods and validity

The validities are the corrected meta-analytic estimates from Sackett, Zhang, Berry and Lievens (2022) in the Journal of Applied Psychology, which replace the older Schmidt and Hunter (1998) figures. The spread matters as much as the mean: with a high SD, validity varies strongly by context.

Assessment method	rho	SD	What it is
Assessment centre	0.29	0.09	Multiple exercises, multiple assessors, dimension-wise scoring.
Work sample test	0.33	0.09	The candidate performs a representative work sample under standardised conditions.
Structured interview	0.42	0.19	Behaviour-based interview with fixed questions and a rating scale per question.
Knowledge test	0.40	0.13	Test of declarative job knowledge, usually assembled per client.
360-degree feedback	-	-	Multiple raters around the person rate behaviour against behavioural anchors.
Personality questionnaire	0.40	0.15	Self-report of behavioural preferences. At hrnforce the Big Fifty and the 15PF.
Situational Judgement Test	0.12	0.11	Scenario with response options, scored on knowledge or behavioural tendency.
Portfolio or evidence	-	-	A collection of prior work or results, assessed against fixed criteria.
Simulation	-	-	Simulated work situation, usually digital, with standardised scoring.
Certificate or diploma	-	-	Formal proof of completed education or examination.

7 Assessment instruments for this job

hrnforce instrument	Skills	What it measures
Competency Check	11	Behavioral-Level Competency Assessment
Knowledge test (client-specific)	10	Professional knowledge test, customized for each client
360 Feedback	8	Multiple assessments based on behavioral anchors
Work sample test	7	Representative work sample under standardized conditions
Big Fifty	5	Personality questionnaire, 150 items, 25 factors

hrmforce instrument	Skills	What it measures
Structured interview	3	Behavioral interview with a fixed structure
Development Review	3	Structured development interview
Portfolio	2	Evaluation of prior work against fixed criteria
Colour Profile (Jung)	1	Four color types, linked to Big Fifty factors
Big Fifty (Integrity Scale)	1	
15PF	1	Personality Profile, a shorter alternative to the Big Fifty
Ability Scan	1	Aptitude Test: Verbal, Numerical, and Abstract Reasoning Skills

8 How to use this profile

1. Agree the profile with the hiring manager before the first candidate is measured. Weights shifted afterwards make the outcome indefensible.
2. Choose the assessment method per skill from the Assessment method column. Combine at most three methods per candidate.
3. Calibrate the assessors in a two-hour session using the anchors in chapter 5. Anchors without rater training deliver little.
4. Fill in the match calculator and discuss the gaps in the development conversation. Type A and type G are selection criteria, not one-quarter development goals.

Source: hrmforce Skills Framework 2.0, version 2.0.0, built 2026-09-08. Crosswalks to ESCO v1.2.1, O*NET 31.0, Lightcast Open Skills, SFIA 9, DigComp 3.0, EntreComp, LifeComp, GreenComp, AILit, WEF Future of Jobs 2025, ISCO-08 and the Dutch CBS occupational classification BRC 2014 edition 2025. This profile is a starting point, not a standard: align it with your own organisation before selecting on it.