

SHRM's HR Professional Competency Model: A Road Map for Success

GMA SHRM

Human Capital Conference

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What Does Success Look Like?

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ANECDOTES ABOUT THOSE WITH WHOM YOU WORK

- Think about someone in the HR profession - with whom you work...
- What makes them really good at what they do?
 - How they do their job
 - Who they interact with
 - How they conduct themselves
- Take note of what comes to mind
- Let's talk about these “factors”

New Expectations for HR

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Harvard Business Review It's Time to Split HR

by Ram Charan

Comments (220)

It's time to say good-bye to the Department of Human Resources. Well, not the useful tasks it performs. But the department per se must go.



“You’ve got to find your **extra**—your unique value contribution that justifies why you should be hired, why you should be promoted, and why you should be advanced every year.”

--Tom Friedman,

Keynote Speaker, 2014 SHRM Annual Conference

What is a Competency?

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COMPETENCIES DEFINED

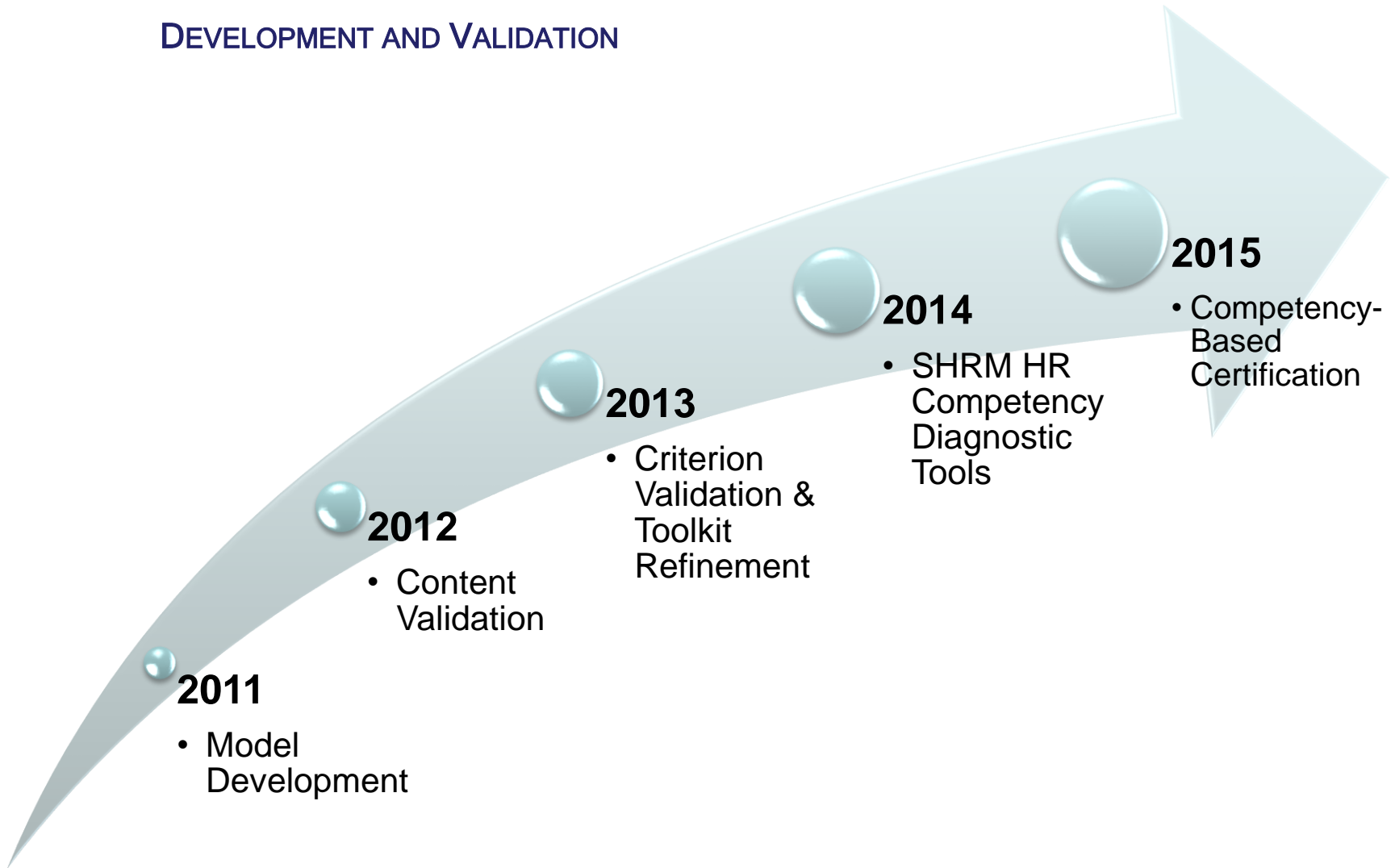


Competency: A collection of knowledge, skills, abilities, and other characteristics (KSAOs) that are needed for effective performance in the jobs in question (Campion et al., 2011).

The Process

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DEVELOPMENT AND VALIDATION



DEVELOPMENT DEEP DIVE

Model Development

- Literature Review
 - 35 different competency models
- Development
 - 111 Focus Groups
 - 29 cities globally; 1200 HR Pros
- Survey of 640 CHROs

Content Validation

- 2012 Competency Validation Survey
 - 32,000 HR Professionals globally at all career levels
- 33 Nations represented in total



How Much of HR is HR?

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TECHNICAL EXPERTISE

When you think of HR you think of *technical areas of expertise or technical competencies* including:

- Talent Acquisition
- Employee Engagement
- Learning and Development
- Total Rewards
- Labor Relations
- Employment Law

Foundational HR = Technical Expertise

How Much of HR is HR?

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BEHAVIORAL (NON-TECHNICAL) COMPETENCIES

When you think of HR you should also think of *behavioral* and *leadership* competencies:

- Ethical Practice
- Communication
- Consultation
- Critical Evaluation
- Diversity & Inclusion
- Relationship Management
- Leadership & Navigation
- Business Acumen

***To be successful in HR and grow your career
you need more than HR Technical Knowledge***

Knowledge + Behavior = Success

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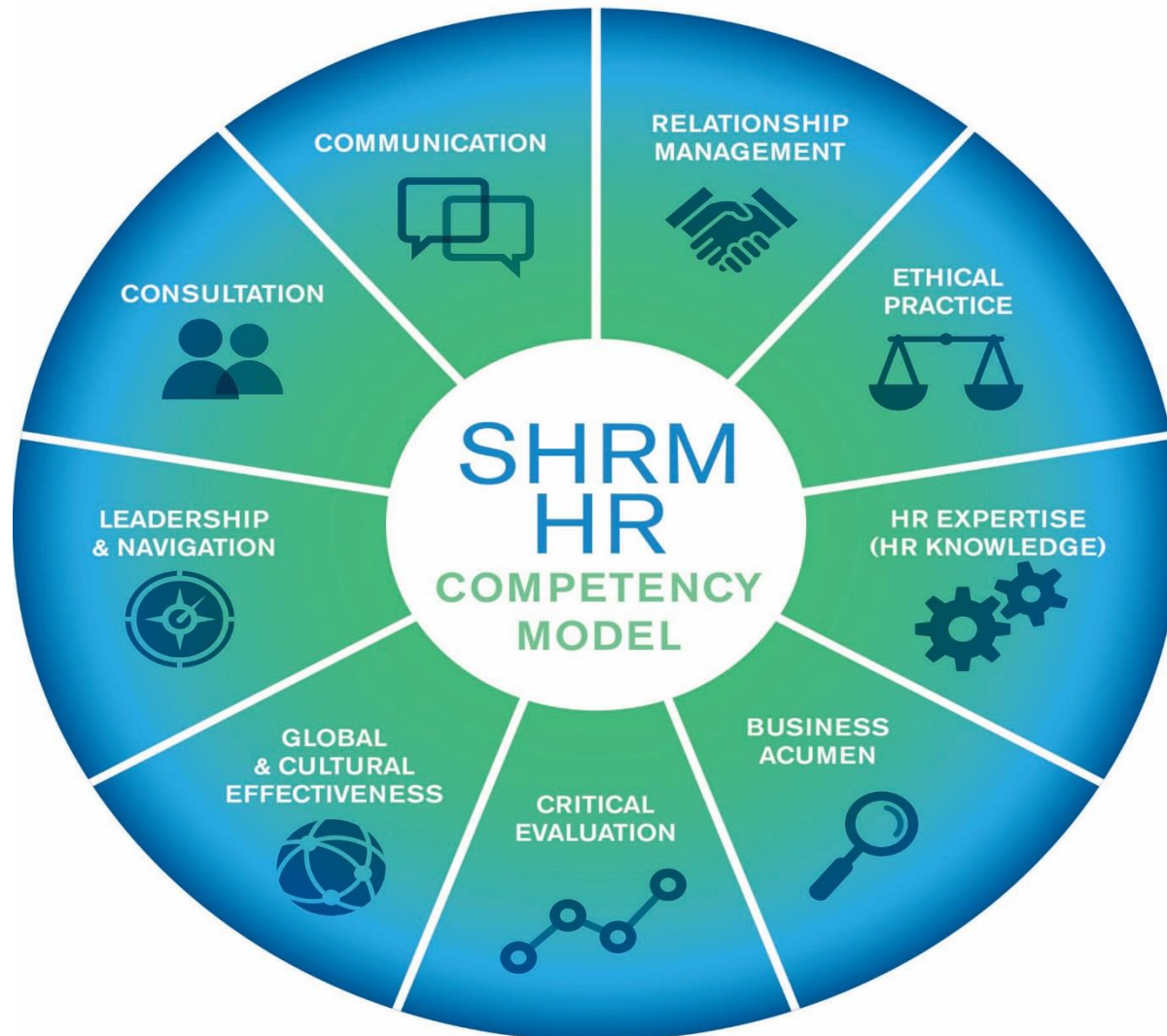
To be successful in HR and grow your career you need more than just technical competencies



SHRM Competency Model

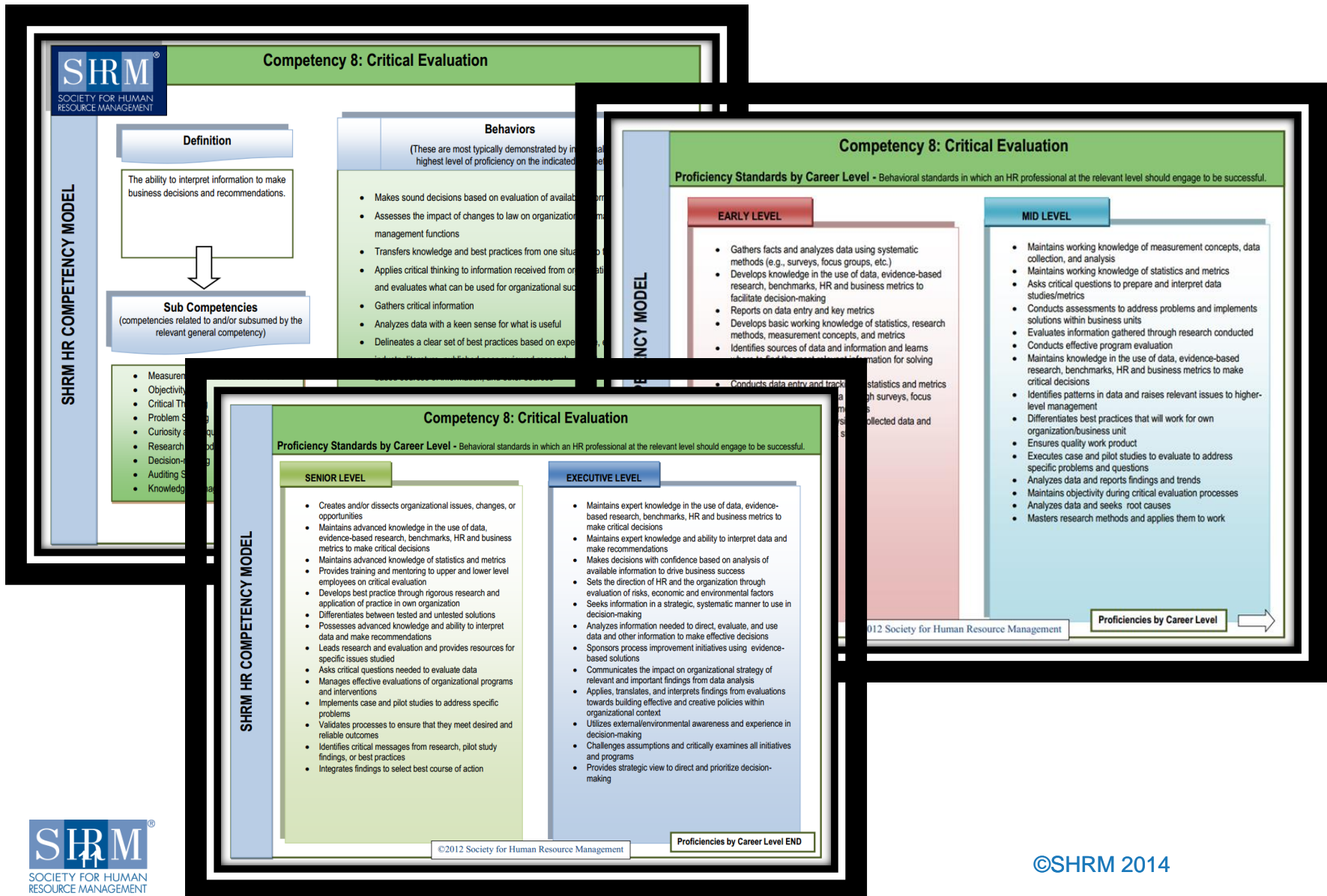
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HR COMPETENCY MODEL



SHRM HR Competency Model Cont.

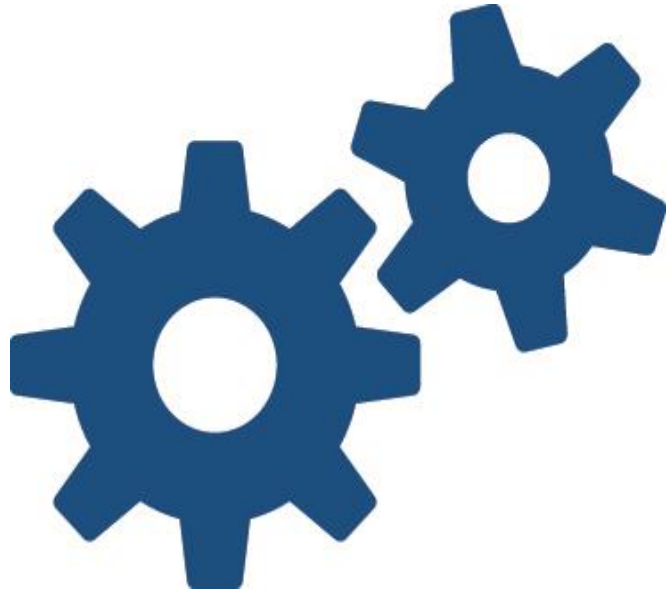
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Technical Competency

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COMPETENCY DOMAIN #1: HR EXPERTISE



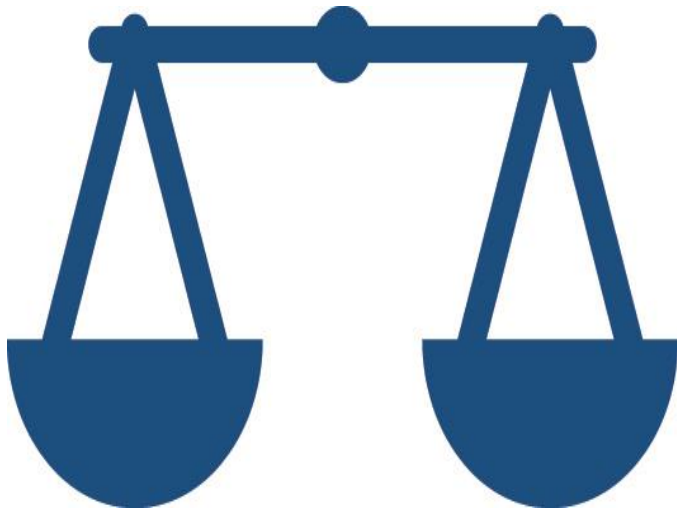
- **Definition:** Knowledge of principles, practices, and functions of effective human resource management
- *HR Expertise* describes the technical expertise needed by HR professionals to design, enact, evaluate, and maintain sound HRM practices
- Includes the policies, practices, laws/regulations, and principles that underlie effective HRM

E.g., Talent Acquisition, Employee Engagement,
Learning & Development, Total Rewards,
Risk Management, & Labor Relations

Behavioral Competencies

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COMPETENCY DOMAIN #2: ETHICAL PRACTICE



- **Definition:** Integration of integrity and accountability throughout all organizational and business practices
- Adherence to organizations core values and ethical guidelines
- Help to drive your organization's ethical climate by responding to ethical issues

E.g., Conducting thorough and confidential investigations into reports of unethical behavior and recommending further action

E.g., Developing policies and procedures for employees to report unethical behavior

Behavioral Competencies: Strategic Partner Cluster

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COMPETENCY DOMAIN #3: BUSINESS ACUMEN



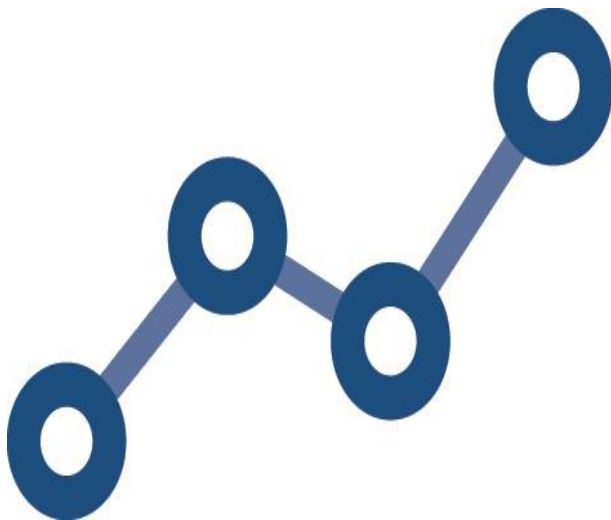
- **Definition:** Ability to understand and apply information with which to contribute to the organization's strategic plan
- Think in terms of the business and operations first and then apply the HR lens to their work
- Systems thinking and economic awareness based upon four areas of knowledge: business administration, finance, marketing, and operations expertise

Most proficient HR Practitioner are able to draw a link between HR metrics and business outcomes like key performance indicators

Behavioral Competencies: Strategic Partner Cluster

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COMPETENCY DOMAIN #4: CRITICAL EVALUATION



- **Definition:** Interpret information with which to make business decisions and recommendations
- HR is all about numbers, metrics, stats, and research!
- Mastery of measurement and assessment, critical thinking, and research design with the expressed aim of answering workforce and business questions

Evaluate the data, analyze it from different perspectives until
you have a good grasp of the details

Behavioral Competencies: Strategic Partner Cluster

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COMPETENCY DOMAIN #5: CONSULTATION



- **Definition:** Providing direct guidance to organizational stakeholders
- Unique set of attributes to translate complicated information about HRM practices into actionable recommendations

1. Technical Skills: HR Expertise
2. Consulting Skills: Entry and contracting, discovery and dialogue, feedback and decision to act, engagement and implementation, and extension, recycle, or termination
3. Interpersonal Skills: Building Relationships, listening, effectively communicating

Behavioral Competencies: Interpersonal Cluster

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COMPETENCY DOMAIN #6 RELATIONSHIP MANAGEMENT



- **Definition:** Developing and managing interactions to provide service and to support the organization
- Job success for an HR professional is largely a function of his or her ability to maintain productive interpersonal relationships
- Increased performance, team cohesion, and engagement

Negotiating both information/task conflict and relationship conflict

Behavioral Competencies: Interpersonal Cluster

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COMPETENCY DOMAIN #7: COMMUNICATION



- **Definition:** Ability to Effectively exchange information with stakeholders
- Effective communication is one of the building blocks of personal and career success
- When HR information is communicated well, employees better understand the purpose and value of policies and practices

HRM viewed to be more effective

Positive impact on EE satisfaction and
business unit performance

Behavioral Competencies: Interpersonal Cluster

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COMPETENCY #8: LEADERSHIP & NAVIGATION



- **Definition:** Ability to direct and contribute to initiatives and processes within the organization
- HR professionals at each career level can demonstrate *Leadership and Navigation*.
 - Foster collaboration with coworkers
 - Develop strategies to implement HR initiatives
 - Establish a vision for HR initiatives

Employ a results-oriented approach based upon SMART goals to manage resources, projects and products

Navigating potential obstacles with extreme political savvy

Behavioral Competencies: Interpersonal Cluster

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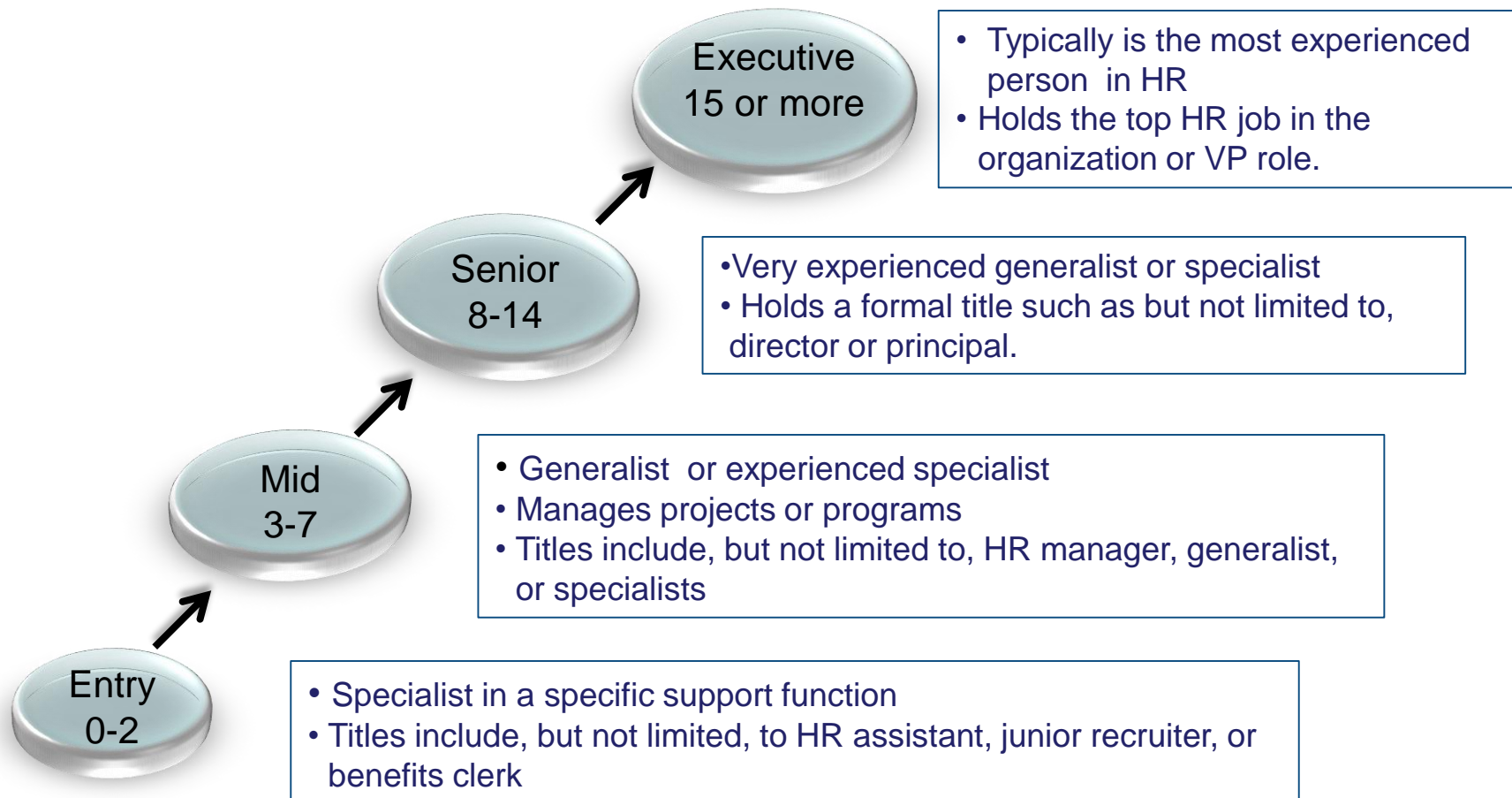
COMPETENCY DOMAIN #9: GLOBAL & CULTURAL EFFECTIVENESS



- **Definition:** The ability to value and consider the perspectives and backgrounds of all parties
- Ability to effectively and respectfully interact with colleagues, customers, and clients of varying backgrounds and cultures
- Compliance with inclusive hiring practices

67% of U.S. organizations and 74% of Fortune 500 companies utilize diversity training programs

Career Level/Years



Competency: Business Acumen

The ability to understand and apply information to contribute to the organization's strategic plan

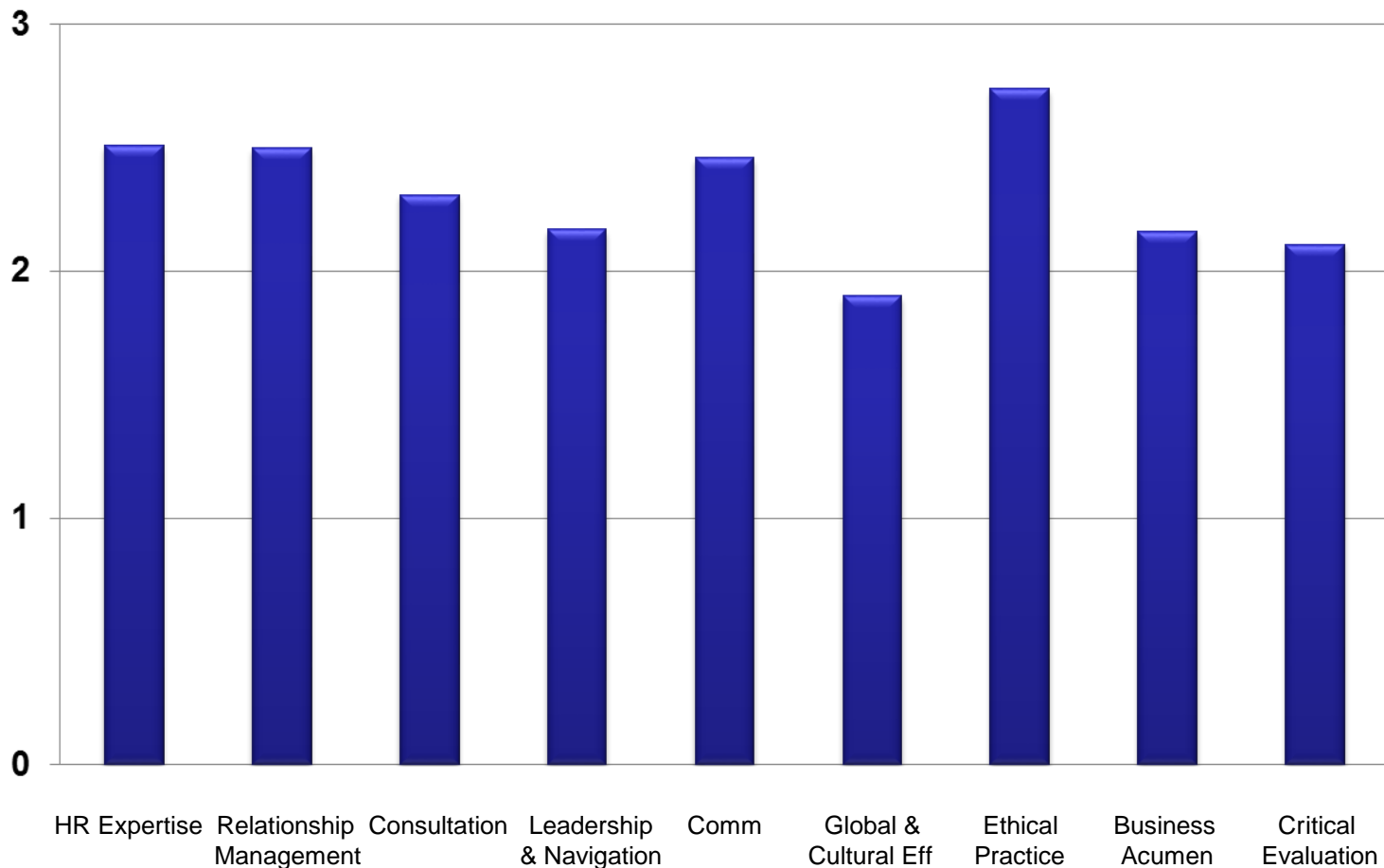


Proficiency standards by career level

Competency Importance Ratings: Overall

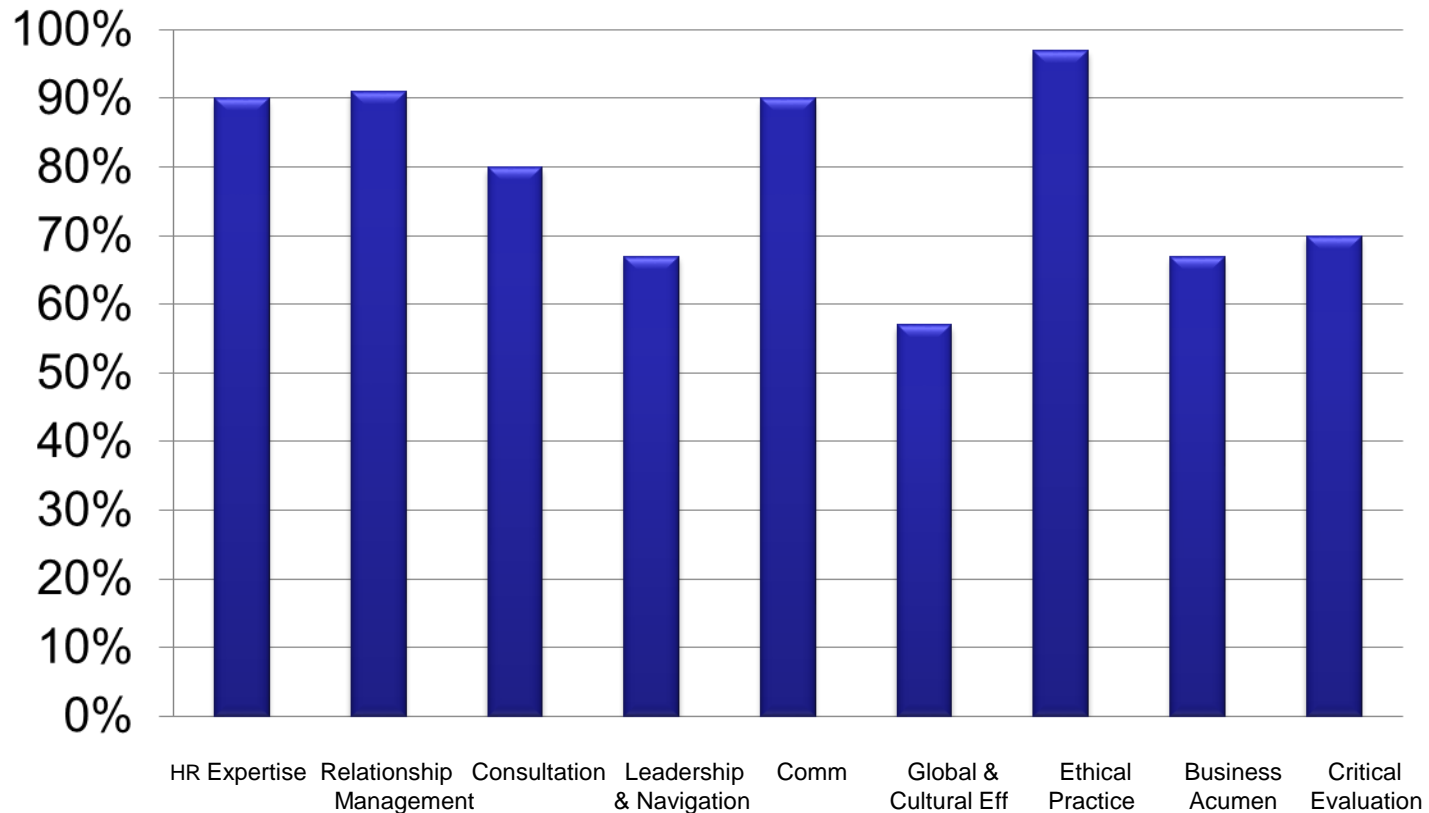
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Ratings by more than 32,000 HR professionals.



Competency Required Upon Entry to HR: Overall

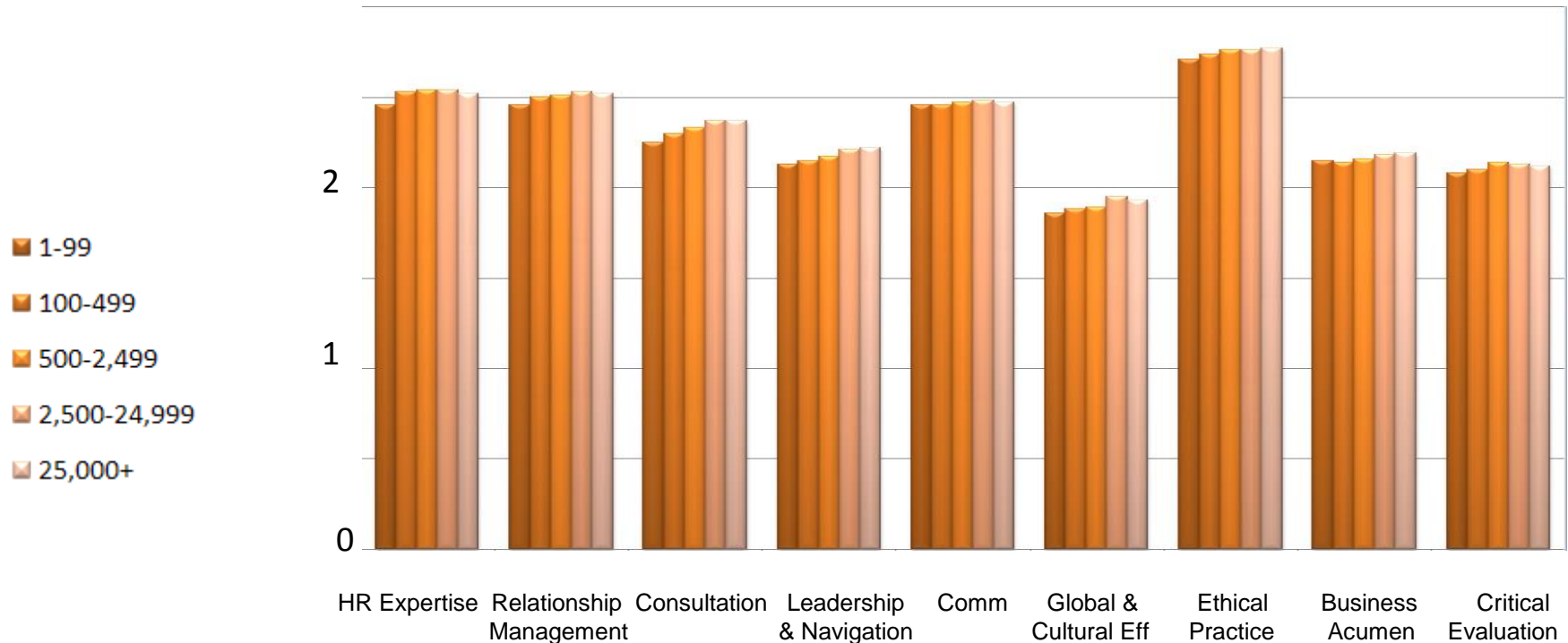
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Competency Importance by Organization Size

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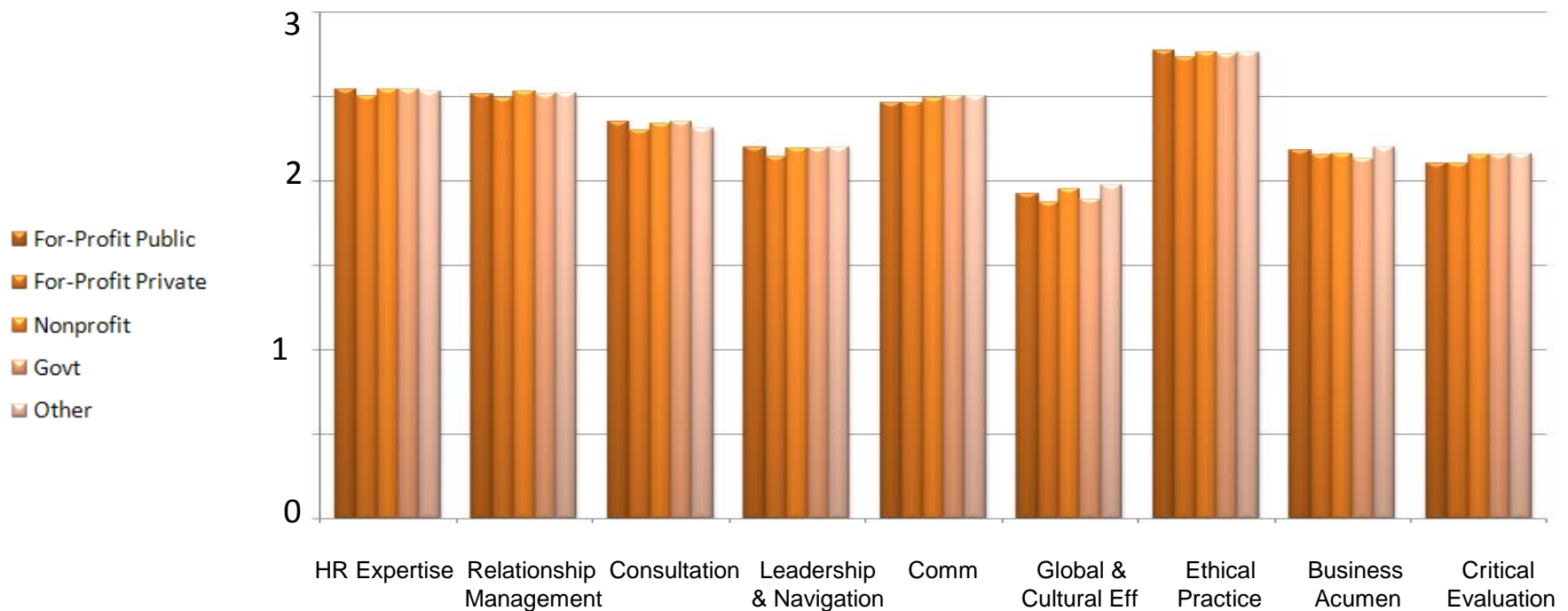
Looking at 5 breakdowns by size we see virtually no difference in Importance as a function of organizational size.



Competency Importance by Sector

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Looking at breakdowns by sector again we see virtually no difference in Importance as a function of organizational sector.



Different Levels, Different Responsibilities, Different Needs

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Executive

Develops HR strategy; Peer group are the other executives in the organization

Senior

Operationalizes HR strategy; Translates strategy into a plan

Mid

Implements plan and contributes to the refinement of the plan

Entry

Carries out the plan at the transactional level

Career Level Differences

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COMPETENCY IMPORTANCE VARIES BY CAREER LEVEL

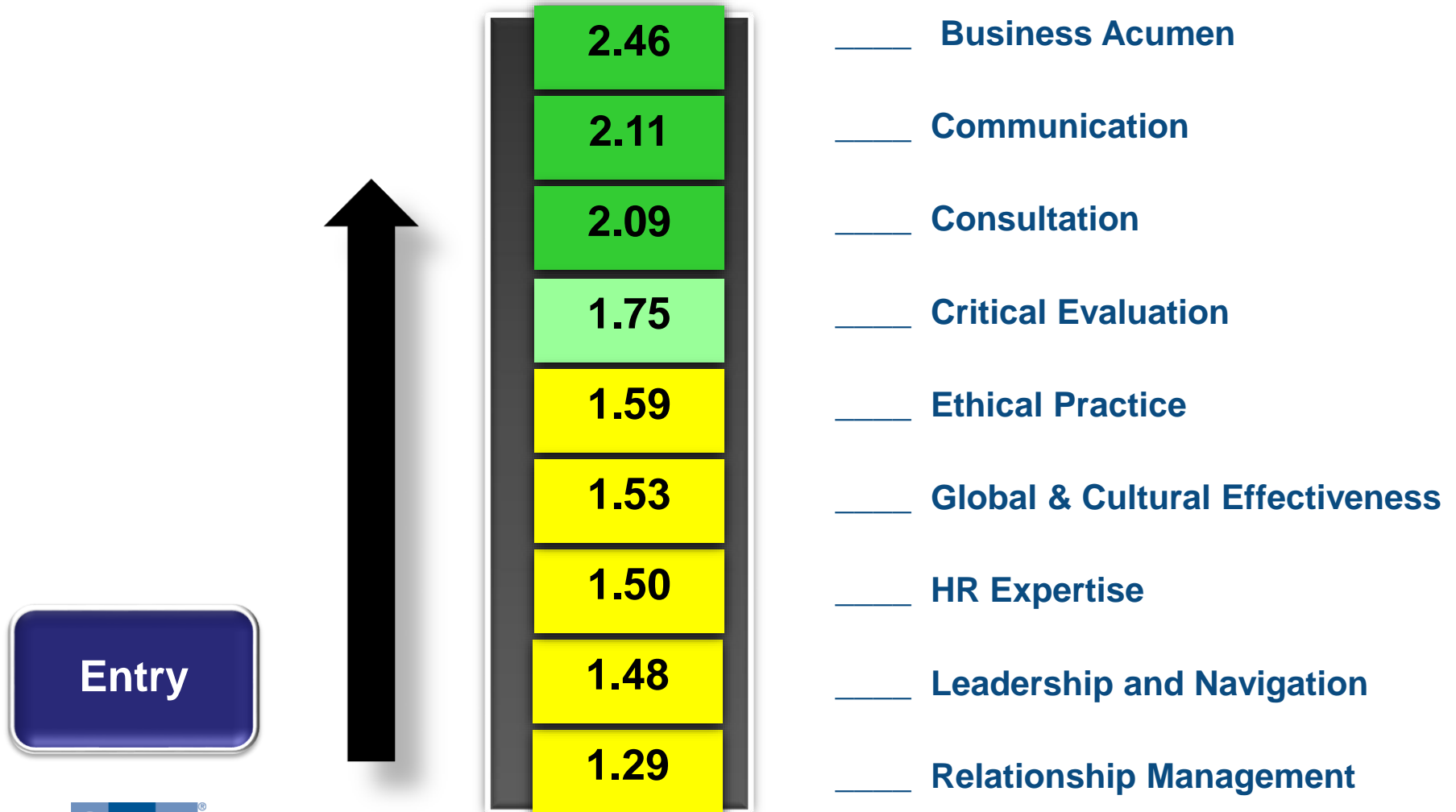
Which competencies - do you think - are more important than others at the different career levels?

- Early?
- Mid?
- Senior?
- Executive?

Entry Level

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CAREER LEVEL DIFFERENCES



Mid Level

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CAREER LEVEL DIFFERENCES



Senior Level

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CAREER LEVEL DIFFERENCES



CAREER LEVEL DIFFERENCES

Executive



2.87

2.79

2.7

2.64

2.63

2.57

2.5

2.42

2.13

Business Acumen

Communication

Consultation

Critical Evaluation

Ethical Practice

Global & Cultural Effectiveness

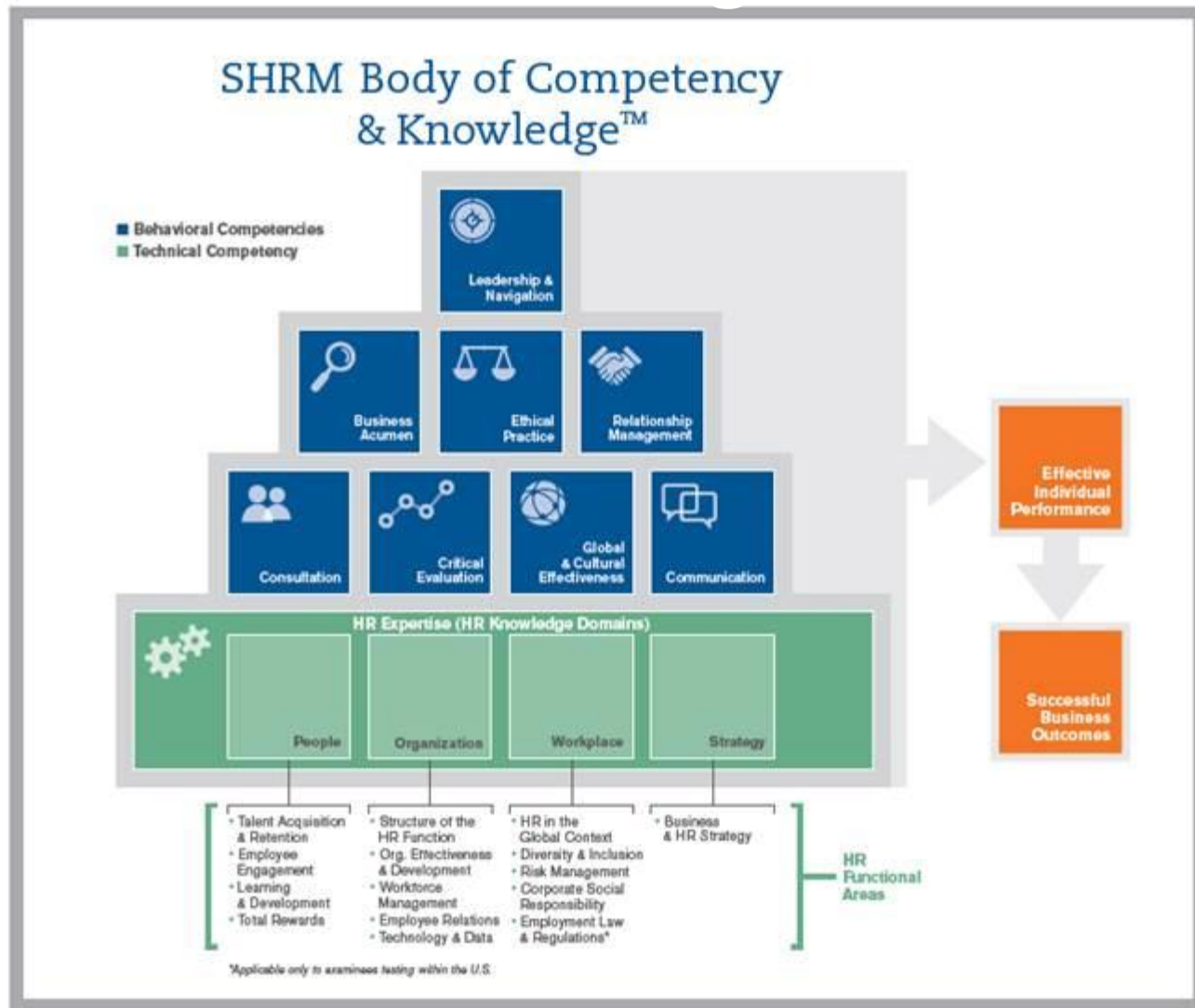
HR Expertise

Leadership and Navigation

Relationship Management

SHRM Body of Competency & Knowledge

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For Existing Certificants

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From **January 5, 2015, to 31 December 2015**, holders of a valid HR generalist certification can be eligible to obtain the **SHRM-CP** or **SHRM-SCP**.

Credential holders will complete a simple three-step process:

1. **Agree** to abide by the SHRM Code of Ethics;
2. **Affirm** that you hold a valid HR credential; and
3. **Complete** the online tutorial on HR competencies.

Holders of credentials like
PHR & HRBP* will be eligible
for:



Holders of senior-level
credentials like SPHR, GPHR,
& HRMP* will be eligible for:



You are not required to give up your existing credentials.

Credentials must be earned by January 31, 2015, in order to be eligible for the three-step pathway process.

Eligibility Requirements

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Credential	Less than a Bachelor's Degree		Bachelor's Degree		Graduate Degree	
	HR-Related Degree	Non-HR Degree	HR-Related Degree	Non-HR Degree	HR-Related Degree	Non-HR Degree
SHRM-CP	3 years in HR role	4 years in HR role	1 year in HR role	2 years in HR role	Currently in HR role	1 year in HR role
SHRM-SCP	6 years in HR role	7 years in HR role	4 years in HR role	5 years in HR role	3 years in HR role	4 years in HR role
	Or you are eligible to sit for the SHRM-SCP exam after one SHRM-CP recertification cycle.					

The SHRM certification program recognizes the **value of formal HR education**, makes certification **accessible to professionals** with less-than-full-time work arrangements, and provides a **pathway from SHRM-CP to SHRM-SCP**.

\$300 SHRM Members

\$400 non-SHRM Members

Late fees and detailed information found at:

www.shrmcertification.com

Streamlined Recertification Process

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**Broad
Opportunities
for Qualifying
Activities**

**User-Friendly,
Job-Related
Requirements**

**Streamlined
Preferred
Provider
Program**

- 60 Professional Development Credits (PDCs) based on the SHRM BoCK;
- Credits awarded for Advance Your Education, Organization, Profession;
- No distinction between Strategic & General Business Credits;

Once you earn the new SHRM credentials,
you will begin a **three-year** recertification cycle.

Recertification Credits

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Category	Description/Examples	Maximum Number of Professional Development Credits (PDCs)
Advance Your Education	Continuing education such as: <ul style="list-style-type: none">○ Conferences○ College courses○ Seminars○ e-Learning (Instructor-Led and Self-Directed)○ Chapter programs○ Webcasts○ Audiocasts○ Podcasts	<ul style="list-style-type: none">○ No maximum for instructor-led PDCs○ Maximum of 30 PDCs for self-directed programs
Advance Your Organization	Work projects endorsed by supervisor which support organizational goals and advance or demonstrate capabilities in one or more HR competency.	<ul style="list-style-type: none">○ Maximum of 20 PDCs per cycle
Advance Your Profession	Thought leadership and volunteer activities such as: <ul style="list-style-type: none">○ Professional membership○ Volunteer leadership○ Speaking at conferences○ Writing and Research	<ul style="list-style-type: none">○ Maximum of 30 PDCs per cycle





SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

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THANK YOU!

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