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

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THE WALL STREET JOURNAL.
Is it a Dream or a Drag? Companies without 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.
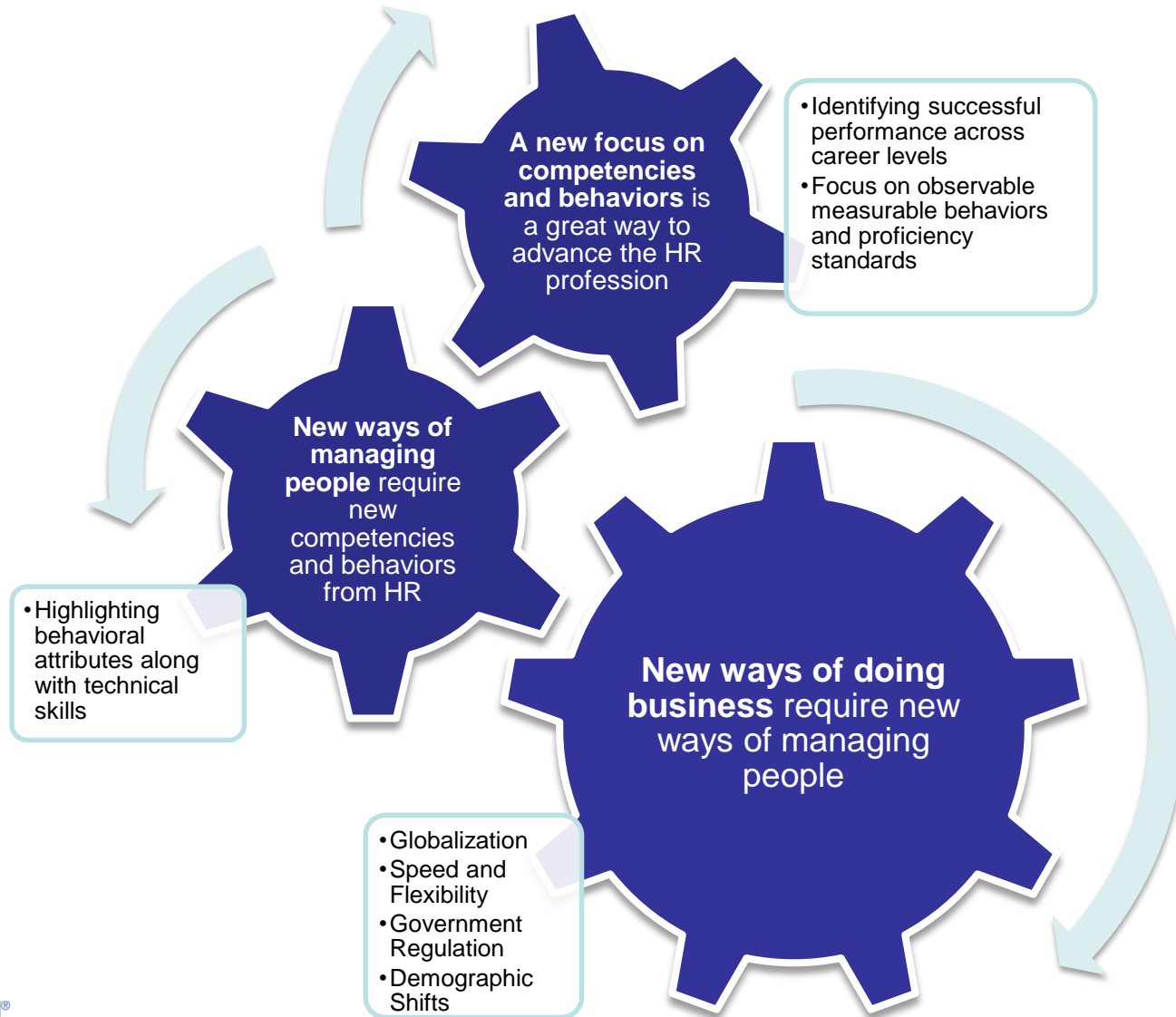
"You've got to find your **extra**—your unique value contribution that justifies why you should be hired, why you should be promoted, and why you should be advanced every year."
--Tom Friedman,
    Keynote Speaker, 2014 SHRM Annual Conference

Forces for Change

A new focus on competencies and behaviors is a great way to advance the HR profession

- Identifying successful performance across career levels
- Focus on observable measurable behaviors and proficiency standards

New ways of managing people require new competencies and behaviors from HR

- Highlighting behavioral attributes along with technical skills

New ways of doing business require new ways of managing people

- Globalization
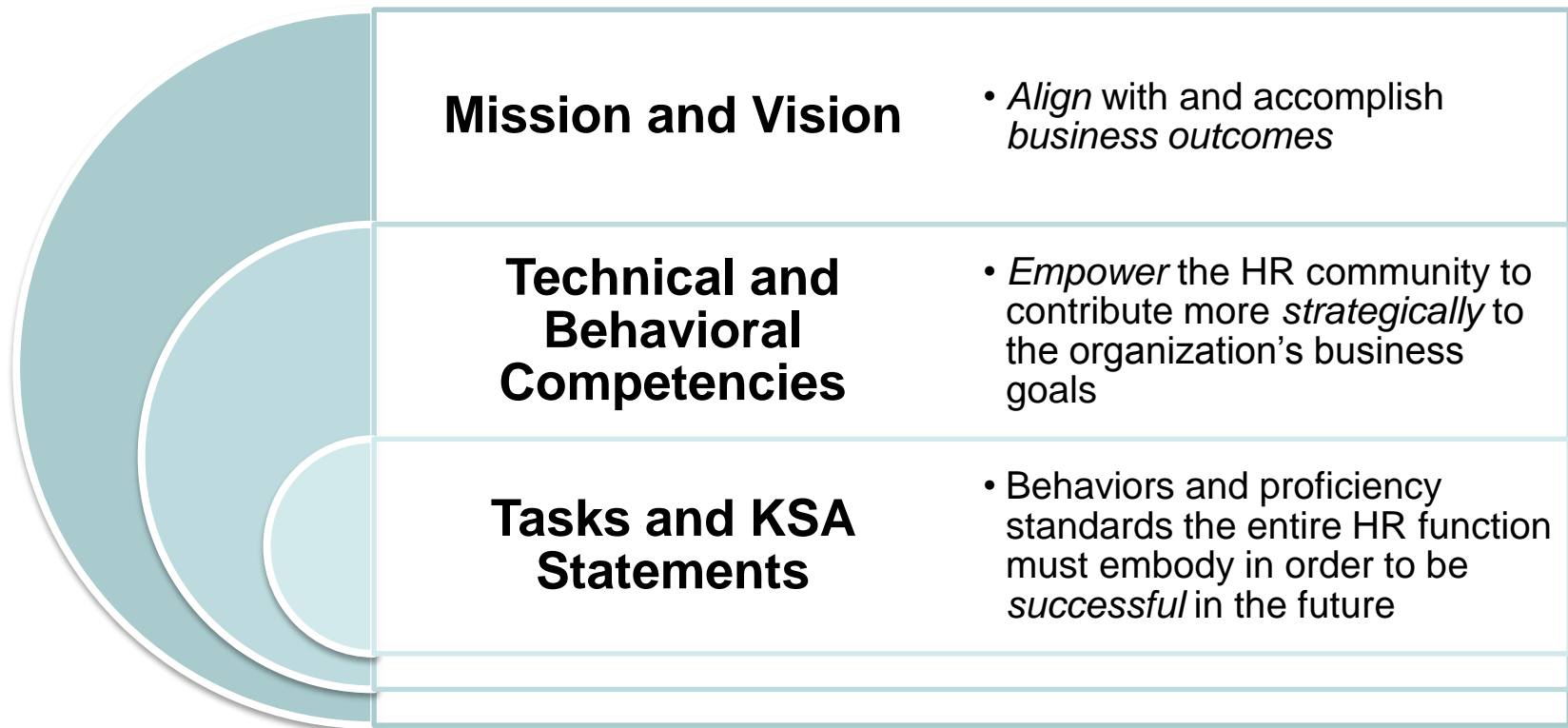- Speed and Flexibility
- Government Regulation
- Demographic Shifts

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).

Organizations Don't Exist in a Vacuum

An organization's ability to operate successfully and achieve strategic objectives is an outcome of individual employee competencies.

Mission and Vision	• *Align* with and accomplish *business outcomes*
Technical and Behavioral Competencies	• *Empower* the HR community to contribute more *strategically* to the organization's business goals
Tasks and KSA Statements	• Behaviors and proficiency standards the entire HR function must embody in order to be *successful* in the future

Competency Use

HR PROFESSIONALS

- Identify your competency strengths and opportunities
- Develop a roadmap for career development
- Create your individual development plan
- Set performance goals aligned with your competency roadmap
- Evaluate your competency development
- Advance your HR career

ORGANIZATIONS

- Assess workforce competency gaps
- Implement competency-based recruiting and hiring
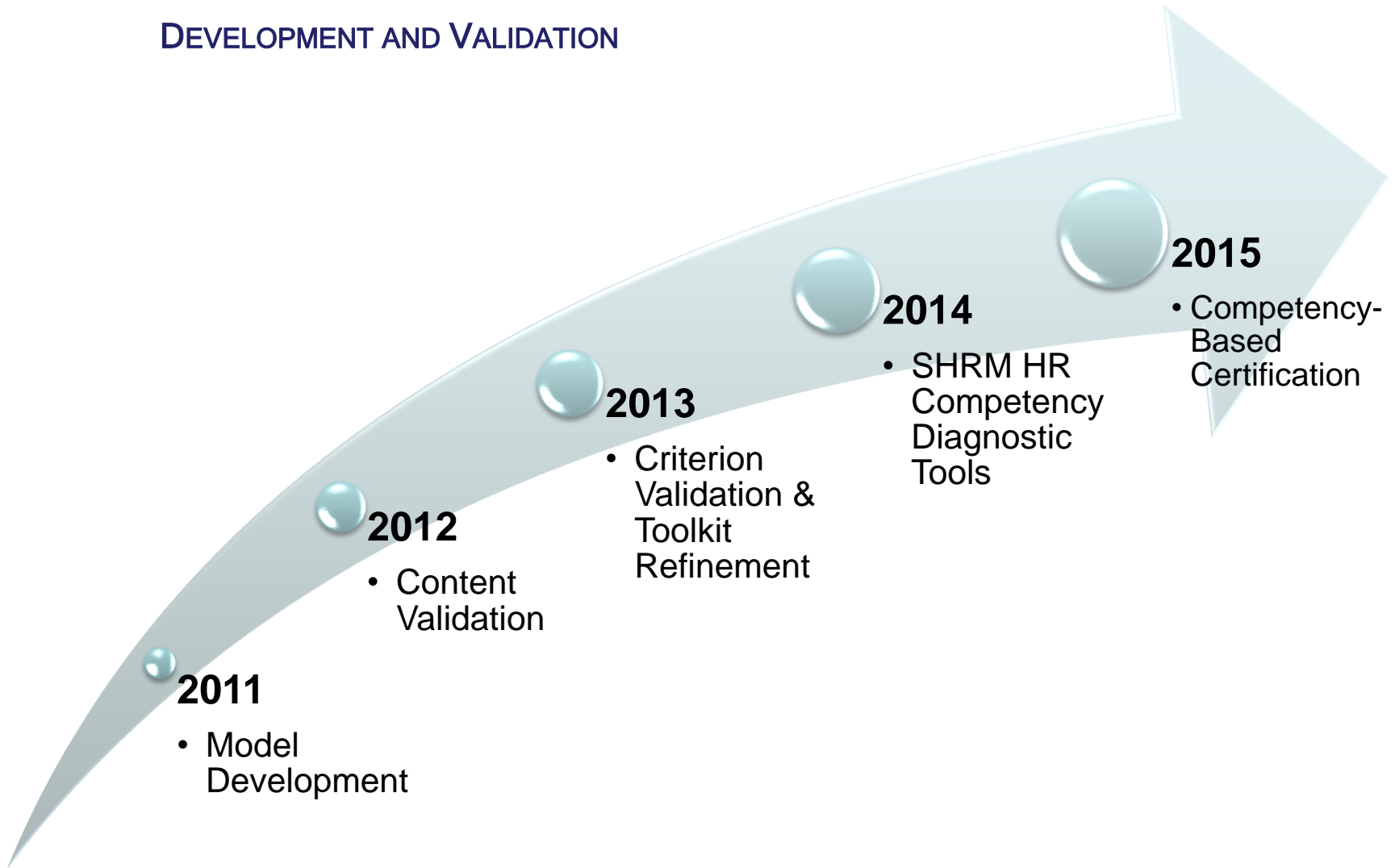- Create competency-based training and development
- Integrate competencies into career pathing
- Expand performance management to include competencies
- Advance your organization's HR department

DEVELOPMENT AND VALIDATION

2011
- Model Development

2012
- Content Validation

2013
- Criterion Validation & Toolkit Refinement

2014
- SHRM HR Competency Diagnostic Tools

2015
- Competency-Based Certification

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Development Deep Dive

Model Development
- Literature Review
  - 35 different competency models
- Development
  - 111 Focus Groups
    - o 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

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

- Larger companies have specialists who handle these areas and smaller companies have generalists who handle a variety of HR activities

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BEHAVIORAL (NON-TECHNICAL) COMPETENCIES

- When you think of HR you should <u>also</u> 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

- Regardless of the size organization you are in – you need all of these skills, developed over time, to be successful in HR
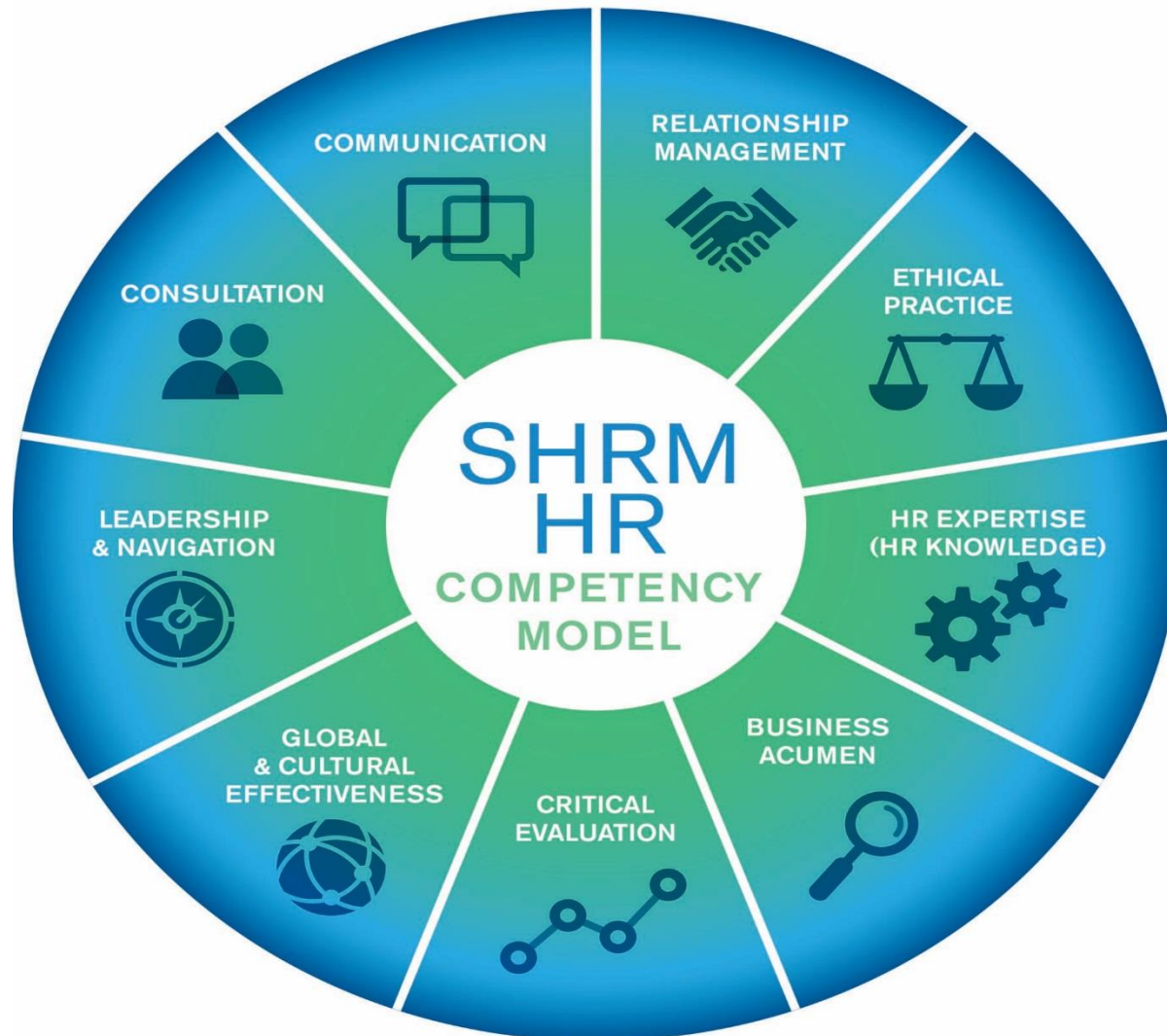
Knowledge + Behavior = Success

Technical Competencies (Power)

What's Being Performed

Behavioral Competencies (Direction)

How You Perform Your Job

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

Technical Competencies + Behavioral Competencies = HR Success

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HR COMPETENCY MODEL

The image is a presentation slide with the title "SHRM HR Competency Model Cont." and overlapping content panels. This is image-dominant.
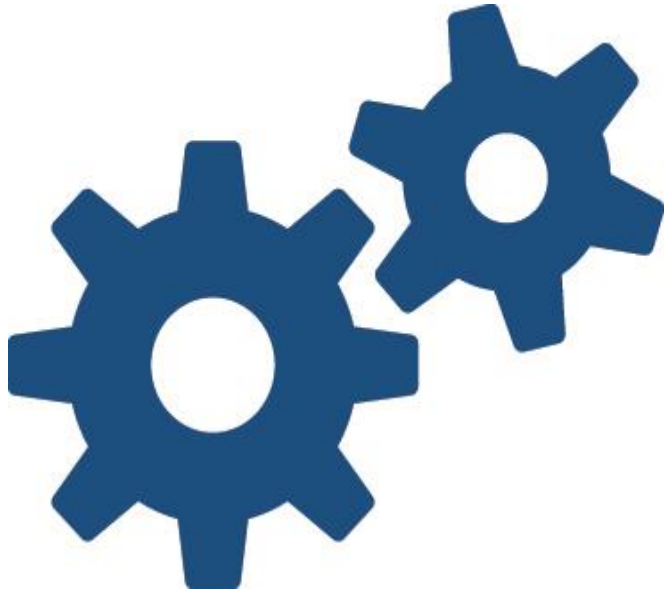
SHRM HR Competency Model Cont.

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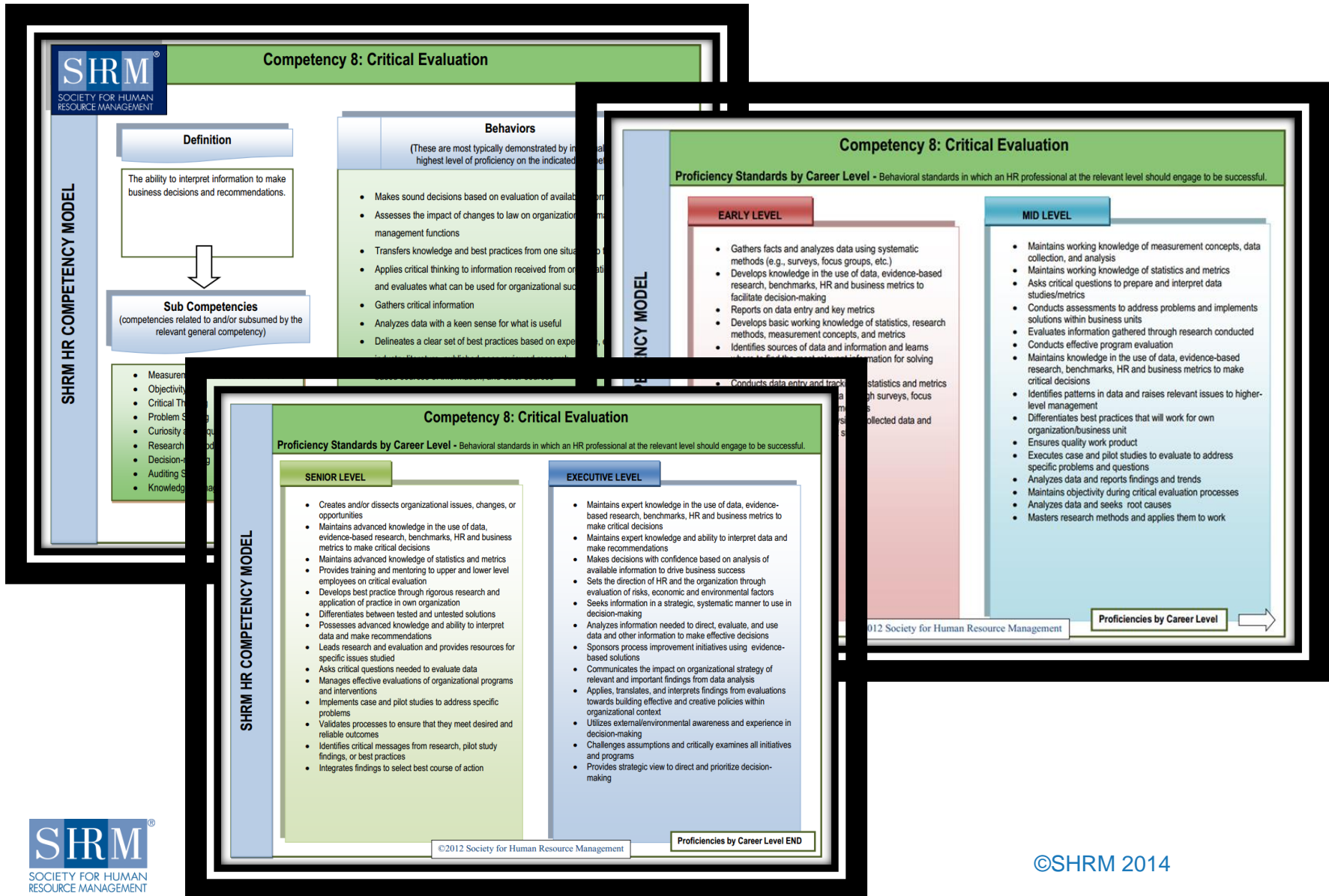
Technical Competency

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

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COMPETENCY DOMAIN #2: ETHICAL PRACTICE
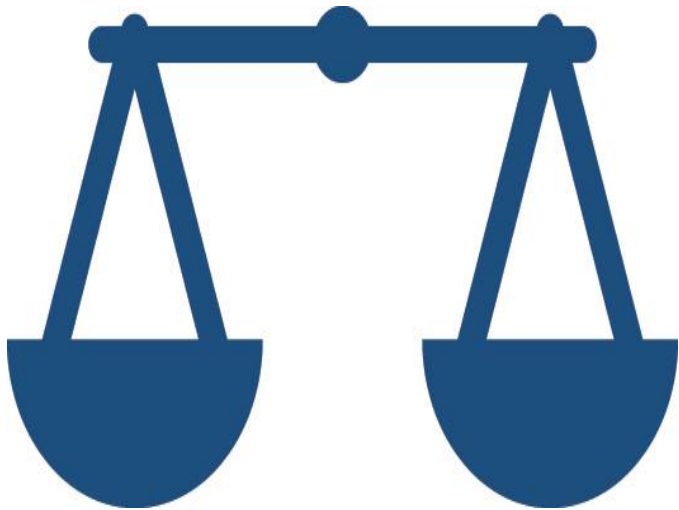
- **Definition:** Integration of integrity and accountability throughout all organizational and business practices

- 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

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

COMPETENCY DOMAIN #4: CRITICAL EVALUATION
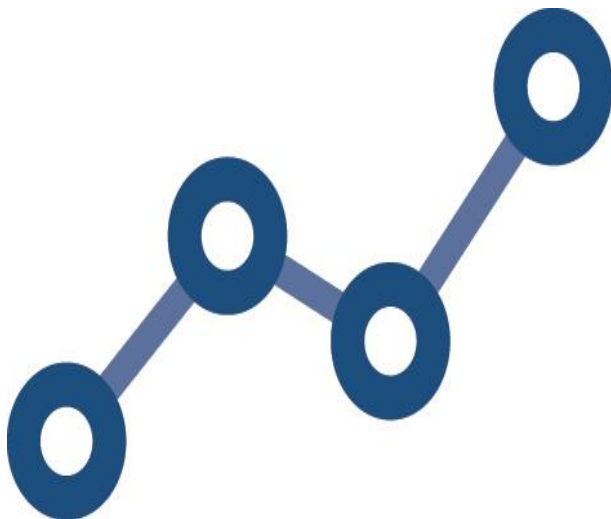
- **Definition:** Interpret information with which to make business decisions and recommendations

- 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

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COMPETENCY DOMAIN #5: CONSULTATION
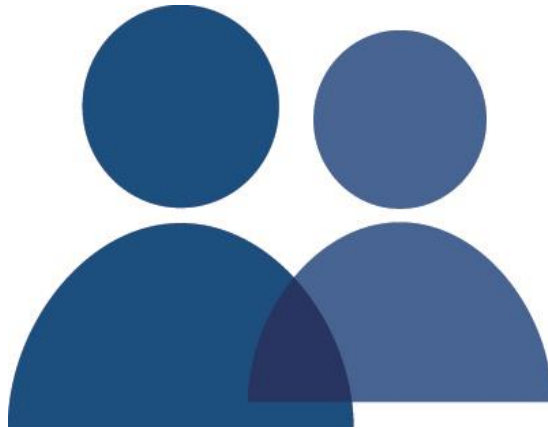
- **Definition:** Providing direct guidance to organizational stakeholders

- 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

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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

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

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

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Behavioral Competencies: Interpersonal Cluster

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

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Career Level/Years

Executive 15 or more

- Typically is the most experienced person in HR
- Holds the top HR job in the organization or VP role.

Senior 8-14

- Very experienced generalist or specialist
- Holds a formal title such as but not limited to, director or principal.

Mid 3-7

- Generalist or experienced specialist
- Manages projects or programs
- Titles include, but not limited to, HR manager, generalist, or specialists

Entry 0-2

- Specialist in a specific support function
- Titles include, but not limited, to HR assistant, junior recruiter, or benefits clerk

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Shifting Standards

Competency: Business Acumen

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

| Early	Mid	Senior	Executive
Gathers, assembles, and reports HR metrics and labor market trends	Implements strategy for managing talent across business lines as well as competitive market	Creates an action plan for managing talent within the confines of the labor market	Defines strategy for managing talent within the confines of the labor market and the business model

*Proficiency standards by career level*

Competency Importance Ratings: Overall

All but Global and Cultural Effectiveness were rated as IMPORTANT by more than 32,000 HR professionals; when looking specifically at MNCs, Global and Cultural Effectiveness jumps to over 2 out of 3 – the threshold for importance.
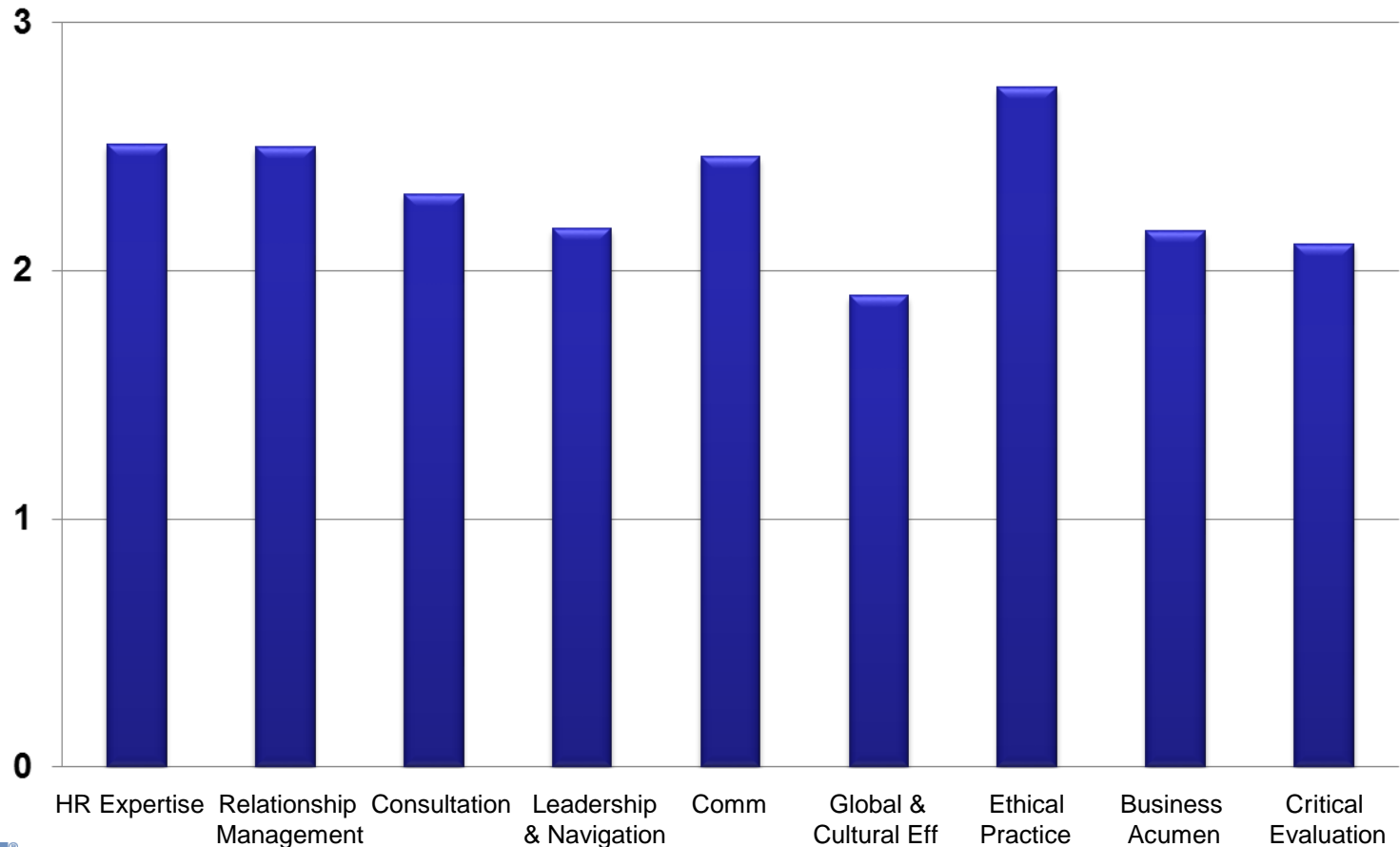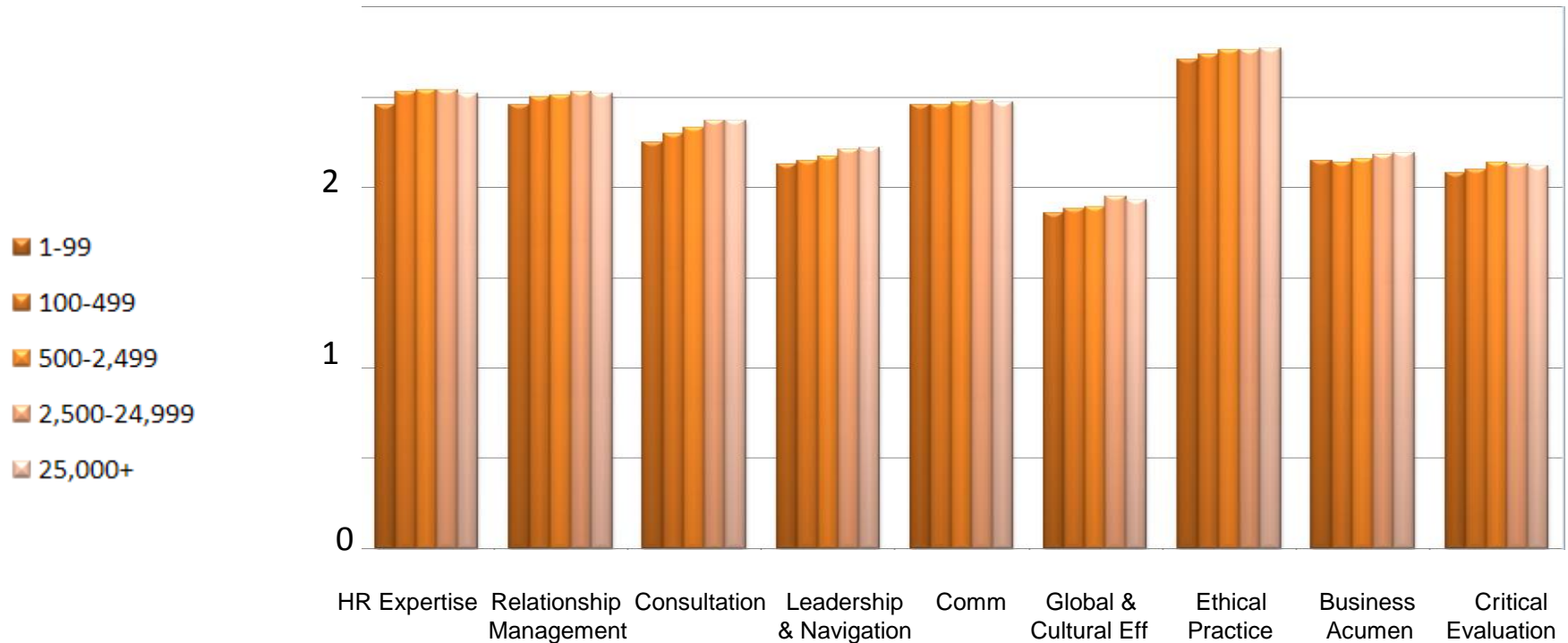
Competency Required Upon Entry to HR: Overall

Using 65% as a cutoff (standard in Organizational Psychology) we see that all but Global and Cultural Effectiveness is REQUIRED upon entry to the field. Looking just at MNCs, the Global competency would also be included.
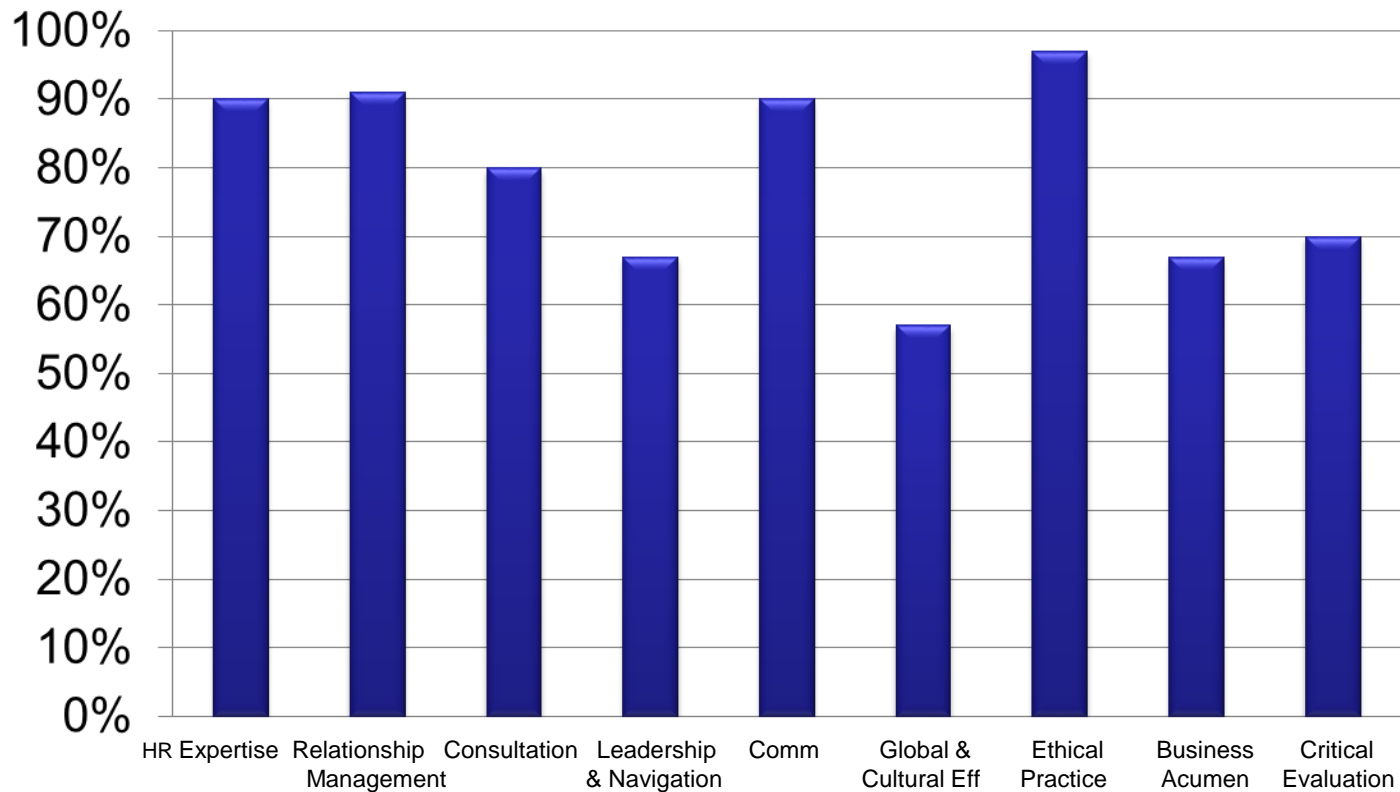
# Competency Importance by Organization Size

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

Legend:
- 1-99
- 100-499
- 500-2,499
- 2,500-24,999
- 25,000+

Categories: HR Expertise, Relationship Management, Consultation, Leadership & Navigation, Comm, Global & Cultural Eff, Ethical Practice, Business Acumen, Critical Evaluation

Competency Importance by Sector

Looking at breakdowns by sector again we see virtually no difference in Importance as a function of organizational sector.
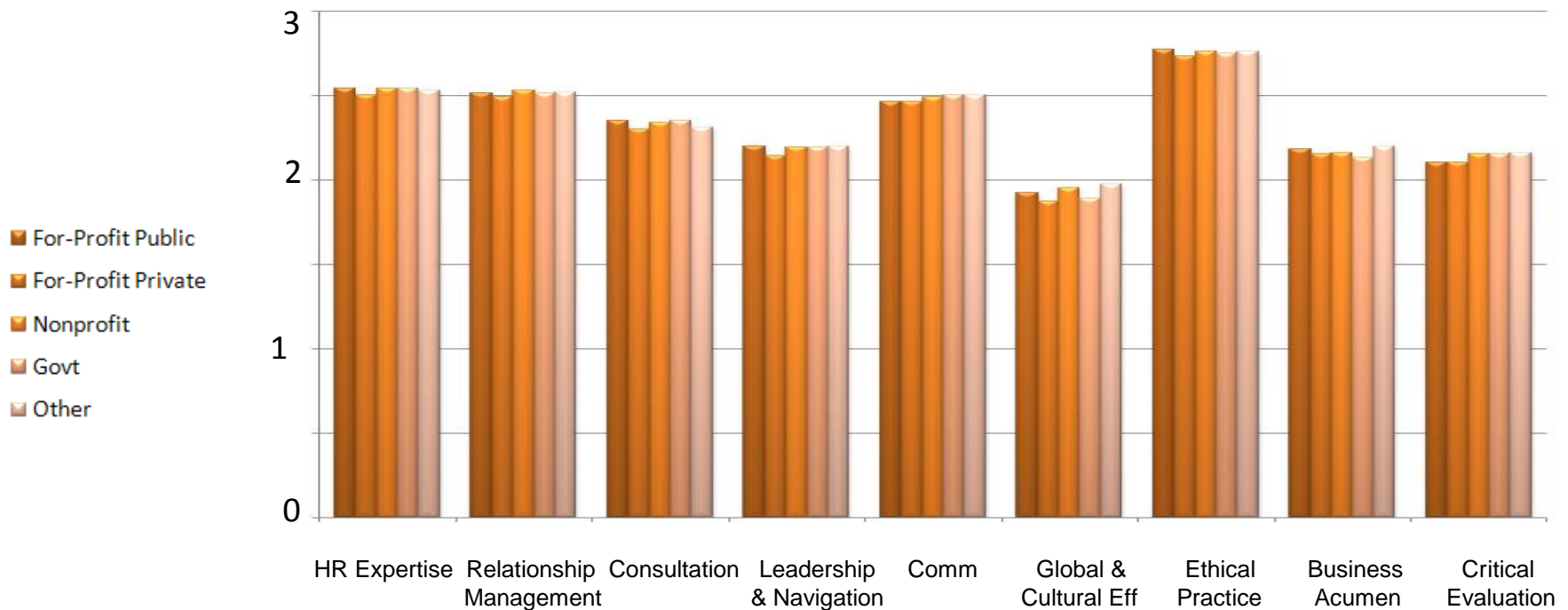
Executive — Develops HR strategy; Peer group are the other executives in the organization

Senior — Operationalizes HR strategy; Translates strategy into a plan
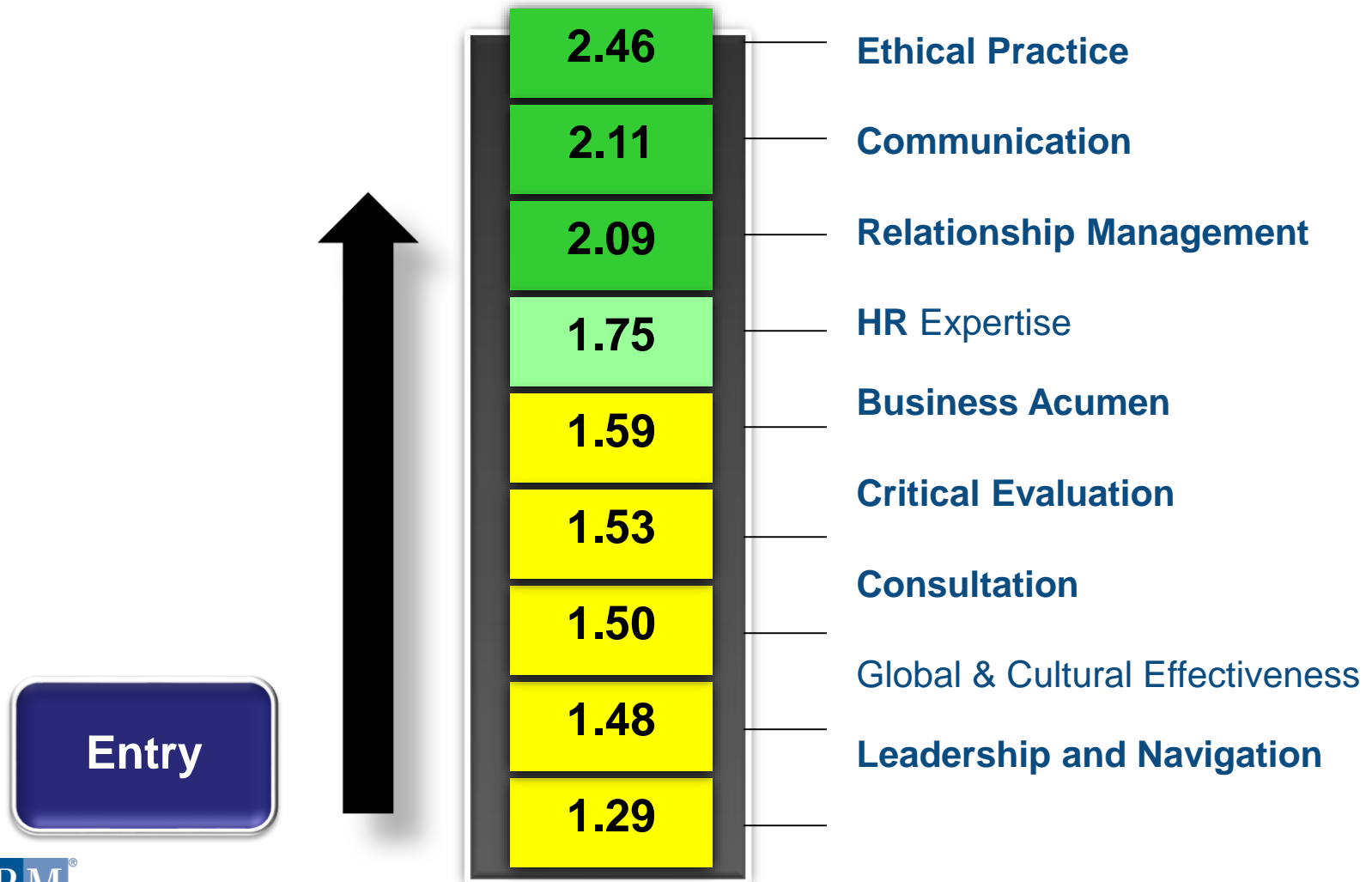
Mid — Implements plan and contributes to the refinement of the plan

Entry — Carries out the plan at the transactional level

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CAREER LEVEL DIFFERENCES

Score	Competency
2.46	**Ethical Practice**
2.11	**Communication**
2.09	**Relationship Management**
1.75	**HR** Expertise
1.59	**Business Acumen**
1.53	**Critical Evaluation**
1.50	**Consultation**
1.48	Global & Cultural Effectiveness
1.29	**Leadership and Navigation**

Entry

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CAREER LEVEL DIFFERENCES

Score	Competency
2.64	Ethical Practice
2.34	Relationship Management
2.33	Communication
2.24	HR Expertise
2.07	Consultation
1.88	Business Acumen
1.84	Critical Evaluation
1.73	Leadership & Navigation
1.69	Global & Cultural Effectiveness

Mid

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CAREER LEVEL DIFFERENCES

Senior

Value	Competency
2.77	Ethical Practice
2.65	HR Expertise
2.55	Relationship Management
2.51	Communication
2.44	Consultation
2.34	Leadership & Navigation
2.24	Business Acumen
2.21	Critical Evaluation
1.97	Global & Cultural Effectiveness

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CAREER LEVEL DIFFERENCES

Score	Competency
2.87	Ethical Practice
2.79	HR Expertise
2.7	Relationship Management
2.64	Communication
2.63	Consultation
2.57	Leadership & Navigation
2.5	Business Acumen
2.42	Critical Evaluation
2.13	Global & Cultural Effectiveness

Competency-based Services

SHRM HR Diagnostic Tools

- SHRM Effectiveness
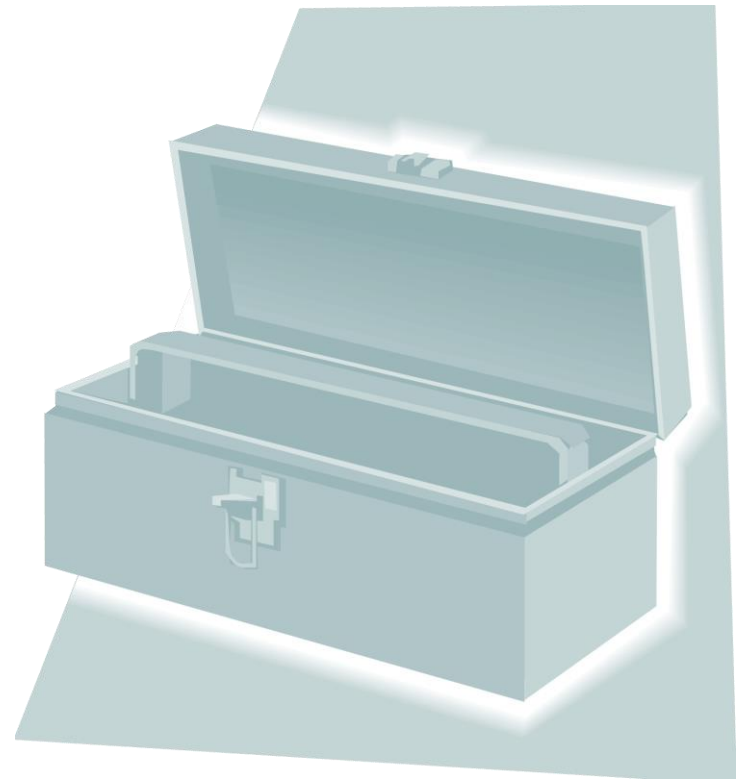- SHRM Self
- SHRM 180
- SHRM 360

SHRM Certification
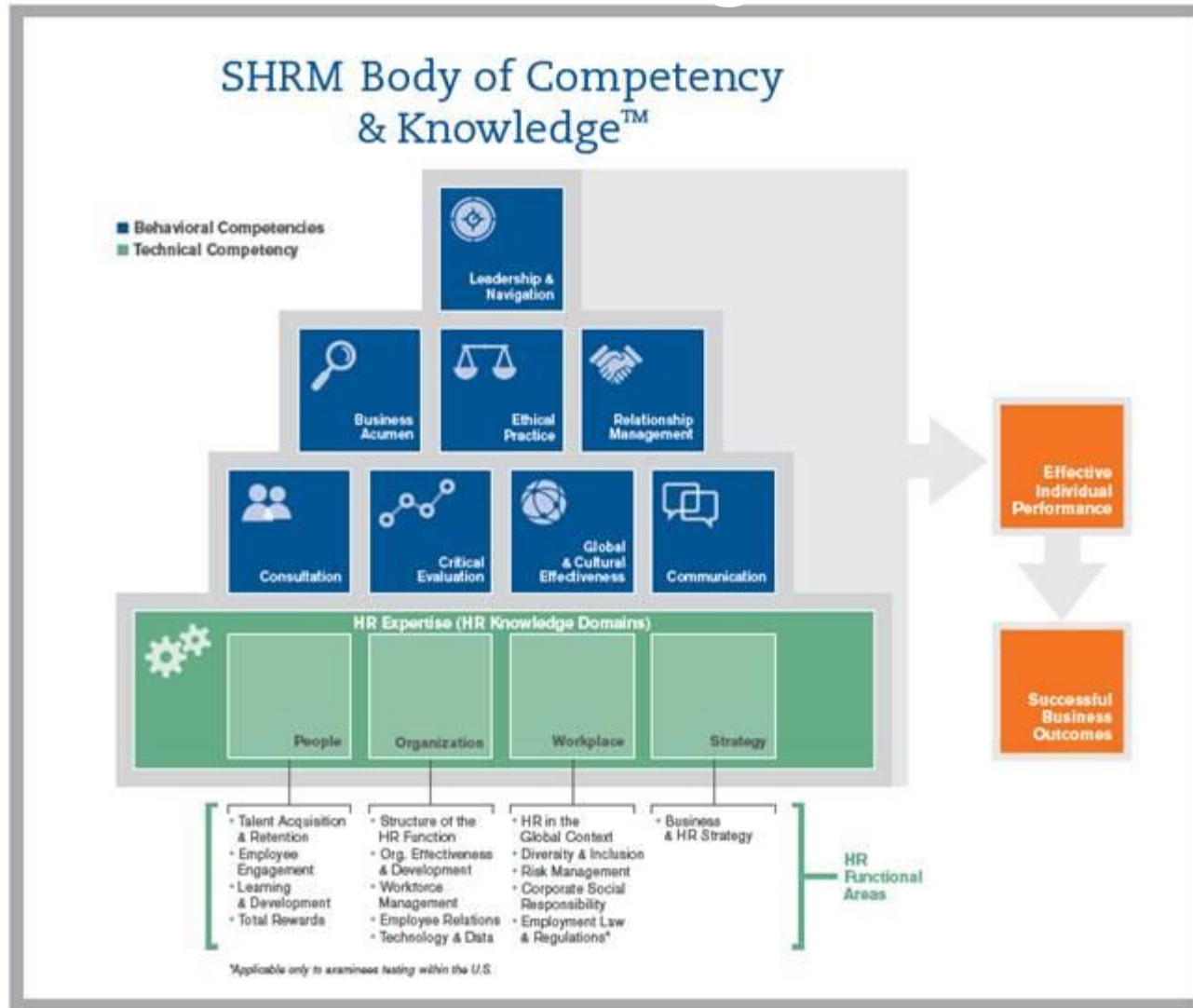
- SHRM-SCP
- SHRM-CP

Behavioral Interview Guide

- Questions
- Anchored Responses
- Scoring

Reference Book

Career Paths and Seminars

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