- **THE MOST TRUSTED HR RESOURCE**

- **GO-TO SOLUTION FOR WORKPLACE CHALLENGES**

- **VOICE OF AND FOR OUR PROFESSION**

THE MOST TRUSTED HR RESOURCE

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SHRM CERTIFIED PROFESSIONAL

SHRM-CP®

SHRM SENIOR CERTIFIED PROFESSIONAL

SHRM-SCP®

OVER

100,000

SHRM CERTIFICANTS

"**RECERTIFICATION** IS HOW SHRM-CERTIFIED HR PROFESSIONALS CONTINUE TO **GROW** AND **DEVELOP**"

GO-TO SOLUTION FOR WORKPLACE CHALLENGES

GO-TO SOLUTION FOR WORKPLACE CHALLENGES

WE HAVE A BENEFIT THAT CAN HELP

VOICE OF AND FOR OUR PROFESSION

VOICE OF AND FOR OUR PROFESSION

290,000

MEMBERS

165

COUNTRIES

70,000+

ORGANIZATIONS

"TOGETHER, WE HAVE HR'S MOST POWERFUL VOICE"

- **THE MOST TRUSTED HR RESOURCE**

- **GO-TO SOLUTION FOR WORKPLACE CHALLENGES**

- **VOICE OF AND FOR OUR PROFESSION**

CONTACT US

- **PHONE   800.283.SHRM (7476)**
- **FACEBOOK.COM/societyforhumanresourcemanagement**
- **TWITTER.COM/SHRM**

VOICE OF AND FOR OUR PROFESSION

290,000
MEMBERS

165
COUNTRIES

70,000+
ORGANIZATIONS

Your Profession Matters

Multiple Functional Areas

Worldwide Skills

You Can Change a Company

You Can Change a Life

Expertise comes from jobs you do..

- **SHRM** (2/2014)
  - Divisional Director, West - *State of California Field Service Leader*
- **eBay Inc**. (2.5 yrs.)
  - Senior Director HR Delivery Solutions, HRIS and Analytics
- **The Coca-Cola Company** (5 yrs.)
  - Senior Director Global HR Strategy and Transformation
  - Director Global HR Strategy, HRIS and Measurement
- **Motorola Inc**. (11 yrs.)
  - Director Global HR Strategy, Measurement and HRIS
  - Global Rewards Director
- **Motorola Inc**. (cont'd)
  - Chief of Staff to SVP of HR
  - Director of HR – Emerging Business and Joint Venture Brazil
  - Employee Relations Manager
  - Staffing Manager
- **Nissan Motor Corporation** (2 yrs.)
  - Regional HR Manager
- **General Dynamics** (9 yrs.)
  - Corporate Office Personnel Manager
  - Senior HR Representative
  - Senior Staffing Representative
  - Staffing Representative
  - Employee Suggestion Analyst

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WHY COMPETENCIES?

- New ways of doing business require new ways of managing people
    - Globalization; Speed and Flexibility; Government Regulation; Demographic Shifts

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

- Advance the HR Profession
    - Identifying successful performance across career levels
    - Highlighting technical skills and behavioral attributes
    - Focus on observable measurable behaviors and proficiency standards

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SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

"Everyone thinks of changing the world, but no one
thinks of changing himself."

--- Leo Tolstoy

The only people who really like change are wet babies…

- -- Jon Decoteau

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).

Changing realities of business

New and established approaches to HR

Clarity regarding what is needed to:

- **Be successful in current role**
- **Move to the next career level**
- **Establish an effective HR function**
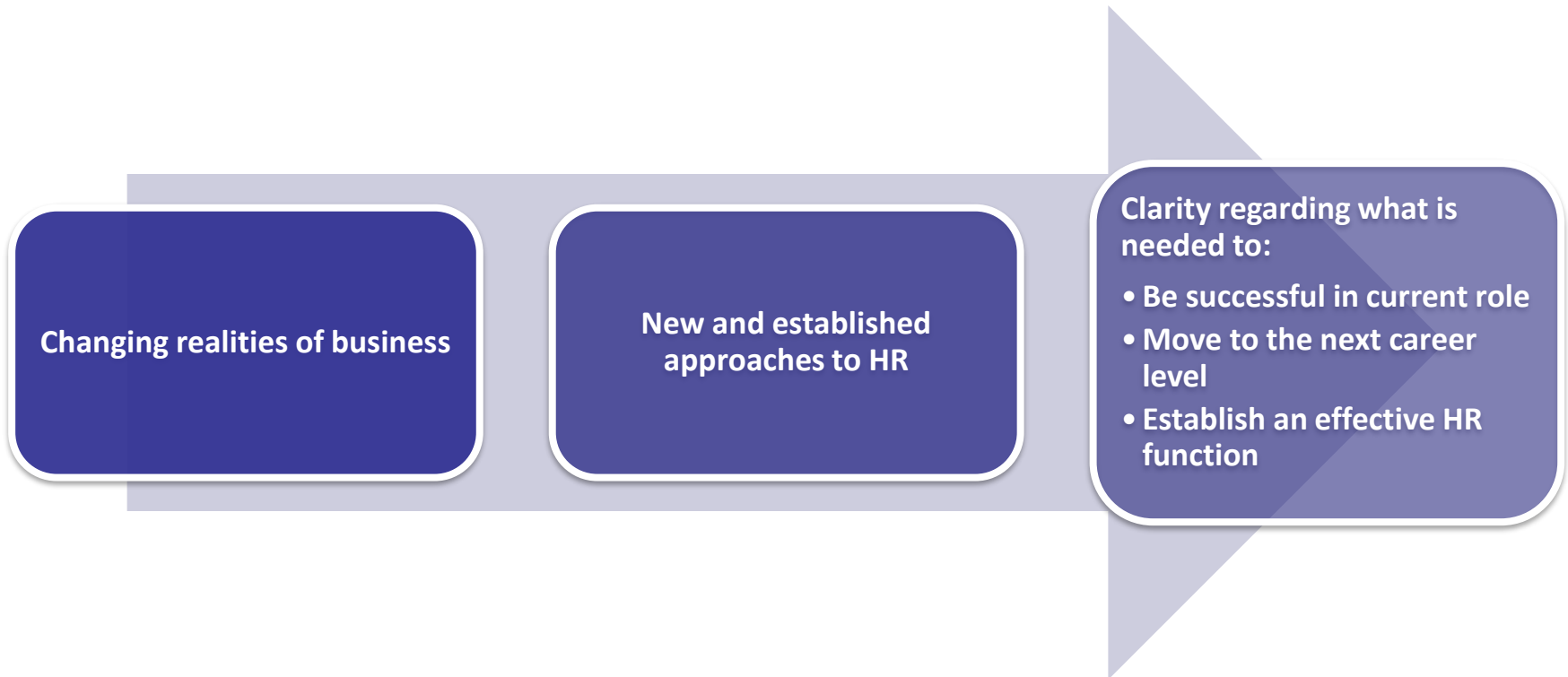
- Little to no experience
- Supports operational functions
- May lead small-sized projects
- Carries out the plan at the transactional level

- Moderate experience
- Leads or supports operational functions
- Manages small- to mid-sized projects
- Implements the plan and contributes to its refinement

Executive

Mid

Senior

Early

- Extensive experience
- Holds the highest-level, strategic leadership role in organization or serves as highly experienced HR strategy consultant
- Peer group is the other executives in the organization
- Develops HR strategy

- Significant experience
- Serves as high-level strategic and/or operational leader or as experienced HR consultant
- Oversees large or multiple programs or projects
- Operationalizes HR strategy and translates strategy into a plan

Different Levels
Different Responsibilities
Different Needs

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- **2011-2012 Content Development**
  - Conducted literature review of 35 different competency models
  - Conducted 111 focus groups across the globe
  - Surveyed 640 CHROs
- **2012 Content Validation**
  - Surveyed 32,000 HR professionals at all career levels
  - 33 nations represented
- **2013-2014 Criterion Validation**
  - Examined the relationship between competency proficiency and performance

For more information about the competency development process go to shrm.org/hrcompetencies

BICYCLE MODEL

- Relationship Between Technical and Behavioral Competencies

Technical Competencies
Power
What's Being Performed

Behavioral Competencies
Direction
How You Perform Your Job
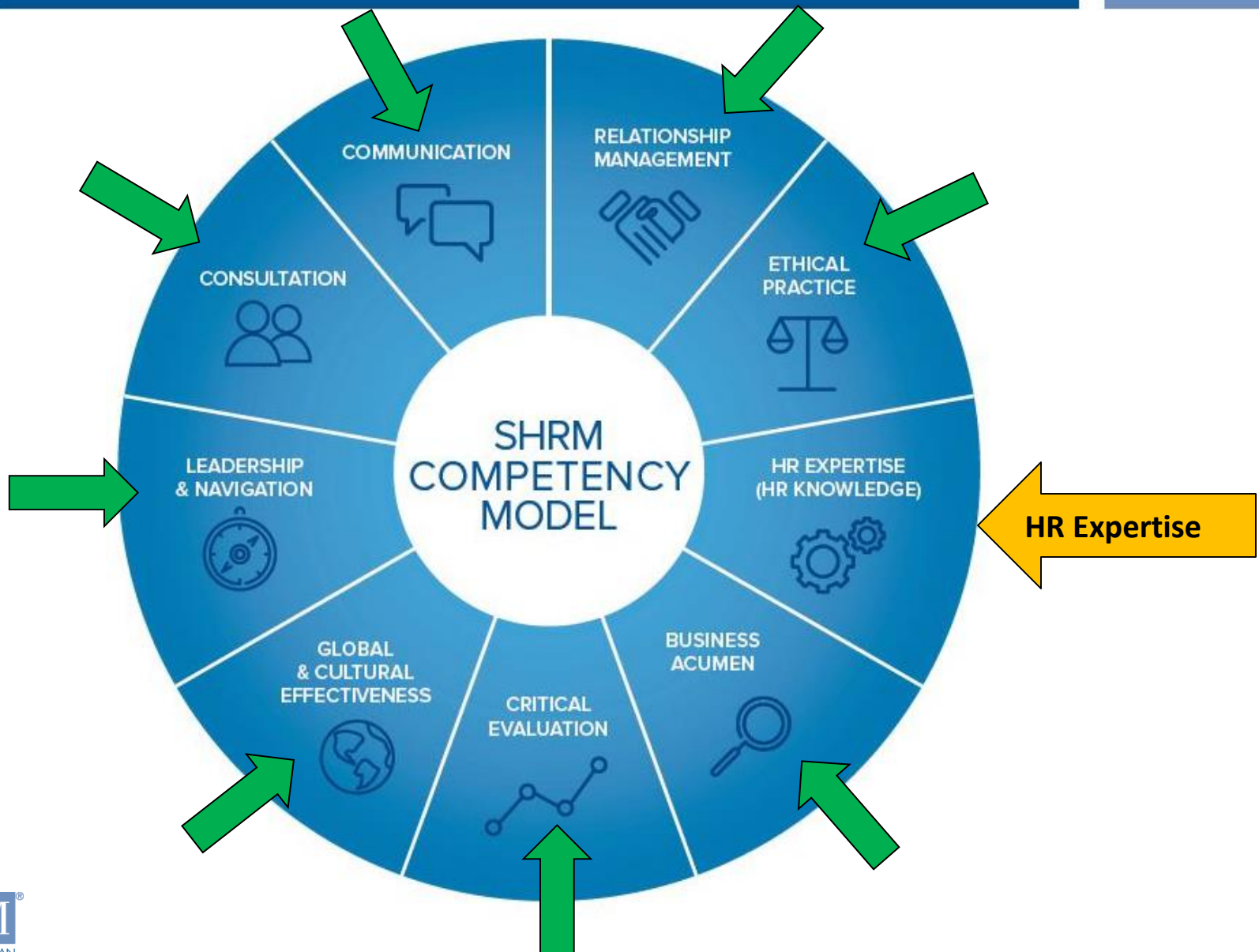
L Leadership Competencies
- Leadership & Navigation
- Ethical Practice

B Business Competencies
- Business Acumen
- Critical Evaluation
- Consultation

I Interpersonal Competencies
- Communication
- Relationship Management
- Global & Cultural Effectiveness

T Technical Competencies
- HR Expertise in People, Organizations, The Workplace, & Strategy

1. Title of the competency
2. Definition of the competency
3. Subcompetencies
   - Competencies related to and subsumed by the relevant general competency
4. Behaviors
   - Exemplars of behavior demonstrated at the highest level of proficiency on the indicated competency
5. Proficiency standards
   - Behavioral standards of successful performance by an HR professional within the relevant career level

Competency 8: Critical Evaluation

SHRM HR COMPETENCY MODEL

Definition

The ability to interpret information to make business decisions and recommendations.

Sub Competencies
(competencies related to and/or subsumed by the relevant general competency)

- Measurement and Assessment Skills
- Objectivity
- Critical Thinking
- Problem Solving
- Curiosity and Inquisitiveness
- Research Methodology
- Decision-making
- Auditing Skills
- Knowledge Management

Behaviors
(These are most typically demonstrated by individuals at the highest level of proficiency on the indicated competency)

- Makes sound decisions based on evaluation of available information
- Assesses the impact of changes to law on organizational human resource management functions
- Transfers knowledge and best practices from one situation to the next
- Applies critical thinking to information received from organizational stakeholders and evaluates what can be used for organizational success
- Gathers critical information
- Analyzes data with a keen sense for what is useful
- Delineates a clear set of best practices based on experience, evidence from industry literature, published peer-reviewed research, publicly available web-based sources of information, and other sources
- Analyzes information to identify evidence-based best practices
- Identifies leading indicators of outcomes
- Analyzes large quantities of information from research and practice

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Proficiencies by Career Level

Competency 8: Critical Evaluation

Proficiency Standards by Career Level - Behavioral standards in which an HR professional at the relevant level should engage to be successful.

SHRM HR COMPETENCY MODEL

EARLY LEVEL

- Gathers facts and analyzes data using systematic methods (e.g., surveys, focus groups, etc.)
- Develops knowledge in the use of data, evidence-based research, benchmarks, HR and business metrics to facilitate decision-making
- Reports on data entry and key metrics
- Develops basic working knowledge of statistics, research methods, measurement concepts, and metrics
- Identifies sources of data and information and learns where to find the most relevant information for solving problems
- Conducts data entry and tracking of statistics and metrics
- Collects and synthesizes data through surveys, focus groups, research, and other methods
- Engages in preliminary analysis of collected data and reports findings to senior HR staff

MID LEVEL

- Maintains working knowledge of measurement concepts, data collection, and analysis
- Maintains working knowledge of statistics and metrics
- Asks critical questions to prepare and interpret data studies/metrics
- Conducts assessments to address problems and implements solutions within business units
- Evaluates information gathered through research conducted
- Conducts effective program evaluation
- Maintains knowledge in the use of data, evidence-based research, benchmarks, HR and business metrics to make critical decisions
- Identifies patterns in data and raises relevant issues to higher-level management
- Differentiates best practices that will work for own organization/business unit
- Ensures quality work product
- Executes case and pilot studies to evaluate to address specific problems and questions
- Analyzes data and reports findings and trends
- Maintains objectivity during critical evaluation processes
- Analyzes data and seeks root causes
- Masters research methods and applies them to work

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Proficiencies by Career Level

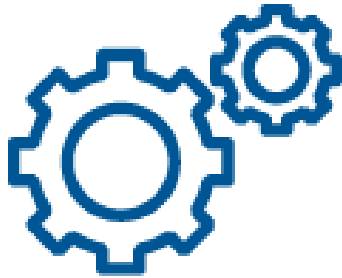**Competency:** Business Acumen

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

- **Type:** Technical Competency
- **Cluster:** Technical
- **Definition:** The knowledge of principles, practices and functions of effective human resource management

❑ Possesses the technical knowledge needed to design, enact, evaluate and maintain sound HRM practices
❑ Retains the policies, practices, laws/regulations and principles that underlie effective HRM

STRATEGY	ORGANIZATION	WORKPLACE	PEOPLE
• Business & HR Strategy	• Structure of the HR Function • Workforce Management • Employee Relations • Technology & Data	• HR in the Global Context • Diversity & Inclusion • Risk Management • Corporate Social Responsibility • U.S. Employment Law & Regulations	• Talent Acquisition & Retention • Employee Engagement • Learning & Development • Total Rewards

- **Type:** Behavioral Competency
- **Cluster:** Interpersonal
- **Definition:** The ability to effectively exchange information with stakeholders

❑ Helps employees better understand the purpose and value of HR policies and practices
❑ Generates greater confidence in the effectiveness of HRM and increases employee satisfaction and business unit performance

Perceptual objectivity: the ability to make others feel as though you are being objective in your communications and listening

- **Type:** Behavioral Competency
- **Cluster:** Interpersonal
- **Definition:** The ability to manage interactions to provide service and to support the organization

- ❑ Builds relationships to help increase performance, team cohesion and engagement
- ❑ Negotiates both relationship conflict and information/task conflict effectively

- **Type:** Behavioral Competency
- **Cluster:** Interpersonal
- **Definition:** The ability to value and consider the perspectives and background of all parties

❑ Effectively and respectfully interacts with colleagues, customers and clients of varying backgrounds and cultures
❑ Complies with inclusive hiring practices

- **Type:** Behavioral Competency
- **Cluster:** Business
- **Definition:** The ability to understand and apply information to contribute to the organization's strategic plan

❑ Thinks in terms of the business and operations first and then applies the HR lens to work
❑ Applies systems thinking and economic awareness based upon four areas of knowledge: business administration, finance, marketing and operations expertise

- **Type:** Behavioral Competency
- **Cluster:** Business
- **Definition:** The ability to interpret information to make business decisions and recommendations

- ❑ Masters measurement and assessment, critical thinking, and research design to answer workforce and business questions
- ❑ Evaluates data and analyzes it from different perspectives until thoroughly understanding the details

HR is all about numbers!

- **Type:** Behavioral Competency
- **Cluster:** Business
- **Definition:** The ability to provide guidance to organizational stakeholders

- ❏ Translates complicated information about HRM practices into actionable recommendations
- ❏ Applies creative problem-solving to address business needs and challenges

- **Type:** Behavioral Competency
- **Cluster:** Leadership
- **Definition:** The ability to direct and contribute to initiatives and processes within the organization

- ❑ Employs a results-oriented approach based upon SMART goals to manage resources, projects and products
- ❑ Navigates potential obstacles with extreme political savvy

- **Type:** Behavioral Competency
- **Cluster:** Leadership
- **Definition:** The ability to integrate core values, integrity and accountability throughout all organizational and business practices

- ❑ Adheres to an organization's core values and ethical guidelines
- ❑ Helps drive an organization's ethical climate by responding to ethical issues

Shifting Competency Importance

	Entry	Mid	Senior	Execu-tive
Ethical Practice	1	1	1	1
Communication	2	3	4	5
Relationship Management	3	2	3	3
HR Expertise	4	4	2	2
Business Acumen	5	6	7	7
Critical Evaluation	6	7	8	8
Consultation	7	5	5	6
Global & Cultural Effectiveness	8	9	9	9
Leadership & Navigation	9	8	6	4
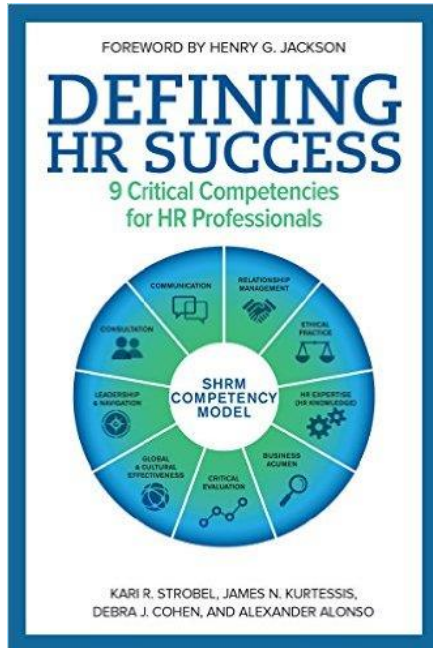
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HR is not a second cousin to business leadership:

- The DNA for success is the same
- The Competencies are the same with the exception of technical expertise
- In the Decade of Human Capital, we can no longer accept development based upon outdated methods and competencies.

Image courtesy of Stuart Miles/FreeDigitalPhotos.net

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THANK YOU!

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