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

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New Expectations for HR

“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

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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 competencies and behaviors from HR

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

Highlighting behavioral attributes along with technical skills

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

What is a Competency?

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

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The Process

DEVELOPMENT AND VALIDATION

2011
• Model Development

2012
• Content Validation

2013
• Criterion Validation & Toolkit Refinement

2014
• SHRM HR Competency Diagnostic Tools

2015
• Competency-Based Certification

Supporting Research

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?

**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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How Much of HR is HR?

**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**

- Regardless of the size organization you are in - you need all of these skills, developed over time, to be successful in HR.
To be successful in HR and grow your career you need more than just technical competencies. 

Technical Competencies (Power) — What’s Being Performed

Behavioral Competencies (Direction) — How You Perform Your Job

Knowledge + Behavior = Success

SHRM Competency Model
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
Behavioral Competencies

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

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

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
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

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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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.
Closer Look: Levels of Experience

**Career Level/Years**

- **Executive**: Typically the most experienced person in HR, holds the top HR job in the organization or VP role.
- **Senior**: Very experienced generalist or specialist, holds a formal title such as director or principal.
- **Mid**: Generalist or experienced specialist, manages projects or programs, titles include HR manager, generalist, or specialists.
- **Entry**: Specialist in a specific support function, titles include HR assistant, junior recruiter, or benefits clerk.

Shifting Standards

**Competency: Business Acumen**

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

**Proficiency standards by career level**

- **Early**
  - Gathers, assembles, and reports HR metrics and labor market trends.

- **Mid**
  - Implements strategy for managing talent across business lines as well as competitive market.

- **Senior**
  - Creates an action plan for managing talent within the confines of the labor market.

- **Executive**
  - Defines strategy for managing talent within the confines of the labor market and the business model.
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.

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

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

**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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**Entry Level**

**CAREER LEVEL DIFFERENCES**

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

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### Executive

**CAREER LEVEL DIFFERENCES**

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

### 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
Eligibility Requirements

<table>
<thead>
<tr>
<th>Credential</th>
<th>Less than a Bachelor's Degree</th>
<th>Bachelor's Degree</th>
<th>Graduate Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HR-Related Degree</td>
<td>Non-HR Degree</td>
<td>HR-Related Degree</td>
</tr>
<tr>
<td>SHRM-CP</td>
<td>3 years in HR role</td>
<td>4 years in HR role</td>
<td>1 year in HR role</td>
</tr>
<tr>
<td>SHRM-SCP</td>
<td>6 years in HR role</td>
<td>7 years in HR role</td>
<td>4 years in HR role</td>
</tr>
</tbody>
</table>

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.
For Existing Certificants

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.

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.

*Note: PHR, SPHR, GPHR, HRBP and HRMP are registered trademarks of the HR Certification Institute and are not SHRM certifications.

For Aspiring Certificants

Individuals interested in pursuing certification this year should continue preparations and take an HR general certification exam (e.g. PHR/SPHR/GPHR exam) prior to January 31, 2015.

- If you pass the exam, you will be eligible to receive the new SHRM certification by completing the simple three-step process.
- If you purchased the 2014 SHRM Learning System last year, and take the exam it supports, but don't pass, you will be eligible to receive the new 2015 version of the SHRM Learning System that supports the SHRM-SCP or SHRM-CP this year at no cost following registration for the May-July 2015 SHRM-CP or SHRM-SCP testing window.
- If you purchased the 2014 SHRM Learning System last year, and decide not to take your exam, you will be eligible to receive the new 2015 version of the SHRM Learning System this year at no cost following registration for the May-July 2015 SHRM-CP or SHRM-SCP testing window.

www.shrmcertification.org
### SHRM-CP, SHRM-SCP Exam Fees

<table>
<thead>
<tr>
<th>Fees</th>
<th>SHRM Member Price</th>
<th>Nonmember Price</th>
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</thead>
<tbody>
<tr>
<td>Exam Fee (SHRM-CP)</td>
<td>$300</td>
<td>$400</td>
</tr>
<tr>
<td>Exam Fee (SHRM-SCP)</td>
<td>$300</td>
<td>$400</td>
</tr>
<tr>
<td>Application Fee</td>
<td>$50 (included in exam fee)</td>
<td>$50 (included in exam fee)</td>
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<tr>
<td>Late Fee</td>
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<tr>
<td>Retest Fee</td>
<td>Full Price</td>
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<td>Exam Type Change</td>
<td>$0 (limited to one change)</td>
<td>$0 (limited to one change)</td>
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<tr>
<td>Exam Rescheduling (Prometric Fee)</td>
<td>$50</td>
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### Key Dates

- **Oct 2014**: Pilot testing of SHRM-CP and SHRM-SCP exams
- **Nov 2014**: Instructor Materials for SHRM-CP and SHRM-SCP become available
- **Dec 2014**: SHRM Learning System for SHRM-CP and SHRM-SCP becomes available
- **Jan 2015**: Registration begins for first SHRM-CP and SHRM-SCP exam window
- **Jan 2015**: Holders of existing HR generalist certifications can complete the 3-step pathway process to obtain their SHRM-CP or SHRM-SCP (5 Jan thru 31 Dec 2015)
- **May 2015**: Initial exam window opens for SHRM-CP and SHRM-SCP

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Streamlined Recertification Process

SHRM’s streamlined approach to recertification includes:

- 60 Professional Development Credits (PDCs) based on the SHRM BoCK;
- Credits awarded for Advance Your Education, Advance Your Organization, and Advance Your Profession;
- Greater emphasis placed on job-related experiences and projects;
- No distinction between Strategic & General Business Credits; and
- State Councils, Chapters, and Educational Partners in good standing are eligible to become Preferred Providers at no cost.

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

www.shrmcertification.org

Recertification Credits

<table>
<thead>
<tr>
<th>Category</th>
<th>Description/Examples</th>
<th>Maximum Number of Professional Development Credits (PDCs)</th>
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<tbody>
<tr>
<td>Advance Your Education</td>
<td>Continuing education such as:</td>
<td>- No maximum for instructor-led PDCs</td>
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<td>o Conferences</td>
<td>- Maximum of 30 PDCs for self-directed programs</td>
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<td>o College courses</td>
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<td>o Seminars</td>
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<td></td>
<td>o e-Learning (Instructor-Led and Self-Directed)</td>
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<td>o Chapter programs</td>
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<td>o Webcasts</td>
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<td>o Audiocasts</td>
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<td></td>
<td>o Podcasts</td>
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<tr>
<td>Advance Your Organization</td>
<td>Work projects endorsed by supervisor which support organizational goals and advance or demonstrate capabilities in one or more HR competency.</td>
<td>- Maximum of 20 PDCs per cycle</td>
</tr>
<tr>
<td>Advance Your Profession</td>
<td>Thought leadership and volunteer activities such as:</td>
<td>- Maximum of 30 PDCs per cycle</td>
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<td>o Professional membership</td>
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<td></td>
<td>o Volunteer leadership</td>
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<td></td>
<td>o Speaking at conferences</td>
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<td></td>
<td>o Writing and Research</td>
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Questions

Answers

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