SHRM
COMPETENCY DEVELOPMENT PLAN

Accelerate Your HR Career.

shrm.org/careers

SHRM's member-only career resources can help fast-track your HR career development with easy-to-use tools that assess your HR skills and competencies and guide you toward further training and development. Based on the SHRM Competency Model, these three easy steps will get you on your way to becoming the best HR professional you can be:

1. Take the Competency Self-Assessment (CSA) to identify your competency strengths and developmental needs.

2. Use the Development Activity Wizard to get tailored learning and development activity recommendations to help build your HR expertise and competency proficiency.

3. Create a Competency Development Plan to outline your personalized strategy for putting your development goals into action.

If you are a SHRM-CP or SHRM-SCP certified member, you will receive one professional development credit (PDC) each year you complete the CSA. Use it to evaluate how best to target your professional development efforts in earning the 60 PDCs required to maintain your SHRM-CP or SHRM-SCP credential over your three-year recertification period.

Visit shrm.org/careers.

SHRM Competency Development Plan

The SHRM Competency Development Plan provides an opportunity for every HR professional to identify competency proficiency strengths and gaps, then work on activities to leverage strengths and develop in areas where the HR professional is not as strong. It is a learning action plan designed to improve immediate performance and foster readiness for long-term career goals.

1. Indicate whether you consider the competency a strength, an area for some improvement or an area in need of critical improvement for you.

2. Assign a priority level for developing the competency (i.e., how high of a priority is developing this competency in your current role).

3. Identify organizational and career goals that align with the competency.

4. Outline activities that align with your organization's goals and your career goals to leverage strengths and build your proficiency.

5. Define how you will measure your success, what stakeholder support you will need, potential obstacles you might face and your target completion date.

6. Beginning with your highest priorities, begin engaging in the activities you identified to build your proficiency.

Name:

Job Title:

Career Level:

Date:

Ethical Practice

The knowledge, skills and abilities (KSAs) needed to maintain high levels of personal and professional integrity, and to act as an ethical agent who promotes core values, integrity, and accountability throughout the organization.

Is this Competency a Strength, an area for some improvement or an area in need of critical development?		
Strength	Need Some Development	Need Critical Development

Priority Level (select one)		
(A) Important and urgent	(B) Important but not urgent	(C) Less important or optional
A	B	C

Aligned Organizational Goal(s)

Organizational Goal 1:

Organizational Goal 2:

Organizational Goal 3:

Aligned Career Goal(s)

Career Goal 1:

Career Goal 2:

Career Goal 3:

ACTIVITIES	MEASURES OF SUCCESS	STAKEHOLDER SUPPORT (E.G., COACHES, MENTORS OR SUPPORTERS)	POTENTIAL OBSTACLES	TARGET COMPLETION DATE	OUTCOME/NOTES
Activity #1:					
Activity #2:					
Activity #3:					
Activity #4:					
Activity #5:					
Activity #6:					

Leadership & Navigation

The KSAs needed to navigate the organization and accomplish HR goals, to create a compelling vision and mission for HR that alignswith the strategic direction and culture of the organization, to lead and promote organizational change, to manage the implementation andexecution of HR initiatives, and to promote the role of HR as a key business partner.

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Business Acumen

The KSAs needed to understand the organization's operations, functions, and external environment, and to apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.

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Consultation

The KSAs needed to work with organizational stakeholders in evaluating business challenges and identifying opportunities for the design, implementation, and evaluation of change initiatives, and to build ongoing support for HR solutions that meet the changing needs of customers and the business.

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Critical Evaluation

The KSAs needed to collect and analyze qualitative and quantitative data, and to interpret and promote findings that evaluate HR initiatives and inform business decisions and recommendations.

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Communication

The KSAs needed to effectively craft and deliver concise and informative communications, to listen to and address the concerns of others, and to transfer and translate information from one level or unit of the organization to another.

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Global & Cultural Effectiveness

The KSAs needed to value and consider the perspectives and backgrounds of all parties, to interact with others in a global context, and to promote a diverse and inclusive workplace.

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Relationship Management

The KSAs needed to create and maintain a network of professional contacts within and outside of the organization, to build and maintain relationships, to work as an effective member of a team, and to manage conflict while supporting the organization.

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HR Expertise (HR Knowledge)

The knowledge of principles, practices, and functions of effective human resource management.

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Additional opportunities to connect with the SHRM Competency Model

Visit shrm.org/hrcompetencies

Contact us via e-mail at Competencies@shrm.org
Follow us on Twitter @HRcompetencies

Additional Resources

SHRM-CP & SHRM-SCP: shrm.org/certification
Check eligibility, learn how to prepare for the exam and discover how to maintain your certification.

SHRM Competency Self-Assessment: shrm.org/csa
Take an assessment to identify areas of strength and opportunities for competency development.

SHRM eLearning: shrm.org/elearning
Access self-paced courses on a wide variety of HR topics to further your competency development

SHRM Seminars: shrm.org/seminars
Find a seminar that targets developmental needs.

Behavioral Competencies Articles: shrm.org/behavioralcompetencies
Read articles about each of the eight behavioral competencies in the SHRM Competency Model.

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