

# Practice Analysis and Validation of the SHRM BODY OF COMPETENCY AND KNOWLEDGE (BoCK™)



# EXECUTIVE SUMMARY

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In 2011, SHRM began a program of research involving thousands of HR professionals to identify the critical competencies needed for success as an HR professional. This research led to the development of the SHRM Competency Model, which defines nine competencies that are critical to the successful performance of HR professionals. A related document, the SHRM Body of Competency and Knowledge (BoCK™), is based on the SHRM Competency Model and forms the basis of the SHRM Certified Professional (SHRM-CP™) and SHRM Senior Certified Professional (SHRM-SCP™) exams.

## PURPOSE OF THIS STUDY

The purpose of this study was to refine the BoCK by providing additional detail and removing redundancies between and within the behavioral competencies and functional areas. Additionally, a survey of HR professionals collected data to validate the content of the BoCK with regard to its applicability to the HR profession, as well as to validate revisions made during this study.

## APPROACH

Initial revisions to the BoCK were made based on feedback gathered during an extensive and iterative series of workshops involving more than 70 HR professionals. Following these initial revisions, a survey gathered input from more than 9,000 HR professionals about the relevance and applicability of the BoCK to the HR

profession, both now and as expected five years in the future. The findings of this survey provided data for additional refinements to the BoCK, and they provide substantial support for the applicability of the content of the BoCK as it relates to the HR profession.

## REVISIONS

Revisions to the BoCK were based on feedback from workshop attendees and on the findings of our survey of HR professionals. These revisions include:

- Revised definitions of the competencies and functional areas;
- Addition of competency clusters;
- Revised and expanded proficiency indicators;
- Addition of subcompetencies and key concepts to the behavioral competencies;
- Revision of key concepts associated with the functional areas of the *HR Expertise* technical competency; and
- Revision and rearrangement of several *HR Expertise* functional areas and domains.

## SUMMARY

This extensive review, revision and validation process has contributed to the refinement of a set of resources—the SHRM Competency Model and the BoCK—that accurately and comprehensively describes the HR profession. The revised BoCK will be used to guide certification-related efforts, including

learning and professional development activities for HR professionals. Additionally, when viewed in combination with prior research conducted by SHRM, this study

adds to a growing body of evidence supporting the validity of the SHRM Competency Model and BoCK as guiding documents for the HR profession.

## CONTENTS

Executive Summary.....	1
Purpose of This Study.....	1
Approach.....	1
Revisions.....	1
Summary.....	1
Review and Revision of the SHRM Body of Competency and Knowledge (BoCK).....	6
Practice Analysis Overview.....	6
Document Overview.....	7
Section 1: Qualitative Approach to Review and Revision.....	8
Stakeholder Feedback and Identification of Areas for Review.....	8
Preliminary Edits to the BoCK.....	8
Subject Matter Expert Workshops.....	9
Summary.....	11
Section 2: Validation Survey.....	13
Survey Participants.....	13
Measures.....	17
Survey Procedure.....	18
Relationship Management Follow-up Survey.....	20
Survey Results.....	20
Behavioral Competency and Functional Area Ratings.....	21
Future-Oriented Ratings.....	21
Summary.....	30
Appendix A: Ratings for Subcompetencies.....	31
Leadership & Navigation.....	32
Ethical Practice.....	33
Business Acumen.....	34
Consultation.....	35
Communication.....	36
Critical Evaluation.....	37

Global & Cultural Effectiveness.....	38
Relationship Management .....	39
Appendix B: Proficiency Indicators .....	40
Leadership & Navigation.....	41
Proficiency Indicators for All HR Professionals: .....	41
Proficiency Indicators for Advanced HR Professionals:.....	41
Ethical Practice .....	47
Proficiency Indicators for All HR Professionals: .....	47
Proficiency Indicators for Advanced HR Professionals:.....	47
Business Acumen .....	53
Proficiency Indicators for All HR Professionals: .....	53
Proficiency Indicators for Advanced HR Professionals:.....	53
Consultation .....	59
Proficiency Indicators for All HR Professionals: .....	59
Proficiency Indicators for Advanced HR Professionals:.....	59
Communication.....	65
Proficiency Indicators for All HR Professionals: .....	65
Proficiency Indicators for Advanced HR Professionals:.....	65
Critical Evaluation.....	70
Proficiency Indicators for All HR Professionals: .....	70
Proficiency Indicators for Advanced HR Professionals:.....	70
Global & Cultural Effectiveness.....	76
Proficiency Indicators for All HR Professionals: .....	76
Proficiency Indicators for Advanced HR Professionals:.....	76
Relationship Management .....	82
Proficiency Indicators for All HR Professionals: .....	82
Proficiency Indicators for Advanced HR Professionals:.....	83
Appendix C: Key Concepts for Behavioral Competencies.....	90
Leadership & Navigation.....	91
Ethical Practice .....	93

Business Acumen .....	95
Consultation .....	97
Critical Evaluation.....	99
Communication.....	101
Relationship Management .....	103
Global & Cultural Effectiveness.....	105
Appendix D: Key Concepts for Functional Areas.....	107
Business & HR Strategy .....	108
Talent Acquisition.....	111
Employee Engagement & Retention.....	114
Learning & Development.....	117
Total Rewards .....	120
Structure of the HR Function .....	123
Workforce Management .....	126
Technology Management.....	129
HR in the Global Context .....	132
Diversity & Inclusion .....	135
Employee & Labor Relations.....	138
Organizational Effectiveness & Development .....	141
Risk Management.....	144
Corporate Social Responsibility.....	147
U.S. Employment Law & Regulations.....	150

# REVIEW AND REVISION OF THE SHRM BODY OF COMPETENCY AND KNOWLEDGE (BoCK)

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For more than sixty-five years, the Society for Human Resource Management (SHRM) has served the human resources (HR) profession. HR professionals worldwide look to SHRM for comprehensive information and tools to help them perform effectively at their jobs, to develop their careers and to partner strategically with employers. SHRM also works to advance the HR profession as a whole, ensuring that as business changes, HR evolves to meet business needs. Increasingly, business leaders understand that effective people management is a strategic imperative. As a result, employers expect HR professionals to demonstrate, in addition to a thorough knowledge of HR concepts and requirements, the behavioral competencies required to effectively apply that knowledge in the modern workplace in support of organizational goals.

In 2011, SHRM began a program of research involving thousands of HR professionals to identify the critical competencies needed for success as an HR professional. This research led to the development of the SHRM Competency Model, which defines eight behavioral competencies (*Ethical Practice, Leadership & Navigation, Business Acumen, Relationship Management, Communication, Consultation, Critical Evaluation, and Global & Cultural Effectiveness*) and one technical competency (*HR Expertise*). The SHRM

Competency Model provides HR professionals with a comprehensive roadmap for developing the capabilities they need to advance their careers and improve their effectiveness in the workplace. A related document, the SHRM Body of Competency and Knowledge (BoCK), is based on the SHRM Competency Model and forms the basis of the SHRM Certified Professional (SHRM-CP™) and SHRM Senior Certified Professional (SHRM-SCP™) exams.

## PRACTICE ANALYSIS OVERVIEW

To ensure that the SHRM certification exams continue to meet the needs of the HR profession, in 2015 SHRM conducted a practice analysis of the HR profession to update, revise and validate the BoCK and Competency Model. The findings from this practice analysis have been used as part of a comprehensive evidence-based approach to establish the test blueprint/specifications for the SHRM certification exams to be administered in 2017 and beyond.<sup>1</sup> The specific goals of this practice analysis and BoCK update were:

1. Reduce redundancy and overlap among the behavioral competencies and *HR Expertise* (technical competency) functional areas;
2. Add competency clusters, subcompetencies and key concepts,

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<sup>1</sup> This report primarily references the BoCK. However, relevant revisions to the BoCK based on the results of this study will also be made to the SHRM Competency Model and related resources and materials.

- to help users (e.g., item writers, individuals studying for the certification exams) understand and interpret the content;
3. Increase parallelism between proficiency indicators at the All HR Professionals and Advanced HR Professionals levels of experience;
  4. Maintain and enhance the global focus of the BoCK by gathering input from the international HR community;
  5. Ensure that the BoCK is a forward-looking document that provides a description of HR practice both currently and as expected in five years; and
  6. Refine the wording in some areas of the BoCK to enhance clarity and understanding.

To accomplish these goals, SHRM took a two-part approach to review and revise the BoCK. First, SHRM collected qualitative feedback about the BoCK through workshops with a diverse group of HR subject matter experts (SMEs). Second, SHRM conducted a large-scale validation survey that collected data from thousands of

SHRM members. The purpose of this (quantitative) survey was to gather validity evidence for the content of the BOCK, including the revisions made during the first (qualitative) portion of the study, and to gather additional data to inform further refinements to the BoCK.

## DOCUMENT OVERVIEW

This technical report documents the methodology and results of this practice analysis and update to the BoCK. It contains the following sections:

- Section 1: Description of the (qualitative) workshop-based approach for revising the BoCK;
- Section 2: Description and results of the (quantitative) validation survey used to confirm and refine the content of the BoCK, including revisions made during the process (described in Section 1); and
- Appendices: Additional detail and documentation related to the results and findings of this study.



# SECTION 1: QUALITATIVE APPROACH TO REVIEW AND REVISION

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This section describes the qualitative approach taken to review and revise the BoCK, which involved the following steps:

1. Collected and compiled (a) feedback about the BoCK from stakeholders and (b) information about current best practices in HR; identified areas of the BoCK in need of revision;
2. With the assistance of two HR SMEs, made preliminary revisions to the BoCK and created a draft for review by several panels of HR SMEs; and
3. Conducted seven all-day workshops during which HR SMEs reviewed and revised every component of the BoCK in an iterative process.

## STAKEHOLDER FEEDBACK AND IDENTIFICATION OF AREAS FOR REVIEW

To identify areas of the BoCK for targeted review and revision, SHRM collected and compiled feedback from internal and external stakeholder groups. These stakeholder groups have diverse reasons for using the BoCK, and incorporating each key group's feedback was necessary to create a document that would be relevant to and serve the needs of all users. These stakeholders included individuals involved in developing and maintaining the SHRM certification exams (including item writers,

editors and reviewers) and HR professionals who use the BoCK for professional development or to study for one of the SHRM certification exams. SHRM also compiled anecdotal feedback from SHRM members and reviewed internal research studies (e.g., the SHRM Competency Model content and criterion validation studies). This information was compiled to provide a working list of specific areas of the BoCK in need of review and revision.

## PRELIMINARY EDITS TO THE BoCK

Based on the information collected from stakeholders, several areas of the BoCK were identified for preliminary review and revision. For this task, SHRM worked with two HR SMEs who were contracted from an external vendor (i.e., they were not SHRM employees). The use of external advisors brought independent content expertise to this review and revision process. During this stage, SHRM revised the BoCK based on (a) stakeholder input (as described above), (b) a review of the HR literature (e.g., journal articles, best practice guidelines, reports about industry trends), and (c) the guidance of the above-referenced external HR SMEs. These edits were intended as preliminary revisions for additional review and revision by additional HR SMEs (described below).

## SUBJECT MATTER EXPERT

### WORKSHOPS

Seven all-day, eight-hour workshops were conducted to review, edit and refine the BoCK. To capture the U.S.-based perspective, four workshops were held at SHRM's headquarters in Alexandria, Virginia, with a total of 42 SMEs. To obtain international feedback, two international workshops were conducted. The first was held in Monterrey, Mexico, with 10 HR

professionals local to that area. The second was held in Dubai, United Arab Emirates (UAE), with eight SMEs from Africa, Europe, the Middle East and East Asia. A final workshop was again held in Alexandria (the fifth at that location), with SMEs who had previously participated in one of the aforementioned workshops; they were tasked with reviewing all of the changes proposed to that point in time. All SMEs received a \$100 gift card and recertification credits in exchange for their participation.

**Table 1. Professional and Educational Characteristics of Workshop SMEs.**

Category	% of Participants
<b>Career Level</b>	
Mid	28.3
Senior	38.3
Executive	31.7
(Missing)	1.7
<b>Holds an HR Certification</b>	
Yes	91.7
No	8.3
(Missing)	0.0
<b>Highest Level of Education Completed</b>	
High School/GED	1.7
Associate's Degree	3.3
Bachelor's Degree	23.3
Master's Degree	46.7
MBA	15.0
JD	1.7
Doctorate	3.3
Other	1.7
(Missing)	3.3

The demographic characteristics of the workshop SMEs are presented in Tables 1, 2 and 3 (above and below). SMEs represented professionals at mid, senior and executive career levels who had worked in the field of HR for an average of 18.4 years. (No early-career professionals participated in these workshops because they had limited HR experience.) Nearly all SMEs held an HR certification (91.7%) or had achieved an education level of a Bachelor's degree or

higher (90.0%). SMEs also represented a diverse cross-section of race/ethnicity, with the two largest racial groups White (55.0%) and Black/African-American (18.3%), and about one-fifth (18.3%) Spanish, Hispanic or Latino. Similar to SHRM's overall membership, SMEs were mostly female (70.0%). Taken together, these demographic characteristics suggest that workshop SMEs were a diverse group of highly educated and experienced HR professionals.

**Table 2. Age and HR Tenure of Workshop SMEs.**

Category	Mean (years)
Age <sup>2</sup>	44.9
HR Tenure <sup>3</sup>	18.4

During the workshops, a SHRM employee facilitated group discussions among the SMEs to review each component of the BoCK. The workshops began with an overview, provided by the SHRM employee, of the SHRM Competency Model, SHRM's competency research, and the development and content of the BoCK (specifically, the *HR Expertise* technical competency domains and functional areas). Then, the SMEs were asked to review the structure of the BoCK (e.g., the behavioral competencies, *HR Expertise* domains and functional areas) and discuss any general impressions or perspectives. The purpose was to rapidly provide SMEs with an understanding of the content of the BoCK.

Each competency and functional area was then reviewed in depth, as time permitted. All

components were reviewed and revised, including definitions, proficiency indicators and key concepts, with a focus on accuracy, applicability to the HR profession, use of appropriate language/wording, and level (All HR Professionals versus Advanced HR Professionals). Elements (e.g., a proficiency indicator, a key concept, etc.) were added, removed, moved to another section of the BoCK or edited. Each change was discussed until consensus among the SMEs was achieved. When consensus was not achieved (a relatively infrequent occurrence), the suggested edits were noted and presented to subsequent SME panels for review and discussion.

Following each workshop, the BoCK was edited based on the feedback and revisions

<sup>2</sup> 12 participants did not report their age.

<sup>3</sup> 7 participants did not report their HR tenure.

made that day. Participants in the next workshop were provided with a revised version of the BoCK based on the previous workshop's input. As such, this was an

iterative process by which every component of the BoCK was reviewed and revised by multiple and successive groups of SMEs.

**Table 3. Personal Characteristics of Workshop SMEs.**

Category	% of Participants <sup>4</sup>
<b>Race/Ethnicity</b>	
Asian or Asian-American/Pacific Islander	5.0
Black/African-American	18.3
Middle Eastern	6.7
Mixed Race	1.7
Native American	1.7
Other	3.3
Prefer not to answer	1.7
White	55.0
(Missing)	6.7
<b>Spanish, Hispanic or Latino</b>	
Yes	18.3
No	75.0
(Missing)	6.7
<b>Gender</b>	
Female	70.0
Male	27.7
(Missing)	3.3

## SUMMARY

The process described above resulted in a revised BoCK that incorporated the suggested revisions of various stakeholder groups and SMEs. These revisions incorporated the input of 60 HR professionals representing a variety of professional backgrounds (e.g., differing career levels, job functions, tenure in the HR profession), organizational demographics (e.g., different sectors, industries,

organization sizes), and geographical locations (e.g., Mexico, Asia, Africa), as well as the input of internal stakeholders and two external HR professionals working in an advisory role. In sum, this qualitative review and revision process resulted in the following changes to the BoCK:

1. Addition of three clusters into which the behavioral competencies are

<sup>4</sup> Due to rounding, totals may not sum to 100%.

- grouped: *Leadership, Business* and *Interpersonal*;
2. Updates to the definitions of each behavioral competency and each functional area of the *HR Expertise* technical competency, as well as the creation of definitions for the competency clusters and *HR Expertise* domains;
  3. Addition of three to five subcompetencies for each behavioral competency;
  4. Addition of key concepts to each behavioral competency (i.e., areas of knowledge foundational to that competency);
  5. Revision and expansion of the proficiency indicators associated with the behavioral competencies and with the *HR Expertise* functional areas;
  6. Revision of the key concepts associated with each *HR Expertise* functional area; and
  7. Reorganization of the *Strategy* domain and *Business & HR Strategy* functional area: the functional area was renamed *HR Strategic Planning* and incorporated into the *People* domain, and the original *Strategy* domain was removed.

## SECTION 2: VALIDATION SURVEY

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Following the qualitative review and revision process described in Section 1, a validation survey of HR professionals was conducted to confirm and further refine the content of the BoCK. Specifically, this survey investigated the importance, frequency and level of proficiency or knowledge needed for the competencies, subcompetencies, proficiency indicators, functional areas and key concepts described in the BoCK. It would assess the extent to which the content of the BoCK is a relevant and accurate description of the work duties associated with HR practice and the personal attributes (e.g., knowledge) needed to perform them. This section describes both the survey methodology and the results.

### SURVEY PARTICIPANTS

Survey participants were SHRM members selected from SHRM's membership database. Because it was important to ensure that the results of this study would be applicable to the entire HR profession, ratings were collected from a large cross-section of HR professionals representing a diverse set of professional (e.g., job title and function, organization sector) and personal (e.g., age, tenure, gender) demographic characteristics. Unfortunately, although demographic information is available about the SHRM membership as a whole, individual membership records are often out of date or inaccurate. (For example, although information is available about the proportion of SHRM members who occupy HR Generalist versus HR Specialist roles, data for individual members—that is, whether a

specific person occupies a Generalist or Specialist role—is not always accurate.) For this reason, a more complex and nuanced approach to selecting the sample was not possible.

Regardless of these difficulties, the SHRM membership database was the best (albeit occasionally inaccurate) source of information about SHRM members, and so this information was used to select sampling units that would provide an adequate number of responses from a sufficiently diverse group of HR professionals to support the analyses. Using the SHRM membership database, an estimate was made of the number of HR professionals with each demographic characteristic, or combination of characteristics, relevant to this study. For example, an estimate was made of the proportion of senior-level HR specialists in public-sector positions, followed by an estimate of the total sample size necessary to obtain adequate sample sizes for each demographic characteristic (or combination of characteristics), focusing on comparatively small groups (e.g., some specialist job functions, public-sector employees, certain ethnic/racial minorities). Using this approach, it was determined that a final sample of approximately 9,000 HR professionals was likely to be sufficient for this study.

Based on the obtained response rates for other SHRM surveys, the anticipated response rate for this survey was approximately 12 percent. However, it was

assumed that senior- and executive-level HR professionals, especially in larger organizations, would be less likely to respond to this survey than would mid-level HR professionals or senior- and executive-level HR professionals in smaller organizations. The senior- and executive-level career level groups were especially important to the study, because it was desired to capture these HR professionals' future-oriented ratings (described further below). For these reasons, job titles were first categorized into career levels (e.g., managers as mid-level, CHROs as executive-level) and then, based on career level and organization

size, these groups were oversampled (see Table 4, below).

After determining this sampling approach, it was also decided to include all international (i.e., non-U.S.) SHRM members in the sampling plan (regardless of career level, organization size, etc.), to ensure that the survey captured a global perspective and would evaluate the relevance of the BoCK to HR professionals globally. This approach resulted in a total pool of 76,962 SHRM members, 7,962 of whom were international members, invited to participate in this survey.

**Table 4. Sampling Units for Career-Level and Organization Size Subgroups.**

Career level	Job titles	Organization size	Population (from SHRM membership database)	Number invited to participate	Responses	Response rate (%)
Early	Specialist, administrator, coordinator, representative, associate	All	39,218	8,000	261	3.3%
Mid	Supervisor, manager, generalist	All	88,856	8,000	1,771	22.1%
Senior/Executive	Director and up	Less than 2,500 FTEs	65,887	32,000	3,325	10.4%
Senior/Executive	Director and up	More than 2,500 FTEs	24,188	24,188	2,563	10.6%
International	All job titles	All sizes	7,962	7,962	1,444	18.1
<b>Total</b>			<b>226,111</b>	<b>80,150</b>	<b>9,364</b>	<b>11.7%</b>

The survey was distributed via e-mail in the first week of December 2015 and remained open for slightly more than one month. Several reminders to participate in the survey were sent to encourage responses. Survey

respondents included 9,364 individuals, representing an overall response rate of 11.7%. Of these participants, 1,444 were international (18.1% response rate) and represented 121 non-U.S. nations. Among U.S.

SHRM members, response rates were lowest for early-career HR professionals (3.3%) and highest for mid-level HR professionals (22.1%). Unfortunately, SHRM does not have comparable response rate data to evaluate whether these results are typical or anomalous.

The demographic characteristics of these survey participants are presented in Tables 5 and 6. Early (3.5%), mid (24.3%), senior (41.1%), and executive (31.0%) career levels were represented in the survey.<sup>5</sup> Participants worked in organizations of varying sizes (number of FTEs), in a variety of different sectors, with privately owned for-profit organizations the most frequently cited (41.8%), primarily in organizations with domestic-only operations (61.1%), and

indicated a large range of direct and indirect reports, with the most frequently indicated numbers none (19.4%) and two to five (29.5%). Participants represented a diverse cross-section of race/ethnicity, with the two most prominent groups being White (70.1%) and Black/African-American (10.4%), and 6 percent Spanish, Hispanic or Latino. The average age of survey respondents was 48 years.<sup>6</sup> Similar to SHRM's overall membership, participants were mostly female (73.7%) and from the U.S. (84.6%). Although accurate and comprehensive information about the HR profession at large was not available, these demographic characteristics suggest that the survey respondents represented a diverse sample of varying professional and personal characteristics.

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<sup>5</sup> Due to rounding, some totals may not sum to 100%.

<sup>6</sup> 358 participants did not report their age.



Table 5. Professional and Educational Characteristics of Survey Participants.

Category	% of Participants
<b>Career Level<sup>7</sup></b>	
Early	3.5
Mid	24.3
Senior	41.1
Executive	31.0
<b>Organization Size in Full-Time Equivalents (FTEs)</b>	
1-24	5.1
24-49	3.9
50-99	7.2
100-249	13.6
250-499	11.3
500-999	8.7
1,000-2,499	9.3
2,500-4,999	8.3
5,000-9,999	6.9
10,000-24,999	7.1
25,000 or greater	10.5
(Missing)	8.0
<b>Organization's Work Sector</b>	
Privately owned for-profit	41.8
Publicly owned for-profit	21.0
Nonprofit	18.4
Government	10.1
(Missing)	8.7
<b>Operations</b>	
Domestic only	61.1
Multinational	29.8
(Missing)	9.1
<b>Number of Direct and Indirect Reports</b>	
0	19.4
1	10.3
2-5	29.5
6-10	13.7
11-25	9.8
26 or greater	9.0
(Missing)	8.4

<sup>7</sup> Survey participants were required to indicate their career level. As a result, there is no missing data for this item.

**Table 6. Personal Characteristics of Survey Participants.**

Category	% of Participants
<b>Gender</b>	
Female	73.7
Male	24.2
Prefer not to answer (Missing)	1.2 0.8
<b>Nationality<sup>8</sup></b>	
Domestic (U.S.)	84.6
International (Non-U.S.)	15.4
<b>Race/Ethnicity</b>	
Asian or Asian-American Pacific Islander	6.9
Black/African-American	10.4
Middle Eastern	1.5
Native American	0.5
White	70.1
Other	3.6
Two or more races	1.6
Prefer not to answer (Missing)	4.3 1.1
<b>Spanish, Hispanic or Latino</b>	
Yes	6.0
No	90.0
Prefer not to answer Missing	3.1 1.0

## MEASURES

Several rating scales were used to gather different pieces of information about each component of the BoCK. These rating scales, presented in Table 7, include: importance, level of proficiency needed, frequency, and knowledge level needed. Each of these scales contributes unique information. Importance ratings indicate whether specific BoCK components are necessary for HR

practice, or can be removed. Proficiency ratings identify how capable an HR professional must be on a given competency or subcompetency to operate effectively. When used in combination, these rating scales provide additional information about the job of an HR professional. For example, although a key concept might be extremely important to effective HR practice, an HR professional may need only a basic level of

<sup>8</sup> Survey participants were required to indicate their nationality. As a result, there is no missing data for this item.

proficiency on that key concept to operate effectively. These expanded insights not only provide additional information about the job

of HR professionals, they also help to guide the development of exam items.

**Table 7. Rating Scales.**

Importance	Level of Proficiency Needed	Frequency	Knowledge Level Needed
0 = Not at All Important	0 = None	0 = Not Performed	0 = None
1 = Slightly Important	1 = Basic	1 = Rarely ( <i>less than once a month</i> )	1 = Basic
2 = Moderately Important	2 = Intermediate	2 = Occasionally ( <i>at least once a month, but less than once a week</i> )	2 = Intermediate
3 = Very Important	3 = Advanced	3 = Somewhat Frequently ( <i>at least once a week, but less than once a day</i> )	3 = Advanced
4 = Extremely Important		4 = Very Frequently ( <i>at least once a day</i> )	

## SURVEY PROCEDURE

As a document describing the entire HR profession, the BoCK is quite comprehensive and detailed (e.g., eight behavioral competencies, 30 subcompetencies, approximately 300 proficiency indicators). Accordingly, a survey of the BoCK that asks participants to provide multiple ratings for every component would be excessively long and arduous to complete. To reduce survey fatigue and ensure high quality data, participants were asked to respond to a subset of the components, rather than to all of them. By incorporating survey branching, the time and effort requirements of participants were greatly reduced.

An overview of the survey branching is provided in Table 8. First, all participants were asked to provide demographic information about themselves and their employer, and to classify themselves into one of four career levels (early, mid, senior or executive). Next, participants were asked to make holistic ratings for each behavioral competency. Then, participants were randomly assigned to rate the subcompetencies, proficiency indicators and key concepts associated with one of the eight behavioral competencies. Finally, participants were asked to make holistic ratings for each of the 15 functional areas of

the *HR Expertise* technical competency (see Table 9 for an overview of the ratings made for each component of the BoCK), after which

they were randomly branched to two *HR Expertise* functional areas and asked to rate their respective key concepts.<sup>9</sup>

**Table 8. Overview of Survey Branching.**

1. Demographic information
2. Holistic ratings: behavioral competencies
3. One randomly chosen behavioral competency, including subcompetencies, proficiency indicators, key concepts
4. Holistic ratings: functional areas
5. Two randomly chosen functional areas, including key concepts

All early- and mid-level participants, and half (randomly selected) of the senior- and executive-level participants were asked to provide ratings for their own career levels (i.e., an early-career professional was asked to provide ratings for early-career professionals). The remaining senior- and executive-level participants were asked to provide ratings for one career level down

(i.e., senior-level HR professionals rated mid-level HR professionals, and executive-level HR professionals rated senior-level HR professionals) as expected five years in the future. This approach sought to collect data about the expected future requirements of the HR profession.

**Table 9. Ratings Collected for Each BoCK Component.**

	Importance	Frequency	Proficiency	Knowledge
<b>Competencies</b>	x		x	
Subcompetencies	x		x	
Proficiency indicators	x	x		
Key concepts	x			x
<b>Functional areas</b>	x			x
Key concepts	x			x

Note. Refer to Table 6 for the complete rating scales.

<sup>9</sup> For these reasons, the sample sizes differ for each survey item and set of ratings.

## Relationship Management Follow-Up Survey

In the original survey administration, all ratings were collected except for the 15 proficiency indicators for Advanced HR Professionals on the *Relationship Management* competency. This omission was due to an error in the survey logic, which was not identified during pilot testing. Because of the importance of collecting these data to fully evaluate the components of the SHRM BoCK, a follow-up survey was sent to all 797 senior- and executive-level participants who should have been branched to this section of the original survey. Participants were not asked to provide demographic information or any ratings other than for these *Relationship Management* proficiency indicators.

A total of 247 senior- and executive-level HR professionals responded to this follow-up survey. The sample did not include early- or mid-level HR professionals because the branching error only affected the ratings for Advanced HR Professionals. When data collection closed, the data from this follow-up survey was merged with the data from the initial survey. This allowed a sufficient number of ratings for each *Relationship Management* proficiency indicator.

## SURVEY RESULTS

The results of the validation survey provided support for the relevance of the BoCK's content to the HR profession. All of the competencies and functional areas, as well as nearly all of the proficiency indicators and

key concepts, were rated as relevant (i.e., important and requiring at least a moderate level of proficiency or knowledge) to the job of an HR professional. In this report, only the tables containing the results for the behavioral competencies and functional areas are presented in the main section. For reference, Appendix A contains the ratings for the subcompetencies; Appendix B contains the ratings for the proficiency indicators associated with the behavioral competencies; and Appendix C provides the ratings for the key concepts associated with both the behavioral competencies and the functional areas of the *HR Expertise* technical competency.

Several criteria were used to identify components of the BoCK in need of additional review, editing and/or removal. These components are the focus of the remainder of this section. Proficiency indicators were flagged for review if their mean importance rating was less than 2.0, which corresponds to the scale anchor of "Moderately Important" on the importance rating scale for two or more career levels. Key concepts and proficiency indicators were flagged if either their mean importance rating was less than 2.0 or their mean knowledge level or proficiency level rating was less than 1.0, which corresponds to the verbal anchor of "Basic" on the "Knowledge level needed" and "Proficiency level needed" rating scales, for two or more career levels.<sup>10</sup> The sections below detail the components of the BoCK that did not meet these criteria for continued

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<sup>10</sup> All of the ratings for the behavioral competencies, subcompetencies and functional areas met or exceeded these criteria.

inclusion in the BoCK (i.e., met the criteria for additional review).

### Behavioral Competency and Functional Area Ratings

The mean importance and proficiency ratings for the behavioral competencies and functional areas are presented in Tables 10 through 13. All of the mean ratings for the behavioral competencies and functional areas, across all career levels, correspond to “Moderately Important,” “Very Important” or “Extremely Important,” which suggests that these major elements of the BoCK are relevant to the HR profession and are needed for effective HR practice. Also, the mean ratings (importance and proficiency) for both the behavioral competencies and the functional areas tend to increase with career level. In other words, ratings for mid-level professionals are generally higher than ratings for early-career professionals, ratings for senior-level professionals are generally higher than ratings for mid-level professionals, and ratings for executive-level professionals are generally the highest mean ratings of all the career levels. This suggests that the BoCK is not only relevant to all HR career levels, but also that the importance of the behavioral competencies and functional

areas increases as HR professionals advance to more senior career levels. Additionally, this finding replicates prior research on the SHRM Competency Model (see the SHRM report, “Content Validation Study of the SHRM Competency Model”).

### Future-Oriented Ratings

As described above, half of the senior- and executive-level participants were randomly assigned to provide ratings for HR professionals at one career level down (e.g., senior-level participants would provide ratings for mid-level HR professionals) and as expected five years in the future. The purpose of these ratings was to gather a future-oriented perspective about the importance of the behavioral and knowledge components of the BoCK for HR practice. Tables 10 through 13 provide the results of these ratings. Overall, these future-oriented ratings showed little to no difference (in terms of mean, standard deviation, and the overall pattern of results) from the ratings provided for HR practice currently. This suggests that the behavior and knowledge components included in the BoCK, which are reflective of the HR profession, are not expected to change substantially over the next five years.

Table 10. Importance Ratings for Behavioral Competencies.

		Leadership & Navigation	Ethical Practice	Business Acumen	Relationship Management	Consultation	Critical Evaluation	Communication	Global & Cultural Effectiveness
Early	Mean	<b>2.80</b>	<b>3.62</b>	<b>2.89</b>	<b>3.19</b>	<b>2.58</b>	<b>2.74</b>	<b>3.52</b>	<b>2.72</b>
	SD	1.06	.64	.94	.79	1.03	.93	.63	1.05
	n	332	328	328	328	328	327	326	327
Mid	Mean	<b>3.05</b>	<b>3.69</b>	<b>3.12</b>	<b>3.35</b>	<b>2.99</b>	<b>3.05</b>	<b>3.63</b>	<b>2.71</b>
	SD	.83	.56	.74	.72	.81	.75	.57	.95
	n	2,278	2,261	2,260	2,258	2,258	2,262	2,258	2,257
Senior rate mid*	Mean	<b>3.06</b>	<b>3.68</b>	<b>3.27</b>	<b>3.37</b>	<b>3.12</b>	<b>3.11</b>	<b>3.61</b>	<b>2.80</b>
	SD	.83	.56	.71	.67	.80	.72	.56	.86
	n	1,897	1,884	1,880	1,881	1,874	1,876	1,875	1,873
Senior	Mean	<b>3.56</b>	<b>3.80</b>	<b>3.49</b>	<b>3.52</b>	<b>3.47</b>	<b>3.34</b>	<b>3.74</b>	<b>2.96</b>
	SD	.59	.44	.59	.61	.65	.65	.48	.83
	n	1,954	1,939	1,942	1,939	1,937	1,937	1,938	1,940
Exec rate senior*	Mean	<b>3.61</b>	<b>3.71</b>	<b>3.58</b>	<b>3.49</b>	<b>3.49</b>	<b>3.39</b>	<b>3.68</b>	<b>3.05</b>
	SD	.59	.55	.59	.66	.65	.64	.54	.81
	n	1,414	1,406	1,403	1,404	1,397	1,404	1,400	1,401
Executive	Mean	<b>3.78</b>	<b>3.84</b>	<b>3.66</b>	<b>3.62</b>	<b>3.62</b>	<b>3.49</b>	<b>3.77</b>	<b>3.09</b>
	SD	.46	.41	.53	.59	.58	.63	.44	.84
	n	1,489	1,478	1,480	1,481	1,477	1,470	1,480	1,477
Total	Mean	<b>3.35</b>	<b>3.74</b>	<b>3.38</b>	<b>3.45</b>	<b>3.28</b>	<b>3.23</b>	<b>3.68</b>	<b>2.89</b>
	SD	.78	.52	.70	.67	.78	.72	.53	.89
	n	9,364	9,296	9,293	9,291	9,271	9,276	9,277	9,275

\* Future-oriented ratings.

Table 11. Proficiency Ratings for Behavioral Competencies.

		Leadership & Navigation	Ethical Practice	Business Acumen	Relationship Management	Consultation	Critical Evaluation	Communication	Global & Cultural Effectiveness
Early	Mean	<b>1.48</b>	<b>2.11</b>	<b>1.53</b>	<b>1.75</b>	<b>1.39</b>	<b>1.54</b>	<b>2.00</b>	<b>1.44</b>
	SD	.74	.76	.69	.69	.76	.72	.64	.73
	n	276	275	274	275	276	274	275	277
Mid	Mean	<b>2.00</b>	<b>2.48</b>	<b>2.00</b>	<b>2.23</b>	<b>1.98</b>	<b>2.00</b>	<b>2.44</b>	<b>1.72</b>
	SD	.66	.64	.63	.65	.67	.67	.60	.74
	n	2,052	2,042	2,043	2,046	2,047	2,050	2,046	2,039
Senior rate mid*	Mean	<b>2.06</b>	<b>2.51</b>	<b>2.11</b>	<b>2.31</b>	<b>2.12</b>	<b>2.12</b>	<b>2.50</b>	<b>1.84</b>
	SD	.69	.62	.60	.62	.65	.61	.56	.70
	n	1,687	1,684	1,679	1,679	1,677	1,683	1,686	1,673
Senior	Mean	<b>2.59</b>	<b>2.70</b>	<b>2.44</b>	<b>2.56</b>	<b>2.51</b>	<b>2.40</b>	<b>2.70</b>	<b>2.05</b>
	SD	.54	.56	.59	.59	.60	.59	.50	.71
	n	1,815	1,808	1,806	1,808	1,803	1,805	1,805	1,807
Exec rate senior*	Mean	<b>2.67</b>	<b>2.67</b>	<b>2.52</b>	<b>2.54</b>	<b>2.56</b>	<b>2.46</b>	<b>2.70</b>	<b>2.12</b>
	SD	.52	.58	.58	.61	.58	.59	.51	.72
	n	1,304	1,299	1,301	1,295	1,293	1,301	1,300	1,299
Executive	Mean	<b>2.82</b>	<b>2.78</b>	<b>2.65</b>	<b>2.70</b>	<b>2.68</b>	<b>2.56</b>	<b>2.78</b>	<b>2.24</b>
	SD	.41	.49	.53	.52	.52	.58	.45	.73
	n	1,387	1,380	1,385	1,381	1,384	1,377	1,380	1,378
Total	Mean	<b>2.36</b>	<b>2.60</b>	<b>2.29</b>	<b>2.42</b>	<b>2.30</b>	<b>2.25</b>	<b>2.59</b>	<b>1.95</b>
	SD	.69	.61	.66	.64	.70	.67	.56	.75
	n	8,521	8,488	8,488	8,484	8,480	8,490	8,492	8,473

\* Future-oriented ratings.



Table 12a. Importance Ratings for Functional Areas.

		Talent Acquisition	Employee Engagement & Retention	Learning & Development	Total Rewards	Structure of the HR Function	Organizational Effectiveness & Development	Workforce Management
Early	Mean	<b>3.07</b>	<b>3.16</b>	<b>3.07</b>	<b>2.88</b>	<b>2.98</b>	<b>2.78</b>	<b>2.85</b>
	SD	.88	.89	.85	.89	.89	.96	.97
	n	248	251	247	249	250	249	249
Mid	Mean	<b>3.24</b>	<b>3.36</b>	<b>3.14</b>	<b>3.01</b>	<b>3.05</b>	<b>2.98</b>	<b>3.14</b>
	SD	.76	.71	.74	.81	.79	.83	.78
	n	1,700	1,702	1,701	1,700	1,704	1,701	1,702
Senior rate mid*	Mean	<b>3.27</b>	<b>3.43</b>	<b>3.09</b>	<b>3.01</b>	<b>2.97</b>	<b>3.02</b>	<b>3.19</b>
	SD	.73	.66	.72	.77	.83	.78	.72
	n	1,382	1,382	1,382	1,380	1,372	1,379	1,377
Senior	Mean	<b>3.38</b>	<b>3.54</b>	<b>3.20</b>	<b>3.14</b>	<b>3.23</b>	<b>3.29</b>	<b>3.39</b>
	SD	.67	.61	.69	.74	.74	.70	.65
	n	1,463	1,467	1,469	1,465	1,465	1,465	1,468
Exec rate senior*	Mean	<b>3.43</b>	<b>3.57</b>	<b>3.24</b>	<b>3.19</b>	<b>3.17</b>	<b>3.35</b>	<b>3.40</b>
	SD	.65	.60	.68	.69	.79	.70	.66
	n	1,067	1,067	1,067	1,064	1,068	1,071	1,064
Executive	Mean	<b>3.48</b>	<b>3.58</b>	<b>3.30</b>	<b>3.29</b>	<b>3.40</b>	<b>3.51</b>	<b>3.47</b>
	SD	.62	.59	.66	.68	.68	.61	.62
	n	1,131	1,130	1,129	1,128	1,127	1,129	1,135
Total	Mean	<b>3.34</b>	<b>3.47</b>	<b>3.18</b>	<b>3.10</b>	<b>3.14</b>	<b>3.19</b>	<b>3.28</b>
	SD	.71	.66	.71	.76	.79	.78	.72
	n	6,991	6,999	6,995	6,986	6,986	6,994	6,995

\* Future-oriented ratings.

Table 12b. Importance Ratings for Functional Areas.

		Employee & Labor Relations	Technology Management	HR in the Global Context	Diversity & Inclusion	Risk Management	Corporate Social Responsibility	Business & HR Strategy	U.S. Employment Law & Regulations
Early	Mean	<b>3.14</b>	<b>2.87</b>	<b>2.20</b>	<b>2.95</b>	<b>2.74</b>	<b>2.88</b>	<b>2.73</b>	<b>3.28</b>
	SD	.89	.94	1.17	.94	.98	.95	1.06	.86
	n	250	249	249	251	248	248	249	192
Mid	Mean	<b>3.32</b>	<b>2.83</b>	<b>2.27</b>	<b>3.03</b>	<b>2.91</b>	<b>2.82</b>	<b>2.97</b>	<b>3.53</b>
	SD	.75	.86	1.04	.81	.88	.94	.85	.66
	n	1,702	1,700	1,699	1,702	1,698	1,703	1,700	1,314
Senior rate mid*	Mean	<b>3.25</b>	<b>2.97</b>	<b>2.43</b>	<b>3.08</b>	<b>2.84</b>	<b>2.78</b>	<b>3.05</b>	<b>3.48</b>
	SD	.73	.81	.89	.76	.83	.86	.83	.65
	n	1,385	1,380	1,379	1,380	1,382	1,379	1,379	1,174
Senior	Mean	<b>3.43</b>	<b>2.90</b>	<b>2.47</b>	<b>3.11</b>	<b>3.11</b>	<b>2.93</b>	<b>3.43</b>	<b>3.57</b>
	SD	.70	.78	.96	.77	.77	.87	.69	.63
	n	1,468	1,466	1,460	1,466	1,464	1,464	1,457	1,249
Exec rate senior*	Mean	<b>3.27</b>	<b>3.08</b>	<b>2.63</b>	<b>3.16</b>	<b>3.04</b>	<b>2.92</b>	<b>3.46</b>	<b>3.45</b>
	SD	.75	.75	.90	.76	.78	.84	.71	.66
	n	1,056	1,073	1,070	1,064	1,066	1,068	1,063	943
Executive	Mean	<b>3.45</b>	<b>3.01</b>	<b>2.62</b>	<b>3.24</b>	<b>3.30</b>	<b>3.10</b>	<b>3.68</b>	<b>3.58</b>
	SD	.68	.75	1.03	.73	.70	.83	.57	.63
	n	1,128	1,132	1,129	1,131	1,130	1,137	1,131	974
Total	Mean	<b>3.34</b>	<b>2.94</b>	<b>2.45</b>	<b>3.11</b>	<b>3.01</b>	<b>2.90</b>	<b>3.26</b>	<b>3.51</b>
	SD	.73	.81	.99	.78	.83	.88	.81	.66
	n	6,989	7,000	6,986	6,994	6,988	6,999	6,979	5,846

\* Future-oriented ratings.

Table 13a. Knowledge Ratings for Functional Areas.

		Talent Acquisition	Employee Engagement & Retention	Learning & Development	Total Rewards	Structure of the HR Function	Organizational Effectiveness & Development	Workforce Management
Early	Mean	<b>1.74</b>	<b>1.81</b>	<b>1.70</b>	<b>1.55</b>	<b>1.69</b>	<b>1.53</b>	<b>1.56</b>
	SD	.71	.73	.76	.69	.70	.74	.71
	n	209	206	207	207	208	206	209
Mid	Mean	<b>2.10</b>	<b>2.18</b>	<b>2.00</b>	<b>1.92</b>	<b>1.98</b>	<b>1.93</b>	<b>2.04</b>
	SD	.67	.64	.65	.68	.69	.69	.66
	n	1,501	1,499	1,499	1,504	1,505	1,502	1,500
Senior rate mid*	Mean	<b>2.20</b>	<b>2.31</b>	<b>2.00</b>	<b>1.96</b>	<b>1.97</b>	<b>2.00</b>	<b>2.12</b>
	SD	.65	.61	.65	.65	.71	.67	.66
	n	1,212	1,213	1,216	1,207	1,214	1,211	1,212
Senior	Mean	<b>2.36</b>	<b>2.48</b>	<b>2.19</b>	<b>2.15</b>	<b>2.32</b>	<b>2.33</b>	<b>2.41</b>
	SD	.65	.61	.63	.67	.67	.64	.61
	n	1,328	1,331	1,332	1,327	1,329	1,331	1,334
Exec rate senior*	Mean	<b>2.41</b>	<b>2.54</b>	<b>2.22</b>	<b>2.21</b>	<b>2.27</b>	<b>2.36</b>	<b>2.39</b>
	SD	.62	.57	.61	.66	.68	.65	.62
	n	966	970	967	970	967	967	967
Executive	Mean	<b>2.44</b>	<b>2.57</b>	<b>2.32</b>	<b>2.35</b>	<b>2.51</b>	<b>2.55</b>	<b>2.49</b>
	SD	.61	.57	.63	.62	.62	.60	.60
	n	1,042	1,036	1,042	1,037	1,036	1,037	1,044
Total	Mean	<b>2.27</b>	<b>2.38</b>	<b>2.12</b>	<b>2.08</b>	<b>2.17</b>	<b>2.18</b>	<b>2.25</b>
	SD	.67	.63	.66	.68	.71	.70	.67
	n	<b>6,258</b>	<b>6,255</b>	<b>6,263</b>	<b>6,252</b>	<b>6,259</b>	<b>6,254</b>	<b>6,266</b>

\* Future-oriented ratings.

Table 13b. Knowledge Ratings for Functional Areas.

		Employee & Labor Relations	Technology Management	HR in the Global Context	Diversity & Inclusion	Risk Management	Corporate Social Responsibility	Business & HR Strategy	U.S. Employment Law & Regulations
Early	Mean	<b>1.81</b>	<b>1.66</b>	<b>1.23</b>	<b>1.69</b>	<b>1.50</b>	<b>1.50</b>	<b>1.44</b>	<b>1.89</b>
	SD	.72	.73	.78	.77	.76	.69	.74	.78
	n	207	207	209	208	208	206	208	168
Mid	Mean	<b>2.19</b>	<b>1.80</b>	<b>1.46</b>	<b>1.88</b>	<b>1.85</b>	<b>1.71</b>	<b>1.94</b>	<b>2.29</b>
	SD	.69	.72	.81	.70	.71	.73	.72	.65
	n	1,498	1,500	1,493	1,502	1,499	1,500	1,503	1,170
Senior rate mid*	Mean	<b>2.23</b>	<b>1.90</b>	<b>1.56</b>	<b>1.98</b>	<b>1.83</b>	<b>1.72</b>	<b>2.00</b>	<b>2.33</b>
	SD	.66	.67	.70	.65	.69	.70	.72	.65
	n	1,213	1,212	1,206	1,211	1,209	1,208	1,213	1,040
Senior	Mean	<b>2.46</b>	<b>1.95</b>	<b>1.72</b>	<b>2.10</b>	<b>2.15</b>	<b>1.93</b>	<b>2.45</b>	<b>2.50</b>
	SD	.63	.63	.80	.69	.69	.74	.62	.62
	n	1,327	1,330	1,325	1,332	1,329	1,326	1,324	1,141
Exec rate senior*	Mean	<b>2.34</b>	<b>2.05</b>	<b>1.82</b>	<b>2.16</b>	<b>2.09</b>	<b>1.92</b>	<b>2.47</b>	<b>2.48</b>
	SD	.67	.62	.75	.68	.70	.73	.65	.64
	n	966	972	969	969	971	968	969	858
Executive	Mean	<b>2.54</b>	<b>2.05</b>	<b>1.90</b>	<b>2.23</b>	<b>2.36</b>	<b>2.17</b>	<b>2.70</b>	<b>2.55</b>
	SD	.60	.64	.81	.65	.66	.73	.52	.63
	n	1,035	1,040	1,032	1,043	1,038	1,042	1,043	903
Total	Mean	<b>2.32</b>	<b>1.93</b>	<b>1.66</b>	<b>2.04</b>	<b>2.02</b>	<b>1.86</b>	<b>2.25</b>	<b>2.41</b>
	SD	.68	.67	.79	.69	.73	.75	.74	.66
	n	6,246	6,261	6,234	6,265	6,254	6,250	6,260	5,280

\* Future-oriented ratings.

### *Key Concepts*

Key concepts were flagged if, for two or more career levels, the mean importance rating was less than 2.0 (corresponding to “Moderately Important”) or the mean knowledge level rating was less than 1.0 (corresponding to “Basic”). Although none of the key concepts received a knowledge level rating less than 1.0, four key concepts were flagged because their mean importance ratings were less than 2.0 (see Table 14; additional detail for these ratings is presented in Appendix C). Two of these key concepts were part of the functional area *HR in the Global Context*, and the other two were part of the functional area *Employee & Labor Relations*. To further evaluate these key concepts, several subgroup analyses

were performed to compare the ratings made by respondents from organizations with different structures (domestic versus multinational), work sectors (e.g., for-profit versus nonprofit), and headcounts (i.e., number of employees). Although the ratings for some of these subgroups exceeded the 2.0 cutoff for mean importance rating, the results were inconsistent and showed no discernable pattern of differences between subgroups, with the exception of international participants, who generally provided higher ratings than did U.S.-based participants. Because these ratings failed to meet the cutoff criteria for inclusion, and because the pattern of ratings was inconsistent across subgroups, these key concepts were removed from the BoCK.

Table 14. Summary of Ratings That Did Not Meet Cutoff Criteria.

Component		Ratings	Flagged Components
Behavioral Competencies	Subcompetencies	<ul style="list-style-type: none"> <li>Importance</li> <li>Proficiency level needed</li> </ul>	None
	Proficiency indicators	<ul style="list-style-type: none"> <li>Importance</li> <li>Frequency</li> </ul>	<i>Communication:</i> <ul style="list-style-type: none"> <li>Delivers or contributes to persuasive external communications (e.g., news media, legislative bodies).</li> <li>Comfortably communicates across a wide range of media (e.g., print, television, radio, mobile, web).</li> </ul>
	Key concepts (behavioral competencies)	<ul style="list-style-type: none"> <li>Importance</li> <li>Knowledge level needed</li> </ul>	None
HR Expertise Functional Areas	Key concepts ( <i>HR Expertise</i> functional areas)	<ul style="list-style-type: none"> <li>Importance</li> <li>Knowledge level needed</li> </ul>	<i>HR in the Global Context:</i> <ul style="list-style-type: none"> <li>Global taxation requirements and approaches (e.g., totalization agreements)</li> <li>Theories of globalization and global economics</li> </ul> <i>Employee &amp; Labor Relations:</i> <ul style="list-style-type: none"> <li>History and evolution of organized labor relations</li> <li>Theories of labor economics and environments (e.g., pluralism, unitarism, radicalism)</li> </ul>

### Proficiency Indicators

Two proficiency indicators failed to meet the cutoff for inclusion in the BoCK, because their mean importance ratings were less than 2.0 (see Table 14; additional detail for these ratings is presented in Appendix C). These two proficiency indicators for Advanced HR Professionals were part of the *Communication* competency. As was done with the key concepts, these ratings were

further evaluated across subgroups to compare the ratings made by respondents from organizations with different structures (domestic versus multinational), work sectors (e.g., for-profit versus nonprofit), and headcounts (i.e., number of employees). None of the ratings for these subgroups exceeded the 2.0 cutoff for mean importance rating. Therefore, these proficiency indicators were also removed from the BoCK.

## SUMMARY

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The SHRM Body of Competency and Knowledge (BoCK) was created to guide the development of the SHRM-CP and SHRM-SCP exams, related certification learning materials, and professional development efforts of HR professionals. The purpose of the present study was to refine the BoCK by providing additional detail and removing redundancies between and within the behavioral competencies and functional areas, and to validate the applicability of the content of the BoCK to the HR profession.

An extensive review and revision process, involving feedback from stakeholder groups and more than 70 HR professionals, was undertaken in 2015. Through this process, numerous revisions were made to the BoCK, including revised definitions of the behavioral competencies and the functional areas of the *HR Expertise* technical competency, the addition of competency clusters, the revision and expansion of proficiency indicators, the addition of subcompetencies and key concepts to the behavioral competencies, the revision of key concepts for the functional

areas, and the revision and rearrangement of several functional areas and domains. To validate and further refine this document, a survey gathered input from more than 9,000 HR professionals about the relevance of the BoCK to the HR profession, both now and as expected five years in the future. The findings from this survey provided substantial support for the applicability of the content of the BoCK to the HR profession at all career levels (i.e., early to executive).

In summary, this extensive review, revision and validation process has created a resource that accurately and comprehensively describes the HR profession. The results of this study will be used to guide efforts related to certification, as well as learning and professional development activities for HR professionals. Further, in combination with prior research, this study adds to a growing body of evidence supporting the validity of the SHRM Competency Model and the BoCK as guiding documents for the HR profession.

# **APPENDIX A: RATINGS FOR SUBCOMPETENCIES**

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This appendix provides the mean ratings (importance and proficiency) for the subcompetencies that comprise the eight behavioral competencies.



## LEADERSHIP &amp; NAVIGATION

Table A.1. Importance and Proficiency Ratings for *Leadership & Navigation* Subcompetencies.

Rating Level		Navigating the organization		Vision		Managing HR initiatives		Influence	
		Importance	Proficiency	Importance	Proficiency	Importance	Proficiency	Importance	Proficiency
Early	Mean	2.8	2.7	2.7	2.6	1.6	1.4	1.6	1.4
	SD	.76	.92	.98	.97	.75	.87	.78	.75
	N	47	46	47	47	40	40	40	40
Mid	Mean	3.2	2.9	3.3	3.1	2.1	1.8	2.3	2.0
	SD	.68	.89	.72	.74	.62	.67	.64	.64
	N	261	260	260	260	235	235	234	235
Senior rate mid	Mean	3.2	2.9	3.3	3.1	2.1	1.9	2.3	2.1
	SD	.67	.93	.68	.79	.65	.74	.59	.64
	N	230	230	228	229	209	207	207	208
Senior	Mean	3.4	3.4	3.5	3.5	2.4	2.4	2.6	2.5
	SD	.62	.66	.65	.67	.65	.59	.60	.58
	N	248	247	247	248	224	224	224	224
Exec rate senior	Mean	3.4	3.4	3.5	3.5	2.5	2.5	2.6	2.6
	SD	.70	.69	.69	.69	.62	.60	.58	.57
	N	133	133	134	133	124	127	126	126
Executive	Mean	3.5	3.7	3.5	3.7	2.6	2.7	2.6	2.8
	SD	.58	.57	.60	.54	.56	.49	.51	.48
	N	164	164	163	164	155	155	155	153
Total	Mean	3.3	3.2	3.4	3.3	2.3	2.2	2.4	2.3
	SD	.67	.85	.71	.76	.67	.74	.64	.69
	N	1,083	1,080	1,079	1,081	987	988	986	986

## ETHICAL PRACTICE

Table A.2. Importance and Proficiency Ratings for *Ethical Practice* Subcompetencies.

Rating Level		Personal integrity		Professional integrity		Ethical agent	
		Importance	Proficiency	Importance	Proficiency	Importance	Proficiency
Early	Mean	3.8	2.1	3.8	2.1	3.3	1.9
	SD	.41	.78	.48	.81	1.00	.80
	N	43	38	43	36	43	38
Mid	Mean	3.7	2.5	3.8	2.5	3.5	2.4
	SD	.53	.62	.45	.59	.59	.63
	N	262	240	261	240	262	240
Senior rate mid	Mean	3.7	2.5	3.8	2.5	3.6	2.3
	SD	.56	.64	.42	.63	.59	.69
	N	229	206	232	206	232	206
Senior	Mean	3.8	2.6	3.8	2.7	3.6	2.5
	SD	.48	.59	.39	.54	.55	.63
	N	229	218	229	219	230	219
Exec rate senior	Mean	3.7	2.6	3.8	2.7	3.6	2.6
	SD	.48	.60	.43	.57	.59	.59
	N	178	171	179	171	178	172
Executive	Mean	3.8	2.8	3.9	2.8	3.7	2.7
	SD	.49	.41	.36	.40	.53	.49
	N	164	152	164	152	164	152
Total	Mean	3.7	2.6	3.8	2.6	3.6	2.5
	SD	.51	.61	.42	.59	.60	.65
	N	1,105	1,025	1,108	1,024	1,109	1,027

## BUSINESS ACUMEN

Table A.3. Importance and Proficiency Ratings for *Business Acumen* Subcompetencies.

Rating Level		Business and competitive awareness		Business analysis		Strategic alignment	
		Importance	Proficiency	Importance	Proficiency	Importance	Proficiency
Early	Mean	2.8	1.3	2.4	1.4	2.6	1.4
	SD	.98	.66	.99	.79	1.07	.80
	N	38	28	39	28	39	27
Mid	Mean	3.1	2.0	2.8	1.9	3.1	2.1
	SD	.78	.65	.85	.70	.80	.68
	N	288	266	288	266	286	264
Senior rate mid	Mean	3.1	2.0	3.0	2.0	3.2	2.1
	SD	.70	.64	.73	.63	.73	.65
	N	238	211	241	213	242	214
Senior	Mean	3.2	2.2	3.1	2.2	3.6	2.6
	SD	.66	.67	.68	.63	.55	.55
	N	222	211	222	212	221	210
Exec rate senior	Mean	3.5	2.4	3.2	2.3	3.7	2.7
	SD	.65	.67	.70	.62	.58	.56
	N	175	165	175	166	175	167
Executive	Mean	3.5	2.5	3.3	2.4	3.7	2.7
	SD	.60	.59	.63	.63	.49	.52
	N	184	167	183	164	185	169
Total	Mean	3.2	2.2	3.0	2.1	3.4	2.3
	SD	.72	.69	.77	.69	.74	.69
	N	1,145	1,048	1,148	1,049	1,148	1,051

## CONSULTATION

Table A.4. Importance and Proficiency Ratings for *Consultation* Subcompetencies.

Rating Level		Evaluating business challenges		Designing HR solutions		Implementing and supporting HR solutions		Change management		Customer interaction	
		Importance	Proficiency	Importance	Proficiency	Importance	Proficiency	Importance	Proficiency	Importance	Proficiency
Early	Mean	2.8	1.4	2.7	1.6	3.3	1.7	2.9	1.5	3.3	2.1
	SD	1.02	.74	.96	.81	.92	.91	1.06	.75	.96	.85
	N	22	21	23	21	23	21	23	21	23	21
Mid	Mean	3.0	1.8	3.0	2.0	3.3	2.2	3.1	2.0	3.4	2.3
	SD	.85	.61	.82	.63	.73	.66	.84	.70	.73	.74
	N	277	244	276	244	277	246	275	245	276	244
Senior rate mid	Mean	3.1	2.1	3.0	2.0	3.3	2.2	3.2	2.2	3.4	2.4
	SD	.72	.64	.72	.64	.60	.57	.77	.66	.68	.66
	N	218	203	217	199	219	200	218	203	219	202
Senior	Mean	3.4	2.4	3.3	2.4	3.4	2.5	3.4	2.4	3.4	2.4
	SD	.67	.63	.69	.63	.64	.60	.66	.62	.71	.66
	N	238	222	236	222	237	222	238	222	237	222
Exec rate senior	Mean	3.5	2.5	3.4	2.5	3.4	2.4	3.5	2.5	3.3	2.4
	SD	.61	.66	.63	.60	.62	.61	.61	.60	.64	.67
	N	189	176	190	176	189	175	190	175	191	176
Executive	Mean	3.5	2.6	3.5	2.6	3.4	2.5	3.6	2.6	3.4	2.5
	SD	.59	.56	.66	.51	.66	.54	.55	.55	.73	.64
	N	183	170	181	170	182	170	180	168	182	171
Total	Mean	3.2	2.2	3.2	2.3	3.3	2.3	3.3	2.3	3.4	2.4
	SD	.75	.69	.75	.67	.66	.63	.74	.69	.71	.69
	N	1,127	1,036	1,123	1,032	1,127	1,034	1,124	1,034	1,128	1,036

## COMMUNICATION

Table A.5. Importance and Proficiency Ratings for *Communication* Subcompetencies.

Rating Level		Delivering messages		Exchanging organizational information		Listening	
		Importance	Proficiency	Importance	Proficiency	Importance	Proficiency
Early	Mean	3.3	2.2	3.2	1.9	3.5	2.1
	SD	.85	.77	.82	.63	.66	.80
	N	46	38	46	38	46	38
Mid	Mean	3.6	2.4	3.3	2.2	3.7	2.4
	SD	.61	.59	.70	.66	.54	.63
	N	260	242	260	242	259	241
Senior rate mid	Mean	3.4	2.4	3.3	2.2	3.7	2.5
	SD	.60	.57	.62	.62	.48	.60
	N	219	200	218	202	218	202
Senior	Mean	3.6	2.6	3.5	2.5	3.7	2.6
	SD	.54	.59	.63	.63	.50	.64
	N	252	236	254	237	254	237
Exec rate senior	Mean	3.6	2.6	3.5	2.6	3.7	2.7
	SD	.57	.56	.63	.54	.54	.58
	N	185	177	184	175	185	177
Executive	Mean	3.7	2.7	3.5	2.6	3.7	2.8
	SD	.51	.52	.59	.58	.46	.50
	N	178	167	177	166	178	167
Total	Mean	3.6	2.5	3.4	2.4	3.7	2.6
	SD	.59	.60	.65	.64	.51	.62
	N	1,140	1,060	1,139	1,060	1,140	1,062

## CRITICAL EVALUATION

Table A.6. Importance and Proficiency Ratings for *Critical Evaluation* Subcompetencies.

Rating Level		Data advocate		Data gathering		Data analysis		Evidence-based decision-making	
		Importance	Proficiency	Importance	Proficiency	Importance	Proficiency	Importance	Proficiency
Early	Mean	2.7	1.4	2.9	1.6	2.7	1.3	2.8	1.5
	SD	.87	.65	.97	.76	.86	.57	.99	.80
	N	47	37	47	37	47	37	47	37
Mid	Mean	2.9	1.9	3.0	2.0	3.0	2.0	3.1	2.0
	SD	.74	.66	.75	.71	.76	.68	.71	.68
	N	261	233	263	234	261	234	261	234
Senior rate mid	Mean	3.0	2.0	3.0	2.0	3.1	2.1	3.3	2.2
	SD	.73	.63	.75	.62	.72	.63	.69	.61
	N	238	210	240	209	237	209	238	207
Senior	Mean	3.1	2.2	3.1	2.2	3.3	2.4	3.5	2.6
	SD	.66	.59	.68	.61	.65	.60	.58	.53
	N	224	208	226	210	224	210	223	210
Exec rate senior	Mean	3.1	2.2	3.0	2.1	3.3	2.4	3.5	2.5
	SD	.69	.61	.72	.67	.65	.65	.61	.63
	N	176	156	176	157	178	158	178	158
Executive	Mean	3.2	2.3	3.0	2.1	3.3	2.4	3.6	2.6
	SD	.64	.59	.72	.61	.69	.61	.54	.55
	N	173	164	174	165	171	163	172	165
Total	Mean	3.1	2.1	3.0	2.1	3.2	2.2	3.4	2.3
	SD	.72	.65	.74	.66	.73	.68	.69	.67
	N	1,119	1,008	1,126	1,012	1,118	1,011	1,119	1,011

## GLOBAL & CULTURAL EFFECTIVENESS

Table A.7. Importance and Proficiency Ratings for *Global & Cultural Effectiveness* Subcompetencies.

Rating Level		Operating in a diverse workplace		Operating in a global environment		Advocating for a diverse and inclusive workplace	
		Importance	Proficiency	Importance	Proficiency	Importance	Proficiency
Early	Mean	3.1	1.6	2.4	1.0	2.9	1.4
	SD	.94	.64	1.25	.81	1.03	.76
	N	43	37	42	36	43	37
Mid	Mean	3.4	2.2	2.5	1.6	3.0	2.0
	SD	.64	.67	.94	.75	.81	.69
	N	309	281	308	279	307	281
Senior rate mid	Mean	3.5	2.3	2.6	1.8	3.2	2.1
	SD	.63	.61	.91	.72	.73	.60
	N	249	229	248	226	248	229
Senior	Mean	3.5	2.4	2.7	1.9	3.4	2.3
	SD	.58	.61	.94	.74	.70	.66
	N	233	223	233	223	233	222
Exec rate senior	Mean	3.5	2.4	2.8	2.0	3.3	2.3
	SD	.66	.62	.82	.69	.75	.65
	N	179	164	180	166	182	167
Executive	Mean	3.5	2.5	2.8	2.1	3.3	2.4
	SD	.64	.64	.91	.75	.69	.64
	N	204	195	205	194	206	194
Total	Mean	3.5	2.3	2.6	1.8	3.2	2.2
	SD	.65	.65	.93	.77	.77	.69
	N	1,217	1,129	1,216	1,124	1,219	1,130

## RELATIONSHIP MANAGEMENT

Table A.8. Importance and Proficiency Ratings for *Relationship Management* Subcompetencies.

Rating Level		Networking		Relationship building		Teamwork		Conflict management		Negotiation	
		Importance	Proficiency	Importance	Proficiency	Importance	Proficiency	Importance	Proficiency	Importance	Proficiency
Early	Mean	3.0	1.6	3.3	2.0	3.6	2.1	3.2	1.8	3.0	1.6
	SD	.81	.69	.73	.71	.55	.67	.85	.66	.76	.73
	N	36	34	37	33	37	34	37	35	37	34
Mid	Mean	3.0	1.9	3.4	2.2	3.6	2.3	3.4	2.2	3.0	1.9
	SD	.78	.70	.59	.65	.58	.64	.68	.64	.76	.71
	N	286	255	286	255	285	255	284	253	286	254
Senior rate mid	Mean	2.9	1.9	3.4	2.3	3.5	2.4	3.4	2.3	3.0	2.0
	SD	.73	.61	.61	.58	.58	.60	.61	.58	.74	.68
	N	217	198	217	195	216	198	216	197	219	198
Senior	Mean	3.0	2.1	3.5	2.5	3.6	2.5	3.5	2.5	3.3	2.4
	SD	.68	.61	.58	.61	.59	.62	.60	.60	.71	.61
	N	251	235	253	235	251	234	251	235	252	233
Exec rate senior	Mean	3.1	2.1	3.6	2.4	3.6	2.4	3.5	2.5	3.3	2.3
	SD	.70	.67	.55	.63	.60	.66	.55	.58	.65	.62
	N	160	145	158	145	158	146	159	146	159	145
Executive	Mean	3.1	2.3	3.6	2.7	3.7	2.7	3.6	2.7	3.4	2.5
	SD	.67	.65	.54	.56	.48	.56	.53	.54	.66	.63
	N	191	177	193	179	192	179	191	178	191	178
Total	Mean	3.0	2.0	3.5	2.4	3.6	2.5	3.5	2.4	3.2	2.2
	SD	.72	.67	.59	.64	.57	.63	.62	.63	.73	.69
	N	1,141	1,044	1,144	1,042	1,139	1,046	1,138	1,044	1,144	1,042



## **APPENDIX B: PROFICIENCY INDICATORS**

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This appendix provides the mean ratings (importance and frequency) for the proficiency indicators that comprise the behavioral competencies.

## LEADERSHIP & NAVIGATION

### Proficiency Indicators for All HR Professionals:

1. Demonstrates an understanding of formal and informal work roles, leader goals and interests, and relationships among employees.
2. Facilitates communication and decision-making necessary to implement initiatives.
3. Uses an understanding of the organization's processes, systems and policies to facilitate the successful implementation of HR initiatives.
4. Uses awareness and understanding of the organization's political environment and culture to implement HR initiatives.
5. Embraces and supports the business unit's and/or organization's culture, values, mission and goals.
6. Defines actionable goals for the development and implementation of HR programs, practices and policies that support the strategic vision of HR and the organization.
7. Identifies opportunities to improve HR operations that better align with and support the strategic vision of HR and the organization.
8. Supports the implementation of HR programs, practices and policies that uphold the strategic vision of HR and the organization.
9. Defines and elaborates project requirements set forth by senior leadership.
10. Sets and monitors project goals and progress milestones.
11. Manages project budgets and resources.
12. Identifies and develops solutions for overcoming obstacles to the successful completion of projects.
13. Identifies and monitors the resources necessary to implement and maintain HR projects.
14. Identifies when resource allocation is inconsistent with project needs and makes adjustments as necessary.
15. Demonstrates agility and adaptability when project requirements, goals or constraints change.
16. Builds credibility as an HR expert within and outside of the organization.
17. Promotes buy-in among organizational stakeholders for HR initiatives.
18. Motivates HR staff and other stakeholders to support HR's vision and goals.
19. Serves as an advocate for the organization or employees, when appropriate, to ensure advancement of the organization's strategic direction and goals.

### Proficiency Indicators for Advanced HR Professionals:

1. Demonstrates an understanding of formal and informal work roles, leader goals and interests, and relationships among executives.
2. Uses an understanding of the complex relationships among the organization's formal and informal processes, systems and policies to facilitate the development and implementation of HR's strategic direction.
3. Uses an understanding of the organization's political environment to develop and implement HR's strategic direction, implement needed changes, and resolve talent needs and issues.
4. Uses an understanding of complex relationships among organizational leaders to facilitate the design, implementation and maintenance of initiatives proposed by other executives.

5. Envisions the current and ideal future states of the HR function, organization and culture, to identify gaps and areas for improvement.
6. Develops the long-term strategic direction, vision and goals of HR and the organization, to close the gap between the current and ideal states of the HR function and the organization.
7. Develops a broad plan to achieve the strategic direction, vision and goals of HR and the organization.
8. Solicits feedback from executive-level stakeholders on strategic direction, vision and goals.
9. Translates HR's vision, strategic direction, and long-term goals into specific projects and initiatives with clear timelines and goals.
10. Monitors the progress of HR initiatives toward achievement of HR's vision, strategic direction and long-term goals.
11. Collaborates with senior leadership to remove obstacles to the successful implementation of HR initiatives.
12. Obtains and deploys organizational resources and monitors their effectiveness.
13. Ensures accountability for the implementation of project plans and initiatives.
14. Promotes the role of the HR function in achieving the organization's mission, vision and goals.
15. Builds credibility for the organization regionally, nationally or internationally as an HR expert.
16. Serves as an influential voice for HR strategies, philosophies and initiatives within the organization.
17. Advocates for the implementation of evidence-based HR solutions.
18. Inspires HR staff, non-HR customers, and executive-level organizational stakeholders to support and pursue the organization's strategic direction, vision and long-term goals.
19. Builds consensus among senior leaders about the organization's strategic direction and long-term goals.

Table B.1.1. Importance Ratings for *Leadership & Navigation* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
<b>Early</b>	Mean	2.84	2.63	2.94	2.66	3.27	2.38	2.78	3.13	2.47	2.38	1.97	2.72	2.72	2.28	2.85	2.91	2.41	2.58	2.55
	SD	.81	1.10	.88	1.15	.72	1.26	.91	.71	.98	1.07	1.30	.92	1.05	1.14	.97	.89	1.19	1.15	1.20
	n	32	32	32	32	33	32	32	32	32	32	31	32	32	32	33	32	32	32	31
<b>Mid</b>	Mean	3.13	3.07	3.19	2.81	3.31	2.82	3.04	3.31	2.75	2.83	2.51	3.03	2.76	2.65	3.12	3.28	2.81	2.92	3.14
	SD	.76	.80	.72	.93	.70	.86	.81	.63	.85	.91	1.02	.78	.87	.85	.74	.72	.95	.87	.74
	n	199	198	199	199	202	196	196	198	199	197	198	198	199	199	200	200	197	197	196
<b>Senior rate mid</b>	Mean	3.15	3.18	3.28	3.00	3.43	2.88	2.99	3.36	2.88	2.88	2.59	3.03	2.72	2.67	3.19	3.38	3.00	3.01	3.18
	SD	.64	.68	.63	.76	.67	.77	.73	.60	.72	.80	.89	.71	.84	.80	.71	.73	.77	.89	.73
	n	171	169	170	171	174	170	169	172	170	171	171	171	169	171	170	172	171	172	171
<b>Total</b>	Mean	<b>3.11</b>	<b>3.08</b>	<b>3.20</b>	<b>2.88</b>	<b>3.36</b>	<b>2.81</b>	<b>3.00</b>	<b>3.32</b>	<b>2.78</b>	<b>2.82</b>	<b>2.50</b>	<b>3.00</b>	<b>2.74</b>	<b>2.63</b>	<b>3.12</b>	<b>3.29</b>	<b>2.86</b>	<b>2.93</b>	<b>3.11</b>
	SD	.72	.79	.70	.89	.69	.87	.79	.63	.81	.88	1.00	.77	.87	.86	.76	.75	.91	.90	.80
	n	402	399	401	402	409	398	397	402	401	400	400	401	400	402	403	404	400	400	400

Table B.1.2. Frequency Ratings for *Leadership & Navigation* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
<b>Early</b>	Mean	2.88	2.69	2.50	2.58	3.12	1.96	2.27	2.88	1.73	2.00	1.65	2.31	2.35	1.96	2.62	2.69	1.85	1.84	1.92
	SD	1.03	1.23	1.21	1.10	1.07	1.11	1.04	.99	1.12	1.13	1.29	1.01	1.20	1.22	1.17	.97	1.16	1.31	1.13
	n	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	25
<b>Mid</b>	Mean	2.85	2.65	2.83	2.35	3.23	2.10	2.30	2.91	2.05	2.30	1.74	2.47	2.19	1.86	2.62	2.93	2.12	2.48	2.82
	SD	1.08	.96	1.01	1.11	.93	.98	1.04	.94	1.02	.93	1.13	.96	1.00	.97	1.02	1.04	1.14	1.00	1.04
	n	175	176	178	173	180	173	172	176	176	176	174	179	175	174	179	176	177	176	175
<b>Senior rate mid</b>	Mean	3.12	3.07	3.15	2.68	3.52	2.29	2.48	3.21	2.26	2.54	2.15	2.68	2.39	2.22	2.69	3.30	2.52	2.97	3.10
	SD	.76	.81	.86	.90	.77	.84	.90	.85	.89	.88	1.00	.84	.92	.91	.88	.91	.98	1.00	.87
	n	150	149	149	148	149	147	147	147	148	147	147	148	148	148	151	148	149	150	146
<b>Total</b>	Mean	2.97	2.83	2.94	2.51	3.34	2.17	2.38	3.04	2.11	2.38	1.91	2.55	2.28	2.02	2.65	3.07	2.27	2.65	2.87
	SD	.96	.94	.98	1.04	.89	.94	.98	.92	.98	.94	1.11	.92	.98	.98	.97	1.00	1.10	1.07	1.02
	n	351	351	353	347	355	346	345	349	350	349	347	353	349	348	356	350	352	351	347

Table B.1.3. Importance Ratings for *Leadership & Navigation* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Senior	Mean	3.10	3.17	3.08	3.06	3.13	3.09	3.17	3.07	3.27	3.21	3.28	2.97	3.27	3.30	3.09	3.41	2.98	3.24	3.09
	SD	.82	.77	.81	.79	.77	.84	.77	.82	.71	.71	.76	.81	.69	.72	.91	.68	.82	.80	.87
	n	185	181	182	183	183	184	183	184	185	185	185	184	185	179	183	185	183	183	185
Exec rate senior	Mean	3.42	3.39	3.48	3.33	3.42	3.50	3.53	3.39	3.40	3.41	3.50	3.03	3.42	3.44	3.22	3.69	3.11	3.54	3.48
	SD	.65	.68	.68	.71	.69	.68	.66	.69	.68	.63	.61	.77	.65	.73	.96	.53	.82	.66	.67
	n	116	115	117	116	116	121	118	118	116	115	117	118	114	118	116	117	114	119	120
Executive	Mean	3.27	3.27	3.39	3.18	3.23	3.33	3.39	3.22	3.37	3.35	3.46	3.21	3.23	3.43	3.29	3.52	3.13	3.41	3.36
	SD	.71	.74	.68	.77	.72	.80	.74	.73	.70	.71	.65	.76	.69	.73	.80	.67	.79	.72	.75
	n	95	93	94	93	95	95	94	95	93	96	94	94	94	94	93	94	95	94	94
Total	Mean	3.24	3.26	3.27	3.17	3.24	3.27	3.33	3.20	3.33	3.30	3.38	3.05	3.31	3.37	3.18	3.52	3.06	3.37	3.27
	SD	.76	.74	.76	.77	.74	.81	.75	.77	.70	.69	.70	.79	.68	.73	.90	.65	.81	.75	.80
	n	396	389	393	392	394	400	395	397	394	396	396	396	393	391	392	396	392	396	399

Table B.1.4. Frequency Ratings for *Leadership & Navigation* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
<b>Senior</b>	Mean	2.78	2.49	2.41	2.39	2.13	1.87	1.94	2.01	2.37	2.60	2.54	2.42	2.82	2.75	2.49	2.80	2.25	2.82	2.11
	SD	1.13	1.01	.95	.98	.97	.94	.94	.90	.92	.88	.84	1.04	.93	1.06	1.28	.93	1.06	1.08	.94
	n	159	156	157	157	158	158	158	160	158	158	160	156	157	157	158	157	159	158	159
<b>Exec rate senior</b>	Mean	3.02	2.62	2.72	2.50	2.16	1.94	1.74	2.14	2.32	2.65	2.70	2.38	2.80	2.64	2.65	3.06	2.16	3.09	2.52
	SD	.97	1.01	.96	.89	.96	.89	.90	.85	.95	.82	.88	.92	.87	.89	1.28	.91	1.00	.87	.93
	n	110	109	110	109	110	114	111	110	108	108	108	110	108	110	109	112	108	110	111
<b>Executive</b>	Mean	2.77	2.63	2.56	2.41	2.14	2.05	1.94	2.10	2.31	2.65	2.67	2.53	2.71	2.79	2.61	2.94	2.20	2.90	2.34
	SD	.98	.97	.86	.91	.90	.88	.98	.78	.90	.90	.86	.88	.75	1.01	1.13	.94	.96	1.06	.97
	n	87	84	86	87	85	86	89	87	86	88	86	86	86	85	87	86	86	86	86
<b>Total</b>	Mean	2.85	2.57	2.54	2.43	2.14	1.94	1.88	2.07	2.34	2.63	2.62	2.43	2.78	2.72	2.57	2.92	2.21	2.92	2.29
	SD	1.05	1.00	.94	.93	.95	.91	.94	.86	.92	.87	.86	.96	.87	1.00	1.24	.93	1.01	1.02	.96
	n	356	349	353	353	353	358	358	357	352	354	354	352	351	352	354	355	353	354	356

## ETHICAL PRACTICE

### Proficiency Indicators for All HR Professionals:

1. Shows consistency between espoused and enacted values.
2. Acknowledges mistakes and demonstrates accountability for actions.
3. Recognizes personal biases and the biases of others, and takes steps to increase self-awareness.
4. Serves as a role model of personal integrity and high ethical standards.
5. Does not take adverse actions based on personal biases.
6. Maintains privacy, in compliance with laws and regulations mandating a duty to report unethical behavior.
7. Uses discretion appropriately when communicating sensitive information, and informs stakeholders of the limits of confidentiality and privacy.
8. Maintains current knowledge of ethics laws, standards, legislation and emerging trends that may affect organizational HR practice.
9. Leads HR investigations of employees in a thorough, timely and impartial manner.
10. Establishes oneself as credible and trustworthy.
11. Applies, and challenges when necessary, the organization's ethics and integrity policies.
12. Manages political and social pressures when making decisions and when implementing and enforcing HR programs, practices and policies.
13. Provides open, honest and constructive feedback to colleagues when situations involving questions of ethics arise.
14. Empowers all employees to report unethical behaviors and conflicts of interest without fear of reprisal.
15. Takes steps to mitigate the influence of bias in HR and business decisions.
16. Maintains appropriate levels of transparency for HR programs, practices and policies.
17. Identifies, evaluates and communicates to leadership potential ethical risks and conflicts of interest.
18. Ensures that staff members have access to and understand the organization's ethical standards and policies.

### Proficiency Indicators for Advanced HR Professionals:

1. Brings potential conflicts of interest or unethical behaviors to the attention of senior leaders and other executives.
2. Helps others to identify and understand their biases.
3. Withstands politically motivated pressure when developing or implementing strategy, initiatives or long-term goals.
4. Balances ethics, integrity, organizational success, employee advocacy and organizational mission and values when creating strategy, initiatives or long-term goals.
5. Establishes the HR team as a credible and trustworthy resource.
6. Promotes the alignment of HR and business practices with ethics, laws and standards.
7. Makes difficult decisions that align with organizational values and ethics.
8. Applies power or authority appropriately.
9. Advises senior management of organizational risks and conflicts of interest.
10. Collaborates with senior leaders to support internal ethics controls.



11. Develops and provides expertise for HR policies, standards and other internal ethics controls (e.g., protection of employee confidentiality, standards for employee investigations) to minimize organizational risks from unethical practices.
12. Creates and oversees HR programs, practices and policies that drive an ethical culture, encourage employees to report unethical practices and behaviors, and protect the confidentiality of employees and data.
13. Communicates a vision for an organizational culture in which there is consistency between the organization's and employees' espoused and enacted values.
14. Develops HR programs, practices and policies that meet high standards of ethics and integrity.
15. Designs and oversees systems to ensure that all HR investigations are conducted in a thorough, timely and impartial manner.
16. Audits and monitors adherence to HR programs, practices and policies pertaining to ethics.
17. Designs and oversees learning and development programs covering ethics.
18. Implements and maintains a culture and organizational system that encourages all employees to report unethical practices and behaviors.

Table B.2.1. Importance Ratings for *Ethical Practice* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Early</b>	Mean	3.03	3.47	3.23	3.34	3.09	3.41	3.26	3.22	3.06	3.47	2.83	2.58	3.23	3.00	2.91	3.25	3.03	3.09
	SD	.89	.84	.92	1.04	1.06	.91	1.00	.87	1.08	.76	.95	1.03	.88	1.02	.93	.88	.78	1.00
	n	30	32	31	32	32	32	31	32	32	32	30	31	31	32	32	32	32	32
<b>Mid</b>	Mean	3.33	3.62	3.26	3.62	3.65	3.68	3.62	3.45	3.36	3.75	3.12	3.10	3.48	3.53	3.19	3.36	3.23	3.40
	SD	.75	.55	.78	.61	.56	.57	.60	.72	.75	.49	.78	.73	.66	.65	.76	.62	.75	.64
	n	212	212	212	212	212	213	211	213	213	214	213	209	212	215	211	214	208	210
<b>Senior rate mid</b>	Mean	3.39	3.51	3.24	3.66	3.55	3.63	3.56	3.34	3.34	3.77	3.09	3.00	3.42	3.47	3.14	3.24	3.18	3.30
	SD	.70	.59	.72	.53	.66	.57	.61	.77	.77	.46	.71	.86	.60	.64	.73	.61	.70	.71
	n	191	191	189	192	190	192	190	190	189	192	191	192	192	191	191	189	191	192
<b>Total</b>	Mean	<b>3.33</b>	<b>3.56</b>	<b>3.25</b>	<b>3.61</b>	<b>3.57</b>	<b>3.64</b>	<b>3.57</b>	<b>3.39</b>	<b>3.33</b>	<b>3.74</b>	<b>3.09</b>	<b>3.02</b>	<b>3.44</b>	<b>3.46</b>	<b>3.15</b>	<b>3.30</b>	<b>3.19</b>	<b>3.33</b>
	SD	<b>.74</b>	<b>.59</b>	<b>.76</b>	<b>.62</b>	<b>.67</b>	<b>.60</b>	<b>.65</b>	<b>.75</b>	<b>.79</b>	<b>.51</b>	<b>.76</b>	<b>.82</b>	<b>.66</b>	<b>.69</b>	<b>.76</b>	<b>.64</b>	<b>.73</b>	<b>.71</b>
	n	<b>433</b>	<b>435</b>	<b>432</b>	<b>436</b>	<b>434</b>	<b>437</b>	<b>432</b>	<b>435</b>	<b>434</b>	<b>438</b>	<b>434</b>	<b>432</b>	<b>435</b>	<b>438</b>	<b>434</b>	<b>435</b>	<b>431</b>	<b>434</b>

Table B.2.2. Frequency Ratings for *Ethical Practice* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Early</b>	Mean	2.54	2.81	2.54	3.54	2.52	2.72	2.71	2.52	1.89	3.61	1.85	1.75	2.29	2.00	2.04	2.83	1.81	2.54
	SD	1.14	1.11	1.14	.79	1.25	1.10	1.36	.98	1.26	.63	1.20	1.21	1.12	1.22	1.40	1.20	1.24	1.00
	n	26	27	26	28	27	29	28	27	28	28	27	28	28	28	28	29	27	28
<b>Mid</b>	Mean	2.82	2.70	2.53	3.50	2.74	3.07	3.06	2.81	1.96	3.64	2.01	2.29	2.55	2.39	2.32	2.94	2.20	2.58
	SD	1.11	1.11	1.10	.84	1.25	1.16	1.01	1.02	1.19	.66	1.19	1.14	1.09	1.20	1.10	.96	1.12	1.05
	n	187	187	187	187	185	188	187	188	188	190	186	185	187	190	187	189	184	187
<b>Senior rate mid</b>	Mean	3.18	2.83	2.70	3.65	3.08	3.10	3.23	2.61	2.25	3.76	2.02	2.42	2.76	2.53	2.40	3.11	2.08	2.56
	SD	1.01	1.00	1.02	.65	1.16	1.02	.87	.96	.99	.54	1.02	1.06	.97	1.00	1.05	.85	.93	1.07
	n	154	155	152	155	155	157	154	155	154	155	156	155	155	154	154	153	155	156
<b>Total</b>	Mean	2.95	2.76	2.60	3.56	2.87	3.06	3.11	2.71	2.07	3.69	2.00	2.30	2.62	2.42	2.33	3.00	2.12	2.57
	SD	1.08	1.07	1.07	.77	1.23	1.10	.99	.99	1.12	.61	1.12	1.12	1.05	1.13	1.11	.94	1.06	1.05
	n	367	369	365	370	367	374	369	370	370	373	369	368	370	372	369	371	366	371

Table B.2.3. Importance Ratings for *Ethical Practice* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Senior</b>	Mean	3.41	2.77	3.08	3.29	3.73	3.45	3.43	3.24	3.35	3.15	3.39	3.36	3.27	3.31	3.35	3.07	2.70	3.26
	SD	.71	.87	.77	.74	.49	.64	.61	.80	.67	.83	.73	.72	.76	.74	.77	.75	.91	.81
	n	194	193	191	192	193	193	194	193	194	192	190	192	191	192	193	193	193	194
<b>Exec rate senior</b>	Mean	3.54	3.00	3.42	3.51	3.75	3.50	3.65	3.45	3.58	3.39	3.48	3.46	3.37	3.40	3.45	3.18	2.81	3.50
	SD	.60	.78	.64	.67	.50	.64	.54	.67	.54	.70	.79	.66	.74	.79	.76	.76	.89	.61
	n	131	130	130	129	132	129	129	130	131	131	130	128	131	130	130	131	129	131
<b>Executive</b>	Mean	3.51	2.84	3.24	3.33	3.75	3.44	3.51	3.24	3.44	3.26	3.35	3.43	3.26	3.33	3.28	3.02	2.72	3.39
	SD	.63	.82	.71	.74	.45	.69	.64	.76	.59	.67	.65	.70	.70	.66	.77	.76	.83	.70
	n	140	141	139	140	142	140	138	140	143	140	139	140	140	141	141	140	138	142
<b>Total</b>	Mean	<b>3.48</b>	<b>2.86</b>	<b>3.22</b>	<b>3.36</b>	<b>3.74</b>	<b>3.46</b>	<b>3.52</b>	<b>3.30</b>	<b>3.44</b>	<b>3.25</b>	<b>3.40</b>	<b>3.41</b>	<b>3.30</b>	<b>3.34</b>	<b>3.36</b>	<b>3.08</b>	<b>2.74</b>	<b>3.36</b>
	SD	<b>.66</b>	<b>.83</b>	<b>.73</b>	<b>.73</b>	<b>.48</b>	<b>.66</b>	<b>.61</b>	<b>.76</b>	<b>.62</b>	<b>.75</b>	<b>.72</b>	<b>.70</b>	<b>.73</b>	<b>.73</b>	<b>.77</b>	<b>.76</b>	<b>.88</b>	<b>.73</b>
	n	<b>465</b>	<b>464</b>	<b>460</b>	<b>461</b>	<b>467</b>	<b>462</b>	<b>461</b>	<b>463</b>	<b>468</b>	<b>463</b>	<b>459</b>	<b>460</b>	<b>462</b>	<b>463</b>	<b>464</b>	<b>464</b>	<b>460</b>	<b>467</b>

Table B.2.4. Frequency Ratings for *Ethical Practice* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Senior</b>	Mean	1.95	1.88	1.94	2.44	3.25	2.78	2.42	2.89	2.18	2.08	2.56	2.51	2.30	2.06	2.12	2.01	1.29	2.25
	SD	1.03	.96	1.01	1.05	1.00	1.00	1.04	1.11	.95	1.01	1.10	1.06	1.07	.96	1.05	1.08	.88	1.09
	n	175	177	173	174	175	174	175	177	177	172	172	174	175	174	176	174	175	175
<b>Exec rate senior</b>	Mean	1.89	2.01	2.18	2.62	3.27	2.76	2.68	3.00	2.31	2.24	2.52	2.56	2.36	2.22	2.17	2.08	1.49	2.46
	SD	.94	1.01	.97	1.07	.93	1.03	.97	1.01	.96	1.02	1.06	1.09	.97	.92	.98	.96	.94	1.07
	n	116	116	117	117	118	116	114	117	117	119	117	117	118	117	115	113	116	117
<b>Executive</b>	Mean	2.26	2.01	2.26	2.75	3.46	2.79	2.85	2.92	2.47	2.30	2.64	2.70	2.63	2.27	2.23	2.18	1.69	2.61
	SD	1.00	.88	1.12	1.03	.71	1.00	.99	1.16	.93	.99	.96	1.11	.95	.92	.99	.97	.91	1.02
	n	125	128	126	126	129	127	127	126	129	128	128	127	128	129	127	126	127	127
<b>Total</b>	Mean	<b>2.02</b>	<b>1.95</b>	<b>2.10</b>	<b>2.58</b>	<b>3.32</b>	<b>2.77</b>	<b>2.62</b>	<b>2.93</b>	<b>2.30</b>	<b>2.19</b>	<b>2.57</b>	<b>2.58</b>	<b>2.42</b>	<b>2.17</b>	<b>2.17</b>	<b>2.08</b>	<b>1.46</b>	<b>2.42</b>
	SD	<b>1.01</b>	<b>.95</b>	<b>1.04</b>	<b>1.06</b>	<b>.90</b>	<b>1.00</b>	<b>1.02</b>	<b>1.09</b>	<b>.95</b>	<b>1.01</b>	<b>1.05</b>	<b>1.09</b>	<b>1.01</b>	<b>.94</b>	<b>1.02</b>	<b>1.01</b>	<b>.92</b>	<b>1.07</b>
	n	<b>416</b>	<b>421</b>	<b>416</b>	<b>417</b>	<b>422</b>	<b>417</b>	<b>416</b>	<b>420</b>	<b>423</b>	<b>419</b>	<b>417</b>	<b>418</b>	<b>421</b>	<b>420</b>	<b>418</b>	<b>413</b>	<b>418</b>	<b>419</b>

## BUSINESS ACUMEN

### Proficiency Indicators for All HR Professionals:

1. Uses organizational and external resources to learn about the organization's business operations, functions, products and services.
2. Uses organizational and external resources to learn about the political, economic, social, technological, legal and environmental (PESTLE) trends that influence the organization.
3. Applies knowledge of the organization's business operations, functions, products and services, in order to implement HR solutions and inform business decisions.
4. Applies knowledge of the organization's industry and PESTLE trends, in order to implement HR solutions and inform HR decisions.
5. Uses cost-benefit analysis, organizational metrics and key performance indicators to inform business decisions.
6. Applies principles of finance, marketing, economics, sales, technology, law and business systems to internal HR programs, practices and policies.
7. Uses human resource information systems (HRIS) and business technology to solve problems and address needs.
8. Demonstrates an understanding of the relationship between effective HR and effective core business functions.
9. Aligns decisions with HR's and the organization's strategic direction and goals.
10. Makes the business case, or provides the data to build the case, for HR initiatives and their influence on efficient and effective organizational functioning (e.g., ROI for HR initiatives).

### Proficiency Indicators for Advanced HR Professionals:

1. Gathers and applies business intelligence about political, economic, social, technological, legal and environmental (PESTLE) trends to define HR's strategic direction and long-term goals.
2. Applies expert knowledge of the organization's business operations, functions, products and services when setting HR's strategic direction and long-term goals.
3. Applies an understanding of the labor market when developing a strategy to manage and compete for talent.
4. Participates in advocacy activities involving government policy and proposed regulations related to the organization's HR strategies and long-term goals.
5. Designs, implements and evaluates HR initiatives with consideration of value added, ROI, utility, revenue, profit and loss statements and other business indicators.
6. Uses risk assessment to inform HR's and the organization's strategic direction and long-term goals.
7. Determines the budget and resource requirements of HR initiatives.
8. Develops HRIS and business technology to solve business problems and address needs.
9. Examines organizational problems and opportunities, in terms of how HR solutions that maximize ROI and strategic effectiveness may be integrated.
10. Defines and communicates HR's and the organization's strategy, goals and challenges, in terms of business results.
11. Aligns HR's strategic direction and long-term goals with the organization's overall business strategy and objectives.

12. Applies the perspective of systems thinking to make HR and business decisions.
13. Drives key business results by developing strategies and long-term goals that account for senior leaders' input.
14. Serves as a strategic contributor to organizational decision-making areas regarding fiscal issues, product/service lines, operations, human capital, and technology.
15. Evaluates all proposed business cases for HR initiatives.

Table B.3.1. Importance Ratings for *Business Acumen* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10
<b>Early</b>	Mean	2.58	2.09	2.70	2.22	2.21	2.33	2.97	2.97	2.82	2.38
	SD	.83	1.06	.95	.94	1.04	1.05	.94	.73	1.00	1.04
	n	33	34	33	32	34	33	34	33	34	34
<b>Mid</b>	Mean	2.59	2.38	2.92	2.43	2.71	2.59	3.01	3.11	3.12	2.80
	SD	.90	.94	.80	.95	.96	.97	.88	.78	.84	.87
	n	254	255	258	259	254	255	256	257	254	255
<b>Senior rate mid</b>	Mean	2.83	2.50	3.20	2.62	2.90	2.74	3.18	3.33	3.33	2.92
	SD	.79	.89	.74	.83	.88	.84	.86	.69	.74	.84
	n	210	214	213	211	213	213	211	213	213	214
<b>Total</b>	Mean	2.69	2.41	3.02	2.50	2.76	2.64	3.08	3.19	3.19	2.82
	SD	.86	.93	.80	.91	.95	.93	.88	.75	.82	.88
	n	497	503	504	502	501	501	501	503	501	503



Table B.3.2. Frequency Ratings for *Business Acumen* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10
<b>Early</b>	Mean	2.16	1.54	2.24	1.52	1.54	2.00	3.00	2.60	2.65	1.69
	SD	.94	1.03	1.01	1.05	1.10	1.32	1.23	1.08	1.13	1.05
	n	25	26	25	25	26	25	26	25	26	26
<b>Mid</b>	Mean	2.13	1.69	2.67	1.77	1.95	2.19	2.92	2.85	2.78	2.04
	SD	1.03	.99	1.03	1.07	1.06	1.10	1.17	1.00	1.07	1.01
	n	231	232	233	234	234	232	232	232	233	232
<b>Senior rate mid</b>	Mean	2.33	1.94	2.96	2.27	2.37	2.47	3.21	3.22	3.03	2.28
	SD	.99	.89	.96	.93	.90	.97	.89	.86	.98	.91
	n	184	186	186	183	185	186	184	186	184	187
<b>Total</b>	Mean	2.22	1.79	2.77	1.96	2.10	2.30	3.05	2.99	2.87	2.12
	SD	1.01	.96	1.02	1.04	1.02	1.07	1.08	.96	1.05	.98
	n	440	444	444	442	445	443	442	443	443	445

Table B.3.3. Importance Ratings for *Business Acumen* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Senior</b>	Mean	2.63	3.17	3.18	2.25	3.02	2.85	3.02	2.65	3.05	3.22	3.39	2.88	2.98	3.00	2.97
	SD	.82	.83	.75	.98	.81	.80	.82	.93	.80	.73	.74	.87	.82	.84	.86
	n	192	191	191	191	191	193	190	191	191	192	192	191	190	189	188
<b>Exec rate senior</b>	Mean	2.91	3.39	3.30	2.47	3.23	3.07	3.20	2.78	3.30	3.39	3.67	3.12	3.35	3.40	3.16
	SD	.80	.64	.71	.94	.71	.78	.81	.98	.73	.69	.56	.87	.70	.80	.81
	n	148	149	151	148	149	147	148	148	150	150	147	144	148	149	148
<b>Executive</b>	Mean	2.72	3.34	3.34	2.30	3.25	2.94	3.11	2.72	3.19	3.33	3.56	3.05	3.19	3.23	2.94
	SD	.94	.76	.71	.86	.78	.80	.91	.91	.72	.78	.70	.79	.77	.78	.87
	n	140	142	142	142	142	141	142	140	142	141	141	141	142	143	141
<b>Total</b>	Mean	2.74	3.29	3.26	2.33	3.15	2.94	3.10	2.71	3.17	3.30	3.52	3.00	3.15	3.19	3.02
	SD	.85	.76	.73	.93	.78	.80	.85	.94	.76	.74	.69	.85	.79	.83	.85
	n	481	483	485	482	483	482	481	480	484	484	481	477	481	482	478

Table B.3.4. Frequency Ratings for *Business Acumen* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Senior</b>	Mean	1.60	2.33	2.31	1.34	2.04	1.85	1.73	1.57	2.27	2.34	2.26	2.51	2.12	2.30	2.10
	SD	.97	1.12	1.03	.93	1.00	.93	.91	1.00	1.01	.94	1.06	1.15	1.07	1.03	.99
	n	180	178	178	178	178	181	177	178	178	182	180	178	177	176	177
<b>Exec rate senior</b>	Mean	1.84	2.49	2.42	1.36	2.25	2.01	1.99	1.74	2.51	2.45	2.46	2.72	2.33	2.68	2.10
	SD	.92	1.05	.86	.88	.97	.98	.90	1.05	.97	.98	1.05	1.09	.94	1.00	.91
	n	134	134	137	134	134	134	137	136	136	138	135	131	135	135	136
<b>Executive</b>	Mean	1.85	2.67	2.44	1.48	2.30	1.85	1.80	1.68	2.41	2.42	2.37	2.67	2.28	2.65	2.08
	SD	.97	1.11	.90	.71	.92	.87	.90	.97	.90	1.04	1.05	1.10	1.02	.99	.92
	n	130	129	131	132	135	130	131	131	130	132	132	131	130	133	130
<b>Total</b>	<b>Mean</b>	<b>1.74</b>	<b>2.48</b>	<b>2.38</b>	<b>1.38</b>	<b>2.18</b>	<b>1.89</b>	<b>1.83</b>	<b>1.65</b>	<b>2.38</b>	<b>2.39</b>	<b>2.35</b>	<b>2.61</b>	<b>2.23</b>	<b>2.52</b>	<b>2.09</b>
	SD	.96	1.10	.94	.86	.98	.93	.91	1.01	.97	.98	1.06	1.12	1.02	1.02	.94
	n	445	442	447	445	448	446	446	446	445	453	448	441	443	445	444

## CONSULTATION

### Proficiency Indicators for All HR Professionals:

1. Develops an understanding of the organization's current and future HR challenges, and helps to identify HR needs and opportunities for improvement.
2. Identifies current and future HR-related threats and liabilities.
3. Identifies existing HR programs, practices and policies that impede or support business success.
4. Offers, in partnership with stakeholders, HR solutions for business needs that are creative, innovative, effective and based on best practices and/or research.
5. Provides guidance to non-HR managers regarding HR practices, compliance, laws, regulations and ethics.
6. Defines clear goals and outcomes for HR solutions, using them to drive solution design.
7. Provides guidance to non-HR managers and business unit teams on implementation of HR-related solutions.
8. Works with business partners to overcome obstacles to implementation of HR solutions.
9. Provides follow-up to and ongoing support for implementation of HR solutions, to ensure their continued effectiveness.
10. Ensures that implementation of HR solutions adheres to defined goals and outcomes.
11. Recommends ways to improve HR programs, practices and policies.
12. Promotes buy-in among organizational stakeholders when implementing change initiatives.
13. Builds buy-in among staff for organizational change.
14. Aligns and deploys HR programs to support change initiatives.
15. Identifies, defines and clarifies customer needs and requirements, and reports on the status of HR services provided and results achieved.
16. Responds promptly, courteously and openly to customer requests, and takes ownership of customer needs.
17. Identifies and resolves risks and early-stage problems in meeting customer needs.
18. Manages interactions with vendors and suppliers to maintain service quality.

### Proficiency Indicators for Advanced HR Professionals:

1. Works with senior leadership to identify how HR can improve business outcomes and support the organization's strategic direction and long-term goals.
2. Works with key internal customers to identify initiatives that minimize threats and liabilities.
3. Determines the strategic approach to remediation of HR-related threats and liabilities.
4. Works with business leaders to create innovative evidence-based talent management strategies, which align with and drive the organization's strategy.
5. Designs and oversees evidence-based long-term strategic HR and business solutions.
6. Provides ongoing support and HR solutions to business unit leaders on the organization's strategic direction.
7. Encourages staff and other leaders to provide input on strategic HR and business decisions.
8. Works with senior leaders to overcome strategic obstacles to implementation of HR initiatives.

9. Integrates HR solutions with related organizational processes, systems and other business or management initiatives.
10. Works with other senior executives to identify when and where change is or is not needed.
11. Builds buy-in among senior leadership and staff at all levels for organizational change.
12. Defines change objectives and goals.
13. Oversees implementation of change initiatives across business units and throughout the organization.
14. Partners with other business leaders to achieve change objectives and goals.
15. Provides support to HR staff at all levels during change initiatives.
16. Designs and oversees HR programs, practices and policies that ensure a strong, high-quality customer service culture in the HR function.
17. Oversees HR's customer service objectives and outcomes.
18. Identifies larger system needs and issues influencing market requirements, and engages outside stakeholders to help meet requirements that go beyond HR's functional assignment.
19. Develops and promotes an organizational culture that excels at meeting customer needs.

Table B.4.1. Importance Ratings for *Consultation* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Early</b>	Mean	3.05	2.79	2.95	2.53	3.16	2.89	2.95	3.00	3.00	3.11	2.95	2.79	3.21	2.95	2.95	3.47	2.89	2.42
	SD	.91	.92	.91	1.17	.90	1.24	.85	.88	.82	.74	.85	.98	.71	1.03	.85	.77	1.10	1.07
	n	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19
<b>Mid</b>	Mean	3.03	2.92	3.00	2.96	3.41	2.93	3.27	3.05	3.14	3.13	3.15	2.89	3.03	2.99	2.99	3.53	2.98	2.55
	SD	.81	.85	.79	.78	.77	.80	.72	.77	.76	.73	.74	1.02	.90	.82	.82	.66	.83	1.00
	n	240	237	236	237	237	237	236	234	235	237	240	236	238	238	235	236	234	236
<b>Senior rate mid</b>	Mean	3.05	2.90	2.90	3.00	3.38	2.81	3.25	3.03	3.11	3.09	3.09	3.05	3.05	2.98	2.97	3.48	2.97	2.40
	SD	.69	.78	.74	.77	.67	.82	.70	.73	.69	.73	.70	.85	.74	.76	.81	.77	.81	.94
	n	184	184	184	187	182	183	181	181	183	182	185	185	184	184	184	182	187	181
<b>Total</b>	Mean	<b>3.04</b>	<b>2.90</b>	<b>2.96</b>	<b>2.96</b>	<b>3.39</b>	<b>2.88</b>	<b>3.25</b>	<b>3.04</b>	<b>3.12</b>	<b>3.11</b>	<b>3.12</b>	<b>2.95</b>	<b>3.05</b>	<b>2.98</b>	<b>2.98</b>	<b>3.51</b>	<b>2.98</b>	<b>2.48</b>
	SD	<b>.77</b>	<b>.83</b>	<b>.77</b>	<b>.80</b>	<b>.74</b>	<b>.84</b>	<b>.72</b>	<b>.75</b>	<b>.73</b>	<b>.73</b>	<b>.73</b>	<b>.95</b>	<b>.83</b>	<b>.80</b>	<b>.82</b>	<b>.71</b>	<b>.84</b>	<b>.98</b>
	n	<b>443</b>	<b>440</b>	<b>439</b>	<b>443</b>	<b>438</b>	<b>439</b>	<b>436</b>	<b>434</b>	<b>437</b>	<b>438</b>	<b>444</b>	<b>440</b>	<b>441</b>	<b>441</b>	<b>438</b>	<b>437</b>	<b>440</b>	<b>436</b>

Table B.4.2. Frequency Ratings for *Consultation* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Early</b>	Mean	2.24	1.71	2.00	1.53	2.47	2.00	1.94	2.24	2.35	2.35	2.18	1.41	1.94	1.94	2.71	3.47	2.24	2.00
	SD	1.09	1.16	1.27	1.12	1.37	1.12	1.43	1.20	1.27	1.22	.88	1.06	1.20	1.03	.69	1.01	1.20	1.17
	n	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17
<b>Mid</b>	Mean	2.13	1.99	2.11	2.01	2.93	1.92	2.69	2.25	2.58	2.36	2.33	1.88	2.11	2.03	2.42	3.48	2.26	1.96
	SD	.91	.95	.89	.97	1.00	.96	.96	.98	.99	1.07	.88	1.01	1.07	1.01	1.06	.85	1.09	1.18
	n	209	208	210	208	211	207	208	208	208	208	209	209	207	207	208	208	205	209
<b>Senior rate mid</b>	Mean	2.33	2.10	2.15	2.30	3.06	2.02	2.94	2.50	2.65	2.51	2.17	2.31	2.48	2.22	2.42	3.49	2.59	1.91
	SD	.96	.87	.88	.93	.96	.89	.92	.93	.86	.92	.86	.96	.93	.92	.98	.85	.97	1.00
	n	169	170	169	172	169	169	169	167	168	167	170	167	169	168	170	168	170	168
<b>Total</b>	Mean	2.22	2.02	2.12	2.11	2.96	1.97	2.77	2.35	2.60	2.42	2.26	2.04	2.26	2.11	2.44	3.48	2.40	1.94
	SD	.94	.92	.90	.97	1.00	.94	.99	.98	.95	1.02	.87	1.02	1.03	.98	1.01	.86	1.05	1.10
	n	395	395	396	397	397	393	394	392	393	392	396	393	393	392	395	393	392	394

Table B.4.3. Importance Ratings for *Consultation* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
<b>Senior</b>	Mean	3.28	3.13	3.14	3.14	3.04	3.40	3.09	3.23	3.13	3.15	3.40	3.03	2.99	3.14	3.44	3.35	3.20	2.66	3.33
	SD	.74	.82	.78	.75	.77	.68	.80	.75	.73	.78	.69	.82	.75	.85	.69	.64	.79	.94	.74
	n	193	197	198	193	194	197	197	197	197	197	194	196	196	197	194	198	194	198	195
<b>Exec rate senior</b>	Mean	3.58	3.14	3.42	3.32	3.31	3.39	3.20	3.46	3.24	3.42	3.59	3.24	3.27	3.24	3.38	3.41	3.25	2.91	3.53
	SD	.59	.79	.71	.76	.74	.74	.79	.61	.68	.64	.58	.73	.77	.78	.72	.70	.78	.84	.64
	n	159	162	162	161	162	160	160	160	160	161	160	161	160	162	161	161	162	160	159
<b>Executive</b>	Mean	3.49	3.11	3.24	3.30	3.30	3.38	3.09	3.41	3.22	3.35	3.42	3.15	3.14	3.18	3.40	3.39	3.20	2.81	3.45
	SD	.67	.81	.74	.76	.74	.70	.82	.74	.70	.70	.72	.77	.76	.74	.69	.73	.79	.90	.66
	n	156	160	157	156	157	160	157	156	156	158	158	156	154	155	157	158	158	159	157
<b>Total</b>	Mean	3.44	3.13	3.26	3.25	3.21	3.39	3.12	3.36	3.19	3.29	3.47	3.13	3.12	3.18	3.41	3.38	3.22	2.78	3.43
	SD	.68	.80	.76	.76	.76	.71	.80	.71	.70	.72	.67	.78	.76	.80	.70	.69	.79	.90	.69
	n	508	519	517	510	513	517	514	513	514	512	515	512	513	510	516	514	516	513	511



Table B.4.4. Frequency Ratings for *Consultation* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
<b>Senior</b>	Mean	2.29	2.48	2.18	2.12	1.86	2.75	2.39	2.30	2.33	2.28	2.46	1.97	2.10	2.34	2.91	2.80	3.01	1.60	3.01
	SD	.98	1.03	1.04	.95	.91	.98	1.02	.87	.90	.89	.92	.95	.95	1.01	1.07	.98	1.02	.96	1.04
	n	174	175	177	176	172	177	175	176	174	175	175	178	176	175	179	175	177	178	173
<b>Exec rate senior</b>	Mean	2.44	2.45	2.44	2.18	2.10	2.77	2.64	2.42	2.42	2.55	2.80	2.12	2.27	2.51	2.93	2.77	2.90	1.80	3.10
	SD	.96	1.09	1.00	.97	.91	.94	1.01	.96	.98	.90	.90	.97	.97	.96	.90	1.04	1.06	.99	.96
	n	147	148	149	148	149	150	146	149	149	146	149	150	150	149	149	152	147	149	148
<b>Executive</b>	Mean	2.39	2.36	2.22	2.24	2.14	2.84	2.46	2.47	2.44	2.30	2.76	1.97	2.14	2.49	2.95	2.66	3.00	1.86	3.14
	SD	.92	.92	1.00	.94	1.00	.98	.93	.85	.98	.89	.91	.83	.88	.99	.97	1.01	.98	.95	.97
	n	137	139	139	139	140	140	140	138	139	139	139	140	138	137	141	140	140	138	138
<b>Total</b>	Mean	2.37	2.44	2.27	2.17	2.02	2.78	2.49	2.39	2.39	2.37	2.66	2.02	2.17	2.44	2.93	2.75	2.97	1.74	3.08
	SD	.95	1.02	1.02	.95	.95	.97	.99	.89	.95	.90	.92	.92	.94	.99	.98	1.01	1.02	.97	.99
	n	458	462	465	463	461	467	461	463	462	460	463	468	464	461	469	467	464	465	459

## COMMUNICATION

### Proficiency Indicators for All HR Professionals:

1. Presents needed information to stakeholders and refrains from presenting unneeded information.
2. Uses an understanding of the audience to craft the content of communications (e.g., translates technical jargon), and chooses the best medium of communication.
3. Uses appropriate business terms and vocabulary.
4. Ensures that the delivered message is clear and understood by the listener.
5. Crafts clear, organized, effective and error-free messages.
6. Creates persuasive and compelling arguments.
7. Effectively communicates HR programs, practices and policies to both HR and non-HR employees.
8. Helps non-HR managers communicate HR issues.
9. Voices support for HR and organizational initiatives in communications with stakeholders.
10. Effectively communicates with senior HR leaders.
11. Listens actively and empathetically to others' views and concerns.
12. Welcomes the opportunity to hear competing points of view and does not take criticism personally.
13. Seeks further information to clarify ambiguity.
14. Promptly responds to and addresses stakeholder communications.
15. Interprets and understands the context of, motives for and reasoning in received communications.
16. Solicits feedback from senior leaders in other business units about the HR function.

### Proficiency Indicators for Advanced HR Professionals:

1. Demonstrates fluency in the business language of senior leaders.
2. Communicates difficult or negative messages in an honest, accurate and respectful manner.
3. Delivers or contributes to persuasive external communications (e.g., news media, legislative bodies).
4. Comfortably presents to audiences of all sizes and backgrounds.
5. Comfortably communicates across a wide range of media (e.g., print, television, radio, mobile, web).
6. Communicates HR's vision, strategy, goals and culture to senior leaders and HR staff.
7. Articulates to senior leaders the alignment of HR's strategies and goals with the organization's.
8. Implements policies and initiatives that create channels for open communication throughout the organization, across and within levels of responsibility.
9. Prepares and delivers to senior- and board-level audiences messages on important, high-visibility HR and organizational issues.
10. Develops an organizational culture in which upward communication is encouraged and senior leaders are receptive to staff views and opinions.
11. Establishes processes to gather feedback from the entire organization about the HR function.

Table B.5.1. Importance Ratings for *Communication* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Early</b>	Mean	2.51	2.84	3.05	3.37	3.37	2.57	3.26	2.93	2.56	3.00	3.30	3.07	3.12	2.72	2.98	2.51
	SD	1.20	1.00	.95	.72	.72	1.21	.90	.91	1.22	1.00	.86	.95	1.00	1.22	.91	1.10
	n	43	43	43	43	43	42	43	43	43	43	43	43	42	43	43	43
<b>Mid</b>	Mean	2.81	3.16	3.08	3.50	3.42	2.98	3.52	3.18	2.97	3.33	3.59	3.24	3.27	3.15	3.17	2.77
	SD	.87	.73	.80	.59	.65	.75	.65	.78	.85	.72	.57	.66	.71	.90	.73	.90
	n	236	235	234	236	237	235	237	238	234	234	234	233	234	232	235	235
<b>Senior rate mid</b>	Mean	3.06	3.18	3.14	3.51	3.45	3.02	3.47	3.16	3.03	3.37	3.56	3.36	3.28	3.16	3.18	2.78
	SD	.73	.71	.74	.56	.61	.70	.64	.70	.82	.69	.59	.65	.63	.82	.64	.87
	n	195	197	196	195	195	196	196	196	195	196	196	195	196	196	196	195
<b>Total</b>	Mean	<b>2.89</b>	<b>3.14</b>	<b>3.10</b>	<b>3.50</b>	<b>3.43</b>	<b>2.96</b>	<b>3.48</b>	<b>3.15</b>	<b>2.95</b>	<b>3.32</b>	<b>3.55</b>	<b>3.28</b>	<b>3.26</b>	<b>3.11</b>	<b>3.16</b>	<b>2.75</b>
	SD	<b>.87</b>	<b>.76</b>	<b>.79</b>	<b>.59</b>	<b>.64</b>	<b>.79</b>	<b>.68</b>	<b>.76</b>	<b>.88</b>	<b>.75</b>	<b>.61</b>	<b>.69</b>	<b>.71</b>	<b>.91</b>	<b>.71</b>	<b>.91</b>
	n	<b>474</b>	<b>475</b>	<b>473</b>	<b>474</b>	<b>475</b>	<b>473</b>	<b>476</b>	<b>477</b>	<b>472</b>	<b>473</b>	<b>473</b>	<b>470</b>	<b>473</b>	<b>471</b>	<b>474</b>	<b>473</b>

Table B.5.2. Frequency Ratings for *Communication* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Early</b>	Mean	1.85	2.21	3.21	3.27	3.18	1.82	2.91	2.33	1.76	2.58	3.06	2.34	2.82	2.18	2.67	1.79
	SD	1.20	1.11	.86	.80	.98	1.04	.98	.99	1.12	1.23	.97	1.12	.98	1.24	.92	.93
	n	33	33	33	33	33	33	33	33	33	33	33	32	33	33	33	33
<b>Mid</b>	Mean	2.18	2.74	3.28	3.33	3.35	2.50	3.07	2.67	2.18	2.88	3.49	2.75	2.88	2.67	2.98	2.00
	SD	1.07	.98	.91	.78	.85	.99	.90	.87	1.01	1.06	.74	.85	.96	1.27	.95	.99
	n	212	213	212	213	215	212	214	215	211	214	212	212	211	211	212	213
<b>Senior rate mid</b>	Mean	2.52	2.83	3.39	3.47	3.37	2.65	3.14	2.76	2.54	2.95	3.65	2.96	3.06	2.96	3.20	2.03
	SD	.96	.84	.87	.72	.75	.81	.88	.87	.96	.89	.64	.87	.83	.97	.78	.87
	n	176	176	177	174	175	176	177	175	176	176	175	176	176	176	177	176
<b>Total</b>	Mean	2.30	2.74	3.32	3.38	3.35	2.51	3.09	2.68	2.30	2.89	3.52	2.81	2.95	2.75	3.05	2.00
	SD	1.06	.94	.89	.76	.82	.95	.90	.88	1.02	1.01	.74	.89	.92	1.17	.89	.93
	n	421	422	422	420	423	421	424	423	420	423	420	420	420	420	422	422

Table B.5.3. Importance Ratings for *Communication* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11
Senior	Mean	2.45	2.74	1.40	2.37	1.62	2.50	2.49	2.43	2.30	2.45	2.05
	SD	.58	.46	.78	.55	.83	.58	.60	.60	.66	.57	.70
	n	239	236	238	241	239	236	240	240	241	240	240
Exec rate senior	Mean	2.62	2.69	1.70	2.31	1.76	2.62	2.64	2.42	2.46	2.59	2.17
	SD	.52	.47	.76	.51	.75	.52	.55	.57	.63	.52	.62
	n	171	172	172	173	171	173	172	170	170	171	169
Executive	Mean	2.58	2.80	1.88	2.41	1.89	2.70	2.70	2.51	2.72	2.62	2.36
	SD	.59	.40	.80	.60	.78	.51	.48	.61	.53	.55	.60
	n	168	166	167	167	168	166	168	168	167	169	169
Total	Mean	2.54	2.74	1.63	2.36	1.74	2.60	2.60	2.45	2.47	2.54	2.18
	SD	.57	.45	.80	.55	.80	.55	.56	.60	.64	.55	.66
	n	578	574	577	581	578	575	580	578	578	580	578

Table B.5.4. Frequency Ratings for *Communication* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11
<b>Senior</b>	Mean	2.88	2.81	.81	2.30	1.33	1.97	1.86	1.92	1.58	2.45	1.37
	SD	1.27	1.19	.94	1.11	1.28	1.17	1.05	1.16	.97	1.17	.96
	n	214	213	214	214	215	214	215	215	220	213	218
<b>Exec rate senior</b>	Mean	3.28	2.77	1.21	2.20	1.56	2.14	2.01	2.03	1.88	2.70	1.56
	SD	1.25	1.19	1.05	1.13	1.33	1.16	1.04	1.08	.92	1.17	1.04
	n	156	153	155	156	155	155	155	155	154	156	156
<b>Executive</b>	Mean	3.06	2.67	1.19	2.18	1.69	2.13	2.01	2.06	1.63	2.69	1.46
	SD	1.24	1.26	.87	1.14	1.29	1.12	1.00	1.13	.89	1.19	.82
	n	156	156	157	157	157	158	155	156	157	158	157
<b>Total</b>	Mean	<b>3.05</b>	<b>2.76</b>	<b>1.04</b>	<b>2.23</b>	<b>1.51</b>	<b>2.07</b>	<b>1.95</b>	<b>1.99</b>	<b>1.68</b>	<b>2.60</b>	<b>1.46</b>
	SD	<b>1.26</b>	<b>1.21</b>	<b>.97</b>	<b>1.12</b>	<b>1.30</b>	<b>1.15</b>	<b>1.03</b>	<b>1.13</b>	<b>.94</b>	<b>1.18</b>	<b>.95</b>
	n	<b>526</b>	<b>522</b>	<b>526</b>	<b>527</b>	<b>527</b>	<b>527</b>	<b>525</b>	<b>526</b>	<b>531</b>	<b>527</b>	<b>531</b>

## CRITICAL EVALUATION

### Proficiency Indicators for All HR Professionals:

1. Demonstrates an understanding of the importance of using data to inform business decisions and recommendations.
2. Promotes the importance of evidence-based decision-making.
3. Promotes the importance of validating HR programs, practices and policies to ensure that they achieve desired outcomes.
4. Identifies decision points that can be informed by data and evidence.
5. Maintains working knowledge of data collection, research methods, benchmarks and HR metrics.
6. Identifies sources of the most relevant data for solving organizational problems and answering questions.
7. Gathers data using appropriate methods (e.g., surveys, focus groups) to inform and monitor organizational solutions.
8. Scans external sources for data relevant to the organization (e.g., risks, economic and environmental factors).
9. Benchmarks HR initiatives and outcomes against the organization's competition and other relevant comparison groups.
10. Maintains working knowledge of statistics and measurement concepts.
11. Identifies potentially misleading or flawed data.
12. Conducts analyses to identify evidence-based best practices, evaluate HR initiatives and determine critical findings.
13. Maintains objectivity when interpreting data.
14. Reports key findings to senior business and HR leaders.
15. Uses research findings to evaluate different courses of action and their impact on the organization.
16. Applies data-driven knowledge and best practices from one situation to the next, as appropriate.
17. Ensures that HR programs, practices and policies reflect research findings and best practices.
18. Objectively examines HR programs, practices and policies in light of data.

### Proficiency Indicators for Advanced HR Professionals:

1. Promotes the role of evidence in setting and validating HR's strategic direction and long-term goals.
2. Supports an organizational culture that promotes the collection and incorporation of data (e.g., external risks, economic and environmental factors) into decision-making, and supports the organizational processes, policies and procedures to do so.
3. Promotes the utility of HR metrics for understanding organizational performance.
4. Ensures that the HR function uses data to inform decision-making and the development and evaluation of HR initiatives.
5. Ensures that resources and processes are in place to facilitate systematic collection of data to inform HR's strategic direction and long-term goals.

6. Identifies new sources of data or new methods of data collection to inform and evaluate HR initiatives.
7. Interacts with senior leaders outside the organization to collect data relevant to HR.
8. Maintains advanced knowledge of statistics and measurement concepts.
9. Oversees comprehensive and systematic evaluations of the organization's HR programs, practices and policies.
10. Critically reviews and interprets the results of analyses to identify evidence-based best practices, evaluate HR initiatives and determine critical findings.
11. Communicates to other senior leaders in the organization critical data analysis findings and their implications for HR's strategic direction and goals.
12. Uses research findings to inform HR's strategic direction and long-term goals.
13. Develops best practices based on evidence from industry literature, peer-reviewed research and other sources, including experience.
14. Sponsors evidence-based initiatives for process improvement.



Table B.6.1. Importance Ratings for *Critical Evaluation* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Early</b>	Mean	2.76	2.93	3.00	2.60	2.78	2.73	2.51	2.25	2.43	2.28	2.82	2.55	3.10	2.83	2.45	2.73	3.00	2.78
	SD	1.02	.97	.86	.90	.95	.75	1.12	1.17	1.20	1.01	.94	.99	.84	.87	1.18	.93	.84	.89
	n	41	40	39	40	40	40	41	40	40	40	39	40	40	40	38	40	41	40
<b>Mid</b>	Mean	2.96	2.92	2.88	2.65	2.72	2.75	2.49	2.39	2.43	2.48	2.92	2.59	3.21	3.06	2.56	2.90	2.88	2.81
	SD	.76	.80	.80	.81	.76	.81	.88	.88	.91	.88	.89	.80	.69	.81	.83	.80	.80	.80
	n	228	225	229	227	228	229	229	228	228	227	231	227	229	229	228	228	228	229
<b>Senior rate mid</b>	Mean	3.05	3.07	3.03	2.81	2.76	2.91	2.70	2.66	2.67	2.47	3.01	2.69	3.39	3.23	2.63	2.96	2.88	2.95
	SD	.70	.73	.72	.72	.80	.71	.82	.80	.84	.84	.77	.74	.66	.70	.81	.69	.79	.78
	n	202	202	202	200	201	202	201	200	203	202	203	198	200	201	199	201	202	201
<b>Total</b>	Mean	<b>2.98</b>	<b>2.99</b>	<b>2.96</b>	<b>2.71</b>	<b>2.74</b>	<b>2.82</b>	<b>2.58</b>	<b>2.50</b>	<b>2.53</b>	<b>2.46</b>	<b>2.95</b>	<b>2.63</b>	<b>3.28</b>	<b>3.11</b>	<b>2.58</b>	<b>2.91</b>	<b>2.89</b>	<b>2.87</b>
	SD	.77	.79	.77	.78	.79	.77	.89	.89	.92	.87	.84	.79	.70	.78	.86	.77	.80	.80
	n	471	467	470	467	469	471	471	468	471	469	473	465	469	470	465	469	471	470

Table B.6.2. Frequency Ratings for *Critical Evaluation* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Early</b>	Mean	2.76	2.93	3.00	2.60	2.78	2.73	2.51	2.25	2.43	2.28	2.82	2.55	3.10	2.83	2.45	2.73	3.00	2.78
	SD	1.02	.97	.86	.90	.95	.75	1.12	1.17	1.20	1.01	.94	.99	.84	.87	1.18	.93	.84	.89
	n	41	40	39	40	40	40	41	40	40	40	39	40	40	40	38	40	41	40
<b>Mid</b>	Mean	2.96	2.92	2.88	2.65	2.72	2.75	2.49	2.39	2.43	2.48	2.92	2.59	3.21	3.06	2.56	2.90	2.88	2.81
	SD	.76	.80	.80	.81	.76	.81	.88	.88	.91	.88	.89	.80	.69	.81	.83	.80	.80	.80
	n	228	225	229	227	228	229	229	228	228	227	231	227	229	229	228	228	228	229
<b>Senior rate mid</b>	Mean	3.05	3.07	3.03	2.81	2.76	2.91	2.70	2.66	2.67	2.47	3.01	2.69	3.39	3.23	2.63	2.96	2.88	2.95
	SD	.70	.73	.72	.72	.80	.71	.82	.80	.84	.84	.77	.74	.66	.70	.81	.69	.79	.78
	n	202	202	202	200	201	202	201	200	203	202	203	198	200	201	199	201	202	201
<b>Total</b>	Mean	<b>2.98</b>	<b>2.99</b>	<b>2.96</b>	<b>2.71</b>	<b>2.74</b>	<b>2.82</b>	<b>2.58</b>	<b>2.50</b>	<b>2.53</b>	<b>2.46</b>	<b>2.95</b>	<b>2.63</b>	<b>3.28</b>	<b>3.11</b>	<b>2.58</b>	<b>2.91</b>	<b>2.89</b>	<b>2.87</b>
	SD	.77	.79	.77	.78	.79	.77	.89	.89	.92	.87	.84	.79	.70	.78	.86	.77	.80	.80
	n	471	467	470	467	469	471	471	468	471	469	473	465	469	470	465	469	471	470

Table B.6.3. Importance Ratings for *Critical Evaluation* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>Senior</b>	Mean	3.19	3.09	3.14	3.20	3.01	2.69	2.69	2.52	3.19	3.16	3.34	2.94	2.99	2.94
	SD	.73	.81	.75	.69	.75	.82	.97	.92	.75	.73	.73	.83	.78	.82
	n	194	193	195	194	192	192	195	193	194	193	198	194	194	193
<b>Exec rate senior</b>	Mean	3.13	3.22	3.15	3.28	3.12	2.67	2.94	2.48	3.42	3.14	3.53	3.01	3.12	2.89
	SD	.72	.76	.72	.64	.63	.82	.86	.80	.65	.70	.59	.75	.76	.78
	n	143	144	142	144	145	143	145	145	145	146	143	143	141	144
<b>Executive</b>	Mean	3.11	3.16	3.12	3.19	3.07	2.70	2.77	2.49	3.24	3.06	3.37	3.00	3.03	2.97
	SD	.76	.79	.80	.74	.73	.86	.91	1.01	.78	.81	.77	.86	.79	.80
	n	157	158	156	162	158	159	156	160	159	162	158	162	160	158
<b>Total</b>	Mean	3.15	3.15	3.14	3.22	3.06	2.69	2.79	2.50	3.27	3.12	3.40	2.98	3.04	2.94
	SD	.74	.79	.76	.70	.71	.83	.92	.92	.74	.75	.71	.82	.78	.80
	n	494	495	493	500	495	494	496	498	498	501	499	499	495	495

Table B.6.4. Frequency Ratings for *Critical Evaluation* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>Senior</b>	Mean	1.57	1.78	1.75	2.10	1.63	1.30	1.42	1.40	1.56	1.82	2.01	1.36	1.60	1.51
	SD	.93	1.06	.91	1.10	.82	.76	1.01	.93	.96	.86	1.07	.85	.88	.87
	n	175	173	174	174	172	173	173	172	173	173	173	177	172	173
<b>Exec rate senior</b>	Mean	1.38	1.94	1.72	1.93	1.57	1.16	1.54	1.27	1.56	1.59	2.07	1.35	1.57	1.46
	SD	.78	1.13	.79	.93	.89	.71	1.00	.99	.97	.85	.92	.71	.73	.78
	n	136	136	134	135	136	136	136	136	136	135	135	136	135	134
<b>Executive</b>	Mean	1.78	2.21	1.94	2.13	1.85	1.40	1.63	1.59	1.70	1.81	2.07	1.51	1.59	1.61
	SD	1.01	1.31	.96	1.08	1.06	.85	1.05	1.19	1.03	1.02	.99	.82	.95	.95
	n	134	135	135	139	137	136	136	133	140	139	136	138	140	135
<b>Total</b>	Mean	1.57	1.96	1.80	2.06	1.68	1.29	1.52	1.41	1.60	1.75	2.05	1.40	1.59	1.53
	SD	.92	1.17	.89	1.05	.93	.78	1.02	1.04	.99	.91	1.00	.80	.86	.87
	n	445	444	443	448	445	445	445	441	448	447	449	445	447	443

## GLOBAL & CULTURAL EFFECTIVENESS

### Proficiency Indicators for All HR Professionals:

1. Demonstrates a general awareness and understanding of and respect for cultural differences and issues.
2. Adapts behavior to navigate different cultural conditions, situations and people.
3. Demonstrates acceptance of colleagues from different cultures.
4. Promotes the benefits of a diverse and inclusive workforce.
5. Promotes inclusion in daily interactions with others.
6. Conducts business with an understanding of and respect for cross-cultural differences in customs and acceptable behaviors.
7. Demonstrates an understanding, from a global perspective, of the organization's line of business.
8. Tailors HR initiatives to local needs by applying an understanding of cultural differences.
9. Conducts business with an understanding of and respect for differences in rules, laws, regulations and accepted business operations and practices.
10. Applies knowledge of global trends when implementing or maintaining HR programs, practices and policies.
11. Operates with a global mindset while remaining sensitive to local issues and needs.
12. Manages contradictory or paradoxical practices, policies and cultural norms, to ensure harmony and success across a dispersed workforce.
13. Supports an organizational culture that values diversity and promotes inclusion.
14. Uses the organization's policies and philosophy toward diversity and inclusion to inform business decisions and implementation of HR programs, practices and policies.
15. Designs, recommends, implements, and/or audits HR programs, practices and policies intended to ensure diversity and inclusion.
16. Ensures that HR programs, practices and policies are applied consistently and respectfully to all staff.

### Proficiency Indicators for Advanced HR Professionals:

1. Drives a culture that values diversity and inclusion.
2. Advocates for the strategic connection of diversity and inclusion practices to organizational success.
3. Creates an HR strategy that incorporates the organization's global competencies and perspectives on organizational success.
4. Uses expert knowledge about global HR trends, economic conditions, labor markets and legal environments to set HR's strategic direction and to inform development and implementation of HR initiatives.
5. Uses expert knowledge about global HR trends, economic conditions, labor markets and legal environments to evaluate the impact of diversity and inclusion on the organization's HR strategy.
6. Develops HR initiatives, programs and policies that support the organization's policies and philosophy toward diversity and inclusion.
7. Ensures that learning and development programs (or other appropriate interventions) about diversity and cultural sensitivity are provided to employees at all levels of the organization.

8. Develops HR initiatives that will be applied consistently and fairly to all staff.
9. Drives an HR strategy that leverages diversity, inclusion and cultural differences for organizational success.

Table B.7.1. Importance Ratings for *Global & Cultural Effectiveness* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Early</b>	Mean	3.18	2.76	3.21	2.91	3.20	2.88	2.56	2.57	2.97	2.34	2.45	2.53	3.26	2.74	2.71	3.46
	SD	.76	.92	.88	.90	.68	.77	1.02	.88	1.01	.87	1.03	.84	.83	.83	1.00	.70
	n	34	34	34	34	35	34	34	34	35	35	35	33	36	34	34	34
<b>Mid</b>	Mean	3.23	3.06	3.47	3.02	3.20	3.05	2.60	2.98	3.20	2.54	2.53	2.75	3.30	3.08	2.92	3.59
	SD	.70	.76	.64	.80	.77	.80	.95	.82	.82	.93	.98	.87	.71	.78	.83	.62
	n	288	286	287	288	288	286	289	289	286	287	289	289	288	289	287	285
<b>Senior rate mid</b>	Mean	3.22	3.12	3.48	3.05	3.32	3.07	2.77	2.84	3.27	2.59	2.65	2.85	3.35	2.99	2.84	3.65
	SD	.72	.80	.65	.80	.69	.77	.96	.87	.70	.92	.95	.84	.70	.81	.78	.57
	n	217	218	215	215	216	218	217	215	218	217	217	216	217	216	219	219
<b>Total</b>	Mean	<b>3.22</b>	<b>3.07</b>	<b>3.46</b>	<b>3.02</b>	<b>3.25</b>	<b>3.05</b>	<b>2.66</b>	<b>2.90</b>	<b>3.21</b>	<b>2.55</b>	<b>2.57</b>	<b>2.78</b>	<b>3.32</b>	<b>3.02</b>	<b>2.87</b>	<b>3.60</b>
	SD	.71	.79	.66	.81	.74	.79	.96	.85	.79	.92	.97	.86	.71	.80	.82	.60
	n	539	538	536	537	539	538	540	539	539	539	539	541	539	539	540	539

Table B.7.2. Frequency Ratings for *Global & Cultural Effectiveness* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Early</b>	Mean	2.66	2.41	2.83	2.31	3.17	2.38	1.96	2.07	2.62	1.72	1.96	2.03	2.52	2.21	2.38	3.07
	SD	1.17	1.27	1.26	1.23	.95	1.27	1.43	1.11	1.40	1.13	1.26	1.25	1.21	1.32	1.18	1.03
	n	29	29	29	29	30	29	28	30	29	29	27	30	29	29	29	29
<b>Mid</b>	Mean	2.84	2.71	3.22	2.59	3.19	2.61	2.08	2.29	2.83	1.85	2.05	2.10	2.92	2.49	1.95	3.32
	SD	.97	1.08	.95	1.04	.99	1.15	1.12	1.10	1.13	1.07	1.14	1.09	1.01	1.06	1.00	.93
	n	254	252	255	253	252	254	253	255	253	254	254	251	255	255	252	253
<b>Senior rate mid</b>	Mean	3.04	2.93	3.42	2.77	3.47	2.85	2.41	2.40	3.12	2.12	2.39	2.44	3.20	2.70	2.13	3.52
	SD	.91	1.01	.83	.96	.78	.97	1.06	.96	.85	.93	1.11	.99	.86	1.04	.95	.75
	n	188	189	187	187	188	189	187	187	189	187	189	190	188	188	189	191
<b>Total</b>	Mean	2.91	2.78	3.27	2.65	3.30	2.69	2.21	2.32	2.94	1.95	2.18	2.23	3.01	2.56	2.05	3.38
	SD	.96	1.07	.94	1.03	.92	1.10	1.12	1.05	1.06	1.03	1.14	1.07	.99	1.08	.99	.87
	n	471	470	471	469	470	472	468	472	471	470	470	471	472	472	470	473



Table B.7.3. Importance Ratings for *Global & Cultural Effectiveness* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9
<b>Senior</b>	Mean	3.44	3.02	2.86	2.90	2.81	3.22	3.09	3.57	3.22
	SD	.68	.75	1.05	.99	.94	.71	.81	.66	.78
	n	211	208	207	210	211	209	209	207	209
<b>Exec rate senior</b>	Mean	3.40	3.17	2.99	3.10	2.90	3.31	3.06	3.61	3.18
	SD	.67	.77	.97	.94	.89	.67	.77	.58	.75
	n	186	185	184	185	186	185	185	187	186
<b>Executive</b>	Mean	3.34	3.06	3.06	2.97	2.84	3.09	3.01	3.52	3.12
	SD	.75	.81	.80	.83	.84	.78	.80	.64	.79
	n	162	163	163	164	164	162	162	164	164
<b>Total</b>	Mean	<b>3.40</b>	<b>3.08</b>	<b>2.96</b>	<b>2.98</b>	<b>2.85</b>	<b>3.21</b>	<b>3.06</b>	<b>3.57</b>	<b>3.18</b>
	SD	.70	.77	.96	.93	.89	.72	.79	.63	.77
	n	559	556	554	559	561	556	556	558	559

Table B.7.4. Frequency Ratings for *Global & Cultural Effectiveness* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9
<b>Senior</b>	Mean	2.75	2.13	1.79	2.07	2.01	2.04	1.95	2.74	2.35
	SD	1.19	1.00	1.08	1.05	1.06	.99	1.00	1.07	1.12
	n	197	196	196	198	198	197	197	196	197
<b>Exec rate senior</b>	Mean	2.90	2.31	1.99	2.31	2.11	2.24	1.91	2.85	2.50
	SD	1.00	1.01	1.15	1.02	1.02	.88	.93	1.03	1.02
	n	173	172	172	171	172	173	172	172	173
<b>Executive</b>	Mean	2.90	2.36	2.08	2.33	2.22	2.26	2.21	2.91	2.53
	SD	1.03	1.03	1.01	1.07	1.07	.98	.97	1.03	1.08
	n	146	147	146	148	148	146	147	148	148
<b>Total</b>	<b>Mean</b>	<b>2.84</b>	<b>2.26</b>	<b>1.94</b>	<b>2.22</b>	<b>2.10</b>	<b>2.17</b>	<b>2.01</b>	<b>2.83</b>	<b>2.45</b>
	<b>SD</b>	<b>1.08</b>	<b>1.02</b>	<b>1.09</b>	<b>1.05</b>	<b>1.05</b>	<b>.96</b>	<b>.98</b>	<b>1.04</b>	<b>1.08</b>
	<b>n</b>	<b>516</b>	<b>515</b>	<b>514</b>	<b>517</b>	<b>518</b>	<b>516</b>	<b>516</b>	<b>516</b>	<b>518</b>

## RELATIONSHIP MANAGEMENT

### Proficiency Indicators for All HR Professionals:

1. Develops and maintains a network of professional contacts within the organization, including peers in both HR and non-HR roles, HR customers and stakeholders.
2. Develops and maintains a network of external partners (e.g., vendors).
3. Develops and maintains a network of professional colleagues in the HR community at large, for professional development and to fill business needs (e.g., identification of new talent).
4. Develops and maintains mutual trust and respect with colleagues.
5. Develops and maintains a pattern of reciprocal exchanges of support, information and other valued resources with colleagues.
6. Demonstrates concern for the well-being of colleagues.
7. Establishes a strong and positive reputation, within and outside the organization, as an open and approachable HR professional.
8. Ensures that all stakeholder voices are heard and acknowledged.
9. Identifies and leverages areas of common interest among stakeholders, to foster the success of HR initiatives.
10. Develops working relationships with supervisors and HR leaders by promptly and effectively responding to work assignments, communicating goal progress and project needs, and managing work activities.
11. Builds engaged relationships with team members through trust, task-related support and direct communication.
12. Fosters collaboration and open communication among stakeholders and team members.
13. Supports a team-oriented organizational culture.
14. Creates and/or participates in project teams comprised of HR and non-HR employees.
15. Embraces opportunities to lead a team.
16. Identifies and fills missing or unfulfilled team roles.
17. Resolves and/or mediates conflicts in a respectful, appropriate and impartial manner, and refers them to a higher level when warranted.
18. Identifies and addresses the underlying causes of conflict.
19. Facilitates difficult interactions among employees to achieve optimal outcomes.
20. Encourages productive and respectful task-related conflict, using it to facilitate change.
21. Serves as a positive role model for productive conflict.
22. Identifies and resolves conflict that is counterproductive or harmful.
23. Maintains a professional demeanor during negotiation discussions.
24. Applies an understanding of the needs, interests, issues and bargaining position of all parties to negotiation discussions.
25. Offers appropriate concessions to promote progress toward an agreement.
26. Adheres to applicable negotiation- and bargaining-related laws and regulations.
27. Evaluates progress toward an agreement.
28. Identifies an ideal solution or end state for negotiations, monitors progress toward that end state, and ends negotiations when appropriate.

### Proficiency Indicators for Advanced HR Professionals:

1. Creates opportunities for HR employees to network and build relationships with higher-level leaders in the organization and in the HR community at large.
2. Develops and maintains a network of contacts within the organization (e.g., senior leaders from other business units) and outside of the organization (e.g., members of legislative bodies, community leaders, union heads, external HR leaders).
3. Develops HR's objectives and goals for relationship management.
4. Develops and maintains relationships in the HR community at large through leadership positions in other organizations.
5. Leverages relationships to learn about best practices for and new approaches to building competitive advantage.
6. Fosters an organizational culture that supports intra-organizational teamwork and collaboration (e.g., silo-busting).
7. Creates and leads teams with senior leaders from across the organization.
8. Designs and oversees HR initiatives that promote effective team processes and environments.
9. Designs and oversees conflict resolution strategies and processes throughout the organization.
10. Facilitates difficult interactions among senior leaders to achieve optimal outcomes.
11. Identifies and reduces potential sources of conflict when proposing new HR strategies or initiatives.
12. Mediates or resolves escalated conflicts.
13. Negotiates with stakeholders within and outside of the organization in complex and high-stakes negotiations.
14. Defines the parameters of negotiating boundaries on behalf of the HR unit.
15. Achieves a mutually acceptable agreement in difficult and complex negotiations.

Table B.8.1.A. Importance Ratings for *Relationship Management* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>Early</b>	Mean	3.13	2.48	2.97	3.52	3.03	3.42	3.52	2.77	2.48	3.32	3.41	2.90	3.26	2.77
	SD	.94	1.18	1.05	.68	.75	.72	.68	1.06	1.09	.70	.76	1.19	.89	.99
	n	30	31	31	31	31	31	31	31	31	31	32	31	31	31
<b>Mid</b>	Mean	3.10	2.61	2.78	3.58	3.11	3.40	3.57	2.89	2.86	3.50	3.48	3.24	3.32	2.89
	SD	.76	.90	.88	.57	.76	.73	.58	.93	.84	.67	.62	.74	.74	.85
	n	238	236	237	235	234	234	236	235	233	236	234	238	234	234
<b>Senior rate mid</b>	Mean	2.94	2.43	2.71	3.63	2.94	3.20	3.45	2.99	2.91	3.43	3.43	3.34	3.28	2.84
	SD	.72	.82	.76	.58	.70	.74	.68	.77	.75	.61	.61	.66	.68	.75
	n	160	165	160	160	162	160	160	161	161	162	159	160	165	159
<b>Total</b>	Mean	3.04	2.53	2.77	3.60	3.04	3.32	3.52	2.92	2.85	3.46	3.46	3.25	3.30	2.86
	SD	.76	.90	.85	.58	.74	.74	.63	.89	.83	.65	.63	.76	.73	.83
	n	428	432	428	426	427	425	427	427	425	429	425	429	430	424

Table B.8.1.B. Importance Ratings for *Relationship Management* Proficiency Indicators for All HR Professionals.

		15	16	17	18	19	20	21	22	23	24	25	26	27	28
<b>Early</b>	Mean	2.78	2.81	3.03	2.97	2.90	2.61	3.07	3.03	3.23	2.52	2.74	3.03	2.61	2.42
	SD	.91	.95	.84	1.14	1.24	.99	1.08	1.08	.84	1.06	.96	.96	1.12	1.06
	n	32	31	31	31	30	31	30	31	31	31	31	30	31	31
<b>Mid</b>	Mean	2.99	2.75	3.33	3.04	3.06	2.82	3.21	3.13	3.37	2.72	2.65	2.85	2.69	2.67
	SD	.85	.83	.77	.85	.88	.90	.78	.82	.75	.98	.95	1.08	.95	.99
	n	236	232	235	235	231	234	239	230	236	231	233	232	237	231
<b>Senior rate mid</b>	Mean	2.91	2.69	3.17	3.14	3.13	2.85	3.22	3.19	3.34	2.89	2.74	3.12	2.75	2.72
	SD	.74	.85	.70	.69	.71	.77	.76	.72	.75	.82	.74	.89	.80	.79
	n	162	157	158	160	156	157	158	162	160	159	160	157	158	158
<b>Total</b>	Mean	<b>2.94</b>	<b>2.73</b>	<b>3.25</b>	<b>3.07</b>	<b>3.07</b>	<b>2.82</b>	<b>3.20</b>	<b>3.15</b>	<b>3.35</b>	<b>2.77</b>	<b>2.69</b>	<b>2.97</b>	<b>2.71</b>	<b>2.67</b>
	SD	<b>.82</b>	<b>.85</b>	<b>.75</b>	<b>.82</b>	<b>.85</b>	<b>.86</b>	<b>.80</b>	<b>.80</b>	<b>.76</b>	<b>.94</b>	<b>.88</b>	<b>1.01</b>	<b>.91</b>	<b>.93</b>
	n	<b>430</b>	<b>420</b>	<b>424</b>	<b>426</b>	<b>417</b>	<b>422</b>	<b>427</b>	<b>423</b>	<b>427</b>	<b>421</b>	<b>424</b>	<b>419</b>	<b>426</b>	<b>420</b>

Table B.8.2.A. Frequency Ratings for *Relationship Management* Proficiency Indicators for All HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>Early</b>	Mean	2.50	1.59	2.03	3.34	2.59	3.21	3.21	1.72	1.46	3.07	3.17	2.14	3.21	2.03
	SD	1.20	1.15	1.21	.90	1.02	1.10	1.05	1.13	1.32	1.05	1.05	1.41	1.05	1.15
	n	30	29	29	29	29	28	29	29	28	28	30	29	29	29
<b>Mid</b>	Mean	2.67	2.00	1.98	3.59	2.86	3.42	3.33	2.34	2.18	3.36	3.38	2.85	3.16	2.32
	SD	.95	1.02	.95	.69	1.00	.78	.89	1.15	1.07	.84	.83	1.03	.98	1.00
	n	200	201	201	195	199	198	201	197	198	195	198	198	199	198
<b>Senior rate mid</b>	Mean	2.79	1.94	2.17	3.75	2.89	3.37	3.47	2.67	2.51	3.46	3.48	3.22	3.44	2.42
	SD	.98	.91	.84	.55	.91	.77	.79	1.00	.93	.69	.72	.86	.74	.77
	n	126	134	130	130	131	127	131	128	128	127	124	130	129	127
<b>Total</b>	Mean	<b>2.69</b>	<b>1.94</b>	<b>2.05</b>	<b>3.63</b>	<b>2.85</b>	<b>3.39</b>	<b>3.37</b>	<b>2.41</b>	<b>2.24</b>	<b>3.37</b>	<b>3.40</b>	<b>2.93</b>	<b>3.26</b>	<b>2.33</b>
	SD	<b>.98</b>	<b>1.00</b>	<b>.94</b>	<b>.67</b>	<b>.97</b>	<b>.81</b>	<b>.87</b>	<b>1.12</b>	<b>1.08</b>	<b>.81</b>	<b>.82</b>	<b>1.05</b>	<b>.91</b>	<b>.94</b>
	n	<b>356</b>	<b>364</b>	<b>360</b>	<b>354</b>	<b>359</b>	<b>353</b>	<b>361</b>	<b>354</b>	<b>354</b>	<b>350</b>	<b>352</b>	<b>357</b>	<b>357</b>	<b>354</b>

Table B.8.2.B. Frequency Ratings for *Relationship Management* Proficiency Indicators for All HR Professionals.

		15	16	17	18	19	20	21	22	23	24	25	26	27	28
<b>Early</b>	Mean	1.72	2.00	1.79	1.97	1.70	1.59	2.18	1.66	2.10	1.50	1.68	1.76	1.55	1.28
	SD	1.07	1.22	.90	1.21	1.23	.98	1.28	1.08	1.21	.92	.94	1.38	1.06	1.00
	n	29	29	29	29	27	29	28	29	29	29	28	28	29	29
<b>Mid</b>	Mean	2.37	2.02	2.40	2.35	2.27	2.17	2.66	2.22	2.43	1.95	2.01	1.82	1.99	1.83
	SD	1.05	1.07	1.00	1.05	1.03	1.11	1.11	1.07	1.21	1.11	1.09	1.31	1.05	1.13
	n	199	198	200	197	194	199	202	197	199	196	192	190	199	197
<b>Senior rate mid</b>	Mean	2.44	2.14	2.63	2.67	2.56	2.48	2.96	2.65	2.83	2.29	2.15	2.44	2.27	2.13
	SD	.84	.97	.86	.87	.91	.99	.97	.93	1.10	1.03	.97	1.18	1.03	1.04
	n	129	128	125	128	130	126	127	129	131	130	127	128	129	124
<b>Total</b>	Mean	<b>2.34</b>	<b>2.06</b>	<b>2.43</b>	<b>2.43</b>	<b>2.34</b>	<b>2.23</b>	<b>2.73</b>	<b>2.33</b>	<b>2.55</b>	<b>2.04</b>	<b>2.03</b>	<b>2.04</b>	<b>2.06</b>	<b>1.89</b>
	SD	<b>1.00</b>	<b>1.05</b>	<b>.97</b>	<b>1.02</b>	<b>1.03</b>	<b>1.08</b>	<b>1.09</b>	<b>1.06</b>	<b>1.19</b>	<b>1.09</b>	<b>1.04</b>	<b>1.30</b>	<b>1.06</b>	<b>1.11</b>
	n	<b>357</b>	<b>355</b>	<b>354</b>	<b>354</b>	<b>351</b>	<b>354</b>	<b>357</b>	<b>355</b>	<b>359</b>	<b>354</b>	<b>347</b>	<b>347</b>	<b>357</b>	<b>350</b>



Table B.8.3. Importance Ratings for *Relationship Management* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Senior</b>	Mean	2.67	3.09	2.86	2.38	2.79	3.42	2.91	3.00	2.88	3.05	3.26	3.28	2.55	2.58	3.13
	SD	.73	.91	.82	.81	.79	.69	.99	.78	.92	.85	.67	.69	.99	.89	.74
	n	97	94	96	97	96	95	97	97	97	95	97	96	94	96	95
<b>Executive</b>	Mean	2.81	3.34	3.08	2.57	3.14	3.53	3.23	3.25	3.06	3.38	3.14	3.31	3.05	2.90	3.33
	SD	.92	.79	.86	.96	.86	.76	.82	.81	.86	.77	.80	.67	.86	1.01	.77
	n	85	88	88	87	86	86	87	88	88	86	86	88	88	87	87
<b>Exec rate senior</b>	Mean	2.74	3.11	3.14	2.41	3.06	3.43	3.08	3.12	3.06	3.08	3.08	3.06	2.72	2.58	3.05
	SD	.83	.89	.82	.91	.82	.71	.85	.74	.74	.87	.81	.68	.98	.92	.72
	n	65	65	66	66	66	65	63	65	66	65	66	66	65	65	65
<b>Total</b>	Mean	2.74	3.18	3.01	2.46	2.98	3.46	3.06	3.12	2.99	3.17	3.17	3.23	2.77	2.69	3.18
	SD	.83	.87	.84	.89	.83	.72	.90	.78	.86	.84	.76	.69	.96	.95	.75
	n	247	247	250	250	248	246	247	250	247	248	250	248	248	247	248

Table B.8.4. Frequency Ratings for *Relationship Management* Proficiency Indicators for Advanced HR Professionals.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Senior</b>	Mean	2.05	2.49	1.79	1.74	2.04	2.92	2.17	2.25	1.84	2.04	2.20	2.11	1.62	1.63	2.00
	SD	.93	.98	.81	.92	.93	1.00	1.15	.86	.87	.97	.98	.97	1.01	.83	.95
	n	77	75	76	78	76	77	77	77	77	76	76	75	77	75	76
<b>Executive</b>	Mean	2.12	2.65	1.97	1.75	2.33	3.10	2.36	2.45	2.13	2.19	2.07	2.11	1.62	1.84	2.07
	SD	.83	1.00	.94	.90	1.01	.97	.93	.88	1.07	.84	.83	.91	.82	1.02	.93
	n	66	69	69	69	67	69	67	69	69	69	69	69	70	69	69
<b>Exec rate senior</b>	Mean	2.14	2.68	2.04	1.90	2.37	3.16	2.10	2.59	2.27	2.14	2.22	2.31	1.84	1.66	2.22
	SD	.80	.94	.84	.87	.87	.78	.99	.94	1.00	1.00	.81	1.03	.99	.89	1.09
	n	51	50	52	52	51	51	50	51	51	51	51	51	51	50	50
<b>Total</b>	<b>Mean</b>	<b>2.10</b>	<b>2.60</b>	<b>1.92</b>	<b>1.79</b>	<b>2.23</b>	<b>3.05</b>	<b>2.22</b>	<b>2.41</b>	<b>2.06</b>	<b>2.12</b>	<b>2.16</b>	<b>2.16</b>	<b>1.68</b>	<b>1.71</b>	<b>2.08</b>
	<b>SD</b>	<b>.86</b>	<b>.97</b>	<b>.87</b>	<b>.90</b>	<b>.95</b>	<b>.94</b>	<b>1.04</b>	<b>.90</b>	<b>.99</b>	<b>.93</b>	<b>.88</b>	<b>.96</b>	<b>.94</b>	<b>.92</b>	<b>.98</b>
	<b>n</b>	<b>194</b>	<b>194</b>	<b>197</b>	<b>199</b>	<b>194</b>	<b>197</b>	<b>194</b>	<b>197</b>	<b>197</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>197</b>	<b>194</b>	<b>195</b>

## **APPENDIX C: KEY CONCEPTS FOR BEHAVIORAL COMPETENCIES**

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This appendix provides the mean ratings (importance and knowledge level needed) for the key concepts associated with the eight behavioral competencies.

## LEADERSHIP &amp; NAVIGATION

Table C.1.1. Importance Ratings for *Leadership & Navigation* Key Concepts.

		Leadership theories	People management techniques	Motivation theories	Influence and persuasion techniques	Trust- and relationship-building techniques
Early	Mean	2.28	3.00	2.50	2.68	3.32
	SD	1.11	.95	.95	.94	.75
	n	32	32	32	31	31
Mid	Mean	2.78	3.33	2.70	3.11	3.43
	SD	.99	.81	.93	.84	.74
	n	183	183	183	182	183
Senior rate mid	Mean	2.79	3.41	2.73	3.24	3.49
	SD	.89	.73	.88	.70	.67
	n	159	157	157	160	157
Senior	Mean	3.11	3.66	2.92	3.46	3.64
	SD	.77	.54	.83	.65	.60
	n	169	165	167	167	168
Exec rate senior	Mean	3.26	3.67	2.97	3.63	3.72
	SD	.78	.54	.85	.59	.50
	n	89	91	90	89	90
Executive	Mean	3.17	3.65	3.02	3.72	3.67
	SD	.76	.52	.79	.47	.59
	n	112	113	113	113	112
Total	Mean	<b>2.95</b>	<b>3.50</b>	<b>2.83</b>	<b>3.35</b>	<b>3.56</b>
	SD	<b>.90</b>	<b>.70</b>	<b>.88</b>	<b>.74</b>	<b>.65</b>
	n	<b>744</b>	<b>741</b>	<b>742</b>	<b>742</b>	<b>741</b>

Table C.1.2. Knowledge Level Ratings for *Leadership & Navigation* Key Concepts.

		Leadership theories	People management techniques	Motivation theories	Influence and persuasion techniques	Trust- and relationship-building techniques
<b>Early</b>	Mean	1.54	2.00	1.52	1.88	2.15
	SD	.86	.85	.77	.77	.73
	n	26	26	25	26	26
<b>Mid</b>	Mean	1.79	2.16	1.77	2.04	2.18
	SD	.79	.64	.72	.66	.70
	n	164	164	164	163	164
<b>Senior rate mid</b>	Mean	1.91	2.32	1.86	2.21	2.38
	SD	.73	.68	.79	.66	.65
	n	141	141	140	141	140
<b>Senior</b>	Mean	2.24	2.67	2.13	2.55	2.61
	SD	.66	.49	.67	.59	.60
	n	149	149	148	149	149
<b>Exec rate senior</b>	Mean	2.34	2.72	2.10	2.62	2.70
	SD	.69	.48	.77	.56	.54
	n	82	83	83	82	82
<b>Executive</b>	Mean	2.35	2.71	2.35	2.72	2.73
	SD	.63	.48	.60	.49	.52
	n	107	107	107	107	107
<b>Total</b>	<b>Mean</b>	<b>2.06</b>	<b>2.46</b>	<b>1.99</b>	<b>2.36</b>	<b>2.47</b>
	<b>SD</b>	<b>.76</b>	<b>.63</b>	<b>.75</b>	<b>.67</b>	<b>.66</b>
	<b>n</b>	<b>669</b>	<b>670</b>	<b>667</b>	<b>668</b>	<b>668</b>

## ETHICAL PRACTICE

Table C.2.1. Importance Ratings for *Ethical Practice* Key Concepts.

		Ethical business principles and practices	Anonymity, confidentiality, and privacy principles and policies	Codes of conduct
Early	Mean	3.53	3.56	3.58
	SD	.67	.62	.67
	n	32	32	31
Mid	Mean	3.62	3.68	3.59
	SD	.59	.58	.59
	n	206	205	205
Senior rate mid	Mean	3.61	3.63	3.54
	SD	.54	.57	.61
	n	185	186	185
Senior	Mean	3.63	3.60	3.55
	SD	.57	.63	.63
	n	184	184	183
Exec rate senior	Mean	3.63	3.55	3.49
	SD	.54	.58	.60
	n	134	135	136
Executive	Mean	3.76	3.65	3.62
	SD	.45	.53	.63
	n	125	127	125
Total	Mean	3.64	3.62	3.56
	SD	.55	.58	.61
	n	866	869	865

Table C.2.2. Knowledge Level Ratings for *Ethical Practice* Key Concepts.

		Ethical business principles and practices	Anonymity, confidentiality, and privacy principles and policies	Codes of conduct
Early	Mean	1.93	1.89	1.93
	SD	.78	.79	.73
	n	27	28	27
Mid	Mean	2.32	2.41	2.28
	SD	.66	.66	.66
	n	181	181	180
Senior rate mid	Mean	2.32	2.39	2.28
	SD	.62	.66	.70
	n	156	156	156
Senior	Mean	2.42	2.34	2.34
	SD	.70	.72	.74
	n	172	172	171
Exec rate senior	Mean	2.64	2.51	2.48
	SD	.53	.61	.57
	n	127	128	128
Executive	Mean	2.59	2.54	2.53
	SD	.53	.57	.61
	n	115	117	115
Total	Mean	2.42	2.41	2.35
	SD	.65	.67	.68
	n	778	782	777

## BUSINESS ACUMEN

Table C.3.1. Importance Ratings for *Business Acumen* Key Concepts.

		Business terms and concepts	Analyzing and interpreting business documents	Elements of a business case	Business intelligence techniques and tools	Financial analysis and methods for assessing business health
Early	Mean	2.67	2.24	2.16	2.27	1.91
	SD	.85	1.20	.95	1.01	1.10
	n	33	33	32	33	33
Mid	Mean	2.83	2.35	2.53	2.35	2.33
	SD	.83	1.05	.92	.95	.94
	n	251	254	256	253	255
Senior rate mid	Mean	3.01	2.48	2.69	2.48	2.35
	SD	.76	.88	.76	.93	.88
	n	198	197	193	198	197
Senior	Mean	3.12	2.68	2.94	2.55	2.61
	SD	.76	.98	.85	.89	.89
	n	180	181	180	181	181
Exec rate senior	Mean	3.24	2.93	2.96	2.72	2.80
	SD	.81	.93	.84	.87	.94
	n	135	136	135	134	135
Executive	Mean	3.24	2.99	2.94	2.74	2.99
	SD	.72	.86	.88	.81	.88
	n	139	140	141	141	141
Total	Mean	<b>3.04</b>	<b>2.62</b>	<b>2.75</b>	<b>2.53</b>	<b>2.54</b>
	SD	<b>.80</b>	<b>.99</b>	<b>.88</b>	<b>.92</b>	<b>.95</b>
	n	<b>936</b>	<b>941</b>	<b>937</b>	<b>940</b>	<b>942</b>



Table C.3.2. Knowledge Level Ratings for *Business Acumen* Key Concepts.

		Business terms and concepts	Analyzing and interpreting business documents	Elements of a business case	Business intelligence techniques and tools	Financial analysis and methods for assessing business health
<b>Early</b>	Mean	1.44	1.40	1.28	1.16	1.20
	SD	.51	.87	.61	.62	.82
	n	25	25	25	25	25
<b>Mid</b>	Mean	1.81	1.57	1.66	1.54	1.53
	SD	.71	.74	.78	.76	.71
	n	232	230	232	233	232
<b>Senior rate mid</b>	Mean	1.93	1.67	1.79	1.67	1.49
	SD	.64	.72	.60	.76	.66
	n	178	177	175	178	178
<b>Senior</b>	Mean	2.13	1.92	2.08	1.80	1.76
	SD	.70	.71	.70	.69	.66
	n	167	167	166	167	166
<b>Exec rate senior</b>	Mean	2.17	1.99	2.02	1.91	1.90
	SD	.69	.70	.70	.70	.68
	n	126	127	125	126	126
<b>Executive</b>	Mean	2.32	2.13	2.22	2.02	2.10
	SD	.67	.67	.74	.67	.77
	n	125	125	126	126	126
<b>Total</b>	Mean	<b>2.02</b>	<b>1.80</b>	<b>1.90</b>	<b>1.73</b>	<b>1.70</b>
	SD	<b>.71</b>	<b>.75</b>	<b>.74</b>	<b>.75</b>	<b>.73</b>
	n	<b>853</b>	<b>851</b>	<b>849</b>	<b>855</b>	<b>853</b>

## CONSULTATION

Table C.4.1. Importance Ratings for *Consultation* Key Concepts.

		Organizational change management theories, models, and processes	Consulting processes and models, incl. consulting's contribution to organizational systems and processes	Effective consulting techniques	Key components of successful client interactions	Methods for design and delivery of HR service functions and processes
Early	Mean	2.68	2.89	3.06	3.42	3.21
	SD	1.11	.58	.80	.69	.71
	n	19	18	18	19	19
Mid	Mean	2.46	2.75	3.23	3.48	2.83
	SD	1.01	.88	.76	.69	.88
	n	217	218	218	219	216
Senior rate mid	Mean	2.59	2.70	3.22	3.62	2.84
	SD	.93	.86	.68	.55	.79
	n	173	173	171	172	173
Senior	Mean	2.64	2.92	3.42	3.56	2.88
	SD	.97	.83	.64	.61	.84
	n	177	177	177	177	177
Exec rate senior	Mean	2.88	3.04	3.47	3.55	2.98
	SD	.80	.80	.65	.58	.76
	n	138	139	136	137	139
Executive	Mean	2.86	3.12	3.59	3.66	2.97
	SD	1.03	.83	.59	.54	.76
	n	148	146	147	148	148
Total	Mean	<b>2.66</b>	<b>2.89</b>	<b>3.36</b>	<b>3.56</b>	<b>2.90</b>
	SD	<b>.97</b>	<b>.85</b>	<b>.69</b>	<b>.61</b>	<b>.82</b>
	n	<b>872</b>	<b>871</b>	<b>867</b>	<b>872</b>	<b>872</b>

Table C.4.2. Knowledge Level Ratings for *Consultation* Key Concepts.

		Organizational change management theories, models, and processes	Consulting processes and models, incl. consulting's contribution to organizational systems and processes	Effective consulting techniques	Key components of successful client interactions	Methods for design and delivery of HR service functions and processes
<b>Early</b>	Mean	1.65	1.65	1.82	2.00	1.71
	SD	.86	.70	.81	.79	.77
	n	17	17	17	17	17
<b>Mid</b>	Mean	1.70	1.84	2.11	2.32	1.88
	SD	.81	.74	.66	.73	.73
	n	194	196	195	196	196
<b>Senior rate mid</b>	Mean	1.82	1.84	2.25	2.53	1.97
	SD	.76	.70	.62	.59	.60
	n	163	162	159	161	161
<b>Senior</b>	Mean	1.97	2.20	2.46	2.55	2.13
	SD	.81	.68	.60	.57	.62
	n	160	158	159	158	159
<b>Exec rate senior</b>	Mean	2.06	2.13	2.48	2.49	2.08
	SD	.73	.69	.63	.67	.64
	n	125	126	125	125	126
<b>Executive</b>	Mean	2.18	2.33	2.57	2.63	2.15
	SD	.80	.65	.55	.59	.69
	n	139	138	139	139	139
<b>Total</b>	Mean	1.92	2.04	2.34	2.48	2.02
	SD	.80	.73	.65	.65	.67
	n	798	797	794	796	798

## CRITICAL EVALUATION

Table C.5.1. Importance Ratings for *Critical Evaluation* Key Concepts.

		Survey and assessment tools	Sources of data	Basic concepts in statistics and measurement	Interpretation of data and charts	Using data to support a business case
Early	Mean	2.50	2.60	2.38	2.65	2.58
	SD	.99	1.06	1.05	1.03	1.03
	n	40	40	40	40	40
Mid	Mean	2.60	2.78	2.54	2.95	2.96
	SD	.89	.86	.91	.78	.83
	n	225	223	226	225	223
Senior rate mid	Mean	2.64	2.80	2.49	3.07	3.09
	SD	.81	.74	.79	.67	.71
	n	196	196	195	193	195
Senior	Mean	2.78	2.86	2.58	3.19	3.25
	SD	.88	.79	.88	.76	.78
	n	187	185	187	188	187
Exec rate senior	Mean	2.83	2.94	2.71	3.12	3.24
	SD	.83	.78	.91	.76	.80
	n	152	152	154	151	152
Executive	Mean	2.77	2.98	2.63	3.23	3.27
	SD	.81	.77	.85	.71	.71
	n	142	141	142	141	142
Total	Mean	2.70	2.85	2.58	3.08	3.12
	SD	.86	.81	.88	.76	.80
	n	942	937	944	938	939

Table C.5.2. Knowledge Level Ratings for *Critical Evaluation* Key Concepts.

		Survey and assessment tools	Sources of data	Basic concepts in statistics and measurement	Interpretation of data and charts	Using data to support a business case
Early	Mean	1.53	1.44	1.34	1.41	1.50
	SD	.62	.67	.60	.56	.62
	n	32	32	32	32	32
Mid	Mean	1.77	1.80	1.73	2.05	1.93
	SD	.71	.70	.73	.66	.69
	n	194	194	194	195	194
Senior rate mid	Mean	1.79	1.83	1.60	2.08	2.09
	SD	.67	.67	.66	.66	.63
	n	172	172	172	171	172
Senior	Mean	1.92	1.95	1.76	2.18	2.28
	SD	.72	.64	.65	.60	.64
	n	169	170	169	170	169
Exec rate senior	Mean	1.99	2.01	1.83	2.27	2.26
	SD	.62	.63	.68	.66	.65
	n	133	135	136	135	135
Executive	Mean	1.92	2.07	1.82	2.28	2.37
	SD	.65	.65	.68	.66	.64
	n	134	133	134	134	134
Total	Mean	1.85	1.90	1.73	2.13	2.14
	SD	.68	.67	.69	.66	.68
	n	834	836	837	837	836

## COMMUNICATION

Table C.6.1. Importance Ratings for *Communication* Key Concepts.

		Elements of communication	General communication techniques	Communication techniques for specialized situations	Communications media
Early	Mean	3.15	3.33	2.90	3.36
	SD	.96	.82	.94	.85
	n	41	42	41	42
Mid	Mean	3.17	3.49	3.23	3.29
	SD	.75	.64	.71	.69
	n	229	229	229	230
Senior rate mid	Mean	3.17	3.47	3.17	3.28
	SD	.74	.59	.74	.73
	n	192	193	192	192
Senior	Mean	3.17	3.51	3.42	3.11
	SD	.74	.60	.67	.87
	n	231	230	231	232
Exec rate senior	Mean	3.14	3.51	3.34	3.18
	SD	.80	.62	.66	.84
	n	166	168	168	165
Executive	Mean	3.29	3.53	3.43	3.24
	SD	.69	.61	.64	.83
	n	161	163	162	161
Total	Mean	3.19	3.49	3.30	3.22
	SD	.75	.62	.71	.80
	n	1,020	1,025	1,023	1,022

Table C.6.2. Knowledge Level Ratings for *Communication* Key Concepts.

		Elements of communication	General communication techniques	Communication techniques for specialized situations	Communications media
<b>Early</b>	Mean	1.97	2.06	1.73	2.03
	SD	.81	.70	.67	.81
	n	33	33	33	33
<b>Mid</b>	Mean	2.00	2.25	2.20	2.20
	SD	.69	.66	.62	.65
	n	210	210	210	210
<b>Senior rate mid</b>	Mean	2.10	2.35	2.19	2.21
	SD	.63	.61	.59	.64
	n	177	177	176	176
<b>Senior</b>	Mean	2.22	2.44	2.46	2.27
	SD	.72	.65	.61	.74
	n	210	211	211	211
<b>Exec rate senior</b>	Mean	2.35	2.60	2.51	2.41
	SD	.69	.58	.61	.66
	n	151	153	153	151
<b>Executive</b>	Mean	2.48	2.64	2.59	2.42
	SD	.61	.55	.55	.65
	n	149	149	149	149
<b>Total</b>	<b>Mean</b>	<b>2.20</b>	<b>2.43</b>	<b>2.35</b>	<b>2.28</b>
	<b>SD</b>	<b>.70</b>	<b>.64</b>	<b>.63</b>	<b>.68</b>
	<b>n</b>	<b>930</b>	<b>933</b>	<b>932</b>	<b>930</b>

## RELATIONSHIP MANAGEMENT

Table C.7.1. Importance Ratings for *Relationship Management* Key Concepts.

		Types of conflict	Conflict resolution styles	Conflict resolution techniques	Negotiation, tactics, strategies, and styles
Early	Mean	3.06	3.10	3.23	2.87
	SD	.81	.79	.88	.88
	n	31	31	31	31
Mid	Mean	2.98	3.15	3.22	2.69
	SD	.84	.73	.71	.97
	n	224	226	224	223
Senior rate mid	Mean	2.97	3.15	3.22	2.91
	SD	.81	.74	.69	.80
	n	153	156	156	156
Senior	Mean	3.08	3.32	3.34	3.10
	SD	.77	.69	.66	.76
	n	237	236	237	238
Exec rate senior	Mean	3.08	3.26	3.40	3.23
	SD	.73	.67	.61	.75
	n	149	149	149	150
Executive	Mean	3.21	3.38	3.44	3.23
	SD	.66	.67	.59	.73
	n	183	183	183	185
Total	Mean	3.06	3.25	3.32	3.01
	SD	.77	.71	.67	.84
	n	977	981	980	983



Table C.7.2. Knowledge Level Ratings for *Relationship Management* Key Concepts.

		Types of conflict	Conflict resolution styles	Conflict resolution techniques	Negotiation, tactics, strategies, and styles
Early	Mean	1.79	1.79	1.86	1.41
	SD	.73	.68	.74	.63
	n	29	29	29	29
Mid	Mean	1.99	2.01	2.14	1.81
	SD	.66	.63	.59	.79
	n	195	195	194	194
Senior rate mid	Mean	2.05	2.14	2.20	2.00
	SD	.64	.61	.60	.68
	n	131	132	133	132
Senior	Mean	2.14	2.33	2.33	2.21
	SD	.69	.65	.63	.63
	n	218	220	220	220
Exec rate senior	Mean	2.16	2.28	2.33	2.31
	SD	.66	.64	.66	.63
	n	140	140	140	140
Executive	Mean	2.36	2.47	2.52	2.36
	SD	.67	.62	.63	.62
	n	169	170	171	170
Total	Mean	2.13	2.23	2.29	2.11
	SD	.68	.65	.64	.72
	n	882	886	887	885

## GLOBAL & CULTURAL EFFECTIVENESS

Table C.8.1. Importance Ratings for *Global & Cultural Effectiveness* Key Concepts.

		Cultural intelligence	Cultural norms, values, and dimensions	Techniques for bridging individual differences and perceptions	Best practices for managing globally diverse workforces	Interactions and conflicts of professional and cultural values
Early	Mean	2.82	2.14	2.77	2.40	2.80
	SD	.90	1.14	1.00	1.03	.87
	n	34	35	35	35	35
Mid	Mean	2.91	2.43	2.93	2.61	2.91
	SD	.84	.98	.82	.91	.84
	n	278	278	279	279	276
Senior rate mid	Mean	2.99	2.47	3.05	2.78	3.03
	SD	.74	.89	.74	.91	.81
	n	212	212	212	214	212
Senior	Mean	3.04	2.51	3.09	2.81	3.10
	SD	.82	.87	.79	.95	.80
	n	201	201	200	200	203
Exec rate senior	Mean	3.10	2.60	3.16	2.94	3.07
	SD	.83	.89	.77	.77	.74
	n	155	159	158	158	156
Executive	Mean	3.18	2.64	3.17	2.88	3.14
	SD	.79	.86	.78	.94	.78
	n	176	176	173	176	176
Total	Mean	3.02	2.50	3.05	2.77	3.03
	SD	.81	.92	.80	.92	.81
	n	1,056	1,061	1,057	1,062	1,058

Table C.8.2. Knowledge Level Ratings for *Global & Cultural Effectiveness* Key Concepts.

		Cultural intelligence	Cultural norms, values, and dimensions	Techniques for bridging individual differences and perceptions	Best practices for managing globally diverse workforces	Interactions and conflicts of professional and cultural values
Early	Mean	1.62	1.17	1.59	1.14	1.55
	SD	.62	.71	.82	.58	.63
	n	29	29	29	29	29
Mid	Mean	1.83	1.49	1.90	1.71	1.87
	SD	.69	.76	.72	.73	.71
	n	244	243	245	246	246
Senior rate mid	Mean	1.95	1.56	2.06	1.89	1.98
	SD	.66	.70	.63	.70	.66
	n	188	190	188	188	189
Senior	Mean	2.10	1.77	2.16	1.99	2.22
	SD	.69	.74	.68	.77	.68
	n	188	189	187	190	189
Exec rate senior	Mean	2.20	1.72	2.25	2.06	2.14
	SD	.72	.75	.65	.67	.68
	n	143	144	142	144	143
Executive	Mean	2.24	1.87	2.32	2.07	2.26
	SD	.74	.69	.67	.71	.68
	n	163	162	160	162	163
Total	Mean	2.03	1.65	2.10	1.90	2.06
	SD	.71	.75	.70	.74	.70
	n	955	957	951	959	959

## **APPENDIX D: KEY CONCEPTS FOR FUNCTIONAL AREAS**

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This appendix provides the mean ratings (importance and knowledge level needed) for the key concepts associated with the functional areas of the *HR Expertise* technical competency.

## BUSINESS & HR STRATEGY

(later renamed “HR Strategic Planning”)

### Key concepts:

1. Approaches to project management and processes.
2. Concepts of systems thinking and components of an organizational system.
3. Organizational mission, vision and values, and their relation to strategic management and planning.
4. Project planning, monitoring and reporting methods and tools.
5. Project leadership, governance and structures.
6. Role of strategic management and planning in creating and sustaining competitive advantage.
7. Strategic planning analysis frameworks.
8. Strategic planning process.
9. Systems theory and input-process-output models.

Table D.1.1. Importance Ratings for *Business & HR Strategy* Key Concepts.

		1	2	3	4	5	6	7	8	9
<b>Early</b>	Mean	2.14	2.34	2.89	2.24	2.26	2.40	2.23	2.69	2.11
	SD	1.35	1.35	1.16	1.37	1.27	1.31	1.35	1.25	1.35
	n	35	35	35	34	35	35	35	35	35
<b>Mid</b>	Mean	2.40	2.54	3.09	2.64	2.76	2.74	2.54	2.85	2.25
	SD	.94	.91	.85	.93	.83	.88	.97	.88	.99
	n	219	217	218	218	220	219	217	218	220
<b>Senior rate mid</b>	Mean	2.57	2.64	3.17	2.75	2.82	2.92	2.77	3.01	2.36
	SD	.86	.89	.81	.82	.79	.80	.85	.81	.84
	n	153	152	151	153	153	153	151	152	152
<b>Senior</b>	Mean	2.70	2.76	3.40	2.73	3.07	3.16	2.93	3.35	2.42
	SD	.87	.91	.72	.87	.81	.76	.91	.73	.95
	n	179	177	179	177	179	177	177	179	178
<b>Exec rate senior</b>	Mean	2.62	2.75	3.38	2.63	3.05	3.16	2.92	3.29	2.44
	SD	.94	.88	.67	.94	.72	.85	.84	.67	.92
	n	129	126	128	128	128	128	128	127	128
<b>Executive</b>	Mean	2.84	2.91	3.54	2.91	3.22	3.35	3.08	3.51	2.64
	SD	.81	.85	.69	.81	.75	.70	.83	.64	.95
	n	128	130	130	129	129	130	130	130	128
<b>Total</b>	<b>Mean</b>	<b>2.59</b>	<b>2.68</b>	<b>3.27</b>	<b>2.70</b>	<b>2.93</b>	<b>3.01</b>	<b>2.79</b>	<b>3.15</b>	<b>2.39</b>
	<b>SD</b>	<b>.93</b>	<b>.92</b>	<b>.80</b>	<b>.91</b>	<b>.84</b>	<b>.87</b>	<b>.94</b>	<b>.83</b>	<b>.96</b>
	<b>n</b>	<b>843</b>	<b>837</b>	<b>841</b>	<b>839</b>	<b>844</b>	<b>842</b>	<b>838</b>	<b>841</b>	<b>841</b>

Table D.1.2. Knowledge Level Ratings for *Business & HR Strategy* Key Concepts.

		1	2	3	4	5	6	7	8	9
<b>Early</b>	Mean	1.23	1.27	1.50	1.20	1.17	1.20	1.27	1.33	1.10
	SD	1.01	.83	.86	.85	.79	.92	.87	.88	.84
	n	30	30	30	30	30	30	30	30	30
<b>Mid</b>	Mean	1.59	1.65	1.88	1.72	1.73	1.76	1.72	1.82	1.48
	SD	.73	.76	.71	.74	.69	.74	.78	.70	.79
	n	190	190	188	190	190	189	190	190	190
<b>Senior rate mid</b>	Mean	1.72	1.66	2.03	1.82	1.86	1.90	1.78	1.93	1.44
	SD	.71	.72	.75	.70	.66	.67	.70	.70	.68
	n	133	131	132	132	133	133	132	133	131
<b>Senior</b>	Mean	1.97	1.96	2.40	1.95	2.18	2.23	2.09	2.37	1.71
	SD	.72	.73	.64	.63	.65	.69	.75	.64	.72
	n	163	163	163	162	163	160	163	163	161
<b>Exec rate senior</b>	Mean	1.81	1.94	2.44	1.88	2.12	2.23	2.05	2.29	1.73
	SD	.75	.72	.66	.69	.67	.77	.71	.71	.74
	n	109	108	109	109	108	108	109	108	109
<b>Executive</b>	Mean	1.95	2.10	2.51	2.03	2.26	2.35	2.24	2.50	1.81
	SD	.79	.78	.66	.75	.73	.66	.77	.63	.82
	n	114	114	114	114	114	114	114	114	113
<b>Total</b>	<b>Mean</b>	<b>1.77</b>	<b>1.82</b>	<b>2.19</b>	<b>1.84</b>	<b>1.97</b>	<b>2.02</b>	<b>1.92</b>	<b>2.12</b>	<b>1.60</b>
	<b>SD</b>	<b>.77</b>	<b>.77</b>	<b>.75</b>	<b>.72</b>	<b>.73</b>	<b>.77</b>	<b>.79</b>	<b>.75</b>	<b>.77</b>
	<b>n</b>	<b>739</b>	<b>736</b>	<b>736</b>	<b>737</b>	<b>738</b>	<b>734</b>	<b>738</b>	<b>738</b>	<b>734</b>

## TALENT ACQUISITION

### Key concepts:

1. Approaches to employee onboarding.
2. Approaches to sourcing.
3. Employment categories.
4. Job analysis and identification of job requirements.
5. Job offer contingencies.
6. Job offer negotiations.
7. Methods for creating and maintaining a positive employer value proposition and employment brand.
8. Methods for external and internal employee recruitment.
9. Methods for selection assessment.
10. Talent acquisition metrics.



Table D.2.1. Importance Ratings for *Talent Acquisition* Key Concepts.

		1	2	3	4	5	6	7	8	9	10
<b>Early</b>	Mean	3.13	2.68	3.13	3.00	3.00	2.54	2.78	2.95	2.98	2.74
	SD	.77	1.06	.88	.99	.97	1.19	1.05	1.01	.83	.95
	n	39	41	38	40	41	41	40	40	40	38
<b>Mid</b>	Mean	3.15	2.83	3.23	3.08	3.06	2.97	3.08	2.96	3.05	2.72
	SD	.78	.86	.76	.77	.83	.81	.76	.86	.82	.89
	n	230	228	229	229	228	229	229	231	230	228
<b>Senior rate mid</b>	Mean	3.16	2.99	3.19	3.14	3.02	2.96	3.19	3.04	3.03	2.99
	SD	.72	.81	.78	.74	.86	.81	.80	.84	.84	.83
	n	199	199	200	200	199	201	197	201	198	200
<b>Senior</b>	Mean	3.03	2.89	3.14	3.17	2.97	3.12	3.33	2.84	3.07	2.94
	SD	.78	.83	.86	.75	.84	.72	.71	.84	.76	.80
	n	220	221	223	223	219	221	222	223	222	222
<b>Exec rate senior</b>	Mean	3.02	2.98	3.10	2.91	2.82	2.95	3.25	2.92	3.10	3.02
	SD	.76	.74	.86	.79	.85	.77	.77	.82	.78	.85
	n	166	165	165	166	165	164	165	166	165	166
<b>Executive</b>	Mean	3.12	2.96	3.20	3.07	3.10	3.14	3.43	2.93	3.08	2.96
	SD	.70	.87	.78	.81	.82	.83	.67	.81	.75	.82
	n	146	147	147	144	146	146	143	147	143	145
<b>Total</b>	Mean	3.10	2.91	3.17	3.08	2.99	3.00	3.23	2.94	3.06	2.91
	SD	.76	.84	.81	.78	.85	.82	.77	.84	.79	.85
	n	1000	1001	1002	1002	998	1002	996	1008	998	999

Table D.2.2. Knowledge Level Ratings for *Talent Acquisition* Key Concepts.

		1	2	3	4	5	6	7	8	9	10
<b>Early</b>	Mean	1.78	1.58	1.91	1.86	1.78	1.61	1.60	1.83	1.78	1.46
	SD	.72	.84	.85	.76	.87	.87	.77	.88	.83	.74
	n	36	36	35	36	36	36	35	36	36	35
<b>Mid</b>	Mean	2.04	1.79	2.12	2.13	1.96	2.00	1.96	1.91	2.02	1.82
	SD	.69	.71	.73	.71	.71	.70	.70	.74	.67	.72
	n	202	202	203	203	201	202	203	202	203	202
<b>Senior rate mid</b>	Mean	2.14	2.04	2.24	2.04	2.06	2.05	2.06	2.16	2.13	1.97
	SD	.67	.72	.72	.65	.73	.68	.70	.70	.69	.73
	n	177	177	178	178	176	177	176	178	175	177
<b>Senior</b>	Mean	2.14	2.00	2.19	2.16	1.99	2.17	2.26	1.94	2.11	2.04
	SD	.68	.70	.76	.73	.78	.67	.70	.71	.70	.72
	n	199	199	200	201	197	200	200	200	199	199
<b>Exec rate senior</b>	Mean	2.08	2.07	2.19	2.05	1.95	2.09	2.25	1.97	2.20	2.07
	SD	.66	.70	.75	.70	.68	.66	.71	.72	.71	.74
	n	149	149	149	149	149	147	148	149	148	149
<b>Executive</b>	Mean	2.15	2.11	2.26	2.18	2.11	2.29	2.46	2.02	2.21	2.15
	SD	.65	.71	.70	.69	.72	.70	.62	.71	.67	.69
	n	133	133	133	133	132	133	132	133	131	132
<b>Total</b>	Mean	2.10	1.97	2.18	2.10	2.00	2.09	2.15	1.99	2.11	1.98
	SD	.68	.72	.74	.70	.74	.70	.72	.73	.70	.73
	n	896	896	898	900	891	895	894	898	892	894

## EMPLOYEE ENGAGEMENT & RETENTION

### Key concepts

1. Approaches to developing and maintaining a positive organizational culture.
2. Approaches to recognition.
3. Creation, administration, analysis and interpretation of employee attitude surveys.
4. Creation, planning and management of employee engagement activities.
5. Employee lifecycle phases.
6. Employee retention concepts and best practices.
7. Influence of culture on organizational outcomes.
8. Interventions for improving job attitudes.
9. Job attitude theories and basic principles.
10. Job enrichment/enlargement principles and techniques.
11. Key components of, and best practices associated with, performance management systems.
12. Principles of effective performance appraisal.
13. Methods for assessing employee attitudes.
14. Retention and turnover metrics.
15. Types of organizational cultures.
16. Workplace flexibility programs.

Table D.3.1. Importance Ratings for *Employee Engagement & Retention* Key Concepts.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Early</b>	Mean	3.13	3.04	2.58	2.71	2.92	3.00	2.83	2.75	2.96	2.63	2.83	3.04	2.71	2.88	2.42	2.88
	SD	.74	.75	1.02	.95	.97	.72	.82	.74	1.00	.92	.89	.75	1.04	.80	1.06	1.19
	N	24	24	24	24	24	24	24	24	24	24	24	23	24	24	24	24
<b>Mid</b>	Mean	3.06	2.99	2.65	2.81	2.97	3.11	2.81	2.84	2.86	2.74	2.93	3.16	2.82	2.95	2.55	2.65
	SD	.79	.78	.79	.85	.81	.75	.84	.84	.79	.87	.79	.69	.81	.77	.88	.89
	N	221	219	221	219	220	221	221	219	221	221	217	220	221	221	221	221
<b>Senior rate mid</b>	Mean	3.11	3.03	2.63	2.84	2.85	3.13	2.99	2.87	2.78	2.73	3.02	3.26	2.80	3.05	2.54	2.84
	SD	.76	.70	.84	.75	.73	.68	.77	.76	.85	.78	.73	.74	.78	.71	.90	.85
	N	194	194	194	193	194	194	191	190	192	193	192	194	194	193	193	193
<b>Senior</b>	Mean	3.21	2.95	2.64	2.90	3.04	3.22	3.01	2.96	2.91	2.80	3.03	3.33	2.85	3.09	2.58	2.74
	SD	.73	.81	.90	.81	.83	.70	.76	.81	.83	.80	.78	.66	.87	.77	.89	.78
	N	184	184	184	187	184	186	186	186	185	186	187	186	185	186	185	186
<b>Exec rate senior</b>	Mean	3.36	2.87	2.75	2.83	2.94	3.20	3.26	2.85	2.80	2.84	3.05	3.16	2.83	3.04	2.66	2.94
	SD	.73	.77	.83	.81	.79	.71	.79	.84	.83	.78	.78	.77	.80	.76	.95	.89
	N	159	158	158	157	158	157	159	155	159	158	157	159	156	157	157	158
<b>Executive</b>	Mean	3.37	2.95	2.81	2.88	3.01	3.20	3.26	2.96	2.96	2.79	3.15	3.28	2.82	3.10	2.86	2.67
	SD	.68	.70	.80	.84	.84	.76	.77	.72	.78	.79	.68	.65	.83	.78	.85	.92
	N	153	154	153	153	154	155	151	153	153	153	155	153	152	155	154	155
<b>Total</b>	Mean	3.21	2.96	2.69	2.85	2.96	3.16	3.04	2.89	2.86	2.77	3.02	3.23	2.82	3.04	2.62	2.77
	SD	.75	.76	.84	.81	.81	.72	.81	.80	.82	.81	.76	.71	.82	.76	.90	.88
	N	935	933	934	933	934	937	932	927	934	935	931	936	932	936	934	937

Table D.3.2. Knowledge Level Ratings for *Employee Engagement & Retention* Key Concepts.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Early</b>	Mean	1.64	1.73	1.68	1.45	1.86	1.59	1.59	1.41	1.50	1.45	1.38	1.77	1.64	1.64	1.45	1.45
	SD	.90	.83	.84	.80	.79	.67	.91	.91	.96	.80	.74	.75	.95	.73	.86	.80
	n	22	22	22	22	21	22	22	22	22	22	21	22	22	22	22	22
<b>Mid</b>	Mean	1.97	1.80	1.70	1.77	1.87	2.01	1.78	1.84	1.79	1.70	1.90	2.07	1.78	1.87	1.63	1.64
	SD	.72	.71	.69	.76	.74	.69	.71	.72	.68	.75	.69	.64	.69	.68	.69	.75
	n	192	194	194	194	194	194	194	194	194	193	194	194	194	195	194	194
<b>Senior rate mid</b>	Mean	2.01	1.81	1.64	1.88	1.84	2.02	1.82	1.85	1.73	1.72	1.97	2.19	1.77	1.93	1.56	1.77
	SD	.69	.63	.65	.60	.63	.61	.65	.64	.62	.62	.61	.62	.64	.62	.67	.67
	n	172	172	172	172	172	172	171	172	171	172	172	172	172	172	172	171
<b>Senior</b>	Mean	2.21	2.01	1.90	2.01	2.05	2.20	2.11	2.07	1.98	1.91	2.10	2.29	2.02	2.10	1.82	1.84
	SD	.64	.73	.70	.65	.75	.66	.67	.68	.70	.69	.71	.61	.69	.70	.70	.71
	n	166	167	166	169	167	167	168	168	167	168	168	169	168	169	169	168
<b>Exec rate senior</b>	Mean	2.36	1.91	1.96	1.95	2.00	2.27	2.27	2.05	1.91	1.87	2.14	2.26	1.94	2.11	1.86	2.06
	SD	.72	.74	.70	.69	.73	.72	.74	.76	.76	.72	.71	.67	.75	.71	.82	.77
	n	136	137	135	136	133	134	135	134	136	136	136	135	135	136	136	135
<b>Executive</b>	Mean	2.48	2.07	2.07	2.05	2.16	2.33	2.38	2.11	2.14	2.02	2.25	2.43	2.03	2.22	2.10	1.99
	SD	.63	.69	.67	.77	.73	.64	.67	.68	.69	.72	.64	.63	.70	.73	.74	.77
	n	143	144	144	144	144	145	144	143	144	144	146	143	143	144	145	144
<b>Total</b>	Mean	2.17	1.91	1.83	1.91	1.97	2.14	2.03	1.96	1.89	1.82	2.04	2.22	1.89	2.02	1.77	1.83
	SD	.72	.71	.70	.71	.73	.68	.73	.72	.71	.71	.69	.65	.71	.70	.75	.75
	n	831	836	833	837	831	834	834	833	834	835	837	835	834	838	838	834

## LEARNING & DEVELOPMENT

### Key concepts:

1. Approaches to coaching and mentoring.
2. Career development.
3. Developmental assessments.
4. Knowledge-sharing techniques and facilitation.
5. Learning and development approaches and techniques.
6. Learning and development program design and implementation.
7. Learning evaluation.
8. Learning theories.
9. Needs analysis types and techniques.
10. Organizational analysis.
11. Techniques for career development.

Table D.4.1. Importance Ratings for *Learning & Development* Key Concepts.

		1	2	3	4	5	6	7	8	9	10	11
<b>Early</b>	Mean	2.82	2.89	2.75	2.82	2.79	2.64	2.43	2.46	2.89	2.71	2.71
	SD	.94	.97	1.08	.82	.99	1.06	1.29	.96	.83	.94	1.15
	n	28	27	28	28	28	28	28	28	28	28	28
<b>Mid</b>	Mean	2.92	3.02	2.75	2.84	2.74	2.60	2.50	2.49	2.90	2.96	2.87
	SD	.83	.74	.86	.85	.93	1.00	.96	.95	.92	.85	.85
	n	240	240	241	239	241	241	239	241	242	241	239
<b>Senior rate mid</b>	Mean	2.98	2.95	2.67	2.80	2.69	2.48	2.40	2.40	2.85	2.86	2.87
	SD	.82	.77	.85	.80	.77	.88	.95	.94	.83	.78	.80
	n	210	210	209	209	211	210	209	210	211	210	211
<b>Senior</b>	Mean	3.12	3.05	2.77	2.88	2.82	2.51	2.50	2.47	2.84	3.11	2.85
	SD	.76	.73	.78	.79	.78	.94	.88	.86	.76	.73	.79
	n	189	190	188	190	186	188	187	190	189	187	188
<b>Exec rate senior</b>	Mean	3.26	3.07	2.76	2.96	2.93	2.66	2.60	2.60	3.01	3.18	2.96
	SD	.71	.72	.86	.73	.80	.89	.89	.87	.76	.69	.81
	n	135	134	133	135	135	134	131	135	135	134	135
<b>Executive</b>	Mean	3.22	3.11	2.80	2.88	2.99	2.57	2.51	2.65	2.98	3.33	3.00
	SD	.71	.69	.89	.76	.73	.82	.87	.84	.83	.69	.76
	n	148	149	147	149	149	149	149	150	150	149	148
<b>Total</b>	Mean	3.06	3.03	2.74	2.86	2.81	2.56	2.49	2.51	2.90	3.05	2.89
	SD	.79	.74	.85	.80	.82	.92	.93	.90	.83	.79	.82
	n	950	950	946	950	950	950	943	954	955	949	949

Table D.4.2. Knowledge Level Ratings for *Learning & Development* Key Concepts.

		1	2	3	4	5	6	7	8	9	10	11
<b>Early</b>	Mean	1.48	1.65	1.43	1.65	1.57	1.43	1.39	1.43	1.61	1.48	1.39
	SD	.67	.65	.73	.65	.73	.79	.84	.66	.72	.85	.72
	n	23	23	23	23	23	23	23	23	23	23	23
<b>Mid</b>	Mean	1.88	1.87	1.79	1.67	1.72	1.64	1.57	1.53	1.82	1.83	1.77
	SD	.67	.64	.72	.68	.70	.77	.76	.73	.74	.75	.73
	n	206	205	206	205	206	206	206	206	206	206	206
<b>Senior rate mid</b>	Mean	2.03	2.02	1.77	1.84	1.78	1.61	1.54	1.56	1.85	1.91	1.90
	SD	.71	.65	.73	.68	.68	.74	.73	.73	.75	.69	.68
	n	186	186	186	186	187	185	186	186	186	186	186
<b>Senior</b>	Mean	2.17	2.12	1.88	1.99	1.95	1.78	1.73	1.68	2.00	2.15	2.08
	SD	.63	.69	.70	.69	.69	.77	.76	.75	.68	.71	.69
	n	173	173	172	173	172	172	171	173	173	172	173
<b>Exec rate senior</b>	Mean	2.15	2.09	1.86	1.93	1.94	1.74	1.64	1.63	1.94	2.19	2.03
	SD	.69	.67	.70	.65	.75	.72	.74	.72	.74	.63	.70
	n	126	126	126	125	126	125	124	127	126	126	126
<b>Executive</b>	Mean	2.29	2.17	1.97	2.04	2.07	1.80	1.78	1.88	2.10	2.39	2.12
	SD	.67	.68	.69	.67	.70	.70	.72	.72	.69	.69	.65
	n	132	134	132	133	133	133	132	134	134	134	134
<b>Total</b>	Mean	2.07	2.03	1.83	1.87	1.86	1.70	1.63	1.64	1.92	2.04	1.95
	SD	.69	.67	.71	.69	.71	.75	.75	.74	.73	.74	.71
	n	846	847	845	845	847	844	842	849	848	847	848



## TOTAL REWARDS

### Key concepts:

1. Approaches to gathering compensation- and benefits-related market and competitive intelligence.
2. Basic accounting and financial knowledge for managing payroll.
3. Compensation philosophies.
4. Compensation plans for common and special workforce groups.
5. Job evaluation for determining compensation and benefits.
6. Leave plans and approaches.
7. Other benefits.
8. Other compensation.
9. Pay practices and issues.
10. Remuneration and labor market data collection and interpretation.
11. Remuneration data analysis.
12. Retirement planning and benefits.
13. Total rewards metrics and benchmarks.

Table D.5.1. Importance Ratings for *Total Rewards* Key Concepts.

		1	2	3	4	5	6	7	8	9	10	11	12	13
<b>Early</b>	Mean	2.56	2.43	2.37	2.40	2.60	2.77	2.86	2.42	2.63	2.26	2.49	2.56	2.44
	SD	1.01	1.02	1.04	.98	.95	.84	.81	.98	.95	1.15	1.10	.93	.88
	n	43	42	41	43	43	43	42	43	43	42	43	43	43
<b>Mid</b>	Mean	2.71	2.76	2.77	2.65	3.08	3.08	3.06	2.68	3.18	2.62	2.78	2.78	2.76
	SD	.88	.95	.89	.95	.77	.81	.73	.93	.74	.91	.85	.86	.80
	n	208	208	209	207	210	209	207	210	209	207	209	210	209
<b>Senior rate mid</b>	Mean	2.57	2.52	2.70	2.48	2.83	2.95	2.82	2.47	3.00	2.61	2.65	2.60	2.80
	SD	.95	.85	.88	.94	.86	.77	.88	.93	.79	.95	.88	.91	.82
	n	174	172	174	174	174	174	174	172	172	173	174	174	174
<b>Senior</b>	Mean	2.86	2.60	3.06	2.81	3.16	2.94	2.88	2.70	3.21	2.78	2.92	2.79	2.98
	SD	.79	.79	.76	.84	.76	.76	.76	.85	.67	.81	.71	.81	.78
	n	220	217	219	217	217	220	220	218	219	218	219	220	218
<b>Exec rate senior</b>	Mean	2.74	2.66	3.05	2.84	2.97	2.80	2.76	2.75	3.03	2.77	2.92	2.80	2.99
	SD	.87	.87	.79	.80	.91	.82	.83	.79	.78	.91	.83	.85	.80
	n	145	144	146	145	145	144	146	146	145	145	146	146	144
<b>Executive</b>	Mean	2.80	2.80	3.22	2.76	3.10	2.98	2.97	2.95	3.24	2.90	3.05	2.96	3.05
	SD	.81	.85	.74	.91	.76	.74	.76	.76	.64	.71	.78	.85	.70
	n	148	148	147	148	147	148	148	148	148	146	148	148	147
<b>Total</b>	Mean	<b>2.73</b>	<b>2.66</b>	<b>2.92</b>	<b>2.69</b>	<b>3.01</b>	<b>2.95</b>	<b>2.90</b>	<b>2.69</b>	<b>3.12</b>	<b>2.71</b>	<b>2.84</b>	<b>2.77</b>	<b>2.88</b>
	SD	<b>.87</b>	<b>.88</b>	<b>.86</b>	<b>.91</b>	<b>.83</b>	<b>.78</b>	<b>.80</b>	<b>.88</b>	<b>.75</b>	<b>.89</b>	<b>.84</b>	<b>.86</b>	<b>.80</b>
	n	<b>938</b>	<b>931</b>	<b>936</b>	<b>934</b>	<b>936</b>	<b>938</b>	<b>937</b>	<b>937</b>	<b>936</b>	<b>931</b>	<b>939</b>	<b>941</b>	<b>935</b>

Table D.5.2. Knowledge Level Ratings for *Total Rewards* Key Concepts.

		1	2	3	4	5	6	7	8	9	10	11	12	13
<b>Early</b>	Mean	1.43	1.41	1.31	1.43	1.65	1.70	1.68	1.43	1.59	1.46	1.38	1.51	1.49
	SD	.77	.86	.89	.80	.86	.74	.71	.90	.80	.93	.83	.90	.69
	n	37	37	36	37	37	37	37	37	37	37	37	37	37
<b>Mid</b>	Mean	1.69	1.71	1.69	1.73	1.98	2.04	1.93	1.73	2.04	1.65	1.78	1.79	1.78
	SD	.73	.74	.73	.80	.67	.71	.61	.73	.64	.78	.81	.68	.68
	n	180	178	180	180	180	180	178	180	180	179	179	180	179
<b>Senior rate mid</b>	Mean	1.66	1.57	1.76	1.66	1.89	1.93	1.82	1.57	2.00	1.68	1.78	1.67	1.83
	SD	.79	.70	.71	.73	.64	.72	.72	.72	.64	.76	.74	.71	.71
	n	142	141	143	143	142	142	142	142	142	142	142	141	143
<b>Senior</b>	Mean	1.99	1.74	2.17	1.97	2.22	2.02	1.96	1.87	2.24	1.94	2.04	1.86	2.03
	SD	.69	.65	.70	.73	.68	.70	.64	.73	.66	.69	.66	.70	.69
	n	198	199	198	196	198	199	197	199	199	197	198	198	198
<b>Exec rate senior</b>	Mean	1.83	1.83	2.17	1.94	2.08	1.95	1.89	1.89	2.07	1.87	2.07	1.90	2.02
	SD	.73	.71	.72	.68	.76	.74	.71	.72	.69	.76	.70	.68	.67
	n	132	134	133	133	133	132	133	132	133	133	134	133	134
<b>Executive</b>	Mean	1.96	1.94	2.29	2.11	2.19	2.01	2.05	2.12	2.34	2.09	2.19	2.01	2.13
	SD	.72	.68	.70	.75	.70	.69	.68	.74	.62	.64	.67	.72	.70
	n	140	140	139	140	139	140	140	140	140	138	139	140	139
<b>Total</b>	Mean	<b>1.81</b>	<b>1.74</b>	<b>1.98</b>	<b>1.86</b>	<b>2.06</b>	<b>1.98</b>	<b>1.92</b>	<b>1.82</b>	<b>2.12</b>	<b>1.82</b>	<b>1.94</b>	<b>1.83</b>	<b>1.93</b>
	SD	<b>.75</b>	<b>.71</b>	<b>.77</b>	<b>.76</b>	<b>.71</b>	<b>.71</b>	<b>.68</b>	<b>.76</b>	<b>.68</b>	<b>.76</b>	<b>.75</b>	<b>.72</b>	<b>.71</b>
	n	<b>829</b>	<b>829</b>	<b>829</b>	<b>829</b>	<b>829</b>	<b>830</b>	<b>827</b>	<b>830</b>	<b>831</b>	<b>826</b>	<b>829</b>	<b>829</b>	<b>830</b>

## STRUCTURE OF THE HR FUNCTION

### Key concepts:

1. Approaches to HR operational integration.
2. Approaches to HR function/service models.
3. Approaches to HR structural models.
4. Elements of the HR function.
5. HR-function metrics.
6. HR staff roles, responsibilities and functions.
7. Outsourcing of HR functions.

Table D.6.1. Importance Ratings for *Structure of the HR Function* Key Concepts.

		1	2	3	4	5	6	7
<b>Early</b>	Mean	3.31	2.92	3.00	3.19	3.08	3.25	2.60
	SD	.72	.97	1.03	.75	.81	.84	1.01
	n	35	36	35	36	36	36	35
<b>Mid</b>	Mean	2.89	2.65	2.63	3.31	2.98	3.14	2.04
	SD	.83	.94	.89	.68	.81	.74	1.06
	n	256	255	256	255	255	254	251
<b>Senior rate mid</b>	Mean	2.88	2.59	2.54	3.22	3.05	2.98	2.10
	SD	.81	.85	.84	.73	.75	.83	.94
	n	191	192	190	192	191	190	192
<b>Senior</b>	Mean	3.08	2.80	2.74	3.43	3.19	3.22	2.26
	SD	.78	.81	.84	.70	.71	.80	.93
	n	200	202	204	204	204	205	203
<b>Exec rate senior</b>	Mean	3.16	2.85	2.84	3.33	3.16	3.18	2.30
	SD	.68	.73	.74	.70	.73	.72	.90
	n	136	136	134	136	136	136	134
<b>Executive</b>	Mean	3.18	3.00	2.92	3.46	3.21	3.23	2.41
	SD	.73	.73	.76	.63	.76	.77	.89
	n	153	152	153	153	154	151	153
<b>Total</b>	<b>Mean</b>	<b>3.03</b>	<b>2.76</b>	<b>2.72</b>	<b>3.34</b>	<b>3.10</b>	<b>3.15</b>	<b>2.21</b>
	<b>SD</b>	<b>.78</b>	<b>.85</b>	<b>.85</b>	<b>.70</b>	<b>.77</b>	<b>.78</b>	<b>.97</b>
	<b>n</b>	<b>971</b>	<b>973</b>	<b>972</b>	<b>976</b>	<b>976</b>	<b>972</b>	<b>968</b>

Table D.6.2. Knowledge Level Ratings for *Structure of the HR Function* Key Concepts.

		1	2	3	4	5	6	7
<b>Early</b>	Mean	1.65	1.48	1.65	1.57	1.61	1.70	1.26
	SD	.71	.79	.78	.73	.78	.76	.86
	n	23	23	23	23	23	23	23
<b>Mid</b>	Mean	1.83	1.71	1.69	2.13	1.94	2.04	1.39
	SD	.71	.76	.73	.63	.67	.69	.73
	n	226	224	226	228	227	227	224
<b>Senior rate mid</b>	Mean	1.87	1.64	1.71	2.19	2.01	2.02	1.38
	SD	.68	.71	.73	.67	.66	.76	.69
	n	170	171	169	172	171	168	170
<b>Senior</b>	Mean	2.17	2.02	1.97	2.38	2.27	2.28	1.69
	SD	.65	.71	.75	.66	.63	.70	.80
	n	174	174	174	176	176	177	176
<b>Exec rate senior</b>	Mean	2.21	2.03	2.01	2.44	2.23	2.30	1.71
	SD	.66	.67	.68	.66	.68	.68	.72
	n	121	120	120	121	122	121	118
<b>Executive</b>	Mean	2.35	2.23	2.13	2.55	2.34	2.36	1.85
	SD	.66	.68	.68	.65	.68	.66	.75
	n	137	137	135	137	136	136	137
<b>Total</b>	<b>Mean</b>	<b>2.04</b>	<b>1.88</b>	<b>1.87</b>	<b>2.29</b>	<b>2.12</b>	<b>2.16</b>	<b>1.56</b>
	<b>SD</b>	<b>.71</b>	<b>.75</b>	<b>.74</b>	<b>.68</b>	<b>.69</b>	<b>.72</b>	<b>.76</b>
	<b>n</b>	<b>851</b>	<b>849</b>	<b>847</b>	<b>857</b>	<b>855</b>	<b>852</b>	<b>848</b>

## WORKFORCE MANAGEMENT

### Key concepts:

1. Analysis of labor supply and demand.
2. Approaches to restructuring.
3. Best practices and techniques for knowledge management, retention and transfer.
4. Leadership development and planning.
5. Succession planning programs and techniques.
6. Techniques for organizational need-gap analysis.
7. Workforce planning approaches, techniques and analyses.

Table D.7.1. Importance Ratings for *Workforce Management* Key Concepts.

		1	2	3	4	5	6	7
<b>Early</b>	Mean	2.12	2.06	2.76	2.48	2.33	2.61	2.55
	SD	1.11	1.14	1.03	1.12	1.16	1.12	1.03
	n	33	33	33	33	33	33	33
<b>Mid</b>	Mean	2.60	2.30	2.97	2.88	2.75	2.71	2.84
	SD	.89	1.08	.82	.83	.90	.88	.86
	n	244	249	247	248	247	248	248
<b>Senior rate mid</b>	Mean	2.63	2.51	2.93	3.01	2.87	2.72	2.85
	SD	.77	.79	.76	.77	.75	.74	.79
	n	181	181	180	181	180	177	180
<b>Senior</b>	Mean	2.92	2.87	3.14	3.24	3.17	3.07	3.18
	SD	.76	.87	.71	.74	.75	.75	.73
	n	207	208	208	208	209	208	209
<b>Exec rate senior</b>	Mean	2.79	2.81	3.09	3.31	3.30	2.87	3.14
	SD	.76	.91	.80	.67	.68	.70	.68
	n	141	141	140	140	142	142	142
<b>Executive</b>	Mean	3.05	3.10	3.18	3.43	3.26	2.96	3.24
	SD	.80	.90	.76	.63	.67	.90	.72
	n	183	184	184	184	183	184	184
<b>Total</b>	<b>Mean</b>	<b>2.77</b>	<b>2.67</b>	<b>3.05</b>	<b>3.13</b>	<b>3.02</b>	<b>2.85</b>	<b>3.02</b>
	<b>SD</b>	<b>.84</b>	<b>.98</b>	<b>.79</b>	<b>.79</b>	<b>.82</b>	<b>.83</b>	<b>.80</b>
	<b>n</b>	<b>989</b>	<b>996</b>	<b>992</b>	<b>994</b>	<b>994</b>	<b>992</b>	<b>996</b>



Table D.7.2. Knowledge Level Ratings for *Workforce Management* Key Concepts.

		1	2	3	4	5	6	7
<b>Early</b>	Mean	1.10	1.10	1.62	1.31	1.14	1.48	1.46
	SD	.62	.77	.68	.66	.64	.63	.74
	n	29	29	29	29	29	29	28
<b>Mid</b>	Mean	1.70	1.59	1.90	1.84	1.76	1.79	1.84
	SD	.73	.87	.67	.69	.73	.69	.74
	n	214	218	219	218	216	219	218
<b>Senior rate mid</b>	Mean	1.75	1.71	1.92	1.97	1.85	1.80	1.93
	SD	.69	.70	.68	.67	.69	.64	.67
	n	159	159	159	159	158	158	159
<b>Senior</b>	Mean	2.01	2.15	2.16	2.31	2.21	2.11	2.26
	SD	.73	.74	.72	.67	.70	.71	.68
	n	192	192	191	192	193	192	193
<b>Exec rate senior</b>	Mean	1.90	2.01	2.21	2.36	2.28	2.04	2.25
	SD	.70	.74	.65	.61	.64	.67	.65
	n	127	126	127	125	127	127	127
<b>Executive</b>	Mean	2.12	2.31	2.23	2.52	2.35	2.13	2.33
	SD	.74	.77	.65	.62	.69	.73	.69
	n	169	169	169	169	170	168	169
<b>Total</b>	<b>Mean</b>	<b>1.86</b>	<b>1.91</b>	<b>2.06</b>	<b>2.15</b>	<b>2.04</b>	<b>1.95</b>	<b>2.09</b>
	<b>SD</b>	<b>.75</b>	<b>.83</b>	<b>.70</b>	<b>.72</b>	<b>.75</b>	<b>.71</b>	<b>.73</b>
	<b>n</b>	<b>890</b>	<b>893</b>	<b>894</b>	<b>892</b>	<b>893</b>	<b>893</b>	<b>894</b>

## TECHNOLOGY MANAGEMENT

### Key concepts:

1. Approaches to electronic self-service for basic HR and people management functions.
2. Data and information management.
3. HRIS capabilities and use.
4. Policies and procedures for procurement.
5. Policies and practices for technology and social media use.
6. Software for recruiting and applicant tracking.

Table D.8.1. Importance ratings for *Technology Management* key concepts.

		1	2	3	4	5	6
<b>Early</b>	Mean	3.03	3.33	2.91	2.85	3.09	2.58
	SD	.95	.74	.80	.83	.77	1.23
	n	33	33	33	33	33	33
<b>Mid</b>	Mean	2.96	3.26	3.08	2.69	2.82	2.82
	SD	.82	.84	.82	.97	.86	.91
	n	230	230	230	230	231	229
<b>Senior rate mid</b>	Mean	3.02	3.10	3.04	2.44	3.03	2.87
	SD	.83	.85	.79	1.01	.77	.86
	n	194	194	193	195	193	193
<b>Senior</b>	Mean	2.84	3.17	2.99	2.52	2.85	2.74
	SD	.82	.76	.77	.88	.76	.88
	n	195	195	196	195	195	195
<b>Exec rate senior</b>	Mean	3.04	3.17	3.12	2.53	2.90	2.91
	SD	.77	.72	.76	.89	.79	.73
	n	142	142	141	140	142	142
<b>Executive</b>	Mean	2.87	3.23	3.09	2.54	2.86	2.73
	SD	.78	.78	.77	.90	.80	.81
	n	124	123	122	123	121	124
<b>Total</b>	Mean	<b>2.95</b>	<b>3.19</b>	<b>3.05</b>	<b>2.56</b>	<b>2.90</b>	<b>2.81</b>
	SD	<b>.81</b>	<b>.80</b>	<b>.79</b>	<b>.94</b>	<b>.80</b>	<b>.87</b>
	n	<b>918</b>	<b>917</b>	<b>915</b>	<b>916</b>	<b>915</b>	<b>916</b>

Table D.8.2. Knowledge Level Ratings for *Technology Management* Key Concepts.

		1	2	3	4	5	6
<b>Early</b>	Mean	1.80	1.92	1.80	1.76	1.80	1.60
	SD	.76	.76	.82	.72	.65	1.00
	n	25	25	25	25	25	25
<b>Mid</b>	Mean	1.90	2.03	2.03	1.71	1.82	1.79
	SD	.73	.72	.75	.77	.70	.71
	n	210	210	209	209	210	210
<b>Senior rate mid</b>	Mean	1.98	1.95	2.05	1.55	1.98	1.88
	SD	.70	.69	.62	.73	.65	.68
	n	170	170	169	170	168	167
<b>Senior</b>	Mean	1.95	2.07	2.01	1.70	1.90	1.85
	SD	.71	.72	.69	.73	.68	.70
	n	174	174	175	175	174	175
<b>Exec rate senior</b>	Mean	1.96	2.05	2.01	1.61	1.89	1.86
	SD	.68	.73	.70	.70	.72	.72
	n	132	131	132	131	132	131
<b>Executive</b>	Mean	1.90	2.14	2.14	1.76	1.89	1.88
	SD	.58	.64	.65	.65	.63	.70
	n	112	111	111	112	110	112
<b>Total</b>	Mean	<b>1.93</b>	<b>2.04</b>	<b>2.03</b>	<b>1.67</b>	<b>1.89</b>	<b>1.84</b>
	SD	<b>.69</b>	<b>.71</b>	<b>.70</b>	<b>.73</b>	<b>.68</b>	<b>.71</b>
	n	<b>823</b>	<b>821</b>	<b>821</b>	<b>822</b>	<b>819</b>	<b>820</b>

## HR IN THE GLOBAL CONTEXT

### Key concepts:

1. Best practices for international assignments.
2. Global taxation requirements and approaches. (later removed)
3. Requirements for moving work.
4. Theories of globalization and global economics. (later removed)

Table D.9.1. Importance Ratings for *HR in the Global Context* Key Concepts.

		1	2	3	4
Early	Mean	2.00	1.49	2.03	1.94
	SD	1.16	.89	1.10	1.00
	n	35	35	35	35
Mid	Mean	2.09	1.76	1.88	1.82
	SD	1.23	1.25	1.20	1.17
	n	204	206	206	207
Senior rate mid	Mean	2.35	1.75	2.15	1.91
	SD	1.04	1.07	1.03	1.09
	n	187	188	186	186
Senior	Mean	2.40	1.95	2.14	2.05
	SD	1.24	1.25	1.23	1.16
	n	173	172	173	173
Exec rate senior	Mean	2.35	1.85	2.17	2.06
	SD	1.04	1.03	1.02	1.04
	n	147	147	146	147
Executive	Mean	2.40	1.95	2.21	2.10
	SD	1.18	1.12	1.08	1.07
	n	165	164	164	164
Total	Mean	<b>2.30</b>	<b>1.83</b>	<b>2.10</b>	<b>1.98</b>
	SD	<b>1.16</b>	<b>1.15</b>	<b>1.12</b>	<b>1.11</b>
	n	<b>911</b>	<b>912</b>	<b>910</b>	<b>912</b>

Table D.9.2. Knowledge Level Ratings for *HR in the Global Context* Key Concepts.

		1	2	3	4
Early	Mean	1.15	.85	1.31	1.23
	SD	.54	.46	.68	.65
	n	26	26	26	26
Mid	Mean	1.47	1.27	1.34	1.31
	SD	.94	.95	.93	.91
	n	182	182	182	182
Senior rate mid	Mean	1.58	1.18	1.46	1.23
	SD	.83	.72	.77	.74
	n	162	162	162	161
Senior	Mean	1.68	1.31	1.52	1.45
	SD	.89	.91	.91	.80
	n	153	152	153	151
Exec rate senior	Mean	1.74	1.39	1.60	1.46
	SD	.83	.80	.81	.81
	n	140	140	139	140
Executive	Mean	1.89	1.51	1.73	1.71
	SD	.92	.90	.89	.85
	n	149	150	151	149
Total	Mean	1.65	1.31	1.51	1.42
	SD	.89	.86	.87	.84
	n	812	812	813	809

## DIVERSITY & INCLUSION

### Key concepts:

1. Approaches to managing a multi-generational/aging workforce.
2. Approaches to developing an inclusive workplace.
3. Demographic barriers to success.
4. Issues related to acceptance of diversity, including international differences.
5. Workplace accommodations.



Table D.10.1. Importance Ratings for *Diversity & Inclusion* Key Concepts.

		1	2	3	4	5
<b>Early</b>	Mean	2.97	2.82	2.94	2.70	2.97
	SD	.92	.98	.95	1.21	.78
	n	33	33	32	33	32
<b>Mid</b>	Mean	3.04	3.01	2.77	2.88	3.24
	SD	.83	.84	.85	.96	.81
	n	203	203	202	201	203
<b>Senior rate mid</b>	Mean	3.19	2.99	2.72	2.87	3.15
	SD	.75	.79	.83	.88	.82
	n	175	175	174	174	172
<b>Senior</b>	Mean	3.06	2.95	2.71	2.75	3.16
	SD	.71	.81	.87	.88	.72
	n	193	192	194	194	194
<b>Exec rate senior</b>	Mean	3.18	3.10	2.96	3.04	3.21
	SD	.80	.89	.81	.91	.75
	n	120	120	120	121	121
<b>Executive</b>	Mean	3.14	3.14	3.05	3.01	3.20
	SD	.73	.75	.70	.77	.81
	n	148	149	150	148	148
<b>Total</b>	<b>Mean</b>	<b>3.11</b>	<b>3.02</b>	<b>2.83</b>	<b>2.89</b>	<b>3.18</b>
	<b>SD</b>	<b>.77</b>	<b>.82</b>	<b>.83</b>	<b>.91</b>	<b>.78</b>
	<b>n</b>	<b>872</b>	<b>872</b>	<b>872</b>	<b>871</b>	<b>870</b>

Table D.10.2. Knowledge Level Ratings for *Diversity & Inclusion* Key Concepts.

		1	2	3	4	5
<b>Early</b>	Mean	1.76	1.48	1.59	1.34	1.72
	SD	.74	.74	.82	.81	.65
	n	29	29	29	29	29
<b>Mid</b>	Mean	1.86	1.88	1.74	1.86	2.04
	SD	.69	.70	.69	.70	.62
	n	169	169	168	166	169
<b>Senior rate mid</b>	Mean	2.08	1.94	1.78	1.86	2.11
	SD	.64	.62	.66	.65	.71
	n	153	154	153	154	152
<b>Senior</b>	Mean	1.96	1.98	1.74	1.83	2.14
	SD	.71	.75	.73	.74	.70
	n	181	181	181	180	181
<b>Exec rate senior</b>	Mean	2.22	2.19	2.13	2.06	2.23
	SD	.72	.69	.67	.74	.68
	n	112	111	110	111	111
<b>Executive</b>	Mean	2.21	2.15	2.09	2.11	2.24
	SD	.68	.73	.73	.73	.72
	n	145	143	145	145	144
<b>Total</b>	<b>Mean</b>	<b>2.04</b>	<b>1.99</b>	<b>1.86</b>	<b>1.91</b>	<b>2.13</b>
	<b>SD</b>	<b>.70</b>	<b>.72</b>	<b>.72</b>	<b>.73</b>	<b>.69</b>
	<b>n</b>	<b>789</b>	<b>787</b>	<b>786</b>	<b>785</b>	<b>786</b>

## EMPLOYEE & LABOR RELATIONS

### Key concepts:

1. Approaches to retaliation prevention.
2. Approaches to union-organization relations.
3. Causes of and methods for preventing and addressing strikes, boycotts and work stoppages.
4. Disciplinary procedures and approaches.
5. Employment rights, standards and concepts according to the International Labor Organization (ILO).
6. History and evolution of organized labor relations. (later removed)
7. Techniques for disciplinary investigations.
8. Techniques for grievance and complaint resolution.
9. Theories of labor economics and environments. (later removed)
10. Types and development of compliance and ethics programs.
11. Types and structures of organized labor.
12. Types of alternative dispute resolution (ADR) and their advantages and disadvantages.
13. Unfair labor practices, according to the ILO.
14. Unionization approaches, methods and management.

Table D.11.1. Importance Ratings for *Employee & Labor Relations* Key Concepts.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>Early</b>	Mean	3.04	2.96	2.85	3.22	3.19	2.41	2.93	3.07	2.23	2.85	2.58	2.81	3.00	2.81
	SD	.94	.94	.82	.80	.79	.93	.87	.73	.95	.77	1.06	.92	.78	.88
	n	27	27	27	27	27	27	27	27	26	27	26	27	27	27
<b>Mid</b>	Mean	2.90	2.48	2.50	3.18	3.01	2.02	3.12	3.07	1.97	2.83	2.42	2.60	2.80	2.48
	SD	.95	1.10	1.13	.81	.93	1.14	.89	.87	1.08	.90	1.09	1.02	1.05	1.08
	n	210	209	210	210	210	211	212	210	210	211	211	213	210	211
<b>Senior rate mid</b>	Mean	2.99	2.56	2.48	3.30	3.05	1.90	3.15	3.06	1.92	2.78	2.39	2.46	2.81	2.58
	SD	.85	.95	.98	.72	.90	1.14	.78	.83	1.13	.84	.96	.89	.92	.97
	n	167	168	168	168	168	168	167	167	167	167	168	168	168	167
<b>Senior</b>	Mean	3.02	2.53	2.54	3.24	3.02	1.95	3.17	3.01	1.93	2.86	2.31	2.47	2.74	2.58
	SD	.88	1.05	1.07	.78	.97	.98	.79	.91	1.09	.84	.95	.95	.89	1.03
	n	174	175	175	173	176	175	175	176	176	175	176	174	173	175
<b>Exec rate senior</b>	Mean	2.94	2.62	2.60	3.07	2.86	1.71	3.02	2.98	1.89	2.92	2.32	2.48	2.65	2.63
	SD	.89	1.04	1.03	.81	1.02	.97	.86	.88	1.19	.82	1.00	.98	1.01	1.06
	n	127	125	125	125	125	125	127	127	123	125	125	124	125	126
<b>Executive</b>	Mean	2.99	2.82	2.71	3.16	3.06	1.98	3.12	3.01	2.12	3.04	2.46	2.66	2.83	2.80
	SD	.84	.96	1.06	.83	.91	1.06	.81	.77	1.03	.82	.98	.87	.92	1.00
	n	153	152	154	152	152	154	154	153	154	153	152	153	155	153
<b>Total</b>	<b>Mean</b>	<b>2.97</b>	<b>2.60</b>	<b>2.57</b>	<b>3.20</b>	<b>3.01</b>	<b>1.95</b>	<b>3.11</b>	<b>3.03</b>	<b>1.98</b>	<b>2.88</b>	<b>2.39</b>	<b>2.54</b>	<b>2.78</b>	<b>2.61</b>
	<b>SD</b>	<b>.89</b>	<b>1.03</b>	<b>1.06</b>	<b>.79</b>	<b>.94</b>	<b>1.07</b>	<b>.83</b>	<b>.85</b>	<b>1.10</b>	<b>.85</b>	<b>1.00</b>	<b>.95</b>	<b>.96</b>	<b>1.03</b>
	<b>n</b>	<b>858</b>	<b>856</b>	<b>859</b>	<b>855</b>	<b>858</b>	<b>860</b>	<b>862</b>	<b>860</b>	<b>856</b>	<b>858</b>	<b>858</b>	<b>859</b>	<b>858</b>	<b>859</b>

Table D.11.2. Knowledge Level Ratings for *Employee & Labor Relations* Key Concepts.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>Early</b>	Mean	1.77	1.64	1.68	1.95	1.91	1.14	1.77	1.82	1.32	1.73	1.52	1.70	1.64	1.59
	SD	.87	1.00	.89	.79	.75	.77	.97	.96	.84	.88	.87	1.02	.85	1.01
	n	22	22	22	22	22	22	22	22	22	22	21	23	22	22
<b>Mid</b>	Mean	1.91	1.74	1.67	2.11	2.00	1.31	2.13	2.07	1.27	1.94	1.62	1.69	1.87	1.67
	SD	.75	.91	.92	.74	.81	.82	.75	.77	.76	.74	.84	.86	.85	.89
	n	183	182	183	183	183	183	184	183	182	184	183	185	181	183
<b>Senior rate mid</b>	Mean	1.91	1.60	1.56	2.26	1.97	1.22	2.07	2.05	1.22	1.80	1.48	1.64	1.83	1.66
	SD	.69	.76	.75	.65	.74	.77	.71	.63	.76	.71	.73	.70	.73	.74
	n	147	146	147	147	147	147	147	147	147	147	147	147	147	147
<b>Senior</b>	Mean	2.09	1.87	1.88	2.29	2.09	1.42	2.30	2.14	1.44	1.99	1.68	1.74	1.96	1.89
	SD	.77	.82	.83	.68	.75	.70	.69	.69	.88	.70	.75	.77	.76	.81
	n	159	160	161	160	160	159	160	160	161	160	161	159	160	161
<b>Exec rate senior</b>	Mean	2.12	1.94	1.86	2.23	2.00	1.27	2.20	2.11	1.37	2.11	1.69	1.80	1.81	1.88
	SD	.76	.81	.80	.67	.80	.70	.67	.76	.81	.73	.74	.75	.78	.80
	n	113	112	112	110	110	112	112	113	111	110	112	111	111	112
<b>Executive</b>	Mean	2.15	2.15	2.06	2.27	2.16	1.50	2.25	2.20	1.57	2.13	1.78	1.91	2.04	2.07
	SD	.71	.83	.84	.70	.78	.80	.74	.76	.79	.71	.77	.76	.77	.81
	n	142	138	141	143	141	141	143	142	141	142	139	140	142	141
<b>Total</b>	Mean	2.02	1.84	1.79	2.22	2.04	1.34	2.18	2.10	1.37	1.98	1.64	1.75	1.90	1.82
	SD	.75	.85	.85	.70	.78	.77	.73	.73	.81	.73	.78	.79	.79	.83
	n	766	760	766	765	763	764	768	767	764	765	763	765	763	766

## ORGANIZATIONAL EFFECTIVENESS & DEVELOPMENT

### Key concepts:

1. Application of behavioral assessments.
2. Intergroup dynamics.
3. Intragroup dynamics.
4. Organizational design structures and approaches.
5. Organizational performance management theories, structures and approaches.

Table D.12.1. Importance Ratings for *Organizational Effectiveness & Development* Key Concepts.

		1	2	3	4	5
Early	Mean	2.72	2.85	2.67	2.59	2.72
	SD	1.00	1.04	1.03	.97	.92
	n	39	39	39	39	39
Mid	Mean	2.44	2.79	2.68	2.55	2.61
	SD	1.01	.89	.91	.94	.95
	n	263	262	264	265	265
Senior rate mid	Mean	2.45	2.91	2.78	2.63	2.75
	SD	.85	.80	.78	.78	.80
	n	206	206	206	206	206
Senior	Mean	2.45	3.02	2.89	2.84	2.88
	SD	.90	.75	.80	.84	.87
	n	215	212	215	215	212
Exec rate senior	Mean	2.60	3.07	2.98	2.93	2.96
	SD	.81	.75	.80	.87	.76
	n	169	168	168	169	168
Executive	Mean	2.52	3.13	3.07	2.91	3.07
	SD	.85	.73	.76	.77	.79
	n	161	161	162	161	160
Total	Mean	2.49	2.96	2.85	2.74	2.82
	SD	.90	.81	.84	.87	.86
	n	1,053	1,048	1,054	1,055	1,050

Table D.12.2. Knowledge Level Ratings for *Organizational Effectiveness & Development* Key Concepts.

		1	2	3	4	5
Early	Mean	1.44	1.74	1.55	1.35	1.50
	SD	.66	.79	.83	.60	.79
	n	34	34	33	34	34
Mid	Mean	1.57	1.76	1.70	1.62	1.75
	SD	.72	.72	.74	.74	.75
	n	240	239	240	240	240
Senior rate mid	Mean	1.62	1.95	1.89	1.72	1.85
	SD	.70	.68	.63	.65	.66
	n	180	181	180	181	181
Senior	Mean	1.76	2.14	2.02	2.00	2.08
	SD	.74	.64	.69	.73	.73
	n	192	192	192	192	193
Exec rate senior	Mean	1.83	2.22	2.07	2.04	2.10
	SD	.62	.67	.68	.70	.66
	n	156	156	155	155	156
Executive	Mean	1.86	2.30	2.14	2.14	2.28
	SD	.68	.67	.64	.69	.70
	n	150	150	151	152	151
Total	Mean	1.70	2.03	1.93	1.86	1.97
	SD	.70	.71	.71	.73	.74
	n	952	952	951	954	955



## RISK MANAGEMENT

### Key concepts:

1. Approaches to a drug-free workplace.
2. Approaches to qualitative and quantitative risk assessment.
3. Business recovery and continuity-of-operations planning.
4. Emergency and disaster preparation and response planning.
5. Enterprise risk management processes and best practices and risk treatments.
6. Legal and regulatory compliance auditing and investigation techniques.
7. Quality assurance techniques and methods.
8. Risk sources and types.
9. Security concerns and prevention.
10. Workplace/occupational injury and illness prevention, investigations and accommodations.

Table D.13.1. Importance Ratings for *Risk Management* Key Concepts.

		1	2	3	4	5	6	7	8	9	10
<b>Early</b>	Mean	3.06	2.42	2.52	2.85	2.79	2.91	2.62	2.62	3.06	3.12
	SD	1.04	.97	1.03	1.03	.88	.83	.95	.99	.98	.95
	n	34	33	33	33	34	34	34	34	34	34
<b>Mid</b>	Mean	2.96	2.47	2.60	2.80	2.63	3.08	2.61	2.56	2.99	3.02
	SD	.93	.99	1.03	.98	.97	.86	.98	.96	.90	.92
	n	205	207	205	204	205	205	205	203	206	204
<b>Senior rate mid</b>	Mean	2.75	2.28	2.53	2.76	2.58	2.93	2.35	2.51	2.94	2.90
	SD	.88	.89	.86	.82	.88	.85	.85	.85	.84	.83
	n	166	165	167	167	167	166	165	165	167	167
<b>Senior</b>	Mean	2.77	2.48	2.80	2.82	2.72	3.17	2.48	2.65	2.95	3.00
	SD	.82	.79	.83	.86	.86	.74	.87	.86	.83	.74
	n	196	196	196	195	195	196	195	196	197	197
<b>Exec rate senior</b>	Mean	2.61	2.55	2.85	2.77	2.86	3.04	2.58	2.67	3.05	2.94
	SD	.88	.88	.85	.91	.87	.90	.91	.87	.85	.86
	n	132	131	131	132	132	131	131	132	132	131
<b>Executive</b>	Mean	2.75	2.71	3.03	2.96	3.09	3.27	2.75	2.88	3.20	3.06
	SD	.88	.87	.86	.87	.80	.79	.86	.80	.77	.80
	n	129	128	130	128	129	129	129	130	129	130
<b>Total</b>	Mean	<b>2.79</b>	<b>2.48</b>	<b>2.73</b>	<b>2.82</b>	<b>2.75</b>	<b>3.09</b>	<b>2.55</b>	<b>2.64</b>	<b>3.01</b>	<b>2.99</b>
	SD	<b>.89</b>	<b>.90</b>	<b>.92</b>	<b>.90</b>	<b>.90</b>	<b>.83</b>	<b>.91</b>	<b>.89</b>	<b>.85</b>	<b>.84</b>
	n	<b>862</b>	<b>860</b>	<b>862</b>	<b>859</b>	<b>862</b>	<b>861</b>	<b>859</b>	<b>860</b>	<b>865</b>	<b>863</b>

Table D.13.2. Knowledge Level Ratings for *Risk Management* Key Concepts.

		1	2	3	4	5	6	7	8	9	10
<b>Early</b>	Mean	1.86	1.48	1.48	1.46	1.57	1.75	1.32	1.43	1.71	1.93
	SD	.89	.85	.85	.79	.69	.75	.82	.74	.90	.86
	n	28	27	27	28	28	28	28	28	28	28
<b>Mid</b>	Mean	1.77	1.57	1.60	1.64	1.58	1.97	1.54	1.60	1.78	1.83
	SD	.74	.79	.79	.73	.75	.77	.79	.72	.73	.76
	n	174	176	173	174	173	174	174	174	172	172
<b>Senior rate mid</b>	Mean	1.77	1.37	1.54	1.72	1.58	1.93	1.45	1.54	1.83	1.93
	SD	.75	.71	.69	.76	.76	.73	.66	.72	.74	.72
	n	142	142	144	144	144	143	143	143	143	143
<b>Senior</b>	Mean	1.84	1.71	1.90	1.81	1.91	2.23	1.66	1.80	1.95	2.01
	SD	.72	.72	.73	.69	.75	.71	.68	.70	.69	.69
	n	173	173	173	172	173	171	172	173	173	173
<b>Exec rate senior</b>	Mean	1.76	1.75	1.93	1.86	2.04	2.17	1.72	1.81	1.98	1.97
	SD	.78	.74	.76	.79	.82	.79	.72	.74	.72	.76
	n	119	119	119	119	119	118	117	119	118	118
<b>Executive</b>	Mean	1.92	1.92	2.13	1.99	2.21	2.36	1.91	2.01	2.11	2.12
	SD	.69	.75	.72	.66	.68	.66	.71	.74	.69	.67
	n	119	119	119	118	118	118	119	119	119	118
<b>Total</b>	<b>Mean</b>	<b>1.81</b>	<b>1.64</b>	<b>1.79</b>	<b>1.78</b>	<b>1.83</b>	<b>2.11</b>	<b>1.63</b>	<b>1.73</b>	<b>1.91</b>	<b>1.96</b>
	<b>SD</b>	<b>.74</b>	<b>.76</b>	<b>.77</b>	<b>.74</b>	<b>.79</b>	<b>.75</b>	<b>.73</b>	<b>.74</b>	<b>.73</b>	<b>.73</b>
	<b>n</b>	<b>755</b>	<b>756</b>	<b>755</b>	<b>755</b>	<b>755</b>	<b>752</b>	<b>753</b>	<b>756</b>	<b>753</b>	<b>752</b>

## CORPORATE SOCIAL RESPONSIBILITY

### Key concepts:

1. Approaches to community inclusion and engagement.
2. Creating shared value.
3. Developing CSR-related volunteer programs.
4. Organizational philosophies and policies.
5. Principles of corporate citizenship and governance.
6. Steps for corporate philanthropy and charitable giving.

Table D.14.1. Importance Ratings for *Corporate Social Responsibility* Key Concepts.

		1	2	3	4	5	6
<b>Early</b>	Mean	2.28	2.64	2.38	2.32	2.20	1.92
	SD	1.21	1.04	1.06	1.11	1.00	1.22
	n	25	25	24	25	25	25
<b>Mid</b>	Mean	2.34	2.75	2.28	2.78	2.39	2.11
	SD	1.00	.93	1.05	.94	.96	1.05
	n	221	219	216	219	219	217
<b>Senior rate mid</b>	Mean	2.51	2.78	2.26	2.82	2.54	2.09
	SD	.98	.93	1.03	.87	.93	1.08
	n	168	167	167	168	168	165
<b>Senior</b>	Mean	2.56	2.91	2.23	2.90	2.64	2.16
	SD	.99	.88	.99	.87	.90	.98
	n	174	173	175	173	173	173
<b>Exec rate senior</b>	Mean	2.55	2.86	2.32	3.07	2.76	2.26
	SD	.88	.85	.91	.80	.89	.94
	n	147	146	148	148	145	146
<b>Executive</b>	Mean	2.72	2.88	2.31	3.11	2.76	2.33
	SD	.98	.80	.94	.91	.97	.94
	n	124	124	123	121	124	124
<b>Total</b>	Mean	2.51	2.82	2.28	2.90	2.58	2.17
	SD	.99	.89	.99	.90	.95	1.02
	n	859	854	853	854	854	850

Table D.14.2. Knowledge Level Ratings for *Corporate Social Responsibility* Key Concepts.

		1	2	3	4	5	6
<b>Early</b>	Mean	1.14	1.52	1.43	1.29	1.29	1.00
	SD	.57	.81	.75	.85	.78	.63
	n	21	21	21	21	21	21
<b>Mid</b>	Mean	1.43	1.62	1.49	1.73	1.42	1.31
	SD	.71	.66	.74	.72	.72	.76
	n	190	188	187	189	189	188
<b>Senior rate mid</b>	Mean	1.58	1.77	1.42	1.86	1.61	1.32
	SD	.69	.73	.68	.71	.78	.68
	n	146	145	146	146	146	145
<b>Senior</b>	Mean	1.68	1.93	1.55	1.99	1.79	1.52
	SD	.76	.76	.72	.76	.80	.78
	n	156	155	155	155	155	155
<b>Exec rate senior</b>	Mean	1.70	1.92	1.56	2.07	1.84	1.49
	SD	.75	.76	.71	.78	.78	.73
	n	135	131	135	135	134	133
<b>Executive</b>	Mean	1.87	2.05	1.62	2.16	1.94	1.64
	SD	.76	.66	.74	.71	.75	.74
	n	116	116	113	114	115	115
<b>Total</b>	<b>Mean</b>	<b>1.62</b>	<b>1.83</b>	<b>1.52</b>	<b>1.92</b>	<b>1.68</b>	<b>1.43</b>
	<b>SD</b>	<b>.74</b>	<b>.73</b>	<b>.72</b>	<b>.76</b>	<b>.79</b>	<b>.75</b>
	<b>n</b>	<b>764</b>	<b>756</b>	<b>757</b>	<b>760</b>	<b>760</b>	<b>757</b>

## U.S. EMPLOYMENT LAW & REGULATIONS

### Key concepts:

1. Compensation.
2. Employee relations.
3. Equal employment opportunity.
4. Job safety and health.
5. Leave and benefits.
6. Miscellaneous protection laws.

Table D.15.1. Importance Ratings for *U.S. Employment Law & Regulations* Key Concepts.

		1	2	3	4	5	6
<b>Early</b>	Mean	3.16	2.84	3.46	3.25	3.28	2.56
	SD	.85	1.07	.83	.94	.84	1.08
	n	25	25	24	24	25	25
<b>Mid</b>	Mean	3.30	3.18	3.58	3.29	3.46	2.73
	SD	.73	.83	.64	.77	.61	.97
	n	167	168	168	168	168	168
<b>Senior rate mid</b>	Mean	3.20	3.10	3.40	3.10	3.31	2.70
	SD	.75	.83	.69	.79	.72	.85
	n	143	141	143	143	142	140
<b>Senior</b>	Mean	3.46	3.28	3.60	3.37	3.48	2.79
	SD	.67	.80	.60	.73	.64	.96
	n	149	149	149	149	147	149
<b>Exec rate senior</b>	Mean	3.33	3.16	3.45	3.15	3.28	2.78
	SD	.72	.79	.65	.72	.70	.87
	n	107	107	108	108	107	106
<b>Executive</b>	Mean	3.45	3.38	3.47	3.29	3.33	2.77
	SD	.67	.74	.66	.77	.74	.91
	n	123	122	123	122	123	123
<b>Total</b>	<b>Mean</b>	<b>3.34</b>	<b>3.21</b>	<b>3.50</b>	<b>3.25</b>	<b>3.38</b>	<b>2.74</b>
	<b>SD</b>	<b>.72</b>	<b>.82</b>	<b>.66</b>	<b>.77</b>	<b>.69</b>	<b>.92</b>
	<b>n</b>	<b>714</b>	<b>712</b>	<b>715</b>	<b>714</b>	<b>712</b>	<b>711</b>



Table D.15.2. Knowledge Level Ratings for *U.S. Employment Law & Regulations* Key Concepts.

		1	2	3	4	5	6
<b>Early</b>	Mean	1.73	1.50	1.86	1.68	1.91	1.27
	SD	.70	.80	.71	.72	.61	.77
	n	22	22	22	22	22	22
<b>Mid</b>	Mean	2.12	2.04	2.28	2.06	2.25	1.68
	SD	.68	.73	.69	.71	.61	.75
	n	158	157	158	157	158	158
<b>Senior rate mid</b>	Mean	2.07	2.09	2.30	2.01	2.23	1.71
	SD	.67	.77	.67	.72	.70	.75
	n	128	128	128	128	127	127
<b>Senior</b>	Mean	2.32	2.28	2.48	2.19	2.37	1.90
	SD	.70	.69	.63	.71	.67	.79
	n	139	139	139	139	139	139
<b>Exec rate senior</b>	Mean	2.40	2.28	2.51	2.16	2.31	1.86
	SD	.61	.68	.62	.63	.62	.76
	n	94	94	93	94	94	93
<b>Executive</b>	Mean	2.48	2.41	2.44	2.27	2.40	2.01
	SD	.60	.71	.67	.67	.65	.77
	n	111	111	110	111	110	111
<b>Total</b>	Mean	2.24	2.18	2.37	2.12	2.29	1.80
	SD	.68	.74	.67	.70	.66	.78
	n	652	651	650	651	650	650

# Questions?

Contact [research@shrm.org](mailto:research@shrm.org)

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