Career Development for HR Professionals

Abstract
In human resource management, career development is vital for success. This article presents information and perspectives to assist HR professionals who are either new to HR or in the early years of their careers to assess, evaluate and manage their career development and thus leverage and promote their own career for the future.

Introduction
In today’s work environment, the employee is ultimately responsible for his or her career development—the process by which individuals establish their current and future career objectives, assess their existing skills, knowledge or experience levels, and then implement an appropriate course of action to attain their desired career objectives.1

Although HR often provides career development opportunities to the overall workforce, HR professionals are also accountable for their own careers. Interestingly, the SHRM 2008 Managing Your HR Career survey report found that nearly 75% of HR professionals began their careers in a business area other than HR.2 Whether you are considering human resources as your first or next career or figuring out the next HR career move, career development is a vital part of career success. This article provides information and perspectives on what HR professionals, either new to HR or in the early years of their career, can do to leverage and promote their own career development for the future.

Pathways in HR
Many organizations have a human resource department. Since companies depend on employees for success in the marketplace, human resource management (HRM) is a critical function. HRM is defined as the formal structure within an organization responsible for all the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people.3 Within HRM (commonly referred to as human resources or HR), there are three basic tracks:

» Generalist: An individual who possesses the capabilities to perform more than one diversified function rather than specializing in or having responsibility for one specific function.4

» HR Specialist: A term used to define an individual who has expertise and responsibility for a specific area or function within the field of human resources (e.g., compensation, benefits, employee relations).5

» Executive: The highest-ranking individual, or group of individuals, who has managerial or administrative authority for the business operations of the entire organization, business unit or function.6

Additionally, within HR, there are several areas of specialization (see Figure 1). This list, although not exhaustive, provides the most common areas of HR (some areas are also known by other terms, as noted in brackets.) For students considering HR as a career, SHRM offers guidance in its new career resource, Choose a Career. Choose HR (see box on next page). Professionals interested in transitioning into HR will find that their expertise from another discipline can be beneficial. Individuals with experience in the following fields can use their expertise in an HR career: accounting (math data analysis, detail-orientation), sales (ability to access needs, influence people), marketing and communications (writing and presentation skills), information technology (programming, report writing, systems and software technology) and administrative (data entry, writing and customer service skills, scheduling/time management).7 No matter the path that

<table>
<thead>
<tr>
<th>Figure 1</th>
<th>Specialization Areas in Human Resources</th>
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<tr>
<td>• Compensation and benefits [total rewards]</td>
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<tr>
<td>• Employee and labor relations</td>
<td></td>
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<tr>
<td>• Global human resource management</td>
<td></td>
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<tr>
<td>• Organizational and employee development [training]</td>
<td></td>
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<tr>
<td>• Safety and security [risk management]</td>
<td></td>
</tr>
<tr>
<td>• Staffing management [workplace planning/readiness, recruiting and retention]</td>
<td></td>
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<tr>
<td>• Workplace diversity</td>
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</table>

leads to HR, all HR professionals will want to be knowledgeable about their respective career development plans.

**Looking Ahead**

Before designing a career development plan, the key questions to consider are:
1. What skills are needed to be a successful HR professional?
2. What are your short- and long-term career goals?
3. What types of companies and work environments are best suited to your goals?
4. Where can you find good career advice?

While you may not have immediate answers for all of these questions, they provide an opening to begin the discussion about career development—at any career stage.

SHRM research indicates that the top most important factors for an individual to attain his or her next job in human resources are strategic/critical thinking, leadership and interpersonal communication skills (see Figure 2).

Additionally, key business partner skills for HR include strategic planning, organizational design, change management, cross-functional experience and global understanding. When assessing your skill base and development gaps, these points are important to keep in mind. Further, when seeking career advice, there are many options. According to the SHRM 2008 Managing Your HR Career survey report, the most influential sources of HR career advice are supervisors/managers or other high-level professionals in a supervisory role, colleagues, mentors/coaches, HR professionals, professors and friends. Clearly, to foster career development, there is a rich resource of professionals available to draw upon and network with in order to gain insight and gather feedback.

Additionally, whether you are new to the HR field, considering a move to another company or seeking to broaden or expand your HR experience, there are different roads to reach these goals. In particular, today’s work environment offers many choices that have an impact on career development: geography, company size, industry, internal positions or external consulting. In terms of geography, different regions present various possibilities, such as lifestyle, cost of living, different climates, proximity to family, company size and industry focus. For industry sectors, HR professionals should consider the types of services and products to which they are drawn. Another way to select an industry is to consider the “hot fields” where growth and opportunity are likely. Company size is another key factor. In today’s global market, experience in a multi-billion-dollar global company is highly recommended. Some companies emphasize a friendly work atmosphere, with opportunities for creative and innovative projects. There are other choices to consider, such as whether to develop a career in a company with a well-known brand, such as Microsoft or Southwest Airlines, or work as a consultant in a specialized company, using skills such as speaking, writing and designing training materials. To gain new expertise and hone skills, thoughtful consideration of these many options plays a critical part in career development.

**Make a Plan**

To leverage the process of career development, career coaches highly recommend having a career plan. First, there are a number of factors to consider: 1) knowledge of what skills are essential or “nice to have;” 2) assessment of your own skill set and experience; 3) identification of skill/experience gaps; 4) possible avenues to fill gaps; and 5) a record of accomplishment. One way to approach this plan is by using time segments, such as three- to five-year increments. In fact, taking the next step may require planning as far as a year ahead. At the same time, it is important to understand that having a plan does not necessarily mean all will move forward as you expect or anticipate. Being flexible allows for recognition of opportunities when they come along. Suggested action items to design a career plan are:

1. Work with your manager to discuss core competencies and ways to expand your demonstration of them.
2. Work with your manager to develop an action plan for other developmental areas.
3. Request and/or volunteer for special projects to gain exposure and experience.
4. Become known for your work by building a portfolio of measurable accomplishments.
5. Actively support the achievements and success of your colleagues and staff and, by doing so, share in their success.

As highlighted in Figure 3, different HR functions within an HR organization require a variety of skill sets—from specialist to generalist to executive. Research shows that certain skills and experience are essential in order to attain the next HR job. The SHRM 2008 Managing Your HR Career survey report identified the top “very important” factors as interpersonal communication skills, personal drive/ambition, reputation in the organization, strategic/critical thinking skills, leadership skills, work experience in HR and business acumen.

The survey results also highlight the importance of having HR generalist experience, networking and risk management skills. In fact, four out of 10 respondents were in a generalist role, the most commonly reported function across job titles.14

However, the survey results also found that HR professionals can encounter obstacles in advancing their careers. In fact, these kinds of obstacles can also be seen in other professions, such as difficulty due to a lack of specific experience in different organizations, industries and sectors. Other obstacles cited include a lack of corporate HR strategy, business acumen, leadership skills, a mentor, formal HR education, academic degrees and certification. Additional obstacles are the lack of a clear HR career path, the size of the organization, and gender, racial and age-biased glass ceilings.15

Finally, another key factor in career planning is “the pace”—that is, how quickly you want to move forward on your career track. Different paces have advantages and disadvantages. For example, the advantages of the “fast route” are additional responsibility, more promotions and a quicker climb up the corporate ladder; a drawback is the loss of work/life balance (such as family time and/or non-work-related interests). The fast pace is not for everyone. Another option, “taking the scenic route,” allows for family and outside interests as well as steady career progress. No one pace is right for everyone, so it is best to adopt a combination of both fast and more moderate paces, adjusting direction as needed.16

**Find a Mentor/Career Coach**

In the business world, formal mentoring programs are gaining attention as a vehicle to improve turnover, foster employee loyalty and provide training and development to talented employees. The informal mentoring relationship provides high-level coaching, opens doors to different networking opportunities and often results in a

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**Figure 2 | Top Most Important Factors in Attaining Next HR Job**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic/critical thinking skills</td>
<td>61%</td>
</tr>
<tr>
<td>Leadership skills</td>
<td>53%</td>
</tr>
<tr>
<td>Interpersonal communication skills</td>
<td>44%</td>
</tr>
<tr>
<td>Work experience in HR</td>
<td>42%</td>
</tr>
<tr>
<td>HR generalist experience</td>
<td>31%</td>
</tr>
<tr>
<td>HRCP certification (PHR, SPHR and/or GPHR)</td>
<td>29%</td>
</tr>
<tr>
<td>Business acumen</td>
<td>28%</td>
</tr>
</tbody>
</table>

*(n = 604)*

Note: Data sorted in descending order. Percentages do not total 100% as respondents were allowed to select up to five choices.

lasting professional friendship. As highlighted in the Hay Group study of the world’s best-in-class leaders, the top 20 of this group have their high-potential employees mentored by admired senior leaders.\textsuperscript{18}

For the HR professional, the goal of the mentor or career coach is not merely to help attain another job. The greater purpose is to gain advice about working well with one’s manager, improve performance, increase one’s salary and grow with added responsibilities.\textsuperscript{19} A career coach helps the HR professional develop strong working relationships, gain insights to reach the next level of responsibility and become an effective leader. In selecting a coach, it is important to ensure trust and respect. The HR professional will want to have personal chemistry with his or her coach and feel comfortable sharing weaknesses and strengths. To assist the HR professional to move beyond his or her comfort levels, a coach will use various formal assessment processes, such as the Myers-Briggs Type Indicator, interviews with colleagues or the 360-degree feedback tool.\textsuperscript{20}

If the organization does not offer a mentoring program, the company may cover the cost of an outside coach. There are many ways to find a mentor/coach, such as by working with your manager, using your network and asking for recommendations at a professional HR chapter.\textsuperscript{21} In fact, some chapters, such as the Northern Virginia SHRM Chapter, have formal mentoring programs. SHRM also offers a mentoring program (for more information, visit www.shrm.org).

**Formal Education**

In today’s competitive environment, a college or university degree is essential for HR professionals. SHRM’s research reveals that 85% of HR professionals have a college/university degree (associate’s degree, bachelor’s degree, master’s degree, MBA, JD or doctorate). Of this group, 47% hold a bachelor’s degree and 20% a master’s degree. Additionally, about 64% of respondents received their highest degree in either business administration/management (35%) or human resources (29%).\textsuperscript{22}

As discussed earlier, HR professionals must be knowledgeable about their field and be business literate. Therefore, when selecting a school, HR professionals will want to carefully consider a mix of HR and business courses. Some universities offer advanced executive programs for HR career development. SHRM has developed an HR curriculum, emphasizing that human resource management should be taught in a business context.\textsuperscript{23} Increasingly, more schools and universities are adopting this approach. Information about these schools can be found on the Resources for HR Educators page of the SHRM web site and in SHRM Foundation’s directory of graduate programs in HR management. For a sample listing of international universities, refer to Figure 5 in the June 2007 issue of *Career Development for HR Professionals*.

![Figure 3 | HR Organizations—a Business Partner Model](image-url)
Through professional certification, HR professionals promote their knowledge, credibility and experience.

Professional Certification
Certification by a professional group is another way that HR professionals promote their knowledge, credibility and experience. A professional certification indicates that an individual has met the standards of a credentialing organization. Professional certification, which is indicated by specific initials after one’s name (e.g., PHR, SPHR), not only provides recognition of one’s accomplishments but also exhibits initiative to potential employers.

The SHRM 2008 Managing Your HR Career survey report found that 53% of respondents have one or more professional certifications (e.g., PHR 55%, SPHR 32% and GPHR 4%).24 SHRM’s affiliate, the Human Resource Certification Institute (HRCI, www.hrci.org), develops and offers credentialing programs to validate mastery in the field of human resource management and to promote organizational effectiveness. At this time, HRCI offers three core certifications for HR professionals, as well as California state-specific certification:

- PHR® (Professional in Human Resources)
- SPHR® (Senior Professional in Human Resources)
- GPHR® (Global Professional in Human Resources)
- PHR-CA® and SPHR-CA® (PHR with state certification in California and SPHR with state certification in California).

Below are examples of other HR certifications from various organizations:

- CDA (Certified Diversity Recruiter), AIRS Human Capital Solutions: www.airsdirectory.com
- CEBS (Certified Employee Benefits Specialist), International Society of Certified Employee Benefits Specialists: www.iscebs.org
- CCP (Certified Compensation Professional), World at Work: www.worldatwork.org
- GMS (Global Mobility Specialist), Worldwide ERC: www.erc.org

HR Competencies
To be effective in new and/or different roles—and have a positive impact on organizational performance—HR professionals continually need to expand their competencies as individuals and professionals within organizational HR departments. Royal Dutch Shell, a global company with a core HR staff of 3,000 serving 112,000 employees in 40 countries, is an excellent example of a company that proactively promotes career development for its HR professionals. Shell conducts an annual global HR talent review, such as reviewing individual development plans, identifying future leaders and implementing succession plans. An online tool, HR Functional Excellence, also helps HR professionals manage their short-, medium- and long-term goals. In addition, Shell has identified the skills required for different job levels in its Leadership Competence Framework and Personal and Business Skills Competence Framework. These tools help HR staff better determine internal and external educational opportunities to increase their competencies.25

To assess their competency levels, HR professionals may refer to the 2007 Human Resource Competency Study. While not focused on a particular specialization of HR, this model presents a broad spectrum of HR competencies. This global research project, conducted by the RBL Group and the Ross School at the University of Michigan, in conjunction with the Society for Human Resource Management and other parties, examined the business context and demographics that affect the HR profession and identified six essential HR competency domains. The study considered the roles played by HR professionals and, in particular, examined their ability to use knowledge.26

Outlined in Figure 4 are the six HR competency domains: credible activist, operational executive, business ally, talent manager/organizational designer, culture and change steward, and strategy architect. In the business ally domain, for example, HR professionals contribute to the success of the organization by knowing the setting or social context in which the company operates, articulating the value proposition and leveraging business technology. In this area, HR professionals demonstrate that they know the business sections of the company (e.g., finance, marketing) and how the company makes money (i.e., the value chain of the business—the customers—and their reasons for buying the company’s products/services).27 By using this competency model, HR professionals can evaluate their strengths and identify areas in which they need to develop expertise to be an effective business partner (visit...
HR Competency Assessment Tools page on the SHRM web site).

**Global Human Resources**

As the pace and reach of globalization continue to increase, HR professionals should equip themselves with the skills and experiences to make strategic contributions. In fact, many companies now require time spent working and living in other major markets as a prerequisite to the C-suite. In a global environment, like other business professionals, HR professionals will interface with international staff, suppliers and government officials, all of whom will likely have different values, beliefs, assumptions and traditions. Therefore, HR professionals must continuously broaden their global business expertise, global mindset and global leadership skills.

Yet, to achieve first-hand knowledge of a global business requires taking advantage of opportunities to learn, develop and gain a solid understanding of the pressing issues related to a global business. As Dr. Ernest Gundling, co-president of a management consulting firm and a member of the SHRM Staffing Management Special Expertise Panel, notes, “If we think five to 10 years into the future, global experience and expertise will only become a more crucial factor in succession planning and promotion discussions.” He points out that while the traditional three- to five-year international assignment is the best way to immerse oneself in another culture, there are also other possible development opportunities, such as international business trips, short-term assignments, participating in or leading a global team and working for a leader with substantial global experience. Additional developmental opportunities include joining a business unit with a global portfolio, obtaining a global HR professional certification, gaining proficiency in a foreign language and hosting employees from abroad.

Further, in addition to essential leadership competencies, global HR leaders face unique challenges that require additional competencies. To clarify, a global leader is commonly defined as someone who cultivates business in a foreign market, sets business strategy at a global level and manages globally diverse and diffused teams. Researchers have identified global leadership competencies that can contribute to success. For the HR professional working in a global environment, these global competencies—a global mindset, cross-cultural communication skills and respect for cultural diversity—are essential for success in the global workplace. Morgan McCall and George Hollenback studied successful global leaders and developed a list of common competencies specific to the global leader (see Figure 5). HR practitioners can focus on these global leadership competencies to support their own professional development and thus better promote career development for HR professionals.

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**Figure 4 | HR Competencies for Today and the Future**

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Credible Activist</th>
<th>Operational Executive</th>
<th>Business Ally</th>
<th>Talent Manager/Organizational Designer</th>
<th>Culture &amp; Change Steward</th>
<th>Strategy Architect</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>is respected, admired, listened to and offers a point of view, takes a position and challenges assumptions by:</td>
<td>administers the day-to-day work of managing people inside an organization by:</td>
<td>contributes to the success of the business by:</td>
<td>masters theory, research and practice in both talent management and organizational design by:</td>
<td>recognizes, articulates and helps shape a company’s culture by:</td>
<td>knows how to make the right change happen by:</td>
</tr>
<tr>
<td></td>
<td>• Delivering results with integrity</td>
<td>• Implementing workplace policies</td>
<td>• Interpreting social context</td>
<td>• Ensuring today’s and tomorrow’s talent</td>
<td>• Facilitating change</td>
<td>• Sustaining strategic agility</td>
</tr>
<tr>
<td></td>
<td>• Sharing information</td>
<td>• Advancing HR technology</td>
<td>• Serving the value chain</td>
<td>• Developing talent</td>
<td>• Crafting culture</td>
<td>• Engaging customers</td>
</tr>
<tr>
<td></td>
<td>• Building relationship of trust</td>
<td>• Articulating the value proposition</td>
<td>• Articulating the value proposition</td>
<td>• Shaping organization and communication</td>
<td>• Personalizing culture</td>
<td>• Valuing culture</td>
</tr>
<tr>
<td></td>
<td>• Doing HR with an ‘attitude’ (risk taking, influencing others, candidate observations)</td>
<td>• Leveraging business technology</td>
<td>• Leveraging business technology</td>
<td>• Fostering communication</td>
<td>• Managing work/life balance, encouraging innovation</td>
<td>• Engaging customers</td>
</tr>
</tbody>
</table>

Source: Adapted from *The 2007 Human Resource Competency Study* conducted by the RBL Group and the Ross School of Business at the University of Michigan, in cooperation with regional partners: SHRM, IAE, IMI, AHRI, National HRD Network and Tsinghua University.
their organization’s overall global business strategy.

**Other Developmental Opportunities**

Additional opportunities for career development include volunteering in professional capacities, participating in professional HR associations and using focused professional development. Volunteering enhances career development and often has the dual advantage of giving back to the community. It offers the opportunity to build expertise, provide mentorship to others, gain leadership experience and/or expand your network—while making a contribution. For example, by serving on a committee of a local charity event, an individual gives positive exposure to his or her company while supporting a worthy cause. When selecting where or how to volunteer, HR professionals should consider factors such as available personal time (versus family and work commitments), personal and professional interests and whether support would be needed from the company (e.g., activities held during the business day or business week, financial contributions, travel expenses).³¹

Membership in professional associations offers opportunities to gain professional contacts, keep up to date with developments in the HR field, gain wider access to certification credits and become known in the HR community. SHRM, for example, has more than 575 local professional membership chapters where HR professionals come together to learn, grow and share information.

The use of focused professional development is gaining momentum as a vehicle to address career development. For example, a recent study by the Hay Group found that the best companies for leaders encourage rotational job assignments, so that high-potential employees gain exposure cross-divisionally and/or functionally, as well as work abroad to gain international experience.³²

**What Do HR Jobs Pay?**

When mapping out a career transition, relocation or a move to another industry—or aiming for a higher HR position—it is useful to have a clear understanding of remuneration. Many factors determine salary, such as demand, geographic region, company size, experience and education. HR professionals can gain a better sense of what companies pay by using an up-to-date database. One such database is the SHRM Compensation Data Center. In collaboration with Watson Wyatt Data Services, a recognized leader in global compensation surveys, the Center provides information on salaries, bonuses and other cash compensation for approximately 170 HR positions. Further, in addition to annual base pay, the various options of total rewards (e.g., salary, benefits, retirement plans, bonuses, stock options, vacation days) are important to keep in mind. The article titled “Incentive Pay Fuels HR Salaries” in the November 2007 issue of HR Magazine provides a broad perspective regarding HR compensation. For example, 2007 medium total cash compensation of common HR positions includes an HR assistant at $36,600 annual compensation, an employee training specialist at $55,500 and a human resources manager at $80,700.³³

**More Tips for Career Development**

1. **Ask your family and friends.** Family members and friends can be a useful resource. It is helpful to learn what they think you are good at doing and what they see as your strengths and weaknesses.³⁴

2. **Keep a career journal.** By keeping a detailed list of accomplishments (e.g., project descriptions with results/outcomes and corresponding metrics, company name, date, HR role/title, business focus), it

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**Figure 5 | Global Executive Competencies**

- Open-minded and flexible in thought and tactics
- Cultural interest and sensitivity
- Able to deal with complexity
- Resilient, resourceful, optimistic and energetic
- Honesty and integrity
- Stable personal life
- Value-added technical or business skills

is easier to update a resume and prepare for interviews. In the interview, you can then more easily talk about why certain decisions were made and what their impact was, how problems were solved, how a project was successfully completed and/or why a new initiative or process was established—and thus demonstrate strategic thinking and business acumen as well as your HR contributions to the organization.35

3. Get advice from experts. Based on their individual career experiences, members of the SHRM Organizational Development Special Expertise Panel provide advice to today’s HR professionals:

What do you recommend for professionals new to HR in order to further their careers?
- “Read! HR Magazine, business periodicals, newspapers—to gain an understanding of HR competencies, the business and the environmental influences on the industry.”
- “Remain relevant with shifting times: be active in the community by volunteering in leadership roles on nonprofit boards.”
- “Learn how to read and understand your company’s financial condition at all times—then link your work to those performance drivers.”
- “Take an international assignment.”
- “Invest time and money in your development.”

What is the best advice you have ever received?
- “If someone offers you an opportunity to demonstrate your skills, embrace the opportunity with humility, grace and passion.”
- “Develop business acumen, including business metrics.”
- “Diversify your career development portfolio with stretch assignments.”
- “Surround yourself with people who know things you do not, and that includes hiring people who may be smarter than you.”
- “Discover what you are passionate about and find opportunities to do that.”
- “I was out to change the world. My manager helped me understand that change does not happen overnight and that HR professionals need to be smart about the causes they pursue.”

What suggestions can you offer HR professionals who want to move up the corporate ladder?
- “Be a generalist early in your career, make a mid-career move to specialist in one to three fields, and later in your career, select a specialty that you enjoy most or accept a top HR position.”
- “Learn how your company operates, understand the industry and develop a rapport with the power brokers.”
- “Deliberately choose career moves that will give breadth and depth to your portfolio.”
- “Don’t limit yourself to HR activities. Learn everything you can about the business you are in and focus your HR efforts on making other functions (e.g., operations, marketing) exceed their objectives.”
- “Introduce yourself and volunteer, so that your skills become obvious to those around you.”

Later in Life
Increasingly, older workers are extending their working years beyond the traditional age of retirement. Consequently, it is wise to begin to think now about what areas of work might be of interest later in life. After retiring from an HR career, there are many types of related jobs that would be appropriate for HR professionals. Options to consider include consultant, speaker, author, executive recruiter, teacher/college professor, corporate advisor or board member, and community or economic development volunteer.36 As suggested in Figure 6, being better prepared for future opportunities—now or later in life—means being a life-long learner.

Conclusion
As do all professional fields, human resource management has many facets of learning, expertise and levels of responsibility. Consequently, there are many opportunities to contribute to an organization. Career development in HR requires honest self-appraisal

Figure 6 | Prepare Yourself for the Future!

- Stay curious—be a life-long learner and embrace new opportunities.
- Give yourself the chance to try new things.
- Embrace failure—learn one thing from that experience.
- Seize opportunities to meet new people—especially people outside of your company.
- Explore unknown territories—new geographic locations.
- Give yourself time to think about the future.

and thoughtful evaluation—along with feedback from others—to know what the next steps are to leverage the right opportunities. Therefore, to move forward at any career stage, taking stock of your career path and identifying possible career development opportunities is a smart move.

Endnotes


4 Ibid.

5 Ibid.

6 Ibid.


11 Ibid.

12 Ibid.


15 Ibid.


21 Ibid.


24 Ibid.


26 The 2007 Human Resource Competency Study conducted by the RBL Group and the Ross School of Business at the University of Michigan, in cooperation with regional partners: SHRM, IAE, IMI, AHRI, National HRD Network and Tsinghua University.

27 Ibid.


36 Ibid.

Online Resources

2007 Human Resource Competency Study: www.shrm.org

Center for Creative Leadership: www.ccl.org

Choose a Career. Choose HR: www.shrm.org

Graduate Programs in Human Resource Management: www.shrm.org/foundation

HR and Business Education—Building Value for Competitive Advantage: www.shrm.org/research

HR Compensation Data Center: www.shrm.org/research

HR Curriculum Guidebook and Templates: www.shrm.org


Society for Human Resource Management: www.shrm.org