

Competencies for Mid-Career HR Professionals



Session 5: Consultation

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Lesson 1: Course Introduction

□ Overview

In this session we will examine the Consultation competency and how it enables HR professionals to help their organizations address challenges like staffing, training and development needs, employee performance issues, and employee relations matters.

□ Due This Session

Reading assignments

- SHRM Competency Model.
- SHRM research *Flexible Work Arrangements (FWAs)*.

Activity assignment

- Consultation Contemplation.

□ Session 5 Lessons

□ Learning Objectives

- Lesson 1: Course Introduction.
- Lesson 2: Overview of SHRM's Competency Model.
- Lesson 3: Definition and Components of the Consultation Competency.
- Lesson 4: Application of the Consultation Competency.

- Describe the two elements of SHRM's Competency Model most applicable to mid-career level professionals.
- Apply the concepts related to the Consultation competency to key roles and duties performed by HR professionals.
- Explain the relevance of the Consultation competency to the job of an HR professional.
- Identify and explain the subcompetencies and behaviors that underlie the Consultation competency.
- Analyze the role that the Consultation competency plays in helping HR professionals address real-world issues.
- Demonstrate the ability to apply the Consultation competency in various contexts.

Lesson 2: Overview of SHRM's Competency Model

As discussed originally in the beginning of the early-career module, having a professionalized workforce that rests on a foundation of validated competencies helps ensure that the HR field continues to become more and more business relevant.

❑ Two Types of HR Competencies

We will focus this mid-career module on the two competencies highlighted below.

Nontechnical (Behavioral) Competencies	Technical (Foundational) Competencies
<p>Competencies by career level:</p> <p><u>Early Career</u></p> <ul style="list-style-type: none"> • Communication • Relationship Management • Ethical Practice <p><u>Mid-Career</u></p> <ul style="list-style-type: none"> • Consultation • Business Acumen <p><u>Senior/Executive-Career</u></p> <ul style="list-style-type: none"> • Leadership and Navigation • Global and Cultural Effectiveness • Critical Evaluation 	<p>Competency:</p> <ul style="list-style-type: none"> • HR Expertise <p>HR Functions That Require HR Expertise</p> <ul style="list-style-type: none"> • Strategy • Workforce Planning and Talent Management • Training and Development • Compensation and Benefits • Employee and Labor Relations • Employment Law

Competencies for Mid-Career HR Professionals

❑ SHRM Competency Model



❑ Levels of Experience

Entry Level (0-2 years)

Mid Level (3-7 years)

Senior Level (8-14 years)

Executive Level (15 years or more)

❑ Importance of the Competency

- As part of the creation of the new competency model, SHRM surveyed its members about their perceptions of the importance of the different competencies.
- Over 32,000 respondents rated the importance of each competency for HR professionals to successfully perform their jobs at the identified career level.
- The rating scale ranged from 0 to 3.

❑ Importance Rating Scale

- 0 – Not important: Not required. No impact on job performance.
- 1 – Minor importance: Minor impact on job performance. Could still perform effectively.
- 2 – Important: Important impact on job performance. Would have difficulty performing effectively.
- 3 – Critical: Critical impact on job performance. Could not perform effectively. Major consequences to effectiveness.

Required Upon Entry (RUE)

Respondents also rated if proficiency in each competency was required upon entry into an HR position at the identified career level.

The rating scale ranged from 0 to 1.

RUE Rating Scale

0 – Not required upon entry/time of hire: Not expected to enter the HR profession at this level with this competency. Training provided.

1 – Required upon entry/time of hire: Expected to enter the HR profession at this level with this competency already well developed. Training *not* provided.

Ratings

Career Level	Importance	Required Upon Entry
	Mean (SD)	% Yes
Early	1.5 (.85)	34
Mid	2.1 (.66)	67
Senior	2.4 (.56)	89
Executive	2.6 (.53)	91

Lesson 3: Definition and Components of the Consultation Competency

❑ Introduction

This lesson reviews the definition, description, examples and subcompetencies of the Consultation competency.

❑ Consultation Definition and Descriptions

Definition:

The ability to provide guidance to organizational stakeholders.

Description:

Successful internal HR consultants help their organizations address challenges like staffing requirements, training and development needs, and performance issues. In the end you cannot just possess the knowledge—you must use the knowledge to provide guidance.

Examples:

- Learn your company benefits offerings to such an extent that you can help employees understand both the options available and the pros and cons of each option.
- Gather data and provide metrics to stakeholders; then provide your assessment of what the data indicate and potential courses of action based on your review.
- Champion the implementation of new initiatives, and then lead the implementation of those that receive approval.
- Be a coach to both direct reports and employees in other parts of the organization, thereby applying your HR knowledge.

❑ Consultation Subcompetencies

- Coaching.
- Project management (vision, design, implementation and evaluation).
- Analytic reasoning.
- Problem-solving.
- Inquisitiveness.
- Creativity and innovation.
- Flexibility.
- Respected business partner.
- Career pathing/talent management/people management.
- Time management.

❑ Consultation Behaviors

- Applies creative problem-solving to address business needs and issues.
- Serves as an in-house workforce and people management expert.
- Analyzes specific business challenges involving the workforce and offers solutions based on best practice or research.

□ **Ways to Develop Consultation Skills**

- Generates specific organizational interventions (e.g., culture change, change management, restructuring, training) to support organizational objectives.
- Develops consultative and coaching skills.
- Guides employees regarding specific career situations.
- Shadow a professional in the role of an internal or external consultant.
- Build relationships with clients, colleagues and stakeholders.
- Ask questions during data gathering meetings with clients and stakeholders.
- Build credibility through communication to increase your position as a knowledgeable, client-focused partner.
- Outline client goals, and set expectations for success.
- Evaluate the solution/change, and identify areas for future improvement.
- Study conflict negotiation.
- Engage in consulting self-study via books and other relevant publications.

Lesson 4: Application of the Consultation Competency

❑ Introduction

Through role-play, this lesson provides students the opportunity to practice and observe an HR manager applying the Consultation competency by acting in the internal consultant role.

❑ Flexible Work Arrangements (FWAs) “On Display”

- Students must have completed the prereading to effectively contribute to the activity.
- Use the handout provided by the instructor, and take good notes throughout the exercise if you are one of the observers.

❑ Flexible Work Arrangements (FWAs) “On Display” *DEBRIEF*

- What was easiest about being an internal consultant?
- What was most difficult?
- How valuable is this role for HR professionals to play for their organizations?
- Compare the role with what you read about consultants and consulting firms in your prereading. How similar or different do you think it was?
- *Can you see yourself acting in a consultation role in your organization in the future?*

❑ Benefits, Challenges and Risks

- What is the greatest **benefit** of developing this competency for:
 - The individual HR practitioner?
 - The individual’s HR department?
 - The individual’s organization as a whole?
- What is the greatest **challenge** to being able to develop it?
- What is the greatest **risk** of not developing it?
- How can a weakness in this area (i.e., with this competency) affect:
 - The individual and his or her career?
 - The individual’s HR department?
 - The individual’s organization as a whole?

Session 5: Summary

Key Points from This Session

List your key points here:

End-of-Session Discussion

- Which of the competencies encompassing the SHRM Competency Model do you find most intriguing?
- Which of these competencies do you think you are already skilled in?
- Which of these competencies do you think will be the most difficult for you to master? Why?

Due Next Session

Reading Assignments

The articles:

“Worker Confidence Propels Deluge of Quits.”

<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/worker-confidence-quits.aspx>

“Business Acumen: Building a Better HR.”

<https://www.shrm.org/hr-today/news/hr-magazine/pages/0116-competencies-business-acumen-cappelli.aspx>

The report:

Job Openings and Labor Turnover Survey Highlights December 2015.