

Competencies for Mid-Career HR Professionals



Preparatory Assignments

Reading Assignments: Session 1

If you did not participate in the Competencies for Early-Career HR Professionals, please review the SHRM Competency Model below. This course focuses on the two behavioral competencies most relevant to mid-career HR professionals: Consultation and Business Acumen. A complete overview of the Competency Model can be found on the SHRM website, www.shrm.org under the “HR Standards and Competencies” tab. Click “Overview” under “Competencies” where the full model is available.



Pre-Readings

For Session 1, the Consultation Competency:

Read the SHRM research: *Flexible Work Arrangements* available online. You do not need to be a SHRM member to access this site:

<http://www.shrm.org/Research/FutureWorkplaceTrends/Documents/Flexible%20Work%20Arrangements.pdf>

For Session 2, the Business Acumen Competency:

Read the articles:

Business Acumen: Building a Better HR

<https://www.shrm.org/publications/hrmagazine/editorialcontent/2016/0116/pages/0116-competencies-business-acumen-cappelli.aspx>

Worker Confidence Propels Deluge of Quits available online. You do not need to be a SHRM member to access this site: <http://www.shrm.org/hrdisciplines/staffingmanagement/articles/pages/worker-confidence-quits.aspx>

Next, read *Job Openings and Labor Turnover Survey (JOLTS) Highlights December 2015* available online. http://www.bls.gov/web/jolts/jlt_labstatgraphs.pdf

Preparatory Activities

There is one preparatory activity that you need to complete prior to the first session of the Consultation Competency.

Consultation Contemplation

Imagine you are an HR Consultant looking for a new job. Using any of the various job search engines, search for “Human Resources (or HR) Consultant” openings in your geographic area. If you prefer, feel free to do this search in the area of your home town, or perhaps a major metropolitan area of your choice.

Print out three descriptions of jobs you found posted.

1. What do you see that are common expectations of the duties of the jobs?
2. What do you see that are common of the qualifications requirements of the jobs?
3. How do you see that the qualifications for the jobs align with ability to perform the expected duties of the jobs?

Next imagine you are the CEO of an organization and are considering engaging the services of an HR consultant. Search for HR Consultants in your geographic area (you may search for HR consulting firms or individual consultants; either is fine). Again, if you prefer, feel free to do this search in the area of your home town, or perhaps a major metropolitan area of your choice, however, whatever area you choose to search for consultants should match the area you chose to search for HR consultant job openings.

Identify three firms or individual consultants.

1. What kind of services do they offer that are similar to one another?
2. What services are different from one another?
3. What kind of qualifications/backgrounds/client experiences do they describe to justify why they would be able to help your organization?
4. What information, if any, is missing? Are there more things you’d need to know to make your selection? If so, what?
5. Given the information you could find, which firm do you think you would select, and why?

Be prepared to discuss your findings during the first class session.