

# SHRM's Competencies for Senior-Career HR Professionals

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## Preparatory Assignments

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## Reading Assignments: Session 1

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If you did not participate in either the early-career module or the mid-career module, please review the SHRM Competency Model. This course focuses on behavioral competencies most relevant to senior-career HR professionals: Critical Evaluation, Leadership and Navigation, and Global and Cultural Effectiveness. A complete overview of the Competency Model can be found on the SHRM website, under the “Learning and Career” tab. Click “SHRM Competency Model, where the full model is available. <https://www.shrm.org/learningandcareer/competency-model/pages/default.aspx>



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## Prereadings

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The following materials are available online. You do not need to be a SHRM member to access the following resources.

### **For Sessions 1, 2 and 3:**

Read the report *SHRM Research: Workforce Readiness and Skills Shortages*.

<https://www.shrm.org/hr-today/trends-and-forecasting/labor-market-and-economic-data/Documents/Workforce%20Readiness%20and%20Skills%20Shortages.pdf>

This report also serves as the basis for the Preparatory Activity described below.

### **For Session 1, the Critical Evaluation Competency:**

Read the article “Critical Evaluation: Put Your Analytics into Action.”

<https://www.shrm.org/publications/hrmagazine/editorialcontent/2016/0116/pages/0116-competencies-critical-evaluation-harris.aspx#sthash.rmjblBoe.dpuf>

### **For Session 2, the Leadership and Navigation Competency:**

Read the article “Leadership and Navigation: It’s All About Teams.”

<https://www.shrm.org/hr-today/news/hr-magazine/pages/leadership-and-navigation-it%E2%80%99s-all-about-teams.aspx>

### **For Session 3, the Global and Cultural Effectiveness Competency:**

Read the article “Global and Cultural Effectiveness: Recruiting Is Social and Talent Is Local.”

<https://www.shrm.org/publications/hrmagazine/editorialcontent/2016/0116/pages/0116-competencies-global-cultural-effectiveness-monaghan.aspx#sthash.ZDXygTTc.dpuf>

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# Preparatory Activities

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You need to complete one preparatory activity prior to the first session on the Critical Evaluation Competency.

## **You Can't Do Good Work Without a Good Workforce**

After you have read the SHRM Research report on workforce readiness and skills shortages assigned above, answer the following questions. With the exception of the third item, be prepared to discuss your findings in class.

1. What did you find most surprising or what was most unexpected in the results of the report?
  
2. Consider your personal work experiences thus far in your life. Reflect on your co-workers and managers. Were there any skills identified as lacking in the report that you also found to be lacking in your workplaces?
  - a. If so, what were the skills that were lacking in both the report and your workplaces?
  
  - b. How did these shortfalls adversely affect the organization?
  
  - c. Did the firm address the shortfalls? If so, how? If not, how was your work experience affected?
  
3. Note: ratings from this exercise will not be shared with others in class. The charts in Figures 5 and 6 identify basic skills gaps among job applicants across industries and applied skills gaps among job applicants across industries, respectively. On a scale of 1 to 10 with 1 being very weak and 10 being very strong, rate yourself on each of the five basic skills shown in the chart. Because you will not share these ratings with the class, you should be brutally honest with yourself. Reflect on recent work and school assignments you have completed in the past year. Consider your grades and feedback from your manager(s). For any area that you rated as a 7 or less, you should consider methods to improve in this area, or you might find yourself to be one of the individuals that future HR professionals rank as lacking basic skills as an applicant.

4. Figure 7 identifies common types of professional and career development benefits employers offer. As a student, you may not presently have a job, or you may be working only part time around your studies. If you are currently working, find out which of these benefits types your company offers, even if you are not personally eligible for them. Share your findings with the class.
5. Imagine you are the head of HR for an organization. The chief operating officer (COO) arranges a meeting with you to discuss why jobs are open for so long, why candidate quality has been so poor and what can be done about both issues. In preparation for this meeting, identify at least two creative options based on your own work experiences and the material provided in the report. Be prepared to discuss in class during either the Critical Evaluation or Leadership and Navigation sessions.

Creative option 1:

Creative option 2: