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HR COMPETENCIES

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HR COMPETENCIES

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AGENDA

Welcome and Introductions

Notes of Appreciation

Overview of HR Competencies

Responsibilities of Human Resources Departments

Legal Considerations

General Summary

Discussion



WHAT DOES IT MEAN TO BE AN EFFECTIVE HR PROFESSIONAL?

- **KNOWING BODY OF LAWS, MANAGEMENT THEORIES, SOCIAL SCIENCE RESEARCH**
- **BEING ABLE TO APPLY THE KNOWLEDGE TO BUSINESS CHALLENGES**
- **THINKING STRATEGICALLY ABOUT HR AND HOW IT FITS WITHIN THE FIRM'S STRATEGIC PLAN AS WELL AS ITS ROLE IN THE FIRM'S OVERALL GROWTH AND DEVELOPMENT**

COMPETENCIES

- **2012 HUMAN RESOURCE COMPETENCY STUDY**
 - **20,000 RESPONDENTS GLOBALLY**
 - **“HR MANAGERS PLAY AN INTEGRAL ROLE IN THE OVERALL EFFECTIVENESS OF THE COMPANY’S PERFORMANCE.”**
 - **RESEARCH BY DAVID ULRICH**

HR COMPETENCIES: NECESSARY FOR HR PROFESSIONALS

- **STRATEGIC PARTNERS WHO UNDERSTAND EVOLVING BUSINESS CONTEXTS**
- **CREDIBLE ACTIVISTS WHO BUILD RELATIONSHIPS OF TRUST**
- **CAPABILITY BUILDERS WHO DEFINE, AUDIT AND CREATE ORGANIZATION CAPABILITIES**
- **CHANGE CHAMPIONS WHO INITIATE AND SUSTAIN CHANGE**
- **HR INNOVATORS AND INTEGRATORS WHO LOOK FOR NEW WAYS TO DO HR PRACTICES**
- **TECHNOLOGY PROPONENTS WHO USE TECHNOLOGY FOR EFFICIENCY TO CONNECT EMPLOYEES**

RESEARCH FINDINGS

- **WHEN HR PROFESSIONALS DEMONSTRATE ALL COMPETENCIES, THEY ARE PERCEIVED AS EFFECTIVE AND AS IMPACTING BUSINESS PERFORMANCE.**
- **“THE BUSINESS CONTEXT REQUIRED TO SUCCEED HAS RAISED THE BAR ON HR PROFESSIONALS. HR PROFESSIONALS WHO WOULD HAVE SUCCEEDED 30, 20, OR EVEN 10 YEARS AGO WOULD NOT BE AS LIKELY TO SUCCEED TODAY. HR PROFESSIONALS ARE EXPECTED TO PLAY NEW ROLES, AND TO BE ABLE TO PLAY THOSE ROLES, THEY NEED NEW COMPETENCIES.”**
- **THINK STRATEGICALLY, ACT PROACTIVELY!**

COMPETENCY

ANY OBSERVABLE AND/OR MEASURABLE KNOWLEDGE, SKILLS, ABILITY OR BEHAVIOR THAT CONTRIBUTES TO JOB PERFORMANCE SUCCESS.

SKILLS, KNOWLEDGE: NECESSARY FOR TOP PERFORMANE BUT NOT SUFFICIENT

VALUES, TRAITS, MOTIVES: CHARACTERISTICS THAT LEAD TO LONGER TERM SUCCESS

TYPES OF COMPETENCIES

- **BEHAVIORAL**
 - **MOTIVES, TRAITS, ATTRIBUTES THAT SHAPE OUR BEHAVIOR AND REFLECT HOW WE APPLY OUR KNOWLEDGE AND SKILLS TO ACHIEVE RESULTS**

- **TECHNICAL**
 - **SPECIFIC KNOWLEDGE AND SKILLS REQUIRED TO BE EFFECTIVE IN THE JOB AND REFLECT THE “WHAT” WE KNOW AND WHAT WE CAN DO TECHNICALLY**

- **CONCEPTUAL**
 - **THE ABILITY TO THINK BOTH WITHIN AND OUTSIDE THE BOX. TO MANAGE WITH AND THROUGH CHAOS (ORGANIZATIONAL TRANSITIONS). CREATE LEARNING ORGANIZATIONS THAT ARE PROACTIVE AND ARE MASTERS OF CHANGE.**

RESPECTING INTERNATIONAL HR FINDINGS: IMPLICATIONS FOR DOMESTIC HR

- **VALUING WHO PEOPLE ARE, NOT ONLY WHAT PEOPLE DO**
- **RELATIONSHIPS FIRST, WORK SECOND**



THE IMPORTANCE OF COMPETENCIES

- **PROMOTES TRANSPARENCY**
- **IMPROVES WAYS ORGANIZATION RECRUITS, SELECTS AND DEVELOPS EMPLOYEES**
- **ENCOURAGES ENGAGEMENT**
- **ENCOURAGES ABIDING BY ETHICS CODE**
- **SUPPORTS ORGANIZATIONAL CHANGE**
- **ENCOURAGES EMPLOYEES TO TAKE MORE OWNERSHIP FOR THEIR CAREER DEVELOPMENT**
- **INTEGRATES HR PROCESSES**
- **EVALUATE AND REWARD SKILLS AND PERFORMANCE, NOT PERSONALITIES AND NETWORK CONNECTIONS**



COMPETENCIES REQUIRED!

- **GLOBAL COMPETITION**
- **MARKET CHANGE**
- **TECHNOLOGICAL CHANGES**
- **GROWING STAKEHOLDER POWER**
- **CONSUMER EXPECTATIONS**
- **FOCUS ON COST REDUCTION THROUGH OUTSOURCING, OFFSHORING AND SUBCONTRACTING, NOT HUMAN CAPITAL INVESTMENT**



ORGANIZATIONAL RESPONSES

- **CREATE FIRM VALUE**
- **BUILD INTELLECTUAL CAPITAL**
- **MANAGE CHANGE**
- **MANAGE DIVERSITY**
- **IMPROVE CORPORATE GOVERNANCE**
- **FOCUS ON CUSTOMERS, CLIENTS**
- **UNDERSTAND THE FIRM BEGINS AND ENDS WITH HOW THE EMPLOYEE IS TREATED—SUCCESSFUL FIRMS VALUE AND INVEST IN HUMAN CAPITAL**



CREATING BUSINESS VALUE

- **HR DEPARTMENTS HELP ORGANIZATIONS TO SUCCEED**
- **EFFECTIVE HR DEPARTMENT HAS MORE IMPACT ON A BUSINESS PERFORMANCE (31%) THAN THE SKILLS OF THE HR PROFESSIONALS (8%)**
- **WE MUST COLLABORATE TO CREATE BUSINESS VALUE**
- **WE MUST LEARN TO TALK STRATEGY AND THE BOTTOM LINE—KNOW HOW HR CONTRIBUTES TO THE FIRM'S BUSINESS MODEL**



LEGAL CONSIDERATIONS

- **KEEPING PACE WITH LEGAL CHANGE**
- **RESOURCES:**
 - **LEGAL UPDATES (E.G., SHRM)**
 - **IN-HOUSE COUNSEL – COMMUNICATE, COOPERATE, COLLABORATE**
 - **EXPERTISE OF OUTSIDE COUNSEL, AS APPROPRIATE**



LEGAL CONSIDERATIONS

- **TOPICS OF NOTE**
 - **FAMILY LEAVE – TRENDS TOWARD MORE EXPANSIVE COVERAGE**
 - **DEPARTMENT OF LABOR GUIDANCE ON INDEPENDENT CONTRACTORS**
 - **NLRB PROTECTION FOR SOCIAL MEDIA POSTINGS**



RESOURCES

Ulrich, D., Brockbank, W., Johnson, D., Sandholtz, K., & Younger, J. (2008). *HR competencies: Mastery at the intersection of people and business*. Alexandria, VA: Society for Human Resource Management.

www.shrm.org



QUESTIONS

LET'S TALK!



THANK YOU

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