

## Competency Connections: Topics Needed for 2019 SHRM LS

Do you have an on-the-job story or scenario in any of these topic areas that demonstrates how you improved or enhanced outcome with behavioral competencies? Please [take 15 minutes](#) and share your experience to be included as a Competency Connection in the 2019 SHRM Learning System.

Some topics are more complicated or in-depth than others—we encourage you to read through the entire list and take on one of the more challenging subjects. If you need inspiration, you'll find a few examples listed below, under the list of topics. **THANK YOU** from the entire SHRM LS team!

- Communication Basics
- Compensation System Design
- Compensation Systems
- Creating a Corporate Social Responsibility Strategy
- CSR, Ethics, and Compliance
- Culture (components of culture in terms of both geographic and organizational groups)
- Data Analysis Tools
- Data Measurement Tools
- Defining Risk and Risk Management
- Demonstrating Value of HR
- Developing a Diversity & Inclusion Strategy
- Developing Employee Engagement throughout the Employee Life Cycle
- Employee Records Management Requirements in the US
- Employment Relationship
- Establish Organizational Risk Context
- Evaluating Effectiveness of Risk Management Policies and Processes
- Evaluating Employee Engagement and Retention Strategy
- Fundamental Understanding of Diversity and Inclusion
- Global Strategy
- Globalization
- HR and the Legislative and Regulatory Environment
- Implementing a Diversity & Inclusion Strategy
- Influencing through Leadership
- Leadership (Role of, leadership theories)
- Managing Global Assignments
- Managing Technology Risks
- Miscellaneous US Protection Laws
- Motivation Theories

Navigating the Organization (Learning the organization, finding allies)  
Onboarding and Assimilation  
Organizational Development (Organizational performance theories, goals, OED interventions)  
Organized Labor Actions and Unfair Labor Practices  
Statistical Principles  
Strategic Alignment of Resources  
Strategic Planning and Management  
Strategy Formulation (analytic tools such as PESTLE, mission/vision/values, goal setting)  
Talent Acquisition Strategy  
Understanding Employee Engagement (concepts)  
US Employee Health and Safety Laws  
US Labor Relations Laws

## Competency Connection Example 1

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*When HR professionals possess the Critical Evaluation competency, they are able to contribute actionable business intelligence to the organization's leaders so that they can make sounder decisions. In the following example, an HR professional uses this competency to analyze an upcoming labor contract negotiation and prepare a negotiating team strategy.*

The chief human resources officer (CHRO) at an automaker just participated with the senior management team in developing the strategic plan. One key element includes contract negotiations with all unions in the company's different locations. Some recent negotiations have been unduly long and disruptive.

In order to better prepare for these talks, the CHRO:

- Meets with key executives to understand their priorities and goals.
- Conducts an HR SWOT (strengths, weaknesses, opportunities, threats) analysis to review lessons learned from recent negotiations and possible hot buttons in the near future.
- Establishes a contract negotiation mission and vision for the negotiating teams.
- Conducts an HR analysis to identify any gaps in information or details related to the union contracts.
- Determines if there are any critical people issues (e.g., wages, hours, benefits) that can be anticipated.
- Develops goals and solutions in anticipation of the unions' requests.

By proceeding through the HR strategic process highlighted above, the CHRO will be well prepared to carry forward the organization's position and efficiently and effectively improve both the negotiation process and its results.

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## Competency Connection Example 2

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**Competency  
Connection—  
Relationship  
Management**

*HR practitioners who are adept at the Relationship Management competency see the value of relationships in their interactions inside and outside the organization. As the example below shows, effective relationship management increases trust and candor and presents opportunities to manage conflicts that could be damaging to the organization.*

An employer is entering negotiations with the union that represents 70% of the company's employee population. The union has historically been adversarial toward the employer, and the employer has not always been very forthcoming with economic information. In this contract the employer needs to get the union to agree to a new compensation structure in order for the business to remain competitive.

The HR director and the organization's president begin meeting with the lead union representative several months before the official beginning of contract renegotiation. The purpose is to share information in a more candid setting, explore what they each need and want to get from the negotiations, and establish mutual respect and some degree of trust.

Before negotiations commence, the HR director talks separately with the president and explains that it seems clear that the union leader understands the organization's economic position and business needs and thinks it is in the employees' best interests to accept this new wage structure. At the same time, because of the previous negotiation experiences and because the union leader needs to maintain credibility with union members, the employer needs to offer some concession that will be meaningful to the union but that the employer can accept. The two analyze their position and identify several options that they will bring to the negotiations.

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## Competency Connection Example 3

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*The Business Acumen competency equips HR professionals to develop wiser strategic solutions. These solutions are based on a deeper understanding of their organizations' businesses—how they create value—and the environmental forces that can affect their organizations' ability to attain their goals. This example shows how an HR function improves its own business acumen and applies HR expertise at critical strategic moments.*

An aerospace manufacturer has unveiled its organizational strategy during the Q4 results briefing. A key element for the forthcoming year's strategy is to actively pursue targets for acquisition to expand the company's global footprint. The company currently operates in 17 countries but plans to double this over the next two years. It has been determined that acquisition is the best strategy to accomplish this goal.

In response to this announcement, HR has taken the following steps to proactively participate in and support the strategy:

- Hire an HR practitioner with at least ten years' merger/acquisition experience to add specific bench strength to the HR team in this new key area.
- Meet with business stakeholders involved with targeting companies to learn their profiles and employee demographics.
- Advise business leaders concerning relevant HR issues and considerations (e.g., benefits, compensation, culture, retention bonuses) pre- and post-acquisition.
- Ensure HR participation at all acquisition meetings by reiterating the importance of employee considerations, cultural differences, and relevant employment and labor laws and by demonstrating value through appropriate questions and unsolicited subject matter expertise.
- Constantly communicate with and prepare affected HR colleagues so they are informed and ready to act.

HR's solution to this specific organizational strategy directive demonstrates understanding at the highest business level as well as a broad and aggressive HR strategy to formally participate in and facilitate the organization's global growth.

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