

KEY COMPETENCIES NECESSARY FOR HR

How do you rate against the findings of the SHRM HR Competency Study, which found that when these competencies are present, HR can and does make a measurable difference in the financial performance of their companies?

Strategic Contribution

The study finds that strategic contribution accounts for nearly half of HR's total influence on business performance. The four sub-categories or factors of strategic contribution are culture management, fast change, involvement in business decision making and leveraging customer information to create unified and customer focused organizations.

Personal Credibility

HR professionals must be credible to both their colleagues and the employees they serve. The research finds it critical that HR have effective relationships with key people inside and outside the organization. They must deliver results and establish a reliable track record. In addition, HR professionals must have effective written and verbal communication skills.

HR Delivery

This competency encompasses the HR activities that are traditionally associated with the HR function. There are six major factors within this domain—staffing, development, organizational structure, HR measurement, legal compliance and performance management.

Business Knowledge

The fourth competency domain is business knowledge. To become key players in the organization, HR professionals must understand their organizations and the industries in which they work. However, knowing this information is not enough. The study indicates that HR professionals in high-performing firms know as much about business as HR professionals in low-performing firms. The difference between the two is that high-performing HR professionals use this knowledge to make strategic contributions.

HR Technology

Technology is increasingly used as a delivery vehicle for HR services. The study finds that HR professionals need to be able to use HR technology and web-based channels to deliver services to employees. However, it also shows that the promise of HR technology to noticeably impact the overall financial performance of the firm has yet to materialize. Many companies who have moved aggressively into this arena are still “working out the bugs.”

For further information on HR competencies, visit www.shrm.org. Better yet, join SHRM for the information you need to further develop these and other HR skills!