



**BETTER WORKPLACES
BETTER WORLD™**

DEVELOPING HR PROFESSIONAL COMPETENCIES



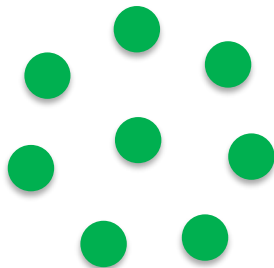
Professional Development for Human Resources Professionals

- ❖ **Human Resources is a professional discipline, just as any other professional discipline in an organization (finance, engineering, etc.)**
- ❖ **HR professional development cannot exist in a vacuum – driven only by what HR thinks HR needs**
- ❖ **There are professional standards and expectations for HR competencies, however specific development plans should be organization-specific**
- ❖ **SHRM has a full resource set that identifies, describes and reconciles organizational HR capabilities and individual HR competencies**



HR Professionals' Place in the Enterprise Ecosystem

Executive leadership – focus on culture, growth, enterprise value

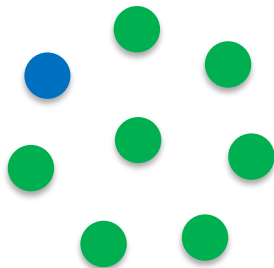


1. Overall business objectives



HR Professionals' Place in the Enterprise Ecosystem

Senior HR Executive – maximizing talent in support of business objectives

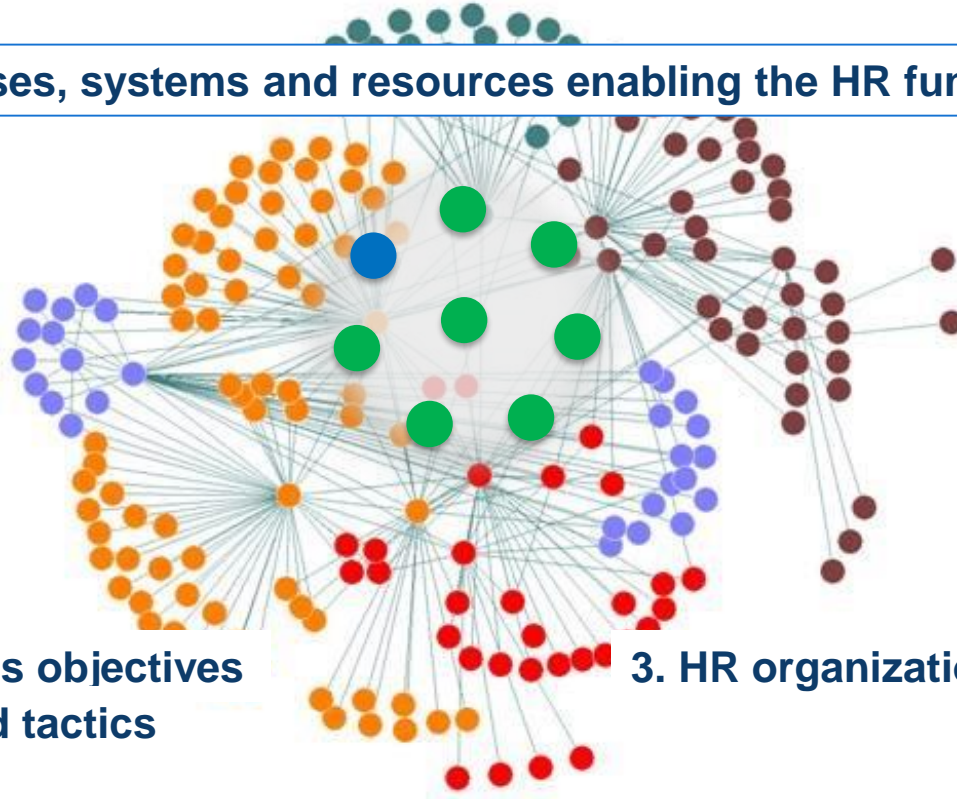


- 1. Overall business objectives**
- 2. HR strategy and tactics**



HR Professionals' Place in the Enterprise Ecosystem

Processes, systems and resources enabling the HR function



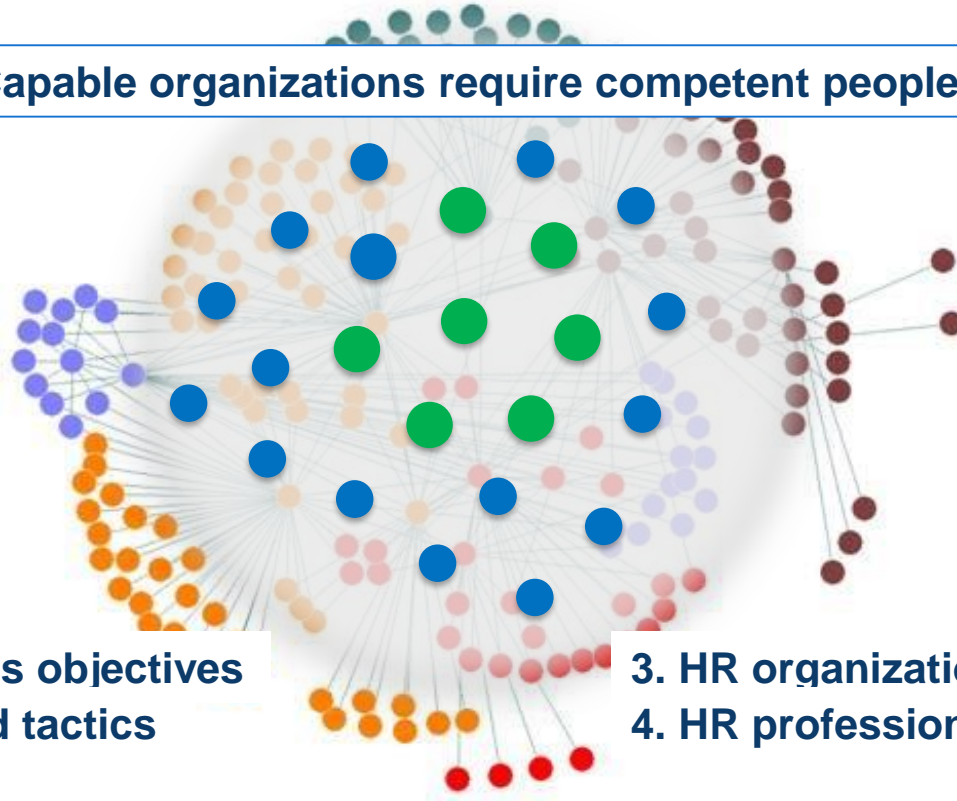
1. Overall business objectives
2. HR strategy and tactics

3. HR organizational capabilities



HR Professionals' Place in the Enterprise Ecosystem

Capable organizations require competent people



1. Overall business objectives
2. HR strategy and tactics

3. HR organizational capabilities
4. HR professional competencies

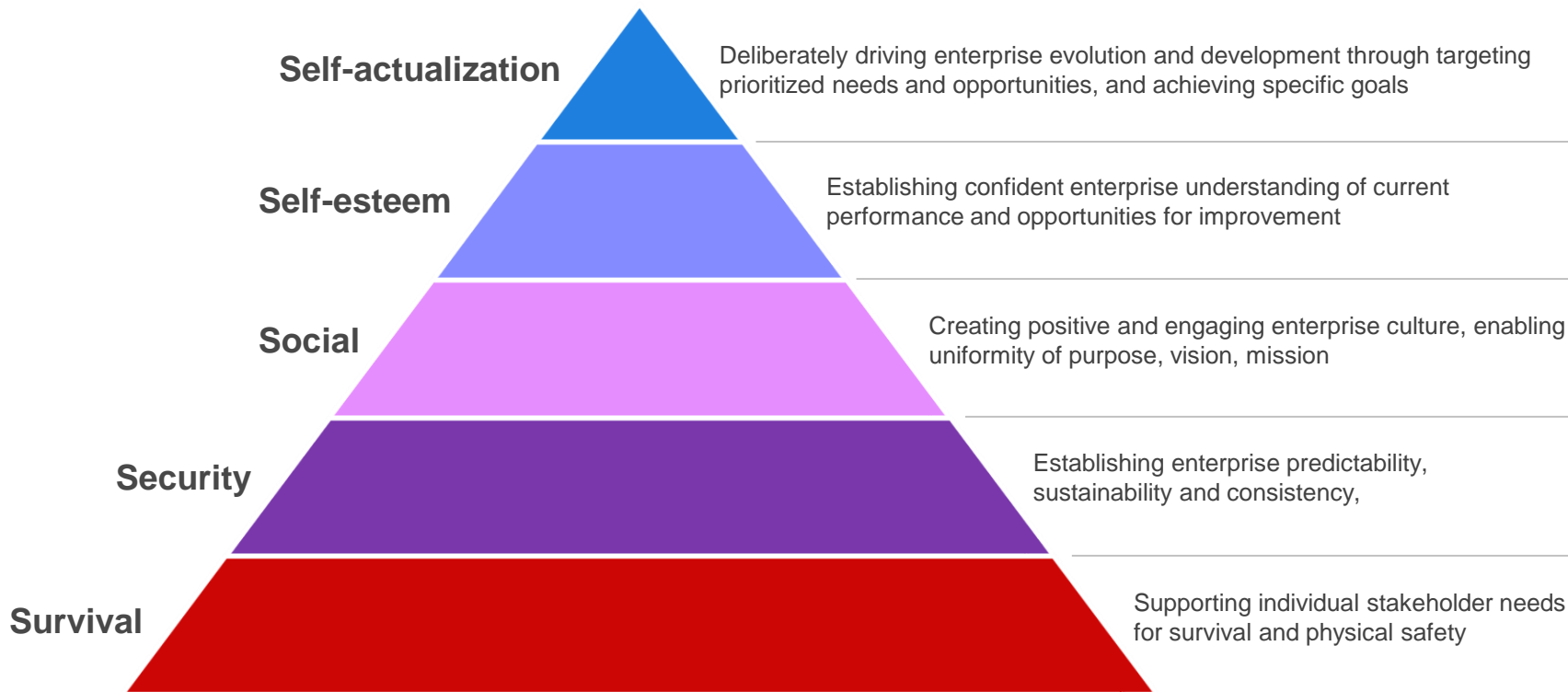


Organizational HR Capabilities – SHRM’s THRIVE360 Model



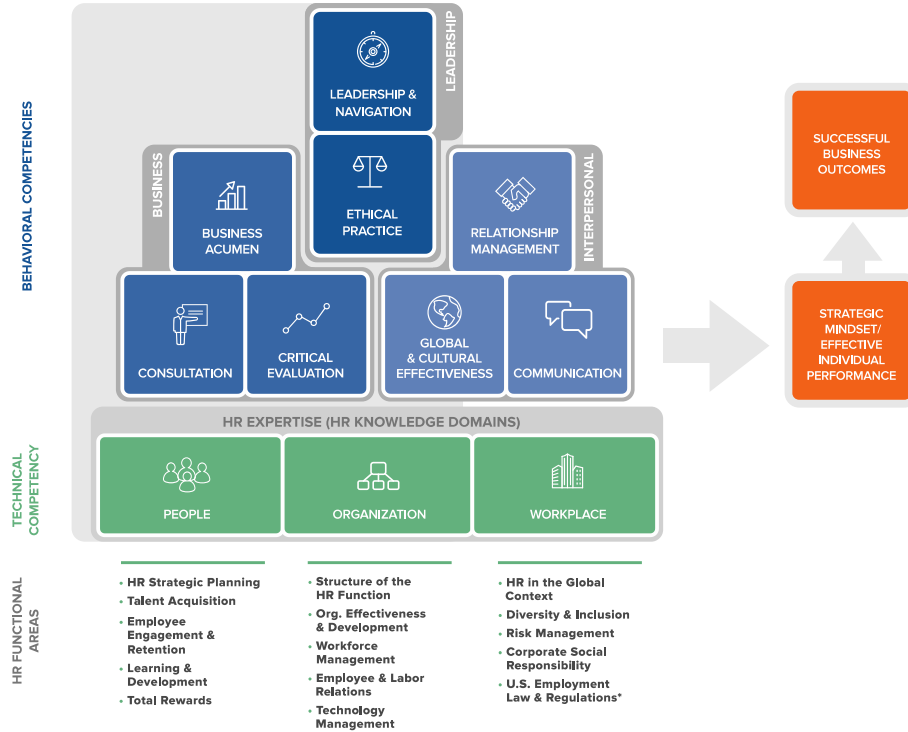


HR Has To Do It All – Understanding Organizational Priorities





Individual HR Competencies – the SHRM Body of Competency and Knowledge





Structured HR Professional Development – Credentials and Certification





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