

Introduction

The goal of the HRCS was not to simply define HR competencies, but to understand which HR competencies create positive outcomes, the researchers explain.

"We have shown that different HR competencies have different impacts on three outcomes: personal effectiveness of the HR professional, impact on key stakeholders and business results. HR is not about HR and HR competencies are not about the competencies, but about how they deliver key outcomes."

Unlike many studies that use self-reporting, the HRCS explored how HR competencies are perceived by others. "People generally judge themselves by their intent; others judge them by their behavior, so it is important to evaluate both intent and behavior," the researchers note.

Source: <https://www.hrci.org/community/blogs-and-announcements/hr-leads-business-blog/certification-matters/2017/04/04/nine-competencies-for-hr-excellence-emerge>

Group 1: Core Drivers

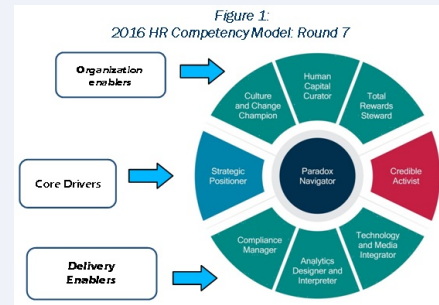
- Strategic Positioner:** Able to position a business to win its market.
- Credible Activist:** Able to build relationships of trust by having a proactive point of view.
- Paradox Navigator:** Able to manage tensions inherent in business (including long-term and short-term tensions, and top-down and bottom-up tensions.)

Group 2: Organization Enablers

Three categories of HR competence were defined as organization enablers, helping position HR to deliver strategic value:

- Culture and Change Champion:** Able to make change happen and manage organizational culture.
- Human Capital Curator:** Able to manage the flow of talent by developing people and leaders, driving individual performance and building technical talent.
- Total Rewards Steward:** Able to manage employee well-being through financial and non-financial rewards.

HR Competency Model



Group 3: Delivery Enablers

Finally, three HR competencies were defined as delivery enablers that focus on managing the tactical or foundational elements of HR:

- Technology and Media Integrator:** Able to use technology and social media to drive and create high-performing organizations.
- Analytics Designer and Interpreter:** Able to use analytics to improve decision-making.
- Compliance Manager:** Able to manage the processes related to compliance by following regulatory guidelines.

The 360-Degree View of HR Competence

A unique feature of the HRCS is that it goes beyond self-reporting from HR professionals and explores how other stakeholder — supervisors, HR associates and non-HR associates — perceive HR competencies.

Things to note:

- HR professionals are seen by all as having more competence as Credible Activists and Compliance Manager; HR practitioners are viewed as having less competence in Total Rewards Steward and Technology and Media Integrator.
- The self-assessments of HR professionals are somewhat higher than supervisor ratings, but lower than the ratings of HR associates and non-HR associates.

