



**SHRM17**  
ANNUAL CONFERENCE & EXPOSITION



# Competency Development Plan for Mid-Career HR Professionals

Advancing the HR Profession.  
[shrm.org/hrcompetencies](http://shrm.org/hrcompetencies)





Name:

Job Title:

## About HR Professionals at the Mid-Career Level

- You have moderate work experience as an HR professional.
- You lead or support operational functions at your organization.
- You lead or manage small to midsize projects in your role.
- You implement the HR plan and contribute to its refinement as part of your role.

# SHRM 2017 Annual Conference Competency Development Plan

## Overview

The SHRM Annual Conference Competency Development Plan (AC-CDP) provides an opportunity for HR professionals to identify competency strengths and gaps and then work on activities to leverage those strengths and reduce gaps. The AC-CDP is a learning action plan for improving current performance and striving for long-term career success.

SHRM considered your career level and the learning opportunities available at this year's Annual Conference to create the AC-CDP for improving your proficiency in competencies that compose the SHRM Competency Model. Stop by the SHRM Booth to pick up a copy of the original SHRM Competency Development Plan (CDP) for creating your own action plan and continuing your learning post-conference!

## Instructions

For each of the nine competencies included in this plan:

1. Indicate whether you consider the competency a strength or an area of development for you.
2. Indicate the priority group (i.e., how high of a priority it is for you to develop this competency in your current role).
3. Identify organizational and career goals that align with the competency.
4. Identify conference sessions that align with your organization's goals and your career goals to leverage strengths and develop the competency. For each competency, we have provided a list of sessions to consider, identified under the heading "Learning Opportunities at SHRM Annual."
5. Outline other activities (outside of #SHRM17) that align with your organization's goals and your career goals to leverage strengths and develop the competency.
6. Define measures of success, required stakeholder support, potential obstacles and target completion date.
7. Starting with the highest priority group (Priority Group A), attend the Annual Conference learning opportunities that align with the goals you identified.
8. Participate and learn!
9. Take this AC-CDP with you when you leave the conference and continue to outline your plan for development.



## Ethical Practice

The KSAs needed to maintain high levels of personal and professional integrity, and to act as an ethical agent who promotes core values, integrity and accountability throughout the organization.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

(B) Important but not urgent

(C) Less important or optional

A

B

C

Aligned Organizational Goal(s)

Organizational Goal 1: \_\_\_\_\_

Organizational Goal 2: \_\_\_\_\_

Organizational Goal 3: \_\_\_\_\_

Aligned Career Goal(s)

Career Goal 1: \_\_\_\_\_

Career Goal 2: \_\_\_\_\_

Career Goal 3: \_\_\_\_\_

## Ethical Practice Learning Opportunities at SHRM Annual

### The Case for Hiring Imperfect People: It's Time to Consider Applicants Who Fail Background Checks

**Date and Time:** Sunday, June 18, 12:30 pm – 2:00 pm

**Workplace Application:** This session will showcase how companies are successfully recruiting and hiring from the untapped labor pool of applicants with criminal backgrounds.

### HR Ethics?!? Staying True to Yourself While Remaining True to Your Employer!

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm

**Workplace Application:** This session will help you better align yourself with your company's business goals, without selling out your own core values.

**Additional Competency:** Business Acumen

### Sleep Deprivation and Sleep Disorder Management in the Workplace

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will discuss the impact of sleep deprivation on the workforce and strategies to proactively manage sleep issues.

| ACTIVITIES   | BEHAVIORAL INDICATORS/MEASURES OF SUCCESS | STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS) | POTENTIAL OBSTACLES | TARGET COMPLETION DATE | OUTCOME/NOTES |
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**Have tough ethical questions and not sure where to turn for answers?**

Stop by **HR Knowledge Advisor Central** at #SHRM17 and see how our experts can help!



## Leadership & Navigation

The KSAs needed to navigate the organization and accomplish HR goals, to create a compelling vision and mission for HR that aligns with the strategic direction and culture of the organization, to lead and promote organizational change, to manage the implementation and execution of HR initiatives, and to promote the role of HR as a key business partner.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

(B) Important but not urgent

(C) Less important or optional

A

B

C

Aligned Organizational Goal(s)

Organizational Goal 1: \_\_\_\_\_

Organizational Goal 2: \_\_\_\_\_

Organizational Goal 3: \_\_\_\_\_

Aligned Career Goal(s)

Career Goal 1: \_\_\_\_\_

Career Goal 2: \_\_\_\_\_

Career Goal 3: \_\_\_\_\_

## Leadership & Navigation Learning Opportunities at SHRM Annual

### What Are You Waiting for? Finding the Courage to Make an Impact

**Date and Time:** Sunday, June 18, 12:30 pm – 2:00 pm

**Workplace Application:** This session will help you gain the courage and confidence to make a bigger impact through your work.

### Achieving a Breakthrough in Personal Excellence & Leadership

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** This session will help you understand how small changes you make can have a significant impact on reducing stress AND making you a stronger leader.

### HR: The Differentiator

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** This session will help you feel empowered to apply strategies to align HR programs to your organization's vision.

**Additional Competency:** Business Acumen

### Workflow Mastery: Organize Your Time, Tasks and Inbox

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm

**Workplace Application:** This session will help you master workflow management, organize your time more efficiently and keep track of your action items, so that nothing falls through the cracks.

| ACTIVITIES   | BEHAVIORAL INDICATORS/MEASURES OF SUCCESS | STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS) | POTENTIAL OBSTACLES | TARGET COMPLETION DATE | OUTCOME/NOTES |
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**The Neuroscience of Change**

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm  
**Workplace Application:** You will learn neuroscience-based strategies for how you can drive successful change across your entire organization.  
**Additional Competency:** Business Acumen

**Beyond Diversity: The ROI of Inclusive Leadership**

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm  
**Workplace Application:** You will learn how to purposely evolve to an inclusive culture that drives engagement and positively impacts your company’s bottom line.  
**Additional Competency:** Global & Cultural Effectiveness

**Make Your Minutes Matter! Stress Less & Achieve More**

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm  
**Workplace Application:** You will learn strategies on how to get more done so you can achieve maximum results in minimum time while stress declines and productivity soars!

**Creating a Culture of High Trust: 10 Things Every Organization Must Do to Experience High Trust**

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm  
**Workplace Application:** This session will provide practical ideas, tools and resources on how we give, get and grow trust.  
**Additional Competency:** Communication

# Leadership & Navigation Learning Opportunities *(continued)*

## **Influencing Others: Eight Steps to Get Results When You Don't Have Direct Authority**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** This session will show you strategies you can use to help you influence without authority.

**Additional Competency:** Relationship Management

## **Ignite Your Personal Brand: Market Your MAGIC**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn techniques to help you build your personal brand to achieve greater professional success and recognition.

**Additional Competency:** Communication

## **The Top Five Secrets to Managing an HR Department of One**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** This session will equip you with tips and tools for operating strategically as an HR department of one.

**Additional Competency:** Business Acumen

## **Rethinking Your HR Role: Five Perspectives that Drive Influence and Impact**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** You will learn how to adopt five powerful perspectives to help you have greater influence.

**Additional Competency:** Communication

## **Leading Your People Through Change**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** You will learn key principles for helping people throughout your organization cope with and adapt to change.

**Additional Competency:** Communication

## **The Drama Quotient**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** This session will deliver a call to greatness and will provide the roadmap to thinking differently about leadership and employee roles in delivering results.

**Additional Competency:** Relationship Management

## **Brand Name HR: Giving Your Function Life and Purpose!**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** You will learn how to develop and promote your HR brand.

**Additional Competency:** Communication

## **Four Techniques to Build Your Leadership Strength, Flexibility and Impact**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will introduce low-cost, high-impact ways to help you build your leadership strength, flexibility, endurance and impact.

**Additional Competency:** Relationship Management

## **Be the Exception . . . Seven Steps to Transformation**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will help you become more open-minded and broaden your vision so you can develop a culture of intention, accountability and achievement.

**Additional Competency:** Relationship Management

## **Build the Capability Your Organization Needs, Not Just the Skills Your People Want**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will help you increase the capability, readiness and agility to impact major transformation or improvement in how you drive results.

**Additional Competency:** Business Acumen

## **Getting the C-Suite's Attention: Seven Strategies for Transforming from HR Leader to Business Leader**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will help you understand seven high-impact areas where you can add significant value and achieve recognition for contributions to your organization's strategic plan.

**Additional Competency:** Business Acumen



### **Control the Chaos: Four Steps to Excelling as an HR Department of One**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** This session will help HR departments of one be seen as a leader with four easy-to-implement steps.

**Additional Competency:** Business Acumen

### **Influencing Without Authority**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** This session will show you how you can increase your impact at all levels within your organization.

**Additional Competency:** Communication

### **The Airbus Journey: Making a Difference!**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** This session will provide you with insight on the Airbus journey of adapting to the outside world's digital transformation.

**Additional Competency:** Business Acumen

### **We Are Hired to Do a Job, but Paid to Achieve Results: Transforming How to Strategically Drive HR**

**Date and Time:** Wednesday, June 21, 11:30 am – 12:45 pm

**Workplace Application:** This session will help foster clarity, buy-in and execution within any initiative.

**Additional Competency:** Business Acumen





## Business Acumen

The KSAs needed to understand the organization's operations, functions and external environment, and to apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

(B) Important but not urgent

(C) Less important or optional

A

B

C

Aligned Organizational Goal(s)

Organizational Goal 1: \_\_\_\_\_

Organizational Goal 2: \_\_\_\_\_

Organizational Goal 3: \_\_\_\_\_

Aligned Career Goal(s)

Career Goal 1: \_\_\_\_\_

Career Goal 2: \_\_\_\_\_

Career Goal 3: \_\_\_\_\_

## Business Acumen Learning Opportunities at SHRM Annual

### Money Ball for the Talent Function: It's Time to Change Your "Game"

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** You will learn how you can change your recruitment process and analytics to see the whole individual, improve your retention and measure the data that really matter.

### Catch It While You Can: Tech and Knowledge Transfer

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm

**Workplace Application:** You will learn about the potential of human knowledge transfer using a structured process and technology.

### From Data to People Analytics: Building a People Analytics Team

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm

**Workplace Application:** You will learn the challenges and lessons of setting up and managing a people analytics team.

**Additional Competency:** Critical Evaluation

### Building a World-Class HR Brand: Lessons from Top HR Organizations

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** You will hear about best practices on how HR organizations revolutionized their culture, practices and systems to create world-class employer brands.

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**Seeing the Big Picture: Business Acumen to Build Your Credibility, Career and Company**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn how to execute smarter, faster and more profitable business decisions by practicing and perfecting your business acumen.

**Additional Competency:** Leadership & Navigation

**Technology Meets HR: Selecting and Justifying the Right Solution**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** This session will show you how to write an effective business case that justifies a technology investment to your decision-makers.

**Additional Competency:** Critical Evaluation

**U.S. Immigration Policy at Day 145**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** You will leave this session with an understanding of the changes to U.S. immigration policy that have been enacted or are being considered by the Trump administration and the 115th Congress and the impact these changes could have on your organization.

## Business Acumen Learning Opportunities *(continued)*

### Understanding Metrics: How to Connect HR's Goals to Business Strategy

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm, and Wednesday, June 21, 11:30 am – 12:45 pm

**Workplace Application:** You will learn how to connect the dots between metrics that matter to HR and metrics that are relevant to the bottom line.

**Additional Competency:** Critical Evaluation

### Developing Business Acumen as an HR Department of One

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** This session will help you enhance your credibility by understanding and implementing key business acumen characteristics.

**Additional Competency:** Leadership & Navigation

### Sales & Marketing Strategies for HR

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** This session will help you incorporate marketing and selling skills into your list of competencies.

**Additional Competency:** Communication

### 10 Tickets for HR Professionals: Get on the Technology Clue Bus

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** You will learn how to use technology to be more efficient and better informed while meeting the needs and expectations of your workforce.

**Additional Competency:** Consultation

### Make HR a Strategic Weapon for Your Organization: An Evidence-Based Approach to HR

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** This session will help you understand the steps needed to harness the data in your organization to construct an evidence-based HR approach/strategy and make better decisions.

## *Extend your learning at the SmartStage!*

Our innovative **SmartStage Series** provides relevant information in 18-minute bursts of highly engaging content. Experience it for yourself in Convention Center Connection Zone (Hall F)!

### **Immigration Policy after Trump and Brexit**

Monday, June 19, 1:30 pm – 1:48 pm

Learn what SHRM and its affiliate, the Council for Global Immigration, are doing to work with governments to find sensible solutions.

### **How to Be a Better Business Partner**

Monday, June 19, 2:10 pm – 2:28 pm

Learn how to seize opportunities, evaluate costs against a value proposition, prevent problems early on and present the business case for changes you want to make in your organization.

### **Big HR for Small Business**

Tuesday, June 20, 2:10 pm – 2:28 pm

Learn new ideas for how to accomplish both the tactical and the strategic in your small business environment.



## Consultation

The KSAs needed to work with organizational stakeholders in evaluating business challenges and identifying opportunities for the design, implementation and evaluation of change initiatives, and to build ongoing support for HR solutions that meet the changing needs of customers and the business.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

(B) Important but not urgent

(C) Less important or optional

A

B

C

Aligned Organizational Goal(s)

Organizational Goal 1: \_\_\_\_\_

Organizational Goal 2: \_\_\_\_\_

Organizational Goal 3: \_\_\_\_\_

Aligned Career Goal(s)

Career Goal 1: \_\_\_\_\_

Career Goal 2: \_\_\_\_\_

Career Goal 3: \_\_\_\_\_

## Consultation Learning Opportunities at SHRM Annual

### Avoiding the Wrath of the EEOC: Five Steps for Staying ADA-Compliant

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** This session will help ensure you stay compliant with recent changes to the ADA.

**Additional Competency:** Critical Evaluation

### Benefits in the Workplace: An Update and Competitive Practices for Impact in 2017

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm

**Workplace Application:** This session will discuss common trends on how to use competitive practices and behavioral science to design and evaluate your benefits program to ensure it is meeting the strategic objectives of your organization.

### The Employee Accommodation Conundrum Part 2: How to Handle Complex Accommodation Requests

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm

**Workplace Application:** You will learn how to limit your organization's potential legal exposure by properly navigating the ADA's interactive process.

**Additional Competency:** Critical Evaluation

### True Performance Pay: Evolving Your Company Culture from Base Pay to Comprehensive Variable Rewards

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn a step-by-step process for successfully designing, implementing and communicating variable rewards programs.

**Additional Competency:** Communication

| ACTIVITIES   | BEHAVIORAL INDICATORS/MEASURES OF SUCCESS | STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS) | POTENTIAL OBSTACLES | TARGET COMPLETION DATE | OUTCOME/NOTES |
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**Employee Benefits: Where Strategy Intersects with Compliance**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm, and Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** This session will address the importance of employee benefits compliance and an employee benefits strategy.

**Additional Competency:** Communication

**How to Really Help Your Employees Get Financially Well**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** This session will provide you with an in-depth perspective of the specific financial needs of a diverse workforce and new ideas to enhance existing programs.

**Don't Leave Here Without These: 10 Essential Workplace Policies and Why Every Employer Needs Them**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will review the essential policies every organization should have, why they are essential and how you will benefit from adopting them.

**Additional Competency:** Critical Evaluation

**Yours, Mine or Ours: Employee Use of Personal Tech Devices, E-mail and Social Networking Accounts**

**Date and Time:** Tuesday, June 20 at 4:00 pm – 5:15 pm

**Workplace Application:** This session will sensitize you to the challenges presented by new technology and will help you design a strategy to minimize liability.

**Additional Competency:** Critical Evaluation

## Consultation Learning Opportunities *(continued)*

### **HR and Safety: Where the Dots Align and the Lines Cross**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** You will gain a better understanding of how HR and safety programs can align to improve business performance.

### **How to Navigate Mental Disabilities in the Workplace**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** This session will help you recognize when an employee may be entitled to disability accommodation, especially for mental disabilities.

**Additional Competency:** Critical Evaluation

### **World Bank's Career Management Journey: Career Development is NOT Optional in Today's Market**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** You will learn how the World Bank built a robust strategy as well as the latest trends and benchmarks in career development from Willis Towers Watson.

**Additional Competency:** Relationship Management

### **Training the Mind to Enhance Individual and Organizational Performance**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** This session will help you understand the business implications of having a wandering mind with specific tools to enhance mental effectiveness in everyday work settings.

### **Employee Wellness Reality Check: Most of What You've Been Sold Doesn't Work, So What DOES?**

**Date and Time:** Wednesday, June 22 at 11:30 am – 12:45 pm

**Workplace Application:** This session will critically examine wellness efforts to stop wasting time and resources and learn how to more effectively support employee well-being.

### **Once Upon a Time There Was a Mountain of Paper**

**Date and Time:** Wednesday, June 22, 11:30 am – 12:45 pm

**Workplace Application:** This session will cover the importance of a strategic and analytical approach to electronic records management, paper removal, sensitive data and electronic shredding.



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### **Myths & Realities of HR Technology Implementation—**

#### **Lessons Learned on Both Sides**

Monday, June 19, 10:20 am – 10:38 am

Learn what to expect, the myths vs. the realities of implementation and lessons learned along the way, on both the company and vendor side.

### **Getting It All Done: Six Compliance Issues Your HR Department of One MUST Embrace**

Tuesday, June 20, 11:50 am – 12:08 pm

Learn about the six non-negotiable areas of compliance that must be incorporated in your daily operations.



## Critical Evaluation

The KSAs needed to collect and analyze qualitative and quantitative data, and to interpret and promote findings that evaluate HR initiatives and inform business decisions and recommendations.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

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Aligned Organizational Goal(s)

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## Critical Evaluation Learning Opportunities at SHRM Annual

### The Top 10 Employment Cases of 2017

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** This session will provide actionable takeaways from court decisions that directly impact your organization's policies, procedures and practices.

### How to Survive an OFCCP Audit Under the New Administration

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** You will learn about the most recent OFCCP enforcement efforts and compliance changes and leave equipped to handle an audit.

### Protecting Your Business Amid Changes: Form I-9 and E-Verification Compliance

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm

**Workplace Application:** You will leave with an understanding of the I-9 and E-Verify process, including enforcement, procedures and tips to protect your organization.

### Help! I Have California Employees. Now What?

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm

**Workplace Application:** You will learn California employment law rules so you can reduce your organization's legal risk and maximize employee engagement.

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**Taming the Workplace Bully: Top Strategies for Investigating and Eliminating Your Workplace Bully**

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm  
**Workplace Application:** You will learn how to investigate and uncover workplace bullies and how to convince leadership of the legal and business risk in keeping them.

**The Employee Wellness Dance: Marrying the Art of Behavior Change with Business of Outcomes**

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm  
**Workplace Application:** You will learn how to combine the positive nature of behavior change with the business side in optimizing an employee wellness program design.  
**Additional Competency:** Business Acumen

**Effective Incentive Plan Design**

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm  
**Workplace Application:** This session will help you understand why and how to implement effective incentive plans for employees at all levels within your organization.  
**Additional Competency:** Consultation

**ACA and ERISA Compliance: 11 Steps to Avoid (or Survive) a DOL Audit**

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm  
**Workplace Application:** This session will cover 11 items to review to ensure you have the processes and documentation you’ll need if subject to a DOL audit of your health and welfare plans.  
**Additional Competency:** Consultation

# Critical Evaluation Learning Opportunities *(continued)*

## **Equal Pay Is Here to Stay: Keeping Ahead of the Pay Equity Curve**

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm

**Workplace Application:** This session will explore the increased focus by the public and the government on pay equity and provide best practices for employers.

**Additional Competency:** Business Acumen

## **Exploring the Compensation Data Landscape: Finding the Right Data Puts You Ahead of the Competition**

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm, and Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will show you how you can have the right compensation data to help you win the talent war.

## **California's New Regulations on Transgender Workers and Background Checks**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** This session will address the latest changes to California law regarding transgender employee rights and the use of criminal background checks.

## **A Strategic Approach to a Legally Compliant and Effective Background Screening Program**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** This session will provide an update on federal and state laws, lawsuits and regulations controlling pre-employment screening background checks and how to audit your current practice.

## **Trumping Obamacare**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** This session will emphasize what employer-sponsored health care means under the Trump presidency to help you adapt your group health plans to comply with new and/or proposed changes to the ACA and other benefits regulations.

## **When Performance Meets Protected Right**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** This session will help you learn how to spot potential FMLA/ADA issues when disciplining problem employees.

## **ACA: Misconceptions & Pitfalls for Seasonal & Variable Hourly Employees**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** This session will present strategies for avoiding common mistakes and developing a workforce management strategy that optimizes efficiency, while actively managing a variable-hour and seasonal workforce to meet ACA compliance obligations.

## **Dear Helga Returns (AGAIN!) with NEW and More Complicated HR Problems**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** This session will help you identify potentially hidden HR issues that exist in your organization as well as discuss policies that can mitigate risk if proactively implemented.

## **Seven Steps to Creating Bulletproof Documentation**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** You will learn the seven steps to create documentation that will withstand the scrutiny of a judge or jury.

## **Unpacking the Reasonable Accommodations Conversation: Achieving Win/Win Outcomes**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** Through video-based scenarios, you will get a better understanding of how to provide reasonable accommodations in the workplace.

### **From the Boardroom to the Courtroom: Top 10 Business Practices that Will Get You Sued**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** You will learn how to limit your organization's potential legal exposure by identifying key business practices that need to be modified.

### **Uberization of the Workplace: How the Service Economy Is Changing the Way You Manage Employees**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** This session will illustrate how the legal landscape has changed because of Uber and will review how you can effectively manage these new legal risks.

### **Labor Law Update: What's New in CA and the Federal Level**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** Learn the latest employment law updates in California, the potential impact these changes could have on your organization and how to stay in compliance.

### **Risky Business: How a Noncompliant Mobile Workforce Could Cost You Millions**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** Learn how you can keep your organization in compliance when confronted with the new normal of a mobile workforce.

**Additional Competency:** Business Acumen

### **He Said/She Said: Six Steps to an Effective & Legally Compliant Workplace Investigation**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn how to conduct a legally compliant and effective internal workplace investigation.

**Additional Competency:** Consultation

### **Complex Leave Issues: Intersection of the ADA and FMLA**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn the employment and benefits aspects of effectively managing a leave of absence in often-arising but more-complex situations.

### **Seven Deadly Harassment Sins Your Company May Be Committing and How to Fix Them**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn common mistakes in preventing and responding to harassment complaints and best practices to avoid or fix them.

### **Closing the Gap: Strategies for Managing Pay Equity**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** You will learn about recent fair pay legislation and leave equipped to promote pay equity analysis in your organization.

### **California Did What? New Developments and Compliance Issues for 2018**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** You will learn about the changes in California law and key compliance areas for 2018.

### **To Be Exempt or Nonexempt, That Is the Question!**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** This session will prepare you so you can advise best practices regarding exempt/nonexempt classifications to reduce exposure to wage-and-hour claims.

**Additional Competency:** Consultation

### **Out of Office: The Rise of the Remote Worker**

**Date and Time:** Wednesday, June 22, 11:30 am – 12:45 pm

**Workplace Application:** You will learn the benefits of jumping on the remote worker bandwagon and how to support these employees to ensure optimum performance.



## Communication

The KSAs needed to effectively craft and deliver concise and informative communications, to listen to and address the concerns of others, and to transfer and translate information from one level or unit of the organization to another.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

(B) Important but not urgent

(C) Less important or optional

A

B

C

Aligned Organizational Goal(s)

Organizational Goal 1: \_\_\_\_\_

Organizational Goal 2: \_\_\_\_\_

Organizational Goal 3: \_\_\_\_\_

Aligned Career Goal(s)

Career Goal 1: \_\_\_\_\_

Career Goal 2: \_\_\_\_\_

Career Goal 3: \_\_\_\_\_

## Communication Learning Opportunities at SHRM Annual

### Take Command of the Room: Techniques to Transform Your Style in 60 Seconds

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** Leave this session with the skills needed to stand out from the crowd and get your ideas noticed.

**Additional Competency:** Leadership & Navigation

### How to Win Employment Lawsuits Before They Are Filed

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** You will learn how to position facts and communicate to employees to prevent employment litigation.

**Additional Competency:** Critical Evaluation

### Detecting Lies and Deception: Practical Skills for HR Professionals

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm

**Workplace Application:** You will learn skills for spotting signs of deception and truthfulness when interviewing applicants and investigating misconduct.

**Additional Competency:** Leadership & Navigation

### The Cartography of Negotiation

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** You will leave understanding the techniques in framing, priming and intelligence gathering deployed by effective negotiators.

**Additional Competency:** Consultation

| ACTIVITIES   | BEHAVIORAL INDICATORS/MEASURES OF SUCCESS | STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS) | POTENTIAL OBSTACLES | TARGET COMPLETION DATE | OUTCOME/NOTES |
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| Activity #1: |   |  |                     |                        |               |
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**I Think I Know What I Think You Said: How to Avoid Misunderstandings and Get Your Message Across**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn how to increase understanding and reduce conflict by using the preferred language patterns of each person with whom you communicate.

**Additional Competency:** Relationship Management

**Make Training a “Want to” (Not a Have to)**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn how to transform training into an unforgettable experience with the Learn-Say-Do-Reflect Model.

**Additional Competency:** Relationship Management

**Communicate Your Way to the Top! Communication Strategies for Female Leaders Who Want to Stand Out**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** You will learn effective communication strategies on how to be assertive and authentic, so you can speak up, stand up and stand out.

**Additional Competency:** Leadership & Navigation

**Insensitivity or Harassment: Where Is the Line?**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** You will learn how to identify and appropriately address harassment in the workplace in order to reduce liability for your organization.

## Communication Learning Opportunities *(continued)*

### **Communicating Total Compensation and Benefits to Millennials**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** This session will help you understand how to best address your problems with the engagement and motivation of Millennials by addressing the underlying communication problems.

**Additional Competency:** Critical Evaluation

### **Making a Difference: A Matter of Purpose, Passion and Pride**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** This session will review the three essentials necessary to create a culture that differentiates you and your organization.

### **The Value of SHRM Certification**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** This session will provide an overview of both the value of certification and data as to why you should become certified.

### **A Benefits Communication Case Study: USO Inc.'s Journey to Implement a High-Deductible Health Plan**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** You will learn how the USO used elements of a strategic communication plan to implement a high-deductible health plan, resulting in 400 percent of expected year 1 enrollment.



## *Extend your learning at the SmartStage!*

Our innovative **SmartStage Series** provides relevant information in 18-minute bursts of highly engaging content. Experience it for yourself in Convention Center Connection Zone (Hall F)!

### **Who's Lying? Are You Asking the Right Questions?**

Monday, June 19, 10:00 am – 10:18 am

Learn how to ask witnesses to provide a free narrative, draw the event they described, tell their story in reverse order, answer relevant but unexpected questions, and answer questions related to time, space, or the five senses.

### **Killing Dinosaurs: Is It Time to Say “Goodbye” to Your Performance Reviews?**

Tuesday, June 20, 10:40 am – 10:58 am

Learn about the evolving culture and workforce dynamics that force a new, thoughtful approach to performance conversations.

### **Grow Your Personal Brand—Grow Your Career**

Tuesday, June 20, 12:20 pm – 12:38 pm

Learn what a personal brand is, how to define yours in a way that matters, what to do with your brand once you've defined it and how to make it a part of your day-to-day actions.

### **Salary Negotiations for Women**

Tuesday, June 20, 1:00 pm – 1:18 pm

Learn proven strategies and tools to help you learn how to successfully negotiate a larger raise or higher new salary.



## Global & Cultural Effectiveness

The KSAs needed to value and consider the perspectives and backgrounds of all parties, to interact with others in a global context, and to promote a diverse and inclusive workplace.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

(B) Important but not urgent

(C) Less important or optional

A

B

C

Aligned Organizational Goal(s)

Organizational Goal 1: \_\_\_\_\_

Organizational Goal 2: \_\_\_\_\_

Organizational Goal 3: \_\_\_\_\_

Aligned Career Goal(s)

Career Goal 1: \_\_\_\_\_

Career Goal 2: \_\_\_\_\_

Career Goal 3: \_\_\_\_\_

## Global & Cultural Effectiveness Learning Opportunities at SHRM Annual

### Belonging Across Boundaries: Leading Global Virtual Teams that Work

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** You will learn how to enhance collaboration when building your next high-performing global virtual team.

**Additional Competency:** Relationship Management

### Engaging the Workforce of the Future: The Emergence of Generation Z

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm

**Workplace Application:** You will learn how Generation Z will impact the workforce and how you can be prepared for these entrants in your organization.

**Additional Competency:** Relationship Management

| ACTIVITIES   | BEHAVIORAL INDICATORS/MEASURES OF SUCCESS | STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS) | POTENTIAL OBSTACLES | TARGET COMPLETION DATE | OUTCOME/NOTES |
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### Leading Hispanic Employees (for Non-Hispanic Supervisors)

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm

**Workplace Application:** You will learn how to identify the most common workplace behavioral cues and tendencies in order to successfully lead, leverage and encourage your Hispanic employees’ natural strengths and proactively avoid potential tension that may disrupt engagement and their overall performance.

### Reinventing What Incentives Mean to a Global Organization

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** This session will examine what incentives mean on a global level and how transforming incentive programs can have a measurable impact on your employees as well as your organization’s bottom line.

### How to Support Your Transgender Employees: An Update from Intel Corporation

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** You will leave this session with a complete gender transition policy you can use in your organization.

## Global & Cultural Effectiveness Learning Opportunities *(continued)*

### **Making Global Employee Communication Programs Work**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** You will learn why most global communication programs are ineffective and discover innovative solutions to help your communication efforts achieve success.

**Additional Competency:** Communication

### **The Changing Nature of Work and the Worker: Five Global Trends Impacting HR Strategy**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** This session will expand your thinking on your current HR strategies and where you will need to go in the future.

**Additional Competency:** Business Acumen

### **Race, Religion and Politics: Let's Talk About It**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** You will learn tools so you can have tough conversations around diversity, apply conflict management tools and become comfortable with your own bias.

**Additional Competency:** Communication

### **Hiring and Retaining Foreign National Employees: What You Need to Know**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn how to navigate issues affecting your sponsorship of foreign national employees for work visas and green cards.

**Additional Competency:** Critical Evaluation

### **Daughters in the Workplace: The Forgotten Caregiver**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** This session will help you understand the challenges facing those caring for senior parents as well as what policies and benefits you can implement to improve your employees' performance and reduce attrition.

## *Extend your learning at the SmartStage!*

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### **How HR Executives Can Create Distinction for Their Organizations by Driving Growth Through the Cultural Demographic Shift™ (CDS)**

Tuesday, June 20, 11:10 am – 11:28 am

Learn how to find like-mindedness in people through their differences, how to see CDS as a profit center instead of a cost center and how to move people to the center of your growth strategies.





## Relationship Management

The KSAs needed to create and maintain a network of professional contacts within and outside of the organization, to build and maintain relationships, to work as an effective member of a team, and to manage conflict while supporting the organization.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

(B) Important but not urgent

(C) Less important or optional

A

B

C

Aligned Organizational Goal(s)

Organizational Goal 1: \_\_\_\_\_

Organizational Goal 2: \_\_\_\_\_

Organizational Goal 3: \_\_\_\_\_

Aligned Career Goal(s)

Career Goal 1: \_\_\_\_\_

Career Goal 2: \_\_\_\_\_

Career Goal 3: \_\_\_\_\_

## Relationship Management Learning Opportunities at SHRM Annual

### Managing “Bad Apples” in a World Without Ratings

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** You will learn an outcome-driven, systems-design approach to better manage poor performance in any performance management system, even one without ratings.

**Additional Competency:** Communication

### The Power of Play

**Date and Time:** Monday, June 19, 7:00 am – 8:15 am

**Workplace Application:** You will learn how to design your work environment to promote a playful, inclusive and engaging space for everyone.

### The First 90 Days Will Make or Break Your New Hire

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm

**Workplace Application:** You will learn new insights and practical guidelines for onboarding new employees to increase the engagement, retention and performance of your top talent.

**Additional Competency:** Communication

### Hide Your Goat: Strategies to Stay Positive When Negativity Surrounds You

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm

**Workplace Application:** This session will make you laugh a lot, learn a lot and leave outfitted with the means necessary to “Hide Your Goat.”

| ACTIVITIES   | BEHAVIORAL INDICATORS/MEASURES OF SUCCESS | STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS) | POTENTIAL OBSTACLES | TARGET COMPLETION DATE | OUTCOME/NOTES |
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### Building a WOW Recognition Culture

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** This session will equip you with an understanding of how to engage employees through effective recognition.

**Additional Competency:** Communication

### 30 Under 30: SHRM Award Winners Share How to Attract & Retain Millennials

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn strategies you can use to attract and retain your Millennial workforce.

**Additional Competency:** Leadership & Navigation

### Leading Virtual Teams: Increasing Engagement & Managing Performance

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** You will learn how to engage diverse team members and how to effectively manage the performance of remote employees.

**Additional Competency:** Communication

# Relationship Management Learning Opportunities *(continued)*

## **Changing Landscape of the Workplace: Motivating, Managing & Mentoring Multi-Generations**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** This session will help you guide your staff in understanding the five generations currently in the workplace to help you positively impact retention and productivity.

**Additional Competency:** Communication

## **Creating a Coaching Culture**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am

**Workplace Application:** This session will provide you with practical tips on how to create a coaching culture to advance the capabilities of high-potential performers and beyond.

**Additional Competency:** Communication

## **Gallup's Strategies for Engaging Millennials and Women**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm

**Workplace Application:** Learn strategies on how Gallup has successfully engaged and motivated Millennials and women.

## **Simple Truths of Appreciation and Recognition: Low-Cost or No-Cost Ideas to Keep Employees Engaged**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** This session will show you how you can engage your employees with little or no cost!

**Additional Competency:** Communication

## **How a Tech Company Is Diversifying Its Workforce by Building Its Own Talent Pipeline**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm

**Workplace Application:** This session will show you how Akamai Technologies created a strategic talent advantage by developing its own technical training academy.

## **Tough Conversations: Tackle Any Topic with Sensitivity and Smarts**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** You will learn how to conduct conversations you dread most to achieve the workplace results you need.

**Additional Competency:** Communication

## **Career Development: Today's Meta-Priority**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will offer seven strategies to help leaders at all levels prioritize career development and realize the benefits and results that it offers.

## **Creating Real Employee Engagement Without Spending a Dime**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will tackle employee engagement from a psychological perspective to teach you how to motivate your team and create an environment they can thrive in.

## **How to Recruit, Onboard and Retain Veteran Talent**

**Date and Time:** Tuesday, June 20, 4:00 pm – 5:15 pm

**Workplace Application:** This session will help you start or grow your veteran hiring program by learning the newest ways to attract and leverage this unique workforce.

## **Control Conflict: Collaborate More. React Less.**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am

**Workplace Application:** You will learn how to prevent, minimize and resolve conflict, be more collaborative and less reactive, and achieve successful outcomes and relationships.

**Additional Competency:** Communication



## *Extend your learning at the SmartStage!*

Our innovative **SmartStage Series** provides relevant information in 18-minute bursts of highly engaging content. Experience it for yourself in Convention Center Connection Zone (Hall F)!

### **Connecting on Purpose: How to Make Your Conference Experience Last**

Sunday, June 18, 12:50 pm – 1:08 pm

Learn how to be intentional in meeting others to build your network and make the most of your conference experience.

### **How to Create a Dynamic Onboarding Experience**

Monday, June 19, 11:10 am – 11:28 am

Learn how to build a business case for onboarding, what the three phases are and how to create them, and how to get the entire company involved for maximum return on investment.

### **I'm Your Next CEO—Deal with It: When Millennials Become the Boss**

Monday, June 19, 11:30 am – 11:48 am

Learn how to engage Millennials without disengaging Boomers and find creative ways to become an employer of choice when the leadership team doesn't look like the labor force.

### **Spreading Contagious Enthusiasm™ = Creating a Culture of KINDNESS**

Monday, June 19, 11:50 am – 12:08 pm

Learn several inspirational, concrete and simple ways to change your culture and your lives to ones of kindness and caring.

### **Work Is a Relationship, Act Accordingly**

Tuesday, June 20, 10:00 am – 10:18 am

Learn how viewing the employee work experience through the lens of a relationship will focus your employee engagement efforts for greater impact.

### **Empathy Is the New Black. Learn Why Empathy Is the Single Biggest Engagement Driver**

Tuesday, June 20, 10:20 am – 10:38 am

Learn why empathy is a critical competency for tomorrow's manager and leader and discover seven motivational drivers as well as how to use them to guide development and growth.

### **HR Making a Local Impact on Social Transformation**

Tuesday, June 20, 11:30 am – 11:48 am

Learn about the new SHRM Foundation strategy and how you can make a difference through local impact initiatives.

### **Act Like a Manager, Think Like a Marketer: Employee Management Techniques in the Age of the Conscious Consumer**

Tuesday, June 20, 1:50 pm – 2:08 pm

Learn about the five phases of employee development you can use to increase engagement within your organization.



## HR Expertise

The knowledge of principles, practices and functions of effective human resource management.

Is This Competency a Strength or Development Area?

Strength

Development Area

Priority Group (select one)

(A) Important and urgent

(B) Important but not urgent

(C) Less important or optional

A

B

C

Aligned Organizational Goal(s)

Organizational Goal 1: \_\_\_\_\_

Organizational Goal 2: \_\_\_\_\_

Organizational Goal 3: \_\_\_\_\_

Aligned Career Goal(s)

Career Goal 1: \_\_\_\_\_

Career Goal 2: \_\_\_\_\_

Career Goal 3: \_\_\_\_\_

## HR Expertise Annual Conference Learning Opportunities

**Note:** Every session at the 2017 SHRM Annual Conference relates to at least one of the 15 Functional Areas that make up the HR Expertise (HR Knowledge) competency.

| ACTIVITIES   | BEHAVIORAL INDICATORS/MEASURES OF SUCCESS | STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS) | POTENTIAL OBSTACLES | TARGET COMPLETION DATE | OUTCOME/NOTES |
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| Activity #1: |   |  |                     |                        |               |
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## 15 Functional Areas of HR Knowledge



**People Knowledge:**  
 HR Strategic Planning  
 Talent Acquisition  
 Employee Engagement & Retention  
 Learning & Development  
 Total Rewards



**Organization Knowledge:**  
 Structure of the HR Function  
 Organizational Effectiveness & Development  
 Workforce Management  
 Employee & Labor Relations  
 Technology Management



**Workplace Knowledge:**  
 HR in the Global Content  
 Diversity & Inclusion  
 Risk Management  
 Corporate Social Responsibility  
 U.S. Employment Law & Regulations

## Continue your learning at the SHRM Store

Visit the SHRM Store, located in the Convention Center in Connection Zone, Hall F, for all your competency-based books and resources.

### Store Hours

Sunday, June 18: 7:00 am – 7:00 pm

Monday, June 19: 6:30 am – 5:30 pm

Tuesday, June 20: 6:30 am – 5:30 pm

Wednesday, June 21: 8:00 am – 1:30 pm

## Explore other ways to connect with the SHRM Competency Model

Visit [shrm.org/hrcompetencies](http://shrm.org/hrcompetencies)

Contact us via e-mail at [Competencies@shrm.org](mailto:Competencies@shrm.org)

Follow us on Twitter [@HRcompetencies](https://twitter.com/HRcompetencies)

## Additional Resources

### SHRM Certification: [shrm.org/certification](http://shrm.org/certification)

Check eligibility, learn how to prepare for the exam and discover how to maintain your certification.

### SHRM Diagnostic Tools: [shrm.org/competencytools](http://shrm.org/competencytools)

Take an assessment to identify areas of strength and opportunities for competency development.

### SHRM Seminars: [shrm.org/seminars](http://shrm.org/seminars)

Find a seminar that targets developmental needs.

### Behavioral Competencies Articles: [shrm.org/behavioralcompetencies](http://shrm.org/behavioralcompetencies)

Read articles about each of the eight behavioral competencies in the SHRM Competency Model.



**Have questions or feedback on the CDP?  
Contact us at [Competencies@shrm.org](mailto:Competencies@shrm.org).  
We'd love to hear from you!**

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