



**SHRM17**  
ANNUAL CONFERENCE & EXPOSITION



# Competency Development Plan for Senior Career HR Professionals

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





Name:

Job Title:

## About HR Professionals at the Senior Level

- You have significant work experience as an HR professional.
- You serve as a high-level strategic and/or operational leader or as an experienced HR consultant at your organization.
- You oversee large or multiple programs or projects in your role.
- You operationalize HR strategy and translate strategy into a plan 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' business goals, without selling out your own core values.

**Additional Competency:** Business Acumen

ACTIVITIES	BEHAVIORAL INDICATORS/MEASURES OF SUCCESS	STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS)	POTENTIAL OBSTACLES	TARGET COMPLETION DATE	OUTCOME/NOTES
Activity #1:					
Activity #2:					
Activity #3:					
Activity #4:					
Activity #5:					



**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

### HR Leading the Way: Aligning Goals, People and Systems for Sustainable Success

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

**Workplace Application:** This session will prepare you with both the systems and processes to direct your goals, people and systems to organizational success.

**Additional Competency:** Relationship Management

### Finding Focus, Perspective & Purpose in a Distracting World

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

**Workplace Application:** You will learn how to create a workplace culture where your employees will be empowered to perform at their best and find their purpose.

**Additional Competency:** Relationship Management

### The CHRO Perspective: How the Best Make It Happen!

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

**Workplace Application:** You will hear some of the most influential and forward-thinking HR leaders discuss their impact on their organizations during their journey to becoming strategic leaders.

### From Vision to Transformation: Leading Through Change

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

**Workplace Application:** This session will help you identify, proactively address and establish winning strategies in dealing with unique challenges of change within your organization.

**Additional Competency:** Critical Evaluation

ACTIVITIES	BEHAVIORAL INDICATORS/MEASURES OF SUCCESS	STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS)	POTENTIAL OBSTACLES	TARGET COMPLETION DATE	OUTCOME/NOTES
Activity #1:					
Activity #2:					
Activity #3:					
Activity #4:					
Activity #5:					

### LinkedIn’s Approach to Recruiting and Retention in an Age of “Open Talent”

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

**Workplace Application:** This session will provide insight into LinkedIn’s strategies to recruit and retain employees when nearly everyone is open to new opportunities.

**Additional Competency:** Relationship Management

### The Future of Work Is Today. Are You Ready?

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

**Workplace Application:** This session will help prepare you to lead change efforts within your organization.

**Additional Competency:** Business Acumen

### The Three Influential Roles of HR When It Comes to Strategy

**Date and Time:** Monday, June 19, at 2:00 pm – 3:15 pm, and Wednesday, June 21, 11:30 am – 12:45 pm

**Workplace Application:** You will learn how to confidently discuss and develop strategic planning with other leaders and model best practices across your organization.

**Additional Competency:** Communication

# Leadership & Navigation Learning Opportunities *(continued)*

## **Equipping New Managers for Success: Tools for Creating High-Performance Work Environments**

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

**Workplace Application:** You will learn how to recognize and rise above personal interference and turn existing knowledge, talent and skills into better performance.

**Additional Competency:** Relationship Management

## **The Art of Executive Presence: A Professional Women's Guide to Commanding the Room**

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

**Workplace Application:** This session will provide an overview of the skills to exude confidence, professionalism and strong executive presence in any situation.

**Additional Competency:** Communication

## **Getting to Yes! Your Guide to Influencing Ideas & Decisions for Business Results**

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

**Workplace Application:** This session will provide you with the skills you need to sell ideas and strategically influence decisions.

**Additional Competency:** Communication

## **Women Still Need Pioneers: Championing Women into C-Suite Leadership**

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

**Workplace Application:** This session will help you proactively remove the ambiguity around career advancement while offering clear guidance to employees who want to advance.

**Additional Competency:** Relationship Management

## **Executive Succession Planning: Taking the Perspective of the CEO and Board of Directors**

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

**Workplace Application:** You will learn how you can be an integral business partner in managing the formulation and execution of an executive succession plan.

**Additional Competency:** Critical Evaluation



## *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)!

### **Attention Advantage Leadership: Shifting Focus, Accelerating Productivity and Skyrocketing Results**

Monday, June 19, 12:40 pm – 12:58 pm

Learn productive attention strategies you can apply to accelerate productivity, accountability, and profitability every day.

### **Your Brain: The Stress and Control Seesaw**

Monday, June 19, 1:00 pm – 1:18 pm

Learn how behavior solutions based in neuroscience can make a difference for your people.

### **HR Leaders at the C-Suite Table. Are We There Yet? No, Not Quite and Seven Reasons Why**

Monday, June 19, 1:50 pm – 2:08 pm

Learn seven major steps that every CHRO/HR leader should be doing or in the process of starting to do in order to be equally respected and valued in C-suite discussions.

### **The One Simple Truth to Becoming a More Effective Leader**

Monday, June 19, 3:00 pm – 3:18 pm

Learn how you can become radically more effective, more respected and more liked at work—whether you lead a team of 100 or of 1.

### **STRIVE! Endeavor to Discover, Innovate and Grow!**

Monday, June 19, 3:20 pm – 3:38 pm

Learn to identify what causes your fear and anxiety and leave prepared to plan for summoning up the courage to STRIVE into a better place.

### **Tips from a “Professional Outsider”: How to Gain the Confidence and Respect of Your Senior Leaders**

Tuesday, June 20, 12:40 pm – 12:58 pm

Learn the insights of key influencers and how you can master these skills as well.

### **HR and the Dark Side of Leadership**

Tuesday, June 20, 2:40 pm – 2:58 pm

Learn how to be aware of the pitfalls of bad leadership and how HR can be the catalyst for real change.

### **The Top 10 Competencies Chief People Officers (CPOs) Must Possess**

Tuesday, June 20, 3:00 pm – 3:18 pm

Learn about the top 10 traits that CPOs must possess to lead their organizations into the future.

### **Who You Are Is NOT Who You Can Be**

Wednesday, June 21, 10:05 am – 10:23 am

Learn how to understand the multiple factors and competencies needed for a successful career transition as well as how to establish a road map to reinvent your career through transitional preparation.

### **Folding Time: Achieve Twice as Much in Half the Time**

Wednesday, June 21, 10:25 am – 10:43 am

Learn how to Fold Time and leave with an understanding of how to leverage time and get more done!



## 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

### This Year's Top Five Priorities for an HR Department of One

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

**Workplace Application:** You will learn the top five priorities for HR in small business and practical, inexpensive solutions to address them.

**Additional Competency:** Leadership & Navigation

### The Innovator: The Employee You Most Need

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

**Additional Competency:** Business Acumen

**Workplace Application:** This session will explore the unique characteristics of repeating contributors to innovation and identify tools to develop and support them.

### Tearing Down the Silos: Health Care and Retirement Spending, What Is the True Cost?

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

**Workplace Application:** You will learn the advantage of viewing employer benefits spending on health care and retirement plans as one pool of spending.

**Additional Competency:** Critical Evaluation

### Rethinking HR: The Future of Work and HR

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

**Workplace Application:** This session will help you rethink your role and your opportunity to impact business performance and growth.

**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
Activity #1:					
Activity #2:					
Activity #3:					
Activity #4:					
Activity #5:					

**HR Metrics That Matter: Learn to Drive Sustainable Business Processes**

**Date and Time:** Monday, June 19, 10:45 am – 12:00 pm  
**Workplace Application:** This session will provide specific, measurable, attainable, relevant and timely methods for tracking and communicating business results.  
**Additional Competency:** Communication

**Building the Case for ROI that Employee Engagement Drives Business Results**

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm  
**Workplace Application:** You will learn firsthand which (and why) HR metrics drive business metrics.  
**Additional Competency:** Relationship Management

**Big Data in Employment: Big Risk or Big Reward?**

**Date and Time:** Tuesday, June 20, 10:45 am – 12:00 pm, and Wednesday, June 22, 11:30 am – 12:45 pm  
**Workplace Application:** This session will introduce the topic of data analytics in employment and provide practical, real-life examples of its benefits and legal risks.  
**Additional Competency:** Critical Evaluation

**Using an Exchange to Modernize a Benefits Strategy Through Choice**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm  
**Workplace Application:** You will learn how consumer-centric technology modernizes benefits enrollment with decision-support tools that enable employee choice based on individual need.

## Business Acumen Learning Opportunities *(continued)*

### **The Top 10 Workplace Trends for 2017**

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

**Workplace Application:** You will learn about the most important workplace trends for 2017, how they are impacting your business and best practices for managing them in your company.

**Additional Competency:** Leadership & Navigation

### **Translating HR to Net Profit: How to Show the Real Bottom-Line Impact of HR**

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

**Workplace Application:** You will learn how to demonstrate HR's ROI, proving your value and worth to the C-suite, and will walk away with the tools needed to make the best HR-related decisions possible for your organization.

**Additional Competency:** Leadership & Navigation

### **ROAR: How to Build a Resilient Organization the World-Famous San Diego Zoo Way**

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

**Workplace Application:** As featured in the bestselling book, *ROAR: How to Build a Resilient Organization the World-Famous San Diego Zoo Way*, you will learn how to develop a resilient workforce that can withstand the demands and stress of today's workplace and continue to innovate and thrive.

**Additional Competency:** Business Acumen

## *Extend your learning at the SmartStage!*

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### **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

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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

### The Trump Administration and the 115th Congress: The Washington Outlook for HR Public Policy

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

**Workplace Application:** This session will provide an update on the current congressional activity as well as federal regulatory and judicial activity so you can better understand how your organization could be impacted.

**Additional Competency:** Critical Evaluation

### The New Overtime Rule: From Implementation to the Future

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

**Workplace Application:** You will learn about the overtime rule and how to ensure you keep your company in compliance.

**Additional Competency:** Critical Evaluation

ACTIVITIES	BEHAVIORAL INDICATORS/MEASURES OF SUCCESS	STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS)	POTENTIAL OBSTACLES	TARGET COMPLETION DATE	OUTCOME/NOTES
Activity #1:					
Activity #2:					
Activity #3:					
Activity #4:					
Activity #5:					

**Telemedicine, Onsite Clinics and Other Newfangled Plan Options—Traps for the Unwary**

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

**Workplace Application:** You will learn what factors to consider in the adoption of telemedicine, onsite clinics and other plan options to avoid compliance traps.



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

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Aligned Career Goal(s)

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

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

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

## Critical Evaluation Learning Opportunities at SHRM Annual

### The Catastrophic Cost of Quitting: How Organizations and Employees Pay the Ultimate Price

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

**Workplace Application:** You will learn a fresh approach to decreasing your turnover cost while increasing your employee engagement.

### Working Together: Using Data and Analytics for Better Collaboration and Culture

**Date and Time:** Monday, June 19, 10:45 am – 12:15 pm

**Workplace Application:** This Masters Series will show how researchers and industry leaders are turning to data and analytics for insights about how organizations and communities can work together better.

**Additional Competency:** Business Acumen

### Content Curation: How to Get More Impact from Your LMS

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

**Workplace Application:** You will learn best practices for LMS content curation and how to adapt the tools provided to develop your own content curation strategy.

**Additional Competency:** Business Acumen

### Disrupt HR! Approaching HR, Talent Acquisition (& Your Career) in a Whole New Way

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

**Workplace Application:** You will discover new ways of thinking and ideas that have been implemented in a variety of organizations that are helping companies achieve a competitive advantage.

**Additional Competency:** Business Acumen



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 #4:					
Activity #5:					

**Labor, Labor and More Labor: The Expanding Protections of the NLRB**

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm  
**Workplace Application:** This session will provide an overview of the NLRB’s recent activity and how it affects all companies, whether union or non-union.

**Contemporary Methods for Workplace Violence Prevention and Response**

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm  
**Workplace Application:** This session will provide legal and practical tools needed to enhance your organization’s ability to respond quickly, legally and safely to threats of workplace violence.

**The Top 10 Things You Need to Know When Investigating High-Level Executives**

**Date and Time:** Monday, June 19, 4:00 pm – 5:15 pm  
**Workplace Application:** You will learn practical, legal and strategic tips to help you effectively conduct high-level investigations.  
**Additional Competency:** Business Acumen

**The Grand Bargain Is Upended: Navigating the New Workers’ Comp Playing Field**

**Date and Time:** Tuesday, June 20, 7:00 am – 8:15 am  
**Workplace Application:** This session will challenge you to create a workers’ comp strategy that includes evaluating predictive data, legal exposures and cost drivers.  
**Additional Competency:** Business Acumen

# Critical Evaluation Learning Opportunities *(continued)*

## **FMLA: What It Is and How to Prevent Abuse**

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

**Workplace Application:** This session will show you how to help your managers effectively manage employees using FMLA.

## **Top 10 Wage & Hour Mistakes**

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

**Workplace Application:** You will learn how to detect, avoid and correct the 10 most common wage-and-hour mistakes.

## **Demystifying IRS Deferred Compensation Rules: Five Things You Must Know About Code Section 409A**

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

**Workplace Application:** This session will provide a description of common issues and traps you may face with respect to deferred compensation arrangements.

## **Getting the Most from Your Workforce: Investing in Employees to Improve Productivity**

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

**Workplace Application:** This session will explain how investing in employees leads to a healthier workforce, as well as share solutions that contribute to shorter leave times and improved productivity.



## *Extend your learning at the SmartStage!*

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### **FLSA Jeopardy 2017**

Monday, June 19, 10:40 am – 10:58 am

Learn about the latest issues surrounding the FLSA, including how to deal with them and avoid costly penalties.

### **HCM Analytics: Becoming a Better Business Storyteller**

Tuesday, June 20, 1:30 pm – 1:48 pm

Learn how to use HR technology solutions by asking what companies are doing with the data, why it's important now and what is changing.



## 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

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Aligned Career Goal(s)

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

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## Communication Learning Opportunities at SHRM Annual

### The “HOW” of Spreading the “WHY”: Effectively Spreading Vision Throughout Your Organization

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

**Workplace Application:** You will learn practical, applicable strategies for communicating organizational goals and vision to team members at all levels.

**Additional Competency:** Leadership & Navigation

### Employer Branding: The Power of Purpose

**Date and Time:** Monday, June 19, 2:00 pm – 3:15 pm, and Wednesday, June 21, 11:30 am – 12:45 pm

**Workplace Application:** This session will show you how to build a unique employer brand platform to attract and retain the right talent.

**Additional Competency:** Relationship Management

### The Good, Bad & Ugly: Creating a Culture of Feedback

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

**Workplace Application:** This session will show you how to lay the foundation for honest communication and trust among managers, staff and colleagues.

**Additional Competency:** Relationship Management

### 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.

ACTIVITIES	BEHAVIORAL INDICATORS/MEASURES OF SUCCESS	STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS)	POTENTIAL OBSTACLES	TARGET COMPLETION DATE	OUTCOME/NOTES
Activity #1:					
Activity #2:					
Activity #3:					
Activity #4:					
Activity #5:					

**Influence Emotion to Motivate Action: Communication Techniques to Engage Any Audience**

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

**Workplace Application:** The session will help you effectively communicate with your stakeholders.



## 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

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

## Global & Cultural Effectiveness Learning Opportunities at SHRM Annual

### Agile and Rating-Free Performance Management in Asia: Lessons Learned from a Multi-Country Comparison

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

**Workplace Application:** You will discover the key challenges and lessons learned from the implementation of a rating-free or agile performance management system.

**Additional Competency:** Communication

### From Bourbon Street to Brexit: 10 Things You Need to Know About Going Global and Staying Global

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

**Workplace Application:** You will leave this session with an enhanced knowledge of global employment law, compliance risks and best practices to manage a global workforce.

**Additional Competency:** Business Acumen

### Expanding to New Markets: Employment-Related Compliance Obligations in Emerging Market Jurisdictions

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

**Workplace Application:** This session will help you gain practical insight into achieving compliance with local employment laws in various emerging market jurisdictions.

**Additional Competency:** Critical Evaluation

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 #5:					

**Employment Contracts and Offer Letters for U.S. Employees Abroad: A Step-by-Step Guide to Compliance**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm  
**Workplace Application:** This session will offer a step-by-step guide to best practices in preparing and managing employment contracts around the world.  
**Additional Competency:** Critical Evaluation

**Building a World-Class HR Organization: Lessons from a Global HR Nomad**

**Date and Time:** Tuesday, June 20, 2:15 pm – 3:30 pm  
**Workplace Application:** You will learn how to set up and manage successful global HR operations with particular emphasis on cross-cultural issues, selection and development of local staff.  
**Additional Competency:** Leadership & Navigation

**Evolving Protections for LGBT Employees**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am  
**Workplace Application:** You will learn the current state of the law and best practices to minimize legal risk.  
**Additional Competency:** Consultation

**Global Compliance with U.S. Discrimination Laws**

**Date and Time:** Wednesday, June 21, 10:00 am – 11:15 am  
**Workplace Application:** This session will help ensure that you are protecting your workers from harassment and discrimination overseas.  
**Additional Competency:** Critical Evaluation



## Relationship Management

The KSAs needed to create and maintain a network of professional contacts within and outside 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

### Plays Well with Others: How HR Can Wisely Assess and Manage Outside Vendors

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

**Workplace Application:** You will learn tools and techniques to assess potential vendors and manage ongoing vendor relationships to lessen HR's liability and burden.

**Additional Competency:** Critical Evaluation

### Coaching Upward: How to Influence and Coach Senior Leaders

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

**Workplace Application:** You will learn how to effectively provide upward coaching to senior leaders.

**Additional Competency:** Leadership & Navigation

### Forging the Extraordinary Team: From Many to One

**Date and Time:** Monday, June 19, 1:45 pm – 3:45 pm

**Workplace Application:** This Masters Series will discuss the principles that forge extraordinary teams.

**Additional Competency:** Communication

### The Hidden Language of Organizations: Workplace Politics, Power and Influence

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

**Workplace Application:** This session will discuss strategies you can use to address politics in your workplace while building your influence with your supervisor and colleagues.

**Additional Competency:** Communication



ACTIVITIES	BEHAVIORAL INDICATORS/MEASURES OF SUCCESS	STAKEHOLDER SUPPORT (I.E., COACHES, MENTORS OR SUPPORTERS)	POTENTIAL OBSTACLES	TARGET COMPLETION DATE	OUTCOME/NOTES
Activity #1:					
Activity #2:					
Activity #3:					
Activity #4:					
Activity #5:					

### How to Nudge Pre-Retirees into a Soft Exit

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

**Workplace Application:** This interactive session will help you create a transition to encourage pre-retirees to leave the company, freeing up the promotion pipeline.

**Additional Competency:** Communication

### Building an Inclusive Culture: What the C-Suite Needs to Know About Today’s Working Parents

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

**Workplace Application:** This session will take an honest look at the challenges of being a working parent based on primary research of 10,000 parents.

**Additional Competency:** Communication

### Ditch the Performance Evaluation Tool? Let’s Talk Leading Instead of Managing Performance

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

**Workplace Application:** This session will increase your knowledge so you can decide what philosophy to adopt regarding performance leadership vs. management.

**Additional Competency:** Communication

### The Neuroscience of Breaking Bias

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

**Workplace Application:** This session will allow you to participate in a simulation that exposes bias in decision-making so you can learn about the organizational impacts and mitigation strategies.

## Relationship Management Learning Opportunities *(continued)*

### **The Great Generational Shift: Preparing for the Emerging Post-Boomer Workforce**

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

**Workplace Application:** This session will focus on key challenges facing HR leaders and zero in on strategies to turn the generational shift into a strategic advantage.

### **The Trust Edge: How Top Leaders Gain Faster Results, Deeper Relationships and a Stronger Bottom Line**

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

**Workplace Application:** This session will give you a fresh perspective about trust and provide actionable tools for solving organizational challenges.

**Additional Competency:** Leadership & Navigation

### **Negotiating at Work: Turn Small Wins into Big Gains**

**Date and Time:** Tuesday, June 20, 2:15 pm – 4:15 pm

**Workplace Application:** This Masters Series will provide you with a set of strategic moves designed to meet these challenges and show you how your actions can not only help you but pave the way for others.

**Additional Competency:** Communication

### **How to Deliver Bad News and Build Trust at the Same Time**

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

**Workplace Application:** This session will help you develop the courage and skill required to facilitate candid conversations that promote healthy relationships and prosperous organizations.

**Additional Competency:** Communication

### **Let My People Bring Their Kids to Work: Patagonia's Secret to Employee Engagement and Retention**

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

**Workplace Application:** This session will demonstrate the emotional and business value that comes from integrating work and family life for your employees.

### **The Levity Effect: It Pays for HR to Lighten Up**

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

**Workplace Application:** This session will provide you with the purpose, method and permission to lighten up and have more fun at work.

## *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
Activity #1:					
Activity #2:					
Activity #3:					
Activity #4:					
Activity #5:					

## 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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