

The rise of Competency in HR and the SHRM Competency Certification

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SHRM member since 2005*



New Expectations for HR

- Business has new and different expectations of HR and its contributions – leader of people strategy for business outcomes.
- The technology and global revolutions are driving that change.
- Technology allows us to do facets of our jobs more efficiently—or without routine human intervention.
- We need to hone those higher level HR skills.
- What is HR's future? How will HR continue to contribute value?

New Expectations for HR



Harvard Business Review

It's Time to Split HR

by Ram Charan

Comments (220)

It's time to say good-bye to the Department of Human Resources. Well, not the useful tasks it performs. But the department per se must go.



“You’ve got to find your **extra**—your unique value contribution that justifies why you should be hired, why you should be promoted, and why you should be advanced every year.”

--Tom Friedman,

Keynote Speaker, 2014 SHRM Annual Conference

The New SHRM Credentials

We believe these new credentials will become the globally-recognized **standard of excellence** in HR.



We've created the SHRM-CP and SHRM-SCP to:

- Encourage HR professionals to acquire the knowledge and behaviors that drive effective performance and career success, and contribute to positive organizational outcomes;
- Establish a certification that is highly relevant to employers, and meets the needs of business;
- Grow certification in the HR profession; and
- Create a new and universal standard for HR.

Competency-Based Certification



What is a Competency?

COMPETENCIES DEFINED



Competency: A collection of knowledge, skills, abilities, and other characteristics (KSAOs) that are needed for effective performance in the jobs in question (Campion et al., 2011).

DEVELOPMENT DEEP DIVE

Model Development

- Literature Review
 - 35 different competency models
- Development
 - 111 Focus Groups
 - 29 cities globally; 1200 HR Pros
- Survey of 640 CHROs

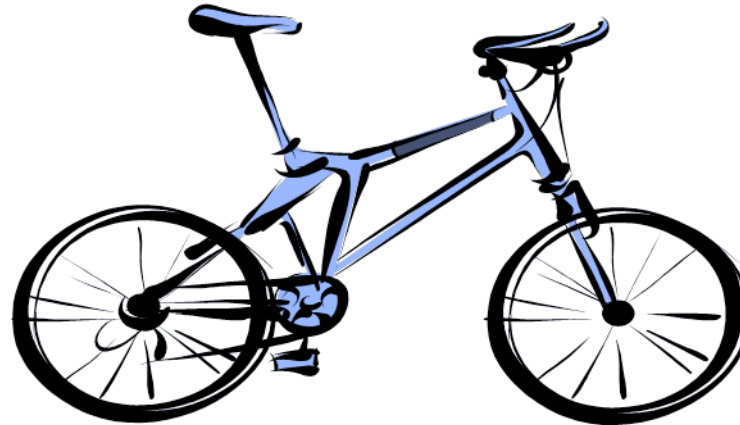
Content Validation

- 2012 Competency Validation Survey
 - 32,000 HR Professionals globally at all career levels
- 33 Nations represented in total



Knowledge + Behavior = Success

Technical Competencies (Power)
What's Being Performed



Behavioral Competencies (Direction)
How You Perform Your Job

To be successful in HR and grow your career you need more than just technical competencies



SHRM Competency Model

COMPETENCY	DEFINITION
<i>Leadership & Navigation</i>	The ability to direct and contribute to initiatives and processes within the organization.
<i>Ethical Practice</i>	The ability to integrate core values, integrity, and accountability throughout all organizational and business practices.
<i>Business Acumen</i>	The ability to understand and apply information with which to contribute to the organization's strategic plan.
<i>Relationship Management</i>	The ability to manage interactions to provide service and to support the organization.
<i>Consultation</i>	The ability to provide guidance to organizational stakeholders.
<i>Critical Evaluation</i>	The ability to interpret information with which to make business decisions and recommendations.
<i>Global & Cultural Effectiveness</i>	The ability to value and consider the perspectives and backgrounds of all parties.
<i>Communication</i>	The ability to effectively exchange information with stakeholders.
<i>HR Expertise (HR Knowledge)</i>	The knowledge of principles, practices, and functions of effective human resource management.

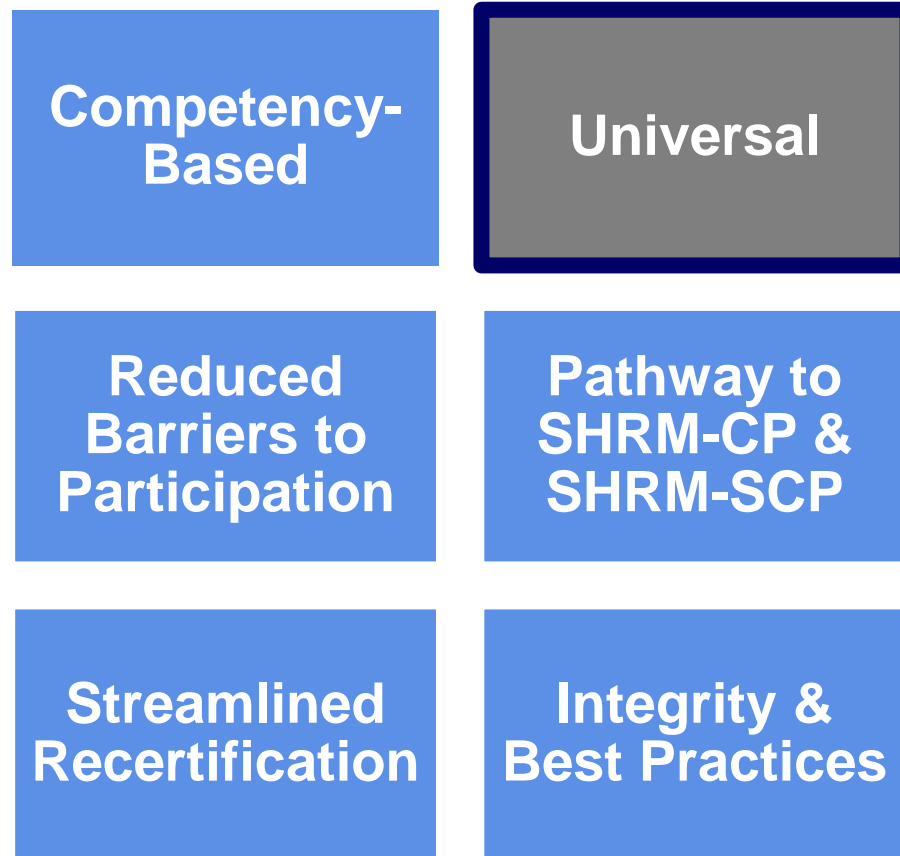
The SHRM Competency Model is the most **rigorous, thoroughly researched** HR competency model. SHRM surveyed **30,000+ participants** and conducted **100+ focus groups** from over **33 countries**.

Testing for Competencies

The SHRM-CP and SHRM-SCP exams includes a **combination** of **competency-based** and **knowledge-oriented** questions.

- Candidates for the SHRM-CP exam will have up to 4 hours to answer a total of 160 questions (90 knowledge/40 situational judgment/30 field test items).
- Candidates for the SHRM-SCP exam will have up to 4 hours to answer a total of 180 questions (90 knowledge/60 situational judgment/30 field test items).
- SHRM utilizes Situational Judgment (SJ) items (or questions) to assess competencies. SJ items describe a scenario and provide a variety of behavioral-based approaches to resolving the issues portrayed in the scenario; examinees are asked to select the most appropriate approach; several questions may be based on the same scenario.
- SJ-based exams are a proven approach to assessing competencies.
- SHRM has partnered with a premier test development organization with deep expertise in the development of SJ-based assessments.

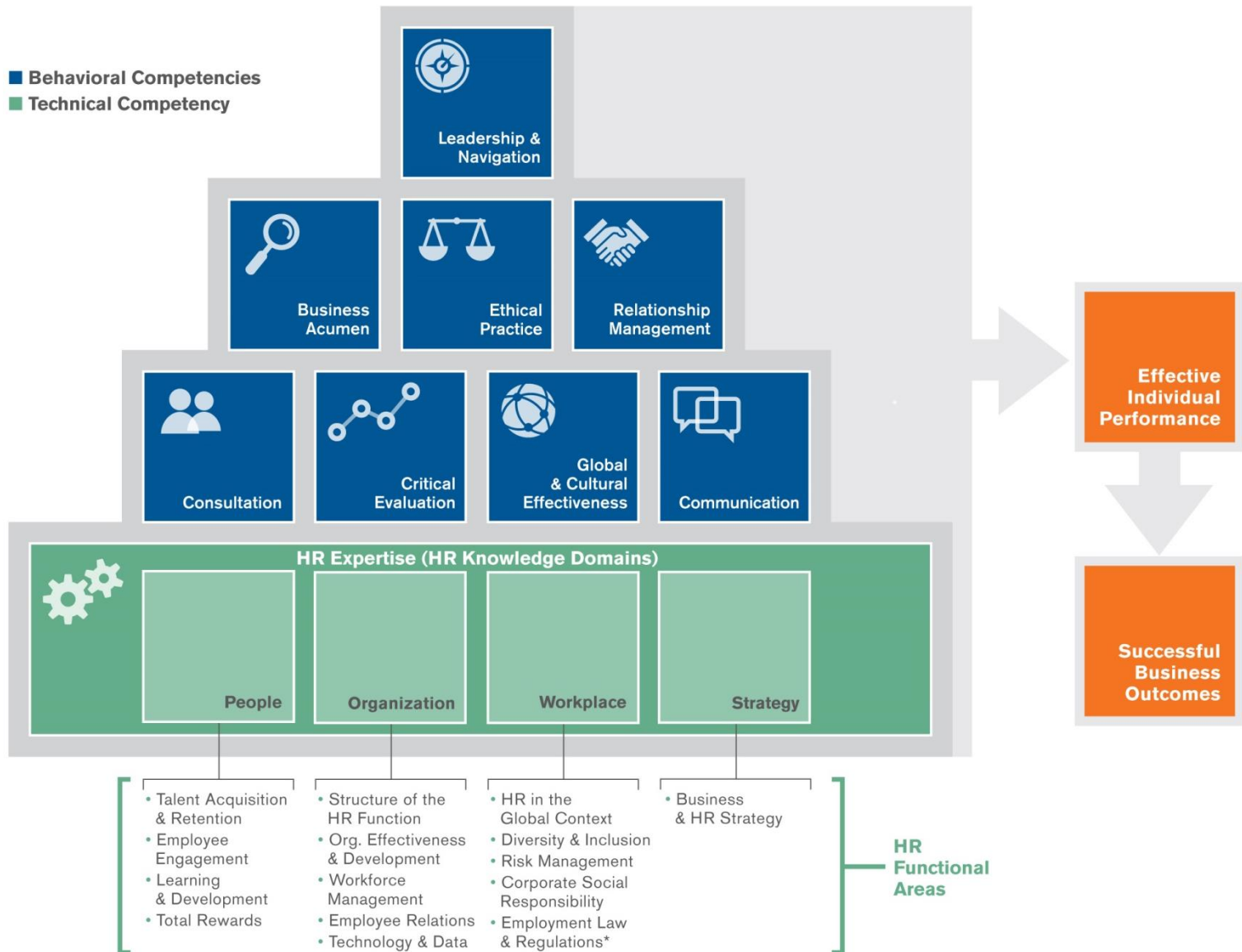
A Universal Certification



A Universal Certification



SHRM Body of Competency & Knowledge™



Reduced Barriers to Participation



Eligibility Requirements

CREDENTIAL	LESS THAN A BACHELOR'S DEGREE*		BACHELOR'S DEGREE		GRADUATE DEGREE	
	HR-Related Degree	Non-HR Degree	HR-Related Degree	Non-HR Degree	HR-Related Degree	Non-HR Degree
SHRM-CP	3 years In HR role	4 years In HR role	1 year In HR role	2 years In HR role	Currently In HR role	1 year In HR role
SHRM-SCP	6 years In HR role	7 years In HR role	4 years In HR role	5 years In HR role	3 years In HR role	4 years In HR role
A SHRM-CP credential holder is eligible to sit for the SHRM-SCP exam after successful completion of one three-year SHRM-CP recertification cycle.						

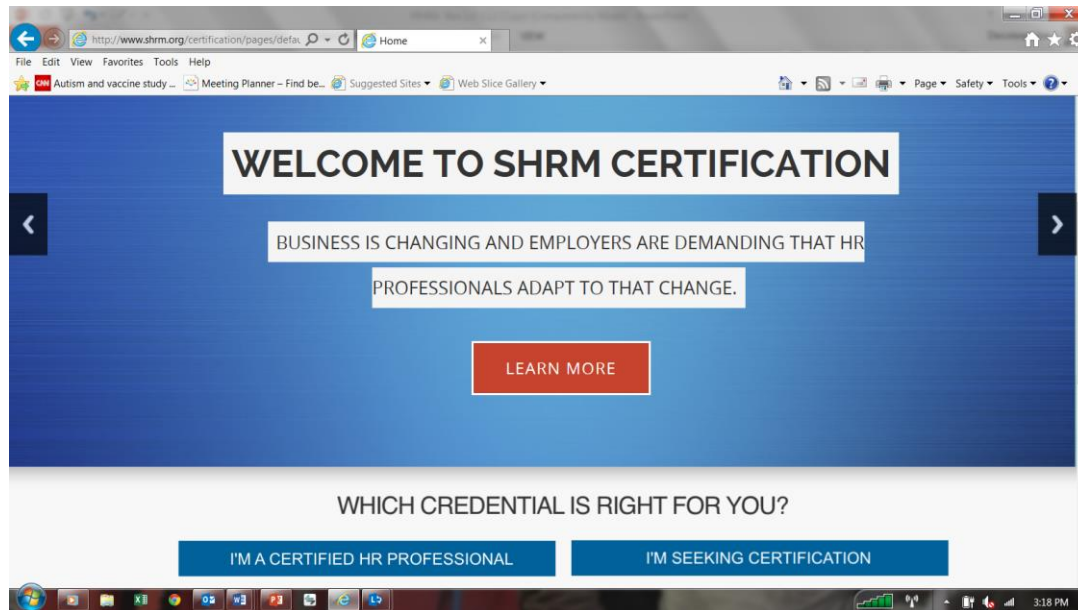
*Less than a bachelor's degree includes: working toward bachelor's degree; associate's degree; some college; qualifying HR certificate program; high school or GED.

The SHRM certification program recognizes the **value of formal HR education**, makes certification **accessible to professionals** with less-than-full-time work arrangements, and provides a **pathway from SHRM-CP to SHRM-SCP**.

Pathway to SHRM Certification



SHRMcertification.org



For Existing Certificants

From **January 5, 2015, to December 31, 2015**, holders of a valid HR generalist certification are eligible for the **SHRM-CP** or **SHRM-SCP**.

Credential holders will complete a simple three-step process:

1. **Agree** to abide by the SHRM Code of Ethics;
2. **Affirm** that you hold a valid HR credential; and
3. **Complete** the online tutorial on HR competencies.

Holders of credentials like
PHR & HRBP* will be eligible
for:



Holders of senior-level
credentials like SPHR, GPHR,
& HRMP* will be eligible for:



You are not required to give up your existing credentials.

Credentials must be earned by January 31, 2015, in order to be eligible for the three-step pathway process.

Individuals interested in pursuing certification this year should register for the exam and begin **preparations to take the SHRM – CP or SHRM - SCP**

- If you purchased the 2014 SHRM Learning System last year, and decided not to take last year's exam, you will be eligible to receive the new version of the SHRM Learning System this year **at no cost** following registration for the May-July 2015 SHRM-CP or SHRM-SCP testing window.

For more information, e-mail shrmcertification.org.

2015 SHRM-CP AND SHRM-SCP EXAM SCHEDULE

SPRING WINDOW:
May 1-July 15, 2015

WINTER WINDOW:
December 1, 2015-February 15, 2016

SPRING WINDOW
APPLICATION ACCEPTANCE
BEGINS
January 5

LATE APPLICATION
DEADLINE*
April 17

APPLICATION DEADLINE
March 13

WINTER WINDOW
APPLICATION ACCEPTANCE
BEGINS
May 1

LATE APPLICATION
DEADLINE*
November 13

APPLICATION DEADLINE
October 16

2015 SHRM-CP AND SHRM-SCP EXAM FEES

SHRM MEMBER \$300 (USD)

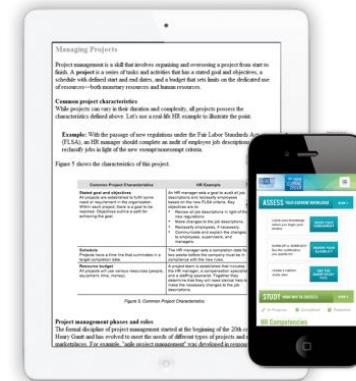
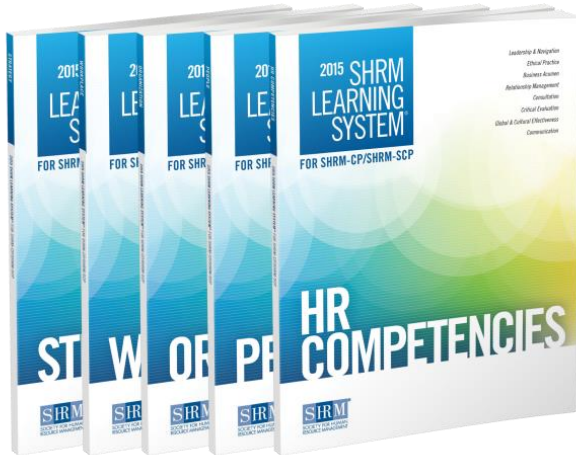
NONMEMBER \$400 (USD)

APPLICATION FEE
\$50 (USD) | Nonrefundable processing fee. (Included in Exam Fee)

CORPORATE APPLICATION FEE
Please contact SHRM at
CorporateCertifications@shrm.org for
discounted corporate pricing options.

*A non-refundable late application fee of \$75 USD will apply.

2015 SHRM Learning System



The 2015 SHRM Learning System addresses all elements of the SHRM BoCK & provides comprehensive online learning & instructional aids, accessible by any device.

Streamlined Recertification Process



Streamlined Recertification Process

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Broad Opportunities for Qualifying Activities

User-Friendly, Job-Related Requirements

Streamlined Preferred Provider Program

SHRM's streamlined approach to recertification includes:

- 60 Professional Development Credits (PDCs) based on the SHRM BoCK;
- Credits awarded for Advance Your Education, Advance Your Organization, and Advance Your Profession;
- Greater emphasis placed on job-related experiences and projects;
- No distinction between Strategic & General Business Credits; and
- State Councils, Chapters, and Educational Partners in good standing are eligible to become Preferred Providers at no cost.

Once you earn the new SHRM credentials, you will begin a **three-year** recertification cycle.

Recertification Credits

Category	Description/Examples	Maximum Number of Professional Development Credits (PDCs)
<p>Advance Your Education</p>	<p>Continuing education such as:</p> <ul style="list-style-type: none"> ○ Conferences ○ College courses ○ Seminars ○ e-Learning (Instructor-Led and Self-Directed) ○ Chapter programs ○ Webcasts ○ Audiocasts ○ Podcasts 	<ul style="list-style-type: none"> ○ No maximum for instructor-led PDCs ○ Maximum of 30 PDCs for self-directed programs
<p>Advance Your Organization</p>	<p>Work projects endorsed by supervisor which support organizational goals and advance or demonstrate capabilities in one or more HR competency.</p>	<ul style="list-style-type: none"> ○ Maximum of 20 PDCs per cycle
<p>Advance Your Profession</p>	<p>Thought leadership and volunteer activities such as:</p> <ul style="list-style-type: none"> ○ Professional membership ○ Volunteer leadership ○ Speaking at conferences ○ Writing and Research 	<ul style="list-style-type: none"> ○ Maximum of 30 PDCs per cycle

Certification Reflecting the Highest Standards



SHRM has established **rigorous safeguards and firewalls** to ensure the integrity of the exam, maintain **clear separation** between exam and preparation activities, and will **protect personal information** in an appropriate manner.

SHRM is:

- Has structured its certification administration and its certification body in a **manner similar to most associations** such as Project Management Institute, Association for Talent Development, & American Society of Association Executives;
- Has created an independent **SHRM Certification Commission** made up of HR business and academic leaders to oversee all certification activities;
- Is being advised by a **certification consultant** who also serves as an ANSI accreditation auditor to ensure that we are structuring the SHRM certification program in accordance with **best practices**; and
- Will **apply for**, and obtain, ANSI accreditation.

We recognize that with this change, SHRM Chapters may face some short-term challenges, which SHRM wants to help address.

- More than 500 chapters have been designated as Preferred Providers for SHRM recertification programs at no cost. As Preferred Providers, chapters have the opportunity to offer programs qualifying for recertification credit without pre-approval. (Offerings will be subject to audit.)
- SHRM Chapters and State Councils in good standing are also be eligible for enhanced chapter support based on the number of SHRM certified members at the end of 2015 and 2016.

We are **committed** to ensuring that the certification our members achieve is **recognized as best in class** and **distinguishes** them in the marketplace.

More than
35,000 HR Professionals
currently hold the SHRM Certification

Thousands more have signed up
to take the first exam during May 1, – July 15, 2015



THANK YOU!

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Visit
shrmcertification.org
for more information.