# HR Competencies:

## How Can We Develop Them with Digital Practices

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# Summary

**95%**

of CHROs prioritize **"Elevating HR through digitalization"** as their top transformative action, according to 2022 McKinsey analysis[1].

HR professionals deliver value when they successfully translate business objectives into employee actions.

They do that by utilizing specific competencies, required for effective performance in HR job.

But similar to Carroll's Alice, HR professionals found themselves in the Wonderland of technology.

This document is aimed at HR specialists who are looking for digital enablers for their professional development.

I start by looking at HR competencies from different models and finding some common ground between those.

In the second part I list various digital practices, which can be used to enhance HR competencies.

The next step would be to take one of those nice "Drink me" bottles and see how digital practice can transform you in your HR area of interest.

# Overview of Competencies

# HR Competencies: Sources

In order to deliver value and business impact, HR professionals must constantly learn and improve their competencies (skills, knowledge, behaviours).

We start by combining 3 competency models from different professional organizations. Those models vary in level of details and focus.

Table on Page 6 shows the summary of competencies from those sources.

## CIPD Profession Map

CIPD is professional body for experts in people at work (160k members).

The profession map is the international benchmark for HR profession.

https://peopleprofession.cipd.org/profession-map

## SHRM Competency Model

SHRM is professional body for HR experts (300k members).

The competency model provides the foundation for talent management throughout the HR lifecycle.

https://www.shrm.org/learningandcareer/career/pages/shrm-competency-model.aspx

## HRCS 8 Competency Model

HR Competency Study (HRCS) is a survey of 27k participants hosted by the RBL Group.

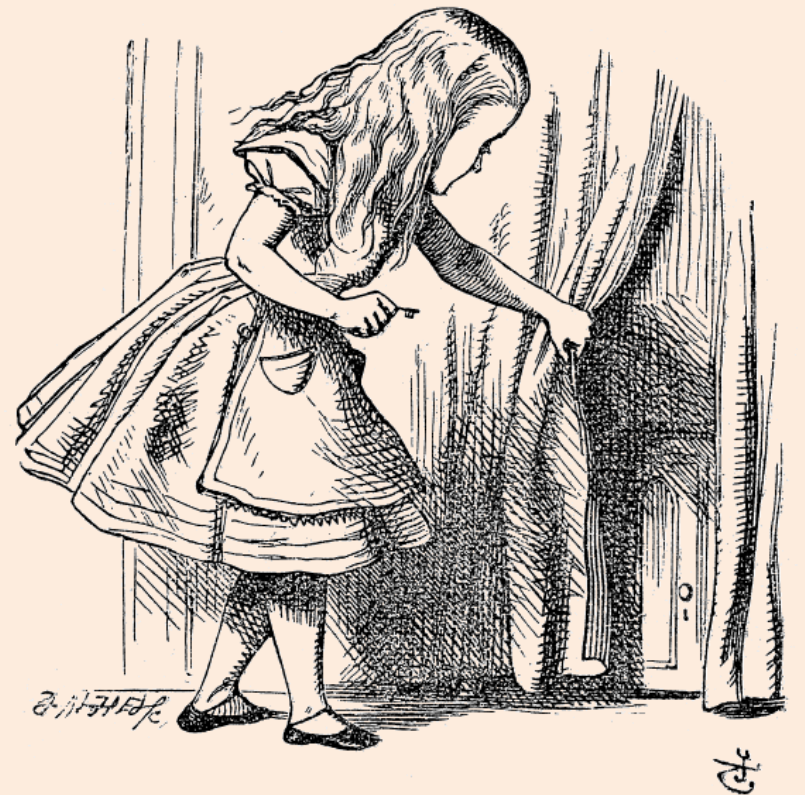Round 8 of the survey included the new competency model.

https://www.rbl.net/insights/articles/new-hrcs-8-competency-model-focuses-on-simplifying-complexity

# Summary of competencies

| | CIPD | SHRM | HRCS |
|---|:---:|:---:|:---:|
| **HR specialist knowledge**<br>Use principles, practices and functions of effective HR management | ✓ | ✓ | |
| **Ethical practice**<br>Build trust and integrate core values, role-model ethical behaviour | ✓ | ✓ | |
| **Commercial drive**<br>Use commercial mindset, accelerate business, influence business, drive agility | ✓ | | ✓ |
| **Advance human capability**<br>Consult and provide guidance to stakeholders, elevate talent | | ✓ | ✓ |
| **Evidence-based practice and critical thinking**<br>Use insights, analytics and interpret information to make business decisions | ✓ | ✓ | ✓ |
| **Business acumen**<br>Understand your organisation and wider world of work | ✓ | ✓ | |
| **Technology and people**<br>Apply technology in people context, use technology to solve problems | ✓ | ✓ | ✓ |
| **Working inclusively**<br>Collaborate across boundaries, consider perspectives of all parties | ✓ | ✓ | ✓ |
| **Relationship management**<br>Manage interactions and build relationships | | ✓ | ✓ |

# Digital Practices to Enhance Competencies

# HR Specialist Knowledge

## Digital Practices to Enhance Competency

**HR data model harmonized across different business processes**

Example: single digital employee profile helps HR professionals to design their preferred HR data model for all processes

**Access to best practices in public cloud HR systems**

Example: HR professionals gain access to the latest HRM innovations as a part of their subscription

**Automated low-value activities**

Example: predefined workflows, role-based permissions, robotic process automation, self-services reduce HR effort on manual transactions and free up time for value adding tasks.

**Analytics on process efficiency**

Example: digital footprint for process steps allow HR professionals to review service levels, process design and improve efficiency

**Definition and behaviours:**

Knowing modern HR practices, relevant laws and regulations, org. development and design, resourcing, reward, learning and development, diversity and inclusion, employee relations, workforce planning, people analytics, well-being.

Developing and utilizing best practices.

# Ethical Practice

## Digital Practices to Enhance Competency

**Process design to apply core values**

Example: digital process flows can inform and support decision-makers to apply org. values and principles. E.g. digital bias checks in job requisitions.

**Employee feedback collection**

Example: HR professionals can gather digital anonymous employee feedback to identify and mitigate bias and unethical behaviour.

**Definition and behaviours:**

Role-modelling ethical behaviour, applying core values in decision-making, acting with integrity, recognizing bias and mitigating the influence of bias.

# Commercial Drive

## Digital Practices to Enhance Competency

**Reporting and analytics to measure impact and efficiency**

Example: digital platforms allow HR professionals to track the process performance indicators, generate and check hypotheses.

**Self-services to increase the managers' responsibility for people tasks**

Example: HR professionals provide managers with digital tools to generate immediate HR value and insights for them (e.g. learning recommendations, talent review tips, job requisition templates, etc.)

**HR platform to implement HR interventions faster**

Example: modern HR platform allows HR professionals to configure or customize processes and implement required change faster.

**Definition and behaviours:**

Using commercial mindset to accelerate business, generating competitive market insights, aligning HR practice to financial and strategic implications, proving case for change and taking responsibility to deliver it.

# Advance Human Capability

## Digital Practices to Enhance Competency

**Competency and Capabilities Frameworks**

Example: HR professionals use software to identify, track and plan required skills, competencies and capabilities for success of a business.

**Self-services to empower employees for development planning**

Example: digital learning and career recommendations, digital career paths, individual development plans integrated with learning opportunities.

**Talent insights and skills-based workforce planning**

Example: HR professionals use strategic workforce planning to identify gaps in talent pipeline and design required HR interventions.

**Platform for learning communities and collaboration**

Example: HR professionals provide employees and managers with knowledge and tools to improve their knowledge sharing, collaboration and creation of content.

**Definition and behaviours:**

Working with leaders to elevate and develop both individual talent and org. capabilities. Developing consultative and coaching skills, guiding employees regarding career and development.

# Evidence-Based Practice and Critical Thinking

## Digital Practices to Enhance Competency

**Extensive data collection capabilities**

Example: HR professionals use digital tools to track vast array of data. Data can include HR changes, employee performance, operations data, employee experience data, etc.

**People analytics to influence strategy**

Example: HR professionals use digital reports and analytical tools to understand the trends, generate hypothesis, use predictive tools and support decisions with data evidence.

**Access to analytics for stakeholders**

Example: HR professionals share dashboards and reports with various stakeholders to support their decision-making process (turnover trends for senior managers, "pay for performance" gap analysis, etc.)

**Definition and behaviours:**

Using analytics to create insights, interpreting information for decision-making, thinking independently.

# Business Acumen

## Digital Practices to Enhance Competency

**Definition and behaviours:**

Understanding the business operations and functions, organizational metrics, understanding external people trends and business trends.

**Internal and external benchmarking**

Example: standardized metrics and KPIs allow HR professionals to measure and compare their org. performance internally and externally

**Access to best practices in public cloud HR systems**

Example: HR professionals gain access to the latest HRM innovations and trends as a part of their subscription

**Integration of HR data with data of other functions**

Example: enterprise-wide reporting and analytics platform allows HR professionals to measure HR impact on business performance and connect HR initiatives to broader business objectives.

# Technology and People

## Digital Practices to Enhance Competency

**Definition and behaviours:**

Understanding technology and how to apply it to solve people and business problems.

### Access to best practices in public cloud HR systems

Example: HR professionals gain access to the latest technology innovations as a part of their subscription

### Enablement as a part of digital HR projects

Example: HR professionals learn to design and apply technology during the implementation of the digital HR project. They also gain skills to configure digital technology.

### Scalable and modular technology platform

Example: modern platforms allows HR professionals to integrate core HR data with all talent processes and extend existing modules easily with new technology (AI, RPA, etc.).

### Employee experience data to measure the adoption and impact

Example: using flexible employee feedback tools to measure technology adoption and inform technology decisions.

# Working inclusively

## Digital Practices to Enhance Competency

**Process design to promote inclusiveness**

Example: HR professionals use digital tools to avoid and mitigate bias, provide barrier-free access to opportunities for various demographics

**Analytics on diversity & inclusion**

Example: HR professionals use analytics to identify bias or gaps in org. culture and address it with diversity and inclusion programs.

**Employee feedback collection**

Example: HR professionals can gather digital anonymous employee feedback to identify and mitigate bias and unethical behaviour.

**Definition and behaviours:**

Creating inclusive cultures, understanding communities, identifying and reviewing systemic bias and inequality, supporting managers to build culture of trust.

# Relationship Management

## Digital Practices to Enhance Competency

**Digital delivery of HR services**

Example: HR professionals offer various digital options to request their support (ticketing, chatbots, FAQs, knowledge databases)

**Employee feedback collection**

Example: HR professionals gather digital anonymous employee feedback to assess the quality of HR relationships with their stakeholders.

**Self-services to increase the managers' responsibility for people tasks**

Example: HR professionals provide managers with digital tools to generate immediate HR value and insights for them (e.g. learning recommendations, talent review tips, job requisition templates, etc.). This generates more trust and openness in relationships with stakeholders.

**Definition and behaviours:**

Building engaging relationships with all stakeholders, demonstrating openness, providing customer service to stakeholders, teambuilding and networking internally and externally.

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# About Author

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