Competencies for Early-Career HR Professionals

Important Information for Instructors

Welcome to SHRM's Competencies for Early-Career HR Professionals. This document provides an overview of the four-session module and discusses the prereading and activity assignments that will be assigned the class period before each of the four modules. Note that the majority of teaching notes appear in each PowerPoint slide deck in Notes Page View. There are separate Student Guides for each of the four modules; they mirror the PowerPoint slide content but do not include the teaching notes, instructions for activities or optional exercises.

This four-session module focuses on the competencies entry-level HR professionals need to be successful in an HR role and is intended to be taught as one multipart unit within an Overview of HR Management course or another HR course in which you think the content fits best within your university's HR curriculum.

The module consists of four, 75-minute sessions that review SHRM's HR Competency Model and the process that was used to develop it. The sessions explore the HR competencies most relevant to early-career professionals that HR professionals must develop to successfully launch a career in HR. This module is a mixture of lectures and interactive exercises. For each of the four competencies, we will review its definition, provide examples of the competency in action and explore its application in the field.

To prepare for the first session on the HR Technical Expertise, please ask students to complete the following reading assignments and activities prior to class. All the reading assignments, activity directions and activity worksheets for Session 1 are contained in a document titled Session 1: Preparatory Assignments. The Session 1 reading assignments and activities are anticipated to require approximately two to three hours to complete. The prereadings for the other three sessions should take approximately one additional hour to complete.

- **Session 1: Document title is Preparatory Assignments and contains:**
  - **Reading Assignments—Session 1**
    - SHRM Competency Model.
    - *Evolution of Work and the Worker: Five Key Trends from SHRM's Special Expertise Panels* accessible via a provided web link provided in the attachment.
    - How to Pursue a Career in Human Resources: Five Simple Steps to Success accessible via a web link provided in the attachment.
    - Twelve SHRM HR job descriptions contained within the Preparatory Assignments document.
  - **Activity Assignments—Session 1**
    - Results of the Web Safari; directions and tools contained in the Preparatory Assignments document.
    - Completed Career Plan; directions and tools contained in the Preparatory Assignments document.

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To prepare for the second session on Relationship Management, please direct students to read the three situational judgment tests included in the Situational Judgment Tests document, jot down notes to be able to participate in a group discussion and read the article on enterprise social networks.

- **Session 2 Reading Assignments: Two documents**
  - Session 2: Situational Judgment Tests contains Scenarios A, B and C.
  - "How to Get Real Value from Enterprise Social Networks."

To prepare for the third session on Ethical Practice, ask students to read these two case studies:

- **Session 3 Reading Assignments: Ethics Cases**
  - Session 3: When the Boss Doesn't Like Her.
  - Session 3: Real Sales or Wishful Thinking.

Your instructor's materials include a separate document titled *Session 3 Case Study Answer Key.*

Finally, to prepare for the fourth and final session on Communication, direct students to read the series of short cases titled "We Need to Talk." The fourth session begins with a simulation on Communication. Your instructor's materials include a separate document titled Session 4: Chair Exercise Participant Directions. Teaching notes for the "We Need to Talk" cases appear in another PDF document titled *Session 4 We Need to Talk*. Refer to the teaching notes in the PowerPoint slides for a suggestion on how to divide the 10 cases among the students in the class to facilitate group work and in-class discussions. Note that the students are assigned only the cases themselves, which appear in an MS Word document.

- **Session 4 Reading Assignments: case study**
  - We Need to Talk (MS Word document for students)
  - We Need to Talk **(PDF document for instructors only)**

References that were used to create this learning module appear on the next page. If you have any questions about this four-part learning module, please e-mail us at Academics@shrm.org.

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