

HR COMMUNITY OF PRACTICE



a place to collaborate,
connect & learn



The Strategic Value of HR Acumen:

*How University of Michigan's HR CoP Implemented and Applies
Dave Ulrich's HR Competency Model*



UNIVERSITY OF
MICHIGAN

Welcome!

Your Presenters Today Are...

- **Linda Dabrowski**, Senior HR Representative, University of Michigan Staff HR;
- **Amy Rice**, HR Generalist, College of Literature, Science and the Arts, University of Michigan; and
- **Rachel Wiertella**, HR Business Partner, Michigan Medicine



AGENDA

- **Dave Ulrich's HR Competency Model**
 - Introduction to the Model
 - Core Drivers
 - Organization Enables
 - Delivery Enablers
- **HR Competency Model Implementation at UM**
 - Planning
 - Communication and Socializing
 - Education
 - Taking Action!



HR COMPETENCY MODEL

- **About Dave Ulrich**

UofM Ross Business school professor, author, speaker, management coach, management consultant and co-founder of The RBL Group. Has co authored over 30 books and 200 articles that have shaped three fields: Organization, Leadership and Human Resources.

- **What is a HR Competency Model?**

A competency model is a framework for defining the skill and knowledge requirements of a job. It is a collection of competencies that jointly define successful job performance. They represent a key component of recruitment and hiring, as well as talent and performance management activities of HR departments.

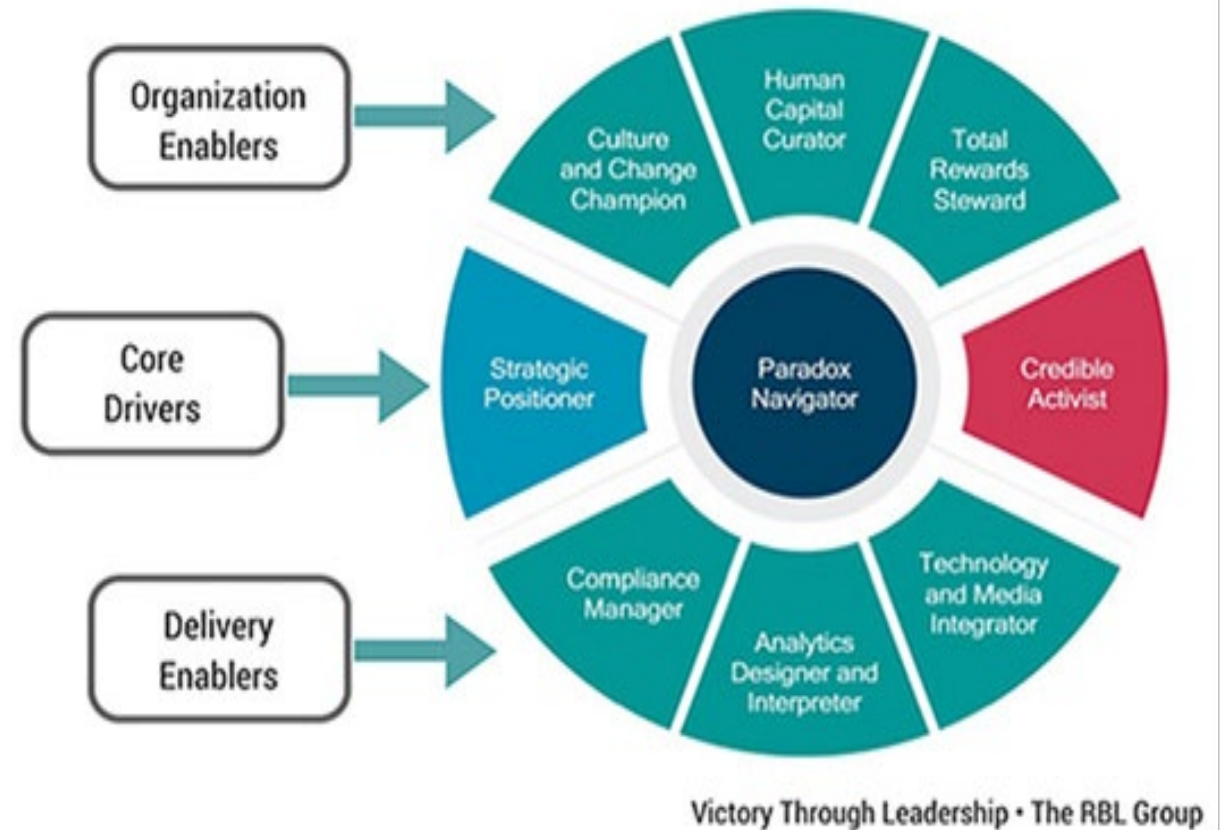


HR COMPETENCY MODEL

Dave Ulrich's HR Competency Model

Based on decades of longitudinal research identifying key competencies and behaviors that have yielded the most productive business outcomes across a wide span of HR roles and industries and enable HR professionals to deliver significant tangible value to organizations. The model is made up of nine competencies, grouped into three categories:

- **Core Drivers**
How do we gain trust and manage competing priorities?
- **Organization Enablers**
How do we add strategic value?
- **Delivery Enablers**
How do we actually deliver outcomes?



HR COMPETENCY MODEL

Core Drivers:

How do we gain trust and manage competing priorities?

- Paradox Navigator
- Credible Activist
- Strategic Positioner



HR COMPETENCY MODEL

Organization Enablers:

How we add strategic value, gain trust and manage competing priorities?

- Culture and Change Champion
- Human Capital Curator
- Total Rewards Steward

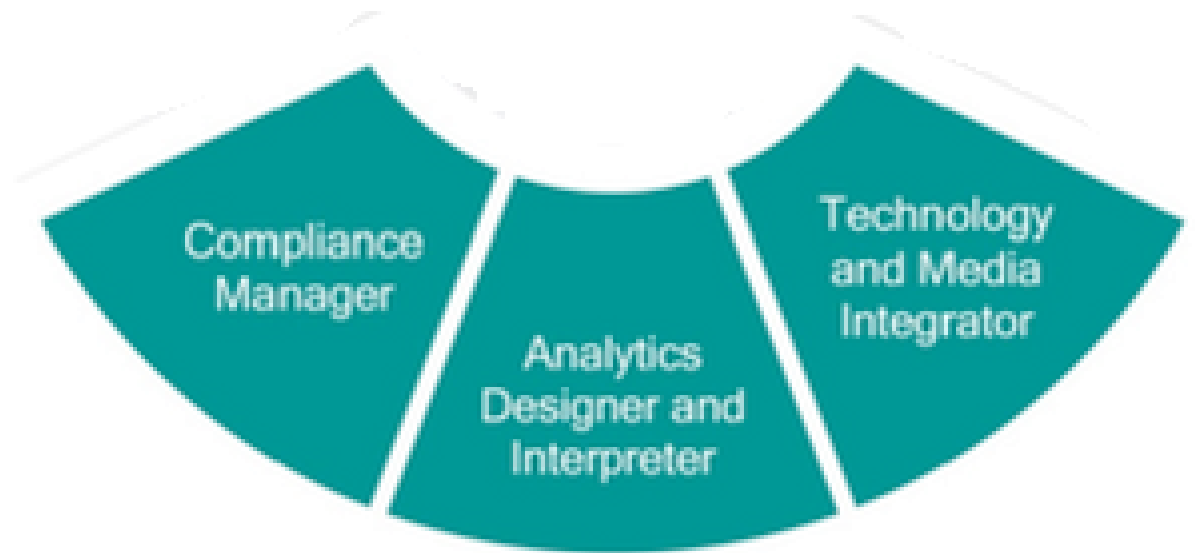


HR COMPETENCY MODEL

Delivery Enablers:

How do HR professionals deliver outcomes?

- Compliance Manager
- Analytics Designer and Interpreter
- Technology and Media Integrator



IMPLEMENTING A COMPETENCY MODEL

What is a “community of practice”?

A community of practice (CoP) is a group of people who share a common concern, a set of problems, or an interest in a topic and who come together to fulfill both individual and group goals. Communities of practice focus on sharing best practices and creating new knowledge to advance a domain of professional practice.

UofM HR Community of Practice

Since 2009, the HR Community of Practice has been a place for human resources professionals across the university to collaborate, connect and learn. There are 280 members in the HR CoP representing all major areas of the university. Membership is open to all human resources professionals at U-M ranging from generalists to business partners to higher levels of HR leadership.

➤ *HR CoP Goals*

Connect people

Provide a shared context

Enable dialogue

Stimulate learning

Capture and diffuse knowledge

Introduce collaborative processes

Help people organize

Generate new knowledge



IMPLEMENTING A COMPETENCY MODEL



Planning

➤ *Create Committee of Participants*

UofM Ann Arbor, Dearborn, Flint; Michigan Medicine; Dept of Communication; HR CoP Sponsorship

➤ *Define Purpose*

To share the Ulrich Competency Model with our CoP members in an effort to develop common language, opportunities for skill development and build on the overall competencies of U-M HR staff.

➤ *Determine Stakeholders/Audience*

➤ *Timing*

October 2020 – Planning Committee Meets
December 2020 – Email Announcing Model
January 2021 – Follow Up Email with Resources

February to June 2021 – Education Sessions
July 2021 – Participant Survey
September 2021 – Sharing Model Updates



IMPLEMENTING A COMPETENCY MODEL

Communication and Socialization



➤ *Communication Plan*

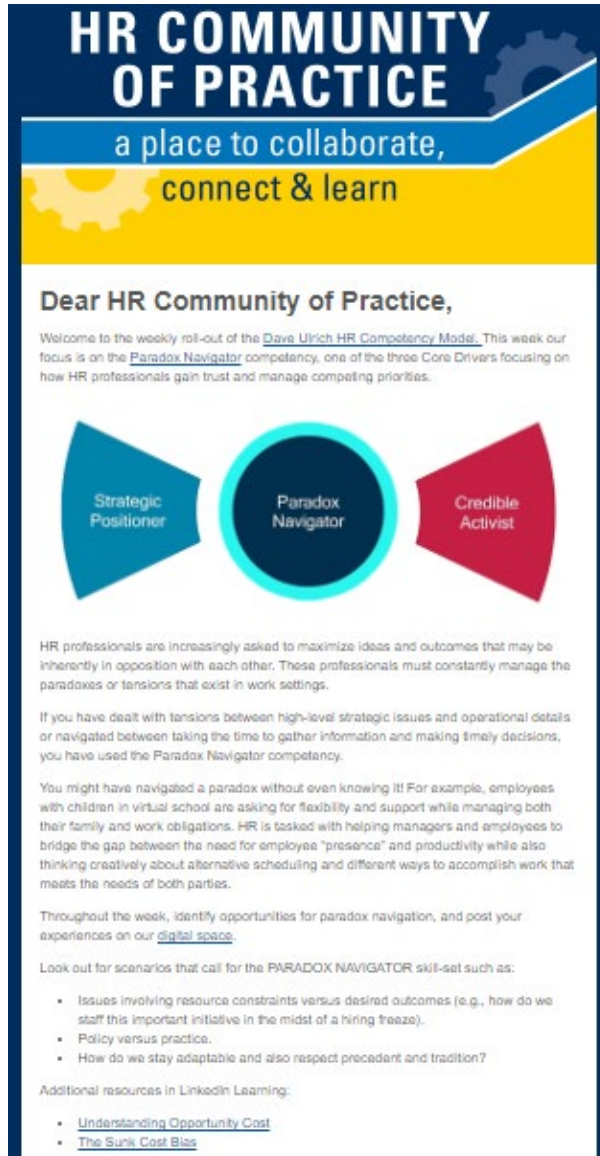
- Email Introduction to Model; Provide Video by Dave Ulrich
 - Describe roll-out
- Weekly emails each with competency subject focus and information resources; followed by monthly interactive online learning sessions
 - Participant survey

➤ *Using Technology*

- Email Communication
- Zoom interactive learning Sessions
- Mind Meister collaborate environment
- Google Sheets




IMPLEMENTING A COMPETENCY MODEL



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Dear HR Community of Practice,

Welcome to the weekly roll-out of the [Dave Ulrich HR Competency Model](#). This week our focus is on the [Paradox Navigator](#) competency, one of the three Core Drivers focusing on how HR professionals gain trust and manage competing priorities.



HR professionals are increasingly asked to maximize ideas and outcomes that may be inherently in opposition with each other. These professionals must constantly manage the paradoxes or tensions that exist in work settings.

If you have dealt with tensions between high-level strategic issues and operational details or navigated between taking the time to gather information and making timely decisions, you have used the Paradox Navigator competency.

You might have navigated a paradox without even knowing it! For example, employees with children in virtual school are asking for flexibility and support while managing both their family and work obligations. HR is tasked with helping managers and employees to bridge the gap between the need for employee "presence" and productivity while also thinking creatively about alternative scheduling and different ways to accomplish work that meets the needs of both parties.

Throughout the week, identify opportunities for paradox navigation, and post your experiences on our [digital space](#).

Look out for scenarios that call for the PARADOX NAVIGATOR skill-set such as:

- Issues involving resource constraints versus desired outcomes (e.g., how do we staff this important initiative in the midst of a hiring freeze).
- Policy versus practice.
- How do we stay adaptable and also respect precedent and tradition?

Additional resources in LinkedIn Learning:

- [Understanding Opportunity Cost](#)
- [The Sunk Cost Bias](#)

Education

- Nine-week educational series; The model includes nine competencies that are introduced on a weekly basis via email and include information about the competency, video, and thought questions

Taking Action!

- In addition, utilizing an interactive digital space called Mindmeister to share insights, challenges and successes to embed the competencies into our daily work as HR professionals
- End-of-series participant survey
- Revisiting our shared experiences; Communicating updates to Model



Thank You!

Resources...

- [The HR Competency Model](#), Dave Ulrich and RBL Group, *Website*
- [Overview of the Competency Model](#), Dave Ulrich, *Video*
- [About Dave Ulrich](#), *Website*
- [About UM HR Community of Practice](#), *Website*

