# 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*

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# 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

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# 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.
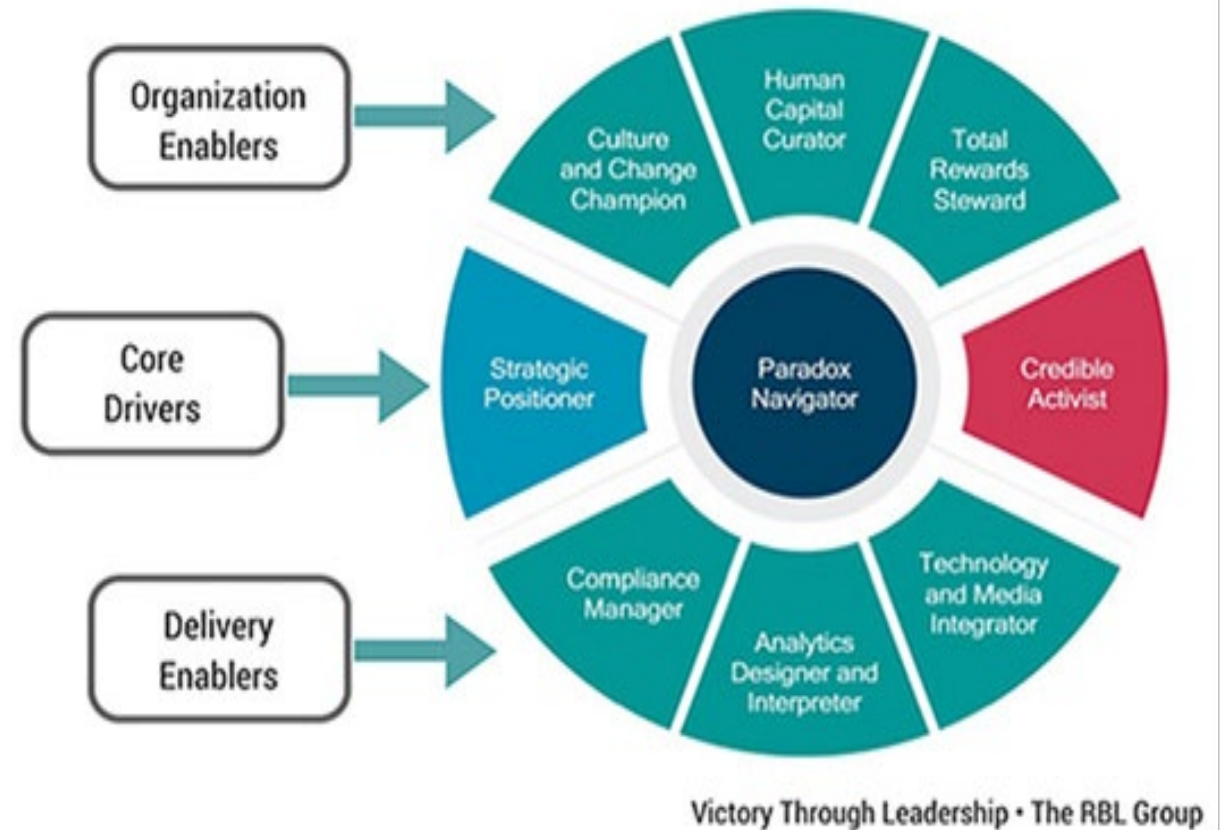
# HR COMPETENCY MODEL

**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?



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# HR COMPETENCY MODEL

## Core Drivers:

How do we gain trust and manage competing priorities?

> ➤ Paradox Navigator
> ➤ Credible Activist
> ➤ Strategic Positioner



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# HR COMPETENCY MODEL

**Organization Enablers:**

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

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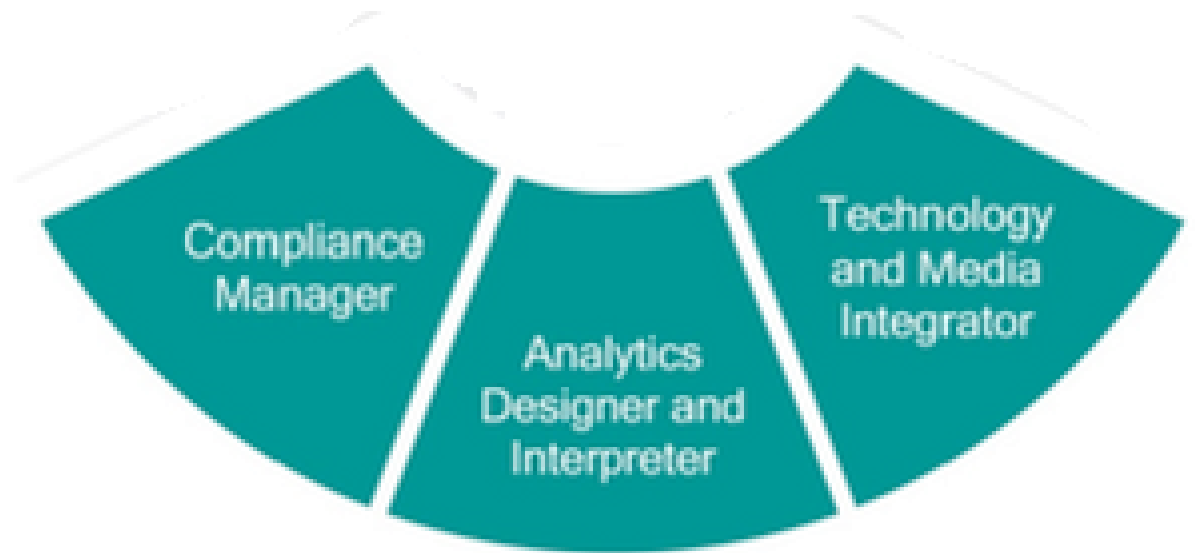- ➢ Human Capital Curator
- ➢ Total Rewards Steward

Culture and Change Champion

Human Capital Curator

Total Rewards Steward

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# HR COMPETENCY MODEL

**<u>Delivery Enablers:</u>**

How do HR professionals deliver outcomes?

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



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# 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                Stimulate learning                      Help people organize
Provide a shared context      Capture and diffuse knowledge           Generate new knowledge
Enable dialogue               Introduce collaborative processes

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# IMPLEMENTING A COMPETENCY MODEL

**HUMAN RESOURCES**
*Community of Practice*
A PLACE TO COLLABORATE, CONNECT & LEARN

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# 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

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# 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
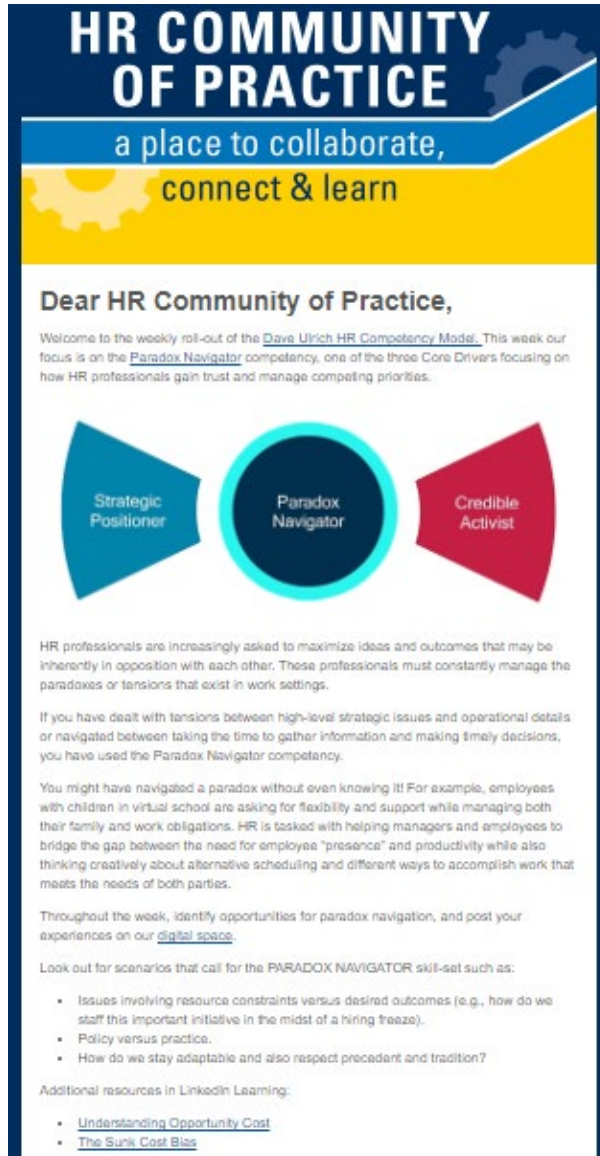
> *Using Technology*
>   • Email Communication
>   • Zoom interactive learning Sessions
>   • Mind Meister collaborate environment
>   • Google Sheets

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# IMPLEMENTING A COMPETENCY MODEL



## 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

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# 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*

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