



**The 2014 SHRM Competency Model: Relationship Management and Conflict Engagement**

The SHRM competency model identifies nine competencies that define what it means to be a successful HR professional. The model offers two levels of certification: the certified professional (SHRM-CP) and senior certified professional (SHRM-SCP) levels. The content of the SHRM Competency Model was validated through a survey of over 32,000 HR professionals.

Here is a visual map of the nine competencies:



**Relationship Management**

Relationship management is defined as *“the ability to manage interactions to provide service and to support the organization.”*

*“In order to develop this competency, HR professionals should **maintain productive interpersonal relationships and demonstrate aptitude to help others to do the same.** Healthy interpersonal relationships among employees at an organization contribute positively to employee and organizational success.”*



**Relations Management Competencies by Seniority Level:**

EARLY LEVEL	MID LEVEL
<ul style="list-style-type: none"> <li>→ Listens effectively to potential issues before reacting with solutions                             <ul style="list-style-type: none"> <li>• Serves as frontline liaison with vendors/suppliers</li> </ul> </li> <li>→ Refers potentially difficult interactions to manager                             <ul style="list-style-type: none"> <li>• Seeks opportunities to interact with stakeholders</li> <li>• Provides outstanding customer service experience to employees and other stakeholders</li> </ul> </li> <li>→ Facilitates the resolution of transactional conflicts that arise</li> <li>→ Provides basic information for resolution of conflicts                             <ul style="list-style-type: none"> <li>• Develops a network of contacts both within the organization and with external partners serving the organization</li> <li>• Networks with HR peers, both internal and external to organization</li> <li>• Demonstrates effective interpersonal skills</li> </ul> </li> <li>→ Develops a strong and positive reputation both internally and externally as a neutral and approachable HR representative</li> <li>→ Prevents transactional conflicts when possible                             <ul style="list-style-type: none"> <li>• Provides first point of contact for employee questions</li> <li>• Communicates and demonstrates support for HR decisions passed down even if not consistent with own point-of-view</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Oversees transactional and/or preliminary stage of employee relations issues</li> <li>• Assists early-level HR professionals in building networks with higher-level leaders in the organization</li> <li>→ Recognizes potential employee relations issues in a proactive manner and either resolves the issue or moves the concern to senior leaders</li> <li>→ Mediates difficult interactions, escalating problems to higher level when warranted</li> <li>• Develops network of contacts of internal and external stakeholders including frontline managers, HR peers, and job candidates</li> <li>→ Develops a reputation as a neutral and approachable HR professional serving employees and the organization</li> <li>• Oversees interactions with vendors/suppliers to maintain service quality</li> <li>• Ensures early-level HR professionals are providing customer-oriented service</li> <li>• Ensures that HR decisions from senior leaders are understood and communicated by HR representatives</li> <li>→ Fosters positive team environment among staff</li> <li>• Identifies staff networking opportunities and venues</li> <li>→ Assists senior HR professionals in the facilitation of difficult interactions among stakeholders</li> </ul>
SENIOR LEVEL	EXECUTIVE LEVEL
<ul style="list-style-type: none"> <li>• Provides opportunities for employees to interact and build relationships</li> <li>• Provides career mentorship to mid-level career professionals</li> <li>• Develops and coordinates HR relationship management objectives and resources</li> <li>→ Mediates difficult employee relations and/or other interactions as a neutral party</li> <li>→ Develops policies and practices for resolving conflicts</li> <li>→ Resolves escalated conflicts among stakeholders                             <ul style="list-style-type: none"> <li>• Develops new partnerships and maintains existing partnerships with vendors, employees, and supervisors to maximize value to the organization</li> </ul> </li> <li>→ Manages challenging issues in union and non-union environments</li> <li>→ Negotiates with internal and external stakeholders including vendors, staff, and leaders</li> <li>→ Builds consensus and settles disputes internal to HR on policy and practice decisions                             <ul style="list-style-type: none"> <li>• Oversees customer service objectives and outcomes</li> <li>• Designs programs and policies to cultivate a strong customer service culture in the HR function</li> <li>• Engages mid-level and early-level staff by building relationships</li> </ul> </li> <li>→ Facilitates difficult interactions among organizational stakeholders to achieve optimal outcomes                             <ul style="list-style-type: none"> <li>• Develops a network of contacts including senior leaders, operational teams, staff, peers, suppliers/vendors, and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Designs strategies for improving relationship management performance metrics</li> <li>• Networks with and influences legislative bodies, union heads, and external HR leaders</li> <li>• Develops and champions organizational customer service strategies and models</li> <li>→ Negotiates with internal and external stakeholders to advance the interests of the organization</li> <li>• Designs strategies to ensure a strong customer service culture in the HR function</li> <li>→ Creates conflict resolution strategies and processes throughout the organization</li> <li>• Oversees HR decision-making process to ensure consistency with HR and business strategy</li> <li>• Develops strategic relationships with internal and external stakeholders</li> <li>→ Fosters a culture that supports intra-organizational relationships throughout organization (e.g., silo busting)                             <ul style="list-style-type: none"> <li>• Designs strategic opportunities and venues for employee networking and relationship building</li> <li>• Proactively develops relationships with peers, clients, suppliers, board members, and senior leaders</li> </ul> </li> </ul>

## Competencies with Conflict Engagement Responsibilities

Early level expectations focus on:

- Listening without immediately providing the solution,
- Making referrals of difficult situations to their manager,
- Preventing transactional conflicts and when that is not possible facilitating their resolution,
- Providing information about conflict resolution options, and
- Developing a reputation as a neutral and approachable HR representative.

Mid-level expectations focus on:

- Recognizing potential employee relations issues in a proactive manner and resolving the issue,
- Mediating difficult interactions, and escalating problems when warranted,
- Developing a reputation as a neutral and approachable HR professional serving employees and the organization,
- Fostering a positive team environment among staff, and
- Facilitating conflict resolution meetings.

Senior level expectations focus on:

- Mediating difficult employee relations as a neutral party,
- Developing policies and practices for resolving conflicts,
- Resolving escalated conflicts among stakeholders,
- Managing challenging issues in union and non-union environments,
- Negotiating with internal and external stakeholders,
- Building consensus and settling disputes internal to HR on policy and practice decisions, and
- Facilitating difficult interactions among organizational stakeholders to achieve optimal outcomes.

Executive level expectations focus on:

- Creating conflict resolution strategies and processes throughout the organization,
- Negotiating with internal and external stakeholders to advance the interests of the organization,
- Fostering a culture that supports intra-organizational relationships throughout organization,
- Proactively developing relationships with peers, clients, suppliers, board members, and senior leaders.