

SHRM Body of Competency and Knowledge Checklist

Use this checklist to determine the alignment of your programming to one or more of the SHRM competencies. For additional detail please refer to the SHRM Body of Competency and Knowledge Guide at shrmcertification.org/SHRMBOCK.

Leadership & Navigation

Operating as a key business partner to help the organization achieve its goals through strong HR guidance and intervention.

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Working within the parameters of the organization's hierarchy, processes, systems and policies to implement HR initiatives. |
| <input type="checkbox"/> | Defining and supporting a coherent HR vision and long-term goals that support the strategic direction of the organization. |
| <input type="checkbox"/> | Executing the implementation and management of projects or initiatives that support HR and organizational objectives. |
| <input type="checkbox"/> | Inspiring others to understand and pursue the strategic vision and goals of HR and the organization. |

Ethical Practice

Maintaining personal and professional integrity.

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Demonstrating high levels of integrity in personal relationships and behaviors. |
| <input type="checkbox"/> | Demonstrating high levels of integrity in professional relationships and behaviors. |
| <input type="checkbox"/> | Cultivating the organization's ethical environment and ensuring that policies and practices reflect ethical values. |

Communication

Effectively crafting and delivering concise and informative communications up, down and across the organization.

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Developing and delivering communications that are clear, persuasive and appropriate to a variety of audiences. |
| <input type="checkbox"/> | Demonstrating high levels of integrity in professional relationships and behaviors |
| <input type="checkbox"/> | Listening to and understanding information provided by others. |

Global & Cultural Effectiveness

Interacting in a global context and promoting a diverse and inclusive workplace.

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Demonstrating openness and tolerance when working with people from different cultural traditions. |
| <input type="checkbox"/> | Effectively managing globally influence workplace requirements to achieve organizational goals. |
| <input type="checkbox"/> | Designing, implementing and promoting organizational policies and practices to ensure diversity and inclusion in the workplace. |

SHRM Body of Competency and Knowledge Checklist

Relationship Management

Building and maintaining effective working relationships within and outside the organization.

- Effectively building a network of professional contacts both within and outside the organization.
- Effectively building and maintaining relationships both within and outside the organization.
- Participating as an effective team member and building, promoting and leading effective teams.
- Managing and resolving conflicts by identifying areas of common interest among the parties in conflict.
- Reaching mutually acceptable agreements with negotiating parties within and outside the organization.

Consultation

Working with organizational stakeholders to identify, evaluate and address business challenges and opportunities.

- Working with business partners and leaders to identify business challenges and opportunities for HR solutions.
- Working with business partners and leaders to design HR solutions and initiatives that meet business needs.
- Working with business partners and leaders to implement and support HR solutions and initiatives.
- Leading and supporting maintenance of or changes in strategy, organization and/or operations.
- Providing high-quality customer service and contributing to a strong customer service culture.

Business Acumen

Operating as a key business partner and helping the organization to achieve its goals through strong HR guidance and intervention.

- Understanding the organization's operations, functions, products and services, and the competitive, economic, social and political environments in which it operates.
- Applying business metrics, principles and technologies to inform and address business needs.
- Aligning HR strategy, communications, initiatives and operations with the organization's strategic direction.

Critical Evaluation

Collecting, analyzing and interpreting qualitative and quantitative data to inform business decisions.

- Understanding and promoting the importance and utility of data.
- Understanding how to determine data utility and identifying and gathering data to inform organizational decisions.
- Analyzing data to evaluate HR initiatives and business challenges.
- Using the results of data analysis to inform the best course of action.

HR Expertise

<input type="checkbox"/>	HR Strategic Planning	Activities necessary for developing, implementing and managing the strategic direction required to achieve organizational success and create value for stakeholders.
<input type="checkbox"/>	Talent Acquisition	Activities involved in building and maintaining a workforce that meets the needs of the organization.
<input type="checkbox"/>	Employee Engagement & Retention	Refers to the activities aimed at retaining high-performance talent, solidifying and improving the relationship between employees and the organization, creating a thriving and energized workforce, and developing effective strategies to address appropriate performance expectations from employees at all levels.
<input type="checkbox"/>	Learning & Development	Activities aimed at enhancing the knowledge, skills, abilities and other characteristics (KSAOs) and competencies of the workforce in order to meet the organization's business needs.
<input type="checkbox"/>	Total Rewards	Refers to the design and implementation of compensation systems and benefit packages which employers use to attract and retain employees.
<input type="checkbox"/>	Structure of the HR Function	Encompasses the people, processes, theories and activities involved in delivering HR-related services that create and drive organizational effectiveness
<input type="checkbox"/>	Organizational Effectiveness & Development	Concerns the overall structure and functionality of the organization and involves measurement of long- and short-term effectiveness and growth of people and processes, and implementation of necessary organizational change initiatives.
<input type="checkbox"/>	Workforce Management	Refers to HR practices and initiatives that allow the organization to meet its talent needs (e.g. workforce planning, succession planning) and to close critical gaps in competencies.
<input type="checkbox"/>	Employee & Labor Relations	Refers to any dealings between the organization and its employees regarding the terms and conditions of employment.

HR Expertise

<input type="checkbox"/>	Technology Management	Involves the use of existing, new and emerging technologies to support the HR function and the development and implementation of policies and procedures governing the use of technologies in the workplace.
<input type="checkbox"/>	HR in the Global Context	Focuses on the role of the HR professional in managing global workforces to achieve organizational objectives.
<input type="checkbox"/>	Diversity & Inclusion	Encompasses activities that create opportunities for the organization to leverage the unique backgrounds and characteristics of all employees to contribute to its success.
<input type="checkbox"/>	Risk Management	The identification, assessment and prioritization of risks, and the application of resources to minimize, monitor and control the probability and impact of those risks accordingly.
<input type="checkbox"/>	Corporate Social Responsibility	Represents the organization's commitment to operate in an ethical and sustainable manner by engaging in activities that promote and support philanthropy, transparency, sustainability and ethically sound governance practices.
<input type="checkbox"/>	U.S. Employment Law & Regulations	Refers to the knowledge and application of all relevant laws and regulation in the United States relating to employment-provisions that set the parameters and limitations for each HR functional area and for organizations overall.