SHRM Body of Applied Skills and Knowledge® (SHRM Bask®) Checklist

LEADERSHIP CLUSTER		
Leadership & Navigation	**Ethical Practice**	**Inclusion & Diversity**
Creating a compelling a vision and mission for HR that aligns with the strategic direction and culture of the organization, accomplish HR and organizational goals, lead and promote organizational change, navigate the organization, and manage the implementation and execution of HR initiatives.	Maintaining high levels of personal and professional integrity and acting as an ethical agent who promotes core values, integrity and accountability throughout the organization.	Creating a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, feel a sense of belonging, and use their unique backgrounds and characteristics to contribute fully to the organization's success.
☐ **Navigating the Organization** Work within the parameters of the organization's hierarchy, processes, systems and policies.	☐ **Personal Integrity** Demonstrate high levels of integrity in personal relationships and behaviors.	☐ **Creating an Inclusive & Diverse Culture** Cultivate a work environment in which every person in an organization feels welcomed, respected, supported and a sense of belonging.
☐ **Vision** Define and supporting a coherent vision and long-term goals for HR that support the strategic direction of the organization.	☐ **Professional Integrity** Demonstrate high levels of integrity in professional relationships and behaviors.	☐ **Ensuring Equity Effectiveness** Ensure fair treatment in access, opportunity and advancement for all individuals in the workplace.
☐ **Managing HR Initiatives** Implement and support HR projects that align with HR and organizational objectives.	☐ **Ethical Agent** Cultivate the organization's ethical environment and ensuring that policies and practices reflect ethical values.	☐ **Connecting I&D to Organizational Performance** Demonstrate the importance of DE&I efforts to achieving organizational goals and key objectives.
☐ **Influence** Inspire colleagues to understand and pursue the strategic vision and goals of HR and the organization.		

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INTERPERSONAL CLUSTER		
Relationship Management	**Communication**	**Global Mindset**
Creating and maintaining a network of professional contacts within and outside of the organization, to build and maintain relationships, to work as effective member of a team, and to manage conflict while supporting the organization	Effectively crafting and delivering concise and informative communications, to listen to and address the concerns of others, and to transfer and translate information from one level or unit of the organization to another.	Valuing and considering the perspectives and backgrounds of all parties, to interact with others in a global context, and to promote a culturally diverse and inclusive workplace.
☐ **Networking** Effectively build a network of professional contacts both within and outside of the organization.	☐ **Delivering Messages** Develops and delivers, to a variety of audiences, communications that are clear, persuasive and appropriate to the topic and situation.	☐ **Operating in a Culturally Diverse Workplace** Demonstrates openness and respect when working with people from different cultural traditions.
☐ **Relationship Building** Effectively builds and maintains relationships both within and outside of the organization.	☐ **Exchanging Organizational Information** Effectively translates and communicates messages among organizational levels or units.	☐ **Operating in a Global Environment** Effectively manages globally influenced workplace requirements to achieve organizational goals.
☐ **Teamwork** Participates as an effective team member, and builds, promotes and leads effective teams.	☐ **Listening** Understands information provided by others and seeks feedback.	☐ **Advocating for a Culturally Diverse and Inclusive Workplace** Designs, implements, and promotes organizational policies and practices that encourage cultural diversity and inclusion in the workplace.
☐ **Negotiation** Reaches mutually acceptable agreements with negotiating parties within and outside of the organization.		
☐ **Conflict Management** Manages and resolves conflicts by identifying areas of common interest among the parties in conflict.		

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BUSINESS CLUSTER					
Business Acumen		**Consultation**		**Analytical Aptitude**	
Understanding the organization's operations, functions, and external environment, and to apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.		Working with organizational stakeholders in evaluating business challenges and identifying opportunities for the design, implementation and evaluation of change initiatives, and to build ongoing support of HR solutions that meet the changing needs of customers and the business.		Collecting and analyzing qualitative and quantitative data and interpreting and promoting findings that evaluate HR initiatives and inform business decisions and recommendations.	
☐	**Business and Competitive Awareness** Understands the organization's operations, functions, products and services, and the competitive, economic, social and political environments in which the organization operates.	☐	**Evaluating Business Challenges** Works with business partners and leaders to identify business challenges and opportunities for HR solutions.	☐	**Data Advocate** Understands and promotes the importance and utility of data.
☐	**Business Analysis** Applies business metrics, principles, and technologies to inform and address business needs.	☐	**Designing HR Solutions** Works with business partners and leaders to design HR solutions and initiatives that meet business needs.	☐	**Data Gathering** Understands how to determine data utility and identifies and gathers data to inform organizational decisions.
☐	**Strategic Alignment** Aligns HR strategy, communications, initiatives and operations with the organization's strategic direction.	☐	**Advising on HR Solutions** Works with business partners and leaders as they implement and support HR solutions and initiatives.	☐	**Data Analysis** Analyzes data to evaluate HR initiatives and business challenges.
		☐	**Change Management** Leads and supports maintenance of or changes in strategy, organization and/or operations.		**Evidence-Based Decision-Making** Uses the results of data analysis to inform the best course of action.
		☐	**Service Excellence** Provides high-quality service to all stakeholders and contributes to a strong customer service culture.		

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HR EXPERTISE DOMAINS					
People Knowledge		**Organization Knowledge**		**Workplace Knowledge**	
☐	**HR Strategy** Developing, implementing, managing, and evaluating the strategic direction required to achieve organizational success and to create value for stakeholders.	☐	**Structure of the HR Function** Encompasses the people, processes, theories and activities involved in delivering HR-related services that create and drive organizational effectiveness.	☐	**Managing a Global Workforce** Focuses on the role of the HR professional in managing global workforces to achieve organizational objectives.
☐	**Talent Acquisition** Encompasses the activities involved in building and maintaining a workforce that meets the needs of the organization.	☐	**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.	☐	**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.
☐	**Employee Engagement & Retention** Refers to the activities aimed at retaining 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.	☐	**Workforce Management** Refers to HR practices and initiatives that allow the organization to meet its talent needs and to close critical gaps in competencies.	☐	**Corporate Social Responsibility (CSR)** Represents the organization's commitment to operate ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local and global community.
☐	**Learning & Development** Activities aimed at enhancing the KSAOs and competencies of the workforce to meet the organization's current and future business needs.	☐	**Employee & Labor Relations** Refers to any interactions between the organization and its employees regarding the terms and conditions of employment.	☐	**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.
☐	**Total Rewards** Refers to the design and implementation of compensation systems and benefit packages which are used to attract and retain employees.	☐	**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.		