

# SHRM Body of Applied Skills and Knowledge™ (SHRM Bask™) Checklist

LEADERSHIP CLUSTER		
Leadership & Navigation	Ethical Practice	Diversity, Equity & Inclusion
<p>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.</p>		
<input type="checkbox"/> <b>Navigating the Organization</b> Work within the parameters of the organization’s hierarchy, processes, systems and policies.	<input type="checkbox"/> <b>Personal Integrity</b> Demonstrate high levels of integrity in personal relationships and behaviors.	<input type="checkbox"/> <b>Creating a Diverse &amp; Inclusive Culture</b> Cultivate a work environment in which every person in an organization feels welcomed, respected, supported and a sense of belonging.
<input type="checkbox"/> <b>Vision</b> Define and supporting a coherent vision and long-term goals for HR that support the strategic direction of the organization.	<input type="checkbox"/> <b>Professional Integrity</b> Demonstrate high levels of integrity in professional relationships and behaviors.	<input type="checkbox"/> <b>Ensuring Equity Effectiveness</b> Ensure fair treatment in access, opportunity and advancement for all individuals in the workplace.
<input type="checkbox"/> <b>Managing HR Initiatives</b> Implement and support HR projects that align with HR and organizational objectives.	<input type="checkbox"/> <b>Ethical Agent</b> Cultivate the organization’s ethical environment and ensuring that policies and practices reflect ethical values.	<input type="checkbox"/> <b>Connecting DE&amp;I to Organizational Performance</b> Demonstrate the importance of DE&I efforts to achieving organizational goals and key objectives.
<input type="checkbox"/> <b>Influence</b> 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
<p>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</p>		
<input type="checkbox"/> <b>Networking</b> Effectively build a network of professional contacts both within and outside of the organization.	<input type="checkbox"/> <b>Delivering Messages</b> Develops and delivers, to a variety of audiences, communications that are clear, persuasive and appropriate to the topic and situation.	<input type="checkbox"/> <b>Operating in a Culturally Diverse Workplace</b> Demonstrates openness and respect when working with people from different cultural traditions.
<input type="checkbox"/> <b>Relationship Building</b> Effectively builds and maintains relationships both within and outside of the organization.	<input type="checkbox"/> <b>Exchanging Organizational Information</b> Effectively translates and communicates messages among organizational levels or units.	<input type="checkbox"/> <b>Operating in a Global Environment</b> Effectively manages globally influenced workplace requirements to achieve organizational goals.
<input type="checkbox"/> <b>Teamwork</b> Participates as an effective team member, and builds, promotes and leads effective teams.	<input type="checkbox"/> <b>Listening</b> Understands information provided by others and seeks feedback.	<input type="checkbox"/> <b>Advocating for a Culturally Diverse and Inclusive Workplace</b> Designs, implements, and promotes organizational policies and practices that encourage cultural diversity and inclusion in the workplace.
<input type="checkbox"/> <b>Negotiation</b> Reaches mutually acceptable agreements with negotiating parties within and outside of the organization.		
<input type="checkbox"/> <b>Conflict Management</b> 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.
<input type="checkbox"/> <b><u>Business and Competitive Awareness</u></b> Understands the organization’s operations, functions, products and services, and the competitive, economic, social and political environments in which the organization operates.	<input type="checkbox"/> <b><u>Evaluating Business Challenges</u></b> Works with business partners and leaders to identify business challenges and opportunities for HR solutions.	<input type="checkbox"/> <b><u>Data Advocate</u></b> Understands and promotes the importance and utility of data.
<input type="checkbox"/> <b><u>Business Analysis</u></b> Applies business metrics, principles, and technologies to inform and address business needs.	<input type="checkbox"/> <b><u>Designing HR Solutions</u></b> Works with business partners and leaders to design HR solutions and initiatives that meet business needs.	<input type="checkbox"/> <b><u>Data Gathering</u></b> Understands how to determine data utility and identifies and gathers data to inform organizational decisions.
<input type="checkbox"/> <b><u>Strategic Alignment</u></b> Aligns HR strategy, communications, initiatives and operations with the organization’s strategic direction.	<input type="checkbox"/> <b><u>Advising on HR Solutions</u></b> Works with business partners and leaders as they implement and support HR solutions and initiatives.	<input type="checkbox"/> <b><u>Data Analysis</u></b> Analyzes data to evaluate HR initiatives and business challenges.
	<input type="checkbox"/> <b><u>Change Management</u></b> Leads and supports maintenance of or changes in strategy, organization and/or operations.	<input type="checkbox"/> <b><u>Evidence-Based Decision-Making</u></b> Uses the results of data analysis to inform the best course of action.
	<input type="checkbox"/> <b><u>Service Excellence</u></b> 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	
<input type="checkbox"/>	<p><b>HR Strategy</b> Developing, implementing, managing, and evaluating the strategic direction required to achieve organizational success and to create value for stakeholders.</p>	<input type="checkbox"/>	<p><b>Structure of the HR Function</b> Encompasses the people, processes, theories and activities involved in delivering HR-related services that create and drive organizational effectiveness.</p>	<input type="checkbox"/>	<p><b>Managing a Global Workforce</b> Focuses on the role of the HR professional in managing global workforces to achieve organizational objectives.</p>
<input type="checkbox"/>	<p><b>Talent Acquisition</b> Encompasses the activities involved in building and maintaining a workforce that meets the needs of the organization.</p>	<input type="checkbox"/>	<p><b>Organizational Effectiveness &amp; Development</b> 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.</p>	<input type="checkbox"/>	<p><b>Risk Management</b> 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.</p>
<input type="checkbox"/>	<p><b>Employee Engagement &amp; Retention</b> 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.</p>	<input type="checkbox"/>	<p><b>Workforce Management</b> Refers to HR practices and initiatives that allow the organization to meet its talent needs and to close critical gaps in competencies.</p>	<input type="checkbox"/>	<p><b>Corporate Social Responsibility (CSR)</b> 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.</p>
<input type="checkbox"/>	<p><b>Learning &amp; Development</b> Activities aimed at enhancing the KSAOs and competencies of the workforce to meet the organization's current and future business needs.</p>	<input type="checkbox"/>	<p><b>Employee &amp; Labor Relations</b> Refers to any interactions between the organization and its employees regarding the terms and conditions of employment.</p>	<input type="checkbox"/>	<p><b>U.S. Employment Law &amp; Regulations</b> 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.</p>
<input type="checkbox"/>	<p><b>Total Rewards</b> Refers to the design and implementation of compensation systems and benefit packages which are used to attract and retain employees.</p>	<input type="checkbox"/>	<p><b>Technology Management</b> 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.</p>		