

SHRM BASK

Cluster/Domain & Competency/Functional Area	Sub-competencies/Concepts
Leadership: Diversity, Equity & Inclusion	creating a diverse and inclusive culture, ensuring equity effectiveness, connecting DE&I to organizational performance
Leadership: Leadership & Navigation	navigating the organization, vision, managing HR initiatives, influence
Leadership: Ethical Practice	personal integrity, professional integrity, ethical agent
Interpersonal: Relationship Management	networking, relationship building, teamwork, negotiation, conflict management
Interpersonal: Global Mindset	operating in a culturally diverse workplace, operating in a global environment, advocating for a culturally diverse and inclusive workplace
Interpersonal: Communication	delivering messages, exchanging organizational information, listening
Business: Business Acumen	business and competitive awareness, business analysis, strategic alignment
Business: Consultation	evaluating business challenges, designing HR solutions, advising on HR solutions, change management, service excellence
Business: Analytical Aptitude	data advocate, data gathering, data analysis, evidence-based decision making
People: HR Strategy	activities necessary for developing, implementing, managing and evaluating the strategic direction required to achieve organizational success and to create value for stakeholders
People: Talent Acquisition	activities involved in identifying, attracting and building a workforce that meets the needs of the organization
People: Employee Engagement & Retention	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
People: Learning & Development	activities enhance the KSAOs and competencies of the workforce to meet the organization's current and future business needs
People: Total Rewards	design and implementation of compensation systems and benefits packages, which are used to attract and retain employees
Organization: Structure of the HR Function	people, processes and activities involved in the delivery of HR-related services that create and drive organizational effectiveness
Organization: Organizational Effectiveness & Development	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
Organization: Workforce Management	HR practices and initiatives that allow the organization to meet its talent needs and close critical gaps in competencies
Organization: Employee & Labor Relations	interactions between the organization and its employees regarding the terms and conditions of employment
Organization: Technology Management	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
Workplace Knowledge: Managing a Global Workforce	role of the HR professional in managing global and mobile workforces to achieve organizational objectives
Workplace Knowledge: Risk Management	identification, assessment and prioritization of risks, and the application of resources to minimize, monitor and control the probability and impact of those risks accordingly
Workplace Knowledge: Corporate Social Responsibility	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 of the local and global community
Workplace Knowledge: U.S. Employment Law & Regulation	knowledge and application of all relevant laws and regulations in the United States relating to employment—provisions that set the and limitations for each HR functional area and for organizations overall parameters