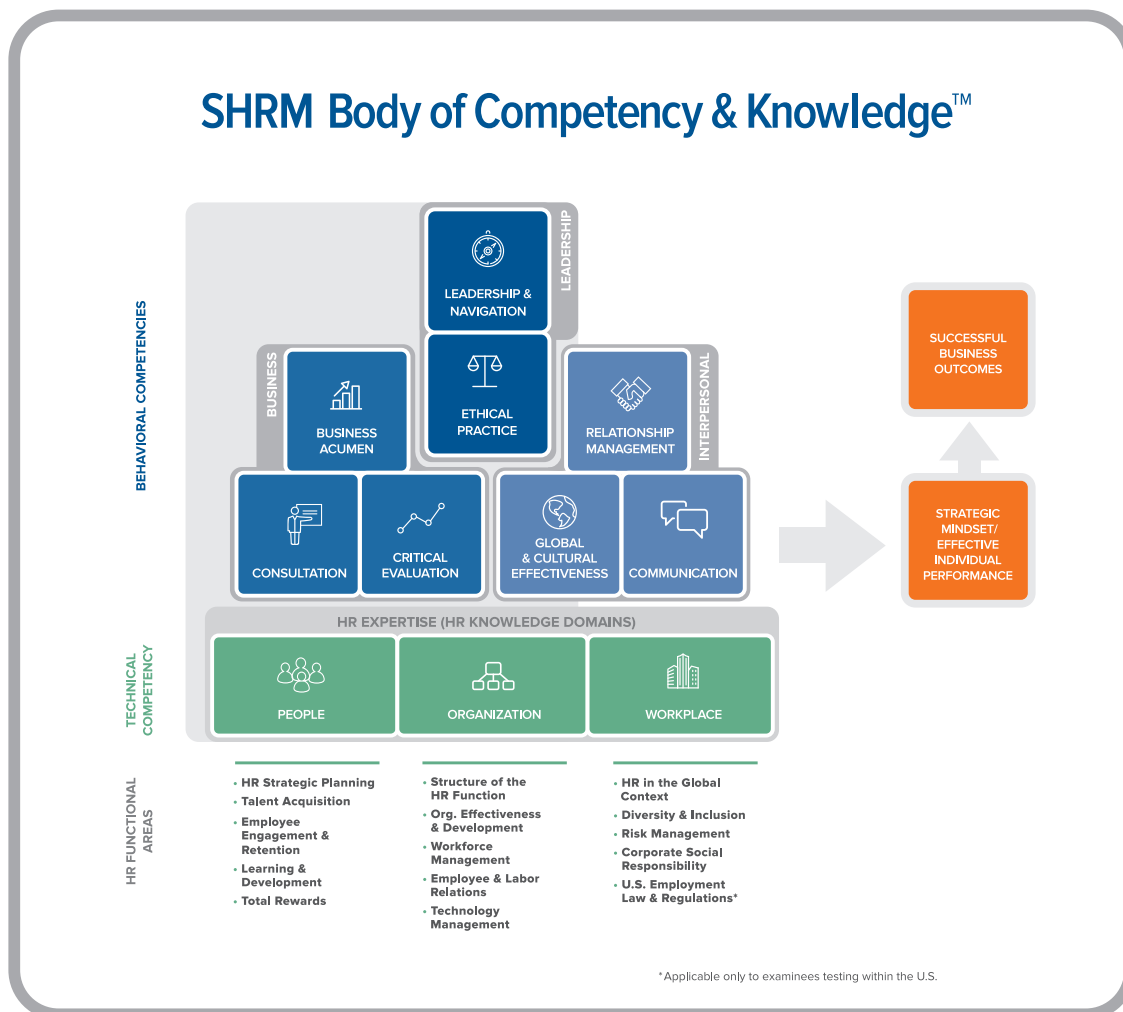


# SHRM Body of Competency & Knowledge™ (SHRM BoCK™)

SHRM-CP and SHRM-SCP credential-holders qualify for recertification credits by participating in professional development activities that relate to the SHRM BoCK. The SHRM BoCK describes the behavioral competencies and HR knowledge which HR professionals need for strategic focus and effective job performance. **Figure 1** provides an overview of the SHRM BoCK.

The SHRM BoCK greatly expands the scope of professional development activities that will qualify for recertification credit. By including Competencies in the SHRM BoCK, many educational programs not directly tied to human resource management will qualify for PDCs. For example, leadership programs build proficiency in the *Leadership & Navigation* Competency, courses in statistics expand capabilities in the *Critical Evaluation* Competency, and business education offerings promote the *Business Acumen* Competency. All would be eligible for PDCs. Broadening the scope of eligible recertification activities will help individual HR professionals strengthen their core skills, while contributing to a stronger HR profession.

**Figure 1: The SHRM Body of Competency & Knowledge**



# Acceptable Topics for Educational Programming

The following is an **illustrative** list of examples of subject areas relating to the SHRM BoCK that may be awarded PDCs:

## Competencies



### Leadership & Navigation

- Improving negotiation effectiveness
- Leading change



### Business Acumen

- Advancing business acumen
- Understanding organizational metrics



### Consultation

- Effective consultation
- Applying creative problem solving



### Global & Cultural Effectiveness

- Cross-culture and cross-border issues
- Global strategic leadership



### Ethical Practice

- Business ethics
- Dealing with unethical behavior or conflicts of interest



### Relationship Management

- Customer relationship management
- Managing internal and external relationships



### Critical Evaluation

- Critical thinking
- Data analysis



### Communication

- Communicating up, down and across the organization
- Constructive feedback for developmental opportunities

## HR Knowledge

### People

- Goal-setting approaches
- Quality assurance techniques
- Strategic management considerations
- SWOT and environmental scan techniques
- Talent management
- Recruitment and selection techniques
- Retention techniques
- Job analysis
- Employee engagement
- Compensation and benefits
- Conflict management
- HR metrics
- Change management
- Training and development
- Remuneration data analysis
- Understanding external labor market factors

### Organization

- Balanced scorecards philosophy
- Motivational theories
- Organizational behavior theories
- HR organizational structure and design
- Understanding individual differences and perceptions
- Needs assessment techniques
- Succession planning
- Employee relations
- HRIS
- Data analytic techniques

### Workplace

- Global mindset techniques
- Visa and work permit considerations
- Managing international assignments
- Emotional intelligence
- Glass-ceiling prevention
- High- and low-context cultures
- Drug prevention
- Duty of care
- Safety auditing techniques
- Terrorism prevention and responses
- Privacy concerns
- Corporate citizenship and governance programs and legislation
- Legal update



# Ineligible Programming

The following is a list of examples of offerings/course titles that do not relate to the SHRM BoCK:

- Marketing skills techniques
- Specific software tools
- Basic office skills
- Time management

In addition, the following activities do not qualify for PDCs, regardless of topic:

- Programs that are less than 1 hour long.
- Time spent in exhibit hall at a conference.
- Presentations on the certification or recertification process.

SHRM has established the SHRM Recertification Provider Program to allow chapters, state councils, colleges, universities, education and/or training providers, and other organizations to award PDCs for their programming, without pre-approval by SHRM. This removes the guesswork over which activities meet recertification requirements.

To find out how your organization can become a SHRM Recertification Provider, please email [recertificationprovider@shrm.org](mailto:recertificationprovider@shrm.org) or visit [shrmcertification.org](http://shrmcertification.org) for more information.



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## WHAT IS SHRM?



The Society for Human Resource Management (SHRM) is the world's largest HR professional society, representing 285,000 members in more than 165 countries. For nearly seven decades, the Society has been the leading provider of resources serving the needs of HR professionals and advancing the practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates. [Visit us at shrm.org](http://shrm.org).