

APPENDIX A



The PHR[®] and SPHR[®] exams are created using the following PHR[®] and SPHR[®] Knowledge Base, which outlines the responsibilities and knowledge needed to be a viable HR professional. The PHR[®] and SPHR[®] Knowledge Base is created by HR subject matter experts through a rigorous practice analysis study and then validated by HR professionals working in the field through an extensive survey instrument. The PHR[®] and SPHR[®] Knowledge Base periodically is updated to ensure it is consistent with current practices in the HR field. All questions appearing on the exams are linked to the responsibility and knowledge statements outlined below.

IF LAWS CHANGE

We [at the HR Certification Institute] realize that employment laws change constantly. Candidates are responsible for knowing the HR laws and regulations that are in effect as of the start of each exam period.

The percentages that follow each functional area heading are the PHR[®] and SPHR[®] percentages, respectively.

01 Strategic Business Management (12%, 29%)

Developing, contributing to and supporting the organization's mission, vision, values, strategic goals and objectives; formulating policies; guiding and leading the change process; and evaluating HR's contributions to organizational effectiveness.

RESPONSIBILITIES

- 01 Interpret information related to the organization's operations from internal sources, including financial/accounting, business development, marketing, sales, operations, and information technology, in order to contribute to the development of the organization's strategic plan.
- 02 Interpret information from external sources related to the general business environment, industry practices and developments, technological developments, economic environment, labor pool, and legal and regulatory environment, in order to contribute to the development of the organization's strategic plan.
- 03 Participate as a contributing partner in the organization's strategic planning process.
- 04 Establish strategic relationships with key individuals in the organization to influence organizational decision-making.
- 05 Establish relationships/alliances with key individuals and organizations in the community to assist in achieving the organization's strategic goals and objectives.
- 06 Develop and utilize metrics to evaluate HR's contributions to the achievement of the organization's strategic goals and objectives.
- 07 Develop and execute strategies for managing organizational change that balance the expectations and needs of the organization, its employees, and all other stakeholders.
- 08 Develop and align the organization's human capital management plan with its strategic plan.

* As explained elsewhere in this book, the HR Certification Institute refers to the content in this appendix as "A PHR[®] and SPHR[®] Body of Knowledge."

- 09 Facilitate the development and communication of the organization's core values and ethical behaviors.
- 10 Reinforce the organization's core values and behavioral expectations through modeling, communication, and coaching.
- 11 Develop and manage the HR budget in a manner consistent with the organization's strategic goals, objectives, and values.
- 12 Provide information for the development and monitoring of the organization's overall budget.
- 13 Monitor the legislative and regulatory environment for proposed changes and their potential impact to the organization, taking appropriate proactive steps to support, modify, or oppose the proposed changes.
- 14 Develop policies and procedures to support corporate governance initiatives (e.g., board of directors training, whistleblower protection, code of conduct).
- 15 Participate in enterprise risk management by examining HR policies to evaluate their potential risks to the organization.
- 16 Identify and evaluate alternatives and recommend strategies for vendor selection and/or outsourcing (e.g., human resource information systems [HRIS], benefits, payroll).
- 17 Participate in strategic decision-making and due diligence activities related to organizational structure and design (e.g., corporate restructuring, mergers and acquisitions [M&A], offshoring, divestitures). **SPHR® ONLY**
- 18 Determine strategic application of integrated technical tools and systems (e.g., HRIS, performance management tools, applicant tracking, compensation tools, employee self-service technologies).

ADDRESSED IN THIS BOOK IN CHAPTER(S):

- 1, 3
- 2, 11, 14, 15, 16
- 1, 3, and Hotel Paris cases in chapters 3–18.
- 3
- 12, 14
- 1, 3, 5

KNOWLEDGE OF

- 01 The organization's mission, vision, values, business goals, objectives, plans and processes.
- 02 Legislative and regulatory processes.
- 03 Strategic planning process and implementation.
- 04 Management functions, including planning, organizing, directing and controlling.
- 05 Techniques to promote creativity and innovation.
- 06 Corporate governance procedures and compliance (e.g., Sarbanes-Oxley Act).
- 07 Transition techniques for corporate restructuring, M&A, offshoring and divestitures. **SPHR® ONLY**

02 Workforce Planning and Employment (26%, 17%)

Developing, implementing and evaluating sourcing, recruitment, hiring, orientation, succession planning, retention, and organizational exit programs necessary to ensure the workforce's ability to achieve the organization's goals and objectives.

RESPONSIBILITIES

- 01 Ensure that workforce planning and employment activities are compliant with applicable federal, state, and local laws and regulations.
- 02 Identify workforce requirements to achieve the organization's short- and long-term goals and objectives (e.g., corporate restructuring, M&A activity, workforce expansion or reduction).
- 03 Conduct job analyses to create job descriptions and identify job competencies.
- 04 Identify and document essential job functions for positions.

- 05 Establish hiring criteria based on job descriptions and required competencies.
- 06 Analyze labor market for trends that impact the ability to meet workforce requirements (e.g., SWOT analysis, environmental scan, demographic scan).
SPHR® ONLY
- 07 Assess skill sets of internal workforce and external labor market to determine the availability of qualified candidates, utilizing third-party vendors or agencies as appropriate.
- 08 Identify internal and external recruitment sources (e.g., employee referrals, online job boards, résumé banks) and implement selected recruitment methods.
- 09 Evaluate recruitment methods and sources for effectiveness (e.g., return on investment [ROI], cost-per-hire, time to fill).
- 10 Develop strategies to brand/market the organization to potential qualified applicants.
- 11 Develop and implement selection procedures, including applicant tracking, interviewing, testing, reference, and background checking, and drug screening.
- 12 Develop and extend employment offers and conduct negotiations as necessary.
- 13 Administer post-offer employment activities (e.g., execute employment agreements, complete I-9 verification forms, coordinate relocations, schedule physical exams).
- 14 Implement and/or administer the process for non-U.S. citizens to legally work in the United States.
- 15 Develop, implement and evaluate orientation processes for new hires, rehires, and transfers.
- 16 Develop, implement, and evaluate retention strategies and practices.
- 17 Develop, implement, and evaluate succession planning process.
- 18 Develop and implement the organizational exit process for both voluntary and involuntary terminations, including planning for reductions in force (RIF).
- 19 Develop, implement and evaluate an AAP, as required.

ADDRESSED IN THIS BOOK IN CHAPTER(S):

2, 4, 5, 6, 7, and Know Your
Employment Law features in
chapters 1–17.

3, 4, 5, 6, 7, and HR as a Profit Center
features in chapters 1–17.

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KNOWLEDGE OF

- 08 Federal/state/local employment-related laws and regulations related to workforce planning and employment (e.g., Title VII, ADA, ADEA, USERRA, EEOC Uniform Guidelines on Employee Selection Procedures, Immigration Reform and Control Act, Internal Revenue Code).
- 09 Quantitative analyses required to assess past and future staffing effectiveness (e.g., cost-benefit analysis, costs-per-hire, selection ratios, adverse impact).
- 10 Recruitment sources (e.g., Internet, agencies, employee referral) for targeting passive, semi-active and active candidates.
- 11 Recruitment strategies.
- 12 Staffing alternatives (e.g., temporary and contract, outsourcing, job sharing, part-time).
- 13 Planning techniques (e.g., succession planning, forecasting).
- 14 Reliability and validity of selection tests/tools/methods.
- 15 Use and interpretation of selection tests (e.g., psychological/personality, cognitive, motor/physical assessments, performance, assessment center).
- 16 Interviewing techniques (e.g., behavioral, situational, panel).
- 17 Relocation practices.

ADDRESSED IN THIS BOOK IN CHAPTER(S):

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5, 17, and HR Practices Around the
Globe features in chapters 4–17.

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KNOWLEDGE OF

- 18 Impact of total rewards on recruitment and retention.
- 19 International HR and implications of global workforce for workforce planning and employment. **SPHR® ONLY**
- 20 Voluntary and involuntary terminations, downsizing, restructuring and out-placement strategies and practices.
- 21 Internal workforce assessment techniques (e.g., skills testing, skills inventory, workforce demographic analysis) and employment policies, practices and procedures (e.g., orientation and retention).
- 22 Employer marketing and branding techniques.
- 23 Negotiation skills and techniques.

03 Human Resource Development (17%, 17%)

Developing, implementing and evaluating activities and programs that address employee training and development, performance appraisal, talent and performance management, and the unique needs of employees to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future organizational and individual needs.

RESPONSIBILITIES

- 01 Ensure that human resource development programs are compliant with all applicable federal, state, and local laws and regulations.
- 02 Conduct a needs assessment to identify and establish priorities regarding human resource development activities. **SPHR® ONLY**
- 03 Develop/select and implement employee training programs (e.g., leadership skills, harassment prevention, computer skills) to increase individual and organizational effectiveness. Note that this includes training design and methods for obtaining feedback from training (e.g., surveys, pre- and post-testing).
- 04 Evaluate effectiveness of employee training programs through the use of metrics (e.g., participant surveys, pre- and post-testing). **SPHR® ONLY**
- 05 Develop, implement and evaluate talent management programs that include assessing talent, developing talent and placing high-potential employees. **SPHR® ONLY**
- 06 Develop/select and evaluate performance appraisal process (e.g., instruments, ranking and rating scales, relationship to compensation, frequency).
- 07 Implement training programs for performance evaluators. **PHR® ONLY**
- 08 Develop, implement and evaluate performance management programs and procedures (e.g., goal setting, job rotations, promotions).
- 09 Develop/select, implement and evaluate programs (e.g., flexible work arrangements, diversity initiatives, repatriation) to meet the unique needs of employees. **SPHR® ONLY**

ADDRESSED IN THIS BOOK IN CHAPTER(S):

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KNOWLEDGE OF

- 24 Applicable federal, state and local laws and regulations related to human resources development activities (e.g., Title VII, ADA, ADEA, USERRA, EEOC Uniform Guidelines on Employee Selection Procedures).
- 25 Career development and leadership development theories and applications.

ADDRESSED IN THIS BOOK IN CHAPTER(S):

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- HR Practices Around the Globe features
in most chapters, + Chapter 17
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KNOWLEDGE OF

- 26 Organizational development theories and applications.
- 27 Training program development techniques to create general and specialized training programs.
- 28 Training methods, facilitation techniques, instructional methods and program delivery mechanisms.
- 29 Task/process analysis.
- 30 Performance appraisal methods (e.g., instruments, ranking and rating scales).
- 31 Performance management methods (e.g., goal setting, job rotations, promotions).
- 32 Applicable global issues (e.g., international law, culture, local management approaches/practices, societal norms). **SPHR® ONLY**
- 33 Techniques to assess training program effectiveness, including use of applicable metrics (e.g., participant surveys, pre- and post-testing).
- 34 E-learning.
- 35 Mentoring and executive coaching.

04 Total Rewards (16%, 12%)

Developing/selecting, implementing/administering and evaluating compensation and benefits programs for all employee groups that support the organization's strategic goals, objectives, and values.

RESPONSIBILITIES

- 01 Ensure that compensation and benefits programs are compliant with applicable federal, state, and local laws and regulations.
- 02 Develop, implement, and evaluate compensation policies/programs and pay structures based upon internal equity and external market conditions that support the organization's strategic goals, objectives, and values.
- 03 Administer payroll functions (e.g., new hires, deductions, adjustments, terminations).
- 04 Conduct benefits programs needs assessments (e.g., benchmarking, employee survey).
- 05 Develop/select, implement/administer, and evaluate benefits programs that support the organization's strategic goals, objectives, and values (e.g., health and welfare, retirement, stock purchase, wellness, employee assistance programs [EAP], time-off).
- 06 Communicate and train the workforce in the compensation and benefits programs and policies (e.g., self-service technologies).
- 07 Develop/select, implement/administer, and evaluate executive compensation programs (e.g., stock purchase, stock options, incentive, bonus, supplemental retirement plans). **SPHR® ONLY**
- 08 Develop, implement/administer, and evaluate expatriate and foreign national compensation and benefits programs. **SPHR® ONLY**

ADDRESSED IN THIS BOOK IN CHAPTER(S):

- 2, 11, 12, 13, 15

KNOWLEDGE OF

- 36 Federal, state and local compensation, benefits and tax laws (e.g., FLSA, ERISA, COBRA, HIPAA, FMLA, FICA).

**ADDRESSED IN THIS BOOK
IN CHAPTER(S):**

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KNOWLEDGE OF

- 37 Total rewards strategies (e.g., compensation, benefits, wellness, rewards, recognition, employee assistance).
- 38 Budgeting and accounting practices related to compensation and benefits.
- 39 Job evaluation methods.
- 40 Job pricing and pay structures.
- 41 External labor markets and/or economic factors.
- 42 Pay programs (e.g., incentive, variable, merit).
- 43 Executive compensation methods. **SPHR® ONLY**
- 44 Non-cash compensation methods (e.g., stock options, ESOPs). **SPHR® ONLY**
- 45 Benefits programs (e.g., health and welfare, retirement, wellness, EAP, timeoff).
- 46 International compensation laws and practices (e.g., expatriate compensation, entitlements, choice of law codes). **SPHR® ONLY**
- 47 Fiduciary responsibility related to total rewards management. **SPHR® ONLY**

05 Employee and Labor Relations (22%, 18%)

Analyzing, developing, implementing/administering, and evaluating the workplace relationship between employer and employee, in order to maintain relationships and working conditions that balance employer and employee needs and rights in support of the organization's strategic goals, objectives, and values.

RESPONSIBILITIES

- 01 Ensure that employee and labor relations activities are compliant with applicable federal, state, and local laws and regulations.
- 02 Assess organizational climate by obtaining employee input (e.g., focus groups, employee surveys, staff meetings).
- 03 Implement organizational change activities as appropriate in response to employee feedback.
- 04 Develop employee relations programs (e.g., awards, recognition, discounts, special events) that promote a positive organizational culture.
- 05 Implement employee relations programs that promote a positive organizational culture.
- 06 Evaluate effectiveness of employee relations programs through the use of metrics (e.g., exit interviews, employee surveys).
- 07 Establish workplace policies and procedures (e.g., dress code, attendance, computer use) and monitor their application and enforcement to ensure consistency.
- 08 Develop, administer and evaluate grievance/dispute resolution and performance improvement policies and procedures.
- 09 Resolve employee complaints filed with federal, state, and local agencies involving employment practices, utilizing professional resources as necessary (e.g., legal counsel, mediation/arbitration specialists and investigators).
- 10 Develop and direct proactive employee relations strategies for remaining union-free in non-organized locations.
- 11 Participate in collective bargaining activities, including contract negotiation and administration. **SPHR® ONLY**

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KNOWLEDGE OF

- 48 Applicable federal, state and local laws affecting employment in union and nonunion environments, such as antidiscrimination laws, sexual harassment, labor relations and privacy (e.g., WARN Act, Title VII, NLRA).
- 49 Techniques for facilitating positive employee relations (e.g., employee surveys, focus groups, dispute resolution, labor/management cooperative strategies and programs).
- 50 Employee involvement strategies (e.g., employee management committees, self-directed work teams, staff meetings).
- 51 Individual employment rights issues and practices (e.g., employment at will, negligent hiring, defamation, employees' rights to bargain collectively).
- 52 Workplace behavior issues/practices (e.g., absenteeism and performance improvement).
- 53 Unfair labor practices (e.g., employee communication strategies and management training).
- 54 The collective bargaining process, strategies and concepts (e.g., contract negotiation and administration). **SPHR® ONLY**
- 55 Positive employee relations strategies and non-monetary rewards.

06 Risk Management (7%, 7%)

Developing, implementing/administering, and evaluating programs, plans and policies that provide a safe and secure working environment and protect the organization from liability.

RESPONSIBILITIES

- 01 Ensure that workplace health, safety, security, and privacy activities are compliant with applicable federal, state, and local laws and regulations.
- 02 Identify the organization's safety program needs.
- 03 Develop/select and implement/administer occupational injury and illness prevention, safety incentives and training programs. **PHR® ONLY**
- 04 Develop/select, implement, and evaluate plans and policies to protect employees and other individuals and to minimize the organization's loss and liability (e.g., emergency response, evacuation, workplace violence, substance abuse, return-to-work policies).
- 05 Communicate and train the workforce on the plans and policies to protect employees and other individuals and to minimize the organization's loss and liability.
- 06 Develop and monitor business continuity and disaster recovery plans.
- 07 Communicate and train the workforce on the business continuity and disaster recovery plans.
- 08 Develop internal and external privacy policies (e.g., identity theft, data protection, HIPAA compliance, workplace monitoring).
- 09 Administer internal and external privacy policies.

ADDRESSED IN THIS BOOK IN CHAPTER(S):

2, 14, 16

13, 16

KNOWLEDGE OF

- 56 Federal, state and local workplace health, safety, security and privacy laws and regulations (e.g., OSHA, Drug-Free Workplace Act, ADA, HIPAA, Sarbanes-Oxley).
- 57 Occupational injury and illness compensation and programs.

ADDRESSED IN THIS BOOK IN CHAPTER(S):

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2, and Diversity Counts features
in many chapters.

1, 14

Features in most chapters,
+ Chapter 18

3, and *HR as a Profit Center* features
in most chapters.

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KNOWLEDGE OF

58 Occupational injury and illness prevention programs.

59 Investigation procedures of workplace safety, health and security enforcement agencies (e.g., OSHA, National Institute for Occupational Safety and Health [NIOSH]).

60 Workplace safety risks.

61 Workplace security risks (e.g., theft, corporate espionage, asset and data protection, sabotage).

62 Potential violent behavior and workplace violence conditions.

63 General health and safety practices (e.g., evacuation, hazard communication, ergonomic evaluations).

64 Incident and emergency response plans.

65 Internal investigation, monitoring and surveillance techniques.

66 Issues related to substance abuse and dependency (e.g., identification of symptoms, substance-abuse testing, discipline).

67 Business continuity and disaster recovery plans (e.g., data storage and backup, alternative work locations and procedures).

68 Data integrity techniques and technology (e.g., data sharing, firewalls).

CORE KNOWLEDGE REQUIRED BY HR PROFESSIONALS:

69 Needs assessment and analysis.

70 Third-party contract negotiation and management, including development of requests for proposals (RFPs).

71 Communication skills and strategies (e.g., presentation, collaboration, influencing, diplomacy, sensitivity).

72 Organizational documentation requirements to meet federal and state requirements.

73 Adult learning processes.

74 Motivation concepts and applications.

75 Training techniques (e.g., computer-based, classroom, on-the-job).

76 Leadership concepts and applications.

77 Project management concepts and applications.

78 Diversity concepts and applications.

79 Human relations concepts and applications (e.g., interpersonal and organizational behavior).

80 HR ethics and professional standards.

81 Technology to support HR activities (e.g., HRIS, employee self-service, e-learning, ATS).

82 Qualitative and quantitative methods and tools for analysis, interpretation and decision-making purposes (e.g., metrics and measurements, cost/benefit analysis, financial statement analysis).

83 Change management methods.

84 Job analysis and job description methods.

85 Employee records management (e.g., electronic/paper, retention, disposal).

86 The interrelationships among HR activities and programs across functional areas.

ADDRESSED IN THIS BOOK
IN CHAPTER(S):

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KNOWLEDGE OF

- 87 Types of organizational structures (e.g., matrix, hierarchy).
- 88 Environmental scanning concepts and applications.
- 89 Methods for assessing employee attitudes, opinions and satisfaction (e.g., opinion surveys, attitude surveys, focus groups/panels).
- 90 Basic budgeting and accounting concepts.
- 91 Risk management techniques.

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