

HR CERTIFICATION INSTITUTE'S

2012

CERTIFICATION

POLICIES AND PROCEDURES HANDBOOK

PHR[®] | SPHR[®] | GPHR[®] | PHR-CA[®] | SPHR-CA[®]



QUICK REFERENCE

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To schedule, reschedule, or cancel an appointment, call 800-467-9582 Monday-Friday, 8:00 a.m. to 8:00 p.m. Eastern Time (closed holidays)

To report any problems encountered during your testing experience, call 800-853-6769.

For test site closure information: <http://www.prometric.com/sitestatus/default.htm>

For general information: <http://www.prometric.com/TestTakers/ContactUs/email.htm>

For test site issue: <http://www.prometric.com/TestTakers/ContactUs/complaintform.htm>

EXAM PERIODS AND APPLICATION DEADLINES			
Exam	Testing Dates	Applications Accepted Without Late Fee	Applications Accepted With Late Fee*
SPRING			
PHR®/SPHR®	May 1 – June 30, 2012	Jan. 9 – March 9, 2012	March 10 – April 13, 2012
GPHR®/CA®	May 1 – May 31, 2012	Jan. 9 – March 9, 2012	March 10 – April 13, 2012
WINTER			
PHR®/SPHR®	Dec. 1, 2012 – Jan. 31, 2013	July 9 – Oct. 5, 2012	Oct. 6 – Nov. 9, 2012
GPHR®/CA®	Dec. 1 – 31, 2012	July 9 – Oct. 5, 2012	Oct. 6 – Nov. 9, 2012

EXAM FEES				
	PHR®	SPHR®	GPHR®	PHR-CA®/SPHR-CA®
HR professional	US\$300	US\$425	US\$425	US\$325
SHRM Members	US\$250	US\$375	US\$375	US\$275

Exam fees include a US\$75 nonrefundable application fee. Fees are subjected to changes without notice.

**A US\$75 nonrefundable late fee will be applied on applications.*

2012 CERTIFICATION POLICIES AND PROCEDURES HANDBOOK

This handbook contains complete information about the Professional in Human Resources (PHR®), the Senior Professional in Human Resources (SPHR®), the Global Professional in Human Resources (GPHR®), and the California certification (PHR-CA®/SPHR-CA®) exams. It explains eligibility requirements, describes the general content of the exams, provides test specifications and explains what happens after the exam. Strict adherence to all procedures and deadlines in this handbook is critical. If you still have questions about the application process after having read the handbook, please contact the HR Certification Institute at +1.703.535.6000 or +1.866.898.4724.

STEPS TO APPLY FOR HR CERTIFICATION EXAMS

STEP 1 CREATE A PROFILE	STEP 2 SUBMIT APPLICATION	STEP 3 STATUS OF APPLICATION	STEP 4 SCHEDULE THE EXAM
<ol style="list-style-type: none"> 1. Create your profile from the “login box” located on the right side of the home page www.hrci.org 2. Click “Create Login” and choose “I am an HR professional and I would like to apply for a certification exam.” 3. Follow the steps from the online services in order to create your profile. 4. Enter your first and last name(s) exactly as they appear on your unexpired government issued photo ID, such as driver’s license or passport. Do not enter nicknames. 5. The website will assign a “User Id Number” to you and your last name will be your password. You should change your password to something more secure. 	<ol style="list-style-type: none"> 1. Log into your created profile. 2. Click on the link “Apply for an Exam/Review Exam App” which will be below your contact information under a list of “Action Items.” 3. Then, choose a certification exam from “Exam Application Summary.” 4. Click “Apply for Exam” to begin the application process. 5. You will be asked to review and update your profile (if needed) before clicking on the submit button. 6. Next, you will be asked if you are taking the exam as an: <ul style="list-style-type: none"> • HR Practitioner • Educator • Researcher • Consultant <ul style="list-style-type: none"> • HR Practitioner: Current or previous practicing HR professional • Educator: HR Professor • Researcher: Research Analyst • Consultant: Provides HR expertise to clients 7. Then, list the required HR work experience to meet the eligibility requirement. 8. Submit the application and payment. 	<ol style="list-style-type: none"> 1. You can check the status online from your profile(click the link Apply for an Exam/Review Exam App) or by calling 1-866-898-4724. 2. If you selected position code “999” or you need Special Accommodation, your application status is set to “Waiting for Documents”. 3. You have 5 business days to send your Special Accommodation form and/ or official job description and the work experience form. The forms are on our website under the Resources tab. The names of the forms are: <ul style="list-style-type: none"> • Qualifying Work Experience Form • Special Testing Accommodations Request Form 4. Once the application is approved, you will receive an email notification that your Authorization to Test Letter (ATT) is available in your online profile. 5. Candidates found ineligible will be notified via e-mail. We will refund your exam fee back to the original method of payment. The application and late fee, if applicable, are nonrefundable. 	<ol style="list-style-type: none"> 1. To schedule the exam follow the instructions in your ATT letter. You are encouraged to schedule your exam appointment as soon as possible for the most choices in exam dates and times. 2. You can schedule online www.prometric.com/hrci or call 1-800-467-9582. If you have a Special Accommodations call 1-800- 967-1139. 3. Reschedules are only allowed within the same testing period. Read the entire policy on our website. Under the HR Certification tab click on: <ul style="list-style-type: none"> • Schedule and Take an Exam • Rescheduling and Canceling • An US\$85.00 rescheduling fee is charged by Prometric each time an appointment is rescheduled • Changing Exam Level (allowed only once per exam window) 4. The Refund policy is found on our website under the HR Certification tab. Click on: <ul style="list-style-type: none"> • Refunds • Medical or Personal Emergency Refunds 5. International candidates may schedule through Prometric online or by contacting their regional testing center.

*PHR® ELIGIBILITY	*SPHR® ELIGIBILITY	*GPHR® ELIGIBILITY	*PHR-CA® / SPHR-CA® ELIGIBILITY
1 year of demonstrated professional HR experience with a Master's degree or higher	4 years of demonstrated professional HR experience with a Master's degree or higher	2 years of demonstrated professional global HR experience with a Master's degree or higher	Needs to be PHR®- or SPHR®-certified to qualify for the exam
2 years of demonstrated professional HR experience with a Bachelor's degree	5 years of demonstrated professional HR experience with a Bachelor's degree	3 years of demonstrated professional HR experience (with 2 of the 3 being global HR experience) with a Bachelor's degree	
4 years of demonstrated professional HR experience with less than a Bachelor's degree	7 years of demonstrated professional HR experience with less than a Bachelor's degree	4 years of demonstrated professional HR experience (with 2 of the 4 being global HR experience) with less than a Bachelor's degree	

* To be eligible for the exam(s), you must meet one of the exam eligibility requirements from the chart.

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CERTIFICATION OVERVIEW

The HR Certification Institute administers four exams:

- **Professional in Human Resources (PHR®)**—Designed for HR professionals whose primary responsibilities focus on HR program implementation, are tactical and operational in nature and function primarily within the HR department.
- **Senior Professional in Human Resources (SPHR®)**—Designed for HR professionals whose primary responsibilities involve designing and planning HR policies and strategies and whose decisions have an impact both within and outside the organization.
- **Global Professional in Human Resources (GPHR®)**—Designed for HR professionals with cross-border responsibilities who develop and implement international HR strategies that affect international HR assignments and operations.
- **CALIFORNIA CERTIFICATION (PHR-CA®/SPHR-CA®)**—Designed for HR professionals with job responsibilities in the state of California. Applicants must have a current PHR® or SPHR® to qualify.

Each exam measures a candidate's mastery of a specific body of knowledge.

CERTIFICATION VS. CERTIFICATE PROGRAMS

Unlike certificate programs, certification programs generally consist of the three E's: education, experience and an examination. Certification has three main advantages over certificate programs:

- It typically has an experience/educational requirement in addition to passing the exam.
- It requires recertification, which ensures that the certified HR professional stays current in the HR field through continuing education.
- It allows the certified HR professional to use the appropriate credential after his or her name.

WHAT IS CERTIFICATION?

HR certification is a career-long commitment that demonstrates to your peers, your employees and your organization that you have mastered core HR knowledge and principles and are dedicated to staying current in your field. Passing the exam is only one part of the certification process. Because the exams are experience-based, applicants must have the required work experience to be eligible

to apply for the exams. Once the HR professional has passed the exam and is certified, the recertification requirements ensure the HR professional is keeping up with changes in the field.

WHY IS CERTIFICATION DESIRABLE?

Certification sets those with the credential apart from—or above—those without it. There are a number of advantages to seeking certification, including:

- Hiring managers consider an applicant's certification when making hiring decisions.
- Organizations believe that hiring HR-certified professionals gives them a competitive advantage.
- Business leaders find HR-certified professionals to be more motivated, more knowledgeable of the HR field and stronger performers.
- HR professionals report that certified HR professionals create a positive impact on their organizations' financial performance.

Certification is a public recognition of professional achievement—both within and outside of the profession. For many, achieving certification becomes a personal career goal—a way to test knowledge and to measure it against one's peers. Others see certification as an aid to career advancement.

PURPOSE AND USE OF CERTIFICATION

PHR®, SPHR®, GPHR® and California (PHR-CA®/SPHR-CA®) certifications show that the holder has demonstrated mastery of the domestic or international HR body of knowledge and, through recertification, has accepted the challenge to stay informed of new developments in the HR field. The PHR®, SPHR®, GPHR®, and California (PHR-CA®/SPHR-CA®) exams are completely voluntary. Organizations or individuals incorporating PHR®, SPHR®, GPHR®, and California (PHR-CA®/SPHR-CA®) certification as a condition of employment or advancement do so of their own accord. Individuals should determine for themselves whether attaining HR certification, including meeting the eligibility and recertification requirements, when coupled with any other requirements imposed by individuals or organizations, meets their needs and complies with any applicable laws. PHR®-, SPHR®-, GPHR®-, and California (PHR-CA®/SPHR-CA®)-certified professionals proudly display their certificates and use the credentials on business correspondence as a visible reminder of this significant professional achievement.

HOW DO THE EXAMS DIFFER?

The PHR® and SPHR® exams assess generalist knowledge of the HR field, including business management and strategy, workforce planning and employment, HR development, compensation and benefits, employee and labor relations, and risk management.

Because of the nature of the exams and their common body of knowledge, the PHR® and SPHR® designations cannot be held concurrently. Upon passing the SPHR® exam, it takes the place of the PHR® designation. Therefore, any recertification activities earned for the PHR® will NOT count toward the SPHR® once obtained.

The GPHR® exam assesses the international HR body of knowledge and is intended for HR professionals with cross-border responsibilities. The GPHR® assesses global HR knowledge in the following categories: strategic HR management, global talent acquisition and mobility, global compensation and benefits, organizational effectiveness and talent development, and workforce relations and risk management. You may have multiple certifications by holding the GPHR® with the PHR® or SPHR®.

Our California (PHR-CA®/SPHR-CA®) certification is designed for HR professionals who currently hold PHR® and SPHR® credentials and are experts in regulations and legal mandates specific to the state of California. The exam focuses on California HR-related laws and practices and does not test knowledge already covered on the PHR® or SPHR® exam.

CHOOSING THE APPROPRIATE EXAM

PHR® OR SPHR®?

Candidates should choose the exam that best represents their mastery of the HR Body of Knowledge. The HR Certification Institute has found that appropriate professional (exempt-level) HR work experience and educational background contribute significantly to success on the exams.

PROFILE OF A CANDIDATE

An honest assessment of skills, knowledge and responsibilities within the HR function is critical when deciding whether to seek certification as a PHR®, SPHR®, GPHR®, PHR-CA® or SPHR-CA®. The following profiles of typical PHR®, SPHR® and GPHR® candidates may help you determine which exam is appropriate for you. Because of the nature of the exams and their common body of knowledge, the PHR® and SPHR® designations cannot be held at the same time. However, you may hold either a PHR® or SPHR® certification in conjunction with a GPHR® certification. If you are currently a PHR® and pass the SPHR® exam, your certification cycle date will change to correspond to the date you pass the SPHR® exam.

PHR®

The Professional in Human Resources (PHR®) certification is designed for HR professionals whose primary responsibilities focus

on HR program implementation, are tactical and operational in nature, and function primarily within the HR department. A PHR® candidate is one who:

- Focuses on program implementation.
- Has tactical/logistical orientation.
- Has accountability to another HR professional within the organization.
- Typically has two to four years of professional (exempt-level) generalist HR work experience, but lacks the breadth and depth of a more senior-level generalist.
- Has not yet had progressive HR work experience.
- Holds a job that focuses on HR department responsibilities rather than on the whole organization.
- Commands respect through gaining knowledge and using policies and guidelines to make decisions.

SPHR®

The Senior Professional in Human Resources (SPHR®) certification is designed for the HR professional who designs and plans rather than implements HR policies. An SPHR® candidate is also one who:

- Designs and plans rather than implements.
- Focuses on the “big picture.”
- Has ultimate accountability in the HR department.
- Typically has six to eight years of progressive and increasingly complicated HR experience.
- Has extensive HR generalist knowledge.
- Uses judgment obtained with time and application of knowledge.
- Understands the business beyond the HR function and has influence within overall organization.
- Commands credibility within the organization, community and field by experience.

GPHR®

The Global Professional in Human Resources (GPHR®) certification is designed for the HR professional who:

- Has cross-border HR responsibilities (more than one country).
- Understands the strategies of globalization versus localization of HR policies and programs.
- Establishes HR policies and initiatives that support the organization’s global growth and employer reputation.
- Designs organizational programs, processes and tools to achieve worldwide business needs.
- Ensures that programs, processes and tools align with competitive practice, the organization’s objectives and legal requirements.
- Oversees practices that balance employer needs with employee rights and needs.
- Has core knowledge of the organization’s international HR activities.

CALIFORNIA (PHR-CA®/SPHR-CA®)

The California certification (PHR-CA® or SPHR-CA®) is designed for the HR professional who::

- Has mastered the Federal employment laws by earning a PHR® or

SPHR®

- Has HR responsibilities within the state of California
- Is an expert in regulations and legal mandates in the state
- Knows how to properly integrate federal mandates with CA regulations.

PHR®, SPHR®, GPHR® AND CALIFORNIA (PHR-CA®/SPHR-CA®) EXAMS OVERVIEW

SCORED AND PRETEST QUESTIONS

Each of the HR Certification Institute’s exams consists of a combination of scored and pre-test questions. Pretest questions are not counted in scoring. They are, however, essential in building the PHR®, SPHR®, GPHR® and California (PHR-CA®/SPHR-CA®) bank of exam questions and are on the exam to statistically assess their difficulty level and effectiveness at discriminating between candidates who meet the passing standard and those who do not. The information gathered in the pretest process determines whether the question will be included as a scored item on a future exam.

PHR® AND SPHR® EXAMS

The PHR® and SPHR® exams are:

- Based on U.S. federal laws, regulations and practices.
- Generalist in nature (i.e., they assess all the functional areas of the HR field).

They differ, however, in terms of focus and the cognitive level of questions.

- PHR® questions tend to be at an operational/technical level.
- SPHR® questions tend to be more at the strategic and/or policy level.

Exam questions on both exams reflect the most recently published PHR®/SPHR® Body of Knowledge (see Appendix A). The table below represents the percentages of questions in each functional area covered in the exams.

The exams are multiple choice and consist of:

- A total of 175 questions:
 - » 150 scored questions, plus
 - » 25 pretest questions randomly distributed throughout the exam.

Each question lists four possible answers, only one of which is the correct or “best possible answer.” The answer to each question can be derived independently of the answer to any other question. Three hours are allotted to complete the exam.

GPHR® EXAM

The purpose of the GPHR® certification is to assess a candidate’s mastery of the knowledge necessary to be successful in the worldwide marketplace. Exam questions reflect the most recently published

GPHR® Body of Knowledge (see Appendix B). The table below represents the percentages of questions in each functional area covered in the exam.

The exam is multiple choice and consists of:

- A total of 165 questions:
 - » 140 scored questions, plus
 - » 25 pretest questions randomly distributed throughout the exam.

Each question lists four possible answers, only one of which is the correct or “best possible answer.” The answer to each question can be derived independently of the answer to any other question. Three hours are allotted to complete the exam.

CALIFORNIA (PHR-CA®/SPHR-CA®) EXAM

The exam focuses on California HR-related laws and practices and does not test knowledge already covered on the PHR® or SPHR® exam.

The exam is multiple choice and consists of:

- A total of 125 questions:
 - » 100 scored questions, plus
 - » 25 pretest questions randomly distributed throughout the exam.

Each question lists four possible answers, only one of which is the correct or “best possible answer.” The answer to each question can be derived independently of the answer to any other question. Two hours and 15 minutes are allotted to complete the exam.

EXAM FUNCTIONAL AREAS

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

PHR® AND SPHR® EXAM FUNCTIONAL AREAS		
	PHR®	SPHR®
Business Management & Strategy	11%	30%
Workforce Planning and Employment	24%	17%
Human Resource Development	18%	19%
Compensation & Benefits	19%	13%
Employee and Labor Relations	20%	14%
Risk Management	8%	7%

GPHR® EXAM FUNCTIONAL AREAS	
Strategic HR Management	26%
Global Talent Acquisition and Mobility	22%
Global Compensation and Benefits	18%
Organizational Effectiveness and Talent Development	22%
Workforce Relations and Risk Management	12%
CALIFORNIA (PHR-CA®/SPHR-CA®) EXAM FUNCTIONAL AREAS	
Compensation and Benefits	26%
Employee and Labor Relations	46%
Leaves of Absence and Workers' Compensation	17%
Health, Safety and Security	11%

PASSING SCORE

The passing score for each exam (based on a scaled score) is 500. The minimum possible score is 100. The maximum possible score is 700. For more information about scaled scoring, please see “Understanding the Score Report” and “How the Passing Score Was Set” in this handbook.

APPLICATION

AFFIRMATION

All applicants will be asked to sign an affirmation attesting that the information submitted on the application is complete and true. The affirmation also confirms that the applicant has read the Certification Handbook, which includes our Code of Ethical and Professional Responsibility (see Appendix F), and agrees to be bound by all policies and procedures set forth in the handbook. In compliance with the accreditation that the HR Certification Institute received from the National Commission for Certifying Agencies (NCCA) in 2008, applicants are asked to complete a felony (serious crime) conviction statement.

APPLICATION CONFIRMATION

Within 24 hours of applying online, candidates will receive an auto-generated e-mail. This e-mail confirms successful transmission only, not eligibility. If the auto-generated message is not received, check the spam folder in your e-mail application. Make sure your settings allow e-mails from hrci.org. The application status also can be checked in the candidate's online account.

USER ID NUMBER

All candidates are assigned a 12-digit User ID number. This number will appear on the summary page, the confirmation e-mail and the ATT letter. The User ID number is a unique identification that was created when the application was submitted. Your User ID number and a password will be required in order to review and modify applications online, to schedule exams and for all communication with the HR Certification Institute. Once certified, this will become your User ID number for any future exams and recertification. All candidates can review/modify their contact information online. Note that name changes may only be made by the HR Certification Institute's staff.

ADDITIONAL FORMS

All forms found in Appendix D may also be downloaded from the HR Certification Institute's web site.

When submitting any of these forms, online applicants must include a copy of the summary page printed from their online application. Candidates have five business days from their online application submission date to forward additional documentation to the HR Certification Institute.

APPLICATION AVAILABILITY

The application is available until 11:59 p.m. ET (GMT -5) on the late-deadline date. Applications will not be accepted after 11:59 p.m. ET (GMT -5). Applicants are expected to meet all deadlines. The HR Certification Institute is not responsible for system problems (web site down, etc.). Applicants are strongly advised to apply well in advance of the early deadline date. This will allow candidates time to confirm their registration and allow more choices in exam dates, times and locations. Based on embargo sanctions, the HR Certification Institute cannot have exams locations in all countries.

IF YOUR JOB TITLE IS NOT LISTED ON THE APPLICATION

If a candidate's title is not listed on the application, candidates will need to select "(999)" on the position code list, submit a completed Qualifying HR Work Experience Form and an official job description.

The form must demonstrate that:

- Those activities are at the professional (exempt) level.
- At least 51 percent of the candidate's daily activities are within the human resource function. **OR**
- An individual has direct supervision of those who deliver HR services.

It is in a candidate's best interest to ensure that supporting documentation clearly demonstrates the appropriate years of professional (exempt-level) HR work experience. The exams reflect today's HR practices. Although the required years of professional (exempt-level) HR work experience need not be current or sequential, more recent experience is more likely to coincide with the exam's content.

To review the list of approved job titles, go to www.hrci.org/approvedjobtitles.

ELIGIBILITY REQUIREMENTS

Candidates must now have a combination of experience and education to qualify for the exams.

PHR® ELIGIBILITY

1 year of demonstrated professional (exempt-level) HR experience with a master's degree or higher

2 years of demonstrated professional (exempt-level) HR experience with a bachelor's degree

4 years of demonstrated professional (exempt-level) HR experience with less than a bachelor's degree

SPHR® ELIGIBILITY

4 years of demonstrated professional (exempt-level) HR experience with a master's degree or higher

5 years of demonstrated professional (exempt-level) HR experience with a bachelor's degree

7 years of demonstrated professional (exempt-level) HR experience with less than a bachelor's degree

GPHR® ELIGIBILITY

2 years of demonstrated global* professional (exempt-level) HR experience with a master's degree or higher

3 years of demonstrated professional (exempt-level) HR experience (with 2 of the 3 being global* HR experience) with a bachelor's degree

4 years of demonstrated professional (exempt-level) HR experience (with 2 of the 4 being global* HR experience) with less than a bachelor's degree

CALIFORNIA (PHR-CA®/SPHR-CA®) ELIGIBILITY

An individual must be PHR® - or SPHR®-certified to be eligible to apply for a California exam.

**Global HR experience is defined as having direct cross-border HR responsibility for more than one country or region. An applicant who works for a company that operates in two or more countries but who does not have hands-on HR responsibility for more than one country would not be eligible to sit for the exam.*

DOCUMENTING WORK EXPERIENCE

All candidates must complete the Qualifying HR Work Experience section of the application to document eligibility. Because of the volume of applications received, we cannot pre-approve applications for eligibility. Candidates may be randomly selected for a certification exam application audit. If selected for audit, a candidate must be able to officially document his or her professional (exempt-level) HR work experience by providing an employment verification document

such as a copy of his or her job description(s) to satisfy the eligibility requirements.

PROFESSIONAL (EXEMPT-LEVEL) HR WORK EXPERIENCE

Candidates must demonstrate professional (exempt-level) HR work experience. In the United States, “exempt” is defined by the Fair Labor Standards Act (FLSA) and its amendments. All managers and supervisors have some HR responsibilities as part of their jobs, but these responsibilities are generally not the dominant work function on a daily basis and therefore would NOT make them eligible to take the exam.

In the United States, professional (exempt-level) HR positions are categorized as:

- HR practitioners (those whose job duties are normally found in the typical HR function).
- HR educators (those whose principal areas of instruction are in the HR field at an accredited institution of higher learning).
- HR researchers (those whose research activities are restricted primarily to the HR field).
- HR consultants (those whose consulting activities are primarily in the HR field).

Professional (exempt-level) experience is considered work that includes some supervisory responsibility and/or work requiring advanced HR knowledge. If selected for a certification exam application audit, a candidate must be able to provide official documentation—such as an official job description—that demonstrates the required professional (exempt-level) HR work experience.

SPECIAL ACCOMMODATION REQUESTS

The HR Certification Institute complies with the Americans with Disabilities Act and Title VII of the Civil Rights Act, as amended, to accommodate candidates with disabilities who need special arrangements to take the exams. Auxiliary aids and services will be provided except where these may fundamentally alter the exam or result in an undue burden.

Prometric, our test delivery vendor, cannot comply with special accommodation requests made by candidates taking the exam outside of the United States, U.S. territories or Canada, where local operating conditions or local laws and customs render such requests unlawful, impossible or economically unfeasible to perform. A special accommodation request must be made by the candidate at the time of application by marking the appropriate box on the application form and submitting the Special Testing Accommodation Request Form (included in Appendix D and online). This form includes the Documentation of Disability-Related Needs by Qualified Professional section, which must be completed by a professional with a license or credential appropriate to diagnose and treat the candidate's disability. The nature of the disability, identification of the test(s) and protocols used to confirm the diagnosis, a description of past accommodations made for the disability and the specific testing accommodations requested must be included.

The Special Accommodation Testing Request Form must be submitted within five (5) days of completing the online application. Requests submitted after the application has been made eligible and an appointment scheduled require that the candidate cancel any current appointment at least three days prior to the appointment to avoid forfeiting all fees. A new ATT letter will be sent to the candidate once the accommodation has been set up with Prometric.

EXAM PERIODS AND DEADLINES

Two exam periods are offered annually. A notification e-mail indicating that the ATT letter is accessible will be sent to eligible candidates within five business days of receipt of a paid and completed application. This letter will provide candidates with the information needed to schedule an exam appointment. Applications that require additional documentation (such as a Qualifying HR Work Experience Form) are considered incomplete until the information is received and processed.

LATE DEADLINE FEE

Applications date stamped after the early deadline of 11:59 p.m. ET (GMT -5), but on or before the late deadline will incur a US\$75 late fee. To be considered complete, applications must include all required supporting documentation. Applications that require additional documentation (such as a Qualifying HR Work Experience Form and Special Testing Accommodations Request Forms) are considered incomplete until the information is received and processed.

OPTIONAL SERVICE FEES

Optional service fees are nonrefundable.

Exam Level Change— PHR® to SPHR® US\$125

If you request an exam level change, you must meet the eligibility requirement for the new designation and provide any additional documentation. Exam level changes can be requested up to 10 business days before a scheduled exam date. Exam level changes should be submitted to the HR Certification Institute using the Exam Level Change Request Form (see Appendix D). Requests received after the deadline will not be processed. Exam level changes cannot be made online.

Exam level changes automatically cancel appointments already scheduled. Candidates will need to schedule a new appointment with Prometric at www.prometric.com/hrci or +1.800.467.9582. International candidates should call their Regional Contact Center (see Appendix E) for exam level and test site changes. Those with special accommodations requests must call +1.800.967.1139. An exam level change can only be made once per exam period.

Candidates changing from SPHR® to PHR® or GPHR® to PHR® will be refunded the difference in fees 5 business days after the request has been processed. Candidates changing from PHR® to SPHR® or PHR® to GPHR® will be required to pay the difference in the exam fees.

When a fee is required, the exam level change will not take place until the payment is received by the HR Certification Institute.

Payments can be made by VISA, MasterCard, American Express, money order, certified/cashier's check or organizational/company check. Payments made by check or money order must include the candidate's name and User ID number on the payment form. Candidates will receive a confirmation of the change and a new notification of the availability of the revised ATT letter five business days from receipt of the request.

Review of Exam Score US\$50

To ensure accuracy of results, our testing vendor performs quality assurance procedures before scoring and mailing exam results. It is extremely unlikely that review of your electronic file will result in a change in exam results.

Candidates may request that our testing vendor review their electronic exam file within six months of the exam date. Requests received after that time will not be honored.

To submit a request, complete the Review of Exam Score Form located in Appendix D and submit it to the Professional Examination Service (PES). There is a nonrefundable US\$50 fee to have your electronic exam file reviewed. Please allow seven business days from the date the payment is processed to be notified of the results.

Duplicate/Replacement Score Reports US\$25-\$50

For a duplicate copy of your score report/certificate, or for an additional score report only, please fill out the Duplicate Score Report Request Form (see Appendix D) and submit it to the Professional Examination Service (PES). There is a nonrefundable US\$50 fee for report/certificate and a US\$25 fee for a score report only. Please allow seven business days from the date the payment is processed for the document(s) to be mailed.

SHRM MEMBER RATE

To receive the national SHRM member rate, candidates must have a current, national SHRM membership and provide their SHRM membership number on the application at the time it is submitted.


PAYMENT METHODS

CREDIT CARDS

Fees are due at the time of application submission. Applicants may pay by VISA, MasterCard or American Express.

MONEY ORDERS, CERTIFIED/CASHIER'S AND ORGANIZATIONAL/COMPANY CHECKS

Candidates also can pay by money order, certified/cashier's check or organizational/company check made payable to the HR Certification



Institute. When applying online and paying by money order, certified/cashier's check or organizational/company check, please include the summary page with your payment. Personal checks will not be accepted. Please do not send cash. Candidate's name and User ID number must appear on all payments made by money order, certified/cashier's check or organizational/ company check.

If fees for more than one candidate are paid by a single check or money order, a list of all candidates' names and User ID numbers must be included with the check. Checks and money orders received without proper candidate identification may be returned to the sender unprocessed.

WIRE TRANSFERS

If paying by wire transfer, please be sure to include the applicable bank fees with your payment. Please include the candidate's name and User ID number in the "reference" text field so funds can be matched to applications.

AFTER APPLYING FOR THE EXAM

CHECKING THE APPLICATION STATUS

- Candidates can check the status of their applications online in their online profile. Your 12-digit User ID number and password are required to log in.
- Applications are not processed until they are complete, and required documents (if needed) and payment are received.
- Candidates deemed eligible will receive an e-mail that their ATT letter is available in their online profile.
- Ineligible candidates will receive an e-mail explaining the reason that the application is ineligible. See “Ineligible Candidates” below for reasons why an application may be deemed ineligible.
- Candidates can download ATT letters by accessing their online profile. ATT letters will be available online until four weeks after the end of the exam period.
- Candidates must provide an e-mail address to receive all confirmations, including confirmation of the paid and complete application.

APPLICATION PROCESSING TIMEFRAME	
Application NOT requiring any additional documents	24 hours
Application requiring an official job description and Qualifying Work Experience form	10 business days
Application with a Special Accommodation Request form	5 business days
Applications selected for audit	10 business days
Exam Level Change form	5 business days
Cancellation/Refund Request form	5 business days

Applications will be processed upon receipt of full payment.

APPLICATION STATUS

INCOMPLETE APPLICATION

Applications with missing information including but not limited to payment will be placed in “incomplete” status. A candidate must log back into their profile to complete the application if it is to be included in the testing period. All “incomplete” applications at the end of a testing period will be removed before the next registration period opens.

WAITING FOR DOCUMENTS APPLICATION

Applications that require the submission of additional documentation (for example, Qualifying HR Work Experience Form or Special Testing Accommodation Request Form) will be placed in “waiting for docs” status. A candidate must email the necessary documentation to the institute within five days of the application submission. A candidate will not be able to move forward in the application process while in this status. All “waiting for docs” applications will be canceled and the appropriate amount refunded back to the original method of payment at the end of the registration period.

UNDER REVIEW APPLICATION

Once a candidate submits all necessary documentation, the application status will be “under review.” In addition, if a candidate is pulled for the audit, the application may change to “under review.” A candidate will not be able to move forward in the application process while in this status. All “under review” applications will be canceled and the appropriate amount refunded back to the original method of payment at the end of the registration period.

ELIGIBLE APPLICATION

Applications that have been approved to take the exam will be in “eligible” status. Candidates who do not have to submit documentation and have paid in full will receive notification of the availability of their online ATT letter via e-mail within twenty-four hours after the payment is processed. Candidates should review the information on the ATT letter to ensure accuracy (for example, ensure that your name matches the valid, unexpired government-issued ID that you’ll present on exam day). If any information is incorrect, please notify the HR Certification Institute immediately at (866) 898-4724 before scheduling your exam appointment.

INELIGIBLE APPLICATION

Applications that are not approved to take the exam will be in “ineligible” status. Candidates found ineligible will be notified in writing and will automatically have the applicable refund amount processed to the original method of payment. Application and late fees are nonrefundable.

APPLICATION AUDITS

To ensure the integrity of the application process, the HR Certification Institute randomly audits a percentage of exam applications during each exam period. **Because the audit is a separate process, the candidate may be selected for the audit even after the ATT letter has been received and an**

appointment scheduled. Candidates randomly selected for an audit will be notified by e-mail. If selected for an audit, a candidate must be able to officially document the required professional (exempt-level) HR work experience. Verification of the work experience can be made by providing an employment verification document such as a copy of a candidate's job description(s). In addition, if applicable, the candidate must provide a copy of his or her college or university diploma. Failure to comply with the audit will result in the application being deemed ineligible. For more information about the audit process, please visit the HR Certification Institute web site at www.hrci.org.

APPEAL PROCESS

Exam candidates who have been deemed ineligible to sit for an examination by the Certification Department may appeal in writing to the Director, Administration & Client Relations. There is a US\$35 non-refundable processing fee which must accompany the appeal. Please use the Exam Application Appeal Form to submit the fee.

Exam candidates filing an appeal must submit the following:

- A letter that states the specific reason(s) for the appeal.
- *Additional* documentation not already reviewed. Letters from supervisors are not accepted. Documentation should demonstrate that the work experience meets the institute's eligibility requirements.
- Must be signed by the exam candidate and sent to the HR Certification Institute by traceable mail.
- The letter and *additional* documentation must be submitted together with payment and be postmarked no later than 10 calendar days after the date of the ineligibility notification.

APPEALS DECISION

The Director, Administration & Client Relations will review the appeal and notify the candidate in writing of the decision within 10 business days from the date that the appeal fee is processed.

APPLICATIONS DENIED OR CERTIFICATIONS REVOKED

Applications may be denied or certifications revoked for any of the following reasons:

- Falsification of work experience or other information on the exam application.
- Misrepresentation of work experience or other information on the exam application.
- Violation of testing procedures.

UPDATING CONTACT INFORMATION

ADDRESS CHANGES

Official score reports and certificates are mailed to a candidate's primary address. Candidates should notify the HR Certification Institute at +1.866.898.4724 immediately if there are changes to home or work mailing addresses. Address changes also can be

made online by accessing a candidate's application at www.hrci.org. Online address changes are preferred because these "virtual" or "live" changes minimize human error.

NAME CHANGES

To correct minor errors in their name (e.g., incorrect middle initial, missing hyphen) as printed on the confirmation notice or ATT letter, candidates can e-mail the HR Certification Institute at exams@hrci.org to inform us of the correction at least five business days before the exam appointment. For security reasons, name changes cannot be made online after the application has been submitted.

To change their name because of a legal name change, candidates must submit notarized documentation that must be received by the HR Certification Institute at least five business days before their scheduled exam appointment. Please do not send originals because documents cannot be returned. When submitting a name change, candidates must make sure they have a valid, government issued ID that matches the requested name change. When appearing for the exam appointment, candidates without appropriate ID will not be admitted to take the exam and will forfeit their fees.

EXAM TEST CENTERS AND APPOINTMENT SCHEDULING

TEST CENTER LOCATIONS

Prometric currently has more than 600 professional test center locations throughout the world.

Before scheduling an exam, be sure to visit the Prometric web site at www.prometric.com/hrci to find the latest test center information (including hours of operation). Most Prometric test centers are open Monday through Saturday. Prometric reserves the right to change test center locations as necessary. See Appendix E for information about taking the exam outside of the United States, U.S. territories or Canada.

SCHEDULE EARLY

The HR Certification Institute shares Prometric test centers with many other certification and licensure programs. The earlier you apply, the sooner your application will be reviewed for eligibility and, if eligible, the sooner you will receive an ATT letter enabling you to schedule the exam for the date, time and location of your choice.

It is important to schedule an exam appointment early. Most candidates test during the last two weeks of the exam period, so appointments may be limited during this time. If a candidate is unable to get an exam appointment because test sites are full, the candidate may withdraw from the exam period and apply for a 50 percent refund of the exam fee (see the "Exam Cancellations" and "Refunds" section in this handbook). The US\$75 application fee and US\$75 late fee, if applicable, are not refundable.

To obtain your preferred testing date, time and location, schedule an exam appointment as soon as you are able to access your ATT letter. Exam appointments may be scheduled online or by phone. When scheduling an appointment, the following information will be required:

- Your name exactly as it is printed on the ATT letter and the valid, government-issued ID you will use to confirm your identity at the test center.
- Your User ID number as it is listed at the top of the ATT letter.
- Your daytime phone number.
- The name of the exam sponsor (HR Certification Institute).
- The exam for which you are registered (PHR®, SPHR®, GPHR® or PHR-CA®/SPHR-CA®).

Online scheduling is encouraged because it is faster and more efficient. An e-mail address is required to schedule online. Candidates who schedule online will receive an e-mail confirming the exam appointment and their confirmation number. To schedule online, go to www.prometric.com/hrci and click on “Schedule a Test.” Those scheduling an appointment within 48 hours prior to the end of the exam period must do so by phone only.

Exam appointments can be scheduled by calling Prometric between 8 a.m. and 8 p.m. ET (GMT -5) Monday through Friday at +1.800.467.9582. International candidates must call their Regional Contact Center to schedule an appointment. Please see Appendix E for phone numbers. Candidates scheduling by phone will not receive written confirmation of their appointment unless they have provided an e-mail address, so be sure to note the appointment details and confirmation number.

Please retain the confirmation number you receive from Prometric. This number differs from your HR Certification Institute User ID number and is required to confirm, reschedule or cancel an appointment.

CONFIRMING APPOINTMENTS

It is highly recommended that candidates confirm exam appointments within 48 hours of making them. Confirmations can be made online at www.prometric.com/hrci or by phone at (800) 467-9582 and by selecting the voice prompt to confirm an appointment. The appointment confirmation number will be required. If you lose your confirmation number, you can confirm your appointment by calling Prometric at (800) 467-9582; international candidates can confirm by contacting their Regional Contact Center—see Appendix E.

INCLEMENT WEATHER AND LOCAL OR NATIONAL EMERGENCIES

In the event of inclement weather or a national or local emergency, please contact Prometric at the national contact center (number provided in your ATT letter) to determine the appointment status or go to www.prometric.com/sitestatus. International candidates should contact their Regional Contact Center (see Appendix E). If the center is closed and appointments are canceled, candidates should wait

two business days before calling to reschedule their appointments to allow for eligibility resetting.

EXAM RESCHEDULES, RESCHEDULE FEE, CANCELLATIONS AND REFUNDS

Note: Exam appointments can only be rescheduled within the same testing period. Candidates cannot reschedule to another testing period.

If you want to **reschedule** your exam appointment within the same testing period, it must be done at least three days prior to the original appointment. A candidate may reschedule an exam appointment without a fee if it is done before the opening of the testing period (May 1st for the spring testing period and December 1st for the winter testing period). **Once the testing period is open, an US\$85 reschedule fee will be required each time an appointment is rescheduled.** Exam appointments are based on availability and payment of the reschedule fee does not guarantee availability. The fee is due at the time you reschedule and is nonrefundable. Please contact Prometric with any questions regarding the reschedule fee.

TO RESCHEDULE YOUR EXAM APPOINTMENT:

1. Go to www.prometric.com/HRCI/default.htm
2. Select “Start”
3. Enter Country and State, if applicable
4. Select “Reschedule or Cancel an Exam”
5. Enter Prometric’s Confirmation Number given when the original appointment was made and the first four letters of the candidate’s last name.
6. Select the option “I want to reschedule my appointment.”
7. Choose “schedule an exam” from the applicable test site location.
8. Confirm new exam appointment
9. A new confirmation will be sent via email with the new appointment.

TO CANCEL YOUR EXAM APPOINTMENT AND WITHDRAW FROM THE TESTING PERIOD:

1. Go to www.prometric.com/HRCI/default.htm
2. Select “Start”
3. Enter Country and State, if applicable
4. Select “Reschedule or Cancel an Exam”
5. Enter Prometric’s Confirmation Number given when the original appointment was made and the first four letters of the candidate’s last name
6. Select the option “I want to cancel my appointment”
7. Select “Yes, I want to cancel my appointment”
8. Save the Cancellation Summary as proof that the appointment was cancelled at least three business days prior to the exam appointment
9. Submit an Exam Refund Request Form to the HR Certification Institute. Refund requests must be received on or before the last day of the testing period.
10. Allow up to ten days for processing of the appropriate refund amount.

TO WITHDRAW FROM THE TESTING PERIOD IF NO APPOINTMENT HAS BEEN MADE:

1. Submit an Exam Refund Request Form to the HR Certification Institute. Refund requests must be received on or before the last day of the testing period.
2. Allow up to ten days for processing of the appropriate refund amount.

After an appointment has been rescheduled, whether online or via telephone, it is the candidate’s responsibility to verify the change was processed by Prometric. If you do not receive an immediate confirmation via e-mail with the new appointment date, time or location, you must contact Prometric immediately. Exam appointments must be rescheduled at least three business days before the scheduled exam date. Candidates who do not reschedule exam appointments within that time frame and who do not appear to take the exam will be considered no-show candidates and will forfeit all fees. Seats may not be available for candidates who attempt to reschedule an appointment less than 30 days before the end of the exam period; therefore, reschedule early or risk forfeiting the exam fee.

To reschedule an exam, contact Prometric at www.prometric.com/hrci or +1.800.467.9582. International candidates should contact Prometric at www.prometric.com/hrci or their Regional Contact Center (see contact information in Appendix E). Those with a special

accommodation request should call +1.800.967.1139.

EXAM REFUND

An Exam Refund Request Form (see Appendix D) must be completed, signed and submitted to the HR Certification Institute within 30 days of the end of the exam period in order to receive a refund for that the exam period. Refunds received after this timeframe will not be processed.

Note: The US\$75 application fee and US\$75 late fee (if applicable) are nonrefundable.

- Candidates must cancel their exam appointment with Prometric before submitting an Exam Refund Request Form to the HR Certification Institute.
- Candidates who withdraw from the exam on or before the late application deadline will receive a full refund of their exam fee.
- Candidates who withdraw from the exam after the late application deadline but at least three business days before their exam appointment will receive a 50-percent refund of their exam fee.
- Candidates who do not appear for their scheduled exam appointment, who arrive more than 15 minutes late for their appointment, who appear with improper ID or who cancel their appointment later than at least three business days before the scheduled exam (without a documented personal or medical emergency) will be considered a “no-show” candidate and will **forfeit all fees.**
- Candidates who do not schedule an exam appointment with Prometric and who do not request a refund on or before the last day of the testing period are considered a “no-show candidate” and **forfeit all fees.**
- Candidates who miss their exam appointment because of a medical or personal emergency should refer to “Refunds for Medical or Personal Emergencies” below.
- No-show candidates may reapply for a future exam period. All applicable policies, procedures and fees will apply.

Refunds will be made in the same manner in which the original payment was made. Please allow 5 business days from the date of the receipt of the Exam Refund Request Form for the refund to be processed. Note: It may take up to 60 days for the refund to be reflected on a credit card statement.

TYPE OF REFUND	DEADLINE DATE/TIMEFRAME	AMOUNT OF REFUND*
Withdrawal	On or before the late application deadline.	100% refund of exam fee
Withdrawal	After late deadline date but at least three business days before exam appointment.	50% refund of exam fee
Medical or personal emergency if no appointment is missed	On or before the last day of the exam period with official documentation.	50% refund of exam fee
Medical or personal emergency if appointment is missed	On or before the last day of the exam period with official documentation.	Reviewed on a case by case basis
No-show candidates or candidates who do not cancel their appointment with Prometric on time or submit an Exam Refund Request Form within 30 days of the end of the exam period	N/A	All fees forfeited

* The US\$75 application fee and US\$75 late fee are nonrefundable.

REFUNDS FOR MEDICAL OR PERSONAL EMERGENCIES

The HR Certification Institute recognizes medical or personal emergencies may arise that prevent candidates from rescheduling or withdrawing from an exam appointment. In such cases, candidates may request a refund of their exam fees by submitting the Exam Refund Request Form to the HR Certification Institute and including supporting documentation as to the nature of the medical or personal emergency. Application, late and optional fees are nonrefundable. **Exams cannot be rescheduled to a future testing period.**

Medical or personal emergency refund requests must be made in writing and submitted to the HR Certification Institute within 30 days after the end of the exam period (see “Submitting Exam Refund Request Forms” for address information). Requests received after that time and/or without documentation will not be reviewed. Requests for refunds because of medical or personal emergencies that involve a missed appointment are reviewed on a case-by-case basis. Candidates will be notified by e-mail of the outcome of the request.

WHAT IS CONSIDERED A MEDICAL OR PERSONAL EMERGENCY?

The HR Certification Institute considers a medical emergency to be an unplanned medical event that arises within 72 hours of the scheduled exam and prevents candidates from taking the exam. A medical or personal emergency may apply to candidates themselves or to one of the candidate’s immediate family members as defined by the Family Medical Leave Act (FMLA). Medical events and personal emergencies that can be anticipated as occurring on or near the exam date in which candidates can schedule, reschedule or cancel the exam are not considered medical emergencies.

Inability to take the exam due to workload, work conflicts, or lack of preparation for the exam are not considered emergencies.

All exam refund requests should be directed to:
 HR Certification Institute
 1800 Duke Street, Alexandria, VA 22314
 Attn: HR Certification Exam Refund

Requests also can be e-mailed to refunds@hrci.org

STUDYING FOR THE EXAM

PHR®, SPHR®, GPHR® AND CALIFORNIA (PHR-CA®/SPHR-CA®) EXAM PREPARATION

No two candidates come to the exam with the same knowledge base. Because experience and educational backgrounds are unique, these differences must be taken into consideration when determining a study method. While some individuals may take the exam without studying, the majority use some form of exam preparation. Because the exams measure mastery of the application of the HR knowledge base, it is impossible to train or teach to the exam. The best preparation is to understand the applicable body of knowledge (see appendixes A-C) and its application to HR practice.

Before undertaking a study program, take a few minutes to learn how the exams are developed, who develops them, how item writers are trained to write questions that discern a person's HR knowledge and what steps are taken to ensure the exams are a reliable measure of that knowledge. This information, available at "How Exams Are Developed" under "HR Certification" tab at www.hrci.org, will provide valuable background as you prepare for the exam.

The focus of any study program should be on the functional areas and the HR content that falls under those functional areas. Practice exams can help candidates who have not taken multiple-choice exams and refresh their test-taking skills. With the exception of the HR Certification Institute's online assessment exams for the PHR®, SPHR® and GPHR® exams, it is important to recognize that many practice exams may not reflect the true difficulty level of the actual exam questions.

PHR®, SPHR® AND GPHR® ONLINE ASSESSMENT EXAMS

The HR Certification Institute offers online assessment exams for the PHR®, SPHR® and GPHR® exams. These assessments will help determine whether you are ready to take the exam by assessing strengths and weaknesses in each of the exam's functional areas, thereby helping you focus your study efforts.

The assessment exam will:

- Assess your HR knowledge and experience.
- Expose you to the types of questions seen on the actual certification exam.
- Indicate whether you have the right experience and knowledge to take the exam.

There are numerous "practice" exams available to candidates as

part of packaged preparation materials and on the Internet. The HR Certification Institute's assessment exams are the only ones developed by HR Certification Institute, using actual retired exam questions. Use these assessment tools before registering for the exam to help you shape your study plan. You may also wish to take an assessment exam before sitting for the actual exam to help you pace yourself to the rhythm of the exam.

To learn more about the assessment exams and their cost, please visit our web site at www.hrci.org.

PHR®, SPHR® AND GPHR® STUDY MATERIALS

The range of materials that can be used to help prepare for the PHR® or SPHR® certification exam is quite extensive. The most widely used materials are listed below.


The HR Certification Institute's Official PHR® and SPHR® Certification Guide. This is an excellent resource on how to approach the certification review process. It features the exam content based on the PHR®/SPHR® body of knowledge, exam review methods, sample exam questions and rationales for the answers, a bibliography organized by functional area, and answers to frequently asked questions.

The SHRM® Learning System. This system is a comprehensive computer-based/workbook program based on the HR Certification Institute exam content. The SHRM Learning System covers the six functional areas of HR. Each module includes its own self-study guide, case studies and diagnostic tests. Passing the SHRM Learning System does not guarantee passing the HR Certification Institute's exams.

University or professional-level textbooks. Current editions can be obtained through a local college/university library or by contacting the publisher.

GPHR® STUDY MATERIALS

The HR Certification Institute's Official GPHR® Certification Guide. This test-preparation guide is an ideal tool for HR professionals with cross-border, international and/or global HR responsibilities who are preparing for their GPHR® exam. The guide includes practice questions written by the exam development panel. Although these questions do not actually appear on the exam, they are representative of the type of questions that will be encountered. The guide also includes tips for exam preparation, suggested resources and a 65-question practice exam, including answers, rationales for the answers and coding.



The SHRM® Global Learning System. SHRM has developed the SHRM Global Learning System to help prepare candidates for the GPHR® exam. The SHRM Global Learning System was developed by a team of HR professionals with international HR expertise and course development specialists. For more information about the SHRM Global Learning System, please contact SHRM at +1.800.283.SHRM or visit the SHRM web site at www.shrm.org.

CALIFORNIA STUDY MATERIALS

The SHRM® California Learning System. This system is a comprehensive computer-based/workbook program based on the HR Certification Institute exam content. Passing the SHRM Learning System does not guarantee passing the HR Certification Institute's exams.

California Chamber Study Quizzes. California Chamber members have access to a free digital study tool which links to the Institute's California Body of Knowledge and HRCalifornia's HR Topics Libraries. There are four practice quizzes, one for each section of the body of knowledge.

University or professional-level textbooks. Current editions can be obtained through a local college/university library or by contacting the publisher.

PREPARATION COURSES

Some people find that independent self-study meets their needs, while others find study-group participation more desirable. Evaluate your own learning style and decide which study approach will help you the most. Formal preparation courses for the PHR®, SPHR®, GPHR® and California (PHR-CA®/SPHR-CA®) exams are available through various organizations.

The HR Certification Institute does not endorse any specific study preparation method or product, nor does it maintain information about them. In fact, we strongly recommend candidates use multiple reference materials when studying for the exams.

ON EXAM DAY

OVERVIEW

The HR Certification Institute’s exams are administered in highly secured Prometric testing centers. This ensures that only those approved to take the exams are admitted. All candidates must present proof of identity by providing a valid, unexpired government-issued photo ID with a signature, such as a driver’s license with a photograph, a military photo ID or a passport. The name and photo on the ID must match the name used on the application and ATT letter, and the photo must validate the candidate’s identity. Credit cards with photos and Social Security cards are not acceptable forms of identification. Candidates who cannot present a valid, government-issued photo ID should contact the HR Certification Institute at least three (3) days before the exam at +1.866.898.4724.

PRESENTING POSITIVE PROOF OF IDENTITY AT INTERNATIONAL TEST CENTERS

All identification documents must be in Latin characters. Candidates testing outside of their country of citizenship must present an unexpired passport. Candidates testing within their country of citizenship must present either a passport, driver’s license, national ID or military ID. Candidates must have acceptable and valid photo identification to be admitted to a test center. If a candidate’s primary ID does not have a photo and signature, a secondary (backup) ID that contains either a photo or signature (whichever is missing on primary) may be presented. The name on the backup ID must exactly match the primary ID and the name in the scheduling system. Candidates who arrive at the test center without the required identification will not be permitted to test and will forfeit all fees.

International candidates may contact their local Prometric Regional Center for questions regarding acceptable identification.

FORMS OF IDENTIFICATION

The following are acceptable forms of government-issued identification:

- Valid driver’s license
- Valid Military Identification Card
- Valid Passport
- Valid National Identification Card
- Voter’s Registration Card – Puerto Rico test sites only

The following are acceptable forms of secondary identification:

- Valid Employer Identification Card
- Valid Credit Card with Signature
- Valid Bank Card with Photo

The following are not acceptable forms of identification:

- Social Security Card
- Library Card

MIDDLE INITIAL

A candidate’s middle initial does not have to be included on the exam application. However, if it is included, the ID and the application must match. Candidates whose middle names are spelled out on their ID but are listed with an initial on the application may be admitted as long as the initial matches the first letter of the middle name and the signature and photograph match.

HYPHENATED NAMES

Candidates with hyphenated last names whose photo IDs show only one of the last names may be admitted if the single name matches part of the hyphenated name and the signature and photograph clearly match.

NAME ON EXAM APPLICATION	NAME ON ID	ACCEPTABLE?
Jennifer Lincoln-Murphy	Jennifer Lincoln	Yes
Jennifer Lincoln	Jennifer Murphy	No
J.P. Smith	John P. Smith	Yes
John P. Smith	Jack Smith	No
Jeffrey C. Johnson	Jeffrey Charles Johnson	Yes
Jeffrey Johnson	Jeffrey Charles Johnson	Yes

Note: Photo and signature also must match.

TEST CENTER RULES

The following rules are enforced at all test centers to ensure a secure, fair and consistent test experience for all test-takers.

Note: Prometric cannot provide a completely noise-free and distraction-free test environment. Other exams are being administered at the same time as the PHR®, SPHR®, GPHR® or California (PHR-CA®/SPHR-CA®) exam, so you may hear typing on keyboards for an essay exam, coughing by other candidates, or people entering and exiting the testing room. To reduce distractions by the sounds, the test center provides “white noise” (background sound) and, by request, noise-reducing headsets. In addition, you may bring a set of sealed, disposable earplugs that the exam site administrator will inspect before entering the testing room.

REGISTRATION PROCESS (ALL CANDIDATES)

- Arrive at the Prometric Test Center (PTC) at least 30 minutes prior to your scheduled reporting time with an unexpired, government issued ID bearing both a photograph and signature. If you miss your appointment or do not have a valid photo ID, you will forfeit all fees. If you are late for your appointment, you may not be admitted. Late admission is at the discretion of the PTC.
- You will be asked to empty and turn out any pockets on clothing.
- You may NOT leave the test center, or use a mobile device while the test is in progress, even during a break. Failure to follow this policy will result in your examination being terminated or your score invalidated.
- Study materials may not be reviewed during the examination or any break and will result in your examination being terminated or your score invalidated.
- Candidates are not permitted to bring or wear any unauthorized items into the testing room unless a special testing accommodation request has been approved. This includes hats, jackets, purses, watches, sweaters (unless they are being worn), mobile devices, medical supplies (such as inhalers, tissues, eyedrops or pillboxes), food or drink. Individual lockers are available to store these items securely while you are testing.
- Smoking is prohibited.

REGISTRATION PROCESS (INTERNATIONAL CANDIDATES)

- All candidates will be scanned prior to each entry into the test room, including return from breaks. Candidates will still be required to turn their pockets out, and the scan will be done immediately afterward.
- The scan will be done in full view of the TCA DVR camera so it will be recorded. Any candidate complaints or escalations regarding the scanning process will be properly investigated using that surveillance evidence.
- All candidates will be required to submit to the scans. Any candidates refusing to be scanned will not be permitted to test. This is the same policy that exists today with the “turning pockets out” procedure.

EXAM PROCESS

- Candidates may submit comments about specific exam items during the exam by following the applicable onscreen instructions. The HR Certification Institute will review all comments but will not provide written responses to comments.
- Candidates may not ask questions about exam content.
- All exams are monitored and may be recorded in both audio and video format.
- The HR Certification Institute reserves the right to cancel any test score believed to be obtained in a questionable manner. It is expressly prohibited to disclose, publish, reproduce or transmit any part of the exam, in any form, by any means, verbal or written, for any purpose, without the expressed written permission of the certifying organization. Violation may result in civil or criminal prosecution.

AFTER THE EXAM

RECEIVING EXAM RESULTS

Receipt of your official score report may take up to four weeks depending on when the test is taken as scores are mailed every two weeks.

Passing or failing the exam is based on a scaled score. A scaled score of at least 500 is needed to pass (the minimum possible score is 100 and the maximum possible score is 700). Review the sections titled “Understanding the Score Report” and “How the Passing Score Was Set” for additional information.

All candidates should receive immediate **preliminary** exam results before they leave the test center, excluding any issues at the test site. These results will indicate whether candidates have passed or failed the exam; however, **this is an unofficial exam result and should be treated as such**. Candidates should wait for their official exam results before announcing their certification status. Official exam results (including the actual score and functional area breakdown) will be mailed to the primary address on file two to three weeks after the exam date. **For those testing during the first and last two weeks of the exam period, score reports may take up to four weeks to be mailed due to the volume of candidates testing during this time.**

Candidates with questions about their exam results should direct them in writing to the HR Certification Institute. **Because of the need to maintain test security, exam questions and answers will not be released to candidates.**

In addition to a score report, passing candidates receive an official certificate and lapel pin displaying the designation earned. Passing candidates can notify their employers of their achievement by completing the employer notification request form found in a candidate’s online profile at www.hrci.org. A sample press release also is available online. Candidates should wait for their official test results before requesting the employer notification or releasing this information publicly.

Passing candidates will receive important recertification information from the HR Certification Institute at the end of the exam period. This information is also available online at www.hrci.org.

Under no circumstances will scores or pass/fail information be released over the phone.

Candidates who have not received an official score report/certificate within six weeks of the exam or who receive a damaged score report/certificate should notify the HR Certification Institute in writing. Please send requests to exams@hrci.org.

ABOUT SCORING AND SCORE REPORTS

To ensure accurate score reports, our testing vendor has a series of system checks and routines in place that must be conducted before releasing official exam results.

Candidates’ exam records are received by our testing vendor in the form of scrambled electronic files. Each record is unscrambled according to the scoring key for that particular exam form. Candidates are assigned an exam form, or version, when they register for the exam. There are multiple exam forms for each exam. Quality control checks include verification that the record is complete and that the preliminary score in the record is accurate.

UNDERSTANDING THE SCORE REPORT

The score report indicates whether candidates have passed or failed the exam. Passing or failing the certification exam is reflected in the scaled score shown on the score report. A scaled score of 500 is needed to pass. All candidates are provided with individual section scores listed by functional area. Each section reports the number of questions answered correctly versus the total number of questions in that section. This information can be used to identify weak areas, focus future exam preparation strategies or identify professional development opportunities for recertification.

HOW THE PASSING SCORE WAS SET

Passing scores were determined through a passing point study, using the modified Angoff method carried out by the HR Certification Institute and its test vendor. The Angoff method is a commonly used criterion-referenced passing point technique in the credentialing industry.

For each of the exams, a panel of content experts, consisting of randomly selected HR professionals with expertise and experience, discuss the eligibility requirements for each certification, review the job-related tasks in the functional areas of the practice analysis and develop a composite profile of a typical minimally qualified candidate. From these profiles, a list of job-related behaviors that distinguish a candidate who is minimally qualified from one who is below the certification standard is developed.

After discussion on how to rate exam questions, each panel member independently rates each exam question from an actual exam form in terms of how many of the minimally qualified candidates would answer each question correctly. These ratings are then used to

determine the passing scores by averaging the panel's ratings for each item and summing the averages across panel members.

All exam questions in the PHR® and SPHR® bank of test questions are “pre-equated” using Item Response Theory (IRT) methodology, making it unnecessary to assess the statistical characteristics of a question each time it appears on a new exam form. Using statistical measurements acquired through the pretesting process and use on previous exam forms, each exam question, or item, has been placed on an ability scale. The item is then calibrated in relation to the ability level on the scale at which the minimally qualified candidate has an even chance (a probability of .50) of correctly answering the item. The sum of the probabilities for each item constitutes the passing score for the exam.

Because the GPHR® and California (PHR-CA®/SPHR-CA®) exams were established more recently, the HR Certification Institute follows the modified Angoff method for determining the passing point described above prior to each time a new GPHR® exam form is administered.

WHAT ARE SCALED SCORES AND WHY ARE THEY USED?

The HR Certification Institute provides candidates with information on their performance in terms of raw scores and/or scaled scores. The raw score is the number of test questions answered correctly. The minimum raw passing score differs from one exam form to another because of variations in the difficulty level of the exam forms. After equating procedures are completed, raw scores are mathematically converted to scaled scores that range from 100 to 700. The scaled score of 500 always represents the minimum passing score. Scaled scores are equivalent for all administrations, and candidates must obtain a minimum scaled score of 500 to pass, regardless of when they take the exam. Scaled scores are not “number correct” or “percent correct” scores.

WHAT IS EQUATING?

To ensure the integrity and security of the exams, every PHR®, SPHR® and GPHR® exam form has a unique combination of items. Thus, no two versions of the exams are the same, although all forms conform to the same exam content and are created to be similar in terms of difficulty level. They are not precisely equivalent, however. To address variations in difficulty level, equating procedures are used to determine the passing score for each exam administration.

Equating procedures ensure that candidates of comparable proficiency will be equally likely to pass the exam regardless of minor fluctuations in overall exam difficulty level. This statistical process adjusts the minimum raw passing score for each exam form to compensate for fluctuations in exam difficulty levels. For example, 130 questions correct on one form may convert to the passing scaled score of 500, while on an easier form, 135 questions correct may convert to the same passing scaled score of 500.

RETAKE THE EXAM

Candidates who fail, cancel or withdraw from the exam may retake it during the next available exam period, but not in the same exam period in which they failed. Fees and application procedures for those retaking the exam remain the same as those for first-time applicants.

RE-CERTIFICATION

Recertification is an integral part of any respected certification program. After passing the rigorous exam, you are required to maintain your credential through ongoing continuing education activities that demonstrate to your peers and the organizations in which you work that you are dedicated to staying abreast of changes in the HR field.

A crucial component to any certification program is its recertification requirements. Recertification demonstrates the certified HR professional's commitment to staying abreast of the changes taking place in the field. The HR Certification Institute requires certified HR professionals to recertify their credential every three years, either through continuing education activities or by retaking the exam. Certified professionals can recertify by participating in 60 hours of HR-related activities or by successfully retesting.

RE-CERTIFICATION THROUGH CONTINUING EDUCATION ACTIVITIES

The most popular method for recertifying is by obtaining continuing education credits. Maintaining one's PHR®, SPHR®, GPHR® or California (PHR-CA®/SPHR-CA®) credential requires certified HR professionals to accumulate 60 hours of HR-related recertification activities through one or more of the following activities:

- Continuing education
- First-time on-the-job projects
- Instruction
- Research and publishing
- Leadership
- Professional membership

RE-CERTIFICATION BY EXAM

Some certified professionals prefer to recertify by retaking the exam. Recertification-by-examination candidates must:

- Take the exam before their certification cycle expires.
- Recertify only at their current certification level.
- Wait at least 12 months from the date they became certified or recertified before taking the test again.

Recertification-by-examination candidates are subject to the same exam fees as outlined in this handbook and are subject to all optional service and late fees, if applicable.

For more information about recertification, please visit our web site at www.hrci.org.

APPENDIX A

PHR® AND SPHR® BODY OF KNOWLEDGE

OVERVIEW

The PHR® and SPHR® exams are created using the following PHR® and SPHR® Body of Knowledge, which outlines the responsibilities of and knowledge needed by today's HR professional. The PHR® and SPHR® body of knowledge 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® body of knowledge is updated periodically to ensure it is consistent with current practices in the HR field. All questions appearing on the exams beginning with the spring 2012 exam period are linked to the responsibility and knowledge statements outlined below.

IF LAWS CHANGE

We 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.

FUNCTIONAL AREA 01: BUSINESS MANAGEMENT & STRATEGY (11%, 30%)

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 organizational effectiveness as an organizational leader.

Responsibilities:

- 01 Interpret and apply information related to the organization's operations from internal sources, including finance, 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 advances, economic environment, labor force, and the 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 (for example: provide and lead workforce planning discussion with management, develop and present long-term forecast of human capital needs at the organizational level).
- 04 Establish strategic relationships with key individuals in the organization to influence organizational decision-making.
- 05 Establish relationships/alliances with key individuals and outside organizations to assist in achieving the organization's strategic goals and objectives (for example: corporate social responsibility and community partnership).
- 06 Develop and utilize business metrics to measure the achievement of the organization's strategic goals and objectives (for example: key performance indicators, balanced scorecard).
- 07 Develop, influence, and execute strategies for managing organizational change that balance the expectations and needs of the organization, its employees, and other stakeholders.
- 08 Develop and align the human resource strategic plan with the organization's strategic plan. **SPHR® only**
- 09 Facilitate the development and communication of the organization's core values, vision, mission, and ethical behaviors.
- 10 Reinforce the organization's core values and behavioral expectations through modeling, communication, and coaching.
- 11 Provide data such as human capital projections and costs that support the organization's overall budget.
- 12 Develop and execute business plans (i.e., annual goals and objectives) that correlate with the organization's strategic plan's performance expectations to include growth targets, new programs/services, and net income expectations. **SPHR® only**
- 13 Perform cost/benefit analyses on proposed projects. **SPHR® only**
- 14 Develop and manage an HR budget that supports the organization's strategic goals, objectives, and values. **SPHR® only**
- 15 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.
- 16 Develop policies and procedures to support corporate governance initiatives (for example: whistleblower protection, code of ethics). **SPHR® only**
 - 17 Participate in enterprise risk management by ensuring that policies contribute to protecting the organization from potential risks.
 - 18 Identify and evaluate alternatives and recommend strategies for vendor selection and/or outsourcing. **SPHR® only**
 - 19 Oversee or lead the transition and/or implementation of new systems, service centers, and outsourcing. **SPHR® only**
 - 20 Participate in strategic decision-making and due diligence activities related to organizational structure and design (for example: corporate restructuring, mergers and acquisitions [M&A], divestitures). **SPHR® only**
 - 21 Determine strategic application of integrated technical tools and systems (for example: new enterprise software, performance management tools, self-service technologies). **SPHR® only**

Knowledge of:

- 01 The organization’s mission, vision, values, business goals, objectives, plans, and processes.
- 02 Legislative and regulatory processes
- 03 Strategic planning process, design, implementation, and evaluation
- 04 Management functions, including planning, organizing, directing, and controlling
- 05 Corporate governance procedures and compliance (for example: Sarbanes-Oxley Act)
- 06 Due diligence processes (for example: M & A, divestitures) **SPHR® only**
- 07 Transition techniques for corporate restructuring, M & A, offshoring, and divestitures **SPHR® only**
- 08 Elements of a cost-benefit analysis during the life cycle of the business (such as scenarios for growth, including expected, economic stressed, and worst case conditions) and the impact to net worth/earnings for short-, mid-, and long-term horizons
- 09 Business concepts (for example: competitive advantage, organizational branding, business case development, corporate responsibility)
- 10 Business processes (for example: operations, sales and marketing, data management)

FUNCTIONAL AREA 02: WORKFORCE PLANNING AND EMPLOYMENT (24%, 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 laws and regulations.
- 02 Identify workforce requirements to achieve the organization’s short- and long-term goals and objectives (for example: corporate restructuring, workforce expansion or reduction).
- 03 Conduct job analyses to create and/or update job descriptions and identify job competencies.
- 04 Identify, review, document, and update essential job functions for positions.
- 05 Influence and establish criteria for hiring, retaining, and promoting based on job descriptions and required competencies.
- 06 Analyze labor market for trends that impact the ability to meet workforce requirements (for example: federal/state data reports).
- 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 (for example: employee referrals, diversity groups, social media) and implement selected recruitment methods.
- 09 Establish metrics for workforce planning (for example: recruitment and turnover statistics, costs).
- 10 Brand and market the organization to potential qualified applicants.
- 11 Develop and implement selection procedures (for example: applicant tracking, interviewing, reference and background checking).
- 12 Develop and extend employment offers and conduct negotiations as necessary.
- 13 Administer post-offer employment activities (for example: execute employment agreements, complete I-9/e-Verify process, coordinate relocations, and immigration).
- 14 Develop, implement, and evaluate orientation and on-boarding processes for new hires, rehires, and transfers.
- 15 Develop, implement, and evaluate employee retention strategies and practices.
- 16 Develop, implement, and evaluate the succession planning process. **SPHR® only**
- 17 Develop and implement the organizational exit/off-boarding process for both voluntary and involuntary terminations, including planning for reductions in force (RIF).
- 18 Develop, implement, and evaluate an affirmative action plan (AAP) as required.
- 19 Develop and implement a record retention process for handling documents and employee files (for example: pre-employment files, medical files, and benefits files).

Knowledge of:

- 11 Applicable federal laws and regulations related to workforce planning and employment activities (for example: Title VII, ADA, EEOC Uniform Guidelines on Employee Selection Procedures, Immigration Reform and Control Act)
- 12 Methods to assess past and future staffing effectiveness (for

- example: costs per hire, selection ratios, adverse impact)
- 13 Recruitment sources (for example: employee referral, social networking/social media) for targeting passive, semi-active and active candidates
 - 14 Recruitment strategies
 - 15 Staffing alternatives (for example: outsourcing, job sharing, phased retirement)
 - 16 Planning techniques (for example: succession planning, forecasting)
 - 17 Reliability and validity of selection tests/tools/methods
 - 18 Use and interpretation of selection tests (for example: psychological/personality, cognitive, motor/physical assessments, performance, assessment center)
 - 19 Interviewing techniques (for example: behavioral, situational, panel)
 - 20 Impact of compensation and benefits on recruitment and retention
 - 21 International HR and implications of global workforce for workforce planning and employment. **SPHR® only**
 - 22 Voluntary and involuntary terminations, downsizing, restructuring, and outplacement strategies and practices
 - 23 Internal workforce assessment techniques (for example: skills testing, skills inventory, workforce demographic analysis)
 - 24 Employment policies, practices, and procedures (for example: orientation, on-boarding, and retention)
 - 25 Employer marketing and branding techniques
 - 26 Negotiation skills and techniques

FUNCTIONAL AREA 03: HUMAN RESOURCE DEVELOPMENT (18%, 19%)

Developing, implementing, and evaluating activities and programs that address employee training and development, performance appraisal, and talent and performance management 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 resources development activities are compliant with all applicable federal laws and regulations.
- 02 Conduct a needs assessment to identify and establish priorities regarding human resource development activities.
- 03 Develop/select and implement employee training programs (for example: leadership skills, harassment prevention, computer skills) to increase individual and organizational effectiveness.
- 04 Evaluate effectiveness of employee training programs through the use of metrics (for example: participant surveys, pre- and post-testing). **SPHR® only**
- 05 Develop, implement, and evaluate talent management programs that include assessing talent, developing career paths, and managing the placement of high-potential employees.
- 06 Develop, select, and evaluate performance appraisal processes

(for example: instruments, ranking and rating scales) to increase individual and organizational effectiveness.

- 07 Develop, implement, and evaluate performance management programs and procedures (includes training for evaluators).
- 08 Develop/select, implement, and evaluate programs (for example: telecommuting, diversity initiatives, repatriation) to meet the changing needs of employees and the organization. **SPHR® only**
- 09 Provide coaching to managers and executives regarding effectively managing organizational talent.

Knowledge of:

- 27 Applicable federal laws and regulations related to human resources development activities (for example: Title VII, ADA, Title 17 [Copyright law])
- 28 Career development and leadership development theories and applications (for example: succession planning, dual career ladders)
- 29 Organizational development (OD) theories and applications
- 30 Training program development techniques to create general and specialized training programs
- 31 Facilitation techniques, instructional methods, and program delivery mechanisms
- 32 Task/process analysis
- 33 Performance appraisal methods (for example: instruments, ranking and rating scales)
- 34 Performance management methods (for example: goal setting, relationship to compensation, job placements/promotions)
- 35 Applicable global issues (for example: international law, culture, local management approaches/practices, societal norms). **SPHR® only**
- 36 Techniques to assess training program effectiveness, including use of applicable metrics (for example: participant surveys, pre- and post-testing)
- 37 Mentoring and executive coaching

FUNCTIONAL AREA 04: COMPENSATION AND BENEFITS (19%, 13%)

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

Responsibilities:

- 01 Ensure that compensation and benefits programs are compliant with applicable federal laws and regulations.
- 02 Develop, implement, and evaluate compensation policies/programs (for example: pay structures, performance-based pay, internal and external equity).
- 03 Manage payroll-related information (for example: new hires, adjustments, terminations).
- 04 Manage outsourced compensation and benefits components (for example: payroll vendors, COBRA administration, employee recognition vendors). **PHR® only**

- 05 Conduct compensation and benefits programs needs assessments (for example: benchmarking, employee surveys, trend analysis).
- 06 Develop/select, implement/administer, update and evaluate benefit programs (for example: health and welfare, wellness, retirement, stock purchase).
- 07 Communicate and train the workforce in the compensation and benefits programs, policies and processes (for example: self-service technologies).
- 08 Develop/select, implement/administer, update, and evaluate an ethically sound executive compensation program (for example: stock options, bonuses, supplemental retirement plans). **SPHR® only**
- 09 Develop, implement/administer and evaluate expatriate and foreign national compensation and benefits programs. **SPHR® only**

Knowledge of:

- 38 Applicable federal laws and regulations related to compensation, benefits, and tax (for example: FLSA, ERISA, FMLA, USERRA)
- 39 Compensation and benefits strategies
- 40 Budgeting and accounting practices related to compensation and benefits
- 41 Job evaluation methods
- 42 Job pricing and pay structures
- 43 External labor markets and/or economic factors
- 44 Pay programs (for example: variable, merit)
- 45 Executive compensation methods. **SPHR® only**
- 46 Noncash compensation methods (for example: equity programs, noncash rewards)
- 47 Benefits programs (for example: health and welfare, retirement, Employee Assistance Programs [EAPs])
- 48 International compensation laws and practices (for example: expatriate compensation, entitlements, choice of law codes). **SPHR® only**
- 49 Fiduciary responsibilities related to compensation and benefits

FUNCTIONAL AREA 05: EMPLOYEE AND LABOR RELATIONS (20%, 14%)

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

Responsibilities:

- 01 Ensure that employee and labor relations activities are compliant with applicable federal laws and regulations.
- 02 Assess organizational climate by obtaining employee input (for example: focus groups, employee surveys, staff meetings).
- 03 Develop and implement employee relations programs (for example: recognition, special events, diversity programs) that

promote a positive organizational culture.

- 04 Evaluate effectiveness of employee relations programs through the use of metrics (for example: exit interviews, employee surveys, turnover rates).
- 05 Establish, update, and communicate workplace policies and procedures (for example: employee handbook, reference guides, or standard operating procedures) and monitor their application and enforcement to ensure consistency.
- 06 Develop and implement a discipline policy based on organizational code of conduct/ethics, ensuring that no disparate impact or other legal issues arise.
- 07 Create and administer a termination process (for example: reductions in force [RIF], policy violations, poor performance) ensuring that no disparate impact or other legal issues arise.
- 08 Develop, administer, and evaluate grievance/dispute resolution and performance improvement policies and procedures.
- 09 Investigate and resolve employee complaints filed with federal agencies involving employment practices or working conditions, utilizing professional resources as necessary (for example: legal counsel, mediation/arbitration specialists, investigators)
- 10 Develop and direct proactive employee relations strategies for remaining union-free in non-organized locations. **SPHR® only**
- 11 Direct and/or participate in collective bargaining activities, including contract negotiation, costing, and administration.

Knowledge of:

- 50 Applicable federal laws affecting employment in union and nonunion environments, such as laws regarding antidiscrimination policies, sexual harassment, labor relations, and privacy (for example: WARN Act, Title VII, NLRA)
- 51 Techniques and tools for facilitating positive employee relations (for example: employee surveys, dispute/conflict resolution, labor/management cooperative strategies)
- 52 Employee involvement strategies (for example: employee management committees, self-directed work teams, staff meetings)
- 53 Individual employment rights issues and practices (for example: employment at will, negligent hiring, defamation)
- 54 Workplace behavior issues/practices (for example: absenteeism and performance improvement)
- 55 Unfair labor practices
- 56 The collective bargaining process, strategies, and concepts (for example: contract negotiation, costing, and administration)
- 57 Legal disciplinary procedures
- 58 Positive employee relations strategies and non-monetary rewards
- 59 Techniques for conducting unbiased investigations
- 60 Legal termination procedures

FUNCTIONAL AREA 06: RISK MANAGEMENT (8%, 7%)

Developing, implementing/administering, and evaluating programs,

procedures, and policies in order to provide a safe, secure working environment and to protect the organization from potential liability.

Responsibilities:

- 01 Ensure that workplace health, safety, security, and privacy activities are compliant with applicable federal laws and regulations.
- 02 Conduct a needs analysis to identify the organization's safety requirements.
- 03 Develop/select and implement/administer occupational injury and illness prevention programs (i.e., OSHA, workers' compensation). **PHR® only**
- 04 Establish and administer a return-to-work process after illness or injury to ensure a safe workplace (for example: modified duty assignment, reasonable accommodations, independent medical exam).
- 05 Develop/select, implement, and evaluate plans and policies to protect employees and other individuals, and to minimize the organization's loss and liability (for example: emergency response, workplace violence, substance abuse).
- 06 Communicate and train the workforce on security plans and policies.
- 07 Develop, monitor, and test business continuity and disaster recovery plans.
- 08 Communicate and train the workforce on the business continuity and disaster recovery plans.
- 09 Develop policies and procedures to direct the appropriate use of electronic media and hardware (for example: e-mail, social media, and appropriate website access).
- 10 Develop and administer internal and external privacy policies (for example: identity theft, data protection, workplace monitoring).

Knowledge of:

- 61 Applicable federal laws and regulations related to workplace health, safety, security, and privacy (for example: OSHA, Drug-Free Workplace Act, ADA, HIPAA, Sarbanes-Oxley Act)
- 62 Occupational injury and illness prevention (safety) and compensation programs
- 63 Investigation procedures of workplace safety, health and security enforcement agencies
- 64 Return to work procedures (for example: interactive dialog, job modification, accommodations)
- 65 Workplace safety risks (for example: trip hazards, blood-borne pathogens)
- 66 Workplace security risks (for example: theft, corporate espionage, sabotage)
- 67 Potential violent behavior and workplace violence conditions
- 68 General health and safety practices (for example: evacuation, hazard communication, ergonomic evaluations)
- 69 Organizational incident and emergency response plans
- 70 Internal investigation, monitoring, and surveillance techniques
- 71 Employer/employee rights related to substance abuse
- 72 Business continuity and disaster recovery plans (for example:

data storage and backup, alternative work locations, procedures)

- 73 Data integrity techniques and technology (for example: data sharing, password usage, social engineering)
- 74 Technology and applications (for example: social media, monitoring software, biometrics)
- 75 Financial management practices (for example: procurement policies, credit card policies and guidelines, expense policies)

Core Knowledge:

- 76 Needs assessment and analysis
- 77 Third-party or vendor selection, contract negotiation, and management, including development of requests for proposals (RFPs)
- 78 Communication skills and strategies (for example: presentation, collaboration, sensitivity)
- 79 Organizational documentation requirements to meet federal and state guidelines
- 80 Adult learning processes
- 81 Motivation concepts and applications
- 82 Training techniques (for example: virtual, classroom, on-the-job)
- 83 Leadership concepts and applications
- 84 Project management concepts and applications
- 85 Diversity concepts and applications (for example: generational, cultural competency, learning styles)
- 86 Human relations concepts and applications (for example: emotional intelligence, organizational behavior)
- 87 Ethical and professional standards
- 88 Technology to support HR activities (for example: HR Information Systems, employee self-service, e-learning, applicant tracking systems)
- 89 Qualitative and quantitative methods and tools for analysis, interpretation, and decision-making purposes (for example: metrics and measurements, cost/benefit analysis, financial statement analysis)
- 90 Change management theory, methods, and application
- 91 Job analysis and job description methods
- 92 Employee records management (for example: electronic/paper, retention, disposal)
- 93 Techniques for forecasting, planning, and predicting the impact of HR activities and programs across functional areas
- 94 Types of organizational structures (for example: matrix, hierarchy)
- 95 Environmental scanning concepts and applications (for example: Strengths, Weaknesses, Opportunities, and Threats [SWOT], and Political, Economic, Social, and Technological [PEST])
- 96 Methods for assessing employee attitudes, opinions, and satisfaction (for example: surveys, focus groups/panels)
- 97 Budgeting, accounting, and financial concepts
- 98 Risk-management techniques

GPHR® BODY OF KNOWLEDGE

OVERVIEW

The GPHR® exam is created using the following GPHR® Body of Knowledge, which outlines the responsibilities of and knowledge needed by today's global HR professional. The GPHR® Body of Knowledge is created by global 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 GPHR® Body of Knowledge is updated periodically to ensure it is consistent with current practices in the global HR field. All questions appearing on the exam are linked to the responsibility and knowledge statements outlined below.

IF LAWS CHANGE

We realize that employment laws change constantly. Candidates are responsible for knowing the applicable HR laws and regulations that are in effect as of the start of each exam period. Note: Knowledge of local laws affecting employment (including recruiting, hiring, reference checking and background checks) has been part of the GPHR® Body of Knowledge since its inception. During the most recent practice analysis, respondents were asked to identify the countries/regions for which they had HR responsibility, and those with the greatest response rates were Canada, China, India, the United Kingdom, the United States and the European Union. Questions regarding general knowledge of local employment laws will be limited to these six countries/regions. During future practice analyses, this list will be updated.

FUNCTIONAL AREA 01: STRATEGIC HR MANAGEMENT (26%)

The development of global HR strategies to support the organization's short- and long-term business goals and corporate values.

Responsibilities:

- 01 Participate in the development of the organization's global business strategy (including organizational structure).
- 02 Develop HR strategies to support the organization's global strategic plans and the business requirements (e.g.,

outsourcing, offshoring, new product development, transfer of technology and human capital, talent management, shared services).

- 03 Develop an HR infrastructure that supports global business initiatives where HR serves as a subject matter expert and credible business partner.
- 04 Participate in the strategic decision-making processes and due diligence for business changes (e.g., expansions, mergers and acquisitions, joint ventures, greenfield operations, divestitures).
- 05 Develop measurement systems to evaluate HR's contribution to the achievement of the organization's strategic goals.
- 06 Participate in the development and integration of the organization's culture, core values, ethical standards, philosophy on corporate social responsibility and employer brand.
- 07 Establish internal and external global relationships and alliances with stakeholders (e.g., diversity councils, joint venture partners, employers' groups, unions, works councils, business leader forums).
- 08 Determine strategies and business needs for outsourcing and vendor selection (e.g., benefits, payroll, relocation, global assignment management).
- 09 Participate in the development of global change management strategies.
- 10 Determine strategy for human resource information systems (HRIS) to meet organizational goals and objectives in a global environment.
- 11 Develop and implement corporate social responsibility (CSR) programs consistent with corporate philosophy and goals, legal requirements and/or external influences.

Knowledge of:

- 01 The organization's vision, values, mission, business goals, objectives, plans and processes.
- 02 Strategic/business planning processes and their implementation, including SWOT and balanced scorecard analysis.
- 03 Strategies to align the global HR function as a strategic business partner.
- 04 Financial planning processes and budget development.
- 05 Business models and implications (e.g., joint ventures, wholly owned subsidiaries, representative offices, outsourcing/offshoring).

- 06 Organizational structures (by geography, business unit, product line and functional discipline) and their design and implementation.
- 07 Financial measures/tools for assessing the value of HR programs (e.g., return on investment [ROI], cost/benefit analysis).
- 08 The organization's values and their fit with the culture and context of other countries.
- 09 Business ethics standards and practices at a global level, while maintaining local relevance.
- 10 Role and expectations of customers, suppliers, employees, communities, shareholders, boards of directors, owners and other stakeholders.
- 11 HRIS architecture and technology to support global human resource activities.
- 12 Cross-border divestitures and mergers and acquisitions integration practices and procedures.
- 13 International site start-up practices and procedures.
- 14 The organization's business philosophies, financial models and financial statements.
- 15 Due diligence processes appropriate to specific cultures.
- 16 Best practices and application of community relations, environmental initiatives and philanthropic activities.
- 17 Corporate social responsibility practices and policies.

FUNCTIONAL AREA 02: GLOBAL TALENT ACQUISITION AND MOBILITY (22%)

The development, implementation and evaluation of global staffing strategies to support organizational objectives in a culturally and contextually appropriate manner. This includes utilization of the employer brand; job and cost analysis; and the recruitment, hiring, preparation and global mobility of employees to meet business needs.

Responsibilities:

- 01 Ensure that global talent acquisition and mobility policies, practices and programs comply with applicable laws and regulations. Examples: Employment Contract Act (China), Council Regulation 1612/68 on freedom of movement of workers within the Community (EU), Contract Labor Act (India).
- 02 Develop strategic approach for global talent acquisition and mobility to ensure alignment with business need requirements.
- 03 Utilize and promote the employer branding strategy to attract talent from global and local markets.
- 04 Identify, utilize and evaluate sources of global talent (e.g., personal networks, college recruiting, international job boards).
- 05 Develop a global staffing plan that supports business needs in collaboration with leadership and line management.
- 06 Calculate cost estimates for global assignments and advise line management on budgetary impact.
- 07 Develop, implement and evaluate pre- and post-hire policies and procedures (e.g., selection criteria/tools, employment/secondment agreements, background checks, medical evaluation) that are culturally and contextually appropriate.
- 08 Create position descriptions that define job-specific responsibilities, knowledge, skills and abilities.
- 09 Develop, implement and evaluate orientation/induction processes that are culturally relevant and aligned with organizational strategy.
- 10 Provide consultation to potential global assignees and line management on terms and conditions of assignment, planning and expectation-setting to enable a successful relocation/assignment.
- 11 Monitor staffing metrics (e.g., cost-per-hire, quality of hire, retention, return on investment) to evaluate results against global staffing plan.
- 12 Comply with required immigration regulations (e.g., visas, work permits).
- 13 Coordinate relocation and support services for international assignments (e.g., shipment, storage, home/host housing, property management, destination services, schooling and educational counseling, spouse/partner career assistance, etc.).
- 14 Establish and maintain ongoing communication practices with assignees, local management and home-country management.

Knowledge of:

- 18 Applicable laws and regulations related to hiring and employment.
- 19 Strategies to promote employer of choice or employment branding initiatives.
- 20 Methods for developing, sourcing and implementing a global workforce staffing plan.
- 21 Global and country-specific recruiting and hiring practices, methods and sources.
- 22 Job description development.
- 23 Culturally appropriate interviewing techniques and selection systems.
- 24 Employment contract content requirements by country.
- 25 Deployment activities (e.g., relocation, immigration).
- 26 Corporate induction programs.
- 27 Staffing metrics (e.g., headcount, cost-per-hire, days-to-fill, return on investment).
- 28 Different types of assignments, policies and practices (e.g., short-term, long-term, sequential, commuting and permanent assignees).
- 29 Assessment and selection tools and models for international assignments.
- 30 International assignment management, tracking and reporting.
- 31 Intercultural theory models and their application to the assignment process and success.
- 32 Critical success factors for international assignees (e.g., family adjustment and support, communication).
- 33 Global assignee orientation programs (e.g., cross-cultural training, destination services, language training).
- 34 Assignment assessment measures to evaluate assignee fit and impact on the business (e.g., return on investment).
- 35 Immigration issues related to global mobility (e.g., visas, work

- permits).
- 36 Techniques for fostering effective communications with global assignees, line management and leadership.
- 37 International assignment costs (cost of living allowances, premiums, housing, shipping).

FUNCTIONAL AREA 03: GLOBAL COMPENSATION AND BENEFITS (18%)

The establishment and ongoing assessment of a global compensation strategy, including remuneration, benefits and perquisites programs aligned with the company's business objectives.

Responsibilities:

- 01 Ensure that global compensation, benefits and perquisite programs are appropriately funded, cost- and tax-effective and compliant with applicable laws and regulations. Examples: Employee Provident Fund (India), Fair Labor Standards Act (US), Employment Act (UK).
- 02 Establish and communicate a global compensation and benefits strategy aligned to support the organization's business requirements while sustaining employee engagement.
- 03 Design and/or negotiate compensation and benefits programs for business changes (e.g., mergers and acquisitions, joint ventures).
- 04 Develop, implement and assess job valuation systems aligned with global business strategy.
- 05 Establish and maintain compensation, benefits and perquisite programs for key executives in each country of operation, including base salary structures, short- and long-term incentive plans, supplemental benefits programs and tax effective compensation arrangements.
- 06 Develop and implement compensation terms and conditions (e.g., balance sheet calculations, allowances, end-of-assignment bonuses).
- 07 Develop and implement global assignment benefits and perquisite programs (e.g., health care, employee assistance programs, club memberships, company car).
- 08 Develop, implement and assess programs to address income and social insurance tax obligations and their portability for global assignees.
- 09 Develop, implement and evaluate programs, processes and policies for the transition of global assignees to local employment status.
- 10 Establish and maintain compensation, benefits and perquisite programs for locally hired employees in each country of operation.
- 11 Manage and evaluate assignment-related payments, payroll processes and activities.
- 41 Payroll requirements and assignment payment methods (e.g., split payroll, home and host country payments).
- 42 Localization concepts and processes (e.g., tax implications, social security issues).
- 43 Global assignee compensation packages.
- 44 Cost-of-living models and their impact for international assignments (e.g., commodities and services allowances, efficient purchaser indices).
- 45 Global and country-specific benefits programs (e.g., retirement, social security, health care).
- 46 Global and country-specific perquisite programs (e.g., company car, club membership, housing, meal vouchers).
- 47 Equity-based programs (including stock options, phantom stock, restricted shares and stock purchase, employee stock) and their global application and taxation ramifications for the employee and the company.
- 48 The impact of cross-border moves on long- and short-term incentive programs.
- 49 Portability of health and welfare programs (e.g., pension, medical, disability insurance).
- 50 Finance, payroll and accounting practices related to countryspecific compensation and benefits.
- 51 Procedures to collect and analyze data from global and country-specific compensation and benefits surveys.
- 52 Total remuneration and appropriate mix of types of compensation and benefits for different country-specific or sectoral markets.
- 53 Global executive compensation, benefits and perquisites programs (such as annual management incentive, deferred compensation, long-term incentives and tax-effective compensation methods).
- 54 Financing of benefits programs, including insured programs, multinational insurance pooling and retirement funding vehicles.
- 55 Information sources on global and country-specific compensation, benefits and tax trends.
- 56 Due diligence procedures on business changes (e.g., mergers and acquisitions, joint ventures) with respect to compensation and benefits issues.
- 57 Job valuation tools (for example, point-factor systems, salary surveys, benchmarking, global applicability).
- 58 Applicable double-tax treaties and totalization agreements.
- 59 Labor union and works council mandated compensation and benefits.
- 60 Work/life balance programs.

Knowledge of:

- 38 Applicable local compensation, benefits and tax laws.
- 39 Assignment tax planning and tax compliance requirements and processes.
- 40 Expenses related to international relocation (e.g., househunting, furniture rental, temporary accommodations,

shipment of goods, cultural/language training, dependent education).

FUNCTIONAL AREA 04: ORGANIZATIONAL EFFECTIVENESS AND TALENT DEVELOPMENT (22%)

The design, implementation and enrichment of organizational structures, programs and processes to effectively develop and engage

a global workforce aligned with the organization's business needs, culture and values.

Responsibilities:

- 01 Ensure that human resource development programs are compliant with applicable laws and regulations. Examples: Title VII of the Civil Rights Act (US), Employment Equity Act (Canada), Directive 76/207/EEC on the principle of equal treatment for men and women (EU).
- 02 Promote local and regional alignment of corporate vision, organizational culture and core values.
- 03 Create and implement global diversity and inclusion programs that are aligned with the organization's philosophy and meet legal requirements while considering cultural perspectives.
- 04 Develop systems that support the implementation of global change management initiatives.
- 05 Develop and deploy communication programs that are effective for a global workforce and other stakeholders.
- 06 Ensure that employees have the appropriate knowledge, skills and abilities needed to meet current and future business requirements.
- 07 Implement and evaluate a process to gauge effectiveness of organizational development programs based on global HR metrics/measurements (e.g., an "HR management system" composed of employee satisfaction surveys, attrition, training results, benchmarking, score cards, other indicators).
- 08 Develop and implement processes, programs and tools to support career development, leadership development, succession planning and retention throughout the organization, in an environment where global roles are not necessarily location-specific.
- 09 Develop and implement appropriate cultural and language training for employees with global responsibilities and for their families, when necessary.
- 10 Develop programs and processes to support geographically dispersed and/or virtual teams (for example, shared leadership, task completion, project management).
- 11 Implement worldwide performance management processes that support both global and local business objectives and are culturally appropriate.
- 12 Develop and implement programs to support the organization's growth, restructuring, redeployment and downsizing initiatives globally, including exit management processes (e.g., mergers and acquisitions, divestitures, reductions in force, joint ventures)
- 13 Develop international assignee repatriation programs that support company strategy.
- 14 Develop and implement global competency models to support global and local business goals in culturally appropriate ways.

Knowledge of:

- 61 Applicable laws and regulations related to human resource development activities.
- 62 Techniques to promote and align corporate vision, culture and values with local and regional organizations.
- 63 Global organizational development programs and practices

(including succession planning, career development and leadership development).

- 64 Needs assessment, for both the business and employees, within a global environment (involving different cultures and countries).
- 65 Training programs and their application in global environments.
- 66 Global learning models and methodologies.
- 67 Performance appraisal, management and coaching methods as they apply globally and locally (including expatriate global assignments).
- 68 Techniques to measure organizational effectiveness in a global business environment (e.g., satisfaction surveys, benchmarking and productivity measurement tools such as scorecards or indicators).
- 69 Retention strategies and principles and their application in different cultures and countries (including expatriate assignments).
- 70 Redeployment, downsizing and exit management strategies and principles and their application in different cultures and countries.
- 71 Career planning models for global roles.
- 72 Critical success factors for international assignees (e.g., family adjustment and support, communication, career planning, mentoring).
- 73 Repatriation best practices and processes.
- 74 Competency models and their global applicability.
- 75 Trends and practices for global employee engagement.
- 76 Interpersonal and organizational behavior concepts and applications in a global context (including the use of geographically dispersed teams).

FUNCTIONAL AREA 05: WORKFORCE RELATIONS AND RISK MANAGEMENT (12%)

The establishment of processes and practices that protect or enhance organizational value by managing risk and addressing employee rights and needs on a global basis.

Responsibilities:

- 01 Ensure activities related to employee and labor relations (up to and including termination of employment), safety, security and privacy are compliant with applicable laws and regulations. Examples: TUPE - Transfer of Undertakings (Protection of Employment – UK), Directive 2002/14/EC establishing a general framework for informing and consulting employees in the EC (EU), Trade Union Law (China).
- 02 Comply with extraterritorial laws to mitigate risk to the organization (e.g., US Title VII, US Americans with Disabilities Act, US Foreign Corrupt Practices Act, EU Data Privacy Directive and Safe Harbor Privacy Principles).
- 03 Ensure organizational compliance with globally recognized regulations to enable effective workforce relations and meet acceptable workplace standards (for example, OECD

- Guidelines for Multinational Enterprises, ILO conventions, Mercosur, NAFTA, WTO).
- 04 Monitor employment-related legal compliance and ethical conduct throughout the global supply chain (including thirdparty vendors) to mitigate risk to the organization.
 - 05 Develop audit procedures to assess HR internal controls, evaluate results and take corrective actions.
 - 06 Establish and maintain employee records with appropriate regard for privacy regulations where applicable (e.g., EU Data Privacy Directive, US HIPAA, Australian Federal Privacy Act).
 - 07 Establish alternative dispute resolution/grievance processes in compliance with applicable laws and practices, where permitted.
 - 08 Develop and implement programs to promote a positive work culture (e.g., employee recognition, constructive discipline, non-monetary rewards, positive reinforcement).
 - 09 Coordinate collective bargaining activities and contract administration with national and/or local unions as needed.
 - 10 Confer with employee representative groups in compliance with statutory requirements (e.g., works councils, unions, Joint Action committees).
 - 11 Develop, implement and communicate employment-related corporate policies (e.g., ethics, code of conduct, antidiscrimination, harassment).
 - 12 Coordinate global risk management, emergency response and security practices (including intellectual property).

Knowledge of:

- 77 Applicable laws affecting employee and labor relations (including termination of employment), workplace health, safety, security and privacy.
- 78 Major laws that apply extraterritorially (e.g., US Title VII, US Americans with Disabilities Act, US Foreign Corrupt Practices Act, EU Data Privacy Directive and Safe Harbor Privacy Principles).
- 79 Globally recognized regulations, conventions and agreements (e.g., OECD Guidelines for Multinational Enterprises, ILO Conventions, Mercosur, NAFTA, WTO). 80 Employment-related legal compliance and ethical conduct of vendors, suppliers and contractors.
- 81 Internal controls, compliance and audit processes.
- 82 Employee rights to privacy and recordkeeping requirements (e.g., EU Data Privacy Directive and Safe Harbor Privacy Principles, US HIPAA, Australian Federal Privacy Act).
- 83 Individual employment rights (e.g., employees' rights to bargain, grievance procedures, required recognition of unions).
- 84 Appropriate global or local techniques for facilitating favorable employee relations (e.g., small group facilitation, dispute resolution, grievance handling, employee recognition, constructive discipline, labor/management cooperative strategies and programs).
- 85 Legal and customary roles of works councils and trade unions.
- 86 Location-specific collective bargaining processes, strategies, and concepts.

- 87 Global employment litigation.
- 88 Workplace security risks, including physical threats and piracy of intellectual property and other company-proprietary information.
- 89 Local conditions relating to personal security (e.g., kidnapping, terrorism, carjacking).
- 90 Emergency response plans (e.g., medical emergencies, pandemics, disaster recoveries, criminal prosecution, evacuation plans, facility safety plans).

CORE KNOWLEDGE RELATED TO MULTIPLE DOMAINS OF GLOBAL HR ACTIVITY

- 91 Basic business, global, political and socioeconomic conditions, demographics, law and trade agreements and how they relate to business operations.
- 92 Globalization and its drivers, consequences and trends.
- 93 Global management techniques, including planning, directing, controlling and coordinating resources.
- 94 Global project management techniques.
- 95 The global application of human resource ethics and professional standards.
- 96 Change management strategies, processes and tools.
- 97 Global leadership concepts and applications.
- 98 Qualitative and quantitative methods and tools for analysis, interpretation and decision-making purposes and their use globally.
- 99 Intercultural theory and specific cultural behaviors.
- 100 Cross-cultural management techniques.
- 101 Strategies for managing global vendor/supplier relationships, selection processes and contract negotiations.
- 102 Communication processes and techniques and their worldwide applicability.
- 103 Effective use of interpreters, translators and translations.
- 104 Techniques to promote creativity and innovation.
- 105 Principles and practices that foster diversity/inclusion.
- 106 The strategies of globalization versus localization of HR policies and programs.

APPENDIX C

CALIFORNIA (PHR-CA[®]/SPHR-CA[®]) BODY OF KNOWLEDGE

OVERVIEW

The California (PHR-CA[®]/SPHR-CA[®]) exam is created using the following California (PHR-CA[®]/SPHR-CA[®]) Body of Knowledge, which outlines the responsibilities of and knowledge needed by today's California HR professional. The California (PHR-CA[®]/SPHR-CA[®]) Body of Knowledge is created by global 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 California (PHR-CA[®]/SPHR-CA[®]) Body of Knowledge is updated periodically to ensure it is consistent with current practices in the California HR field. All questions appearing on the exam are linked to the responsibility and knowledge statements outlined below.

FUNCTIONAL AREA 01: COMPENSATION AND BENEFITS (26%)

Develop, implement, and administer compensation and benefits programs for all employee groups in compliance with California legal requirements.

Responsibilities:

- Develop, implement, and administer policies and procedures to comply with state wage and hour laws.
- Ensure compliance with state wage and hour laws by auditing, monitoring, inspecting, and evaluating records, postings, and processes.
- Develop, implement, and administer policies and procedures to comply with state laws and regulations regarding benefit administration.
- Ensure compliance with state laws and regulations regarding benefit administration by auditing, monitoring, inspecting, and evaluating records, postings, and processes.
- Establish and administer time-keeping, documentation, and

records retention policies and procedures required under state law governing compensation and benefits.

Knowledge of:

- Definition of wages, including specialty payments (such as split shifts, on call, makeup time, travel time)
- Wage orders—Industrial Welfare Commission (IWC)
- Minimum wage requirements, including living wage
- Overtime regulations (for example, job classifications [exempt versus nonexempt], calculating multiple rates of pay)
- Timing of payments, including fines and penalties
- Rest and meal periods
- Alternative workweek schedule (AWS)
- Permitted and prohibited payroll deductions
- Garnishments and bankruptcy
- Role of Department of Labor Standards Enforcement (DLSE)
- Domestic partner legislation for employer benefit plans (for example, domestic partner coverage, individual rights)
- Cal COBRA
- COBRA extension for 59.5 years of age and older
- Legal requirements for postings and notices
- Labor code requirements for timekeeping
- Documentation and records retention requirements

FUNCTIONAL AREA 02: EMPLOYEE AND LABOR RELATIONS (46%)

Develop, implement, and administer the workplace relationship between employer and employee, including discrimination and harassment protection, in compliance with California legal requirements.

Responsibilities:

- Develop, implement, and administer policies, practices, and procedures to comply with state laws regarding recruiting, selecting, and terminating employees.
- Ensure compliance with state employment-related laws by auditing, monitoring, inspecting, and evaluating behavior, records, postings, and processes.
- Develop, implement, and administer policies and procedures to prevent and/or respond to harassment and discrimination.
- Ensure compliance with state harassment and discrimination prevention laws by auditing, monitoring, and evaluating workplace activities, processes, practices, behaviors, postings, and environment.
- Deliver training programs required under state law governing employee and labor relations.
- Establish and administer documentation and records retention policies and procedures required under state law governing employee and labor relations.

Knowledge of:

- Provisions of Fair Employment and Housing Act (FEHA) (for example, protected categories, discrimination, disability, pre-employment inquiries, mandatory arbitration)
- Hiring procedures, for example: permissible application procedures, background checks, Investigative Consumer Reporting Agencies Act (ICRAA), California Consumers Reporting Act (CCRA), postings and notices
- Rules regarding employment of minors
- Employment Development Department (EDD) requirements, for example: new employee and contractor reporting, unemployment claims and processes
- Non-compete, non-disclosure and invention assignment agreements
- Privacy laws
- Individual employment rights issues and practices (for example, employment at will, lactation accommodations, language translation requirements, literacy assistance, political activity protection, Private Attorneys General Act)
- Legal requirements for postings and notices
- Required supervisory training for sexual harassment prevention
- Disciplinary actions for exempt and non-exempt employees
- Retaliation protection laws (for example, whistleblower, workers compensation, and workplace harassment)
- California WARN (for example, relocations, terminations, and mass layoffs)
- Termination notices (for example, California's For Your Benefit Brochure [DE 2320], Health Insurance Premium Payment [HIPP] notice, change of status notice)
- Requirements for state contractors (for example, drug-free workplace, anti-discrimination requirements, sweatshop)
- Documentation and records retention requirements

FUNCTIONAL AREA 03: LEAVES OF ABSENCE AND WORKERS COMPENSATION (17%)

Develop, implement and administer programs, policies, and procedures related to workers compensation and to leaves of absence that protect an employee's right to time off in compliance with California legal requirements.

Responsibilities:

- Develop, implement, and administer policies and procedures to comply with state laws and regulations regarding leaves of absence.
- Ensure compliance with state laws and regulations regarding leaves of absence by auditing, monitoring, and evaluating records, postings, and processes.
- Develop, implement, and administer policies and procedures to comply with state laws and regulations regarding workers compensation, including return to work.
- Ensure compliance with state laws and regulations regarding workers compensation by auditing, monitoring, inspecting, and evaluating records, postings, and processes.
- Ensure compliance with integration and calculation of multiple leave laws.
- Establish and administer documentation and records retention policies and procedures required under state law governing leaves of absence and workers compensation.

Knowledge of:

- California State Disability Insurance (SDI) and Paid Family Leave (PFL)
- Pregnancy disability leaves (for example, provisions and integration of FMLA, PFL, and CFRA)
- California Family Rights Act (CFRA) (for example, provisions and integration with leave laws other than pregnancy)
- Integration of leave laws (for example, discretionary and mandated)
- School leave (for example, Family-School Partnership Act and school suspensions and expulsions)
- Domestic violence and sexual assault victims leave
- Crime victims leave
- Time off to vote requirement
- Sick leave
- Kin care requirements
- Vested time off requirements (for example, vacation, paid time off)
- Workers compensation leave and continuation of benefits (for example, return to work and apportionment of workers compensation)
- Medical provider network (MPN) for workers compensation
- Legal requirements for postings and notices
- Documentation and record retention requirements

FUNCTIONAL AREA 04: HEALTH, SAFETY AND SECURITY (11%)

Develop, implement, and administer programs, plans, and policies that provide a healthy, safe, and secure working environment in compliance with California legal requirements.

Responsibilities

- Develop, implement, and administer policies and procedures to comply with state laws and regulations regarding health, safety, and security administration.
- Ensure compliance with state laws and regulations regarding health, safety, and security by auditing, monitoring, inspecting, and evaluating records, postings, and processes.
- Deliver training programs required under state law governing health, safety, and security.
- Establish and administer documentation and records retention policies and procedures required under state law governing health, safety, and security.

Knowledge of:

- Cal/OSHA requirements (for example training, documentation, inspection)
- Injury and Illness Prevention Program (IIPP) requirements (for example, workplace violence, emergency evacuation plan, inspection, accident investigations)
- Proposition 65 requirements
- Ergonomics reporting requirements
- Heat illness prevention requirements
- Laws related to security (for example, Protection of Personal Data Law and Uniform Trade Secrets Act)
- Legal requirements for postings and notices
- Documentation and records retention requirements

FORMS

EXAM REFUND REQUEST FORM

QUALIFYING HR WORK EXPERIENCE FORM

REVIEW OF EXAM SCORE FORM

ADDITIONAL CERTIFICATE REQUEST FORM

DUPLICATE SCORE REPORT REQUEST FORM

EXAM LEVEL CHANGE REQUEST FORM

SPECIAL TESTING ACCOMMODATION REQUEST FORM

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MARK ONLY ONE TYPE OF WITHDRAWAL (Application fee and late fee are nonrefundable)

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Alexandria, VA 22314
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Candidates who select "999" on the position code list should use this form. If more than one position requires supporting documentation, please photocopy this form as needed.

Name _____ Job Title _____

Organization Name _____

Organization Address _____

Supervisor's Name and Phone Number _____

Dates Employed: FROM _____ TO _____
(Month/Year) (Month/Year)

PHR®

- 1 year of professional (exempt-level) HR experience and master's degree or higher
- 2 years of professional (exempt-level) HR experience and bachelor's degree
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SPHR®

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- 7 years of professional (exempt-level) HR experience with less than a bachelor's degree

GPHR®

- 2 years of global professional (exempt-level) HR experience and master's degree or higher
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- 4 years of professional (exempt-level) HR experience (2 of the 4 years must be global experience) with less than a bachelor's degree

List the countries in which you conduct business: _____

Job Duties and Responsibilities _____

(continued on next page)

QUALIFYING HR WORK EXPERIENCE FORM (CONTINUED)

I attest that the facts presented on this form are accurate and complete. I also understand that the decision regarding my eligibility to take the exam will be made on the basis of this information and the official job description submitted with this form.

I certify that this position is/was at the: _____

professional (exempt) level nonprofessional (nonexempt) level*

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Candidate’s Printed Name _____

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This request must be received with the appropriate fees and information no later than six months after the test date. Please print or type all information on this form. Review of exam scores will be processed and mailed approximately two weeks from the receipt of the request. Review of exam score results is final.

Please check the certification exam that applies to you.

- Professional in Human Resources (PHR®) Global Professional in Human Resources (GPHR®)
 Senior Professional in Human Resources (SPHR®) California exam (PHR-CA®/SPHR-CA®)

Last Name _____ First Name _____ Middle Name _____

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I hereby request PES to review my exam score.

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(CHECK ONLY ONE)

Duplicate Score and Certificate US\$50

Score Report Only US\$25

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Fax:+1.212.367.4318

EXAM LEVEL CHANGE REQUEST FORM

An exam level change can only be made **once per exam period**. If you request an exam level change, you must meet the eligibility requirement for the new designation and provide any supporting documentation. Exam level changes can be requested up to 10 business days before a scheduled exam date. Candidates changing from SPHR® to PHR® or GPHR® to PHR® will be refunded the difference. Candidates changing from PHR® to SPHR® or PHR® to GPHR® will be required to pay the difference in the exam fees. Exam level changes require cancellation to any previously made scheduled appointments. Once this request has been processed, a new e-mail notification will be sent with information on the availability of the new ATT letter. A new exam appointment may be scheduled with Prometric at that time.

Date: _____

Candidate Name: _____

User ID Number: _____

TYPE OF EXAM LEVEL CHANGE

(CHECK ONLY ONE)

- PHR® to SPHR®**
- PHR® to GPHR®**
- SPHR® to PHR®*
- SPHR® to GPHR®
- GPHR® to SPHR®
- GPHR® to PHR®*

* Refund will be made

** Requires additional monies

PAYMENT INFORMATION

The HR Certification Institute accepts VISA, MasterCard, American Express, money order, certified/cashier's check or organizational/company check.

For fee payment by VISA, MasterCard or American Express, provide the following required information.

Charge my: VISA MasterCard American Express

Credit Card Number _____ Expiration Date _____ Card Security Code _____

Cardholder Name _____ Cardholder Signature _____

Billing Address _____

City _____ State _____ ZIP/Country Code _____ Country _____

Note: Exam level change request will not be processed until payment is received.

Please submit to: HR Certification Institute
P.O. Box 79932
Baltimore, MD 21279-0932

SPECIAL TESTING ACCOMMODATION REQUEST FORM

A special accommodation request must be made by the candidate at the time of application. Candidates with disabilities covered by the Americans with Disabilities Act (or the Canadian/Australian equivalent) should complete this form and have an appropriate licensed professional complete the Documentation of Disability-Related Needs section so their requests for accommodations can be processed efficiently. The information provided and any documentation regarding the disability and the need for accommodation in testing will be treated with strict confidentiality.

Please submit both pages of this completed form to the HR Certification Institute within five business days of application submission. **If this form is submitted after an exam appointment has been made, the current appointment has to be cancelled at least three days prior to avoid forfeiting all fees.** A new ATT letter will be sent once this request has been processed and the accommodation set up with Prometric.

APPLICANT INFORMATION

Last Name _____ First Name _____ Middle Name _____

Address _____

City _____ State _____ ZIP/Country Code _____ Country _____

Home Telephone Number _____ User ID # _____

Exam Date _____

SPECIAL TESTING ACCOMMODATIONS

Please check the exam for which you are applying.

- Professional in Human Resources (PHR®)
- Senior Professional in Human Resources (SPHR®)
- Global Professional in Human Resources (GPHR®)
- California-specific exam (PHR-CA® or SPHR-CA®)

(continued on next page)

SPECIAL TESTING ACCOMMODATION REQUEST FORM

(CONTINUED)

DOCUMENTATION OF DISABILITY-RELATED NEEDS BY A QUALIFIED PROFESSIONAL

This section must be completed by a licensed health care provider or an educational or testing professional to ensure that the HR Certification Institute is able to provide the required test accommodations.

PROFESSIONAL DOCUMENTATION

I have known _____ since _____
(Name of Applicant) (Date)

in my capacity as a(n) _____
(Professional Title)

Please provide the nature of the disability, identification of the test(s) used to confirm the diagnosis, a description of past accommodations made for the disability and the specific testing accommodations requested for this exam.

The applicant discussed with me the nature of the test to be administered. It is my opinion that, because of this applicant's disability described above, he or she should be accommodated by providing the following special arrangements:

Check all that apply:

- | | |
|--|--|
| <input type="checkbox"/> Wheelchair access | <input type="checkbox"/> Separate testing area |
| <input type="checkbox"/> Reader | <input type="checkbox"/> Zoom text font size |
| <input type="checkbox"/> Recorder | <input type="checkbox"/> Other special accommodations (please specify) |
| <input type="checkbox"/> Extended testing time | _____ |

Signature _____

Title _____ Date _____

License # _____
(if applicable)

INTERNATIONAL EXAM DELIVERY

INTERNATIONAL APPOINTMENT SCHEDULING

International candidates should contact www.prometric.com/hrci or one of the following Prometric Regional Contact Centers to schedule an appointment once they have received their ATT letter.

PROMETRIC REGIONAL CONTACT CENTER

- (1) Regional Contact Center
Prometric
Attn: PTC Registrations Africa
Noorderwagenplein 6
8223 AL - Lelystad
The Netherlands
Telephone: +31.320.239.593
Fax: +31.320.239.886
Hours: Monday–Friday (9 a.m to 6 p.m. GMT +0100)
- (2) Prometric
Attn: PTC Registrations Europe
Noorderwagenplein 6
8223 AL - Lelystad
The Netherlands
Telephone: +31.320.239.540
Fax: +31.320.239.541
- (3) Prometric
Attn: PTC Registrations Latin America and Caribbean
3110 Lord Baltimore Drive
Baltimore, Maryland 21244
USA
Telephone: +1.443.751.4995
Fax: +1.443.751.5980
- (4) Prometric
Attn: PTC Registrations Middle East
Noorderwagenplein 6
8223 AL - Lelystad
The Netherlands
Telephone: +31.320.239.530
Fax: +31.320.239.531
- (5) Prometric
Attn: PTC Registrations South East Asia
PO Box 12964
50794 Kuala Lumpur
Malaysia
Telephone: +60.3.7628.3333
Fax: +60.3.7628.3366
- (6) Prometric
Attn: PTC Registrations People’s Republic of China
P.O. Box 84-056 Beijing
China international examination bureau
100084
People’s Republic of China
Telephone: +8610.62799911
Fax: +8610.82520243
- (7) Prometric Testing Private Limited
Attn: PTC Registrations India
2nd Floor
DLF Infinity Tower - A
Sector 25, Phase II
DLF City Gurgaon
Haryana 122002
Telephone: 0124.4147700
Fax: 0124.4147773

- (8) R-Prometric, K.K.
Attn: PTC Registrations Japan
Kayabacho Tower 15th Floor
1-21-2 Shinkawa
Chuo-ku
Tokyo 104-0033
Japan
Telephone: +81.3.5541.4800
Fax: +81.3.5541.4810
- (9) Korean-American Educational
Commission (KAEC) / Prometric
Attn: PTC Registrations Korea
Mapo-gu YOMNI DONG
168-15
Seoul 121-090
Republic of Korea
Telephone: +82.2.2116.8331 or 1566.0990
Fax: +82.2.327.54029
- (10) Prometric Regional Registration Center
(Region 6)
Attn: PTC Registrations Australia and New Zealand
21A-15-1 Faber Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur
Malaysia
Telephone: 612.96405899

COUNTRIES SERVED BY REGIONAL CONTACT CENTERS

Each Prometric Regional Contact Center serves many different countries. On the next page, candidates can locate the country in which they will test and then contact the corresponding Prometric Regional Contact Center.

Note: Test centers are subject to change. Please check www.prometric.com/hrci for the most current testing locations in your area.

CENTER (1)

Africa	Ghana	Reunion
Benin	Guinea	Rwanda
Botswana	Guinea Bissau	Senegal
Burkina Faso	Kenya	Sierra Leone
Cameroon	Lesotho	South Africa
Chad	Madagascar	Swaziland
Comoros	Malawi	Tanzania
Congo	Mali	Togo
Cote D'Ivoire	Mauritius	Uganda
Eritrea	Mozambique	Zaire
Ethiopia	Namibia	Zambia
Gabon	Niger	Zimbabwe
Gambia	Nigeria	

CENTER (2)

Europe	Hungary	Portugal
Armenia	Iceland	Romania
Austria	Ireland	Russian Federation
Azerbaijan	Italy	Slovakia
Belarus	Kazakhstan	Spain
Belgium	Kyrgyzstan	Sweden
Bulgaria	Latvia	Switzerland
Croatia	Lithuania	Tajikistan
Cyprus	Luxembourg	Turkey
Czech Republic	Macedonia	Turkmenistan
Denmark	Malta	Ukraine
Estonia	Moldova	United Kingdom
Finland	Netherlands	Uzbekistan
France	North Cyprus	
Germany	Norway	
Greece	Poland	

CENTER (3)

Latin America and Caribbean	Chile	Mexico
Argentina	Colombia	Panama
Bolivia	Dominican Republic	Peru
Brazil	Guatemala	Venezuela

CENTER (4)

Middle East	Lebanon	Tunisia
Bahrain	Morocco	United Arab Emirates
Egypt	Oman	Yemen
Israel	Qatar	
Jordan	Saudi Arabia	
Kuwait	Syria	

CENTER (5)

Southeast Asia	Malaysia	Singapore
Bangladesh	Nepal	Taiwan
Hong Kong	Pakistan	Thailand
Indonesia	Philippines	Vietnam

CENTER (6)

People's Republic of China	Dalian	Nanjing
Beijing	Guangzhou	Shanghai
Chang Sai	Harbin	Wuhan
Chengdu	Jinan	Xiamen
	Kunming	Xian

CENTER (7)

India	Calcutta	Trivandrum
Ahmedabad	Hyderabad	Mumbai
Allahabad	Chennai	
Bangalore	New Delhi	

CENTER (8)

Japan	Tokyo	
Osaka	Yokohama	

CENTER (9)

Republic of Korea	Seoul	
Taegu	Seoul Mapo-Gu	

CENTER (10)

Australia and New Zealand	Sydney	Auckland
	Melbourne	

CODE OF ETHICAL AND PROFESSIONAL RESPONSIBILITY

OVERVIEW

The HR Certification Institute's Code of Ethical and Professional Responsibility has been adopted to promote and maintain the highest standards of service and conduct for all persons it has recognized and certified to use any of its certification marks: PHR®, GPHR®, SPHR®, PHR-CA® and SPHR-CA®. The HR Certification Institute's Board determines who is certified and thus authorized to use the marks. Implicit in the acceptance of this authorization is an obligation not only to comply with the mandates and requirements of all applicable laws and regulations but also to take responsibility to act in an ethical and professionally responsible manner. Adherence to these standards is expected from all who hold an HR Certification Institute credential and serves to ensure public confidence in the integrity of these individuals. Those holding an HR Certification Institute credential commit to the following:

PROFESSIONAL RESPONSIBILITY

As an HR Certification Institute certificant, you are responsible for adding value to the organizations you serve and contributing to the ethical success of those organizations. You accept professional responsibility for your individual decisions and actions. You also are an advocate for the HR profession by engaging in activities that enhance its credibility and value. You will:

1. Adhere to the highest standards of ethical and professional behavior.
2. Measure the effectiveness of HR in contributing to or achieving organizational goals.
3. Comply with the law.
4. Work consistently within the values of the profession.
5. Strive to achieve the highest levels of service, performance and social responsibility.
6. Advocate for the appropriate use and appreciation of human beings as employees.

7. Advocate openly and within the established forums for debate in order to influence decision-making and results.

PROFESSIONAL DEVELOPMENT

As an HR Certification Institute certificant, you must strive to meet the highest standards of competence and commit to strengthen your competencies on a continuous basis. You will:

1. Commit to continuous learning, skills development and application of new knowledge related to both human resource management and the organizations you serve.
2. Contribute to the Body of Knowledge, the evolution of the profession and the growth of individuals through teaching, research and dissemination of knowledge.

ETHICAL LEADERSHIP

As an HR Certification Institute certificant, you are expected to exhibit individual leadership as a role model for maintaining the highest standards of ethical conduct. You will:

1. Be ethical and act ethically in every professional interaction.
2. Question pending individual and group actions when necessary to ensure that decisions are ethical and are implemented in an ethical manner.
3. Seek expert guidance if ever in doubt about the ethical propriety of a situation.
4. Through teaching and mentoring, champion the development of others as ethical leaders in the profession and in organizations.

FAIRNESS AND JUSTICE

As an HR Certification Institute certificant, you are ethically responsible for promoting and fostering fairness and justice for all employees and their organizations. You will:

1. Respect the uniqueness and intrinsic worth of every individual.
2. Treat people with dignity, respect and compassion to foster a

trusting work environment free of harassment, intimidation and unlawful discrimination.

3. Ensure that everyone has the opportunity to develop their skills and new competencies.
4. Assure an environment of inclusiveness and a commitment to diversity in the organizations you serve.
5. Develop, administer and advocate policies and procedures that foster fair, consistent and equitable treatment for all.
6. Regardless of personal interests, support decisions made by your organizations that are both ethical and legal.
7. Act in a responsible manner and practice sound management in the country or countries in which the organizations you serve operate.

CONFLICTS OF INTEREST

As an HR Certification Institute certificant, you must maintain a high level of trust with our stakeholders. You must protect the interests of those stakeholders as well as your professional integrity and should not engage in activities that create actual, apparent or potential conflicts of interest. You will:

1. Adhere to and advocate the use of published policies on conflicts of interest within your organization.
2. Refrain from using your position for personal, material or financial gain or the appearance of such.
3. Refrain from giving or seeking preferential treatment in the human resources processes.
4. Prioritize your obligations to identify conflicts of interest or the appearance thereof. When conflicts arise, you will disclose them to relevant stakeholders.

USE OF INFORMATION

As an HR Certification Institute certificant, you must consider and protect the rights of individuals, especially in the acquisition and dissemination of information while ensuring truthful communications and facilitating informed decision-making. You will:

1. Acquire and disseminate information through ethical and responsible means.
2. Ensure only appropriate information is used in decisions affecting the employment relationship.
3. Investigate the accuracy and source of information before allowing it to be used in employment-related decisions.
4. Maintain current and accurate HR information.
5. Safeguard restricted or confidential information.
6. Take appropriate steps to ensure the accuracy and completeness of all communicated information about HR policies and practices.
7. Take appropriate steps to ensure the accuracy and completeness of all communicated information used in HR-related training.

DISCIPLINARY PROCESS AND PROCEDURES

The HR Certification Institute Board’s disciplinary procedures have been devised to ensure a fair and reasonable process for

any professional holding one of the HR Certification Institute’s credentials against whom allegations of Code of Ethical and Professional Responsibility violations are brought.

1. Nature of the Process – These procedures are the only means to resolve all HR Certification Institute ethical charges and complaints. The HR Certification Institute has the exclusive authority to end any ethics inquiry or case regardless of circumstances. By applying for certification or recertification, HR professionals agree that they will not challenge the authority of the HR Certification Institute to apply the Code of Ethical and Professional Responsibility, the Disciplinary Case Procedures or other policies, and will not challenge the results of any HR Certification Institute action taken under these policies in a legal or government forum. These disciplinary procedures are not formal legal proceedings, thus many formal rules and practices of a court proceeding are not observed. The rules are intended to afford due process and fairness.

2. Request for Investigation – Upon receipt of written complaint, the HR Certification Institute staff will review the allegation to determine if further investigation is warranted. No investigation will be made if the individual’s certification has expired or the allegation occurred more than 24 months prior to the expiration unless the HR Certification Institute determines there is just cause for the complaint to be reviewed.

3. Investigation – If staff determines to proceed with an investigation, the accused individual holding one of the HR Certification Institute’s credentials will be given written notice of the investigation. That notice will contain the general nature of the allegations. That individual will be given 30 days within which to file a written response. If no response is received within the allotted 30 days, the complaint will be presented to a Staff Review Panel based on the information submitted. The Staff Review Panel, made up of senior staff, is empowered by the Board of Directors to review the complaint and make a final decision. If the decision is that no action will be taken, then the accused and the party making the complaint will be notified of the panel’s final decision.

4. Hearing Panel – If the Staff Review Panel determines that discipline is merited, a hearing will take place before a Hearing Panel. The accused is entitled to appear in person or be represented by counsel at the hearing. After final deliberation by the panel, the accused and the party making the complaint will be notified of the Hearing Panel’s final decision. The panel will be composed of a minimum of three individuals. At least one member of every Hearing Panel will be a member of the HR Certification Institute Board and at least two members of the panel will hold at least one of the HR Certification Institute’s credentials. The panel will be appointed by the HR Certification Institute’s Governance

Committee using the same criteria it uses for selection of Board members.

The Hearing Panel will submit its findings and recommendations for action to the full HR Certification Institute's Board of Directors, which, after considering all of the facts and recommendations, will render a final decision.

5. Resolution – The accused and the accuser will receive written notification of the panel's decision.

FORMS OF DISCIPLINE

If grounds for discipline are deemed warranted, the HR Certification Institute Board of Directors may impose any of the forms of discipline below:

1. Private written censure.
2. Public letter of admonition.
3. Suspension of the right to use the HR Certification Institute mark for a specified period of time.
4. Permanent revocation of the right to use the HR Certification Institute mark.

GROUNDINGS FOR DISCIPLINE

1. Any act or omission that violates the criminal laws of any state or country in which that individual resides or is employed.
2. Any act that is the proper basis for suspension of a professional license.
3. Any act or omission that violates the HR Certification Institute's rules and procedures for obtaining or maintaining certification or is considered a material violation of this Code of Ethical and Professional Responsibility.
4. Failure to respond to a request for information concerning an ethics violation allegation by the HR Certification Institute's Board or the HR Certification Institute's Hearing Panel without just cause.
5. Obstruction of the HR Certification Institute Hearing Panel's performance of its duties.
6. Any false or misleading statement made to the HR Certification Institute's Board or the HR Certification Institute Hearing Panel. This list is not exclusive and there may be other acts or omissions amounting to unprofessional conduct that also may constitute grounds for discipline.

This section is subject to change. Please refer to the website, www.hrci.org/codeofethics, for the most current information.

HR CERTIFICATION INSTITUTE

The **HR Certification Institute** is an independent, internationally recognized certifying body for the HR profession. Established in 1976, HRCI awards certifications to professionals who meet eligibility standards and pass a rigorous examination. The HR Certification Institute's testing requires professionals to demonstrate their expertise in the core principles of HR practice and the practical application of those principles. To remain certified, individuals must fulfill continuing education requirements or demonstrate their current knowledge of the profession through retesting.

FOR THE DELIVERY OF THE EXAMS

Prometric is the testing vendor with which the HR Certification Institute contracts for exam delivery services. These services include providing the scheduling, administering and proctoring of the exams. As a wholly owned subsidiary of ETS, Prometric is the recognized global leader in technology-enabled testing and assessment services and the winner of CLO Magazine's Learning in Practice 2007 Customer Service Award. Its comprehensive suite of services, including test development, test delivery and data management capabilities, allows clients to develop and launch global testing programs as well as accurately measure program results and data. Prometric reliably delivers and administers tests on behalf of 450 clients in the academic, professional, health care, government, corporate and information technology markets. It delivers tests flexibly via the web or by utilizing a robust test center network in 135 countries.

The HR Certification Institute contracts with the **Professional Examination Service (PES)** to provide psychometric expertise on item writing, exam construction and item analysis; maintain the item banks; and provide statistical information. In addition, PES scores the exams and mails score reports and certificates. For more information on PES, please visit www.proexam.org.



JENNA'S STORY.

Northeast Florida has numerous driven and outstanding HR professionals. As a young HR professional, I understand that credibility is essential to my rise to the top of the ladder. The PHR® certification proved my credibility as a leader to my peers and the business sector. Having my PHR® certification also allowed me to be a trusted HR resource as a volunteer leader in my hometown. Confidence, respect and continual growth—the PHR® certification provided them all. Wouldn't you consider getting certified today?



KRISTI'S STORY.

Most HR professionals end up being paper-pushers and never strategic business partners. It is not the path that I want for my HR career. To set myself apart, I pursued the SPHR® certification as the key differentiation tool. The SPHR® certification is more than a piece of paper that hangs on the wall. Combined with my HR experience, the SPHR® certification enabled me to think like a strategic partner of my organization. When I moved to California, I added the California credential to my title. I was a wise move because California employers are hesitant in hiring HR professionals who are unfamiliar with California employment laws. My SPHR-CA® credential proved that I was the right candidate for the job.



PATRICK'S STORY.

It has always been my dream to lead the HR department of a global organization. I added the GPHR® credential to my overall qualifications to help me realize that dream. After obtaining my GPHR® certification in 2007, I became director of human resources for an international company that had offices in 20 countries, including India, South Korea and United Kingdom. While I believe that my extensive HR and business experience helped, it was my GPHR® credential that gave my employer proof that I could handle the additional responsibilities and complexities that come with international HR. Since taking on the director's role, I have been promoted to vice president of human resources.

HR CERTIFICATION INSTITUTE
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FOLLOW US ON    
and our *CERTIFICATION MATTERS BLOG*.
Web site: www.hrci.org © 2012 HRCI

