



2009 CERTIFICATION HANDBOOK

PHR • SPHR • GPHR



HR CERTIFICATION INSTITUTE

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WHERE-TO-TURN GUIDE

Visit www.hrci.org for the following information:

- General certification information
- Review existing application
- Online application link for the exam
- Information about application status
- Information about payment issues
- To make corrections to your application
- Information about supporting documentation
- All other information about applying for the exam

Visit www.prometric.com/hrci for the following information:

- List of testing centers
- Temporary test site closures
 (www.prometric.com/sitestatus)

| EXAM TESTING WINDOWS AND DEADLINES | | | | |
|--|------------------------------------|------------------------------|---|--|
| Exam | Testing Window | Registration Opens | Regular Deadline Date | Late Deadline Date |
| SPRING | | | | |
| PHR/SPHR | May 1–June 30, 2009 | Jan. 12, 2009 | March 13, 2009 | April 17, 2009 |
| GPHR/CA | May 1–31, 2009 | Jan. 12, 2009 | March 13, 2009 | April 17, 2009 |
| WINTER | | | | |
| PHR/SPHR | Dec. 1, 2009–Jan. 31, 2010 | July 13, 2009 | Oct. 9, 2009 | Nov. 13, 2009 |
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| 2009 EXAM FEES | | | | |
| | Application Fee (nonrefundable) | Regular Deadline Exam Fee | Total Regular Deadline Fee (Includes applica- tion and exam fees) | Total Late Deadline Fee (Includes application and exam fees) |
| PHR | | | | |
| SHRM member | US\$75 | US\$175 | US\$250 | US\$300 |
| Nonmember | US\$75 | US\$225 | US\$300 | US\$350 |
| Student/ recent graduate** | US\$75 | US\$45 | US\$120 | US\$170 |
| SPHR | | | | |
| SHRM member | US\$75 | US\$300 | US\$375 | US\$425 |
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| SHRM member | US\$75 | US\$300 | US\$375 | US\$425 |
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| California certification (PHR-CA and SPHR-CA) | | | | |
| SHRM member | US\$75 | US\$200 | US\$275 | US\$325 |
| Nonmember | US\$75 | US\$250 | US\$325 | US\$375 |
| * A US\$50 late fee will be assessed on applications received after the regular deadline but on or before the late deadline. | | | | |
| ** For students/recent graduates, the balance of the PHR and/or GPHR exam fee is required upon meeting experience and graduation requirements. | | | | |

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CERTIFICATION OVERVIEW

What Is Certification? HR certification is a career-long commitment that demonstrates to your peers, your employees and your organization that you have mastered the core HR knowledge and principles and that you 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 certificant has passed the exam, the recertification requirements ensure that the HR professional is keeping abreast of changes in the field.

Certifications differ from certificate programs because certifications, by definition, include a work experience component. Certified individuals are usually issued a certificate attesting that they have met the standards of the credentialing organization and are entitled to make the public aware of their credentialed status, usually through the use of acronyms (e.g., PHR, SPHR or GPHR) after their names. Certificate programs, on the other hand, award certificates once a course of study has been completed and do not require previous work experience or recertification.

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 hiring HR-certified professionals gives them a competitive advantage.
- Business leaders find HR-certified professionals 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 becomes a public recognition of professional achievement—both within and outside of the profession. For many, achieving certification becomes a personal professional 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 and GPHR certification shows 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 and GPHR exams are completely voluntary. Organizations or individuals incorporating PHR, SPHR or GPHR certification as a condition of employment or advancement do so of their own volition. 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.

The PHR, SPHR and GPHR designations are a visible reminder to peers and co-workers of the holder's significant professional achievement. PHR-, SPHR- and GPHR-certified professionals should proudly display their certificates and use the credentials on business correspondence.

HOW DO THE THREE EXAMS DIFFER?

The HR Certification Institute (HRCI) administers three core certification exams: Professional in Human Resources (PHR®), Senior Professional in Human Resources (SPHR®) and Global Professional in Human Resources (GPHR®).

The PHR and SPHR exams assess generalist knowledge of the HR field, including strategic management, workforce planning and employment, HR development, total rewards, 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. The SPHR exam supersedes the PHR designation.

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 simultaneous certification by holding the GPHR and PHR or SPHR.

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 exempt-level HR work experience and educational background contribute significantly to success on the exams.

We strongly recommend that PHR candidates have two to four years of exempt-level (professional) HR work experience and SPHR candidates have six to eight years of exempt-level (professional) HR work experience.

The PHR and SPHR designations cannot be held concurrently

CHOOSING AN EXAM LEVEL

| | PHR | SPHR |
|--|-----------|-----------|
| Required exempt-level (professional*) HR experience | 2 Years | 2 Years |
| Recommended exempt-level (professional*) HR experience | 2–4 Years | 6–8 Years |

**Candidates must demonstrate exempt-level (professional) HR work experience. In the United States, “exempt” is defined by the Fair Labor Standards Act (FLSA) and its amendments. To learn more about exempt versus nonexempt work experience, visit the U.S. Department of Labor web site at www.dol.gov/elaws/flsa.htm.*

For those working outside of the United States, the equivalent of exempt-level work is considered to be work done at a “professional” level. For purposes of eligibility for the HR Certification Institute’s exams, professional experience includes supervisory responsibility and/or creative or original work requiring advanced HR knowledge.

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 or GPHR. 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 concurrently. However, you may hold either a PHR or SPHR certification in conjunction with a GPHR designation.

PHR Candidate:

- Focuses on program implementation.
- Has tactical/logistical orientation.
- Has accountability to another HR professional within the organization.
- Has two to four years of exempt-level generalist HR work experience, but because of career length may lack the breadth and depth of a more senior-level generalist.
- Has not had progressive HR work experience by virtue of career length.
- Focuses his or her impact on the organization within the HR department rather than organization wide.
- Commands respect through the credibility of knowledge and the use of policies and guidelines to make decisions.

SPHR Candidate:

- Designs and plans rather than implements.
- Focuses on the “big picture.”
- Has ultimate accountability in the HR department.
- Has six to eight years of progressive HR experience.
- Has breadth and depth of HR generalist knowledge.
- Uses judgment obtained with time and application of knowledge.
- Has generalist role within organization.
- Understands the effect of decisions made within and outside of the organization.
- Understands the business, not just the HR function.
- Manages relationships; has influence within overall organization.
- Commands credibility within organization, community and field by experience.
- Possesses excellent negotiation skills.

GPHR Candidate:

- 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 reputation as an employer.

- Designs organizational structures, programs and processes to achieve worldwide business needs.
- Develops, implements and evaluates programs, processes and tools to ensure that they align with competitive practice, the organization's objectives and legal requirements.
- Oversees practices that ensure favorable employment conditions balancing employer needs with employee rights and needs.
- Has core knowledge of the organization's international HR activities.

PHR, SPHR AND GPHR EXAM OVERVIEW

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.

Test questions on both exams reflect the most recently published test specifications—also called the body of knowledge (see Appendix A). The table on page 7 represents the percentages of questions in each functional area covered in the exams.

The exams are multiple choice and consist of:

- A total of 225 questions:
 - 200 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.

Four hours are allotted to complete the exam.

For those considering taking the PHR or SPHR exam, the HR Certification Institute offers online assessment exams composed of actual exam questions that have appeared on previous exams but were removed from the item bank to develop the assessment exams. Before registering for the PHR or SPHR exam, consider taking an online assessment exam. The assessment exam exposes candidates to the types of questions on the actual exam. For more information about our assessment exams (including fees), visit our web site at www.hrci.org.

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 test specifications (see Appendix B). 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 165 questions:
 - 150 scored questions, plus
 - 15 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.

PRETEST QUESTIONS

Pretest questions are not counted in scoring. They are, however, essential in building the PHR, SPHR and GPHR bank of test 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 on a future exam.

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.

| PHR AND SPHR EXAM FUNCTIONAL AREAS | | |
|------------------------------------|-----|------|
| | PHR | SPHR |
| Strategic Management | 12% | 29% |
| Workforce Planning and Employment | 26% | 17% |
| Human Resource Development | 17% | 17% |
| Total Rewards | 16% | 12% |
| Employee and Labor Relations | 22% | 18% |
| Risk Management | 7% | 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% |

ELIGIBILITY REQUIREMENTS

To be eligible to sit for the PHR, SPHR and GPHR exam, candidates must have at least two years of exempt-level (professional) HR work experience. In the Qualifying Work Experience section of the application, the candidate's position(s) must be an exact match of the exempt-level HR position codes found in Appendix C of the handbook.

IF YOUR TITLE IS NOT ON POSITION LIST

If a candidate's title is not on the approved position title list, candidates will need to mark "Other - Non Exempt Level (000)" or "Other - Exempt Level (999)" on the application, submit a completed Supporting Work Documentation form, and submit an official job description. The form must demonstrate that:

- At least 51 percent of the candidate's daily activities are within the human resource function.
- Those activities are at the exempt (professional) level.

It is in a candidate's best interest to ensure that supporting documentation clearly demonstrates two years of exempt-level (professional) HR work experience.

The exams reflect today's HR practices. Although the two years of exempt-level (professional) HR work experience need not be current or

sequential, more recent experience is more likely to coincide with the exam's content.

The HR Certification Institute also offers a special student/recent graduate category. For more information about taking the exam as a student/recent graduate, please see "Student/Recent Graduate Eligibility Requirements" in this handbook.

The HR Certification Institute does not discriminate on the basis of race, religion, national origin, gender, sexual orientation or disability.

DOCUMENTING WORK EXPERIENCE

With the exception of students, recent graduates and recertification-by-examination candidates, all candidates must complete the Qualifying Work Experience section of the application to document eligibility. Because of the volume of applications received, we cannot pre-approve applications for eligibility.

NOTE: Candidates may be randomly selected for a certification exam application audit. If selected for audit, a candidate must be able to officially document two years of exempt-level (professional) HR work experience by providing a copy of his or her job description(s) to satisfy the two-year requirement.

SUPPORTING DOCUMENTATION OF QUALIFYING HR WORK EXPERIENCE

Candidates who cannot find an exact match for a job title on the position code list (found in Appendix C) must list that job title as “Other - Non Exempt Level (000)” or “Other - Exempt Level (999)” on their applications; submit a completed Supporting Documentation form (found in Appendix D) and attach an official job description to show that the position was at an exempt level (professional) and that at least 51 percent of the daily activities were HR focused. Candidates who do not provide this information will be deemed ineligible to take the exam.

EXEMPT-LEVEL (PROFESSIONAL) WORK EXPERIENCE

Candidates must demonstrate exempt-level (professional) 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 HR field, exempt-level 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).

For those working outside of the United States, the equivalent of exempt-level work is considered

to be work done at a “professional” level. For purposes of eligibility for the HR Certification Institute’s exams, professional experience includes supervisory responsibility and/or creative or original 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 two years of “professional” level HR work experience.

STUDENT/RECENT GRADUATE ELIGIBILITY REQUIREMENTS

Students and recent graduates enrolled in a bachelor’s or graduate degree program may take the PHR and GPHR exams at an initial registration rate of US\$120. Passing students and recent graduates must pay the balance of the exam fee once they have graduated and documented two years of exempt-level (professional) HR work experience. They have five years from the date of passing the exam to obtain the two years of exempt-level (professional) HR work experience. Student/recent graduate candidates are not eligible to take the SPHR certification exam.

Student/recent graduate candidates must take the exam no earlier than 12 months before their graduation date and no later than 12 months after graduation from a bachelor’s or graduate degree program.

COMPLETING THE STUDENT/RECENT GRADUATE VERIFICATION FORM

To determine eligibility, students/recent graduates must submit a completed Student/Recent Graduate Verification form in lieu of completing the Qualifying Work Experience section of the application.

Students should complete the top portion of the Student/Recent Graduate Verification form and have it signed by a college or university official. If a college or university official will not verify the date with a signature, then the individual may not apply to take an exam.

To learn more about exempt versus nonexempt work experience, visit the U.S. Department of Labor web site at www.dol.gov/elaws/flsa.htm

Recent graduates should sign the Student/Recent Graduate Verification form and attach a copy of their diploma or a transcript showing that the degree was granted. The date the degree was granted must appear on the diploma or transcript. Official transcripts are preferred.

Candidates who have changed their names since graduation should indicate their former name on the Student/Recent Graduate Verification form and follow the instructions in the “Name Changes” section in this handbook.

Students who obtain a degree from a college or university outside of the United States or Canada must provide an equivalency certificate in order to take the exam as a student/recent graduate. For a list of organizations that offer this service, please go to the “For Students and Recent Grads” section under the “Certification” tab on the HR Certification Institute’s web site.

The completed Student/Recent Graduate Verification form should be mailed with the completed paper application or faxed with a copy of the summary page from the online application to the HR Certification Institute.

SUBMITTING PROOF OF WORK EXPERIENCE

Students/recent graduates have five years from passing the exam to obtain two years of exempt-level (professional) HR work experience. The PHR and GPHR certification is awarded after student/recent graduate candidates:

- Obtain and provide an official job description for the two years of exempt-level (professional) HR work experience.
- Provide proof of graduation (an official transcript or a copy of the diploma).
- Pay the balance of the exam fee.

Passing students will receive more information about how to submit this information when they receive their score report.

For more information about completing the application form as a student/recent graduate, please see “Completing the Application” in Appendix C.

STUDENT USE OF THE PHR AND/OR GPHR DESIGNATION

Passing students/recent graduates cannot use the PHR and/or GPHR designation until they obtain the required work experience and have been officially approved to use the credentials by the HR Certification Institute.

Students and recent graduates can notify prospective employers that they passed the exam and will become certified if they obtain the work experience within the five-year timeframe.

APPLICATION DENIAL AND CERTIFICATION REVOCATION

Candidates whose applications are denied or certifications are revoked may follow the established appeals process outlined below.

Application 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.
- Failure to pass the certification exam.
- Failure to meet recertification requirements.

APPLICATION DENIAL AND CERTIFICATION REVOCATION APPEALS PROCESS

Candidates whose applications are denied or certifications revoked for any of the reasons stated above will be notified in writing. Candidates may appeal the decision to the HR Certification Institute. Appeals must:

- Be in writing, signed by the candidate and sent to HRCI by certified mail.
- Include the specific reason(s) for appeal.
- Be accompanied by evidence or other pertinent information refuting the original decision.
- Be postmarked no later than 10 business days after the date on the notification letter.

RECERTIFICATION REQUIREMENTS

A crucial component to any certification program is its recertification requirements. Recertification demonstrates the certificant's commitment to staying abreast of the changes taking place in the field. The HR Certification Institute requires that certificants recertify their credential every three years either through continuing education activities or by retaking the exam.

RECERTIFICATION THROUGH CONTINUING EDUCATION

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

- Continuing education.
- On-the-job activities.
- Instruction.
- Research and publishing.
- Leadership.
- Professional membership.

For detailed information on the HR Certification Institute's recertification requirements, please review the *Recertification Handbook* at www.hrci.org.

RECERTIFICATION 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 two testing windows from their beginning certification date before taking the test.

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

TESTING WINDOWS, APPLICATION DEADLINES AND FEES

The "testing window" represents the dates in which the exam is offered. Deadline dates for each exam testing window are listed on page 12. All deadlines are postmark dates. The term "postmark date" includes system date/time stamps for online applicants. **Applications will not be accepted after 11:59 p.m. (ET) on the late-deadline date.** It is strongly recommended that international applicants apply online.

APPLY AND 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 the sooner you will receive an Authorization to Test (ATT) letter (if eligible) so you can schedule the exam for the date, time and location of your convenience.

Candidates who attempt to schedule their exams after the opening of the testing window may not be able to schedule them for the time and test location of their choice. In rare instances, candidates who attempt to schedule or reschedule their exam late into the testing window may find that they are unable to schedule an exam, date and location. If this occurs, candidates may withdraw from the exam and apply for a 50 percent refund of their exam fee (see the "Cancellations" and "Refunds" section in this handbook). The US\$75 application fee is nonrefundable.

TESTING WINDOWS AND DEADLINES

Two testing windows are offered annually. The chart on page 12 outlines the testing windows for each exam and the registration deadlines. A notification e-mail will be sent to eligible candidates within five business days of receipt of a paid and completed application indicating that your ATT letter is accessible. This letter will provide candidates with the information needed to schedule an exam. Applications that require

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additional documentation (such as a Student/Recent Graduate Verification form) are considered incomplete until the information is received and processed.

LATE-DEADLINE FEE

Applications postmarked after the regular deadline (11:59 p.m. ET) but postmarked on or before the late deadline will incur a US\$50 late fee. To be considered complete, applications must include all required supporting documentation. Applications that require additional documentation (such as a Student/Recent Graduate Verification form) are considered incomplete until the information is received and processed. Paper applications received after the late deadline date will be returned to the candidate unprocessed.

SHRM MEMBER RATE

To receive the reduced national SHRM member rate, candidates must have a current 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 CHECKS

Candidates using the paper application can also

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pay by money order, certified/cashier’s check or organizational check made payable to HR Certification Institute. Personal checks will not be accepted. Please do not send cash.

Candidate’s name and home telephone number (including area code) must appear on all payments made by money order, certified/cashier’s check or organizational check.

If fees for more than one candidate are paid by a single check or money order, a list of all candidates’ names and home telephone numbers (including area codes) must be included with the check and the application materials. Checks and money orders received without proper candidate identification may be returned to the sender unprocessed.

ADDITIONAL SERVICE FEES

OPTIONAL SERVICE FEES

Optional service fees are not refundable.

| | |
|--|-------------------------------|
| Exam Level Change—PHR to SPHR | US\$145 (price difference) |
| <i>(See the “PHR and SPHR Exam Level and Test Site Changes” section in this handbook.)</i> | |
| Review of Exam Score* | US\$50 |
| <i>*Requests must be received within six months of the exam date.</i> | |
| Duplicate/Replacement Score Reports/Certificates | US\$25 |

VISA, MasterCard, American Express, certified/cashier’s checks, money orders or organizational checks in U.S. currency are accepted for these services. Personal checks and cash are NOT accepted.

It is strongly advised that a traceable method (“signature required”) be used when mailing documentation.

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 online or paper 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.

Incomplete or late requests may not be honored.

TEST CENTER LOCATIONS

Prometric currently has more than 250 test centers throughout the United States, U.S. territories and Canada. In addition, Prometric has test center locations throughout the world.

Before scheduling an exam, be sure to visit the Prometric web site at www.prometric.com/hrci to determine 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.

COMPLETING AND SUBMITTING THE APPLICATION

APPLYING ONLINE

Refer to Appendix C for detailed instructions on how to complete the application.

If you have questions or problems, please call us at (866) 898-4724 or e-mail us at exams@hrci.org.

AFFIRMATION

All applicants—whether applying online or via a paper application—will be asked to sign an affirmation attesting that the information submitted on the application is complete and true. The affirmation also attests 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 addition, and in compliance with the accreditation that the HR Certification Institute received from the National Commission for Certifying Agencies (NCCA) in 2008, applicants will have to answer a felony conviction statement.

APPLICATION CONFIRMATION

Online applicants will receive an auto-generated e-mail within 24 hours of sending the application confirming successful transmission. This confirms successful transmission only and should not be construed as confirmation of eligibility. Candidates who do not receive this auto-generated message should check the status of their application online before contacting the HR Certification Institute. This may indicate that the application was not successfully transmitted.

HRCI ID NUMBER

All candidates are assigned a 12-digit HRCI ID number. This number will appear on the summary page, the confirmation e-mail and the ATT letter. **The ID number is not the same as your SHRM member number**, if applicable. Your HRCI ID number and a password will be required

ONLINE APPLICATION STEPS

1. Apply online at www.hrci.org. If you have previously been assigned an HRCI ID number, use that number to log in to your profile and apply for the exam. If you do not have an HRCI ID number, you will be asked to create an online profile before you can apply for an exam.
2. Follow the instructions online to complete the exam application.
3. Be sure that your name exactly matches the unexpired, government-issued ID you'll be presenting at the test center.
4. Print summary page.*
5. Receive e-mail confirmation.*
6. Receive Authorization to Test (ATT) or notice of ineligibility letter issued.*
7. Schedule your exam at www.prometric.com/hrci or (800) 467-9582.**
8. Take exam on scheduled day and time.

* These documents will include your 12-digit HRCI ID number.

** See Appendix E for information about taking the exam outside of the United States, U.S. territories or Canada.

to review and modify applications online, to schedule exams and for all communication with the HR Certification Institute. Once certified, this will become your ID number for any future exams and recertification.

All candidates—regardless of how they apply—can review/modify their contact information online. Note that name changes may only be made by HRCI’s staff. If candidates have submitted a paper application, please allow 10 business days from the time of submission before the information will be available in the candidate’s online file.

ADDITIONAL FORMS

The following forms are available online and can be downloaded and completed by applicants as appropriate:

- Supporting Work Documentation form
- Student/Recent Graduate Verification form
- Special Testing Accommodation Request form

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

APPLICATION AVAILABILITY

The online application is available until 11:59 p.m. (ET) on the late-deadline date. Online applicants are expected to meet all deadlines. The HR Certification Institute is not responsible for system problems (web site down, etc.). Online applicants are strongly advised to apply well in advance of the regular deadline date. This will allow candidates time to confirm their registration and allow more choices in testing dates, times and locations.

SUBMITTING AN APPLICATION BY MAIL

Refer to Appendix C for detailed instructions on how to complete the application.

COMPLETING THE PAPER APPLICATION FORM

- Only original applications will be accepted. Paper applications can be obtained from the HR Certification Institute or downloaded from hrci.org.
- When completing the paper application, print the information in the boxes provided, one letter or number to a box.
- Applications—including supporting documentation, forms and payment—must be submitted in one envelope to the HR Certification Institute. Do not fold the application. Paper applications are read using an optical scanner. Folded

APPLICATION STEPS WHEN APPLYING BY MAIL

1. Complete the paper application. Be sure that your name exactly matches the unexpired, government-issued ID you’ll be presenting at the test center.
2. Include payment and supporting documentation (if necessary) with application.
3. Mail to the HR Certification Institute. Do not fold application.
4. Receive e-mail confirmation once the paid and complete application has been processed.*
5. Receive Authorization to Test (ATT) availability notification or notice of ineligibility letter issued.*
6. Schedule your exam at www.prometric.com/hrci or (800) 467-9582.**
7. Comply with the certification exam audit if selected by the HR Certification Institute.
8. Take exam on scheduled day and time.

* These documents will include your 12-digit HRCI ID number.

** See Appendix E for information about taking the exam outside of the United States, U.S. territories or Canada.

applications may cause the scanner to misread vital information.

- Applications may be returned if they are incomplete or cannot be read by the optical scanner.
- Candidates who submit an incomplete application will receive an e-mail from HRCI indicating what is needed to make the application complete. To become eligible, candidates must submit the required information by the date indicated in the e-mail.
- Applications postmarked after the late deadline will not be accepted.
- It is strongly recommended that candidates use a traceable mailing method (e.g., certified or registered mail or expedited mail service that requires a signature) to verify delivery.
- Fees for candidates using the paper application can be paid by VISA, MasterCard or American Express, or by U.S. money order, certified/cashier's check or organizational check.

Payments made by money order, certified/cashier's check or organizational check must be in U.S. currency and made payable to HR Certification Institute. Candidate's name and home telephone number (including area code) must appear on the check or money order to ensure accurate processing. Unidentifiable checks and money orders will be returned to the sender. Personal checks are not accepted. Please do not send cash.

For more detailed information about completing the application, including a complete list of approved position codes, please refer to Appendix C.

MAILING APPLICATION MATERIALS

Before mailing your application, be sure to:

- Check the application carefully to ensure that all required information (testing window, e-mail address, fees and contact information) is accurate and complete.
- Sign and date the application.
- Include all applicable forms (e.g., supporting documentation, student/recent graduate verification, special accommodation request).
- Include proper payment in U.S. currency and made payable to HR Certification Institute, making sure candidate's name and home telephone number (including area code) appear on checks or money orders and all credit card information is complete and accurate.
- Use a 9 x 12-inch envelope for mailing (do not fold the application).
- Affix sufficient postage to the envelope to ensure delivery.
- Send the completed application packet and fees to the HR Certification Institute by some form of traceable mail.

CHECKING THE APPLICATION STATUS

- Candidates can check the status of their applications online. Note that some fields cannot be modified after your application is submitted. Your 12-digit HRCI ID number and password are required to access the review feature. Online candidates can review their applications online immediately.
- Candidates who mail applications can check the status online within 10 business days of HRCI's receipt of the application.
- Candidates deemed eligible will receive notification of the availability of their Authorization to Test (ATT) letter within five business days after the paid and complete application has been processed. If ineligible, candidates will receive a "notice of ineligibility" letter. See "Ineligible Candidates" below for reasons why an application may be deemed ineligible.
- Candidates can download ATT letters by accessing their applications online. ATT letters will be available online until four weeks after the end of the testing window.
- Candidates must provide an e-mail address to receive all confirmations, including confirmation of the paid and complete application.

INCOMPLETE APPLICATIONS

Candidates with incomplete applications will receive an e-mail from the HR Certification Institute detailing what is needed to make the application complete. To become eligible to take the exam, they must submit the required information by the date specified in the e-mail.

ELIGIBLE CANDIDATES

Eligible candidates will receive notification of the availability of their online ATT letter via e-mail within five business days after processing of a paid and complete application. Candidates who mail applications should note that processing time does not include transit time. Candidates located outside of the United States or Canada should allow additional transit time.

Candidates should review the information in the ATT letter to ensure accuracy (for example, ensure that your name matches the government-issued ID that you'll present on exam day). If any information is incorrect, please notify HRCI immediately at (866) 898-4724 before scheduling your exam appointment.

INELIGIBLE CANDIDATES

Applications will be deemed ineligible for any of the following reasons:

- Failure to meet eligibility requirements.
- Failure to meet deadlines.
- Failure to submit a complete application.

There is no appeal process for candidates who do not meet the minimum eligibility requirements. Candidates found ineligible because they do not meet the minimum eligibility requirements

will be refunded the exam fee. Application fees and optional service fees are nonrefundable. Applications postmarked after the late deadline will be returned unprocessed.

Candidates who do not provide the additional information needed to complete their application will be deemed ineligible and issued a refund of their examination fees. Application and optional service fees are nonrefundable.

APPLICATION AUDITS

The HR Certification Institute randomly audits a percentage of exam applications during each exam window. 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 audit, a candidate must be able to officially document two years of exempt-level (professional) HR work experience by providing a copy of his or her job description(s) to satisfy the two-year requirement. 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/certification.

EXAM SCHEDULING

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 unexpired, government-issued ID you will use to confirm your identity at the test center.
- Your HRCI 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 or GPHR).

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 of the end of the testing window must do so by phone only.

Exam appointments can be scheduled by phone Monday through Friday, 8:00 a.m. to 8:00 p.m. (ET). To schedule by phone, call Prometric at (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 HRCI ID number and is required to confirm, reschedule or cancel an appointment.

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 contacting Prometric by phone at (800) 467-9582; international candidates can confirm by contacting their Regional Contact Center—see Appendix E.

Candidates who attempt to schedule an appointment less than 30 days before the end of the testing window cannot be guaranteed that a seat will be available and will risk forfeiting exam fees.

Online scheduling
is encouraged
because it is faster
and more efficient

Candidates deemed eligible to take the exam but who do not schedule an appointment and do not request a refund are considered no-show candidates and forfeit all fees. For more information, see the “Refunds” section.

UPDATING CONTACT INFORMATION

ADDRESS CHANGES

Official score reports and certificates are mailed to a candidate’s primary address. Candidates should notify HRCI at (866) 898-4724 immediately if there are changes to home or work mailing addresses.

Address changes can also be made online by accessing your application at the “My Online Profile” link on the front page of www.hrci.org. Address changes made online are preferred because these are “virtual” or “live” changes that minimize human error.

NAME CHANGES

To correct minor errors in your name (e.g., incorrect middle initial, missing hyphen) as printed on your confirmation notice or ATT letter, e-mail the HR Certification Institute at exams@hrci.org to inform them 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 your name because of a legal name change, candidates must submit notarized documentation to 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, make sure that you have an unexpired, 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 LEVEL AND TEST SITE CHANGES

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 by mail or fax. Requests received after the deadline will not be processed. Exam level changes cannot be made online. ***Exam level changes automatically cancel appointments already scheduled. In addition, if a candidate changes from a domestic to an international test site or vice versa, this also cancels scheduled appointments.*** Candidates will need to schedule a new appointment with Prometric at www.prometric.com/hrci or (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 (800) 967-1139.

All requests must include:

- Candidate’s full name (as it appears on the application).
- Candidate’s HRCI ID number.
- The nature of the level change (for instance, changing from the PHR exam to the SPHR exam).
- Payment information, including credit card number, expiration date and signature, if applicable.

Candidates changing from SPHR to PHR or GPHR to PHR will be refunded the difference in fees 15 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 HRCI.

Payments can be made by VISA, MasterCard, American Express, money order, certified/cashier’s check or organizational check. Payments made by check or money order must include the candidate’s name and HRCI ID number on the payment form. Candidates will receive a

For security reasons, name changes cannot be made online after the application has been submitted

confirmation of the change and a new notification of the availability of the revised ATT letter five business days from receipt of the request.

EXAM RESCHEDULES, CANCELLATIONS AND REFUNDS

RESCHEDULES

Exam appointments can be rescheduled within the same testing window. There is no charge to reschedule an exam. **Candidates cannot reschedule to another testing window.** The HR Certification Institute shares Prometric test centers with other organizations and seats fill up quickly, so reschedule appointments as early as possible. After an appointment has been rescheduled, whether online or via telephone, it is the candidate's responsibility to verify that 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 no later than 12:00 noon (ET) two 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 forfeit all fees. Candidates who attempt to reschedule their exam appointment less than 30 days before the end of the testing window cannot be guaranteed that a seat will be available and will risk forfeiting exam fees.

To reschedule an exam, contact Prometric at www.prometric.com/hrci or (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 please call (800) 967-1139.

CANCELLATIONS

Candidates may withdraw from the exam by canceling their appointment on or before 12:00 noon (ET) two business days before the exam

appointment. To cancel an exam appointment, contact Prometric at www.prometric.com/hrci or (800) 467-9582. International candidates must contact Prometric at www.prometric.com/hrci or their Regional Contact Center (see contact information in Appendix E). Those with a special accommodation request must call (800) 967-1139.

If canceling online, be sure to keep a copy of the cancellation notice for your files. If canceling or rescheduling an appointment by phone, it is recommended that you confirm this transaction online at www.prometric.com/hrci.

Candidates who have not scheduled an appointment with Prometric but who wish to withdraw from the exam should refer to the "Refunds" section below.

Refund requests must be submitted on a Cancellation/Refund Request form (see Appendix D) to the HR Certification Institute on or before the last day of the testing window. Please allow 15 business days from receipt of refund request for the refund to be processed. Please see the refund policy and procedures below for more information.

REFUNDS

- Candidates must cancel their exam appointment with Prometric before submitting a refund request (see "Cancellations").
- Candidates who withdraw from the exam on or before the late application deadline will receive a full refund of their exam fees. A Cancellation/Refund Request form (see Appendix D) must be completed, signed and faxed to the HR Certification Institute in order to receive a refund during the testing window. The \$75 application fee is nonrefundable.
- Candidates who withdraw from the exam after the late application deadline but no later than 12:00 noon (ET) two business days before the exam appointment will receive a 50 percent refund of their exam fees. A Cancellation/Refund Request form must be completed, signed and faxed to the HR Certification Institute in order to receive a refund during the testing window. The \$75 application fee is nonrefundable.

Candidates may withdraw from the exam by canceling their appointment on or before 12:00 noon (ET) two business days before the exam appointment

| TYPE OF REFUND | DEADLINE DATE/TIMEFRAME | AMOUNT OF REFUND* |
|---|--|--------------------|
| Cancellation | On or before the late application deadline. | Full Refund |
| Cancellation | No later than 12:00 noon (ET). International candidates 12:00 noon (Regional Contact Center time) two business days before exam appointment. | 50% Refund |
| Medical or personal emergency | On or before the last day of the testing window. | 50% Refund |
| Medical or personal emergency and exam scheduled within the last two days of testing window | Documentation received no later than five business days from the last day of testing window. | 50% Refund |
| No-show candidates or candidates who do not schedule exam | N/A | All Fees Forfeited |
| * The \$75 application fee is nonrefundable. | | |

- Candidates who do not cancel their exam appointment within the specified timeframe and/or do not appear for an exam appointment are considered no-show candidates and forfeit all fees.
- Candidates who cannot take the exam because of a medical or personal emergency should refer to “Refunds for Medical or Personal Emergencies” below.
- 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 window are considered no-show candidates and forfeit all fees.

The Cancellation/Refund Request form must be mailed or faxed to the HR Certification Institute on or before the last day of the testing window (see “Submitting Refund Requests” for address information). Refunds will be made in the same manner in which the original payment was made. Please allow 15 days from the date of the receipt of the form for the refund to be processed. Application fees and other optional service fees are nonrefundable. Unless a Cancellation/Refund Request form is completed, an auto refund will be generated approximately four weeks after the close of the testing window

for those who cancel the exam appointment with Prometric but fail to submit a Cancellation/Refund Request form to the HR Certification Institute.

Candidates who do not schedule an exam appointment must indicate on the Cancellation/Refund Request form that no exam appointment was scheduled with Prometric. If the refund is to be made payable to an organization, please include the organization’s name and tax ID number.

REFUNDS FOR MEDICAL OR PERSONAL EMERGENCIES

The HR Certification Institute recognizes that medical or personal emergencies may arise that prevent candidates from rescheduling or withdrawing from an exam appointment. In such cases, candidates may request a 50 percent refund of their exam fees by submitting the Cancellation/Refund Request form to HRCI and including supporting documentation as to the nature of the medical or personal emergency. Application and optional fees are nonrefundable. **Exams cannot be rescheduled to a future testing window.**

Medical or personal emergency refund requests must be made in writing and mailed, faxed or e-mailed to HRCI on or before the last day of the testing window and must include a description of the situation and documentation of the emergency or extenuating circumstance (see “Submitting Refund Requests” for address information). Candidates whose exam appointments were scheduled for the last two days of the testing window may submit the refund request no later than five business days from the last day of the testing window. Requests received after that time and/or without documentation will not be reviewed. Requests for refunds because of medical or personal emergencies 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 48 hours of the scheduled exam and prevents candidates from taking the exam. The medical emergency may apply to candidates themselves or to one of the candidate’s immediate family members (spouse, child or parent). Medical events that can be anticipated as occurring on or near the exam date in which candidates can schedule, reschedule or cancel from the exam are not considered medical emergencies.

A personal emergency may apply to candidates themselves or to one of the candidate’s immediate family members (spouse, child or parent). Personal events that can be anticipated as occurring on or near the exam date in which candidates can schedule, reschedule or withdraw from the exam are not considered personal emergencies. Inability to take the exam due to workload or work conflicts, or inability to properly prepare for the exam are not considered a personal emergency.

SUBMITTING CANCELLATION/ REFUND REQUEST FORMS

Mail or fax all cancellation/refund requests to:
HR Certification Institute
1800 Duke Street
Alexandria, VA 22314
Attn: HR Certification Exam Refund
Fax: +1.703.684.6620

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

NO-SHOW CANDIDATES

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 12:00 noon (ET) (for international candidates, 12:00 noon Regional Contact Center time—see Appendix E) two business days before the scheduled exam (without a documented personal or medical emergency) will be considered no-shows and will forfeit all fees. No-show candidates may reapply for a future testing window and pay the full fees.

PHR, SPHR AND GPHR 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 any preparation, the majority use some form of exam preparation. Because the exams measure mastery of the application of the HR body of knowledge, it is impossible to train or teach to the exam. The best preparation is to understand the applicable HR body of knowledge (also known as the test specifications) 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 that the exams are a reliable measure of that knowledge. This information, available 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 and SPHR exams, it is important to recognize that many practice exams may not reflect the true difficulty level of the actual exam questions.

PHR AND SPHR ONLINE ASSESSMENT EXAMS

The HR Certification Institute offers online assessment exams for both the PHR and SPHR exams. This assessment will help determine if you are ready to take the exam by assessing strengths and weaknesses in each of the six functional areas of HR and will help 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 if you have the right experience and knowledge to take the PHR or SPHR exam.

There are numerous PHR and SPHR “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 HRCI, using actual exam questions, for PHR and SPHR candidates. Use this assessment tool before registering for the exam to help you shape your study plan. We also recommend taking the exam just before sitting for the actual exam to help you pace yourself to the rhythm of the actual exam.

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

PHR AND SPHR 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 PHR and SPHR Certification Guide. This is an excellent resource on how to approach the certification review process. It features the test specifications based on the PHR/SPHR Body of Knowledge, exam review methods, sample test questions and rationales for the answers, a bibliography organized by functional area and answers to frequently asked questions. The guide is available through the Society for Human Resource Management (SHRM) bookstore, Amazon.com and Barnes and Noble online. To order the guide through the SHRMStore® call (800) 444-5006, option 1, or visit the bookstore online at www.shrm.org/shrmstore.

The SHRM® Learning System. This system is a comprehensive computer-based/workbook program based on the HR Certification Institute test specifications. The SHRM Learning System covers the six functional areas of HR. Each

module includes its own self-study guide, case studies and diagnostic tests. For more information, contact the Holmes Corporation at (800) 444-5006, option 2, or visit the SHRM web site at www.shrm.org. 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. Some textbooks can also be ordered through the SHRM bookstore.

GPHR EXAM PREPARATION

The HR Certification Institute’s 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 certification as a Global Professional in Human Resources (GPHR). 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 50-question practice exam, including answers, rationales for the answers and coding. It is available through the SHRM bookstore, Amazon.com and Barnes and Noble online. To order the guide through the SHRMStore call (800) 444-5006, option 1, or visit the bookstore online at www.shrm.org/shrmstore.

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.

The HR Certification Institute does not endorse any specific study preparation method or course

nor does it maintain information about them. In fact, we strongly recommend that candidates use multiple reference materials when studying for the exams.

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 and GPHR exams may include but are not limited to:

- SHRM-affiliated chapter-sponsored courses. For more information, contact your local SHRM chapter.
- College/university-sponsored courses. For more information, visit the SHRM web site at www.shrm.org or contact the SHRM Customer Service department at (800) 283-7476 or (703) 548-3440.
- SHRM Certification Preparation course. For more information, visit the SHRM web site at www.shrm.org or contact the SHRM Customer Service department at (800) 283-7476 or (703) 548-3440.
- In-house company programs. Registration is normally restricted to members of that organization.

PRESENTING POSITIVE PROOF OF IDENTITY

All candidates must present proof of identity by providing an 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 an unexpired government-issued photo ID should contact the HR Certification Institute before the exam at (866) 898-4724.

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.

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. This applies to candidates who use their middle name instead of their first name on their application but their ID displays their first, middle and last name.

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 a 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 unexpired 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.

Please refer to the chart on the following page for acceptable ID matches.

| NAME ON EXAM APPLICATION | NAME ON ID | ACCEPTABLE? |
|--------------------------|-------------------------|-------------|
| Jennifer Lincoln-Murphy | Jennifer Lincoln | Y |
| Jennifer Lincoln | Jennifer Murphy | N |
| J.P. Smith | John P. Smith | Y |
| John P. Smith | Jack Smith | N |
| Jeffrey C. Johnson | Jeffrey Charles Johnson | Y |

Note: photo and signature also must match.

TEST CENTER RULES

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

- Arrive at the test center at least 30 minutes before scheduled reporting time.
- All candidates must present an unexpired government-issued ID bearing their photo and signature to be admitted to the test center (see “Presenting Positive Proof of Identity”).
- Admittance to the test center is by appointment only. Candidates must be present at the time and location of their appointment to be admitted.
- No test materials, documents or memoranda of any sort may be taken into or from the test room.
- 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. To learn more about how items and exam forms are developed, please refer to “How Exams Are Developed” in the “Certification” section of our web site (www.hrci.org).
- Smoking is prohibited.
- Candidates may not ask questions about exam content.
- All exams are monitored and may be recorded in both audio and video format.
- No breaks are scheduled during the exam. Candidates who have to leave the testing room to take a break will not be given extra

time on the exam and must present ID as they sign out and back into the testing room.

- Candidates may not leave the test site facility while the exam is in progress.
- The HR Certification Institute reserves the right to cancel any test score believed to be obtained in a questionable manner.
- Food, drinks, purses, briefcases, notebooks, calculators, pagers, cellular telephones, recording devices and photography equipment are not allowed into the testing room.
- 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.
- Religious headwear may be worn into the testing room; however, it may be subject to inspection by a test center administrator before entry into the testing room is permitted.
- Candidates are expected to behave in a civil manner when on the premises of the test center. Exhibiting abusive behavior toward the test center staff or other testing candidates may result in forfeiture of your exam and/or criminal prosecution.

Please remember that other exams are being administered at the same time that you are taking an HR Certification Institute exam, so you may hear typing on keyboards for an essay exam, coughing and people entering and exiting the testing room. Prometric is unable to provide a completely noise-free environment; however, the test center provides “white noise” background

You may bring a set of sealed, disposable ear plugs that will be inspected by the test site administrator prior to the exam

sound, and you may request earplugs or noise-reducing headsets to reduce the distractions. In addition, you may bring a set of sealed, disposable ear plugs that will be inspected by the test site administrator prior to the exam.

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.

TEST-TAKING TIPS

Following are some test-taking tips, which have been adapted from the *HR Certification Institute's PHR and SPHR Certification Guide*:

- Use the provided computer-based calculator as needed.
- Trust your first impression. There is a correct answer to each question. It is widely believed that your first impression of the correct answer will be a better choice.
- Avoid over-analyzing. Be careful not to read too much into an answer.
- Don't base your answer on your own organization's policies or an individual experience you may have had; instead, focus on generally accepted HR practices.
- Choose the best answer to the question. Some questions may appear to have more than one answer that is technically correct. These questions are specifically designed that way to assess your knowledge of HR by requiring you to choose the *best* answer.
- If uncertain, use the "mark question for review" feature and return to it later.
- Use the "strike through" feature. This feature allows you to strike through the answers that you believe to be incorrect as a means of narrowing down your options.

This is a particularly helpful feature if you've narrowed down your answers to two and want to come back to the question later.

- Don't stop. If you are stumped by a question, continue to the next one. Otherwise, you may lose valuable time. Mark the question and return to it later.
- Don't look for answer patterns. The psychometric testing process used by the HR Certification Institute ensures that questions do not fall into patterns. Contrary to some myths, "C" is not necessarily the most frequent answer.
- Try to identify the answer before reading the choices. By doing this, you will more likely have one answer stand out as being correct.
- Use "educated guesses." If you still cannot decide on a correct answer after eliminating one or two choices, choose one anyway. There is no penalty for guessing on the exam.
- Review your answers. After going through all the questions on the exam, go back and answer the questions left unanswered the first time. Also, be sure that you answered all questions.
- Don't rush. There are no points for finishing early. Use the time allotted to review and check your answers.

RECEIVING EXAM RESULTS

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** test 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 test result and should be treated as such.** Candidates should wait for their official test results before announcing their certification status. Official test 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.

Candidates with questions about their test results should direct them in writing to the HR Certification Institute. Because of the need to maintain test security, exam questions 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 your online profile at www.hrci.org. A sample press release is also 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 testing window. This information is available online at www.hrci.org/recertification.

Under no circumstances will scores or pass/fail information be released over the phone, via e-mail or Internet, or by fax.

Candidates who have not received an official score report and/or certificate within six weeks of the exam or who receive a damaged score report and/or certificate should notify the HR Certification Institute in writing, following the procedures outlined in “Duplicate Score Reports/Replacement Certificates” in this handbook.

A duplicate score report and certificate (if applicable) will be issued at no cost. A US\$25 duplicate score report/certificate fee may be assessed for requests postmarked more than 60 days after the test administration date.

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 test results.

Candidates' test 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 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 is a newer exam, 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 test specifications 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, 139 questions correct may convert to the same passing scaled score of 500.

RETAKE THE EXAM

Candidates who fail the exam may retake it during the next available testing window, but not in the same testing window 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.

The HR Certification Institute requires certificants to recertify every three years. PHR-, SPHR- and GPHR-certified professionals can recertify by participating in 60 hours of HR-related activities or by successfully retesting.

For more information about recertification, please visit our web site at www.hrci.org/recertification. For information about recertification by examination, please see “Recertification by Examination” in this handbook or visit the HRCI web site at www.hrci.org.

DUPLICATE SCORE REPORTS/ REPLACEMENT CERTIFICATES

If you legally change your name, lose your score report/certificate or want another certificate for personal reasons, you may request a replacement or duplicate score report/certificate by mail or fax to the HR Certification Institute (see contact information on the inside cover).

Formal name changes require appropriate legal documentation, such as a notarized copy of a marriage certificate or divorce decree.

Requests for duplicate or replacement score reports must include a US\$25 processing fee. Payment must be made by VISA, MasterCard, American Express, certified/cashier’s check, money order or organizational check made payable to HR Certification Institute. Cash or personal checks are not accepted. The candidate’s name and HRCI ID number must appear

Every PHR, SPHR and GPHR exam form has a unique combination of items

on checks or money orders. Requests submitted without the fee will not be honored.

Duplicate score report/certificate requests must include:

- Candidate's full name (as it appears on the application).
- Home address.
- HRCI ID number.
- Exam (PHR, SPHR or GPHR).
- Exam date.
- Appropriate legal documentation, if applicable. Please do not send originals, as they cannot be returned.

REVIEW OF EXAM SCORE

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 mail or fax it to the HR Certification Institute. There is a US\$50 fee to have your electronic exam file reviewed. Payment can be made by VISA, MasterCard, American Express, certified/cashier's check, money order or organizational check made payable to HR Certification Institute. Cash or personal checks are not accepted. The candidate's name and HRCI ID number must appear on the check or money order.

Following are the responsibilities and knowledge needed to be a viable HR professional. Also called the PHR and SPHR Body of Knowledge, these specifications are 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. As dictated by commonly practiced certification program procedures, these test specifications are periodically updated to ensure that they are consistent with current practices in the HR field. All items appearing on the exams are linked to the responsibility and knowledge statements outlined below.

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

01 STRATEGIC MANAGEMENT (12%, 29%)

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

Responsibilities:

- 01 Interpret information related to the organization's operations from internal sources, including financial/accounting, business development, marketing, sales, operations and information technology, in order to contribute to the development of the organization's strategic plan.
- 02 Interpret information from external sources related to the general business environment, industry practices and developments, technological developments, economic environment, labor pool, and legal and regulatory environment, in order to contribute to the development of the organization's strategic plan.
- 03 Participate as a contributing partner in the organization's strategic planning process.
- 04 Establish strategic relationships with key individuals in the organization to influence organizational decision-making.
- 05 Establish relationships/alliances with key individuals and organizations in the community to assist in achieving the organization's strategic goals and objectives.

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

Knowledge of:

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

02 WORKFORCE PLANNING AND EMPLOYMENT (26%, 17%)

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

Responsibilities:

- 01 Ensure that workforce planning and employment activities are compliant with applicable federal, state and local laws and regulations.
- 02 Identify workforce requirements to achieve the organization's short- and long-term goals and objectives (for example, corporate restructuring, M&A activity, workforce expansion or reduction).
- 03 Conduct job analyses to create job descriptions and identify job competencies.
- 04 Identify and document essential job functions for positions.
- 05 Establish hiring criteria based on job descriptions and required competencies.
- 06 Analyze labor market for trends that impact the ability to meet workforce requirements (for example, SWOT analysis, environmental scan, demographic scan). **SPHR ONLY**
- 07 Assess skill sets of internal workforce and external labor market to determine

the availability of qualified candidates, utilizing third-party vendors or agencies as appropriate.

- 08 Identify internal and external recruitment sources (for example, employee referrals, online job boards, résumé banks) and implement selected recruitment methods.
- 09 Evaluate recruitment methods and sources for effectiveness (for example, return on investment [ROI], cost per hire, time to fill).
- 10 Develop strategies to brand/market the organization to potential qualified applicants.
- 11 Develop and implement selection procedures, including applicant tracking, interviewing, testing, reference and background checking, and drug screening.
- 12 Develop and extend employment offers and conduct negotiations as necessary.
- 13 Administer post-offer employment activities (for example, execute employment agreements, complete I-9 verification forms, coordinate relocations, schedule physical exams).
- 14 Implement and/or administer the process for non-U.S. citizens to legally work in the United States.
- 15 Develop, implement and evaluate orientation processes for new hires, rehires and transfers.
- 16 Develop, implement and evaluate retention strategies and practices.
- 17 Develop, implement and evaluate succession planning process.
- 18 Develop and implement the organizational exit process for both voluntary and involuntary terminations, including planning for reductions in force (RIF).
- 19 Develop, implement and evaluate an AAP, as required.

Knowledge of:

- 08 Federal/state/local employment-related laws and regulations related to workforce planning and employment (for example, Title VII, ADA, ADEA, USERRA, EEOC Uniform Guidelines on Employee Selection Procedures, Immigration Reform and Control Act, Internal Revenue Code).
- 09 Quantitative analyses required to assess past and future staffing effectiveness (for

example, cost-benefit analysis, costs per hire, selection ratios, adverse impact).

- 10 Recruitment sources (for example, Internet, agencies, employee referral) for targeting passive, semi-active and active candidates.
- 11 Recruitment strategies.
- 12 Staffing alternatives (for example, temporary and contract, outsourcing, job sharing, part-time).
- 13 Planning techniques (for example, succession planning, forecasting).
- 14 Reliability and validity of selection tests/tools/methods.
- 15 Use and interpretation of selection tests (for example, psychological/personality, cognitive, motor/physical assessments, performance, assessment center).
- 16 Interviewing techniques (for example, behavioral, situational, panel).
- 17 Relocation practices.
- 18 Impact of total rewards on recruitment and retention.
- 19 International HR and implications of global workforce for workforce planning and employment. **SPHR ONLY**
- 20 Voluntary and involuntary terminations, downsizing, restructuring and outplacement strategies and practices.
- 21 Internal workforce assessment techniques (for example, skills testing, skills inventory, workforce demographic analysis) and employment policies, practices and procedures (for example, orientation and retention).
- 22 Employer marketing and branding techniques.
- 23 Negotiation skills and techniques.

03 HUMAN RESOURCE DEVELOPMENT (17%, 17%)

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

Responsibilities:

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

Knowledge of:

- 24 Applicable federal, state and local laws and regulations related to human resources development activities (for example, Title VII, ADA, ADEA, USERRA, EEOC Uniform Guidelines on Employee Selection Procedures).
- 25 Career development and leadership development theories and applications.
- 26 OD theories and applications.
- 27 Training program development techniques to create general and specialized training programs.

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

04 TOTAL REWARDS (16%, 12%)

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

Responsibilities:

- 01 Ensure that compensation and benefits programs are compliant with applicable federal, state and local laws and regulations.
- 02 Develop, implement and evaluate compensation policies/programs and pay structures based upon internal equity and external market conditions that support the organization's strategic goals, objectives and values.
- 03 Administer payroll functions (for example, new hires, deductions, adjustments, terminations).
- 04 Conduct benefits programs needs assessments (for example, benchmarking, employee survey).
- 05 Develop/select, implement/administer and evaluate benefits programs that support the organization's strategic goals, objectives and values (for example, health and welfare, retirement, stock purchase, wellness, employee assistance programs [EAP], time-off).

- 06 Communicate and train the workforce in the compensation and benefits programs and policies (for example, self-service technologies).
- 07 Develop/select, implement/administer and evaluate executive compensation programs (for example, stock purchase, stock options, incentive, bonus, supplemental retirement plans). **SPHR ONLY**
- 08 Develop, implement/administer and evaluate expatriate and foreign national compensation and benefits programs. **SPHR ONLY**

Knowledge of:

- 36 Federal, state and local compensation, benefits and tax laws (for example, FLSA, ERISA, COBRA, HIPAA, FMLA, FICA).
- 37 Total rewards strategies (for example, compensation, benefits, wellness, rewards, recognition, employee assistance).
- 38 Budgeting and accounting practices related to compensation and benefits.
- 39 Job evaluation methods.
- 40 Job pricing and pay structures.
- 41 External labor markets and/or economic factors.
- 42 Pay programs (for example, incentive, variable, merit).
- 43 Executive compensation methods. **SPHR ONLY**
- 44 Non-cash compensation methods (for example, stock options, ESOPs). **SPHR ONLY**
- 45 Benefits programs (for example, health and welfare, retirement, wellness, EAP, time-off).
- 46 International compensation laws and practices (for example, expatriate compensation, entitlements, choice of law codes). **SPHR ONLY**
- 47 Fiduciary responsibility related to total rewards management. **SPHR ONLY**

05 EMPLOYEE AND LABOR RELATIONS (22%, 18%)

Analyzing, developing, implementing/administering and evaluating the workplace relationship between employer and employee, in order to maintain relationships and working conditions that balance employer and employee needs and

rights in support of the organization’s strategic goals, objectives and values.

Responsibilities:

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

Knowledge of:

- 48 Applicable federal, state and local laws affecting employment in union and nonunion environments, such as antidiscrimination laws, sexual harassment, labor relations and privacy (for example, WARN Act, Title VII, NLRA).

- 49 Techniques for facilitating positive employee relations (for example, employee surveys, focus groups, dispute resolution, labor/management cooperative strategies and programs).
- 50 Employee involvement strategies (for example, employee management committees, self-directed work teams, staff meetings).
- 51 Individual employment rights issues and practices (for example, employment at will, negligent hiring, defamation, employees' rights to bargain collectively).
- 52 Workplace behavior issues/practices (for example, absenteeism and performance improvement).
- 53 Unfair labor practices (for example, employee communication strategies and management training).
- 54 The collective bargaining process, strategies and concepts (for example, contract negotiation and administration). **SPHR ONLY**
- 55 Positive employee relations strategies and non-monetary rewards.

06 RISK MANAGEMENT (7%, 7%)

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

Responsibilities:

- 01 Ensure that workplace health, safety, security and privacy activities are compliant with applicable federal, state and local laws and regulations.
- 02 Identify the organization's safety program needs.
- 03 Develop/select and implement/administer occupational injury and illness prevention, safety incentives and training programs. **PHR ONLY**
- 04 Develop/select, implement and evaluate plans and policies to protect employees and other individuals, and to minimize the organization's loss and liability (for example, emergency response, evacuation, workplace violence, substance abuse, return-to-work policies).
- 05 Communicate and train the workforce on the plans and policies to protect employees and other individuals, and to minimize the organization's loss and liability.

- 06 Develop and monitor business continuity and disaster recovery plans.
- 07 Communicate and train the workforce on the business continuity and disaster recovery plans.
- 08 Develop internal and external privacy policies (for example, identity theft, data protection, HIPAA compliance, workplace monitoring).
- 09 Administer internal and external privacy policies.

Knowledge of:

- 56 Federal, state and local workplace health, safety, security and privacy laws and regulations (for example, OSHA, Drug-Free Workplace Act, ADA, HIPAA, Sarbanes-Oxley).
- 57 Occupational injury and illness compensation and programs.
- 58 Occupational injury and illness prevention programs.
- 59 Investigation procedures of workplace safety, health and security enforcement agencies (for example, OSHA, National Institute for Occupational Safety and Health [NIOSH]).
- 60 Workplace safety risks.
- 61 Workplace security risks (for example, theft, corporate espionage, asset and data protection, sabotage).
- 62 Potential violent behavior and workplace violence conditions.
- 63 General health and safety practices (for example, evacuation, hazard communication, ergonomic evaluations).
- 64 Incident and emergency response plans.
- 65 Internal investigation, monitoring and surveillance techniques.
- 66 Issues related to substance abuse and dependency (for example, identification of symptoms, substance-abuse testing, discipline).
- 67 Business continuity and disaster recovery plans (for example, data storage and backup, alternative work locations and procedures).
- 68 Data integrity techniques and technology (for example, data sharing, firewalls).

CORE KNOWLEDGE REQUIRED BY HR PROFESSIONALS

- 69 Needs assessment and analysis.
- 70 Third-party contract negotiation and management, including development of requests for proposals (RFPs).
- 71 Communication skills and strategies (for example, presentation, collaboration, influencing, diplomacy, sensitivity).
- 72 Organizational documentation requirements to meet federal and state requirements.
- 73 Adult learning processes.
- 74 Motivation concepts and applications.
- 75 Training techniques (for example, computer-based, classroom, on-the-job).
- 76 Leadership concepts and applications.
- 77 Project management concepts and applications.
- 78 Diversity concepts and applications.
- 79 Human relations concepts and applications (for example, interpersonal and organizational behavior).
- 80 HR ethics and professional standards.
- 81 Technology to support HR activities (for example, HRIS, employee self-service, e-learning, ATS).
- 82 Qualitative and quantitative methods and tools for analysis, interpretation and decision-making purposes (for example, metrics and measurements, cost/benefit analysis, financial statement analysis).
- 83 Change management methods.
- 84 Job analysis and job description methods.
- 85 Employee records management (for example, electronic/paper, retention, disposal).
- 86 The interrelationships among HR activities and programs across functional areas.
- 87 Types of organizational structures (for example, matrix, hierarchy).
- 88 Environmental scanning concepts and applications.
- 89 Methods for assessing employee attitudes, opinions and satisfaction (for example, opinion surveys, attitude surveys, focus groups/panels).
- 90 Basic budgeting and accounting concepts.
- 91 Risk management techniques.

Following are the responsibilities and knowledge needed to be a viable global HR professional. Also called the GPHR Body of Knowledge, these specifications are created by global HR subject matter experts through a rigorous practice analysis study and then validated by HR professionals working in the global HR field through an extensive survey instrument. As dictated by commonly practiced certification program procedures, these test specifications are periodically updated to ensure that they are consistent with current practices in the global HR field. All items appearing on the exam are linked to the responsibility and knowledge statements outlined below.

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 beginning in 2009. During future practice analyses, this list will be updated.

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's requirements (for example, 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 (for example, 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 (for example, diversity councils, joint venture partners, employers' groups, unions, works councils, business leader forums).
- 08 Determine strategies and business needs for outsourcing and vendor selection (for example, benefits, payroll, relocation, global assignment management).
- 09 Participate in the development of global change management strategies.
- 10 Determine strategy for 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.
- 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 (for example, 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.

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 (for example, joint ventures, wholly owned subsidiaries, representative offices, outsourcing/offshoring).

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 (for example, 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 (for example, 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 (for example, cost-of-hire, quality of hire, retention, return on investment) to evaluate results against global staffing plan.
 - 12 Comply with required immigration regulations (for example, visas, work permits).
 - 13 Coordinate relocation and support services for international assignments (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 (for example, relocation, immigration).
 - 26 Corporate induction programs.
 - 27 Staffing metrics (for example, headcount, cost-of-hire, days-to-fill, return on investment).
 - 28 Different types of assignments, policies and practices (for example, 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 (for example, family adjustment and support, communication).
 - 33 Global assignee orientation programs (for example, cross-cultural training, destination services, language training).
 - 34 Assignment assessment measures to evaluate assignee fit and impact on the business (for example, return on investment).
 - 35 Immigration issues related to global mobility (for example, 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).

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 (for example, 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 (for example, balance sheet calculations, allowances, end-of-assignment bonuses).
- 07 Develop and implement global assignment benefits and perquisite programs (for example, 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.

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 (for example, house-hunting, furniture rental, temporary accommodations, shipment of goods, cultural/language training, dependent education).
- 41 Payroll requirements and assignment payment methods (for example, split payroll, home and host country payments).
- 42 Localization concepts and processes (for example, tax implications, Social Security issues).
- 43 Global assignee compensation packages.
- 44 Cost-of-living models and their impact for international assignments (for example, commodities and services allowances, efficient purchaser indices).
- 45 Global and country-specific benefits programs (for example, retirement, Social Security, health care).
- 46 Global and country-specific perquisite programs (for example, 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 (for example, pension, medical, disability insurance).
- 50 Finance, payroll and accounting practices related to country-specific 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 (for example, 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.
- 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 (for example, 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 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 (for example, mergers and acquisitions, divestitures, reductions in force, joint ventures)
- 13 Develop repatriation programs for international assignees that support company strategy.
- 14 Develop and implement global competency models to support global and local business goals in culturally appropriate ways.

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.

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 (for example, 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 (for example, 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).

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 that 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 (for example, 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 third-party 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 (for example, 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 (for example, 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 (for example, works councils, unions, Joint Action committees).

- 11 Develop, implement and communicate employment-related corporate policies (for example, ethics, code of conduct, anti-discrimination, 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 (for example, 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 (for example, 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 record-keeping requirements (for example, EU Data Privacy Directive and Safe Harbor Principles, US HIPAA, Australian Federal Privacy Act).
- 83 Individual employment rights (for example, employees' rights to bargain, grievance procedures, required recognition of unions).
- 84 Appropriate global or local techniques for facilitating favorable employee relations (for example, 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 (for example, kidnapping, terrorism, carjacking).
- 90 Emergency response plans (for example, 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.

Candidates may apply for the exam using either a paper application, which can be obtained from the HR Certification Institute or downloaded from the web site, or by using the online application found at www.hrci.org. The following instructions apply to both applications; however, the order in which some of the questions appear is slightly different depending on the application being submitted. In addition, the section numbers referred to below apply only to the paper application. Please read and follow all instructions carefully and submit complete applications well in advance of the regular postmark deadline. Applications will not be accepted after 11:59 p.m. (ET) on the late deadline date. Please contact us at (866) 898-4724 or exams@hrci.org if you have any questions.

1. NAME (REQUIRED)

For security purposes, proof of identification is required to enter the exam room. Candidates must have an unexpired government-issued photo ID that matches the name used on the application. Candidates without a matching government-issued photo ID will not be allowed to test and will forfeit all fees. A Social Security card is not valid for identification purposes. Please refer to the instructions in this handbook on how to file a name change. Names cannot be modified online.

Please note that the name as it appears on your application will be how your name appears on your certificate.

2. HRCI ID NUMBER (12-DIGITS) (OPTIONAL)

Candidates who have previously been issued an HRCI ID number should indicate their 12-digit number here. If you do not have an ID number, leave this section blank. An HRCI ID number will be assigned to you automatically and sent to you in the confirmation e-mail and the Authorization to Test (ATT) letter. If applying online, this number will be assigned to you automatically.

3. PASSWORD (6-12 CHARACTERS) (REQUIRED)

This password, created by the candidate (and the HRCI ID number that will be mailed to candidates in their confirmation e-mail and their ATT letter), will be required to download the online ATT letter and to access the online review/modify feature. The password can be alpha and/or numeric. It is your responsibility to keep your password in a safe place in order to access your exam application.

4. EXAMINATION (REQUIRED)

Enter the exam level (PHR, SPHR or GPHR) you will be taking. Students/recent graduates can only take the PHR or GPHR exam.

5. TEST DATE/WINDOW (REQUIRED)

Indicate the testing window for which you are registering (paper application only). If you are registering for more than one exam, you must complete a separate application for each.

6. ADA REQUESTS (OPTIONAL)

Candidates requesting special test accommodations should mark this box. Supporting documentation must be included with the application submission (see page 13).

7-10. HOME ADDRESS INFORMATION (REQUIRED)

Complete your home address information. Should your address change or should you wish your organization address to be your primary address, you can update that information online.

11-12. DATE OF BIRTH (REQUIRED) AND HOME PHONE NUMBER (REQUIRED)

Your birth date should appear as a two-digit month, two-digit day and four-digit year (e.g., March 31, 1957, would be 03 31 1957). This is required for security reasons. Please include your home phone number, which will be used if HRCI has questions about your application.

13. OTHER SUBDIVISION (OPTIONAL)

Candidates living outside of the United States, U.S. territories or Canada should indicate their subdivision (i.e., county, parish), if applicable.

14. COUNTRY (REQUIRED)

Candidates living outside of the United States, U.S. territories or Canada should indicate their country of residence.

15. CURRENT POSITION CODE OR OFFICIAL TITLE (REQUIRED, IF APPLICABLE)

If currently employed, please enter your current position code or official job title in the spaces provided. Abbreviations are acceptable if using the paper form. If not employed, leave these sections blank.

16-25. CURRENT ORGANIZATION INFORMATION (REQUIRED, IF APPLICABLE)

If currently employed, please provide your organization's full contact information, including address, phone and fax number. If there is a change in employment after submitting the application but before the exam date, please call HRCI at (866) 898-4724.

Candidates living outside of the United States, U.S. territories or Canada should complete section 24 (if applicable) and section 25.

26. E-MAIL ADDRESS (REQUIRED)

Please include a valid e-mail address. Candidates will be notified by e-mail of the availability of the online ATT letter. E-mail will be the primary communication mode when relaying other important information. If your e-mail changes, be sure to update the information online.

27. TAKING THE EXAM AS (REQUIRED)

This section determines the category in which you will be taking the exam. Students/recent graduates with two years of exempt-level HR work experience must take the examination as an HR professional under one of the other categories (e.g., HR practitioner, educator, researcher, consultant).

28. HIGHEST EDUCATIONAL LEVEL (REQUIRED)

Please indicate your highest education level attained. This information is required, but is used for internal demographic analysis only.

29. TOTAL YEARS OF HR EXEMPT-LEVEL EXPERIENCE (REQUIRED)

Please indicate your total years of HR exempt-level experience. This information is required, but is used for internal demographic analysis only.

30-35. PROFESSIONAL DEMOGRAPHIC DATA (OPTIONAL)

Please provide all applicable information. The HR Certification Institute uses this information for internal demographic analysis only. Students/recent graduates and unemployed HR professionals should not complete these sections.

For question 30, please enter your current job title level.

To complete question 31 on the paper application, please refer to the following HR functions and list the numbers corresponding to your current work function.

HR Work Functions:

- 50 HR Generalist
- 51 Employment/Recruitment
- 52 Benefits
- 53 Compensation
- 54 Labor/Industrial Relations
- 55 Training/Development
- 56 Organizational Development
- 57 Legal
- 58 Health/Safety/Security
- 59 Employee Assistance Programs
- 60 Employee Relations
- 61 Communications
- 62 EEO/Affirmative Action
- 63 HRIS
- 64 Research
- 65 Consultant
- 66 Administrative
- 67 International HRM
- 68 Diversity
- 99 Other

For question 32 on the paper application, list the appropriate number from the corresponding business industry code listed below that most closely describes your current organization's products or services.

- 70 Agriculture, Forestry, Fishing
- 71 Manufacturing (Nondurable Goods)
- 72 Manufacturing (Durable Goods)
- 73 Transportation
- 74 Utilities
- 75 Wholesale/Retail Trade
- 76 Finance
- 77 Insurance
- 78 Services, Profit
- 79 Services, Nonprofit
- 80 Health
- 84 Real Estate
- 90 Educational Services
- 91 Government
- 92 Construction & Mining
- 93 Oil & Gas
- 95 Library-Corporate/Public/Academic
- 96 Newspaper Publishing and Broadcasting
- 97 Independent Consultant
- 98 High-Tech
- 99 Other

Questions 33-35 ask for information about your organization's total size, unit level and department size.

36. PREVIOUS EXAM ADMINISTRATIONS (REQUIRED)

Please indicate if you have previously taken one of the HR Certification Institute's exams.

37-39. PERSONAL DEMOGRAPHIC DATA (OPTIONAL)

Please indicate your gender, primary language and ethnicity. This information provides helpful demographic data, but is optional.

40. SHRM MEMBERSHIP (OPTIONAL)

To obtain the reduced rate, which is only applicable to national SHRM members, individuals must list their 8-digit SHRM membership number at the time they apply.

Local-only chapter memberships do not qualify for the SHRM member rate; however, you may include your local chapter information in the spaces provided.

41. INTERNATIONAL TEST CENTER (REQUIRED)

Please indicate whether or not you intend to schedule the exam at a test center outside of the United States, U.S. territories or Canada.

42. QUALIFYING WORK EXPERIENCE (REQUIRED)

Document your exempt-level (professional) HR work experience. Provide enough information about current and/or past work history to demonstrate at least two years of exempt-level (professional) HR experience.

Starting with the most recent employer with which you held an exempt-level HR (professional) position, list the organization's name, telephone number, the position code(s) of the HR position(s) held and the month/year of the corresponding start and end dates.

Position codes must be an exact match. Job titles that do not appear on the approved position codes list are considered "Other - Nonexempt Level (000)" and "Other - Exempt Level (999)." Candidates whose work experience includes an "other" code must complete the Supporting Documentation form (see Appendix D) and submit it with any other supporting documentation that outlines job responsibilities (e.g., a current, official job description) at the time of application. Applications submitted without the Supporting Documentation form are incomplete and may cause candidates to be ineligible to take the exam.

Student/recent graduate and recertification-by-examination candidates should not complete this section. Students/recent graduates should submit a completed Student/Recent Graduate Verification form in lieu of completing this section.

Approved Position Codes

- 001 AA/EEO Specialist
- 003 AA/EEO Analyst
- 004 AA/EEO Manager
- 005 AA/EEO Director
- 006 Assistant HR Manager
- 007 Assistant HR Director
- 008 Assistant VP Human Resources
- 010 Benefits Specialist
- 011 Benefits Director
- 012 Benefits Supervisor
- 013 Change Management Manager
- 133 Chief Human Resources Officer
- 014 Classification/Compensation Administrator
- 015 Classification/Compensation Analyst
- 016 Compensation & Benefits Specialist
- 017 Compensation & Benefits Administrator
- 018 Compensation & Benefits Analyst
- 019 Compensation & Benefits Manager
- 020 Compensation & Benefits Director
- 021 Compensation & Benefits Supervisor
- 022 Compensation & Benefits Vice President
- 023 Compensation & Benefits Consultant
- 024 Compliance Specialist
- 134 Diversity Consultant
- 135 Diversity Director
- 136 Diversity Manager
- 137 Diversity Vice President
- 025 Education & Development Manager
- 026 Employee Benefits Manager
- 027 Employee Benefits Supervisor
- 028 Employee Relations Administrator
- 029 Employee Relations Analyst
- 030 Employee Relations Manager
- 031 Employee Relations Director
- 032 Employee Relations Specialist
- 034 Employee Relations Vice President
- 035 Employment Specialist
- 036 Employment Administrator
- 037 Employment Analyst
- 038 Employment Manager
- 039 Employment Director
- 040 Employment VP
- 041 Employment Law Attorney

- 042 Employment Practices Specialist
- 043 Employment Practices Administrator
- 044 Employment Practices Analyst
- 045 Employment Practices Manager
- 048 Health & Safety Specialist
- 049 Health & Safety Administrator
- 050 Health & Safety Analyst
- 051 Health & Safety Manager
- 052 Health & Safety Director
- 053 Health & Safety Vice President
- 054 HR Administrator
- 055 HR Analyst
- 056 HR Specialist
- 057 HR Manager
- 058 HR Director
- 059 HR Vice President
- 060 HR Consultant
- 061 HR Generalist
- 062 HR Research Analyst
- 063 HR Supervisor
- 033 HR Professor (full-time)
- 064 HRD/Training & Development Specialist
- 065 HRD/Training & Development Administrator
- 066 HRD/Training & Development Analyst
- 067 HRD/Training & Development Manager
- 068 HRD/Training & Development Director
- 069 HRD/Training & Development Supervisor
- 070 HRD/Training & Development Vice President
- 071 HRIS Specialist
- 072 HRIS Administrator
- 073 HRIS Analyst
- 074 HRIS Manager
- 075 HRIS Director
- 076 HRIS Supervisor
- 077 HRIS VP
- 078 Industrial Relations Specialist
- 079 Industrial Relations Administrator
- 080 Industrial Relations Analyst
- 081 Industrial Relations Manager
- 082 Industrial Relations Director
- 083 Industrial Relations Supervisor
- 084 Industrial Relations VP
- 138 Job Analyst
- 085 Job Developer/Specialist
- 086 Job Placement Specialist
- 087 Labor Relations Specialist
- 088 Labor Relations Administrator
- 089 Labor Relations Analyst
- 090 Labor Relations Manager
- 091 Labor Relations Director
- 092 Labor Relations Supervisor
- 093 Labor Relations VP
- 094 Military Personnel Officer
- 095 Organizational Development Specialist
- 096 Organizational Development Administrator
- 097 Organizational Development Analyst
- 098 Organizational Development Manager
- 099 Organizational Development Director
- 100 Organizational Development VP
- 101 Payroll/Benefits Specialist
- 102 Recruiter
- 103 Recruitment Manager
- 104 Recruitment Director
- 139 Risk Management Specialist
- 105 Safety Manager
- 106 Staffing Administrator
- 107 Staffing Manager
- 108 Staffing Director
- 109 Staffing Supervisor
- 110 Staffing VP
- 140 Talent Management Consultant
- 141 Talent Management Director
- 142 Talent Management Manager
- 143 Talent Management Vice President
- 144 Total Rewards Director
- 145 Total Rewards Manager
- 146 Total Rewards Vice President
- 111 Trainer
- 112 VP of People
- 113 Workers' Compensation Specialist
- 114 Workers' Compensation Analyst
- 115 Workers' Compensation Manager
- 117 Workforce Planning Manager

- International
- 120 Expatriate Programs Manager
- 121 Global Mobility Manager
- 122 Global Recruiter
- 123 Global Staffing Manager
- 125 Global Talent Manager
- 126 International Compensation & Benefits Manager
- 127 International Employment Law Attorney
- 128 International HR Consultant
- 129 International HR Director
- 130 International HR Immigration Specialist
- 131 International HR Manager
- 132 International HR VP
- 999 Other

43. PERMISSION STATEMENTS (REQUIRED)

The HR Certification Institute would like to provide you with information about your certification. We will do so primarily through e-mail, including a quarterly newsletter and recertification reminder notices. Certificates are mailed to your primary address. HRCI also lists newly certified individuals on our web site. Given the close tie the HR Certification Institute has with the Society for Human Resource Management (SHRM), we do share certification and contact information with SHRM. If you DO NOT wish HRCI to share your information with SHRM, you will need to indicate so by marking the “opt-out” in this section. You will also need to contact SHRM separately for any address updates you may have. If you allow HRCI to share your information with SHRM, please note that SHRM makes its mailing address information available to its affiliates (for example, the SHRM Foundation and SHRM chapter and state councils) and through mail list sales unless you notify SHRM directly that you do not wish this information to be shared.

The HR Certification Institute will also be creating an online certificant directory in late 2009 to be used to verify individual’s certification status. Please indicate whether you would like to be included in the directory. Only those holding a current designation will be included.

44. FELONY CONVICTION STATEMENT (REQUIRED)

Please indicate if you have ever been convicted of a felony. If you respond “Yes,” please provide a full explanation on a separate piece of paper and include with the application.

45. AFFIRMATION (REQUIRED)

Candidates are bound by the policies and procedures outlined in this handbook and agree to abide by the Code of Ethical and Professional Responsibility. Read and sign the affirmation in section 45 as well as the Code of Ethical and Professional Responsibility found in Appendix F of this handbook. Applications received without signatures will not be processed.

46. FEES: PAPER APPLICATION ONLY (REQUIRED)

Fees paid online are automatically calculated depending on the date in which the application is being submitted, the type of exam being taken and whether the candidate is a SHRM member.

Mark the applicable fees in this section. If the application is postmarked after the regular deadline but on or before the late deadline, include the late fee. If proper payment is not included at the time of application, application processing will be delayed, and you may be deemed ineligible to take the exam.

Fees charged to VISA, MasterCard or American Express must include the information requested in section 46, including the cardholder’s name and signature. Payments made by money order, certified/cashier’s check or organizational check should be made payable to the HR Certification Institute. Be sure to include payment with the application and indicate your name and home telephone number (including area code) on the check or money order.

Mail-in payments received without a completed application packet or without the candidate’s name indicated on the check or money order may be returned to the sender.

CANCELLATION/REFUND REQUEST FORM

Please fill out the form below and be sure to keep a copy for your files. Refunds will be made according to the refund policies in the *Certification Handbook*. You can view the *2009 Certification Handbook* online at www.hrci.org.

Date _____

Candidate Name _____

Mailing Address _____

HRCI Number _____

Test Center Location _____

Exam appointment date and time (if applicable) _____

Date and time the appointment was canceled (if applicable) _____

MARK ONLY ONE TYPE OF WITHDRAWAL

- On or before the late application deadline
- No later than 12 noon (ET) two business days before your exam appointment
- Medical or Personal Emergency on or before the last day of the testing window
- Medical or Personal Emergency if you were scheduled within the last two days of the testing window

Signature _____ Date _____

Please mail or fax to:
HR Certification Institute – Exam Applications
P.O. Box 79932
Baltimore, MD 21279-0932
FAX: 703.684.6620

Note: Refunds will be made in the same manner in which the original payment was made. Application fees and other optional service fees are nonrefundable.



SUPPORTING DOCUMENTATION OF QUALIFYING WORK EXPERIENCE FORM

WHO SHOULD USE THIS FORM?

Candidates whose qualifying job title(s) are “other” or “999” on the position code list. 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)

Job Duties and Responsibilities _____

PLEASE CHECK ONE:

I certify that this position is/was at the exempt (professional) level nonexempt level.*
(Checking “nonexempt” and submitting this form is not a guarantee of eligibility.)

Please estimate what percent of time was spent on a daily basis in each of the following functional areas. Include a brief description of those activities. Additional documentation in the form of a job description **must** be attached.

STRATEGIC MANAGEMENT

Percent of Daily Activities _____

Description of Activities _____

WORKFORCE PLANNING AND EMPLOYMENT/GLOBAL TALENT ACQUISITION AND MOBILITY

Percent of Daily Activities _____

Description of Activities _____

HUMAN RESOURCE DEVELOPMENT/ORGANIZATIONAL EFFECTIVENESS AND TALENT DEVELOPMENT

Percent of Daily Activities _____

Description of Activities _____

SUPPORTING DOCUMENTATION OF QUALIFYING WORK EXPERIENCE FORM (CONT.)

TOTAL REWARDS/GLOBAL COMPENSATION AND BENEFITS

Percent of Daily Activities _____

Description of Activities _____

EMPLOYEE AND LABOR RELATIONS/WORKFORCE RELATIONS

Percent of Daily Activities _____

Description of Activities _____

RISK MANAGEMENT

Percent of Daily Activities _____

Description of Activities _____

I attest that the facts presented on this form are accurate and complete and demonstrate to the best of my ability that more than 51 percent of my time on a daily basis in the position described above was spent doing exempt-level (professional) HR work. I also understand that the decision regarding my eligibility to take the exam will be made on the basis of this and any other documentation submitted with this form. There is no appeal process to denial of eligibility.

Candidate's Signature _____ Date _____

Candidate's Printed Name _____

Home Telephone Number _____ HRCI ID# (if previously assigned) _____

If applying online, please mail or fax this completed form (along with a copy of your summary page) to the HR Certification Institute within five business days of application submission. If using a paper application, please mail this completed form with your application.

Mail or fax form to: HR Certification Institute



1800 Duke Street
Alexandria, VA 22314
Fax: +1.703.684.6620

STUDENT/RECENT GRADUATE VERIFICATION FORM

This form must be submitted by all student/recent graduate candidates for the PHR or GPHR exam in lieu of the qualifying work experience section of the application form. Complete either the current student or recent graduate section below. Remember, candidates are NOT eligible as a student/recent graduate if they meet the experience requirements for the exams. Student/recent graduate candidates will not be considered certified and are prohibited from using the PHR or GPHR designation until they have completed the work experience requirement and successfully completed their degree.

Your full name as it appears on your application _____

Will graduate from _____

(Full name of educational institution)

(City, state, country of educational institution)

on _____ with a _____

(Graduation date)

(Degree to be awarded, e.g., Bachelor's, Master's, etc.)

College/University Official

(Please verify the accuracy of the above information by completing and signing this section.)

Print name of college/university official _____

Signature of college/university official _____ Date _____

Title of college/university official _____

COMPLETE
THIS
SECTION
IF YOU ARE
CURRENTLY
A STUDENT

As evidence of my eligibility under the recent graduate category, I have attached a photocopy of my diploma or transcript showing that my bachelor or master's degree was granted within one year of the exam date.

Print name as it appears on your HRCI application form _____

Signature _____ Date _____

COMPLETE
THIS
SECTION
IF YOU ARE
A RECENT
GRADUATE

If applying online, please mail or fax this completed form (along with a copy of your summary page) to the HR Certification Institute within five business days of application submission. If using a paper application, please mail this completed form with your application.

Mail or fax form to: HR Certification Institute



1800 Duke Street
Alexandria, VA 22314
Fax: +1.703.684.6620

REVIEW OF EXAM SCORE FORM

DO NOT SUBMIT THIS FORM UNTIL AFTER YOU HAVE RECEIVED YOUR SCORE REPORT.

DIRECTIONS

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 score results is final. Review of exam scores will be processed and mailed approximately two weeks from the receipt of the request.

Please check the certification exam that applies to you.

- Professional in Human Resources (PHR)
- Senior Professional in Human Resources (SPHR)
- Global Professional in Human Resources (GPHR)

Last Name _____ First Name _____ Middle Name _____

Address _____

City _____ State _____ ZIP/Country Code _____ Country _____

Home Telephone Number _____ HRCI ID # _____

Exam Date _____

If the information above is different from what you provided on the original application, please provide below the information entered on the original exam application.

Last Name _____ First Name _____ Middle Name _____

Address _____

City _____ State _____ ZIP/Country Code _____ Country _____

Home Telephone Number _____ HRCI ID # _____

Exam Date _____

I hereby request PES to review my exam score.

Candidate's Signature _____ Date _____

Please enclose a certified or cashier's check, money order or organizational check in the amount of U.S.\$50 made payable to HR Certification Institute. VISA, MasterCard, American Express and personal checks are not accepted for this service. Please do not send cash.

If applying online, please mail or fax this completed form (along with a copy of your summary page) to the HR Certification Institute within five business days of application submission. If using a paper application, please mail this completed form with your application.

Mail or fax form to: HR Certification Institute



1800 Duke Street
Alexandria, VA 22314
Fax: +1.703.684.6620

SPECIAL TESTING ACCOMMODATION REQUEST FORM

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.

APPLICANT INFORMATION

Last Name _____ First Name _____ Middle Name _____

Address _____

City _____ State _____ ZIP/Country Code _____ Country _____

Home Telephone Number _____ HRCI ID # _____

Testing Window _____

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)

Check all that apply:

- Wheelchair access
- Special seating
- Reader
- Recorder
- Extended testing time (time and a half)
- Separate testing area
- Zoom text font size
- Other special accommodations (please specify) _____

SPECIAL TESTING ACCOMMODATION REQUEST FORM (CONT.)

DOCUMENTATION OF DISABILITY-RELATED NEEDS BY 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.

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 must be included.

Professional Documentation

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

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

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 below, he or she should be accommodated by providing the special arrangements listed on the Special Testing Accommodation Request form.

Comments _____

Signature _____

Title _____ Date _____

License # _____
(if applicable)

If applying online, please mail or fax this completed form (along with a copy of your summary page) to the HR Certification Institute within five business days of application submission. If using a paper application, please mail this completed form with your application.

Mail or fax form to: HR Certification Institute
1800 Duke Street
Alexandria, VA 22314
Fax: +1.703.684.6620



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. Please note that some international testing centers will not start scheduling testing appointments until October 1 for international candidates planning on taking the PHR or SPHR exam after January 1.

PROMETRIC REGIONAL CONTACT CENTER INFORMATION

- (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 (9:00 AM to 6:00 PM 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

If you need to contact Prometric for questions regarding testing internationally, please visit www.prometric.com/hrci and click on the link on the right-hand side marked "Contact us through our Online Form." In the "Select Your Testing Program" field, please select "HR Certification Institute" from a drop-down list and also the country in which you are testing. Your message will be directed to the appropriate Prometric Regional Registration Center.

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.

| | | | |
|-------------------|-----------------------------|----------------------------|---------------------------|
| Center (1) | Cyprus | Panama | Wuhan |
| Africa | Czech Republic | Peru | Xiamen |
| Benin | Denmark | Venezuela | Xian |
| Botswana | Estonia | | |
| Burkina Faso | Finland | Center (4) | Center (7) |
| Cameroon | France | Middle East | India |
| Chad | Germany | Bahrain | Ahmedabad |
| Comoros | Greece | Egypt | Allahabad |
| Congo | Hungary | Israel | Bangalore |
| Cote D'Ivoire | Iceland | Jordan | Calcutta |
| Eritrea | Ireland | Kuwait | Hyderabad |
| Ethiopia | Italy | Lebanon | Chennai |
| Gabon | Kazakhstan | Morocco | New Delhi |
| Gambia | Kyrgyzstan | Oman | Trivandrum |
| Ghana | Latvia | Qatar | Mumbai |
| Guinea | Lithuania | Saudi Arabia | |
| Guinea Bissau | Luxembourg | Syria | Center (8) |
| Kenya | Macedonia | Tunisia | Japan |
| Lesotho | Malta | United Arab Emirates | Osaka |
| Madagascar | Moldova | Yemen | Tokyo |
| Malawi | Netherlands | | Yokohama |
| Mali | North Cyprus | | |
| Mauritius | Norway | Center (5) | Center (9) |
| Mozambique | Poland | Southeast Asia | Republic of Korea |
| Namibia | Portugal | Bangladesh | Taegu |
| Niger | Romania | Hong Kong | Seoul |
| Nigeria | Russian Federation | Indonesia | Seoul Mapo-Gu |
| Reunion | Slovakia | Malaysia | |
| Rwanda | Spain | Nepal | Center (10) |
| Senegal | Sweden | Pakistan | Australia and New Zealand |
| Sierra Leone | Switzerland | Philippines | |
| South Africa | Tajikistan | Singapore | Sydney |
| Swaziland | Turkey | Taiwan | Melbourne |
| Tanzania | Turkmenistan | Thailand | Auckland |
| Togo | Ukraine | Vietnam | |
| Uganda | United Kingdom | | |
| Zaire | Uzbekistan | Center (6) | |
| Zambia | | People's Republic of China | |
| Zimbabwe | Center (3) | Beijing | |
| | Latin America and Caribbean | Chang Sai | |
| Center (2) | Argentina | Chengdu | |
| Europe | Bolivia | Dalian | |
| Armenia | Brazil | Guangzhou | |
| Austria | Chile | Harbin | |
| Azerbaijan | Colombia | Jinan | |
| Belarus | Dominican Republic | Kunming | |
| Belgium | Guatemala | Nanjing | |
| Bulgaria | Mexico | Shanghai | |
| Croatia | | | |

OVERVIEW

The HR Certification Institute’s Code of Ethical and Personal 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 are also 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 Personal 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 Personal 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 comprised 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 Personal 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 may also constitute grounds for discipline.

HR CERTIFICATION INSTITUTE, SHRM AND PROMETRIC

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. The HR Certification Institute is an affiliate of the Society for Human Resource Management (SHRM).

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India. Visit SHRM Online at www.shrm.org.

Prometric, a wholly owned subsidiary of ETS, 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

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.

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.

PHR, SPHR AND GPHR CERTIFICATION HANDBOOK

This handbook contains complete information about the Professional in Human Resources (PHR), the Senior Professional in Human Resources (SPHR) and the Global Professional in Human Resources (GPHR) 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 (703) 548-3440 or (866) 898-4724.

PHR-CA/SPHR-CA CERTIFICATION HANDBOOK

For more information about the PHR-CA/SPHR-CA certification, please refer to the *PHR-CA/SPHR-CA Handbook*, which can be found online at www.hrci.org/certification/CA. To be eligible to take the California-specific certification exam, you must be either PHR or SPHR certified.



HR Certification Institute
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Phone +1.703.548.3440
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Web site: www.hrci.org

