

2015 Certification Policies and Procedures Handbook

PHR® SPHR® GPHR® PHR-CA®
SPHR-CA®

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A Message from Our CEO



Thank you for taking the first steps toward earning an HRCI certification. HR professionals like you, who are dedicated to the profession and serious about their careers, are ideal candidates for our credentials. HRCI certified professionals distinguish themselves in their organizations and the profession as knowledgeable, experienced and passionate about applying HR principles and programs to improve organizations. We appreciate your commitment to your professional development and to promoting the highest global standards of the HR profession.

HRCI is a global leader in developing rigorous exams to demonstrate mastery and real-world application of forward-thinking HR practices, policies and principles. We develop and deliver the highest quality certification programs that validate mastery in the field of Human Resources and contribute to the continued improvement of individual and organizational performance. We work closely with HR professionals around the world to ensure that our programs are up-to-date and relevant for today's competitive business environments.

The purpose of this handbook is to give you an overview of the Professional in Human Resources (PHR®), Senior Professional in Human Resources (SPHR®), Global Professional in Human Resources (GPHR), Professional in Human Resources California (PHR-CA®) and Senior Professional in Human Resources (SPHR-CA®) credentials. This information includes eligibility requirements for each credential to help you select the one that is best for you. It also outlines the body of knowledge that you are expected to understand and upon which you will be tested to earn your credential. Finally, this handbook provides detailed information to guide you through the entire certification process.

We welcome your questions as you prepare to earn your credential, and we wish you success as you pursue your HRCI certification.

A handwritten signature in black ink that reads "Amy S. Dufrane". The signature is written in a cursive, flowing style.

Amy S. Dufrane, Ed.D., SPHR, CAE

THE HR CERTIFICATION INSTITUTE

HRCI was established in 1976 as an internationally recognized certifying organization for the HR profession. Currently more than 135,000 HR professionals in 100 countries hold one or more certifications from HRCI. Our certifications represent a high level of professional achievement and are valued by employers and organizations across the globe.

Accreditation

HRCI is accredited by the National Commission for Certifying Agencies (NCCA) and has held NCCA accreditation since 2008. NCCA is an independent, third-party organization that accredits more than 300 programs from 120 organizations in a variety of industries. Certification programs must demonstrate compliance with rigorous standards that represent the best practices in the professional certification industry to earn and maintain accreditation status. For more information on NCCA accreditation, visit www.credentialingexcellence.org.

Certification Exams

We offer numerous certification exams for the HR profession, including:

PHR®

Professional in Human Resources

PHR – CA®

Professional in Human Resources – California

SPHR®

Senior Professional in Human Resources

SPHR – CA®

Senior Professional in Human Resources – California

GPHR®

Global Professional in Human Resources

HRBP®

Human Resource Business Professional

HRMP®

Human Resource Management Professional

This handbook provides information about the PHR, SPHR, GPHR, PHR-CA and SPHR-CA certification programs. For detailed information about our HRBP and HRMP certification exams, please refer to www.hrci.org.

NOTE: The HRMP and HRBP are designed for HR professionals

who practice outside the United States, and, therefore, these exams are not offered within the United States.

Exam Delivery

We partner with Prometric for exam delivery, because its full range of test delivery solutions include convenient locations, flexible delivery models and customized programs. Prometric continues to be one of the largest and most secure test delivery systems in the world and offers tests every day of the week in approximately 8,000 individual testing centers in more than 160 countries.

Nondiscrimination Statement

We do not discriminate based on race, color, national origin, sex, age religion, marital status, sexual orientation or any other status that is protected by applicable law.

QUICK REFERENCE

HRCI

1725 Duke Street, Alexandria, VA 22314 USA

+1.571.551.6700 /+1.866.898.4724

Website: www.hrci.org

For application or test site questions: exams@hrci.org

For refunds: refunds@hrci.org

For login: HRCI_ID@hrci.org

For all other general information: info@hrci.org

Service Hours: Monday to Friday, between 8:30 a.m. and 6:00 p.m. (US Eastern Time)

Prometric

1501 South Clinton Street, Baltimore MD 21224 USA

Website: www.prometric.com

To schedule, reschedule or cancel an appointment: <https://www.prometric.com/en-us/clients/hrci/Pages/landing.aspx> or call a Regional Contact Center (See p 58).

To report any problems that occur during your testing experience, call +1.800.853.6769.

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

For general information: <https://www.prometric.com/hrci>

For test site issues: www.prometric.com/en-us/contact-us/pages/default.aspx

Certification Policies and Procedures Handbook

This handbook contains complete information about the Professional in Human Resources (PHR®), the Senior Professional in Human Resources (SPHR®), the Global Professional in Human Resources (GPHR®) and the California Certification (PHR-CA®/SPHR-CA®) exams. It outlines the eligibility requirements, exam content, application process and testing method for these credentials. Certification candidates must follow all procedures and meet the deadlines indicated in this handbook in order to take the PHR, SPHR, GPHR and/or California Certifications. Please contact the HRCI with additional questions.

SUMMARY OF THE CERTIFICATION PROCESS

Exam candidates must follow these steps to earn a global credential from HRCI. Each step is outlined in detail in this handbook:

1. Select the appropriate exam based on exam eligibility requirements
2. Complete the online application with payment [pp 12–14](#)
3. Send required documentation to the Institute [p 13](#)
4. Schedule exam date, time and test location [p 15–16](#)
5. Prepare for the exam [p 18](#)
6. Take the exam [pp 19–20](#)
7. Results [pp 21–22](#)
8. Maintain active certification through recertification [p 22](#)

We offer exams during two time periods annually. See the chart on [p 7](#) for fees for each exam. We set deadlines for online applications based on its computer system date/time stamp. This is referred to as a “postmark date.” Applications will not be accepted after 11:59 p.m. US Eastern Time (GMT-5) on the late registration deadline date.

Professional in Human Resources (PHR®)

This exam is designed for HR professionals who focus on program implementation, have a tactical/logistical orientation, are accountable to another HR professional within the organization and have responsibilities that focus on the HR department rather than the whole organization.

PHR® Eligibility

A candidate must meet one of the following eligibility requirements to sit for the PHR exam:

- A minimum of 1 year of experience in a professional-level HR position with a Master’s degree or higher, OR
- A minimum of 2 years of experience in a professional-level HR position with a Bachelor’s degree, OR
- A minimum of 4 years of experience in a professional-level HR position with less than a Bachelor’s degree

Senior Professional in Human Resources (SPHR®)

This exam is designed for HR professionals who plan, rather than implement, HR policy; focus on the “big picture;” have ultimate accountability in the HR department; have breadth and depth of knowledge in all HR disciplines; understand the business beyond the HR function and influence the overall organization.

SPHR® Eligibility

A candidate must meet one of the following eligibility requirements to sit for the SPHR exam:

- A minimum of 4 years of experience in a professional-level HR position with a Master’s degree or higher, OR
- A minimum of 5 years of experience in a professional-level HR position with a Bachelor’s degree, OR
- A minimum of 7 years of experience in a professional-level HR position with less than a Bachelor’s degree-

Global Professional in Human Resources (GPHR®)

This exam is designed for HR professionals with HR management responsibilities in more than one country. They develop and implement HR strategies dealing with global mobility and growth, multinational operations and creation of organizational programs, processes and tools that achieve worldwide business goals.

GPHR® Eligibility

A candidate must meet one of the following eligibility requirements to sit for the GPHR exam:

- A minimum of 2 years of global experience in a professional-level HR position with a Master’s degree or higher, OR

- A minimum of 3 years of experience (with 2 of the 3 being global HR experience) in a professional-level HR position with a Bachelor's degree, OR
- A minimum of 4 years of experience (with 2 of the 4 being global HR experience) in a professional-level HR position with less than a Bachelor's degree

NOTE FOR GPHR CANDIDATES: Global HR experience is defined as having direct HR responsibility for more than one (1) country or global region. An applicant who works for a company that operates in two (2) or more countries, but who does not have HR responsibility for more than one (1) country, is not eligible for the GPHR exam.

PHR-CA® and SPHR-CA®

These exams are designed for HR professionals who currently hold PHR or SPHR credentials and are experts in regulations and legal mandates specific to the state of California. Applicants must have a current PHR or SPHR to be eligible (see www.hrci.org for more information). The exam focuses on California employment laws and practices and does not test knowledge already covered in the PHR or SPHR exam.

PHR-CA®/SPHR-CA® Eligibility

Needs to be PHR- or SPHR- certified to qualify for the exam.

Each exam measures a candidate's mastery of a specific HR body of knowledge. See Appendix on pp 25–42 for descriptions of the content focus for each exam.

EXAM PERIODS AND APPLICATION DEADLINES

Exam Periods

Spring

PHR, SPHR: 1 May–31 July 2015

GPHR, PHR-CA, SPHR-CA: 1 May–30 June 2015

Winter

PHR, SPHR: 1 November 2015–31 January 2016

GPHR, PHR-CA, SPHR-CA: 1 November–31 December 2015

For details about exam periods and application deadlines, refer to our website, www.hrci.org/apply/fees-and-deadlines/2015-exam-deadlines, for the most current information.

Application Deadlines

HRCI sets deadlines for online applications based on its computer system date/time stamp. This is referred to as

a "postmark date." Applications will not be accepted after 11:59 p.m. Eastern Time (GMT-5) on the late registration deadline date.

EXAM FEES

	HR EXAM PRICING	ALLIANCE MEMBER PRICING*
PHR®	400 USD	350 USD
SPHR®	525 USD	475 USD
GPHR®	525 USD	475 USD
PHR-CA®	325 USD	275 USD
SPHR-CA®	325 USD	275 USD

NOTE: The exam fee includes a 75 USD nonrefundable administrative fee. Fees are subject to change without notice. Applications postmarked after the registration deadline of 11:59 p.m. ET (GMT-5), but postmarked on or before the late deadline, will incur a 75 USD nonrefundable late fee.

*Alliance member pricing is for a person who is a member of an approved alliance partnership. An up-to-date list of our alliances can be found at <http://www.hrci.org/about-hrci/strategic-partnerships/global-alliances>.

Certification Overview

WHAT IS CERTIFICATION?

HR certification is a career-long commitment that demonstrates a mastery of essential HR knowledge and skills. Certification signals to others in your organization and your profession that you have met the most demanding requirements of the profession and can apply its principles, body of knowledge and practices. HR certification validates your professional skills and assures others that you are committed to staying current in the profession and know how to apply HR knowledge to the benefit of your organization and its employees.

Components of Professional Certification Programs

A professional certification, such as the PHR®, SPHR®, GPHR® and PHR-CA®/SPHR-CA®, must be earned by meeting a number of requirements that differentiate it from other training or educational programs. Three of the main components are:

- A required level of experience and education
- A rigorous exam
- Continued professional development through educational and experiential activities that meet specific recertification requirements

Once earned, a certified HR professional may use the appropriate credential (letters) after his or her name, such as Sandra Brown, SPHR, or Gary Laughlin, PHR-CA.

Why Earn a Credential?

In 2014, HRCI conducted a study¹ of more than 3,400 HRCI certified professionals and applicants working around the world. They reported many important benefits to earning certification. Strong majorities said that HRCI certification:

- Raises professional credibility
- Demonstrates commitment to HR
- Increases marketability
- Helps advance careers
- Shows that HR knowledge is current
- Demonstrates competence in Human Resources
- Increases salary

¹The Value of HR Certification Study, 2014. (To obtain a copy of the study, please email global@hrci.org.)

Purpose of Certification

Achieving certification validates the individual's professional knowledge and skills and helps the industry and organizations become more successful. PHR, SPHR, GPHR and PHR-CA/SPHR-CA certifications show that a professional has mastered the U.S., international or California HR body of knowledge and will stay informed of new developments in the HR field. The exams are completely voluntary, although some organizations or employers may have policies that encourage employees to earn certification. HR professionals should decide if attaining HR certification meets their needs and the needs of their employers.

Choosing the Appropriate Exam

Candidates should choose the exam that best represents their mastery of the HR body of knowledge, as described on pp 25–42. Having the appropriate professional-level HR work experience and educational background contributes significantly to success on the exams.

You can hold the GPHR designation with either the PHR or SPHR designation. However, you cannot hold the PHR designation with the SPHR designation because they share a common body of knowledge.

HRCI provides online practice exams for the PHR®, SPHR®, GPHR® and California exams. These assessments help candidates to determine their readiness to pursue certification as well as their potential for success on a particular exam.

NOTE: Additional information about practice exams and the corresponding fees are found on our website: www.hrci.org/assessmentexam.

PROFILE OF A CANDIDATE

A careful assessment of your skills, knowledge and responsibilities within the HR field is critical when deciding which certification to seek. Below are general summaries of candidates who apply for each type of exam.

Professional in Human Resources (PHR®)

PHR certification is designed for the HR professional whom:

- Focuses on implementing HR programs
- Handles operational matters
- Reports to another HR professional within the organization
- Has at least one (1) to four (4) years of professional-level work experience, depending on education, and handles a wide range of general HR responsibilities
- Holds a job that focuses on responsibilities within the HR department rather than on the whole organization
- Follows policies and guidelines for decision-making
- Seeks to gain credibility through increasing HR knowledge and experience.

Senior Professional in Human Resources (SPHR®)

SPHR certification is designed for the HR professional whom:

- Designs and plans programs in addition to implementing them
- Has authority in the HR department
- Has at least four (4) to seven (7) years of wide-ranging and complex HR experience
- Has extensive HR generalist knowledge
- Can judge complicated situations using HR knowledge acquired over many years
- Understands the business beyond Human Resources and has influence within the overall organization
- Seeks to strengthen the HR profession and gain credibility through increasing HR knowledge and experience.

Professional in Human Resources – California (PHR-CA®)/ Senior Professional in Human Resources – California (SPHR-CA®)

PHR-CA and SPHR-CA certifications are designed for HR professionals who currently hold the PHR or SPHR designation and are experts in regulations and legal mandates specific to the state of California.

California certification is designed for the HR professional whom:

- Is currently certified as a PHR or SPHR
- Practices in or has HR responsibility for employees in the State of California or California HR practices
- Understands the unique and complex HR laws and regulations that are specific to the state and is able to apply them effectively.

Global Professional in Human Resources (GPHR®)

GPHR certification is designed for the HR professional whom:

- Has HR responsibilities for more than one country and handles global mobility
- Understands how to apply HR policies and programs globally
- Establishes HR policies and initiatives that support the organization's global growth and reputation
- Designs organizational programs, processes and tools to achieve worldwide business goals
- Ensures that programs, processes and tools align with competitive practices, the organization's objectives and legal requirements
- Oversees practices that balance employer needs with employee rights and needs
- Knows the organization's international HR activities.

EXAM OVERVIEW

Pre-test Questions

HRCI is committed to offering exams that contain current and relevant content. We achieve this goal by reviewing current questions and developing new ones to reflect changes in the profession. All exams include new questions that have not been used on previous versions of the exam. These items are known as “pre-test” items. Including pre-test items allows HRCI to gather valuable data about the new questions before they are included in future tests, and they do not affect a candidate's overall score. We do not identify the pre-test items and scatter them throughout the exam so that candidates will answer them with the same care in which they address scored questions. The pre-test items are not included in the final score.

PHR® and SPHR® Exams

The PHR and SPHR exams are based on U.S. Federal laws, regulations and practices. The exams are general in nature, so they assess all areas of the field of Human Resources. PHR questions test basic knowledge and experience at an operational or technical level. The SPHR questions test knowledge and experience at the strategic or policy-making level.

Exam questions relate to the most recently published PHR/SPHR Body of Knowledge (see p 25). The following table shows the percentage of questions in each functional area covered in the exams.

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

The exams each have 175 multiple-choice questions, which include 150-scored questions and 25 pre-test questions randomly distributed throughout the exam. Pre-test questions are not counted in the final result.

Each question lists four (4) possible answers. There is only one (1) correct answer for each question. Candidates have three (3) hours to complete the exams. Please note that appointment duration on the appointment summary confirmation from Prometric is a reflection of time needed to occupy the computer and is longer than the actual “exam time” to allow for the exam tutorial and post-exam survey.

GPHR® Exam

GPHR exam questions relate to the most recently published GPHR Body of Knowledge (see p 33). The following table shows the percentage of questions in each functional area covered in the exam.

GPHR® EXAM: FUNCTIONAL AREAS	PHR
Strategic HR Management	25%
Global Talent Acquisition and Mobility	21%
Global Compensation and Benefits	17%
Talent and Organizational Development	22%
Workforce Relations and Risk Management	15%

The exam has 165 multiple-choice questions, which include 140-scored questions and 25 pre-test questions randomly distributed throughout the exam. Pre-test questions are not counted in the final result.

Each question lists four (4) possible answers. There is only one (1) correct answer for each question. Candidates have three (3) hours to complete the exam. Please note

that appointment duration on the appointment summary confirmation from Prometric is a reflection of time needed to occupy the computer and is longer than the actual “exam time” to allow for the exam tutorial and post-exam survey.

PHR-CA®/SPHR-CA® Exam

PHR-CA/SPHR-CA exam questions relate to the most recently published California Body of Knowledge (see p 40) and do not test knowledge already covered on the PHR® or SPHR® exam. The following table shows the percentage of questions in each functional area covered in the exam.

PHR-CA®/SPHR-CA® EXAM: FUNCTIONAL AREAS	PHR-CA/SPHR-CA
Compensation/Wage and Hour	22%
Employment and Employee Relations	46%
Benefits and Leaves of Absence	20%
Health, Safety and Worker’s Compensation	12%

The exam has 125 multiple-choice questions, which include 100-scored questions and 25 pre-test questions randomly distributed throughout the exam. Pre-test questions are not counted in the final result.

Each question lists four (4) possible answers. There is only one (1) correct answer for each question. Candidates have two hours and fifteen minutes (2.25 hours) to complete the exam. Please note that appointment duration on the appointment confirmation from Prometric is a reflection of time needed to occupy the computer and is longer than the actual “exam time” to allow for the exam tutorial and post-exam survey.

NOTE REGARDING EMPLOYMENT LAW CHANGES:
Employment laws frequently change. HRCI tests candidates on the HR laws and regulations that are in effect at the start of each exam period.

How the Exams Are Developed

We follow certification-industry best practices to create and update all of the exams we offer. Practicing HR professionals are involved in every step of the exam development process, which is overseen by the testing organization, Prometric. Following are the steps taken to develop the exams:

- **Step 1:** The exams are based on a body of knowledge, which is created by a small group of practicing HR professionals and then validated by a much larger group through a practice analysis study.
- **Step 2:** Certified HR professionals write the exam questions (also known as “items”), based on the body of knowledge.
- **Step 3:** The questions go to another group, the item-review panel, which checks for accuracy and proper coding.
- **Step 4:** Approved questions are then “pre-tested” for reliability.
- **Step 5:** Exam forms are created and reviewed by a panel of experts.
- **Step 6:** A passing score for each exam is determined.

Passing Score

The passing score for each exam is 500. For more information about scoring, please see “Understanding the Results Report” and “How the Passing Score Is Determined” on [p 21](#).

Apply For An Exam

Candidates must meet both HR work experience and education requirements to qualify for each exam, as described on [p 9](#).

NOTE: If a candidate resides in one of the following countries, additional stipulations exist due to U.S. trade sanctions:

Bosnia	Belarus	Burma/Myanmar
Cuba	Iran	North Korea
Serbia	Somalia	Sudan
Syria	Zimbabwe	Iraq
Ivory Coast	Kosovo	Lebanon
Liberia	Libya	Macedonia
Montenegro	Yemen	Democratic Republic of Congo

This list of countries may change at any time based on U.S. trade sanctions. For more details, please visit www.hrci.org/embargo.

APPLICATION

Apply and Schedule Early

HRCI contracts with Prometric to deliver and administer exams. For more information about Prometric, see page 6. Appointments at Prometric test centers are assigned on a first-come, first-served basis. Candidates should complete the application process early to increase the chance of getting their first choice for test date and location.

Terms and Conditions

You must agree to the following statements on the application form:

1. Global Privacy Policy
2. Code of Ethical and Professional Responsibility
3. I acknowledge that I have not been involved in any criminal or civil agency inquiry, investigation or proceeding related to my responsibilities as an HR practitioner.
4. I declare that all of the information that I have provided on all pages of my application is true and accurate.
5. I understand that misrepresentations or incorrect information provided to HRCI may result in disciplinary action, including revocation of my eligibility or credential.

Application Confirmation

You must provide an active email address in your application to ensure you receive all communications from HRCI, including notifications, confirmations and reminders. Within 24 hours of processing payment, you will receive an auto-generated email confirming receipt of your application. This confirmation does not indicate that you are eligible to take the exam. (See below)

NOTE: Check your "junk mail" or "spam" folder if the email confirmation does not appear in the inbox, and ensure email settings accept emails from hrci.org. You may also check your application status in your online account.

Email Address

HRCI will use your email address as a primary identifier in your online profile and for communicating with you. It is best to choose a permanent email address for this purpose, as your email address will be attached to all of your online records with us. If you decide to use your work email address, please remember to update it if you should change jobs.

Application Review

Your application may be denied and therefore set to ineligible for several reasons, including:

- Missing payment
- Late application
- Incomplete application
- Missing documentation
- Failure to meet eligibility requirements

We will communicate with you about application issues and help to resolve them, if possible. If we deny an application because you did not meet the eligibility requirements or did not submit sufficient documentation, a refund will automatically be made in the original method of payment.

NOTE: Administrative fees, late fees and special fees are nonrefundable. Fees are subject to change without notice.

Address Changes

HRCI sends certificates and all other mailed correspondence to your mailing address. Therefore, it is important that

your profile record contain your most current contact information. If your address changes, you can update your profile at www.hrci.org, or call +1.866.898.4724. If you pass the exam, your certificate will be mailed to your primary address.

Name Changes

You may not make changes to your legal name on file after submitting your application. To make a change to a legal name, you must send a scanned copy of a certified or notarized document or government-issued ID at least five (5) business days before your scheduled exam appointment via email to info@hrci.org. HRCI does not return documents. Do not send original, certified or notarized documents. Please see “Record Retention” on [p 23](#).

Additional Forms

See the Forms section of this handbook on [p 43](#) for copies of important forms you may need during the certification process. These forms also are available on our website, www.hrci.org.

You must include a copy of the summary page printed from your online application when submitting any of these forms. You have five (5) business days from when you submit your application to send completed documentation to the HR Certification Institute.

Application Submission Deadlines

Applications for HRCI exams must be submitted online by the published deadline. Applications will not be accepted after 11:59 p.m. US Eastern Time (GMT-5) on the application closing date. You are responsible for meeting all application deadlines. We encourage you to complete the online application as early as possible to avoid delays due to increased website traffic around deadlines.

Professional-Level HR Position

To meet exam eligibility, you must be able to demonstrate your professional-level work experience in an HR position. A professional-level HR position refers to an individual explicitly engaged and qualified within various aspects of the HR practice and can be demonstrated by having a position that:

- exists for the purpose of overseeing, managing, or controlling HR activities for an organization or client; and
- requires the individual to regularly share their expertise in the HR field as part of their job duties; and
- regularly requires work at a professional-level.

HRCI defines a “professional-level” HR position as one that includes:

- the ability to use independent judgment and discretion in performing work duties;
- some authority for decision-making;
- in-depth work requirements, such as data gathering, analysis and interpretation;
- interaction with people at multiple levels including decision-makers; and
- individual accountability for results.

All managers and supervisors have some HR responsibilities. However, if Human Resources is not your primary responsibility, you are not eligible to take our exams. If selected for an exam application audit, you must provide official documentation, such as an official job description, verifying the required professional-level HR work experience.

If Your Job Title Is Not Listed On the Application

You must include your exact job title on your application. Select “999” from the list of approved position codes if your specific job title is not listed. If you select “999,” you must also submit a completed Qualifying HR Work Experience Form (see [p 53](#)) and an official job description as part of your application. The supporting documentation also must include the number of years you have worked in a professional-level HR position. The required years of HR work experience does not need to be current or sequential. However, recent experience will be more helpful for the exam.

To review the list of approved position titles, go to www.hrci.org/approved-positions-codes.

Documenting Work Experience

All candidates must complete the Qualifying HR Work Experience section of the application to document that the amount of professional-level work experience they hold meets the eligibility requirement.

Exam Application Audit

To ensure the integrity of its exams, HRCI regularly conducts random audits of exam applications to verify the accuracy of the information submitted. We may select candidates for an audit at any point in the application or certification process and will immediately notify candidates by email if they are selected. The audit is separate from the application process.

If selected, you must complete the Exam Application Audit Form (see p 44) and submit it with the required documents, which may include proof of your work experience, a copy of your official job description(s), or a copy of your educational transcript. If you cannot provide this information, your application will be denied and set to ineligible. You will not be allowed to test, and your exam fees will be refunded less the **75 USD** administrative fee and any late fee, both of which are nonrefundable.

Special Testing Accommodation Requests

HRCI complies with the Americans with Disabilities Act and Title VII of the Civil Rights Act to accommodate candidates who need special arrangements to take our exams. We will provide reasonable auxiliary aids and services.

Prometric, the company that administers our exams, may not be able to fulfill all special testing accommodation requests made by candidates taking an exam outside of the United States and US territories. Additionally, Prometric will not be able to comply with the request if the operating conditions, local laws, or customs make the request unlawful, impossible or economically unfeasible.

You must request special accommodations when you complete the application by marking the appropriate box on the application form and submitting the Special Testing Accommodation Request Form (see p 48). A person with a professional license or credential must complete the Documentation of Disability-Related Needs section of the form. The description provided must include the type of disability, an explanation of past accommodations made for the disability and the specific testing accommodations requested.

If you submit the request after you have scheduled an appointment, you must cancel that appointment at least three (3) business days before it is to occur or forfeit all fees. Once the accommodation has been set up, you will receive an email notification to schedule a new appointment.

Payment Methods

HRCI accepts VISA, MasterCard, American Express, money order, certified check, cashier's check and company/organization checks. Certified or cashier's checks must be made payable to HR Certification Institute, in American currency and drawn on a U.S. bank. We do not accept cash or personal checks.

HRCI will not review an application until all payments have been received.

If you choose to pay by certified check or money order, you must complete the online application and send the payment via mail. Include a photocopy of the application summary page and include the email address for each candidate with the payment.

NOTE: A single check may be used to pay for multiple candidates.

HRCI will return certified checks, cashier's checks and money orders without proper candidate identification to the sender. Please mail payments to: HR Certification Institute, 1725 Duke Street, Suite 700, Alexandria, VA 22314 USA

SPECIAL SERVICE FEES

The following special service fees are nonrefundable:

Exam Type Change

You may opt to change the type of exam you take one time per exam period. If you choose to change exam type (for example, changing from the PHR® to SPHR®), there is an Exam Type Change fee of **50 USD**, in addition to the cost of the newly selected exam.

To change the type of exam please follow these steps:

1. Verify eligibility for the new exam type
2. Complete the Exam Type Change Form
*The Exam Type Change Form (see p 51) must be received by HRCI at least 10 business days before the scheduled exam date. We may not be able to change exam types if the request is submitted late. By making this request you authorize HRCI to cancel the original test date while processing the change request.
3. Pay the applicable exam fee and exam change fee

Once HRCI staff receives the form, staff will perform the following tasks:

- Refund original exam fees in the original method of payment.
- Process new payment for the new exam using the method of payment outlined on the Exam Type Change Form (see p 51).

Once the exam type change has been completed, the candidate will receive notification and can schedule a new exam date.

NOTE: HRCI will not process exam type change requests until all required fees and documents have been submitted.

Additional Certificate

The fee for an additional certificate is **25 USD**.

You may request an additional copy of your certificate by completing the Additional Certificate Request Form (see p 47). If paying by check, it must be made payable to the HR Certification Institute and mailed to the address on the form. Only current certificants may request an additional certificate.

Review Of Exam Results

The fee for a review of your exam results is 50 USD.

You may request a review of your exam results up to two (2) months after taking your exam. However, please note that our exam vendors use quality assurance procedures in their testing and scoring, so it is not likely that your results will change.

To request a review, complete the Review of Exam Results Form (see p 56) and submit the form using the mailing address on the form. The results of the review will be emailed within 10 business days of receipt of the request.

After Applying for the Exam

Processing Time for Applications and Forms

TYPE OF APPLICATION	PROCESSING TIME
Application that does not require additional documents	24 hours
Application that requires an official job description and Qualifying HR Work Experience Form	10 business days (excludes weekends and holidays)
Application with a Special Testing Accommodation Request Form	10 business days (excludes weekends and holidays)
Application that is selected for audit	10 business days (excludes weekends and holidays)
Exam Type Change Form	10 business days (excludes weekends and holidays)
Cancellation/Refund Request Form	10 business days (excludes weekends and holidays)

Exam Eligibility Appeal Process

You may appeal an eligibility decision in writing to the HR Certification Institute, Director of Certification Services. To make an appeal, complete the Exam Eligibility Appeal Form (see p 46) and pay the **35 USD** fee within 10 business days of the application decision. The appeal must include the following:

- The Exam Eligibility Appeal Form and payment
- A detailed letter explaining the nature of the appeal and a description of the additional documentation submitted to support the claim
- New official documentation, such as an updated job description or other required documents

NOTE: Letters from a supervisor/manager are not acceptable as new official documentation.

Exam Eligibility Appeal Decision

The HRCI’s Director of Certification Services will review a candidate’s appeal and render a decision via email within 10 business days after the application fee is processed.

HRCI may deny an application and set it to ineligible, if any of the following is determined:

- Documented experience fails to meet the eligibility requirements.
- Information on the exam application has been falsified.
- Work experience or other information on the exam application has been misrepresented.

Disciplinary and Certification Action/Appeals

An individual who has already earned a designation may have it revoked for the same reasons noted above as part of a disciplinary action in violation of HRCI’s Code of Ethical and Professional Responsibility (see p 59).

EXAM TEST CENTERS AND APPOINTMENT SCHEDULING

Test Center Locations

HRCI partners with Prometric to deliver certification exams. Prometric will notify you of any changes to test site availability due to bad weather, technical issues or other unscheduled events.

Schedule Early

We encourage you to schedule your exam appointment date as soon as you are deemed eligible. Scheduling early increases the chance you will receive your preferred testing

date, time and location. Exam appointment dates at the end of each testing period may be difficult to obtain due to the increased volume of test takers during this time.

HRCI will refund only 50 percent of your exam fee if you are unable to schedule an exam appointment because test sites are full. Refer to the “Exam Reschedules, Reschedule Fee, Cancellations and Refunds” section of this handbook for more information.

Exam Scheduling

Exam appointments may be scheduled online or by phone. When scheduling an appointment directly with Prometric, have the following information ready:

- Your name exactly as it is provided on your application
- Your Eligibility ID number (this is located in your online application summary)
- Your daytime phone number
- The name of the exam sponsor (HRCI)
- The exam for which you are registered (PHR, SPHR, GPHR, PHR-CA or SPHR-CA)
- Your preferred appointment date, time and location

NOTE: Select one to two alternate dates, times and locations, in case your preferred choice is not available.

Online scheduling is the preferred method, because it is faster and more efficient. You must have an email address to schedule online. To schedule online, visit www.prometric.com/hrci and click on “Schedule My Test.”

NOTE: Candidates scheduling an appointment during the last two (2) days of the exam period must schedule by phone. Phone scheduling also is available through the appropriate Regional Contact Center. See p 58 for more information about Regional Contact Centers. Keep the confirmation number Prometric provides after the exam appointment is scheduled. This number is required to confirm, reschedule or cancel an appointment.

Exam Dates Affected By Severe Weather and Local or National Emergencies

If there is severe weather, a local emergency or a national emergency near the testing center, go to <https://www.prometric.com/en-us/pages/siteclosure.aspx> for updates on closures or delays, or contact your Regional Contact Center for international test site information (see p 58). You will not be assessed a rescheduling fee if Prometric cancels an exam due to severe weather or a local or national emergency.

EXAM RESCHEDULES, RESCHEDULE FEE, CANCELLATIONS AND REFUNDS

NOTE: You can only reschedule an exam appointment to another date within the same testing period.

Rescheduling Process and Fees

We do not charge a rescheduling fee if you reschedule an exam appointment before the testing period begins.

If you reschedule your exam appointment after the testing period begins, you must pay Prometric’s nonrefundable fee of **85 USD** each time you change your appointment. You are not guaranteed a new appointment if you try to reschedule.

You must reschedule your exam appointment at least three (3) business days before your original appointment, or all fees will be forfeited.

To reschedule your exam appointment, contact Prometric at www.prometric.com/hrci or the Regional Contact Center (see p 58).

Reschedule Your Exam Appointment

You may reschedule from your HRCI profile, however if you choose to reschedule through Prometric, follow these steps:

1. Go to <http://www.prometric.com/HRCI/default.htm>
2. Select “Start.”
3. Enter country and state.
4. Select “Reschedule or Cancel an Exam.”
5. Enter Prometric’s confirmation number or your Eligibility ID number and the first four letters of your last name.
6. Select the option “I want to reschedule my appointment.”
7. Choose “schedule an exam” from the applicable test site location.
8. Confirm new exam appointment.
9. A new confirmation will be sent by email with the new appointment date.

NOTE: If you choose to reschedule your exam appointment after the testing window opens, a fee of 85 USD will be applied.

Prometric will send a confirmation email with your new appointment information. If you do not receive the confirmation email, contact Prometric immediately.

Call +1 .800.967.1139 if you have a special testing accommodation request and want to reschedule your appointment.

It is your responsibility to verify with Prometric that the rescheduled exam appointment has been processed.

Exam Appointment Cancellation and Application Withdrawal

NOTE: If you withdraw your exam application, there is a minimum cancellation fee, which equals 50 percent of the exam fee. You may not reapply for the same exam in the same registration period, but you may reapply in the next registration period and pay all applicable fees.

You must cancel your exam appointment at least three (3) business days before it is set to take place to receive a 50 percent refund of your exam fee. The **75 USD** administrative fee and any late fee paid are nonrefundable. You will not be able to cancel if you are within three (3) business days of your exam appointment, and you will forfeit all fees paid. Keep a copy of the cancellation notice if completed online. If cancellation is completed via phone, we encourage you to confirm the transaction online at www.prometric.com/hrci.

To Cancel An Exam Appointment

1. Go to <http://www.prometric.com/HRCI/default.htm>
2. Select "Start"
3. Enter country and state, if applicable
4. Select "Reschedule or Cancel an Exam"
5. Enter Prometric's Confirmation Number and the first four (4) letters of your last name
6. Select the option "I want to cancel my appointment"
7. Select "Yes, I want to cancel my appointment"
8. Save the Cancellation Summary as proof that you cancelled the appointment at least three (3) business days before the exam appointment
9. Submit an Exam Refund Request form to HRCI. You must request a refund by the last day of the exam period
10. Allow 10 business days from the date of receipt to process a refund for the eligible portion of your fees

To Withdraw from the Testing Period With No Appointment

1. Submit an Exam Refund Request Form to HRCI. You must request a refund within 30 days of the end of the exam period. If your request is not received within

30 days, you will not receive a refund.

2. Allow 10 business days from the date of receipt to receive a refund for the eligible portion of your fees.

NOTE: It may take up to two (2) billing cycles for a refund to be reflected on a credit card statement.

Exam Refunds

NOTE: We process refunds in the original method of payment.

If you are deemed ineligible by HRCI to take the exam, you will receive a 100 percent refund of the exam fee, minus the **75 USD** administrative fee and any late fee that applied.

If you withdraw your exam application at least three (3) business days before your exam appointment, you will receive a partial refund (50 percent) of the exam fee, minus the **75 USD** administrative fee and any late fee that applied.

If you withdraw your application and did not have an exam appointment, you will receive a partial refund (50 percent) of the exam fee, minus the **75 USD** administrative fee and any late fee that applied.

If you qualify for an exam fee refund, cancel your exam appointment, if applicable. Request a refund by submitting a completed Exam Refund Request Form (see p 50) to HRCI *within 30 days of the end of the exam period*. *If you do not follow these instructions, you forfeit all fees.*

You are considered a "no show" and will not receive a refund, if you:

1. Arrive more than 15 minutes late for the exam appointment
2. Do not appear for the exam appointment
3. Do not have proper identification
4. Do not cancel the exam appointment at least three (3) business days before the scheduled exam appointment

NOTE: If you do not schedule an exam appointment with Prometric and do not request the 50 percent refund of your exam fee within 30 days of the end of the testing period, you are considered a "no-show" candidate and will not receive a refund.

Medical or Personal Emergency Refund

You may request a refund using the Exam Refund Request Form (see p 50), if a medical or personal emergency

prevents you from rescheduling or withdrawing from your exam appointment. Send the completed form and documentation of the medical or personal emergency to HRCI within 30 days of the end of the testing period to be considered for a refund. We will review each request and inform you of the decision via email. Requests sent after this timeframe will not be considered.

What Is Considered A Medical Or Personal Emergency?

A medical or personal emergency is an unplanned event within three (3) days (72 hours) of the exam appointment that prevents you from taking the exam. A medical or personal emergency may apply to you or to one of your immediate family members (spouse, child or parent as defined by the Family Medical Leave Act). Minor medical events or personal obligations that may happen on or near the exam date are not considered medical or personal emergencies.

ACTIVITY	DEADLINE DATE	REFUND AMOUNT
Withdraw application	At least three (3) business days before the exam appointment	50 percent of the exam fee
Medical or personal emergency if no appointment is missed	Within 30 days of the end of the testing period with official documentation	50 percent of the exam fee
Medical or personal emergency if appointment is missed	Within 30 days of the end of the testing period with official documentation	Reviewed on a case-by-case basis
"No-show" candidates		No refund
Candidates who do not cancel their appointment with Prometric at least three (3) business days before the exam appointment and do not have a medical or personal emergency		No refund

If you miss your exam appointment because you are too busy or are unprepared, you will not receive a refund. Work emergencies are not considered personal emergencies.

PREPARING FOR THE EXAM

Exam Preparation

No two candidates come to the exam with the same knowledge base, as HR experience and educational background vary. Most candidates spend time studying and preparing for the exams. The exams measure how well a candidate can apply their HR knowledge and experience. Therefore, it is not possible to train for or teach to the exam by reading certain books or memorizing specific information.

Before starting a study program, take a few minutes to review and study the HR content in each functional area of the body of knowledge for the selected exam (see pp 25–42). If you feel the need for additional preparation resources, we recommend using multiple reference materials when studying for our exams. Please refer to our website for more information at <http://www.hrci.org/exam-preparation>. HRCI does not require, endorse or recommend any specific study course or product.

Online Glossary of Terms

HRCI has developed a large glossary with hundreds of HR terms that are commonly used by HR professionals throughout the world. *Therefore, the glossary does not include terms that are unique to HR practices in the United States.* Each term in the glossary includes a brief definition. Many of the HR terms appear in the exam questions as well as in the optional answers. There is no fee to access the glossary. It is available online to all applicants and is a useful tool. You may request a copy by sending an email to info@hrci.org (include the email address associated with your HRCI profile).

Assessing Your Readiness

HRCI offers a variety of resources to help you assess how ready you are to take the exam and plan your preparation strategy.

PHR®, SPHR®, GPHR®, AND CALIFORNIA ONLINE ASSESSMENT EXAMS

NOTE: Additional information about the practice exams and fees are found on our website: www.hrci.org/assessmentexam.

HRCI offers online assessment exams for the PHR, SPHR, GPHR, PHR-CA® and SPHR-CA® certifications. If you wish, you can take these practice exams before you submit your application to help you determine if you are ready to take the exam, or decide which exam is right for you.

The assessments include actual retired test questions from the HRCI test bank, which expose you to the various types of questions you will see on the actual exams. They are a valuable tool to help you focus your study efforts. You will receive a diagnostic report outlining your strengths and weaknesses in each content area to help you plan your study program. The assessment exam will:

- Help you determine if you currently have the right experience and knowledge to take the exam you have chosen;
- Expose you to questions similar to those on the actual certification exams;
- Assist you in focusing your study efforts; and
- Help you understand the rhythm and pace of the exam.

These assessment exams are the only ones developed by HRCI, using actual, retired exam questions.

The HRCI's PHR® and SPHR® Certification Guide

The certification guide is an excellent resource to help candidates prepare for the PHR and SPHR exams. It includes sample exam questions and rationales for the answers. Although these questions will never be on the exam, they are similar to the exam questions. It also includes a bibliography organized by functional area and answers to frequently asked questions.

The HRCI's PHR-CA® and SPHR-CA® Certification Guide

The certification guide is a valuable study tool for HR professionals with HR responsibilities in California who are preparing for the California exam. The guide includes practice questions written by the people who write the exam. Although these questions will never be on the exam, they are similar to the exam questions. The guide also includes tips for exam preparation, suggested resources and a 50-question practice exam, including answers and rationales for the answers. Please visit the HR Certification Institute's online store, iShop at <http://ishop.hrci.org/default.asp> to purchase the official certification guides.

The HRCI's GPHR® Certification Guide

The certification guide is a resource for HR professionals with global HR responsibilities who are preparing for the GPHR exam. It includes practice questions written by the people who write the exam. Although these questions will never be on the exam, they are similar to the actual exam questions. This guide also includes tips for exam preparation, suggested resources and a 90-question practice exam, including answers and rationales for

the answers. Please visit the HR Certification Institute's online store, iShop at <http://ishop.hrci.org/default.asp>, to purchase the official certification guides.

ON EXAM DAY

Our exams are administered in highly secure testing centers. Only approved candidates are admitted to the test centers to take the exams. Upon arrival, you must present proof of your identity. If you do not have a valid, government-issued photo ID, you must cancel your appointment with Prometric at least three (3) business days before your exam appointment to avoid losing all fees paid.

Forms of Identification

The following are acceptable forms of government-issued identification:

- Valid driver's license
- Valid military identification card
- Valid passport
- Valid national identification card
- Voter's registration card (Puerto Rico test sites only)

You must have proper identification to take the exam. If your primary ID does not have your photo or signature, you must show a second ID that contains your signature and photo. The name on the second ID must be the same as the one on the first ID.

The following are acceptable forms of secondary identification:

- Valid employer identification card
- Valid credit card with signature
- Valid bank card with photo

The following are not acceptable forms of identification:

- Social Security card
- Library card

Presenting Proof of Identity at International Test Centers

All identification documents must be in Latin characters. You must use a passport as your official identification if you are not testing in your own country. If you are testing in your own country, you must show one of the following:

- Driver's License
- Military ID
- Passport

- National ID

If you are outside of the United States and have questions about identification to take the exam, please send an email to exams@hrci.org.

NOTE: If you arrive at the test center without the required identification, you will not be permitted to take the exam and your fees will NOT be refunded.

Middle Initial, Signature And Photo

You do not have to include your middle initial on your application. If you include your middle initial, it must match your ID. If your ID includes your middle name, your middle name must start with the same letter listed as your middle initial on your application. Your signature must match the signature on your ID. You must look like the picture on your ID.

Hyphenated Names

If your last name is hyphenated, your ID must match at least one of the hyphenated last names. Additionally, your signature must match the signature on the ID, and the picture on the ID must match the person presenting it.

Examples

TEST CENTER RULES

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

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

Please review the steps on “What to Expect” located at <https://www.prometric.com/en-us/for-test-takers/Prepare-for-Test-Day/Pages/what-to-expect.aspx> so you are aware of the check-in process at the test site.

NOTE: Prometric cannot provide a completely noise-free

and distraction-free test environment. Other exams are administered at the same time as HRCI exams. You may hear noise, including typing, coughing and people walking. The test center provides background sound, known as “white noise,” to minimize distracting sounds. You can request a noise-reducing headset from Prometric. Also, you can bring disposable earplugs in a sealed package. The exam site administrator will inspect earplugs before you enter the testing room.

Registration Processes

- Arrive at the Prometric Test Center (PTC) at least 30 minutes before your exam time. You must have a valid, unexpired, government-issued ID with both your photograph and your signature. If you miss your appointment or do not have a valid photo ID, you cannot take the exam and will lose all your fees. If you are late for your appointment, you will not be admitted to the test facility.
- You will be asked to empty your pockets and turn out your pockets.
- You will be scanned prior to each entry into the test room, including returns from breaks. You will still be required to turn your pockets out, and the scan will be done immediately afterward. The scan will be done in full view of the Test Center Administrator (TCA) DVR camera so it will be recorded, and any candidate complaints or escalations can be properly investigated. If you have concerns or complaints about the scan, Prometric will review the recording. All candidates will be required to submit to the scans. Any candidates refusing to be scanned will not be permitted to test.
- You cannot leave the test center or use a mobile device during the test or during a break. Your exam will not count if you leave the test center or use a mobile device. Study materials may not be reviewed during the examination or during any break and will result in your examination being terminated and your score invalidated.
- You cannot look at study materials after you arrive at the test site facility or during a break.
- You can keep the following property in a locker during the test:
 - Watch
 - Outerwear/Sweater (unless being worn for the entire exam)
 - Mobile Device
 - Medical Supplies (such as inhalers, tissues, eye drops, cough drops)
 - Food or Drink
 - Purse/Bag

- Hat
- You cannot smoke or take a smoke break during the exam.
- Religious headwear may be worn into the testing room. It will be inspected by a TCA before entry into the testing room is permitted.

Exam Processes for all Test Centers

- Everyone must take a 15-minute tutorial on the computer testing technology prior to the exam. It is important that candidates understand how to mark answers as well as how to use special features, such as “strike out.”
- You can submit comments about specific exam items during the exam by following the instructions on the exam. We will review all comments, but will not respond to comments. Exam comments are not reviewed during the exam. If you have problems during exam administration, raise your hand to request assistance from a test center employee.
- You cannot ask questions about exam content of anyone.
- Exams are monitored and may be recorded as audio or video.

NOTE: In order to protect and secure the integrity of our exams and the value they bring to the HR professionals who hold certification, we have the right to cancel any test score obtained in a questionable manner. You cannot disclose, publish, reproduce or transmit any part of the exam, in any form, by any means, verbal or written, for any purpose, without the express, written permission of HRCI. Violation may result in civil or criminal prosecution.

AFTER THE EXAM

Exam Scoring and Official Results Reports

You will get unofficial exam results before you leave the test center. However, you should wait for the official exam results before publicly announcing your certification status.

HRCI sends all exam result reports electronically. It is very important that you keep your email address updated in your online profile. It may take up to four (4) weeks to receive your official results report depending on when you take the exam. Please note, you may have to wait longer for official results if you took your exam during the first two (2) weeks or the last two (2) weeks of the exam period due to the high volume of candidates testing during this time. If you do not receive your official results report within eight (8) weeks of your exam date, send an email to us at exams@hrci.org. If you passed the exam, you will receive your certificate through the mail around these same timeframes.

To report any problems that occurred during the testing experience that you feel may have impacted your exam results, call Prometric +1.800.967.1139 within 72 hours of taking the exam.

Appeals may be submitted in writing up to three (3) business days after the exam. Written appeals must be submitted with supporting documentation or evidence to the HR Certification Institute Director of Certification Services, who will review the appeal request and obtain additional information from the test site proctor as needed (irregularity report, etc.). Because of the secure nature of these examinations, neither HRCI nor Prometric will disclose examination questions prior to, or after, the exam. A candidate’s responses to particular test questions (correct or incorrect) will not be disclosed. Our Director of Certification Services will review the appeal and render a decision via email within 14 business days.

Understanding the Results Report

Our exam vendor, Prometric, follows careful procedures to make sure that exam results reports are correct.

The results report informs you if you have passed or failed the exam. A scaled score of at least 500 is needed to pass.

If you do not pass, you will receive your individual scaled score, indicating how far away from the passing point you were. This information may help you understand how to prepare for a similar version of the exam in the future.

You also will receive an explanation of your performance level on each of the topic areas covered on the exam. If you pass the exam, you may use these explanations to guide future professional development activities.

You may request a review of your exam results (see [p 21](#)). However, given the quality control procedures that are in place, it is unlikely that your results will change.

How the Passing Score Is Determined

We do not determine the passing score arbitrarily. We use the statistical Angoff method to decide how many questions a candidate must answer correctly to pass the exam. The Angoff method is commonly used to set passing standards in the credentialing industry. For each exam, a group of randomly selected HR experts discusses the qualifications for each certification. The group also reviews HR tasks covered on the exam and makes

a recommendation by rating each item using a standard that a minimally qualified candidate must meet in order to pass by rating each item. As an example, an item rated as 50 percent indicates that the panel expects half of the candidates could answer the question correctly. This is a more difficult question than one that is rated as 80 percent. The panel comes to a consensus on the rating for each question and on the overall passing rate for the exam.

Why Are “Scaled Scores” Used?

The purpose of scaled scores is to report scores for all candidates consistently and fairly. Using this model, scores are converted to a common scale to account for the difference in difficulty on multiple forms (or versions) of an exam.

There are multiple forms of the exams for security reasons. As we develop new versions, some questions in each content area are replaced. These changes may cause one version to be slightly more difficult than another. To account for these differences, the HRCI uses a process known as equating. The goal of equating is to ensure all exams are scored fairly. The passing point for the exams is set at 500, regardless of the version of an exam the candidate takes.

Use of the Designation

To use HRCI letters in one’s title, individuals must have: (1) met and continue to meet our certification and recertification standards; (2) demonstrated the requisite experience requirements; and (3) agreed to abide by the Code of Ethical and Professional Responsibility. Successful individuals are authorized to use the following certification marks or designations in communications and marketing materials, as appropriate:

- PHR
- SPHR
- GPHR
- PHR-CA
- SPHR-CA

Examples

Correct	John Brown, SPHR
Incorrect	John Brown, Senior Professional in Human Resources (SPHR®) John Brown, SPHR® (Senior Professional in Human Resources®) John Brown, S.P.H.R.

Retaking the Exam

If you do not successfully pass the exam, you must wait until the next exam period and pay all applicable fees to take the exam again.

Recertification Requirements

Recertification is an important part of any respected certification program, and it is required to maintain the certification after passing the exam. Recertification helps to ensure the validity and credibility of our exams. We require that individuals holding our certifications remain updated and informed about recent developments and advances in the HR industry.

When you hold credentials from HRCI, you must recertify your designation every three (3) years by:

- earning 60 hours of HR-related continuing professional development activities, or
- taking the exam and successfully passing it again.

If you do not recertify by your certification cycle end date, you may no longer use your credentials or represent yourself as certified.

Even if you hold multiple credentials from HRCI, you are required to earn 60 credits in total.

NOTE: For more information see the HRCI Recertification Handbook or visit <http://www.hrci.org/recertification/recertification-resources>.

Recertification Through Continuing Professional Development

To maintain a designation, a candidate must accumulate 60 hours of HR-related, continuing professional development credits through a combination of the activities listed below:

- HR education courses or classes in a classroom or virtual environment
- On-the-job projects that involve gaining new HR-related skills or knowledge
- Training and instruction (teaching HR-related skills or knowledge)
- Research and publishing in the HR field
- Leadership, using HR skills in a volunteer capacity
- Professional membership in an HR-related national or international society

Recertification by Exam

To recertify, you may choose to take the same exam again. If you choose this option, you must:

- Wait at least 12 months from the date that you became certified (or recertified) before taking the test again
- Take the exam before your current certification expires

You must pay the full exam fee when recertifying by exam.

For more information about recertification by exam, please visit our website at: <http://www.hrci.org/recertification/recertification-application-process>. You also may refer to the "Apply for An Exam" section on [p 12](#) of this handbook.

Record Retention

We retain examination results (scores), summary reports from exam administrations and active applicant data indefinitely. We retain paper documentation for six (6) months. After six (6) months, we will shred those documents. You should retain your own copies of all documentation sent to HRCI.

Verification Policy

We will verify your certification for your potential or current employer in two ways:

1. Employers can check our Directory of Certified HR Professionals (available online at <http://www.hrci.org/our-programs/who-is-certified-/directory-of-certified-hr-professionals>)
2. Employers can request and will receive written verification.

For more information, please see <http://www.hrci.org/verification>.

CONFIDENTIALITY

We are committed to protecting confidential or proprietary information related to applicants and certificants, as well as the examination development, maintenance and administration process. HRCI will not disclose any confidential applicant/certificant information unless authorized in writing by the individual or as required by law.

Application Status

An individual's application status is considered confidential. We do not disclose information regarding whether or not an individual has applied for certification or has taken the examination. Current certification status

is published and verifiable as noted in the Credential Verification section.

Credential Verification

The names of currently certified individuals are not considered confidential and may be published by HRCI. Published information may include name, city, state, country, certification(s) held and certification status.

An online Directory of Certified HR Professionals (<http://www.hrci.org/our-programs/who-is-certified-/directory-of-certified-hr-professionals>) is provided for employers, and employers may verify certification using the directory with the individual's first and last name and either the city, state and country or the individual's email address. Employers may also receive written verification, which must be requested by the certificant via the HRCI Online Profile menu.

Aggregate Data

Aggregate exam statistics, studies and reports concerning applicants/certificants will contain no information that can allow others to identify an individual.

HRCI Database

Personal information retained within the applicant/certificant database and/or applicant/certificant files will be kept confidential. This includes information and any documentation regarding a disability and the need for accommodation in testing. With permission from the applicant/certificant, HRCI shares non-personal data information with third parties. This information is not considered confidential and may include name, city, state, country, certification(s) held and certification status.

Appendix

PHR® and SPHR® Certification Body of Knowledge

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

There are two (2) numbers after each heading. The first number is the percentage of the PHR exam that is about that topic. The second number is the percentage of the SPHR exam that is about that topic

FUNCTIONAL AREA 01: BUSINESS MANAGEMENT AND STRATEGY (PHR 11%, SPHR 30%)

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

Responsibilities:

1. Interpret and apply information related to the organization's operations from internal sources, including finance, accounting, business development, marketing, sales, operations and information technology, in order to contribute to the development of the organization's strategic plan.
2. Interpret information from external sources related to the general business environment, industry practices and developments, technological advances, economic environment, labor force and the legal and regulatory environment, in order to contribute to the development of the organization's strategic plan.
3. **SPHR only* Participate as a contributing partner in the organization's strategic planning process (for example: provide and lead workforce planning discussion with management, develop and present long-term forecast of human capital needs at the organizational level).
4. Establish strategic relationships with key individuals in the organization to influence organizational decision-making.
5. Establish relationships/alliances with key individuals and outside organizations to assist in achieving the organization's strategic goals and objectives (for example: corporate social responsibility and community partnerships).
6. **SPHR only* Develop and utilize business metrics to measure the achievement of the organization's strategic goals and objectives (for example: key performance indicators, balanced scorecard).
7. Develop, influence and execute strategies for

Knowledge of:

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

managing organizational change that balance the expectations and needs of the organization, its employees and other stakeholders.

8. ***SPHR only** Develop and align the HR strategic plan with the organization's strategic plan.
9. Facilitate the development and communication of the organization's core values, vision, mission and ethical behaviors.
10. Reinforce the organization's core values and behavioral expectations through modeling, communication and coaching.
11. Provide data such as human capital projections and costs that support the organization's overall budget.
12. ***SPHR only** Develop and execute business plans (i.e., annual goals and objectives) that correlate with the organization's strategic plan's performance expectations to include growth targets, new programs/services and net income expectations.
13. ***SPHR only** Perform cost/benefit analyses on proposed projects.
14. ***SPHR only** Develop and manage an HR budget that supports the organization's strategic goals, objectives and values.
15. Monitor the legislative and regulatory environment for proposed changes and their potential impact to the organization, taking appropriate proactive steps to support, modify or oppose the proposed changes.
16. ***SPHR only** Develop policies and procedures to support corporate governance initiatives (for example: whistleblower protection, code of ethics).
17. Participate in enterprise risk management by ensuring that policies contribute to protecting the organization from potential risks.
18. ***SPHR only** Identify and evaluate alternatives and recommend strategies for vendor selection and/or outsourcing.
19. ***SPHR only** Oversee or lead the transition and/or implementation of new systems, service centers and outsourcing.
20. ***SPHR only** Participate in strategic decision-making and due diligence activities related to organizational structure and design (for example: corporate restructuring, mergers and acquisitions [M&A], divestitures).
21. ***SPHR only** Determine strategic application of integrated technical tools and systems (for example: new enterprise software, performance management tools, self-service technologies).

FUNCTIONAL AREA 02: WORKFORCE PLANNING AND EMPLOYMENT (PHR 24%, SPHR 17%)

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

Responsibilities:

1. Ensure that workforce planning and employment activities are compliant with applicable federal laws and regulations.
2. Identify workforce requirements to achieve the organization's short- and long-term goals and objectives (for example: corporate restructuring, workforce expansion or reduction).
3. Conduct job analyses to create and/or update job descriptions and identify job competencies.
4. Identify, review, document and update essential job functions for positions.
5. Influence and establish criteria for hiring, retaining and promoting based on job descriptions and required competencies.
6. Analyze labor market for trends that impact the ability to meet workforce requirements (for example: federal/state data reports).
7. 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.
8. Identify internal and external recruitment sources (for example: employee referrals, diversity groups, social media) and implement selected recruitment methods.
9. Establish metrics for workforce planning (for example: recruitment and turnover statistics, costs).
10. Brand and market the organization to potential qualified applicants.
11. Develop and implement selection procedures (for example: applicant tracking, interviewing, reference and background checking).
12. Develop and extend employment offers and conduct negotiations as necessary.
13. Administer post-offer employment activities (for example: execute employment agreements, complete I-9/e-Verify process, coordinate relocations and immigration).
14. Develop, implement, and evaluate orientation and on-boarding processes for new hires, rehires and transfers.
15. Develop, implement and evaluate employee retention strategies and practices.
16. **SPHR only* Develop, implement and evaluate the succession planning process.
17. Develop and implement the organizational exit/off-

Knowledge of:

11. Applicable federal laws and regulations related to workforce planning and employment activities (for example: Title VII, ADA, EEOC Uniform Guidelines on Employee Selection Procedures, Immigration Reform and Control Act)
12. Methods to assess past and future staffing effectiveness (for example: costs per hire, selection ratios, adverse impact)
13. Recruitment sources (for example: employee referral, social networking/social media) for targeting passive, semi-active and active candidates
14. Recruitment strategies
15. Staffing alternatives (for example: outsourcing, job sharing, phased retirement)
16. Planning techniques (for example: succession planning, forecasting)
17. Reliability and validity of selection tests/tools/methods
18. Use and interpretation of selection tests (for example: psychological/personality, cognitive, motor/physical assessments, performance, assessment center)
19. Interviewing techniques (for example: behavioral, situational, panel)
20. Impact of compensation and benefits on recruitment and retention
21. **SPHR only* International HR and implications of global workforce for workforce planning and employment.
22. Voluntary and involuntary terminations, downsizing, restructuring and outplacement strategies and practices
23. Internal workforce assessment techniques (for example: skills testing, skills inventory, workforce demographic analysis)
24. Employment policies, practices and procedures (for example: orientation, on-boarding and retention)
25. Employer marketing and branding techniques
26. Negotiation skills and techniques

boarding process for both voluntary and involuntary terminations, including planning for reductions in force (RIF).

18. Develop, implement and evaluate an affirmative action plan (AAP) as required.
 19. Develop and implement a record retention process for handling documents and employee files (for example: pre-employment, medical and benefits files).
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FUNCTIONAL AREA 03: HUMAN RESOURCE DEVELOPMENT (PHR: 18%, SPHR: 19%)

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

Responsibilities:

1. Ensure that HR development activities are compliant with all applicable federal laws and regulations.
2. Conduct a needs assessment to identify and establish priorities regarding HR development activities.
3. Develop/select and implement employee training programs (for example: leadership skills, harassment prevention, computer skills) to increase individual and organizational effectiveness.
4. **SPHR only* Evaluate effectiveness of employee training programs through the use of metrics (for example: participant surveys, pre- and post-testing).
5. Develop, implement and evaluate talent management programs that include assessing talent, developing career paths and managing the placement of high-potential employees.
6. Develop, select and evaluate performance appraisal processes (for example: instruments, ranking and rating scales) to increase individual and organizational effectiveness.
7. Develop, implement and evaluate performance management programs and procedures (includes training for evaluators).
8. **SPHR only* Develop/select, implement and evaluate programs (for example: telecommuting, diversity initiatives, repatriation) to meet the changing needs of employees and the organization.
9. Provide coaching to managers and executives regarding effectively managing organizational talent.

Knowledge of:

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

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

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

Responsibilities:

1. Ensure that compensation and benefits programs are compliant with applicable federal laws and regulations.
2. Develop, implement and evaluate compensation policies/programs (for example: pay structures, performance-based pay, internal and external equity).
3. Manage payroll-related information (for example: new hires, adjustments, terminations).
4. **PHR only* Manage outsourced compensation and benefits components (for example: payroll vendors, COBRA administration, employee recognition vendors).
5. Conduct compensation and benefits programs needs assessments (for example: benchmarking, employee surveys, trend analysis).
6. Develop/select implement/administer, update and evaluate benefit programs (for example: health and welfare, wellness, retirement, stock purchase).
7. Communicate and train the workforce in the compensation and benefits programs, policies and processes (for example: self-service technologies).
8. **SPHR only* Develop/select, implement/administer, update and evaluate an ethically sound executive compensation program (for example: stock options, bonuses, supplemental retirement plans).
9. **SPHR only* Develop, implement/administer and evaluate expatriate and foreign national compensation and benefits programs.

Knowledge of:

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

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

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

Responsibilities:

1. Ensure that employee and labor relations activities are compliant with applicable federal laws and regulations.
2. Assess organizational climate by obtaining employee input (for example: focus groups, employee surveys, staff meetings).
3. Develop and implement employee relations programs (for example: recognition, special events, diversity programs) that promote a positive organizational culture.
4. Evaluate effectiveness of employee relations

Knowledge of:

50. Applicable federal laws affecting employment in union and nonunion environments, such as laws regarding antidiscrimination policies, sexual harassment, labor relations, and privacy (for example: WARN Act, Title VII, NLRA)
51. Techniques and tools for facilitating positive employee relations (for example: employee surveys, dispute/ conflict resolution, labor/management cooperative strategies)
52. Employee involvement strategies (for example:

- programs through the use of metrics (for example: exit interviews, employee surveys, turnover rates).
5. Establish, update, and communicate workplace policies and procedures (for example: employee handbook, reference guides or standard operating procedures) and monitor their application and enforcement to ensure consistency.
 6. Develop and implement a discipline policy based on organizational code of conduct/ethics, ensuring that no disparate impact or other legal issues arise.
 7. Create and administer a termination process (for example: reductions in force [RIF], policy violations, poor performance) ensuring that no disparate impact or other legal issues arise.
 8. Develop, administer and evaluate grievance/dispute resolution and performance improvement policies and procedures.
 9. Investigate and resolve employee complaints filed with federal agencies involving employment practices or working conditions, utilizing professional resources as necessary (for example: legal counsel, mediation/ arbitration specialists and investigators)
 10. **SPHR only* Develop and direct proactive employee relations strategies for remaining union-free in non-organized locations.
 11. **SPHR only* Direct and/or participate in collective bargaining activities, including contract negotiation, costing and administration.
53. Individual employment rights issues and practices (for example: employment at will, negligent hiring, defamation)
 54. Workplace behavior issues/practices (for example: absenteeism and performance improvement)
 55. Unfair labor practices
 56. The collective bargaining process, strategies and concepts (for example: contract negotiation, costing and administration)
 57. Legal disciplinary procedures
 58. Positive employee relations strategies and non-monetary rewards
 59. Techniques for conducting unbiased investigations
 60. Legal termination procedures

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

Developing, implementing/administering and evaluating programs, procedures and policies in order to provide a safe, secure working environment and to protect the organization from potential liability.

Responsibilities:

1. Ensure that workplace health, safety, security and privacy activities are compliant with applicable federal laws and regulations.
2. Conduct a needs analysis to identify the organization's safety requirements.
3. **PHR only* Develop/select and implement/administer occupational injury and illness prevention programs (i.e.: OSHA, workers' compensation).
4. Establish and administer a return-to-work process after illness or injury to ensure a safe workplace (for example: modified duty assignment, reasonable accommodations, independent medical exam).
5. Develop/select, implement and evaluate plans and policies to protect employees and other individuals

Knowledge of:

61. Applicable federal laws and regulations related to workplace health, safety, security and privacy (for example: OSHA, Drug-Free Workplace Act, ADA, HIPAA, Sarbanes-Oxley Act)
62. Occupational injury and illness prevention (safety) and compensation programs
63. Investigation procedures of workplace safety, health and security enforcement agencies
64. Return to work procedures (for example: interactive dialog, job modification, accommodations)
65. Workplace safety risks (for example: trip hazards, blood-borne pathogens)
66. Workplace security risks (for example: theft, corporate espionage, sabotage)

- and to minimize the organization's loss and liability (for example: emergency response, workplace violence, substance abuse).
6. Communicate and train the workforce on security plans and policies.
 7. Develop, monitor and test business continuity and disaster recovery plans.
 8. Communicate and train the workforce on the business continuity and disaster recovery plans.
 9. Develop policies and procedures to direct the appropriate use of electronic media and hardware (for example: email, social media and appropriate website access).
 10. Develop and administer internal and external privacy policies (for example: identity theft, data protection, workplace monitoring).
 67. Potential violent behavior and workplace violence conditions
 68. General health and safety practices (for example: evacuation, hazard communication, ergonomic evaluations)
 69. Organizational incident and emergency response plans
 70. Internal investigation, monitoring and surveillance techniques
 71. Employer/employee rights related to substance abuse
 72. Business continuity and disaster recovery plans (for example: data storage and backup, alternative work locations, procedures)
 73. Data integrity techniques and technology (for example: data sharing, password usage, social engineering)
 74. Technology and applications (for example: social media, monitoring software, biometrics)
 75. Financial management practices (for example: procurement policies, credit card policies and guidelines, expense policies)
 76. Needs assessment and analysis
 77. Third-party or vendor selection, contract negotiation and management, including development of requests for proposals (RFPs)
 78. Communication skills and strategies (for example: presentation, collaboration, sensitivity)
 79. Organizational documentation requirements to meet federal and state guidelines
 80. Adult learning processes
 81. Motivation concepts and applications
 82. Training techniques (for example: virtual, classroom, on-the-job)
 83. Leadership concepts and applications
 84. Project management concepts and applications
 85. Diversity concepts and applications (for example: generational, cultural competency, learning styles)
 86. Human relations concepts and applications (for example: emotional intelligence, organizational behavior)
 87. Ethical and professional standards
 88. Technology to support HR activities (for example: HR Information Systems, employee self-service, E-learning, applicant tracking systems)
 89. Qualitative and quantitative methods and tools for analysis, interpretation and decision-making purposes (for example: metrics and measurements, cost/benefit analysis, financial statement analysis)

90. Change management theory, methods and application
91. Job analysis and job description methods
92. Employee records management (for example: electronic/paper, retention, disposal)
93. Techniques for forecasting, planning and predicting the impact of HR activities and programs across functional areas
94. Types of organizational structures (for example: matrix, hierarchy)
95. Environmental scanning concepts and applications (for example: Strengths, Weaknesses, Opportunities and Threats [SWOT], and Political, Economic, Social and Technological [PEST])
96. Methods for assessing employee attitudes, opinions and satisfaction (for example: surveys, focus groups/panels)
97. Budgeting, accounting and financial concepts
98. Risk-management techniques

GPHR® Certification

Body of Knowledge

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

FUNCTIONAL AREA 01: STRATEGIC HR MANAGEMENT (25%)

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

Responsibilities:

1. Participate in the development and implementation of the organization's global business strategy, plans and structure.
2. Develop HR strategies to support the organization's global strategic plans and the business requirements (examples include outsourcing, off-shoring, new product development, transfer of technology and human capital, talent management, shared services, mergers and acquisitions [M&A]).
3. Develop an HR infrastructure and processes that supports global business initiatives where Human Resources serves as an adaptable subject matter expert and credible business partner.
4. Participate in strategic decision-making and due diligence for business changes (examples include entry strategy, expansions, M&A, joint ventures, new operations, divestitures, restructuring).
5. Develop HR processes to establish operations in new countries (examples include greenfield operations and integration of acquired companies).
6. Develop measurement systems to evaluate HR's contribution to the achievement of the organization's strategic goals.
7. Stay current on economic, geopolitical, legislative, employment, cultural and social trends in countries of operation and develop appropriate HR strategies and responses.
8. Provide leadership for the development and integration of the organization's culture, values, ethical standards, philosophy on corporate social responsibility, risk management and employer branding.
9. Establish internal and external global relationships and alliances with stakeholders (examples include

Knowledge of:

1. The organization's vision, values, mission, business goals, objectives, plans, processes and culture
2. Strategic/business planning and continuous improvement processes and their implementation
3. Concepts and processes to align the global HR function as a strategic business partner (examples include business environment, markets, consumer segments, industry specific trends and cycles, key business factors)
4. Financial planning processes and budget development
5. Strategies and business models (examples include joint ventures, wholly owned subsidiaries, representative offices, outsourcing/off-shoring) and their implications
6. Organizational structures (by geography, business unit, product line and functional discipline) and their design and implementation
7. HR analytics, methods and processes for assessing the value and results of HR programs (examples include return on investment [ROI], cost/benefit analysis)
8. The organization's values and culture and their fit with the culture, legal systems and business practice contexts of other countries, including local and regional differences
9. 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. HR technology (examples include HR Information Systems, Intranet) to support global HR activities
12. Procedures and practices for cross-border operation,

- diversity councils, joint venture partners, employers' groups, unions, works councils, business leader forums, governments).
10. Determine strategies and business needs for outsourcing and vendor and supplier selection for HR operations (examples include centers of excellence on benefits and payroll processing, relocation and employee services, training, global assignment management).
 11. Develop strategies for optimizing workforce and minimizing related expenses using various staffing options (examples include consultants, contract, temporary, seasonal workers).
 12. Participate in the development and implementation of global change management strategies.
 13. Determine strategy for HR technology (examples include HR Information Systems, Intranet) to meet organizational goals and objectives in a global environment.
 14. Participate in the development and implementation of the organization's social media strategy and policies.
 15. Participate in the development and implementation of Corporate Social Responsibility (CSR) programs consistent with corporate philosophy and goals, host country legal requirements and/or external influences.
13. integration and divestiture
 14. Company and site start-up practices and procedures
 15. Organization business philosophies, financial models and financial statements
 16. Due diligence and restructuring processes appropriate to specific regulatory environments and countries
 17. Best practices and application of community relations, environmental initiatives and philanthropic activities
 18. Corporate social responsibility practices and policies
 19. Strategies to promote employer of choice or employment branding initiatives and best practices
 20. Social media technologies, trends and best practices including knowledge of evolving legislation and regulations

FUNCTIONAL AREA 02: GLOBAL TALENT ACQUISITION AND MOBILITY (21%)

The development, implementation and evaluation of global staffing strategies to support organizational objectives in a culturally appropriate manner. This includes utilizing the employer brand; performing job and cost analysis; and attracting, recruiting, hiring and managing global mobility to meet business objectives.

Responsibilities:

1. Make sure global talent acquisition and mobility policies, practices and programs comply with applicable laws and regulations.
2. Develop a strategic approach for global talent acquisition and mobility that is aligned with business needs and a diverse workforce.
3. Develop, implement and evaluate orientation and onboarding processes that are culturally relevant and aligned with organizational strategy.
4. Monitor staffing metrics to evaluate results against global staffing plan (examples include cost-of-hire, retention, return on investment [ROI]).
5. Comply with required talent acquisition and mobility regulations (examples include immigration, tax, visas, work permits).
6. Lead all aspects of vendor/supplier management

Knowledge of:

20. Applicable laws and regulations related to hiring and employment
21. Strategies to promote employer of choice or employment branding initiatives
22. Methods for developing, sourcing and implementing a global workforce staffing plan
23. Global and country-specific recruiting and hiring practices, methods and sources
24. Position description development
25. Culturally appropriate interviewing techniques and selection systems
26. Employment contract content requirements by country
27. Deployment activities (examples include relocation, mobility services, immigration)
28. Company onboarding programs

- (independent contractor, consultant, agency and third-party organization) in the areas of staffing and mobility (examples include researching vendor options, conducting contract negotiation, vendor selection, managing ongoing relationship, conflict resolution, termination of engagement).
7. Utilize and promote the employer branding strategy to attract diverse talent from global and local markets.
 8. Identify, utilize and evaluate sources of global talent (examples include personal networks, professional and business organizations, college recruiting, job boards, social media, other technological tools).
 9. Develop a global staffing plan with key stakeholders that supports business needs.
 10. Develop, implement and evaluate pre- and post-hire policies and procedures that are culturally appropriate (examples include selection criteria and tools, employment and expatriate agreements, background checks, medical evaluation).
 11. Create position descriptions that define job-specific responsibilities, knowledge, skills and abilities.
 12. Prepare cost estimates for global assignments and advise management on budgetary impacts.
 13. Provide consultation to potential global assignees and their managers on terms and conditions of the assignment.
 14. Manage and coordinate relocation services and expenses (examples include host location destination services, housing disposition including property management, household goods shipment and storage, travel and temporary living arrangements, logistics of repatriation).
 15. Manage and coordinate mobility services and expenses for global assignments (examples include culture and language training; spouse or partner assistance; employee, spouse or partner and family mentoring and coaching, repatriation planning and implementation).
 16. Establish and maintain ongoing communication practices with global assignees, host and home country management.
 17. Develop repatriation programs for global assignees.
 29. Staffing metrics (examples include cost-of-hire, new hire attrition, return on investment [ROI])
 30. Policies and processes related to types of assignments (examples include short-term, long-term, permanent, commuting) that address specific needs (examples include technology transfer, leadership and management development, project management)
 31. Assessment and selection tools and models for global assignments
 32. Global assignment management, tracking and reporting
 33. Intercultural theory models and their application to overall business success
 34. Critical success factors for global assignees (examples include spouse or partner and family adjustment, support, communications)
 35. Global assignee preparation programs (examples include cultural and language training, host-country site orientation, relocation services, destination services)
 36. Expenses related to global relocation and mobility services (examples include destination services, housing, travel and temporary living, shipment and storage of household goods, culture and language training, dependent education)
 37. Assignment assessment measures to evaluate global assignee fit and impact on the business
 38. Immigration issues related to global mobility (examples include visas, work permits, residency registration)
 39. Techniques for fostering effective communications with global assignees, management and leadership
 40. Tools, best practices and support services for repatriation
 41. Corporate income tax ramifications of employee and employment activities in various jurisdictions, including unintentional permanent establishment

FUNCTIONAL AREA 03: GLOBAL COMPENSATION AND BENEFITS (17%)

The establishment and evaluation of a global compensation and benefits strategy aligned with the business objectives. This includes financial and non-financial rewards.

Responsibilities:

1. Develop and implement compensation, benefits and perquisite programs that are appropriately funded, cost- and tax-effective and comply with applicable laws and regulations.
2. Establish and communicate a global compensation and benefits strategy that aligns with business objectives and supports employee engagement.
3. Design and/or negotiate compensation and benefits programs for business changes (examples include start-ups, restructuring, M&A, joint ventures, divestitures).
4. Develop, implement and assess job valuation systems aligned with global business strategy.
5. Establish and maintain compensation, benefits and perquisite programs for key executives and employees in each country of operation, including base salary structures, short- and long-term incentive plans, supplemental benefits programs and tax-effective compensation arrangements.
6. Develop and implement global assignment compensation terms and conditions (examples include balance sheet and alternative approach calculations, allowances, premiums, end-of-assignment bonuses, localization).
7. Develop and implement global assignment benefit and perquisite programs (examples include health care, employee assistance programs, club memberships, company cars).
8. Develop, implement and assess programs to address income and social insurance tax obligations, including portability for global assignees.
9. Develop, implement and manage compensation, benefits and perquisite programs for global assignees and local employees for each country of operation.
10. Manage and evaluate global assignment-related payments, payroll and activities.
11. Research, develop and implement technological tools (for example, HRIS, performance management systems) to support the compensation and benefits programs.

Knowledge of:

42. Local laws regarding compensation, benefits and taxes (examples include tax equalization or protection, mandatory or voluntary benefits)
43. Global assignment tax planning and compliance requirements and processes
44. Payroll requirements and global assignment payment methods (examples include split payroll, home and host country payments)
45. Localization concepts and processes (examples include compensation and benefits adjustments, tax implications, social insurance issues)
46. Global assignment compensation packages (examples include net-to-net, regional and host location based, headquarters based, balance sheet, host country-plus)
47. Cost-of-living models and their impact on global assignments (examples include goods and services allowances, efficient purchaser indices)
48. Global and country-specific benefit programs (examples include retirement, social insurance, health care, life and disability income protection)
49. Global and country-specific perquisite programs (examples include company cars, club memberships, housing, meal allowances, entertainment allowances)
50. Equity-based programs (examples include stock options, phantom stock, restricted shares, stock purchase) and their global application and taxation issues for the employee and the company
51. The impact of cross-border moves on long- and short-term incentive programs
52. Portability of health and welfare programs (examples include retirement, social insurance, health care, life and disability insurance)
53. Finance, payroll and accounting practices related to local compensation and benefits
54. Procedures to collect and analyze data from global, regional and local compensation and benefits surveys
55. Appropriate mix of compensation and benefits for different local and regional markets
56. Global executive compensation, benefits and perquisites programs (examples include bonuses, deferred compensation, long-term incentives, tax-effective compensation methods)
57. Financing of benefits programs, including insured programs, multinational insurance pooling and

- retirement funding options
- 58. Information sources on global and local compensation, benefits and tax trends
- 59. Due diligence procedures for business changes (examples include M&A, joint ventures, divestitures, restructuring) with respect to compensation, benefits and perquisites
- 60. Job valuation tools (examples include point-factor systems, salary surveys, benchmarking)
- 61. Tax treaties and bi-lateral/reciprocal social security agreements (Totalization Agreements)
- 62. Collective bargaining agreements and works council mandated compensation and benefits

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

The design, implementation and evaluation of organizational development programs and processes to effectively develop a global workforce supporting business goals, culture and values.

Responsibilities:

1. Make sure talent development programs comply with applicable laws and regulations.
2. Align local and regional practices with corporate vision, organizational culture and values.
3. Create and implement awareness programs (examples include diversity, non-discrimination, bullying, cultural sensitivity, multigenerational workforce) that are aligned with the organization's philosophy and adapt to local cultural perspectives.
4. Develop systems that support the implementation of global change management initiatives.
5. Develop and implement communication programs that are effective for a global workforce and other stakeholders.
6. Make sure employees have the appropriate knowledge, skills and abilities needed to meet current and future business requirements.
7. Implement and evaluate a process to measure the effectiveness of organizational development programs based on global HR metrics/measurements (examples include employee engagement surveys, turnover rates, training return on investment [ROI], benchmarking data, scorecards).
8. Develop and implement processes, programs and tools to support organization and workforce development at all levels of the organization (examples include career and leadership development, succession planning, retention, repatriated employees, short-term assignments).

Knowledge of:

63. Applicable laws and regulations related to talent development activities
64. Work-life balance programs
65. Techniques to promote and align corporate vision, culture and values with local and regional organizations
66. Global organizational development programs and practices (examples include succession planning, leadership development)
67. Needs assessment for talent and organizational development in a global environment
68. Training programs and their application in global environments
69. Global learning models and methodologies
70. Performance management, feedback and coaching methods as they apply locally and globally
71. Techniques to measure organizational effectiveness in a global business environment (examples include engagement surveys, benchmarking, productivity measurement tools)
72. Retention strategies and principles and their application in different cultures and countries
73. Redeployment, downsizing and exit management strategies and principles and their application in different cultures and countries
74. Career planning models
75. Critical success factors for global assignees (examples include family adjustment and support, communication, career planning, mentoring)

9. Develop programs, policies and guidelines to support geographically dispersed and/or virtual teams (examples include team building, project management, performance management).
 10. Establish work-life balance programs (examples include job sharing, flextime, telecommuting) and their application and appropriateness to different cultures.
 11. Implement culturally appropriate performance management processes that support both global and local business objectives.
 12. Develop and implement global programs to support the organization's growth, restructuring, redeployment and downsizing initiatives (examples include M&A, joint ventures, divestitures).
 13. Develop and implement competency models to support global and local business goals.
 14. Identify and integrate external workforce to provide services to support global and local objectives (examples include consultants, independent contractors, vendors, suppliers) as it relates to talent and organizational development.
76. Best practices and processes for utilizing the experience of repatriated employees
 77. Competency models and their global applicability
 78. Trends and practices for employee engagement
 79. Interpersonal and organizational behavior concepts and their application in a global context (examples include the use of geographically dispersed teams, virtual teams, culture training, cross-cultural communications)

FUNCTIONAL AREA 05: WORKFORCE RELATIONS AND RISK MANAGEMENT (15%)

The design, implementation and evaluation of processes and practices that protect or enhance organizational value. This includes managing risk, ensuring compliance and balancing employer and employee rights and responsibilities on a global basis.

Responsibilities:

1. Make sure activities related to employee and labor relations, safety, security and privacy are compliant with applicable laws and regulations, from initial employment through termination.
2. Comply with extraterritorial laws to mitigate risk to the organization (examples include US Title VII, US Americans with Disabilities Act, US Foreign Corrupt Practices Act, EU Data Privacy Directive and Safe Harbor Privacy Principles, UK Bribery Act).
3. Make sure the organization complies with globally recognized regulations to enable effective workforce relations and meet acceptable workplace standards (examples include OECD Guidelines for Multinational Enterprises, ILO conventions, Mercosur, NAFTA, WTO).
4. Monitor employment-related legal compliance and ethical conduct throughout the global supply chain (examples include consultants, independent contractors, vendors, suppliers) to mitigate the risk to

Knowledge of:

80. Applicable laws affecting employee and labor relations (including termination of employment), workplace health, safety, security and privacy
81. Major laws that apply extraterritorially (examples include US Title VII, US Americans with Disabilities Act, US Foreign Corrupt Practices Act, EU Data Privacy Directive and Safe Harbor Privacy Principles, UK Bribery Act)
82. Globally-recognized regulations, conventions and agreements (examples include OECD Guidelines for Multinational Enterprises, ILO Conventions, Mercosur, NAFTA, WTO, UN Compact)
83. Employment-related legal compliance and ethical conduct of vendors, suppliers and contractors
84. Internal controls, compliance and audit processes
85. Employee rights to privacy and recordkeeping requirements (examples include EU Data Privacy Directive and Safe Harbor Principles, US HIPAA, Australian Federal Privacy Act)

- the organization.
5. Develop assessment procedures for HR internal controls, evaluate results and take corrective actions.
 6. Comply with all regulations related to employee records and data (examples include EU Data Privacy Directive, US HIPAA, Australian Federal Privacy Act).
 7. Establish alternative dispute resolution and grievance processes, disciplinary procedures and investigative processes in compliance with applicable laws and practices.
 8. Develop and implement programs to promote a positive work culture (examples include employee recognition, constructive discipline, non-monetary rewards, positive reinforcement).
 9. Confer with employee representative groups in compliance with statutory requirements (examples include works councils, unions, joint action committees).
 10. Develop, implement and communicate employment-related corporate policies (examples include ethics and professional standards, codes of conduct, anti-discrimination, anti-harassment, anti-bullying).
 11. Coordinate global risk management, emergency response, safety and security practices (examples include intellectual property, occupational health and safety, disaster and crisis management, duty of care).
86. Individual employment rights (examples include employees' rights to bargain, grievance procedures, required recognition of unions)
 87. Appropriate global and local techniques for managing employee relations (examples include small group facilitation, dispute resolution, grievance handling, employee recognition, constructive discipline)
 88. Legal and customary roles of works councils and trade unions
 89. Local collective bargaining processes, strategies and concepts
 90. Employment litigation
 91. Workplace security risks including physical threats and piracy of intellectual property and other company-proprietary information
 92. Local conditions relating to personal security (examples include kidnapping, terrorism, hijacking)
 93. Emergency response and crisis management planning (examples include plans for medical emergencies, pandemics, disasters, evacuation, riots, civil disorder, other physical threats, facility safety)

Core Knowledge:

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

PHR-California and SPHR-California Body of Knowledge

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

FUNCTIONAL AREA 01: COMPENSATION/WAGE AND HOUR (22%)

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

Responsibilities:

1. Develop and implement policies and procedures to comply with state wage and hour laws.
2. Ensure compliance with state wage and hour laws.
3. Develop and implement policies and procedures for engaging independent contractors.
4. Establish and administer payroll, time-keeping, documentation and records retention policies and procedures required under state law governing compensation.

Knowledge of:

1. Definition of all wages, (for example: split shifts, reporting time pay, on call, makeup time, travel time and commissions)
2. Wage orders—Industrial Welfare Commission (IWC)
3. Minimum wage requirements and exceptions (for example: prevailing wage and living wage)
4. Vacation pay and paid time off (PTO) rules
5. Overtime regulations, including calculating multiple rates of pay and effects of bonus payments on overtime calculations
6. Job classifications for exempt and nonexempt employees
7. Rules pertaining to independent contractors
8. Timing of payments (for example: regular pay, overtime, direct deposit and final pay) and fines and penalties for non-compliance
9. Rest and meal periods
10. Work day, work week including alternative workweek schedules (AWS)
11. Permitted and prohibited payroll deductions (for example: exempt employees and gratuities)
12. Business expense reimbursement
13. Garnishments and bankruptcy
14. Role and responsibilities of Department of Labor Standards Enforcement (DLSE)
15. State law requirements for timekeeping
16. Legal requirements for individual notices and documentation on pay stubs
17. Legal requirements for postings and notices
18. Documentation and records retention requirements

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

Develop, facilitate and manage workplace relationships, throughout the employment lifecycle, in compliance with California legal requirements.

Responsibilities:

1. Develop and implement policies, practices and procedures to comply with state laws regarding pre-employment and hiring.
2. Develop and implement policies, practices and procedures to comply with state laws regarding employment and termination of employment.
3. Ensure compliance with state laws regarding pre-employment and hiring, ongoing employment and termination.
4. Ensure compliance with state harassment and discrimination prevention laws.
5. Establish and administer documentation and records retention policies and procedures required under state law governing employment and employee relations.

Knowledge of:

1. Provisions of Fair Employment and Housing Act (FEHA) including the interactive process and reasonable accommodations
2. California labor code section 132a
3. Whistleblower protections
4. Pre-employment and hiring procedures (for example: drug testing, background checks, consumer credit reports, Investigative Consumer Reporting Agencies Act (ICRAA), California Consumers Reporting Act (CCRA), postings and individual notices)
5. Requirements related to privacy and security (for example: permissible employment application procedures and protection of personal data)
6. Rules regarding employment of minors
7. Employment Development Department (EDD) requirements
8. Non-compete, non-disclosure, invention assignment agreements and Uniform Trade Secrets Act
9. Individual employee rights (for example: Private Attorneys General Act, language translation requirements and literacy assistance)
10. Required supervisory training for sexual harassment prevention
11. California WARN
12. Required new hire and termination notices
13. Requirements for employers with state contracts
14. Regulations regarding use of medical marijuana
15. Legal requirements for postings and notices
16. Documentation and records retention requirements

FUNCTIONAL AREA 03: BENEFITS AND LEAVES OF ABSENCE (20%)

Develop and implement programs, policies and procedures related to benefits and leaves of absence in compliance with California legal requirements.

Responsibilities:

1. Develop and implement policies and procedures to comply with state laws and regulations regarding benefits.
2. Ensure compliance with state laws and regulations regarding benefits.
3. Develop and implement policies and procedures to comply with state laws and regulations regarding leaves of absence.

Knowledge of:

1. Legal requirement for employer-sponsored benefit plans (for example: domestic partner coverage and premiums, Cal COBRA)
2. California State Disability Insurance (SDI)
3. Paid Family Leave (PFL)
4. Kin care requirements
5. Integration of SDI, PFL and Kin care requirements
6. Pregnancy Disability Leave (PDL)

4. Ensure compliance with state laws and regulations regarding leaves of absence, including coordination of multiple laws and regulations.
5. Develop and implement documentation and records retention policies and procedures required under state law governing benefits and leaves of absence.
7. California Family Rights Act (CFRA)
8. Coordination of state leave protections, including PDL and CFRA, with federal leave protections (FMLA)
9. Other protected time off as required by the California labor code (for example: school leave, crime victims leave, domestic violence and sexual assault victims leave, organ and bone marrow donor and military leave)
10. Time off for voting
11. Legal requirements for postings and notices
12. Documentation and records retention requirements

FUNCTIONAL AREA 04: HEALTH, SAFETY AND WORKER'S COMPENSATION (12%)

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

Responsibilities:

1. Develop and implement policies and procedures to comply with state laws and regulations regarding health and safety administration.
2. Ensure compliance with state laws and regulations regarding health and safety.
3. Provide training programs required under state law governing health and safety.
4. Develop and implement policies and procedures to comply with state laws and regulations regarding workers compensation, including return to work.
5. Ensure compliance with state laws and regulations regarding workers' compensation.
6. Establish and administer documentation and records retention policies and procedures required under state law governing health, safety and workers' compensation.

Knowledge of:

1. Cal/OSHA requirements
2. Injury and Illness Prevention Program (IIPP) requirements
3. Heat illness prevention requirements
4. Ergonomics reporting requirements
5. Workers' compensation notification and reporting requirements, claims administration and fraud
6. Return to work requirements
7. California Drug Free Workplace Act
8. Legal requirements for postings and notices
9. Documentation and records retention requirements

Forms

1. HRCI Exam Application Audit Process
2. Exam Application Audit Form [p 44](#)
3. Exam Eligibility Appeal Form [p 46](#)
4. Additional Certificate Request Form [p 47](#)
5. Special Testing Accommodation Request Form [p 48](#)
6. Exam Refund Request Form [p 50](#)
7. Exam Type Change Form [p 51](#)
8. Qualifying HR Work Experience Form [p 53](#)
9. Review of Exam Results Form [p 56](#)

Payment Information

We accept VISA, MasterCard, American Express, money order, certified/cashier's check or organizational/company check.

HRCI EXAM APPLICATION AUDIT PROCESS

Purpose

To maintain the integrity of its programs, we randomly audit candidate exam applications to ensure compliance with eligibility requirements.

Requirements for the Audit

An exam candidate must submit ALL of the following documentation at the same time for a determination to be made by HRCI regarding eligibility:

1. An official job description on company letterhead for each job listed on the exam application that demonstrates the work experience requirement
2. A copy of all degrees or transcripts, if applicable
3. The Exam Application Audit Form must be filled out completely and signed.

During the audit, we may:

- Contact supervisors listed on the audit form to verify work experience
- Request additional documentation as needed to verify all submitted information

Candidates who refuse to participate in the audit, fail to respond to the audit request by the deadline outlined in the notification email or do not have the appropriate documentation to support their experience, degree earned or the Employment Law component will not be allowed to take the exam.

Audit Outcome Notification

Candidates selected for an audit will be notified of the outcome via email or mail. If deemed ineligible to take the exam, there is no appeals process. Therefore, it is very important to include ALL necessary documentation when submitting audit information to the Institute.

Exam Application Audit Form

PHR®, SPHR®, GPHR®, PHR-CA®, SPHR-CA® EXAMS

To validate eligibility, please document your professional-level work experience in an HR position. This completed form must be submitted with documentation supporting professional-level status (e.g. a job description) of the positions listed under the employment section. The job description and a copy of your university diploma or university transcript (if applicable) must be provided in addition to the information requested below for the audit to be completed.

Contact Information

First Name	Middle Initial	Last Name
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Address Line 1

Address Line 2

City	State/Province	Postal Code	Country
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Primary Phone Number	Primary Email Address
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I, _____ give HRCI permission to request verification documentation of my HR professional-level experience from any current or previous employment contact that I list below:

Date	Signature
------	-----------

Employment

Current Employment (If not currently employed, please leave this section blank.)

Organization Name

Supervisor's Name	Supervisor's Phone Number	Supervisor's Email Address
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Professional Level

Candidate's Current Position	From (MM/YY) to (MM/YY)
------------------------------	-------------------------

Professional Level

Candidate's Previous Position (If applicable)	From (MM/YY) to (MM/YY)
---	-------------------------

Organization Name

Supervisor's Name

Supervisor's Phone Number

Supervisor's Email Address

Professional Level

Candidate's Position

From (MM/YY) to (MM/YY)

Organization Name

Supervisor's Name

Supervisor's Phone Number

Supervisor's Email Address

Professional Level

Candidate's Position

From (MM/YY) to (MM/YY)

Organization Name

Supervisor's Name

Supervisor's Phone Number

Supervisor's Email Address

Professional Level

Candidate's Position

From (MM/YY) to (MM/YY)

Organization Name

Supervisor's Name

Supervisor's Phone Number

Supervisor's Email Address

Professional Level

Candidate's Position

From (MM/YY) to (MM/YY)

Submit to HRCI by:

Mail: HR Certification Institute
Exam Audit Form
1725 Duke Street
Alexandria, VA 22314, USA

Fax: +1 571.551.6799

Email: exams@hrci.org

Exam Eligibility Appeal Form

HRCI EXAM ELIGIBILITY APPEAL PROCESS

Exam candidates who have been deemed ineligible to sit for an examination by our Certification Department may appeal in writing to the Director, Certification Services. There is a **35 USD** nonrefundable processing fee, which must accompany the appeal. Please use the Exam Eligibility Appeal Form to submit the appropriate fee and mail to HR Certification Institute headquarters.

Exam Eligibility Appeal Form

Exam candidates must submit the following:

- A letter that states the specific reason(s) for the appeal
- Additional official documentation not already reviewed

The letter and form must be signed by the exam candidate and sent to us by traceable mail. The letter and additional documentation must be submitted together with payment and be postmarked no later than 10 calendar days after the date of the ineligibility notification.

NOTE: Letters from supervisors and candidates are not considered official documentation and are therefore not accepted. Documentation should demonstrate that the work experience meets the Institute's eligibility requirements.

Appeal Decision

The Director, Certification Services will review the appeal and notify the candidate in writing of the decision within 10 business days from the date that the appeal fee is processed. The decision will be final and is not subject to additional appeals.

Date Candidate Name Primary Email Address

Processing Fee: 35 USD

We accept VISA, MasterCard, American Express, money order, certified/cashier's check and organizational/company check. For payment by credit card, please provide the following required information: Visa MC AMEX

Credit Card Number Expiration Date Credit Card Security Code

Cardholder Name Cardholder Signature

Billing Address

City State/Province Postal Code Country

Submit to HRCI by:

Mail: HR Certification Institute
Exam Eligibility Appeal Form
1725 Duke Street
Alexandria, VA 22314, USA

Fax: +1 571.551.6799

Additional Certificate Request Form

If you legally change your name*, lose your certificate or want another certificate for personal reasons, please fill out the form below. Be sure to keep a copy of this form for your files.

Candidate Name Primary Email Address

Billing Address

City State/Province Postal Code Country

Name of Exam Exam Date

*If you have changed your name, appropriate legal documentation of that change is required. Documentation may include a copy of a driver's license, marriage license or other legal notification. Please do not send originals, as they cannot be returned.

Processing Fee: 25 USD

We accept VISA, MasterCard, American Express, money order, certified/cashier's check and organizational/company check. For payment by credit card, please provide the following required information: Visa MC AMEX

Credit Card Number Expiration Date Credit Card Security Code

Cardholder Name Cardholder Signature

Billing Address

City State/Province Postal Code Country

Submit to HRCI by:

Mail: HR Certification Institute **Fax:** +1 571.551.6799
Additional Certificate Request
1725 Duke Street
Alexandria, VA 22314 USA

Special Testing Accommodation Request Form

Candidates with special testing accommodation needs should complete this form. A special accommodation request must be made by the candidate at the time of application. The information provided and any documentation regarding the disability and the need for accommodation in testing will be treated with strict confidentiality.

Please follow these steps before submitting this form:

- If this form is submitted after an exam appointment has been made, the current appointment has to be cancelled at least three (3) business days prior to the scheduled exam appointment date to avoid forfeiting all fees.
- You must have an appropriate licensed professional or an educational/testing professional complete the Documentation of Disability-Related Needs section so that your request for accommodations can be processed efficiently.

Applicant Information

Candidate Name

Primary Email Address

Address

City

State/Province

Postal Code

Country

Name of Exam

Exam Date

Special Testing Accommodations

Please select the exam for which you are applying:

Professional in Human Resources (PHR®)

Senior Professional in Human Resources (SPHR®)

Professional in Human Resources CA (PHR-CA®)

Senior Professional in Human Resources CA (SPHR-CA®)

Global Professional in Human Resources (GPHR®)

Documentation of Disability-Related Needs by a Qualified Professional

This section must be completed by a licensed health care provider or an educational or testing professional to ensure that we are able to provide the required test accommodation(s).

Professional Documentation

I have known, _____ since _____
Name of Applicant MM/YY

In my capacity as a(n): _____
Professional Title

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

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

Check all that apply:

- | | |
|--|--|
| <input type="checkbox"/> Wheelchair access | <input type="checkbox"/> Separate testing area |
| <input type="checkbox"/> Reader | <input type="checkbox"/> Zoom text font size |
| <input type="checkbox"/> Recorder | <input type="checkbox"/> Jaws software |
| <input type="checkbox"/> Extended testing time | <input type="checkbox"/> Other special accommodation (Please specify.) |

Professional's Signature

Date

Professional's Printed Name

Professional's Title

License Number (if applicable)

Submit to HRCI by:

Mail: HR Certification Institute
Special Testing
Accommodation Request
1725 Duke Street
Suite 700
Alexandria, VA 22314, USA

Fax: +1 571.551.6799
Email: info@hrci.org

Exam Refund Request Form

Please contact Prometric by phone (+1.800.967.1139) or via website (www.prometric.org) to cancel your appointment before submitting this form to HRCI.

All refunds are made according to the refund policies in the current HRCI handbook.

This form must:

- Be submitted within 30 calendar days of the close of the exam period.
- Be submitted within the same exam period as your application.

Exam Refund Request forms received outside of the given timeframe will not be processed.

Candidate Name

Primary Email Address

Address

City

State/Province

Postal Code

Country

Exam Appointment Date And Time (If applicable)

Date And Time The Appointment Was Cancelled (If applicable)

Cancelled Exam Type (Select one only):

- PHR SPHR GPHR
 PHR-CA SPHR-CA

Reason For Cancellation (Select one only):

- Not Prepared To Test Work Conflict Other
 Medical Emergency Personal Emergency

Submit to HRCI by:

Mail: HR Certification Institute
Exam Refund Request Form
1725 Duke Street
Alexandria, VA 22314, USA

Fax: +1 571.551.6799
Email: refunds@hrci.org

NOTE: Refunds will be made in the same manner the original payment was made. It can take up to two (2) billing cycles for a refund to be reflected on a credit card statement. If a refund is declined due to account closure, we will contact you.

Exam Type Change Form

All exam type changes require a **50 USD** change fee. Candidates are eligible for an exam type change once per exam period and if the eligibility requirements of the new exam are met.*

*This may require submission of additional supporting documentation.

This completed form must be received by HRCI at least 10 business days before the scheduled exam date and must be submitted with the appropriate fees.

To change the type of exam please follow these steps:

1. Complete the Exam Type Change Form
2. Submit the Exam Type Change Form to HRCI via fax or mail

Once HRCI staff receives the form, staff will perform the following tasks:

1. Process payment for new exam to include non-refundable
2. Refund original exam fees to the original method of payment less the Exam Type Change Fee (50 USD)

NOTE: We will not change exam types if the request is submitted late.

By making this request you authorize HRCI to cancel the original test date while processing the change request.

Date	Candidate Name	Primary Email Address
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Exam Type Change (Select one only):

- | | | | |
|---|---|---|--|
| <input type="checkbox"/> PHR to PHR-CA* | <input type="checkbox"/> SPHR to SPHR-CA* | <input type="checkbox"/> GPHR to SPHR | <input type="checkbox"/> PHR-CA to HRBP** |
| <input type="checkbox"/> PHR to SPHR | <input type="checkbox"/> SPHR to GPHR | <input type="checkbox"/> GPHR to SPHR-CA* | <input type="checkbox"/> PHR-CA to HRMP** |
| <input type="checkbox"/> PHR to GPHR | <input type="checkbox"/> SPHR to HRBP** | <input type="checkbox"/> GPHR to HRBP** | <input type="checkbox"/> SPHR-CA to GPHR |
| <input type="checkbox"/> PHR to HRBP** | <input type="checkbox"/> SPHR to HRMP** | <input type="checkbox"/> GPHR to HRMP** | <input type="checkbox"/> SPHR-CA to HRBP** |
| <input type="checkbox"/> PHR to HRMP** | <input type="checkbox"/> GPHR to PHR | <input type="checkbox"/> PHR-CA to SPHR | <input type="checkbox"/> SPHR-CA to HRMP** |
| <input type="checkbox"/> SPHR to PHR | <input type="checkbox"/> GPHR to PHR-CA* | <input type="checkbox"/> PHR-CA to GPHR | |

*Only candidates with a current PHR or SPHR designation can change to a California exam.

**Only candidates who reside outside of the US can change to the HRBP and HRMP exams.

Administration Fee: 50 USD

We accept VISA, MasterCard, American Express, money order, certified/cashier's check and organizational/company check. For payment by credit card, please provide the following required information: Visa MC AMEX

Credit Card Number

Expiration Date

Credit Card Security Code

Cardholder Name

Cardholder Signature

Address

City

State/Province

Postal Code

Country

Submit to HRCI by:

Mail: HR Certification Institute
Exam Type Change Form
1725 Duke Street
Suite 700
Alexandria, VA 22314, USA

Fax: +1 571.551.6799

NOTE: Refunds will be made in the same manner the original payment was made. If a refund is declined due to account closure, we will contact you. It can take up to two (2) billing cycles for a refund to be reflected on a credit card statement.

Qualifying HR Work Experience Form

WHO SHOULD USE THIS FORM?

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

Name	Job Title	Primary Email Address
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Organization Name

Organization Address

Supervisor's Name	Supervisor's Phone Number	Supervisor's Email Address
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Candidate's Position	From (MM/YY) to (MM/YY)
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ELIGIBILITY REQUIREMENTS BY EXAM

PHR®

- A minimum of 1 year of experience in a professional-level HR position with a Master's degree or higher, OR
- A minimum of 2 years of experience in a professional-level HR position with a Bachelor's degree, OR
- A minimum of 4 years of experience in a professional-level HR position with less than a Bachelor's degree

SPHR®

- A minimum of 4 years of experience in a professional-level HR position with a Master's degree or higher, OR
- A minimum of 5 years of experience in a professional-level HR position with a Bachelor's degree, OR
- A minimum of 7 years of experience in a professional-level HR position with less than a Bachelor's degree

GPHR®

- A minimum of 2 years of global experience in a professional-level HR position with a Master's degree or higher, OR
- A minimum of 3 years of experience (with 2 of the 3 being global HR experience) in a professional-level HR position with a Bachelor's degree, OR
- A minimum of 4 years of experience (with 2 of the 4 being global HR experience) in a professional-level HR position with less than a Bachelor's degree

California Designation (PHR-CA®/SPHR-CA®)

NOTE: Needs to be PHR- or SPHR- certified to qualify for the exam

WHAT IS THE DEFINITION OF “PROFESSIONAL-LEVEL” WORK?

Eligible candidates are those who have acquired the minimum years of HR experience based on their education level for the specific certification they wish to earn as identified by HRCI requirements, in a position or positions listed on our list of approved job titles. Those with a college degree are not required to have a degree in HR.

If a candidate holds a job title not shown on the approved list of job titles they must have the minimum years of experience in a position that:

- exists for the purpose of overseeing, managing, or controlling HR activities for an organization or client; and
- requires the individual to regularly share their expertise in the HR field as part of their job duties; and
- regularly requires work at a professional-level.

HRCI defines a “professional-level” HR position as one that includes:

- the ability to use independent judgment and discretion in performing work duties;
- some authority for decision-making;
- in-depth work requirements, such as data gathering, analysis and interpretation;
- interaction with people at multiple levels including decision-makers; and
- individual accountability for results.

Our exams measure HR experience and knowledge gained on-the-job and through formal education. Individuals who are not likely to be considered eligible include:

- people managers whose main job is in a function other than HR
- entry-level HR practitioners (i.e. HR clerks or HR assistants) OR
- those interested in transitioning into the HR profession.

See more at: <http://www.hrci.org/our-programs/becoming-certified/requirements-and-eligibility/understanding-professional-level-experience>

List the Countries in Which You Conduct Business:

Job Duties and Responsibilities

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

I certify that this position is/was at the: HR professional- level* HR non-professional

* Checking "professional-level" and submitting this form is not a guarantee of eligibility.

Candidate's Signature

Date

Candidate's Printed Name

Home Phone Number

Email Address

Please submit this completed form (with your official job description):

Mail: HR Certification Institute
1725 Duke Street
Suite 700
Alexandria, VA 22314, USA

Fax: +1 571.551.6799
Email: exams@hrci.org

Review of Exam Results Form

Do not submit this form until after you have received your results report.

This request must be received with the appropriate fee (*50 USD*) and information no later than two (2) months after your test date. Please print or type all information on this form. Review of exam scores will be processed and mailed approximately two (2) weeks from the receipt of the request. Review of exam score results is final.

Please select the certification exam that applies to you:

- | | |
|---|---|
| <input type="checkbox"/> Professional in Human Resources (PHR®) | <input type="checkbox"/> Senior Professional in Human Resources (SPHR®) |
| <input type="checkbox"/> Professional in Human Resources CA (PHR-CA®) | <input type="checkbox"/> Senior Professional in Human Resources CA (SPHR-CA®) |
| <input type="checkbox"/> Global Professional in Human Resources (GPHR®) | |

First Name	Middle Initial	Last Name
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Address

City	State/Province	Postal Code	Country
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Primary Phone Number	Primary Email Address	Exam Date
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If the information above is different from what you provided on the original application, you must provide the information you entered on the original exam application below.

First Name	Middle Initial	Last Name
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Address Line

City	State/Province	Postal Code	Country
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I hereby request Prometric review my exam results.

Candidate's Signature	Date
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Review Exam Results Fee: 50 USD

We accept VISA, MasterCard, American Express, money order, certified/cashier's check and organizational/company check. For payment by credit card, please provide the following required information: Visa MC AMEX

Credit Card Number

Expiration Date

Credit Card Security Code

Cardholder Name

Cardholder Signature

Billing Address

City

State/Province

Postal Code

Country

Submit to Prometric by:

Mail: Prometric
Review of HRCI Exam Results
1260 Energy Lane
St. Paul, MN 55708, USA

Prometric Regional Contact Centers

Candidates may schedule their exam appointment online at www.prometric.com/hrci or by contacting one of the following Prometric Regional Contact Centers.

LOCATION	HOURS	CONTACT INFO
Australia	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333
China	Mon–Fri 8:30–19:00 GMT +10:00	+86-10-82345674 +86-10-61957801 (fax)
Europe	Mon–Fri 9:00–18:00 GMT +10:00	+31-320-239-540
Hong Kong	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333
India	Mon–Fri 9:00–17:30 GMT +05:30	+91-124-4147700
Indonesia	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333
Japan	Mon–Fri 9:00–18:00 GMT +09:00	+03-5541-4800
Korea	Mon–Fri 8:30–19:00 GMT +10:00	+1566-0990
Latin America	Mon–Fri 9 am–5 pm ET	+1-443-751-4995
Malaysia	Mon–Fri 8:00–20:00 GMT +08:00	+603-76283333
Middle East	Sun–Thu 9:00–18:00 GMT +10:00	+31-320-239-530
New Zealand	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333
North Africa	Mon–Fri 9:00–18:00 GMT +10:00	+31-320-239-530
North America	Mon–Fri 8 am–8 pm ET	1-800-967-1139
Phillipines	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333
Singapore	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333
Sub-Saharan Africa	Mon–Fri 9:00–18:00 GMT +10:00	+31-320-239-593
Taiwan	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333
Thailand	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333
All Others	Mon–Fri 8:30–19:00 GMT +10:00	+603-76283333

Code Of Ethical And Professional Responsibility

HRCI's *Code of Ethical and Professional Responsibility* has been adopted to promote and maintain the highest standards of service and conduct for all persons it has certified to use any of its certification marks, including: PHR®, SPHR®, GPHR®, PHR-CA®, SPHR-CA®, HRBP® and HRMP®.

Our Board of Directors 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 HRCI credential and serves to ensure public confidence in the integrity of these individuals.

Those holding an HRCI credential commit to the following:

Professional Responsibility

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

- Adhere to the highest standards of ethical and professional behavior.
- Measure the effectiveness of Human Resources in contributing to or achieving organizational goals.
- Comply with the law.
- Work consistently within the values of the profession.
- Strive to achieve the highest levels of service, performance and social responsibility.
- Advocate for the appropriate use and appreciation of human beings as employees.
- Advocate openly and within the established forums for debate in order to influence decision-making and results.

Professional Development

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

- Commit to continuous learning, skills development and application of new knowledge related to both HR management and the organizations you serve.
- 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 HRCI certificant, you are expected to exhibit individual leadership as a role model for maintaining the highest standards of ethical conduct. You will:

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

Fairness And Justice

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

- Respect the uniqueness and intrinsic worth of every individual.
- Treat people with dignity, respect and compassion to foster a trusting work environment free of harassment, intimidation and unlawful discrimination.
- Ensure that everyone has the opportunity to develop their skills and new competencies.
- Assure an environment of inclusiveness and a commitment to diversity in the organizations you serve.

- Develop, administer and advocate policies and procedures that foster fair, consistent and equitable treatment for all.
- Regardless of personal interests, support decisions made by your organizations that are both ethical and legal.
- 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 HRCI certificant, you must maintain a high level of trust with your 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:

- Adhere to and advocate the use of published policies on conflicts of interest within your organization.
- Refrain from using your position for personal, material or financial gain or the appearance of such.
- Refrain from giving or seeking preferential treatment in the HR processes.
- 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 HRCI 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:

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

Disciplinary Process And Procedures

Our Board's disciplinary procedures are designed to ensure a fair and reasonable process for any professional holding one of the HRCI credentials against whom allegations of violations of the *Code of Ethical and Professional Responsibility* are brought.

1. Nature Of The Process

These procedures are the only means to resolve all HRCI ethical charges and complaints. We have 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 HRCI to apply the Code of Ethical and Professional Responsibility, the Disciplinary Process and Procedures or other policies and will not challenge the results of any HRCI 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 a written complaint, the HRCI 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 that expiration date, unless we determine 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 HRCI'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 members of HRCI, 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 (1) member of every Hearing Panel will be a member of the HRCI Board, and at least two (2) members of the panel will hold at least one (1) of HRCI's credentials. The panel will be appointed by HRCI'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 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 HRCI Board of Directors may impose any of the following forms of discipline:

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

Grounds 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 our rules and procedures for obtaining or maintaining certification or is considered a material violation of this Code of Ethical and Professional Responsibility
 4. Failure to respond to a request for information concerning an ethics violation allegation by HRCI's Board or HRCI's Hearing Panel without just cause
 5. Obstruction of the HRCI Hearing Panel's performance of its duties
 6. Any false or misleading statement made to HRCI's Board or the HRCI 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.

The Code of Ethics and Professional Responsibility is subject to change. Please refer to the website, www.hrci.org/codeofethics, for the most current information.

HRCI

The HR Certification Institute is an independent, internationally recognized certifying body for the HR profession. Established in 1976, HRCI certifies professionals who meet eligibility standards and pass a rigorous examination. Our 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.

Delivery Of Exams

Prometric is the testing vendor with which HRCI contracts for exam delivery services. These services include providing the scheduling, administering and proctoring of the exams. Prometric, a wholly-owned subsidiary of ETS, is a trusted and market-leading provider of technology-enabled testing and assessment. Committed to a set of values that get the right test to the right location at the right time and to the right test taker, Prometric supports candidates worldwide who take close to 10 million tests each year. Through innovation, workflow automation and standardization, Prometric advances test development and delivery solutions that are better, faster and at less expense. Prometric delivers tests flexibly via the Web or by utilizing a robust network of more than 8,000 test centers in more than 160 countries and on behalf of more than 400

clients in the academic, financial, government, healthcare, professional, corporate and information technology markets. For more information, please visit www.prometric.com.

The HR Certification Institute contracts with Pearson Vue to provide psychometric expertise on item writing, exam construction and item analysis; maintain the item banks; and provide statistical information. For more information about Pearson Vue, please visit www.pearsonvue.com.

HRCI

1725 Duke Street
Suite 700
Alexandria, VA 22314 USA

Global Privacy Statement

Your privacy is important to HRCI. We respect your confidentiality. We explicitly will not sell or rent your personal information. This includes name, address, phone number, email address, date of birth, certification status or other information that identifies an individual personally. We are committed to setting and upholding the highest standards and offer this privacy policy as an extension of this commitment.

Information Security

We are committed to ensuring the security of your personal information. To prevent unauthorized access or disclosure, maintain data accuracy and ensure the appropriate use of information, we have put in place appropriate physical, electronic and managerial procedures to safeguard and secure the information we collect online. We have in place reasonable commercial standards of technology and operational security designed to protect all personally identifiable information provided by visitors via our website(s) from unauthorized third-party access.

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