The PHR® and SPHR® exams are created using the following PHR® and SPHR® Body of Knowledge, which outlines the responsibilities of and knowledge needed by today’s HR professional. The PHR® and SPHR® body of knowledge is created by HR subject matter experts through a rigorous practice analysis study and then validated by HR professionals working in the field through an extensive survey instrument. The PHR® and SPHR® body of knowledge is updated periodically to ensure it is consistent with current practices in the HR field. All questions appearing on the exams beginning with the spring 2012 exam period are linked to the responsibility and knowledge statements outlined below.

IF LAWS CHANGE
We realize that employment laws change constantly. Candidates are responsible for knowing the HR laws and regulations that are in effect as of the start of each exam period.

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

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

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

**Responsibilities:**

01 Interpret and apply information related to the organization’s operations from internal sources, including finance, accounting, business development, marketing, sales, operations, and information technology, in order to contribute to the development of the organization’s strategic plan.

02 Interpret information from external sources related to the general business environment, industry practices and developments, technological advances, economic environment, labor force, and the legal and regulatory environment, in order to contribute to the development of the organization’s strategic plan.

03 Participate as a contributing partner in the organization’s strategic planning process (for example: provide and lead workforce planning discussion with management, develop and present long-term forecast of human capital needs at the organizational level).

04 Establish strategic relationships with key individuals in the organization to influence organizational decision-making.

05 Establish relationships/alliances with key individuals and outside organizations to assist in achieving the organization’s strategic goals and objectives (for example: corporate social responsibility and community partnership).

06 Develop and utilize business metrics to measure the achievement of the organization’s strategic goals and objectives (for example: key performance indicators, balanced scorecard).

07 Develop, influence, and execute strategies for managing organizational change that balance the expectations and needs of the organization, its employees, and other stakeholders.

08 Develop and align the human resource strategic plan with the organization’s strategic plan. **SPHR® only**

09 Facilitate the development and communication of the organization’s core values, vision, mission, and ethical behaviors.

10 Reinforce the organization’s core values and behavioral expectations through modeling, communication, and coaching.

11 Provide data such as human capital projections and costs that support the organization’s overall budget.

12 Develop and execute business plans (i.e., annual goals and objectives) that correlate with the organization’s strategic plan’s performance expectations to include growth targets, new programs/services, and net income expectations. **SPHR® only**

13 Perform cost/benefit analyses on proposed projects. **SPHR® only**

14 Develop and manage an HR budget that supports the organization’s strategic goals, objectives, and values. **SPHR® only**

15 Monitor the legislative and regulatory environment for proposed changes and their potential impact to the
organization, taking appropriate proactive steps to support, modify, or oppose the proposed changes.

Develop policies and procedures to support corporate governance initiatives (for example: whistleblower protection, code of ethics). SPHR® only

Participate in enterprise risk management by ensuring that policies contribute to protecting the organization from potential risks.

Identify and evaluate alternatives and recommend strategies for vendor selection and/or outsourcing. SPHR® only

Oversee or lead the transition and/or implementation of new systems, service centers, and outsourcing. 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). SPHR® only

Determine strategic application of integrated technical tools and systems (for example: new enterprise software, performance management tools, self-service technologies). SPHR® only

Knowledge of:

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

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

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

Responsibilities:

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

Knowledge of:

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

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

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

**Responsibilities:**

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

**Knowledge of:**

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

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

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

**Responsibilities:**

01 Ensure that compensation and benefits programs are compliant with applicable federal laws and regulations.  
02 Develop, implement, and evaluate compensation policies/programs (for example: pay structures, performance-based pay, internal and external equity).  
03 Manage payroll-related information (for example: new hires, adjustments, terminations).  
04 Manage outsourced compensation and benefits components (for example: payroll vendors, COBRA administration, employee recognition vendors). **PHR** only
FUNCTIONAL AREA 05: EMPLOYEE AND LABOR RELATIONS (20%, 14%)

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

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

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

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

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

Responsibilities:

01  Ensure that workplace health, safety, security, and privacy activities are compliant with applicable federal laws and regulations.

02  Conduct a needs analysis to identify the organization’s safety requirements.

03  Develop/select and implement/administer occupational injury and illness prevention programs (i.e., OSHA, workers' compensation). PHR® only

04  Establish and administer a return-to-work process after illness or injury to ensure a safe workplace (for example: modified duty assignment, reasonable accommodations, independent medical exam).

05  Develop/select, implement, and evaluate plans and policies to protect employees and other individuals, and to minimize the organization’s loss and liability (for example: emergency response, workplace violence, substance abuse).

06  Communicate and train the workforce on security plans and policies.

07  Develop, monitor, and test business continuity and disaster recovery plans.

08  Communicate and train the workforce on the business continuity and disaster recovery plans.

09  Develop policies and procedures to direct the appropriate use of electronic media and hardware (for example: e-mail, social media, and appropriate website access).

10  Develop and administer internal and external privacy policies (for example: identity theft, data protection, workplace monitoring).

Knowledge of:

61  Applicable federal laws and regulations related to workplace health, safety, security, and privacy (for example: OSHA, Drug-Free Workplace Act, ADA, HIPAA, Sarbanes-Oxley Act)

62  Occupational injury and illness prevention (safety) and compensation programs

63  Investigation procedures of workplace safety, health and security enforcement agencies

64  Return to work procedures (for example: interactive dialog, job modification, accommodations)

65  Workplace safety risks (for example: trip hazards, blood-borne pathogens)

66  Workplace security risks (for example: theft, corporate espionage, sabotage)

67  Potential violent behavior and workplace violence conditions

68  General health and safety practices (for example: evacuation, hazard communication, ergonomic evaluations)

69  Organizational incident and emergency response plans

70  Internal investigation, monitoring, and surveillance techniques

71  Employer/employee rights related to substance abuse

72  Business continuity and disaster recovery plans (for example: data storage and backup, alternative work locations, procedures)

73  Data integrity techniques and technology (for example: data sharing, password usage, social engineering)

74  Technology and applications (for example: social media, monitoring software, biometrics)

75  Financial management practices (for example: procurement policies, credit card policies and guidelines, expense policies)

Core Knowledge:

76  Needs assessment and analysis

77  Third-party or vendor selection, contract negotiation, and management, including development of requests for proposals (RFPs)

78  Communication skills and strategies (for example: presentation, collaboration, sensitivity)

79  Organizational documentation requirements to meet federal and state guidelines

80  Adult learning processes

81  Motivation concepts and applications

82  Training techniques (for example: virtual, classroom, on-the-job)

83  Leadership concepts and applications

84  Project management concepts and applications

85  Diversity concepts and applications (for example: generational, cultural competency, learning styles)

86  Human relations concepts and applications (for example: emotional intelligence, organizational behavior)

87  Ethical and professional standards

88  Technology to support HR activities (for example: HR Information Systems, employee self-service, e-learning, applicant tracking systems)

89  Qualitative and quantitative methods and tools for analysis, interpretation, and decision-making purposes (for example: metrics and measurements, cost/benefit analysis, financial statement analysis)

90  Change management theory, methods, and application

91  Job analysis and job description methods

92  Employee records management (for example: electronic/paper, retention, disposal)

93  Techniques for forecasting, planning, and predicting the impact of HR activities and programs across functional areas

94  Types of organizational structures (for example: matrix, hierarchy)

95  Environmental scanning concepts and applications (for example: Strengths, Weaknesses, Opportunities, and Threats [SWOT], and Political, Economic, Social, and Technological [PEST])

96  Methods for assessing employee attitudes, opinions, and satisfaction (for example: surveys, focus groups/panels)

97  Budgeting, accounting, and financial concepts

98  Risk-management techniques
OVERVIEW

The GPHR® exam is created using the following GPHR® Body of Knowledge, which outlines the responsibilities of and knowledge needed by today’s global HR professional. The GPHR® Body of Knowledge is created by global HR subject matter experts through a rigorous practice analysis study and then validated by HR professionals working in the field through an extensive survey instrument. The GPHR® Body of Knowledge is updated periodically to ensure it is consistent with current practices in the global HR field. All questions appearing on the exam are linked to the responsibility and knowledge statements outlined below.

IF LAWS CHANGE

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

FUNCTIONAL AREA 01: STRATEGIC HR MANAGEMENT (26%)

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

Responsibilities:

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

Knowledge of:

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

07 Financial measures/tools for assessing the value of HR programs (e.g., return on investment [ROI], cost/benefit analysis).

08 The organization’s values and their fit with the culture and context of other countries.

09 Business ethics standards and practices at a global level, while maintaining local relevance.

10 Role and expectations of customers, suppliers, employees, communities, shareholders, boards of directors, owners and other stakeholders.

11 HRIS architecture and technology to support global human resource activities.

12 Cross-border divestitures and mergers and acquisitions integration practices and procedures.

13 International site start-up practices and procedures.

14 The organization’s business philosophies, financial models and financial statements.

15 Due diligence processes appropriate to specific cultures.

16 Best practices and application of community relations, environmental initiatives and philanthropic activities.

17 Corporate social responsibility practices and policies.

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

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

**Responsibilities:**

01 Ensure that global talent acquisition and mobility policies, practices and programs comply with applicable laws and regulations. Examples: Employment Contract Act (China), Council Regulation 1612/68 on freedom of movement of workers within the Community (EU), Contract Labor Act (India).

02 Develop strategic approach for global talent acquisition and mobility to ensure alignment with business need requirements.

03 Utilize and promote the employer branding strategy to attract talent from global and local markets.

04 Identify, utilize and evaluate sources of global talent (e.g., personal networks, college recruiting, international job boards).

05 Develop a global staffing plan that supports business needs in collaboration with leadership and line management.

06 Calculate cost estimates for global assignments and advise line management on budgetary impact.

07 Develop, implement and evaluate pre- and post-hire policies and procedures (e.g., selection criteria/tools, employment/secondment agreements, background checks, medical evaluation) that are culturally and contextually appropriate.

08 Create position descriptions that define job-specific responsibilities, knowledge, skills and abilities.

09 Develop, implement and evaluate orientation/induction processes that are culturally relevant and aligned with organizational strategy.

10 Provide consultation to potential global assignees and line management on terms and conditions of assignment, planning and expectation-setting to enable a successful relocation/assignment.

11 Monitor staffing metrics (e.g., cost-per-hire, quality of hire, retention, return on investment) to evaluate results against global staffing plan.

12 Comply with required immigration regulations (e.g., visas, work permits).

13 Coordinate relocation and support services for international assignments (e.g., shipment, storage, home/host housing, property management, destination services, schooling and educational counseling, spouse/partner career assistance, etc.).

14 Establish and maintain ongoing communication practices with assignees, local management and home-country management.

**Knowledge of:**

18 Applicable laws and regulations related to hiring and employment.

19 Strategies to promote employer of choice or employment branding initiatives.

20 Methods for developing, sourcing and implementing a global workforce staffing plan.

21 Global and country-specific recruiting and hiring practices, methods and sources.

22 Job description development.

23 Culturally appropriate interviewing techniques and selection systems.

24 Employment contract content requirements by country.

25 Deployment activities (e.g., relocation, immigration).

26 Corporate induction programs.

27 Staffing metrics (e.g., headcount, cost-per-hire, days-to-fill, return on investment).

28 Different types of assignments, policies and practices (e.g., short-term, long-term, sequential, commuting and permanent assignees).

29 Assessment and selection tools and models for international assignments.

30 International assignment management, tracking and reporting.

31 Intercultural theory models and their application to the assignment process and success.

32 Critical success factors for international assignees (e.g., family adjustment and support, communication).

33 Global assignee orientation programs (e.g., cross-cultural training, destination services, language training).

34 Assignment assessment measures to evaluate assignee fit and impact on the business (e.g., return on investment).

35 Immigration issues related to global mobility (e.g., visas, work...
Techniques for fostering effective communications with global assignees, line management and leadership.

International assignment costs (cost of living allowances, premiums, housing, shipping).

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

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

Responsibilities:

01 Ensure that global compensation, benefits and perquisite programs are appropriately funded, cost- and tax-effective and compliant with applicable laws and regulations. Examples: Employee Provident Fund (India), Fair Labor Standards Act (US), Employment Act (UK).

02 Establish and communicate a global compensation and benefits strategy aligned to support the organization's business requirements while sustaining employee engagement.

03 Design and/or negotiate compensation and benefits programs for business changes (e.g., mergers and acquisitions, joint ventures).

04 Develop, implement and assess job valuation systems aligned with global business strategy.

05 Establish and maintain compensation, benefits and perquisite programs for key executives in each country of operation, including base salary structures, short- and long-term incentive plans, supplemental benefits programs and tax effective compensation arrangements.

06 Develop and implement compensation terms and conditions (e.g., balance sheet calculations, allowances, end-of-assignment bonuses).

07 Develop and implement global assignment benefits and perquisite programs (e.g., health care, employee assistance programs, club memberships, company car).

08 Develop, implement and assess programs to address income and social insurance tax obligations and their portability for global assignees.

09 Develop, implement and evaluate programs, processes and policies for the transition of global assignees to local employment status.

10 Establish and maintain compensation, benefits and perquisite programs for locally hired employees in each country of operation.

11 Manage and evaluate assignment-related payments, payroll processes and activities.

Knowledge of:

38 Applicable local compensation, benefits and tax laws.

39 Assignment tax planning and tax compliance requirements and processes.

40 Expenses related to international relocation (e.g., househunting, furniture rental, temporary accommodations, shipment of goods, cultural/language training, dependent education).

41 Payroll requirements and assignment payment methods (e.g., split payroll, home and host country payments).

42 Localization concepts and processes (e.g., tax implications, social security issues).

43 Global assignee compensation packages.

44 Cost-of-living models and their impact for international assignments (e.g., commodities and services allowances, efficient purchaser indices).

45 Global and country-specific benefits programs (e.g., retirement, social security, health care).

46 Global and country-specific perquisite programs (e.g., company car, club membership, housing, meal vouchers).

47 Equity-based programs (including stock options, phantom stock, restricted shares and stock purchase, employee stock) and their global application and taxation ramifications for the employee and the company.

48 The impact of cross-border moves on long- and short-term incentive programs.

49 Portability of health and welfare programs (e.g., pension, medical, disability insurance).

50 Finance, payroll and accounting practices related to country-specific compensation and benefits.

51 Procedures to collect and analyze data from global and country-specific compensation and benefits surveys.

52 Total remuneration and appropriate mix of types of compensation and benefits for different country-specific or sectoral markets.

53 Global executive compensation, benefits and perquisites programs (such as annual management incentive, deferred compensation, long-term incentives and tax-effective compensation methods).

54 Financing of benefits programs, including insured programs, multinational insurance pooling and retirement funding vehicles.

55 Information sources on global and country-specific compensation, benefits and tax trends.

56 Due diligence procedures on business changes (e.g., mergers and acquisitions, joint ventures) with respect to compensation and benefits issues.

57 Job valuation tools (for example, point-factor systems, salary surveys, benchmarking, global applicability).

58 Applicable double-tax treaties and totalization agreements.

59 Labor union and works council mandated compensation and benefits.

60 Work/life balance programs.

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

The design, implementation and enrichment of organizational structures, programs and processes to effectively develop and engage
a global workforce aligned with the organization's business needs, culture and values.

Responsibilities:

01 Ensure that human resource development programs are compliant with applicable laws and regulations. Examples: Title VII of the Civil Rights Act (US), Employment Equity Act (Canada), Directive 76/207/EEC on the principle of equal treatment for men and women (EU).

02 Promote local and regional alignment of corporate vision, organizational culture and core values.

03 Create and implement global diversity and inclusion programs that are aligned with the organization's philosophy and meet legal requirements while considering cultural perspectives.

04 Develop systems that support the implementation of global change management initiatives.

05 Develop and deploy communication programs that are effective for a global workforce and other stakeholders.

06 Ensure that employees have the appropriate knowledge, skills and abilities needed to meet current and future business requirements.

07 Implement and evaluate a process to gauge effectiveness of organizational development programs based on global HR metrics/measurements (e.g., an "HR management system" composed of employee satisfaction surveys, attrition, training results, benchmarking, score cards, other indicators).

08 Develop and implement processes, programs and tools to support career development, leadership development, succession planning and retention throughout the organization, in an environment where global roles are not necessarily location-specific.

09 Develop and implement appropriate cultural and language training for employees with global responsibilities and for their families, when necessary.

10 Develop programs and processes to support geographically dispersed and/or virtual teams (for example, shared leadership, task completion, project management).

11 Implement worldwide performance management processes that support both global and local business objectives and are culturally appropriate.

12 Develop and implement programs to support the organization's growth, restructuring, redeployment and downsizing initiatives globally, including exit management processes (e.g., mergers and acquisitions, divestitures, reductions in force, joint ventures).

13 Develop international assignee repatriation programs that support company strategy.

14 Develop and implement global competency models to support global and local business goals in culturally appropriate ways.

Knowledge of:

61 Applicable laws and regulations related to human resource development activities.

62 Techniques to promote and align corporate vision, culture and values with local and regional organizations.

63 Global organizational development programs and practices (including succession planning, career development and leadership development).

64 Needs assessment, for both the business and employees, within a global environment (involving different cultures and countries).

65 Training programs and their application in global environments.

66 Global learning models and methodologies.

67 Performance appraisal, management and coaching methods as they apply globally and locally (including expatriate global assignments).

68 Techniques to measure organizational effectiveness in a global business environment (e.g., satisfaction surveys, benchmarking and productivity measurement tools such as scorecards or indicators).

69 Retention strategies and principles and their application in different cultures and countries (including expatriate assignments).

70 Redeployment, downsizing and exit management strategies and principles and their application in different cultures and countries.

71 Career planning models for global roles.

72 Critical success factors for international assignees (e.g., family adjustment and support, communication, career planning, mentoring).

73 Repatriation best practices and processes.

74 Competency models and their global applicability.

75 Trends and practices for global employee engagement.

76 Interpersonal and organizational behavior concepts and applications in a global context (including the use of geographically dispersed teams).

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

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

Responsibilities:

01 Ensure activities related to employee and labor relations (up to and including termination of employment), safety, security and privacy are compliant with applicable laws and regulations. Examples: TUPE - Transfer of Undertakings (Protection of Employment – UK), Directive 2002/14/EC establishing a general framework for informing and consulting employees in the EC (EU), Trade Union Law (China).


03 Ensure organizational compliance with globally recognized regulations to enable effective workforce relations and meet acceptable workplace standards (for example, OECD...
Guidelines for Multinational Enterprises, ILO conventions, Mercosur, NAFTA, WTO).

04 Monitor employment-related legal compliance and ethical conduct throughout the global supply chain (including thirdparty vendors) to mitigate risk to the organization.

05 Develop audit procedures to assess HR internal controls, evaluate results and take corrective actions.

06 Establish and maintain employee records with appropriate regard for privacy regulations where applicable (e.g., EU Data Privacy Directive, US HIPAA, Australian Federal Privacy Act).

07 Establish alternative dispute resolution/grievance processes in compliance with applicable laws and practices, where permitted.

08 Develop and implement programs to promote a positive work culture (e.g., employee recognition, constructive discipline, non-monetary rewards, positive reinforcement).

09 Coordinate collective bargaining activities and contract administration with national and/or local unions as needed.

10 Confer with employee representative groups in compliance with statutory requirements (e.g., works councils, unions, Joint Action committees).

11 Develop, implement and communicate employment-related corporate policies (e.g., ethics, code of conduct, antidiscrimination, harassment).

12 Coordinate global risk management, emergency response and security practices (including intellectual property).

Knowledge of:

77 Applicable laws affecting employee and labor relations (including termination of employment), workplace health, safety, security and privacy.


79 Globally recognized regulations, conventions and agreements (e.g., OECD Guidelines for Multinational Enterprises, ILO Conventions, Mercosur, NAFTA, WTO). 80 Employment-related legal compliance and ethical conduct of vendors, suppliers and contractors.

81 Internal controls, compliance and audit processes.

82 Employee rights to privacy and recordkeeping requirements (e.g., EU Data Privacy Directive and Safe Harbor Privacy Principles, US HIPAA, Australian Federal Privacy Act).

83 Individual employment rights (e.g., employees' rights to bargain, grievance procedures, required recognition of unions).

84 Appropriate global or local techniques for facilitating favorable employee relations (e.g., small group facilitation, dispute resolution, grievance handling, employee recognition, constructive discipline, labor-management cooperative strategies and programs).

85 Legal and customary roles of works councils and trade unions.

86 Location-specific collective bargaining processes, strategies, and concepts.

87 Global employment litigation.

88 Workplace security risks, including physical threats and piracy of intellectual property and other company-proprietary information.

89 Local conditions relating to personal security (e.g., kidnapping, terrorism, carjacking).

90 Emergency response plans (e.g., medical emergencies, pandemics, disaster recoveries, criminal prosecution, evacuation plans, facility safety plans).

CORE KNOWLEDGE RELATED TO MULTIPLE DOMAINS OF GLOBAL HR ACTIVITY

91 Basic business, global, political and socioeconomic conditions, demographics, law and trade agreements and how they relate to business operations.

92 Globalization and its drivers, consequences and trends.

93 Global management techniques, including planning, directing, controlling and coordinating resources.

94 Global project management techniques.

95 The global application of human resource ethics and professional standards.

96 Change management strategies, processes and tools.

97 Global leadership concepts and applications.

98 Qualitative and quantitative methods and tools for analysis, interpretation and decision-making purposes and their use globally.

99 Intercultural theory and specific cultural behaviors.

100 Cross-cultural management techniques.

101 Strategies for managing global vendor/supplier relationships, selection processes and contract negotiations.

102 Communication processes and techniques and their worldwide applicability.

103 Effective use of interpreters, translators and translations.

104 Techniques to promote creativity and innovation.

105 Principles and practices that foster diversity/inclusion.

106 The strategies of globalization versus localization of HR policies and programs.
OVERVIEW

The California (PHR-CA®/SPHR-CA®) exam is created using the following California (PHR-CA®/SPHR-CA®) Body of Knowledge, which outlines the responsibilities of and knowledge needed by today’s California HR professional. The California (PHR-CA®/SPHR-CA®) Body of Knowledge is created by global HR subject matter experts through a rigorous practice analysis study and then validated by HR professionals working in the field through an extensive survey instrument. The California (PHR-CA®/SPHR-CA®) Body of Knowledge is updated periodically to ensure it is consistent with current practices in the California HR field. All questions appearing on the exam are linked to the responsibility and knowledge statements outlined below.

FUNCTIONAL AREA 01: COMPENSATION AND BENEFITS (26%)

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

Responsibilities:

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

Knowledge of:

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

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

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

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

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

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

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

Knowledge of:
• California State Disability Insurance (SDI) and Paid Family Leave (PFL)
• Pregnancy disability leaves (for example, provisions and integration of FMLA, PFL, and CFRA)
• California Family Rights Act (CFRA) (for example, provisions and integration with leave laws other than pregnancy)
• Integration of leave laws (for example, discretionary and mandated)
• School leave (for example, Family-School Partnership Act and school suspensions and expulsions)
• Domestic violence and sexual assault victims leave
• Crime victims leave
• Time off to vote requirement
• Sick leave
• Kin care requirements
• Vested time off requirements (for example, vacation, paid time off)
• Workers compensation leave and continuation of benefits (for example, return to work and apportionment of workers compensation)
• Medical provider network (MPN) for workers compensation
• Legal requirements for postings and notices
• Documentation and record retention requirements
FUNCTIONAL AREA 04: HEALTH, SAFETY AND SECURITY (11%)

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

Responsibilities

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

Knowledge of:

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