



**CERTIFICATIONS IN
HUMAN RESOURCES »**

PHRi™
Professional in Human
Resources - International™

PHRi™

EXAM CONTENT OUTLINE

PHRi EXAM CONTENT OUTLINE AT-A-GLANCE

PHRi EXAM WEIGHTING BY FUNCTIONAL AREA:

- » HR Administration (22%)
- » Recruitment and Selection (22%)
- » Employee Relations
and Communication (20%)
- » Training and Development (15%)
- » Compensation and Benefits (14%)
- » Health, Safety and Security (7%)

The PHRi EXAM CONTENT OUTLINE is updated periodically (approximately every five years) to ensure it is consistent with current practices in the HR field. All questions appearing on the exams beginning with the 2014 exam period are linked to the responsibility and knowledge statements preceding above.

PHRi EXAM

The Professional in Human Resources - International™ (PHRi™) - credential demonstrates mastery of generally accepted technical and operational HR principles. This credential is developed to validate core human resource knowledge and skills and demonstrated mastery of generally accepted principles, independent of geographic region, from professionals practicing HR outside of the United States. Through demonstrated knowledge, the credentials enhance the credibility of HR professionals and the organizations they serve.

FUNCTIONAL AREA 01: HR ADMINISTRATION (22%)

Monitoring activities for opportunities to make improvements, using metrics to measure success and providing and maintaining information related to the HR function. This may include answering questions from employees and documenting employee information in paper forms or in a Human Resource Information System.

RESPONSIBILITIES

- 01 Use HR metrics and prepare reports to analyze HR issues (for example, the number of employees hired and those who left, employee turnover, the cost per employee, and budgets)
- 02 Format and maintain organization charts
- 03 Maintain, file, and process HR forms (for example, notices, announcements, new hire forms, and salary forms)
- 04 Make sure the organization follows legal and industry regulations
- 05 Maintain Human Resource Information Systems (HRIS) data and employee files (for example, make sure data is updated and correct)
- 06 Stay updated on new business trends
- 07 Answer or refer questions from employees as the first level of support
- 08 Work with external providers of HR services (for example, external recruiters, training providers, benefit providers) and employer branding.
- 09 Monitor projects and suggest improvements (for example, ways to recruit better applicants; resources for internal and external training; ways to improve insurance, benefits, or compensation plans)
- 10 Assist managers in updating standard job descriptions in order to match any changes in job requirements

KNOWLEDGE OF

- 01 Skills for planning and organizing (time management techniques)
- 02 Change management concepts, including terms and factors, resistance to change, and communication techniques (but not including the implementation process)
- 03 Documentation requirements for employees and their employment
- 04 Management of HR documents (for example, managing files, scheduling for records retention)
- 05 Communication skills, both verbal and written
- 06 Human Resources Information Systems (HRIS) for managing employee information
- 07 Employment best practices (for example, the best ways to recruit, select, and retain employees)
- 08 Organizational policies and procedures
- 09 HR ethics and professional standards
- 10 Confidentiality and privacy rules that apply to employee records, company data, and individual data
- 11 Tools and methods to analyze business data (for example, spreadsheets and databases)
- 12 Ways to report information (for example, presentation software, such as Power Point; and word-processing software, such as Microsoft Word)
- 13 Different ways to classify employees (for example, workers who are full time, part time, temporary, or those who receive payment by the day)
- 14 The number of employees in the budget, and the salary and benefit costs for these employees

FUNCTIONAL AREA 02: RECRUITMENT AND SELECTION (22%)

Implementing the employment process beginning with finding potential employees through preparing for the arrival of a new hire. Managing the job requisition process, providing information on possible jobs to individuals and groups, managing the interview process, and coordinating the final selection of the employee.

RESPONSIBILITIES

- 01 Manage the process to request jobs (for example, make sure requisitions are approved, get approval for the number of positions to be filled, monitor open positions)
- 02 Support managers in developing job descriptions and keep records of job requirements
- 03 Provide contact between recruiters and hiring managers (for example, prepare job listings, share appropriate information with the hiring manager and the recruiter)
- 04 Announce job openings within the organization.
- 05 Identify ways to find new hires (for example, advertisements and web sites)
- 06 Choose a group of potential applicants for managers to interview (for example, read resumes and conduct phone interviews)
- 07 Schedule interviews with managers and applicants
- 08 Answer questions from job applicants
- 09 Interview job candidates
- 10 Promote the organization to potential applicants (for example, attend job or career fairs, recruit at colleges and universities)
- 11 Organize assessments of applicants (for example, schedule and score assessments, share results)
- 12 Coordinate the final selection process (for example, schedule interviews with managers, check references)
- 13 Coordinate the employment offer (for example, start date, salary, benefits)
- 14 Prepare for the new hire's arrival (for example, get identification documents and required forms, set up email address)
- 15 Manage database of applicants (for example, track the sources of applicants and the results of the recruiting and selection process, decide where to store information about candidates for possible future employment)
- 16 Report recruiting metrics (for example, the number of applications received, the number of candidates interviewed, the number of applicants hired)
- 17 Coordinate orientations for new employees (for example, discuss the company's expectations for the position, review the employee handbook, explain the benefit plans)

KNOWLEDGE OF

- 15 How government requirements affect recruitment and selection
- 16 Job functions and responsibilities in the organization and industry
- 17 Recruitment methods (for example, advertising, job fairs, and outsourcing)
- 18 Procedures to review applications and watch applicants' progress, including tracking systems
- 19 Procedures to check references
- 20 Assessments or evaluations of applicants
- 21 Procedures to conduct assessments or evaluations
- 22 Tools for selecting candidates
- 23 Options for recruitment
- 24 Interviewing techniques
- 25 Recruiting process (job announcement, initial applicant review, interviews, assessments, selection, job offer, and orientation)
- 26 Processes for transferring or promoting employees within the organization
- 27 Diversity and inclusion (for example, diversity of demographics, culture, and location)

FUNCTIONAL AREA O3: EMPLOYEE RELATIONS AND COMMUNICATIONS (20%)

Promoting HR policies and procedures and communicating with employees through individual approaches, such as exit interviews, and group approaches, such as a company web site or a rewards program.

RESPONSIBILITIES

- 01 Communicate information to the company about HR policies and procedures (for example, announcements about organizational changes, such as structure, safety and security, or legal requirements)
- 02 Support company sponsored activities and awards to encourage a positive work environment (for example, employee appreciation and rewards, company social gatherings, sports teams or clubs)
- 03 Collect information about employees' work experiences by conducting final exit interviews before employees leave the organization, and conduct surveys about employee attitudes, work conditions, or diversity issues
- 04 Complete the assigned tasks when an employee leaves the organization due to voluntary or involuntary terminations
- 05 Respond to employees' questions or concerns about workplace issues (for example, employment concerns, company HR policies, complaints, retirement questions, payments)
- 06 Enforce HR policies and procedures (for example, explain and make sure that employees comply with the employee handbook)
- 07 Maintain regular communication with employees (for example, through newsletters, or the company website)

KNOWLEDGE OF

- 28 How to encourage and keep employees (employee engagement techniques)
- 29 Methods and processes for collecting employee feedback (for example, employee attitude surveys or final exit interviews before leaving the organization)
- 30 Effects of employment and labor laws (for example, minimum wage, rules for terminating employees, establishing unions or work councils, people with disabilities, and rules against discrimination)
- 31 How to handle conflicts (for example, addressing the problems of individual employees and knowing when to involve senior staff)
- 32 Issues affecting work-life balance (for example, flexibility of hours, telecommuting)
- 33 Issues of behavior in the workplace (for example, absences, discipline, workplace violence, or harassment)
- 34 Methods for investigating complaints or grievances
- 35 Methods for increasing disciplinary action needed for work-related behavior, including procedures for ending employment
- 36 Event planning

FUNCTIONAL AREA 04: COMPENSATION AND BENEFITS (14%)

Providing information about compensation and benefits to employees and about policies associated with time off/leaves. Developing and providing the information associated with salaries in the form of salary surveys and adjustments such as merit increases or bonus payments.

RESPONSIBILITIES

- 01 Communicate information about an employee's compensation package, when required
- 02 Communicate information about company benefits
- 03 Record information about employees in HR database (for benefits or tax purposes)
- 04 Provide information about payment to employees for working hours and non-working hours (for example, not working because of illness or vacation)
- 05 Administer salary adjustments
- 06 Track eligibility for time off and temporary leaves (for example, maternity, mourning, unpaid leave)
- 07 Explain policies and procedures for taking time off and requesting leaves of absence
- 08 Coordinate activities to support employee programs (for example, programs to improve health, tuition reimbursement or educational assistance)
- 09 Coordinate the completion of salary surveys from external organizations
- 10 Report the results of current research and available information about salaries
- 11 Provide data for merit increases or bonus payments objectives.

KNOWLEDGE OF

- 37 Total compensation packages
- 38 Benefit programs (for example, health care plans, and flexible benefits)
- 39 Retirement plans and programs
- 40 Salary surveys
- 41 Effects of laws and regulations on compensation and benefits
- 42 Company-wide compensation policies (for example, wage agreements with unions or work councils, employee categories, and salary increases)
- 43 Contracts with service and product providers (for example, health insurance, and pension plans)
- 44 Bonus and incentive programs
- 45 Payroll processes
- 46 Leave and time-off allowances

FUNCTIONAL AREA 05: TRAINING AND DEVELOPMENT (15%)

Developing and delivering basic training programs and collecting information about training programs, such as training needs, employee participation, and evaluation of programs. Monitoring completion of the performance review process and the preparation of development plans.

RESPONSIBILITIES

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| 01 Develop basic training programs (for example, safety regulations, emergency preparedness, presentation skills, and time-management skills) | 04 Coordinate and monitor training activities (for example, cross-training, re-training, scheduling, setting up the classroom, and completion of required training) |
| 02 Train employees for basic programs (for example, safety regulations, emergency preparedness, presentation skills, and time-management skills) | 05 Collect information, analyze needs, and make recommendations for training and future development programs |
| 03 Collect and analyze evaluations of training programs (for example, review evaluation forms, contact trainees or supervisors after the training and ask how effective the training was) | 06 Monitor completion of performance reviews and development plans |
| | 07 Keep records to document employee development and performance |

KNOWLEDGE OF

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| 47 Different training and learning methods (for example, e-learning, blended learning, seminars, and mentoring) | 55 Individual development plans |
| 48 How to give feedback on job performance | 56 Performance management methods (for example, setting goals, benchmarking, 360-degree feedback, performance incentives) |
| 49 Organizational culture (for example, the organization's vision, mission, values, history, processes, and guidelines) | 57 Training skills for basic programs |
| 50 Policies and techniques for evaluating performance | 58 How to organize meetings (for example, writing agendas, inviting attendees, scheduling and setting up rooms) |
| 51 Opportunities for training and development | 59 Career paths (for example, concepts such as opportunities for job promotion, how employees can grow within an organization) |
| 52 Procedures for evaluating trainings | |
| 53 Training policies | |
| 54 Training needs assessment | |

FUNCTIONAL AREA O6: HEALTH, SAFETY AND SECURITY (7%)

Promoting a safe work environment, encouraging employee participation in health and wellness programs, and documenting events that relate to employee well-being (such as injuries, crimes or the return to work after a long absence).

RESPONSIBILITIES

- 01 Encourage employees to participate in health and wellness programs (for example, exercise programs, health tests, vaccinations, vision tests)
- 02 Track reports about injuries and crimes (for example, accidents, theft, vandalism)
- 03 Process claims from employees (for example, workers' compensation, short-term or long-term disability benefits, and social security or social insurance) Note: the purpose of this topic is to focus on types of information or sources of information that might be included in processing claims
- 04 Complete tasks for employees who are returning to work after a long absence (for example, after giving birth, after an injury, returning with medical issues)
- 05 Promote a safe work environment

KNOWLEDGE OF

- 60 Effects of laws and regulations about health and safety
- 61 Policies and programs for paying workers who take a leave of absence (for example, medical leave, maternity leave, injury leave, or leave due to a death in the family)
- 62 Safety risks in the workplace (for example, violence, use of drugs and alcohol, small spaces, dangerous materials, fires, emergencies)
- 63 Security risks in the workplace (for example, data or materials theft, equipment theft, damage or destruction)
- 64 Health and safety practices (for example, emergency evacuation procedures, ergonomic evaluations, safety-related behaviors)
- 65 Policies and procedures for investigating issues of health, safety, or security
- 66 Programs to improve employee health and well-being

**WE BELIEVE IN THE DYNAMIC
POWER OF HUMAN RESOURCES.**

**WE ARE A MISSION-DRIVEN
ORGANIZATION COMMITTED
TO THE HIGHEST STANDARDS
OF THE PROFESSION.**

**OUR VISION IS CLEAR:
A GLOBAL HR PROFESSION,
WHOSE MOST EFFECTIVE AND
INFLUENTIAL PRACTITIONERS AND
LEADERS PROUDLY MAINTAIN OUR
CREDENTIALS.**

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