

# APPENDIX A

## PHR AND SPHR BODY OF KNOWLEDGE

The PHR and SPHR exams are created using the following 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	KNOWLEDGE OF
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.	01. The organization's mission, vision, values, business goals, objectives, plans and processes.
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.	02. Legislative and regulatory processes
03. *SPHR only Participate as a contributing partner in the organization's strategic planning process (for example: provide and lead workforce planning discussions with management, develop and present long-term forecast of human capital needs at the organizational level).	03. Strategic planning process, design, implementation and evaluation
04. Establish strategic relationships with key individuals in the organization to influence organizational decision-making.	04. Management functions, including planning, organizing, directing and controlling
	05. Corporate governance procedures and compliance (for example: Sarbanes-Oxley Act)
	06. *SPHR only Due diligence processes (for example: M&A, divestitures)
	07. *SPHR only Transition techniques for corporate restructuring, M&A offshoring and divestitures
	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

RESPONSIBILITIES	KNOWLEDGE OF
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 partnerships).	09. Business concepts (for example: competitive advantage, organizational branding, business case development, corporate responsibility)
06. *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).	10. Business processes (for example: operations, sales and marketing, data management)
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. *SPHR only Develop and align the HR strategic plan with the organization's strategic plan.	
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. *SPHR only Develop and execute business plans (i.e., annual goals and objectives) that correlate with the organization's strategic plan 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).	

RESPONSIBILITIES	KNOWLEDGE OF
17. *SPHR only 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:

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	KNOWLEDGE OF
01. Ensure that workforce planning and employment activities are compliant with applicable federal laws and regulations.	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)
02. Identify workforce requirements to achieve the organization's short- and long-term goals and objectives (for example: corporate restructuring, workforce expansion or reduction).	12. Methods to assess past and future staffing effectiveness (for example: costs per hire, selection ratios, adverse impact)
03. Conduct job analyses to create and/or update job descriptions and identify job competencies.	13. Recruitment sources (for example: employee referral, social networking/social media) for targeting passive, semi-active and active candidates
04. Identify, review, document and update essential job functions for positions.	14. Recruitment strategies
05. Influence and establish criteria for hiring, retaining and promoting based on job descriptions and required competencies.	15. Staffing alternatives (for example: outsourcing, job sharing, phased retirement)
06. Analyze labor market for trends that impact the ability to meet workforce requirements (for example: federal/state data reports).	16. Planning techniques (for example: succession planning, forecasting)

RESPONSIBILITIES	KNOWLEDGE OF
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.	17. Reliability and validity of selection tests/tools/methods
08. Identify internal and external recruitment sources (for example: employee referrals, diversity groups, social media) and implement selected recruitment methods.	18. Use and interpretation of selection tests (for example: psychological/personality, cognitive, motor/physical assessments, performance, assessment center)
09. Establish metrics for workforce planning (for example: recruitment and turnover statistics, costs).	19. Interviewing techniques (for example: behavioral, situational, panel)
10. Brand and market the organization to potential qualified applicants.	20. Impact of compensation and benefits on recruitment and retention
11. Develop and implement selection procedures (for example: applicant tracking, interviewing, reference and background checking).	21. *SPHR only International HR and implications of global workforce for workforce planning and employment
12. Develop and extend employment offers and conduct negotiations as necessary.	22. Voluntary and involuntary terminations, downsizing, restructuring and outplacement strategies and practices
13. Administer post-offer employment activities (for example: execute employment agreements, complete I-9/e-Verify process, coordinate relocations and immigration).	23. Internal workforce assessment techniques (for example: skills testing, skills inventory, workforce demographic analysis)
14. Develop, implement and evaluate orientation and onboarding processes for new hires, rehires and transfers.	24. Employment policies, practices and procedures (for example: orientation, onboarding and retention)
15. Develop, implement and evaluate employee retention strategies and practices.	25. Employer marketing and branding techniques
16. *SPHR only Develop, implement and evaluate the succession planning process.	26. Negotiation skills and techniques
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, medical and benefits files).	

## FUNCTIONAL AREA 03: HUMAN RESOURCE DEVELOPMENT (PHR: 18%, SPRH: 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	KNOWLEDGE OF
01. Ensure that HR development activities are compliant with all applicable federal laws and regulations.	27. Applicable federal laws and regulations related to HR development activities (for example: Title VII, ADA, Title 17 [Copyright law])
02. Conduct a needs assessment to identify and establish priorities regarding HR development activities.	28. Career development and leadership development theories and applications (for example: succession planning, dual career ladders)
03. Develop/select and implement employee training programs (for example: leadership skills, harassment prevention, computer skills) to increase individual and organizational effectiveness.	29. Organizational development (OD) theories and applications
04. *SPHR only Evaluate effectiveness of employee training programs through the use of metrics (for example: participant surveys, pre- and post-testing).	30. Training program development techniques to create general and specialized training programs
05. Develop, implement and evaluate talent management programs that include assessing talent, developing career paths and managing the placement of high-potential employees.	31. Facilitation techniques, instructional methods and program delivery mechanisms
06. Develop, select and evaluate performance appraisal processes (for example: instruments, ranking and rating scales) to increase individual and organizational effectiveness.	32. Task/process analysis
07. Develop, implement and evaluate performance management programs and procedures (includes training for evaluators).	33. Performance appraisal methods (for example: Instruments, ranking and rating scales)
08. *SPHR only Develop/select, implement and evaluate programs (for example: telecommuting, diversity initiatives, repatriation) to meet the changing needs of employees and the organization.	34. Performance management methods (for example: goal setting, relationship to compensation, job placements/promotions)
09. Provide coaching to managers and executives regarding effectively managing organizational talent.	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	KNOWLEDGE OF
01. Ensure that compensation and benefits programs are compliant with applicable federal laws and regulations.	38. Applicable federal laws and regulations related to compensation, benefits and tax (for example: FLSA, ERISA, FMLA, USERRA)
02. Develop, implement and evaluate compensation policies/programs (for example: pay structures, performance-based pay, internal and external equity).	39. Compensation and benefits strategies
03. Manage payroll-related information (for example: new hires, adjustments, terminations).	40. Budgeting and accounting practices related to compensation and benefits
04. *PHR only Manage outsourced compensation and benefits components (for example: payroll vendors, COBRA administration, employee recognition vendors).	41. Job evaluation methods
05. Conduct compensation and benefits programs needs assessments (for example: benchmarking, employee surveys, trend analysis).	42. Job pricing and pay structures
06. Develop/select, implement/administer, update and evaluate benefits programs (for example: health and welfare, wellness, retirement, stock purchase).	43. External labor markets and/or economic factors
07. Communicate and train the workforce in the compensation and benefits programs, policies and processes (for example: self-service technologies).	44. Pay programs (for example: variable, merit)
08. *SPHR only Develop/select, implement/administer, update and evaluate an ethically sound executive compensation program (for example: stock options, bonuses, supplemental retirement plans).	45. *SPHR only Executive compensation methods
09. *SPHR only Develop, implement/administer and evaluate expatriate and foreign national compensation and benefits programs.	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	KNOWLEDGE OF
01. Ensure that employee and labor relations activities are compliant with applicable federal laws and regulations.	50. Applicable federal laws affecting employment in union and nonunion environments, such as laws regarding anti-discrimination policies, sexual harassment, labor relations and privacy (for example: WARN Act, Title VII, NLRA)
02. Assess organizational climate by obtaining employee input (for example: focus groups, employee surveys, staff meetings).	51. Techniques and tools for facilitating positive employee relations (for example: employee surveys, dispute/ conflict resolution, labor/ management cooperative strategies)
03. Develop and implement employee relations programs (for example: recognition, special events, diversity programs) that promote a positive organizational culture.	52. Employee involvement strategies (for example: employee management committees, self-directed work teams, staff meetings)
04. Evaluate effectiveness of employee relations programs through the use of metrics (for example: exit interviews, employee surveys, turnover rates).	53. Individual employment rights issues and practices (for example: employment at will, negligent hiring, defamation)
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.	54. Workplace behavior issues/practices (for example: absenteeism and performance improvement)
06. Develop and implement a discipline policy based on organizational code of conduct/ethics, ensuring that no disparate impact or other legal issues arise.	55. Unfair labor practices
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.	56. The collective bargaining process, strategies and concepts (for example: contract negotiation, costing and administration)
08. Develop, administer and evaluate grievance/dispute resolution and performance improvement policies and procedures.	57. Legal disciplinary 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 and investigators).	58. Positive employee relations strategies and non-monetary rewards
10. *SPHR only Develop and direct proactive employee relations strategies for remaining union-free in non-organized locations.	59. Techniques for conducting unbiased investigations
11. Direct and/or participate in collective bargaining activities, including contract negotiation, costing and administration.	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	KNOWLEDGE OF
01. Ensure that workplace health, safety, security and privacy activities are compliant with applicable federal laws and regulations.	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)
02. Conduct a needs analysis to identify the organization's safety requirements.	62. Occupational injury and illness prevention (safety) and compensation programs
03. *PHR only Develop/select and implement/administer occupational injury and illness prevention programs (i.e.: OSHA, workers' compensation).	63. Investigation procedures of workplace safety, health and security enforcement agencies
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).	64. Return to work procedures (for example: interactive dialog, job modification, accommodations)
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).	65. Workplace safety risks (for example: trip hazards, blood-borne pathogens)
06. Communicate and train the workforce on security plans and policies.	66. Workplace security risks (for example: theft, corporate espionage, sabotage)
07. Develop, monitor and test business continuity and disaster recovery plans.	67. Potential violent behavior and workplace violence conditions
08. Communicate and train the workforce on the business continuity and disaster recovery plans.	68. General health and safety practices (for example: evacuation, hazard communication, ergonomic evaluations)
09. Develop policies and procedures to direct the appropriate use of electronic media and hardware (for example: email, social media and appropriate website access).	69. Organizational incident and emergency response plans
10. Develop and administer internal and external privacy policies (for example: identity theft, data protection, workplace monitoring).	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



RESPONSIBILITIES

KNOWLEDGE OF

- 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