HRCI®

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:

Functional Area 01 | Talent Acquisition **(19%)**

Functional Area 02 | HR Administration and Shared Services **(19%)**

Functional Area 03 | Talent Management and Development **(19%)**

Functional Area 04 | Compensation, Benefits, and Work Experience **(17%)**

Functional Area 05 | Employee Relations and Risk Management **(16%)**

Functional Area 06 | HR Information Management **(10%)**

The Professional in Human Resources - International (PHRi™) exam is created using the PHRi EXAM CONTENT OUTLINE, which details the responsibilities of and knowledge needed by today's HR professional. The PHRi EXAM CONTENT OUTLINE is created by HR subject matter experts through a rigorous practice analysis study conducted by HRCI. It is updated periodically to ensure it is consistent with current practices in the HR profession. This exam content outline took effect in 2018.

HRCI developed the HRCI Capability Model™ in 2021 to support the interplay between evidence-based knowledge, stakeholder-relevant capabilities and results-oriented outcomes. It serves as a roadmap designed to support and guide HR's diverse community of professionals as they pursue learning and assessment opportunities. For more information about the Capability Model, please visit our website.

Functional Area 01 | Talent Acquisition (19%)

Actions needed to make sure an organization has employees with the right skills in the right positions at the right time.

Responsibilities:

01 Create job description in partnership with hiring manager to ensure that requirements are accurate and up-to-date

02 Recommend and implement most efficient and cost-effective sourcing strategies for hiring managers (for example: agencies, job boards, internal postings, social media, job fairs, college recruitment)

03 Work with hiring managers to facilitate interviews by evaluating all sourced and submitted applications

04 Partner with hiring manager to determine preferred candidate(s), communicate job offer, and ensure acceptance

Knowledge of:

01 The job analysis process and organization needs

02 Job evaluation and job descriptions

03 Existing best recruitment practices, platforms, sourcing channels, and labor market

04 Existing best recruitment practices and trends (utilizing different platforms or channels to source talent)

05 Current market situation and talent pool availability (internal and external)

06 Interview and assessment methods

07 Job requirements

08 How to measure recruiting effectiveness (for example: time-to-fill, cost-per-hire)

09 Applicant tracking systems and/or methods

10 General compensation and benefits administration methods (for example: market reference ranges/pay tiers, compa-ratio, fringe benefits)

11 Verbal and written offer/contract techniques

Functional Area 02 | HR Administration and Shared Services (19%)

Activities that support employees and managers by responding to requests for information and gathering and storing information in a manner that ensures integrity and accurate retrieval.

Responsibilities:

01 Respond to employee inquires and requests as first point of contact in order to provide positive employee experience

02 Maintain personnel files and records to ensure accuracy and data integrity

03 Administer leave management programs for all employees by tracking time off requests and hours worked in order to maintain compliance and ensure alignment with appropriate pay policies

04 Process employee status changes and life events, such as payroll changes, terminations, transfers, promotions, birth of a child

05 Coordinate new hire activities by working with various teams and hiring managers to ensure successful employee integration

06 Initiate employee offboarding process by completing tasks to effectively separate the employee

07 Support organization-wide communication initiatives which provide updates and results in order to keep employees engaged

08 Maintain organizational charts to match organization requirements

Knowledge of:

12 Organization policies, procedures, ongoing programs, and other engagement activities

13 Record keeping requirements

14 Regulations related to handling sensitive personal data

15 Leave management policies and processes

16 Statutory leave of absence requirements (for example: holidays, paid leave, maternity)

17 Benefits tracking systems

18 Organization benefits and compensation policies and processes

19 Statutory requirements related to benefits

20 HR Information Systems (HRIS) platforms

21 Onboarding process and logistical arrangements

22 Employment lifecycle

23 Legal requirements to onboard new employees

24 Organization values, history, organizational structure

25 Offboarding process and logistical arrangements

26 Legal requirements to separate employees

27 Upcoming updates, changes, organization news

28 Employee demographics in order to effectively communicate with all employees

29 Various organizational structures

Functional Area 03 | Talent Management and Development (19%)

Processes that support effective talent management, employee engagement and development.

Responsibilities:

01 Administer measurement tools to determine success of organizational development programs

02 Maintain a process for creating new, and revising existing, job profiles and competencies

03 Support succession planning program to identify and develop high potential employees for key and leadership positions

04 Administer organization supported activities to enhance employee participation and engagement

05 Execute organization's performance management strategy by completing appropriate steps in order to achieve organizational goals and objectives

06 Support employee development by administering learning and development programs to achieve desired outcomes by the organization

Knowledge of:

30 Best practice survey methods

31 Job analysis

32 Principles of employment

33 Market trends

34 Learning and development tools and methodologies

35 Coaching and mentoring methods

36 Organizational structure

37 Qualitative/quantitative survey and reporting methods

38 Corporate culture and policies

39 Emerging HR trends and the impact on the workplace

40 Organization's performance management strategies and methodologies

41 Adult learning theories and best practices

42 Organization's development strategy

Functional Area 04 | Compensation, Benefits, and Work Experience (17%)

Total reward systems that support recruitment, retention, and recognition of employees and improve organizational results.

Responsibilities:

01 Provide total rewards/compensation statements by organizing data to deliver to employees

02 Prepare compensation analysis for recommendation in order to acquire and retain talent

03 Manage organization recognition and/or rewards program(s) to foster employee engagement and enhance employee experience

04 Ensure employees are aware of benefits and compensation for internal comprehension and appreciation

05 Recommend and support strategic initiatives to enhance Employee Value Proposition (EVP), culture, and brand

06 Ensure equality in total rewards by using job evaluations and salary structure in compliance with organization requirements

Knowledge of:

43 Benefits and compensation strategy and the connection to human capital strategy

44 Methods to align and benchmark compensation

45 Employee engagement principles and theories to enhance employee experience

46 Benefits and compensation programs in extensive detail

47 Employee Value Proposition and its effect on employee engagement, talent acquisition, and retention

48 Current market data obtained through market studies and salary surveys

49 Pay structure techniques

Functional Area 05 | Employee Relations and Risk Management (16%)

Policies and practices that ensure workplace safety, legal compliance and employee satisfaction.

Responsibilities:

01 Develop and communicate safety incident investigation to ensure compliance with safety guidelines

02 Advise managers and supervisors on proper corrective practices in order to ensure fair and consistent administration of corrective actions

03 Administer and educate business units on employee handbook and organization policies in order to ensure internal comprehension

04 Support internal and external HR compliance audit process to ensure organization readiness

05 Coordinate workplace security protocols and disaster recovery communication plans to ensure workplace safety and business continuity

06 Maintain and execute employee grievance procedures by ensuring that each case is properly handled for the purposes of a healthy working environment

Knowledge of:

50 Regional safety laws and guidelines

51 Process management

52 Specific employment laws and guidelines

53 Corrective action methods

54 Organization policies

55 Legal best practices

56 Internal and external audit procedures

57 Proper documentation methods and systems

58 Recordkeeping best practices

59 Business continuity plan development

60 Process mapping and workflow development

61 Local labor compliance and regulations

62 Investigation practices

Functional Area 06 | HR Information Management (10%)

Processes that help the organization access and use human resource technology.

Responsibilities:

01 Identify processes to be automated in HRIS by mapping and validating with users to be sure they are properly implemented

02 Obtain user requirements to design various processes and ensure alignment with organizational standard operating procedures

03 Generate reports and determine metrics as required by users to support business initiatives

04 Provide support for systems change management efforts by facilitating change to ensure user acceptance

05 Design training materials and user manuals to ensure users comprehend and utilize systems capabilities

06 Maintain security by monitoring user access rights to ensure compliance and data integrity

07 Execute regular review and audit of HRIS data to ensure accuracy and appropriate integration with other organization systems in order to achieve effective reporting, compliance, and personnel data output

08 Provide support for problems reported by users in collaboration with technical support team to ensure that HRIS operates smoothly and satisfies requirements

09 Propose improvements to the system by identifying gaps in current automation to ensure effective and efficient operation of the organization

Knowledge of:

63 Existing business processes within areas of expertise

64 Organizational policies and procedures

65 Gap analysis

66 Effective data reporting

67 Existing HRIS, reporting tools, and other systems

68 Change management tools and techniques

69 Different communication techniques

70 Knowledge management techniques and practices

71 Organization structure and responsibilities

72 Job profiles to ensure proper access to users

73 Ongoing processes the system performs

74 Organization HRIS/tools/procedures

75 Trends and root causes of problems

76 Existing processes in the organization

77 User and customer requirements

78 Business

HRCI
1725 Duke Street, Suite 400
Alexandria, VA 22314 USA

info@hrci.org
www.hrci.org

+1.866.898.4724 (U.S. only)
+1.571.551.6700

HRCI® is the premier global credentialing organization for the human resources profession. For more than 45 years, HRCI has set the standard as the most well-regarded and rigorous certification provider. HRCI develops and administers certifications that benefit the careers of HR professionals and the organizations they serve—advancing worldwide HR competency and excellence. HRCI's suite of eight credentials is designed to meet the standards of the National Commission for Certifying Agencies (NCCA). With a community of HRCI-certified professionals in more than 125 countries, HRCI ensures, strengthens and advances the strategic value and impact of HR.

The aPHR®, aPHRi™, PHR®, SPHR®, GPHR®, and PHRca® are trademarks of HRCI®, registered in the U.S. and other countries. PHRi™ and SPHRi™ are trademarks of HRCI. aPHR®, PHR®, SPHR®, PHRi™, SPHRi™, GPHR®, and PHRca® exam content outlines are copyrighted by HRCI.
©2023-2024 HRCI. All rights reserved.