

HRCI Academic Course Alignment Guide



HRCI Contact Information

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A Message From Our CEO



Welcome! We are excited to have your esteemed institution partnering with HRCI® to offer our global certification program to your students and faculty. The HRCI community is a dedicated group of HR professionals who earned a professional HR certification as an indication and investment in their HR career. The commitment made to maintain their HRCI credentials through continuous education has a great business impact on their workplaces and organizations.

HRCI was founded more than 45-years ago and remains committed to HR credentialing excellence. Our suite of eight certification programs for HR professionals emphasize the value of minimizing workplace risk and maximizing employee performance and driving business results.

In this Handbook, you will find an overview of how to work in partnership with HRCI, our certification portfolio, eligibility requirements, and guidance on sample courses that align with our various HRCI knowledge and skill requirements.

We look forward to providing your organization, students and faculty with an amazing certification journey that will not only benefit the HR community, but also guide their future careers.

A handwritten signature in black ink that reads "Amy S. Dufrane".

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

HRCI CEO

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Introduction

The Human Resource Certification Institute (HRCI) is a learning organization of agile and dedicated professionals that respond quickly to client needs in a rapidly changing world of work. We view the world of HR through the lens of the HR professionals on the ground who build and adapt to the world of HR and businesses every day. HRCI captures these HR standards and incorporate into our exams and learning materials.

Ultimately, our goal is to help educate today's HR professionals for the HR practice of tomorrow.

HRCI designed and delivered the first Human Resource Certification exam in the mid-1970s and are the gold standard across the HR profession worldwide. All our exams are time tested and have been through rigorous reliability and validity testing before going to market.

Our unique approach within the HR profession sustains our leadership role in the HR certification marketplace. HRCI does not dictate what the HR professional should be. As strong advocates for the HR profession, our primary goal is to listen and learn from actual global HR practitioners. Based on that advocacy, we built and update our exams, create new credentials and develop training and support materials that meet the needs of HR professionals worldwide.

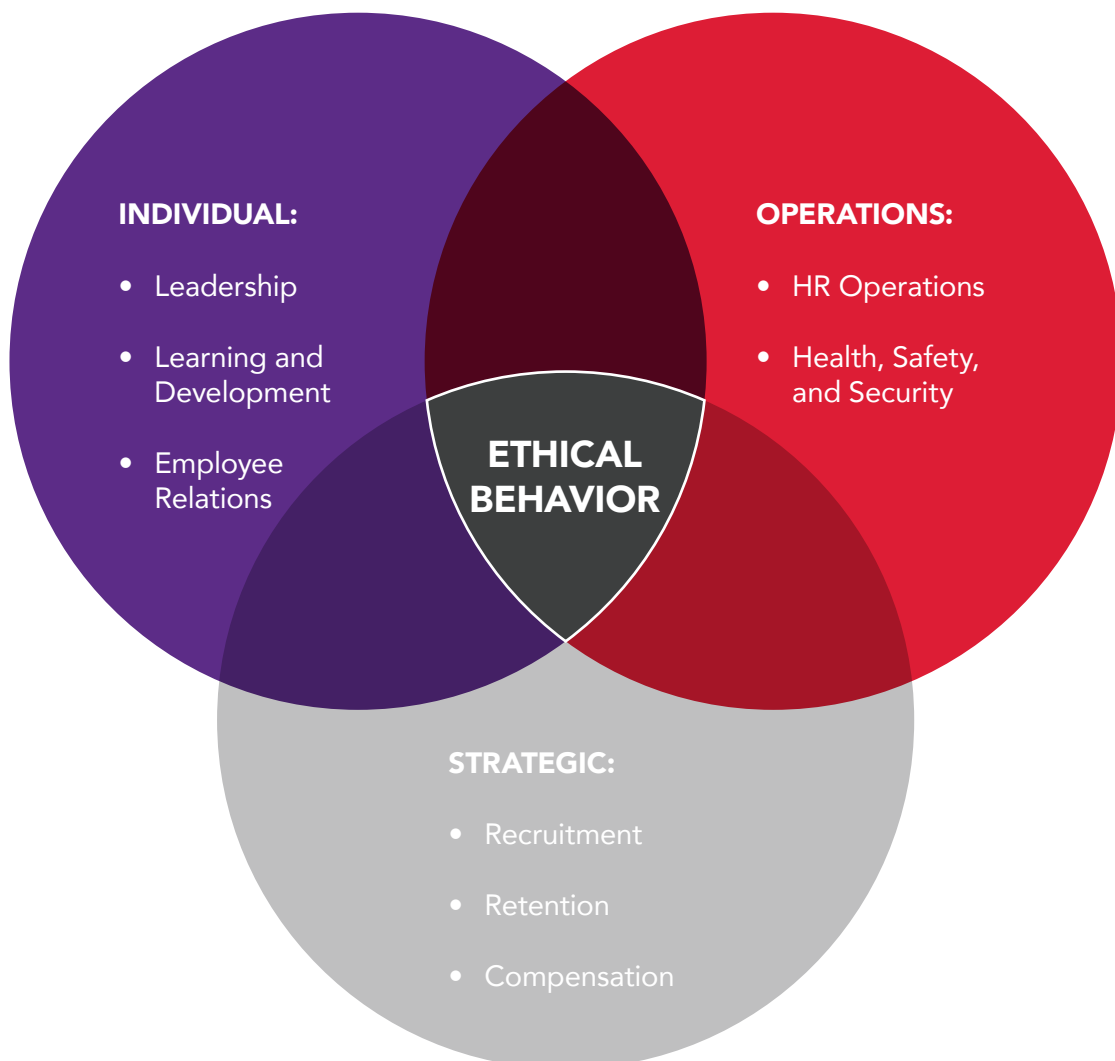
Through partnerships with colleges and universities, we can enhance our mission which is helping professionals achieve the competencies that drive business results. Our certifications not only demonstrate the professional skills of the certificants, it also distinguishes them within the profession.

Accreditation

The aPHR®, PHR®, PHRca®, PHRi™, SPHR®, SPHRi™ and GPHR® are all accredited by the National Commission for Certifying Agencies (NCCA). NCCA is an independent, third party organization that accredits more than 300 programs from 120 organizations in a variety of professions and industries. While the latest certification program, Associate Professional in Human Resources– International (aPHRi™) is not yet accredited, it was designed to meet the high-quality standards established by NCCA and ISO 17024.

HRCI's Certification programs must demonstrate compliance with rigorous standards that represent the best practices in the professional certification profession to earn and maintain accreditation status. Learn more about [NCCA](#).

2021 HR Content Areas



HRCI Research on HR Education

As an independent and internationally-recognized certifying body for the HR profession, HRCI consistently seeks feedback and input from both newly certified and recertifying HR professionals.

A consistent outcome is that HRCI certification test takers and credential holders alike believe HRCI certification is a path to professional and career advancement.

The majority of HRCI test takers and credential holders state, on average:



A high percentage of respondents from both groups also reported they were satisfied with the certification process and were likely to recommend the HRCI certification. **94% of test-takers** and **98% of existing certificants** stated that they would recommend HRCI certifications to colleagues.

Key findings include:

- Value of HRCI certification: Credibility, knowledge and recognition were the words most often cited to describe HRCI certification by both those who recently took HRCI exams and/or by those renewing their certification.
- Unique traits of HRCI certificants: Knowledge, credibility, a desire to learn and stay current, a desire to grow and professionalism were the traits most frequently selected by respondents to describe HRCI certificants.
- Career advancement: HRCI candidates and credential holders highly value their certifications and rely on them to help them meet professional development needs, open doors in their career development and affirm their professional knowledge and competencies.

HR Curriculum: The Changing Role of HR and its Impact on Education

From the traditional role of policy development and paperwork administration, HR practices continue to evolve. With the advent of new technologies, the recognition that strategically managing the workforce has significantly altered the role of today's HR professional. Likewise, HR has leveraged a much greater influence within the modern organization regarding strategy and impacting ROI.

As more companies realize that they must compete for the best workers, they also understand that it requires a deliberate understanding of the nuances of workplace culture. HR professionals are uniquely situated within an organization to identify, establish and maintain workplace culture through employee engagement. What used to be an uncomfortable conversation involving HR has evolved into more of a meeting with an advocate. These workplace changes will continue to rapidly evolve in the future.

Educational institutions sometimes struggle with new demands that come with a constantly evolving HR profession and practices. One way to ensure that students are getting the education they require is to align the programs. This ensures students at either the graduate or undergraduate level, receive the training and education they need to be effective human resource managers.

Accomplishing this might seem as a continually moving target. By partnering with HRCI, you can offer your students extra learning opportunities they are not getting in most HR programs. This can be done through aligning your curricula with our globally inspired competencies. It will provide them with the skills necessary to earn a distinguished professional certification exam.

It sets them apart from their competitors in the job market, helps them land better jobs and distinguishes your -from the other programs. As an additional bonus in a time of decreasing enrollments, you can make your institution stand above its peers.

HRCI developed the first HR competency framework over 45 years and continues to support the HR community with research, training, partnerships and all that is needed for learners to successfully navigate an HR career from day one and throughout their work life cycle. Together, we can make a real difference.

HRCI Curriculum Analysis

The purpose of the curriculum analysis offers a variety of options available when comparing the HRCI certification program types with the academic curricula available. These are not absolutes, they represent possible combinations. These examples are not intended to be prescriptive rather are to provide a general guideline for colleges and universities to have maximum flexibility. College and universities can leverage their faculty and instructional resources to align their academic HR curriculum with the various HRCI exam content outlines. Any matching or alignment is at the discretion of HR teaching faculty at the respective institution.

Based on HRCI’s eight certification programs that attract both undergraduate and graduate students are a combination of competency, skill and background. The certification programs are:



Assumptions

Overall assumptions when developing course alignment samples include the following:

- These course alignments may be applicable to associate level or bachelor’s degrees in a business discipline with Human Resource Management as a major or with an emphasis or focus as well as a Bachelor of Human Resources degree.
- The academic program can be conducted in a quarter, trimester or semester format.
- Business core courses included in a degree program’s general education requirements and concentration are: accounting, business law, economics, finance, marketing, general management, statistics and strategic management.
- The outline of course alignment is based on offering foundational courses first, followed by capstone courses last.

Analyzing Your University's HR Degree Program for HRCI Alignment

This independent review, which is open to U.S. and international universities, provides an opportunity for faculty to gain additional support for their programs when requesting resources within their school or when seeking approval of curriculum changes. Upon receiving the alignment application and documentation, HRCI will conduct the curriculum analysis, communicate the results, and ask any questions about unclear or incomplete information.

Once the HR degree program (undergraduate or graduate) has been determined to align with our curriculum guidelines, the college or university will be notified by email. The school will receive an official letter and certificate of alignment, along with a confirmation language that can be used as needed. The HR degree program will be posted in our Program Directory and available to students seeking HR programs. Colleges and universities will be required to renew this alignment once a year; we will send a renewal application with the instructions on what documentation to provide.

These are the steps to complete the curriculum analysis, which takes approximately two to three weeks:

- Review the syllabi of the different courses offered at the school comprising the curriculum of the HR degree offered.
- Compare the HRCI certification exam content outline functional areas with the content of the courses offered at the school.
- Provided a report showing the gaps, if any, that the school's courses do not cover but which are part of the exam content outline for the specified exam.
- Suggest options to close the gap to ensure that students are familiar with the content that they would encounter when taking the HRCI exam.
- When the curriculum alignment is confirmed, HRCI will provide the school with a certificate of curriculum alignment.
- Upon student graduation, the school would be authorized to print the curriculum alignment seal and use confirmation language on diplomas or promotional materials.
- If additional promotional logos will be used, the schools will sign a trademark license agreement.
- The school will also have access to an exam voucher program.

Application fee of \$500. This fee is a non-refundable, 12-months administration charge paid upfront.

Partner Resources

As a college or university partner, HRCI provides a wide range of free resources:

- **Videos:** A YouTube channel of informative bite-size videos on The Evolution of Performance Management, How to Keep Employees Engaged with Feedback and Reskilling to Improve Employee Performance
- **Webinars:** Interactive recorded online educational presentations during which participating viewers will learn about compensation plans, employee engagement and what is next for HR professionals.
- **Podcasts:** A human resources podcast that investigates HR's evolving impact on people, processes, and profitability.
- **Blogs:** A human resources blog that displays information about the latest topics on workplace wellness and safety, diversity, and inclusion, & ethical leadership.

Note: Access will be provided when the alignment documentation has been completed and approved.

Appendix



Appendix A

aPHR® Exam Topics by Functional Area & Courses Alignment

For the source of each Exam Content Outline, please refer to the [aPHR Exam Content Outline](#)

HRCI Functional Areas	Sample Course(s)
<p>FUNCTIONAL AREA 1: TALENT ACQUISITION (19%) Fundamental understanding of all aspects related to the talent acquisition process, including planning, sourcing, recruiting, screening, selection, hiring, and onboarding of a new hire.</p> <ul style="list-style-type: none"> • Methods to identify staffing needs and guide talent acquisition efforts (for example, forecasting, job analysis, the creation and structure of job descriptions, and alternative staffing approaches) • Talent sourcing tools and techniques to identify and engage prospective candidates (for example, employer branding, social media, candidate pipelines, resume mining, job postings, job fairs, and employee referrals) 	<ul style="list-style-type: none"> • Recruitment and Talent Acquisition • Staffing • Staffing & Training Strategies • Staffing & Retention
<p>FUNCTIONAL AREA 2: Learning & Development (15%) Assessing the needs of the organization and understanding the techniques and methods for delivering training programs in order to provide employees with the tools, skills, and knowledge to align with current and future organizational goals.</p> <ul style="list-style-type: none"> • The concept of instructional design and components of commonly used models and methods for developing an organizational learning strategy (for example, knowledge, skills and abilities (KSAs), ADDIE model, needs analysis, goals/objectives, available training resources and intended audience) • Elements and suitable applications for various training formats and delivery techniques (for example, blended, virtual, self-paced, instructor-led, on-the-job, role play, facilitation, and in-house vs. external training services) • Methods and tools used to track employee development and measure the effectiveness of the training (for example, learning management systems (LMS), reporting, post-training evaluation and metrics) 	<ul style="list-style-type: none"> • Human Resource Development • Staffing & Training Strategies • Training, Development & Performance Management • Human Resource Management • Human Resource Fundamentals

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 3: COMPENSATION AND BENEFITS (17%)

Understanding elements of the total rewards package including compensation, benefits programs, retirement planning and how they support organizational competitiveness.

- Supplemental wellness and fringe benefit programs commonly offered by organizations (for example, employee assistance programs (EAPs), gym membership, online therapy, housing or relocation assistance, and travel/transportation stipends)
- Employee eligibility for, and enrollment in retirement plans, and rules regarding contributions and withdrawals (for example, 401(k), 457(b), catch-up contributions, and hardship withdrawals)
- Components of wage statements and payroll processing (for example, taxation, deductions, differentials, garnishments, leave reporting and final pay, and total reward statements)

- Compensation and Employee Benefits
- Performance Management
- Compensation & Benefits
- Total Compensation Management

FUNCTIONAL AREA 4: EMPLOYEE RELATIONS (24%)

Understanding the methods organizations use to monitor and address morale, performance, and retention. Balancing the operational needs of the organization with the well-being of the individual employee.

- The purpose and difference between mission, vision and value statements, and how they influence an organization's culture and employees
- How HR supports organizational goals and objectives through HR policies, procedures, and operations (for example, functions of human resource information systems (HRIS), organizational structures, preparing HR-related documents, basic communication flows & methods, SWOT analysis, and strategic planning)
- Techniques used to engage employees, collect feedback, and improve employee satisfaction (for example, employee recognition programs, stay interviews, engagement surveys, work/life balance initiatives and alternative work arrangements)

- Labor Relations
- Employment Relationship: Law & Policy
- Labor & Employment Relationship Fundamentals
- Labor Economics & Labor Relations
- Managing & Valuing Workforce Diversity
- Introduction to Labor & Human Resources

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 5: COMPLIANCE & RISK MANAGEMENT (25%)

Complying with laws, regulations and policies, and educating stakeholders in order to identify, mitigate, and respond to organizational risk. Awareness of records management, storage, and retention regulations and reporting requirements.

- Applicable laws and regulations related to talent acquisition, training, and employee/employer rights and responsibilities, such as nondiscrimination accommodation, and work authorization (for example: EEOC, DOL, I-9 form completion, employment-at-will, Title VII, ADA, Immigration Reform and Control Act, Title 17 [Copyright law])
- Applicable laws, regulations, and legal processes affecting employment in union environments (for example, WARN Act, NLRA, collective bargaining, and alternative dispute resolution methods)
- Applicable laws and regulations related to compensation and benefits, such as monetary and non-monetary entitlement, wage and hour (for example: ERISA, COBRA, FLSA, USERRA, PPACA, and tax treatment)
- Applicable laws and regulations related to workplace health, safety, security, and privacy (for example: OSHA, Drug-Free Workplace Act, ADA, HIPAA, Sarbanes-Oxley Act, WARN act, and sexual harassment)
- Risk assessment and mitigation techniques to promote a safe, secure and compliant workplace (for example, emergency evacuation procedures, violence, business continuity plan, intellectual and employee data protection, and theft)
- Organizational restructuring initiatives and their risks to business continuity (mergers, acquisitions, divestitures, integration, offshoring, downsizing and furloughs)

- Principles of Occupational Health & Safety
- Workplace Safety
- Employment Relationship: Law & Policy

Appendix B

aPHRi™ Exam Topics by Functional Area & Courses Alignment

For the source of each Exam Content Outline, please refer to the [aPHRi Exam Content Outline](#).

HRCI Functional Areas	Sample Course(s)
<p>FUNCTIONAL AREA 1: HR OPERATIONS (33%)</p> <p>Understanding the tactical and operational tasks related to workforce management and the HR function. Complying with the regulations and policies that affect the organization. Methods to identify staffing needs and guide talent acquisition efforts (for example, forecasting, job analysis, the creation and structure of job descriptions, and alternative staffing approaches)</p> <ul style="list-style-type: none"> • Organizational strategy and its connection to mission, vision, values, business goals, and objectives • Organizational culture (for example: traditions, unwritten procedures) • Business functions (for example: accounting, finance, operations, sales, marketing) • HR Metrics (for example: cost per hire, time to recruit, turnover rate) 	<ul style="list-style-type: none"> • Human Resource Management • Business Law • International Business • Introduction to Labor & Human Resources • Human Resource Fundamentals • Human Resource Management • Strategic Human Resource Management • Employment Law
<p>FUNCTIONAL AREA 2: RECRUITMENT & SELECTION (22%)</p> <p>Understanding the hiring process including regulatory requirements, sourcing of applicants, formal interview and selection process, and onboarding of a new hire.</p> <ul style="list-style-type: none"> • Recruitment sources (for example: employee referral, social networking/social media, company website) • Orientation and onboarding (for example: logistics, introducing culture, facilitating/training) 	<ul style="list-style-type: none"> • Recruitment and Talent Acquisition • Staffing • Staffing & Training Strategies • Staffing & Retention

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 3: COMPENSATION AND BENEFITS (15%)

Understanding concepts related to total rewards such as pay and benefit programs. Responding to employee questions and handling claims in compliance with applicable laws, regulations, and company policies.

- Benefit programs (for example: health care plans, flexible benefits, pension scheme, health and fitness programs)
- Work-life balance practices (for example: flexibility of hours, telecommuting, sabbatical)
- Insurance claims, filing, or processing requirements (for example: workers' compensation, disability benefits)
- Payroll terminology (for example: pay schedule, vacation, leave, paid time off [PTO])

- Compensation and Employee Benefits
- Performance Management
- Compensation & Benefits
- Total Compensation Management

FUNCTIONAL AREA 4: HUMAN RESOURCE DEVELOPMENT AND RETENTION (10%)

Understanding the techniques and methods for delivering training programs and developing individual employees.

- Performance management practices (for example: setting goals, feedback, mentoring)
- Techniques to evaluate training programs (for example: participant surveys, pre- and post-testing, after action plan) Training delivery format (for example: virtual, classroom, on-the-job)

- Human Resource Development
- Change Management
- Understanding Employee Behavior
- Staffing & Training Strategies
- Training, Development & Performance
- Management

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 5: EMPLOYEE RELATIONS, HEALTH, AND SAFETY (20%)

Understanding the methods organizations use to monitor and address morale, performance, and retention. Balancing the operational needs of the organization with the well-being of the individual employee. Understanding the laws, regulations, and policies that promote a safe work environment. Use risk mitigation procedures to protect against workplace hazards.

- Applicable laws affecting employment environments, labor relations, and privacy
- Methods and processes for collecting employee feedback (for example: employee attitude surveys, focus groups, exit interviews)
- Workplace behavior issues (for example: absenteeism, aggressive behavior, employee conflict, workplace harassment)
- Off-boarding or termination activities (for example: exit interviews, hand over process, end of service benefits, noncompete or non-solicitation)

- Labor Relations
- Employment Relationship: Law & Policy
- Labor & Employment Relationship Fundamentals
- Labor Economics & Labor Relations
- Managing & Valuing Workforce Diversity
- Principles of Occupational Health & Safety
- Workplace Safety

Appendix C

PHR® Exam Topics by Functional Area & Your Courses Alignment

For the source of each Exam Content Outline, please refer to the [PHR Exam Content Outline](#).

HRCI Functional Areas	Sample Course(s)
<p>FUNCTIONAL AREA 1: BUSINESS MANAGEMENT (20%)</p> <p>Using information about the organization and business environment to reinforce expectations, influence decision making, and avoid risk.</p> <ul style="list-style-type: none"> • Reinforce the organization’s core values, ethical and behavioral expectations through modeling, communication, and coaching • Determine the significance of data for recommending organizational strategies (for example: attrition rates, diversity in hiring, time to hire, time to fill, ROI, success of training) • Recommend and implement best practices to mitigate risk (for example: lawsuits, internal/external threats) 	<ul style="list-style-type: none"> • Talent Development & Change Management • Human Resource Development • Staffing, Recruitment & Retention • Strategic Human Resource Planning
<p>FUNCTIONAL AREA 2: TALENT PLANNING AND ACQUISITION (16%)</p> <p>Identifying, attracting, and employing talent while following all federal laws related to the hiring process.</p> <ul style="list-style-type: none"> • Understand federal laws and organizational policies to adhere to legal and ethical requirements in hiring (for example: Title VII, nepotism, disparate impact, FLSA, independent contractors) • Develop and implement sourcing methods and techniques (for example: employee referrals, diversity groups, social media) • Execute the talent acquisition lifecycle (for example: interviews, extending offers, background checks, negotiation) 	<ul style="list-style-type: none"> • Workforce Planning: Recruitment and Selection • Recruitment, Staffing, and Selection • Employment Law • Managing Talent Flow

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 3: LEARNING AND DEVELOPMENT (10%)

Contributing to the organization’s learning and development activities by implementing and evaluating programs, providing internal consultation, and providing data.

- Provide consultation to managers and employees on professional growth and development opportunities
- Implement and evaluate career development and training programs (for example: career pathing, management training, mentorship)
- Contribute to succession planning discussions with management by providing relevant data

- Performance Management
- Training & Development
- Human Capital Development
- Performance Planning

FUNCTIONAL AREA 4: TOTAL REWARDS (15%)

Implementing, promoting, and managing compensation and benefit programs in compliance with federal laws.

- Manage compensation-related information and support payroll issue resolution
- Implement and promote awareness of non-cash rewards (for example: paid volunteer time, tuition assistance, workplace amenities, and employee recognition programs)
- Implement benefit programs (for example: health plan, retirement plan, employee assistance plan, other insurance)

- Compensation Management
- Benefits Administration
- Total Rewards & Employee Compensation

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 5: EMPLOYEE AND LABOR RELATIONS (39%)

Manage, monitor, and/or promote legally compliant programs and policies that impact the employee experience throughout the employee lifecycle.

- Analyze functional effectiveness at each stage of the employee lifecycle (for example: hiring, onboarding, development, retention, exit process, alumni program) and identify alternate approaches as needed
- Understand and apply knowledge of programs, federal laws, and regulations to promote outreach, diversity and inclusion (for example: affirmative action, employee resource groups, community outreach, corporate responsibility)
- Implement and support workplace programs relative to health, safety, security, and privacy following federal laws and regulations (for example: OSHA, workers' compensation, emergency response, workplace violence, substance abuse, legal postings)

- Human Resources Management and the Law
- Employment Relations
- Labor & Employment Law
- Navigating Labor Relations
- Diversity & Inclusion in the Workplace

Appendix D

PHRi™ Exam Topics by Functional Area & Courses Alignment

For the source of each Exam Content Outline, please refer to the [PHRi Exam Content Outline](#).

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 1: TALENT ACQUISITION (19%)

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

- Create a job description in partnership with the hiring manager to ensure that requirements are accurate and up-to-date
- 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)
- Work with hiring managers to facilitate interviews by evaluating all sourced and submitted applications

- Introduction to Human Resource Management
- Business Management in Multinational Enterprises
- Global Business Management

FUNCTIONAL AREA 2: HR Administration and Shared Services (19%)

Understanding the 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.

- Respond to employee inquiries and requests as first point of contact in order to provide positive employee experience. Maintain personnel files and records to ensure accuracy and data integrity
- Administer leave management programs for all employees by tracking time-off requests and hours worked to maintain compliance and ensure alignment with appropriate pay policies
- Process employee status changes and life events, such as payroll changes, terminations, transfers, promotions, birth of a child

- Labor Relations
- Organizational Behavior
- Fundamentals of HRM

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 3: TALENT MANAGEMENT AND DEVELOPMENT (19%)

Understanding the processes that support effective talent management, employee engagement and development.

- Administer measurement tools to determine success of organizational development programs
- Maintain a process for creating new, and revising existing, job profiles and competencies
- Support succession planning program to identify and develop high potential employees for key and leadership positions
- Administer organization supported activities to enhance employee participation and engagement

- Managing People and Organizations
- Performance Appraisal and Management
- Strategic HRM Capstone
- Talent Development & Change Management

FUNCTIONAL AREA 4: COMPENSATION, BENEFITS, AND WORK EXPERIENCE (17%)

Understanding the total reward systems that support recruitment, retention, and recognition of employees and improve organizational results.

- Provide total rewards/compensation statements by organizing data to deliver to employees
- Prepare compensation analysis for recommendation in order to acquire and retain talent
- Manage organization recognition and/or rewards program(s) to foster employee engagement and enhance employee experience
- Ensure employees are aware of benefits and compensation for internal comprehension and appreciation

- Compensation and Rewards Management
- Total Rewards
- Employee Compensation
- Employee Benefits

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 5: EMPLOYEE RELATIONS AND RISK MANAGEMENT (16%)

Understanding the policies and practices that ensure workplace safety, legal compliance and employee satisfaction.

- Develop and communicate safety incident investigation to ensure compliance with safety guidelines
- Advise managers and supervisors on proper corrective practices to ensure fair and consistent administration of corrective actions
- Administer and educate business units on employee handbooks and organization policies to ensure internal comprehension
- Support internal and external HR compliance audit processes to ensure organization readiness

- Human Behavior at Work
- Seminar in Employment Relations
- Employee Wellness & Healthy Workforce
- Human resource Risk Management & Revenue Production

FUNCTIONAL AREA 6: HR INFORMATION MANAGEMENT (10%)

Understanding the processes that help the organization access and use human resource technology.

- Identify processes to be automated in HRIS by mapping and validating with users to be sure they are properly implemented
- Obtain user requirements to design various processes and ensure alignment with organizational standard operating procedures
- Generate reports and determine metrics as required by users to support business initiatives
- Design training materials and user manuals to ensure users comprehend and utilize systems capabilities

- Management Information Systems
- Human Resource Information Systems
- Performance Appraisal and Management
- Advanced Quantitative Business Analysis

Appendix E

PHR Sample Course Outline

For the source of each Exam Content Outline, please refer to the [PHR Exam Content Outline](#).

Lesson 1: Business Management

Using information about the organization and business environment to reinforce expectations, influence decision making, and avoid risk.

Lesson 2: Talent Planning and Acquisition

Identifying, attracting, and employing talent while following all federal laws related to the hiring process.

Lesson 3: Learning and Development

Contributing to the organization's learning and development activities by implementing and evaluating, programs, providing internal consultation, and providing data.

Lesson 4: Total Rewards

Implementing, promoting, and managing compensation and benefit programs in compliance with federal laws.

Lesson 5: Employee and Labor Relations

Manage, monitor, and/or promote legally compliant programs and policies that impact the employee experience throughout the employee lifecycle.

Appendix F

PHRi Sample Course Outline

For the source of each Exam Content Outline, please refer to the [PHRi Exam Content Outline](#).

Lesson 1: Talent Acquisition

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

Lesson 2: HR Administration and Shared Services

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.

Lesson 3: Talent Management and Development

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

Lesson 4: Compensation, Benefits, and Work Experience

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

Lesson 5: Employee Relations and Risk Management

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

Lesson 6: HR Information Management

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

Appendix G

SPHR® Sample Course Outline

For the source of each Exam Content Outline, please refer to the [SPHR Exam Content Outline](#).

Lesson 1: Leadership and Strategy

Leading the HR function by developing HR strategy, contributing to organizational strategy, influencing people management practices, and monitoring risk.

Lesson 2: Talent Planning and Acquisition

Forecast organizational talent needs and develop strategies to attract and engage new talent.

Lesson 3: Learning and Development

Develop training, development, and employee retention strategies.

Lesson 4: Total Rewards

Monitor the effectiveness of compensation and benefit strategies for attracting, rewarding, and retaining talent.

Lesson 5: Employee Relations and Engagement

Develop and/or monitor strategies impacting employee satisfaction and performance including diversity and inclusion, safety, security, and labor strategies.

Appendix H

SPHRi™ Sample Course Outline

For the source of each Exam Content Outline, please refer to the [SPHRi Exam Content Outline](#).

Lesson 1: Business Leadership

Leading the HR function, providing strategic HR consultation to senior management, and developing partnerships with all areas in the organization. Contributing to the overall strategy of the organization through activities such as evaluating organizations considered for mergers and acquisitions, conducting human capital analyses, and understanding global HR issues.

Lesson 2: Talent Development and Management

Identifying and developing relevant individual and organizational competencies; developing and using a talent management strategy to sustain long-term, effective alignment with organizational strategies to achieve human capital objectives; establishing a learning environment in which continuous professional development includes staying current in HR practices.

Lesson 3: HR Service & Delivery

Using effective HR Service Delivery methods to deliver accurate and consistent programs that support sustainable organizational growth. Creating an environment where all employees can find answers to HR questions; using effective communication plans, HR technology and tools; identifying HR service delivery methods used by a group that may be applicable across the organization.

Lesson 4: Measurement and Analysis

Developing and utilizing key HR and business metrics such as those related to individual and organizational performance. Interpreting data to improve employee performance and increase the value of the organization.

Additional HRCI Resources

APPLICATION PROCESS

https://www.hrci.org/docs/default-source/web-files/step-by-step-application-guide.pdf?sfvrsn=e37334f2_0

RECERTIFICATION

<https://www.hrci.org/recertifications/recertification-resources>

FREQUENTLY ASKED QUESTIONS

<https://www.hrci.org/help-center/faqs>

HRCI RESEARCH ON HR EDUCATION

https://www.hrci.org/docs/default-source/default-document-library/hrci-value-of-certification-study.pdf?sfvrsn=fa4a01f2_0





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