CERTIFICATION
MENTOR
PROGRAM
HANDBOOK
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INTRODUCTION

Mentoring is an effective way to provide professional development and to enhance the learning of the parties involved. The mentoring relationship is one built on trust, respect, encouragement and targeted development. A mentor is seen as a coach. In our Certification Mentor Program, the HR Certification Institute (the Institute) is challenging our current certified HR professionals to coach those HR professionals who aspire to become certified through guidance, advice and the sharing of their own experiences and knowledge. These contributions should lead to the personal and professional growth of both mentee and mentor.

PROGRAM OBJECTIVES AND GOALS

The Institute's Certification Mentor Program is designed to provide aid to those individuals who wish to enhance their career growth and development by earning one of our HR certifications. The ultimate program goal is to help develop and prepare those involved to reach greater heights within the HR profession through the direction and dedication of mentors and the achievement of an HR certification. In the end, mentees and mentors alike should obtain expanded knowledge, skills and abilities, along with a deeper understanding of the HR profession and how HR certification can assist in achieving career and professional goals.

The specific goals of the program are to:

- Assist interested HR professionals with successfully earning their HR certification
- Assist interested HR professionals with career advancement and professional development
- Provide our current and potential certified HR professionals with another avenue to expand their professional network
- Provide a support/resource to individuals who have not been able to successfully pass our HR certification exam

This program does not guarantee that mentees will successfully pass or increase their scores on the next or future certification exam(s).
PROGRAM FRAMEWORK

The Institute’s Certification Mentor Program will be open to individuals who are looking for assistance with preparing for the HR certification exam(s) and understanding how to leverage the credential to achieve their career goals and objectives. Those who want to be matched with a mentor will be asked to complete a profile in order to ensure they are paired with an individual who is able to meet their specific needs.

Individuals who would like to become a mentor also will be asked to complete a profile. The profile will give us insight into an individual’s qualifications, past mentoring experience, skills and background and assist in the matching process.

The interaction between mentor and mentee will take place primarily on the Institute’s virtual mentoring platform (VMP) powered by Chronus. The VMP will be the gateway for communication and development of the relationships formed between the mentor and mentee. It is recommended that other communication forums, such as private emails, telephone, Skype, social media and/or online chats also be used to assist in facilitating the connection between mentor and mentee.

Participation in the program requires mentor and mentee to become familiar with the VMP and interacting with other individuals online. This is extremely important as it is more than likely that many of our mentor/mentee pairs will not be located close enough geographically to meet face-to-face.

Please be advised that all VMP interaction between mentoring pairs will be kept private. The profiles of mentors will be visible to both mentors and mentees, but the mentee profiles will only be seen by participating mentors. Program administrator will have full access to all profiles on the VMP.

The mentoring relationship will run for six months. Mentors will receive recertification credit for their participation in the program.

Mentors may be paired with more than one mentee depending on the number and availability of mentors versus those who seek to be mentored.
PROGRAM BENEFITS

Both mentor and mentee should expect to benefit from participating in the Certification Mentor Program. This is a two-way relationship and both parties should seek to obtain value from dedicating time to one another.

Benefits to Mentor

- Making a difference in an HR professional’s career
- Growing your own professional network
- Contributing to the HR profession
- Earning recertification credit
- Enhancing your own professional development through teaching others

Benefits to Mentee

- Receiving real-world advice and guidance from a certified HR professional
- Increasing your opportunity to obtain your HR certification
- Having the opportunity to strengthen your HR career development and growth
- Charting your career path with a HR professional who has been where you are
- Growing your own professional network
Policies

To ensure that both mentor and mentee receive the full experience of participating in the Certification Mentor Program, there are a few policies to which participants must adhere. This includes the Institute, mentors and mentees. Please be sure to review the policies and agree to them before accepting the role of a mentor or mentee. Do let us know if you have any questions about any area outlined in the policies.

Recruitment Policy

It is the policy of the Institute to ensure that an ongoing recruitment schedule is put in place and implemented. Our recruitment plan will include activities to support ongoing recruitment as well as recruitment goals, strategies to achieve goals, annual timeline and budgetary implications. The plan will be reviewed semi-annually to ensure efforts implemented yield expected outcomes.

Inquiry Policy

Inquiries regarding participation in the Institute’s Certification Mentor Program will be responded to in a timely manner. Institute staff will direct potential participants to the Certification Mentor Program web page, which will include information to help individuals determine if this program meets their needs. Staff may also provide program brochure, if individual is in need of a tangible resource or is unable to access the web at the time of inquiry.
Confidentiality for all potential participants will be upheld from the initial point of contact forward, unless otherwise noted by potential participant.

**Eligibility Policy**

All of the Institute's Certification Mentor Program participants must meet the defined eligibility criteria put in place for the program. All staff involved in the program must be aware of the eligibility criteria that need to be met by all participants to ensure consistency within the program.

**Mentor Eligibility Requirements:**

- Must be certified by the HR Certification Institute, holding a Professional in Human Resources (PHR*), Senior Professional in Human Resources (SPHR*), Global Professional in Human Resources (GPHR*) and/or California (PHR-CA* or SPHR-CA*) certification
- Must not be in lapse or expired status
- Must not currently be a mentee in the Institute's Certification Mentor Program
- Must be able to commit to a six-month relationship with mentee
- Must be able to complete profile in full to assist in determining a compatible match
- Must agree to the Institute's Certification Mentor Program policies and procedures
- Must be willing to adhere to mentor requirements

**Mentee Eligibility Requirements:**

- Must have attempted one or more of the Institute's certification exam(s) and not successfully passed the exam(s)
- Must be willing to reapply for the HR certification exam with the Institute within two testing periods
- Must not currently be a mentor in the Institute's Certification Mentor Program
- Must be able to commit to a six-month relationship with mentor
- Must be able to complete profile in full to assist in determining a compatible match
- Must agree to the Institute's Certification Mentor Program policies and procedures
- Must be willing to adhere to mentee requirements
Screening Policy

All potential participants of the Institute’s Certification Mentor Program will go through a screening process. This process ensures that all participants meet the eligibility requirements of the program, ensures that policy and procedures will be followed and ensures that mentor/mentee requirements are met by each participant. At minimum, the following screening procedures are required for each applicant:

Mentor and Mentee Screening Procedures:

- Complete application
- Review application to determine eligibility
- Check reference(s) if applicable
- Demonstrate a true desire to participate in program and ensure success

Training Policy

All of the Institute’s Certification Mentor Program participants must complete a training session before a match can be made. Training includes a webinar that provides an overview of our VMP, including details about the platform and its capabilities.

Training also will include a review of program expectations, required activities and the overall workflow of the relationship.

Evaluation forms will be collected from each training session for the purposes of evaluating and improving the content, delivery and trainer performance.

Matching Policy

It is the policy of the Certification Mentor Program that the program administrator ensures that the guidelines outlined in the match procedures are adhered to and effectively allow for the most optimal mentor/mentee relationship. The program administrator should use factors outlined in the matching procedure to ensure suitability of each mentor/mentee match.
Optimal match includes, but is not limited to:

- Mentee and mentor preference
- Common certification(s) achieved/attempted
- Common career goals and interests
- Common expertise/interest in a particular area of HR
- Common geographic location/time zone

Match Support and Supervision Policy

The Institute’s Certification Mentor Program has implemented a workflow that requires certain initiatives to take place within a particular time frame during the mentor/mentee relationship. The initiatives included within the workflow promote progress within the mentor/mentee relationship.

The program administrator also will be responsible for monitoring activities, communication and engagement taking place among mentor and mentee within the VMP. Occasional monitoring of mentoring activities will allow the program administrator to identify mentor/mentee relationships that may need assistance with making connections, as well as participation and engagement.

The program administrator will provide activities and materials to mentor and mentee to assist in facilitating learning, development, teaching and coaching.

Confidentiality Policy

It is the policy of the Institute's Certification Mentor Program to protect the confidentiality of its participants. Mentor and mentee information provided via application, profile and other forms related to the program will not be shared with any third party. Participation in the program will not be made public unless permission has been granted by the participant. Additionally, mentors and mentees are required to keep information about the other party confidential unless permission is given to share information outside of the mentor/mentee relationship.

Closure Policy

All mentors and mentees of the Institute's Certification Mentor Program must participate in closure procedures. Closure is defined as the ending of a formal match relationship regardless of the circumstances of the match ending or whether mentor and mentee intend to have future contact.
informally beyond the match duration. No party is expected to continue the relationship beyond the
formal end of a match, although a mentor may continue to support a mentee beyond the required six-
month period with the agreement of both participants.

Closure can occur for any number of reasons, including: required program time has been met, one
or both participant(s) do not wish to continue the match relationship, a change in life circumstance
for either the mentor or mentee has impacted availability or an individual no longer meets the
requirements for program participation. These reasons may end the match relationship at the
discretion of the mentor, mentee or program administrator. The program administrator will decide if
an individual is eligible to be reassigned to another match in the future based upon past participation
performance, reason for match relationship closure and needs of the program.

Future contact will be at the mutual and informal agreement of the mentor and mentee. Both parties
must be in agreement for future contact to be made. If future contact is agreed upon, all activities and
contact that takes place beyond the six-month requirement is considered to be taking place after the
match relationship has closed and are outside the program’s scope. Mentor and mentee will receive
notification that the match relationship has ended. The Institute cannot be held responsible for
monitoring or supporting the match relationship after notification has been made and is not liable for
occurrences that take place outside of the program scope.

Recertification Policy

It is the policy of the Institute’s Certification Mentor Program that recertification credit will be
awarded to mentor participants of the program. Only the mentors participating in the program are
eligible to receive recertification credit for their role in the program. Mentors must have met all of the
program requirements and completed the six months of participation in order to receive credit.

Recertification credit for the Institute’s Certification Mentor Program is awarded under the
Leadership category of the recertification application. Mentors will receive 2.5 general recertification
credit hours per match relationship. Five credit hours can be awarded per year, or a maximum of 10
credit hours can be rewarded within one recertification cycle, for participating in a mentor role in the
Institute’s Certification Mentor Program.
Evaluation Policy

The Institute will use evaluation as the key component in measuring the success of the Certification Mentor Program and for making continuous improvements in the effectiveness and delivery of mentoring services.

Evaluation data will be collected at the end of each matching relationship. At the closure of each mentor and mentee relationship, participants will be asked to complete a survey that will provide details on each individual’s experience. Mentees also will be required to provide information when they reapply for certification exam(s), including their exam testing date(s) and exam outcome(s). An additional survey is required of mentees once they have sat for a certification exam. This format will provide the Institute with feedback on program performance every six months, allowing for modifications where needed.

PROCEDURES

The procedures of the Certification Mentor Program assist participants with adhering to the policies of the program and aid in facilitating the mentor/mentee relationship. The procedures also ensure that all mentor and mentee requirements are met by all participants, creating the most enriching experience possible. Please be sure to review the procedures and agree to them before accepting the role of a mentor or mentee. Do let us know if you have any questions about any area outlined in the procedures.

Recruitment Procedures

The recruitment plan for the Institute’s Certification Mentor Program will include engaging our current certified HR professionals using our current communication forums. This includes engaging mentors that we are certain can meet the eligibility requirements and fulfill the mentor requirements of the program. The Certification Mentor Program will be announced and information distributed through the organization’s marketing initiatives, to include but not limited to:
As program evaluations are completed, the recruitment plan will be modified to ensure new discovery and needs are being met through the recruitment process.

**Inquiry Procedures**

Those who have inquiries about the Institute's Certification Mentor Program should be directed to our web site to obtain information about the program. If needed, those inquiring also can obtain a program brochure to get a general overview of the program by contacting HR Certification Institute staff. For additional questions or clarification, inquiries can be directed to the program administrator, who will provide answers and further details.

Individuals who are certain of participating in the program should fill out an application online. The application should be completed in full and submitted. At that time, it will be reviewed for eligibility, and the program administrator will reach back out to applicants to inform them of their acceptance status (acceptance in the program is based on meeting eligibility requirements and agreeing to program policy, procedures and requirements).

**Screening Procedures**

In accordance with the Institute’s Certification Mentor Program eligibility and screening policies, the steps below should be completed to determine if applicants qualify to participate in the program.

- Submit a completed application
- Review all parts of completed application
- Confirm all eligibility requirements are met
- Confirm agreement to program policies, procedures and requirements
- Contact applicant to inform of acceptance or rejection
Training Procedures

Mentor and mentee must attend training before they can be matched. Upon acceptance into the Institute’s Certification Mentor Program, participants will receive information about a training webinar. Participants are required to participate in the training webinar and complete a training evaluation form upon viewing to verify their attendance.

Training content includes program guidelines, roles and responsibilities of participants, details on program workflow and activity requirements, explanation of how to use the VMP and tips to assist in facilitating mentor/mentee relationships.

Matching Procedures

Both mentor and mentees are asked to complete a profile, which will provide more insight into their professional experience and personalities. Mentors are asked to provide background on their current HR experience, their experience taking the HR certification exam(s), the certification(s) they hold and any prior mentoring experience in which they have participated.

Mentees are asked to provide background on their current HR experience, career goals and aspirations, which HR certification(s) they desire to earn and their expectations of the mentoring experience.

These questions will allow for ensuring that mentees are given a mentor to which they can best relate, who is in a position the mentee wishes to achieve and who holds the HR certification(s) which the mentee is wishing to earn.

Once their profile is complete, mentees are required to do a search within our VMP. Participants will then be provided with a listing of the best matches available based on the answers and information provided in their profiles. Mentees will then be able to reach out to the individual they feel will best provide them the type of mentoring experience desired. The mentor will receive notice that an individual is requesting to be paired with him/her and can accept or reject the request of the potential mentee upon reviewing their profile. This process will continue until a match is made.

If a potential mentee is having difficulty obtaining a mentor, the program administrator will step in to provide assistance in finding a mentor for that individual. This will be a more manual process, and we will work diligently to ensure a match is found in a timely manner.
If the mentor and/or mentee find that the best match was not made, they can ask to be reassigned. This ensures that both parties receive the full experience from being a part of the Certification Mentor Program.

To request reassignment of current mentor or mentee, a written request must be sent to the program administrator through the VMP. Requests should include:
- Reason for reassignment
- What was done to correct issues or differences before reassignment was decided as the best solution
- What is expected to be different of newly assigned individual
- Preference of new individual if available

There is no guarantee as to when a new mentor or mentee can be reassigned to you, but the Institute will work to reassign in a timely manner. This will be heavily dependent on the number and availability of mentors or mentees.

**Match Support and Supervision Procedures**

The program administrator will review match relationship engagement **on a bi-weekly basis** to ensure that both mentor and mentee are receiving the full benefit of participating in the Certification Mentor Program. The program administrator’s review includes making certain that activities are taking place, addressing any interruption in the match relationship workflow and reviewing surveys to ensure that participants are satisfied with their current mentoring experience.

Program administrator support also includes providing resources and materials to mentors and mentees that aid in enhancing the mentor relationship in which they are involved.

**Closure Procedures**

Our VMP will alert both mentor and mentee that the mentor relationship is coming to an end. The alert will include reminders of what activities need to take place to complete the mentor relationship and close out the engagement.

Mentors and mentees will need to review their closure/exit plan to ensure they are on course to execute the plan they agreed upon. Participants are also asked to complete a match closure summary
and survey to provide the program coordinator insight into their experience and offer feedback on improvements or modifications suggested for the Certification Mentor Program.

Both mentor and mentee will receive notice that the match relationship has officially closed.

**Recertification Procedures**

Once mentors have received notice that the current match relationship has closed and they have successfully met and completed the mentor requirement, they are eligible to submit their participation in the Institute’s Certification Mentor Program for recertification credit.

Mentors will include their participation in the Certification Mentor Program under the Leadership category in their recertification application. In case of an audit, they will need to keep record of the activities engaged in with their mentee.
MENTORS

Mentees benefit from the engagement and expertise of their mentor. As the coach, a successful mentor is responsible for engaging and taking an active role and personal interest in the career development of those that are less experienced. The mentor is to serve as the role model in the relationship.

Mentors are expected to:

- Share their experience and knowledge with their mentee
- Work within the timeframe given to meet mentee's needs and expectations
- Assist mentee with preparing for HR certification exam(s)
- Explain to the mentee how HR certification can offer career benefits
- Explain the value that HR certification can offer both professionally and personally
- Assist mentee with developing current job skills and help the mentee set realistic career goals
- Provide feedback and constructive criticism

Mentor Requirements:

- Adhere to Certification Mentor Program policies and procedures
- Complete program training
- Commit at least three hours per week to the program
- Gain an understanding of mentee’s needs and expectations and create a plan for how you and your mentee are going to meet them
- Adhere to mentoring relationship agreement with mentee
- Complete required program activities
- Adhere to program workflow
- Create goal and closure plan
- Review outcome of the relationship with mentee at closure
MENTEES

Mentors benefit from the engagement with and exposure to another HR professional. As the student, a successful mentee is responsible for engaging and taking an active role and personal interest in learning from their mentor. They are to bring current knowledge and experience to the relationship; allowing mentors to understand what new/less-experienced HR professionals are exposed to in today’s work environment.

Mentees are expected to:

- Demonstrate initiative and desire to learn
- Clearly communicate needs and expected outcomes of participating in the Certification Mentor Program
- Work within the timeframe given to meet needs and expected outcomes
- Be receptive to feedback and constructive criticism
- Provide mentor any feedback that will assist them in better coaching you as the mentee

Mentee Requirements:

- Adhere to Certification Mentor Program policies and procedures
- Complete program training
- Commit at least three hours per week to the program
- Create a plan of action for how you and mentor are going to meet needs and reach discussed goals
- Adhere to mentoring relationship agreement with mentor
- Complete required program activities
- Adhere to program workflow
- Create goal and closure plan
- Review outcome of the relationship with mentor at closure

BOTH PARTIES

Both mentor and mentee are expected to work together to:

- Establish what should be accomplished within the timeframe provided to complete Certification Mentor Program
- Create a plan of action for how desired goals are going to achieved
- Set up a meeting schedule that works best for both parties or create a formula for how discussions on the VMP will take place
- Establish trust and confidentiality within the relationship
- Develop a closure/exit plan for the relationship
Program Terms and Conditions Agreement

Please Read This Carefully Before Agreeing:

The HR Certification Institute Certification Mentor Program appreciates your interest in participating in the program.

_______ I agree to follow all the HR Certification Institute Certification Mentor Program policies and procedures and understand that any violation will result in suspension and/or termination of the mentoring relationship.

_______ I agree to meet all of the mentor/mentee requirements and to work to the best of my ability to meet all of the HR Certification Institute Certification Mentor Program expectations.

_______ I understand that the HR Certification Institute Certification Mentor Program is not obligated to provide a reason for its decision to accept or reject me as a mentor.

_______ I agree to adhere to the terms of use of the Virtual Mentoring Platform (VPM) powered by Chronus, which is provided by the HR Certification Institute to facilitate the Certification Mentor Program.

By signing up on the Certification Mentor Program’s VPM, I attest that I have read and agreed to the program’s above terms and conditions.
CERTIFICATION MENTOR PROGRAM WORKFLOW

The program workflow is an outline of activities that should be taking place within the mentoring relationship. It includes mandatory activities in which the mentor and mentee must engage in. You will receive emails that align with the workflow to assist you in keeping the relationship moving forward and assisting in the engagement process.

The visual below provides an overview of how we will aid in ensuring that mentor and mentee both stay committed and connected to the mentoring relationship.

<table>
<thead>
<tr>
<th>WEEK</th>
<th>TOPIC</th>
<th>TO DO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introductions</td>
<td>❑ Intro meeting between match pair, relationship building questions, discuss goals and define relationship structure.</td>
</tr>
<tr>
<td>2</td>
<td>Create Plan</td>
<td>❑ Define at least 3 goals to accomplish in 6-month relationship. Create action plan for meeting goals and closure/exit plan.</td>
</tr>
<tr>
<td>3</td>
<td>Finalize Plan</td>
<td>❑ Should have goals and closure/exit plan completed. Complete or review &quot;Let’s Work Together&quot; activity. Complete mentoring relationship agreement.</td>
</tr>
<tr>
<td>4</td>
<td>Skills Assessment</td>
<td>❑ Review mentee score report. Define the body of knowledge core areas that need strengthening and ways to build on knowledge and improve skills aligned to core areas.</td>
</tr>
<tr>
<td>5</td>
<td>Track Progress</td>
<td>❑ Review your action plan and check timeline. Modify plans and goals if needed.</td>
</tr>
<tr>
<td>6</td>
<td>Review</td>
<td>❑ Review of how the program is going for participants.</td>
</tr>
<tr>
<td>7</td>
<td>Track Progress</td>
<td>❑ Review your action plan and check timeline. Modify plans and goals if needed.</td>
</tr>
<tr>
<td>8</td>
<td>Preparation Review</td>
<td>❑ Review how mentee prepared for exam. Review additional study and prep methods.</td>
</tr>
<tr>
<td>9</td>
<td>Track Progress</td>
<td>❑ Review your action plan and check timeline. Modify plans and goals if needed.</td>
</tr>
<tr>
<td>10</td>
<td>Complete Survey</td>
<td>❑ Review of how the program is going for participants.</td>
</tr>
<tr>
<td>11</td>
<td>Track Progress</td>
<td>❑ Review your action plan and check timeline. Modify plans and goals if needed.</td>
</tr>
<tr>
<td>12</td>
<td>Preparation Review</td>
<td>❑ Review how mentee prepared for exam. Review additional study and prep methods.</td>
</tr>
<tr>
<td>13</td>
<td>Track Progress</td>
<td>❑ Review your action plan and check timeline. Modify plans and goals if needed.</td>
</tr>
<tr>
<td>14</td>
<td>Complete Survey</td>
<td>❑ Review of how the program is going for participants.</td>
</tr>
<tr>
<td>15</td>
<td>Track Progress</td>
<td>❑ Review your plan of action and check timeline. Modify plans and goals if needed.</td>
</tr>
<tr>
<td>16-20</td>
<td>Career Week</td>
<td>❑ In-depth discuss and focus on career paths, mentee’s career goals, mentor’s career experience, goals post-mentor program and how to achieve them.</td>
</tr>
<tr>
<td>21-23</td>
<td>Review</td>
<td>❑ Gear up for closure: Review your closure/exit plan. Discuss goals set, any modifications needed and outcomes. Discuss overall experience.</td>
</tr>
<tr>
<td>24</td>
<td>Closure</td>
<td>❑ Begin to implement closure/exit plan. Complete closure/exit survey.</td>
</tr>
</tbody>
</table>
APPENDIX B

PROGRAM ACTIVITIES

This section provides samples and instructions for some of the program’s required activities. These instructions provide further clarification on the activities that build the framework and structure of the mentoring relationship. Once mentors and mentees begin to utilize the VMP, access to all activity worksheets and instructions will be provided directly to the mentors and mentees.

JUMP TO A SPECIFIC ACTIVITY

- Relationship Building Questions
- Let’s Work Together
- Setting the Bar
- How am I Doing?
- Time to Say Goodbye: Closure/Exit Plan
- Mentoring Relationship Agreement
Relationship Building Questions

These questions are great “ice-breaker” questions to use during your first meeting. Use them to assist in getting to know your mentor/mentee better.

**Relationship Building Questions for Mentor**

1. Read your mentee’s profile and discuss why he/she joined the Certification Mentor Program.
2. What do you expect from the Certification Mentor Program?
3. What do you expect from me as your mentor?
4. How do you feel this program will help you be more successful in your career?
5. How do you expect the program will help you be more successful the next time you sit for the certification exam?
6. Which certification exam did you sit for?
7. Why did you select that particular certification?
8. Tell me a little about your current HR role and past HR experience.
9. Tell me a little about your career goals.
10. Without looking at your score report, what are the areas in HR you feel you could strengthen? Why?
11. What are you currently doing to strengthen those areas?
12. What can I do to assist you with strengthening those areas?

**Relationship Building Questions for Mentee**

1. Read your mentor’s profile and discuss why he/she joined the Certification Mentor Program.
2. What do you expect from me as your mentee?
3. Why did you decide to obtain the HR certification(s) you currently hold?
4. How do you feel certification has assisted you as an HR professional?
5. Did you have a mentor? If so, what did you gain from that relationship?
6. Tell me a little about your current HR role and past HR experience.
7. In what area(s) of HR do you have the most experience?
8. What are your next career goals?
9. How do you plan to accomplish them?
Let’s Work Together

Below are questions that the mentor and mentee should answer together to assist in creating a structure for their mentoring relationship. Mentees should take the lead in defining the type of mentoring relationship with which he/she is most comfortable. As long as the terms suggested by the mentee are feasible for the mentor, they should become a part of the Mentoring Relationship Agreement (on page 24).

These questions are a guide for defining the mentoring relationship structure in which you are engaged in. Take this opportunity to discuss any element of the relationship you feel is best to define in the beginning. Also keep in mind that what you have defined today may not work tomorrow. Be open-minded and flexible. After getting to know each other better, mentors and mentees may discover a different or better way to work together than originally planned.

1. Determine the best times to meet and the frequency of meetings
2. Determine if you want to limit length of each meeting
3. Are there any times that contact should not be made at all?
4. Determine the best means of communication
5. Discuss and agree upon how feedback should be given and received (have feedback meetings, send over email or a phone call, will there be opportunities to ask questions about the feedback?, etc.)
6. Determine if there will be discussions about improvements made based on feedback given
7. Determine if a timeframe needs to be defined for responding to voicemails or emails
8. Define any other parameters you feel are important for the relationship
Setting the Bar

This activity involves creating goals for the mentoring relationship and a plan of action for accomplishing set goals. The program requires that mentor and mentee create at least three goals to accomplish during the six-month relationship.

In the mentoring area of the platform, you will see an area titled Milestones. There will be default milestones already created by the program administrator that deal with some of the mandatory activities within the program. Together, mentor and mentee should create more milestones by adding the goals that they create for the mentoring relationship. For each goal, create a new milestone.

Within each milestone are tasks. For the default milestones, the tasks to complete the milestone will already be created by the program administrator. Mentors and mentees will need to create tasks for each of the goals they create. The tasks are the plan of action or the activities mentoring partners will engage in to achieve the goals. As each task is completed, check them off until there are no more to work towards. This is an indication that your milestone is complete, and your goal has been accomplished.

Make certain that goals are centered and focused on the mentee and what he/she is looking to achieve and take away from the program. Here are some questions to think about when creating goals together:

- What are some areas that the mentee would like to work on and strengthen?
- What can we realistically accomplish in six months?
- How will we measure success of each goal?
- How will each goal be achieved?
- What is the expected or desired outcome for each goal?
- How will goals help the mentee to grow professionally and personally?
- How will goals help the mentor to grow professionally and personally?
How Am I Doing?

This activity is added throughout the program workflow to ensure that both the mentee and mentor pause at specific times during the mentoring relationship to do a self-evaluation. This is an opportune time to review and take note of how progress toward goals created for the relationship are coming along. It is a check point for the mentor and mentee.

During this progress tracking, mentor and mentee should determine where they are as far as completing the goals they created, if there is a need to add or remove any goals and/or make adjustment to original goals and plan of action.

Touch on these questions below when engaging in this activity:

- What have we done to date?
- How does that compare to our plan of action?
- Are we where we planned to be at this time? Why or why not?
- Do we need to modify our timeline? If so, how?
- Do we need to modify our goals?
- Do we need to add or remove any goals? Why or why not?
- Don’t forget to take this evaluation a step further. Beyond reviewing the relationship goals, review the relationship as a whole. Take note on the health of the relationship and how you and your mentoring partner are working together. It is important to ensure that mentor and mentee continue to be on the same page and are aware when adjustments to the relationship need to be made.
Time to Say Goodbye: Closure/Exit Plan

Take this time to talk through topics that both mentee and mentor find important to review upon closing out the mentoring relationship. This is just a guide for when the time comes to end mentoring activities. Use your plan to ensure that all mentee goals and expectations have been met or will be met by exit date.

Exit Date ____________________________

1. Determine date or date range in which you want to begin to review closure/exit plan.

2. Determine what you want to review before closure of your mentoring relationship.

3. How will we handle any goals that might not be met before our exit date?

4. How will we handle any mentee expectations that have yet to be met within the relationship?

5. How will we celebrate our accomplishments?

6. Questions to ask ourselves:
   a. What did we accomplish during our time together?
   b. Did we meet all of the goals that were created?
   c. What were some of the discoveries made during our time together?
   d. What are the next steps the mentee should take?
   e. What are the next steps for our mentoring relationship?
**Mentoring Relationship Agreement**

A successful mentoring relationship requires a commitment from both the mentor and mentee. The following agreement is intended to provide a starting framework for the relationship.

To ensure a rich and rewarding experience together, we mutually agree upon the terms and conditions of our relationship as outlined in this agreement and our closure/exit plan:

<table>
<thead>
<tr>
<th>Goal Names</th>
<th>To accomplish this we will:</th>
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</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

**Frequency of Meetings**

We will attempt to meet at least ____________ times per month. If we are unable to attend any scheduled meetings, we agree to notify our partner in advance.

**Preferred Method of Communication**

We will attempt to use the means of communication as our preferred method(s).

*Mentee’s most vital expectation*

*Mentor’s most vital expectation*

**No Fault Termination**

We are committed to an open and honest mentoring relationship. We will attempt to discuss and resolve any and all conflicts as they arise. If one of us feels the need to terminate the relationship for any reason, we agree to abide by the decision of our partner.

**Confidentiality**

We acknowledge that we have discussed this relationship and understand it to be an important development opportunity for both participants. We agree to respect the other’s personal requests and maintain confidentiality before, during and after the mentoring relationship period.

---

**Mentee Signature**

**Date**

**Mentor Signature**

**Date**
EXAM PREPARATION RESOURCES

Tools that Help Your Exam Preparation

The HR Certification Institute’s exam preparation resources can help you assess your readiness to take the exam or plan out your study schedule. Take some time to review these tools and decide which one(s) best fit your needs.

Online Assessment Exams

The online assessment exams use test questions that are no longer used in certification exams. By taking the online assessment exams, you will become familiar with the style and format of the questions found on the actual certification exams.

Upon completing the assessment exams, you will receive an overall score broken down by the functional areas covered on the certification exams to help you determine your strongest and weakest areas and guide your study efforts.

The online assessment exams are available for all three certifications—PHR®, SPHR®, and GPHR®. Unlike the GPHR Online Assessment Exam, the PHR and SPHR Online Assessment Exams come in two parts. Take one of each to help determine which exam is right for you. Alternatively, you can take one exam at the start of your study regimen and the other near the end to measure your level of preparedness.

HR Certification Study Guides

We also offer the following study guides, which you can purchase at the SHRM book store or national book stores (Amazon.com or Barnes&Noble.com):

- The Official PHR®/SPHR® Certification Guide (US$29.99 HR professionals, US$25 SHRM members)
- The Official GPHR® Certification Guide (US$25 HR professionals, US$20 SHRM members)

These thorough study guides explain the HR certification process and exam preparation method. Most important, they provide a practice exam that is based on the exam content, the correct answers and the rationale behind each answer.

SAMPLE QUESTION FROM STUDY GUIDE

Q: Which of the following positions is considered an HR specialist?

a. Industrial relations director
b. Human resource manager
c. Personnel administrator
d. Human resource team leader

<table>
<thead>
<tr>
<th>ONLINE ASSESSMENT EXAM</th>
<th>ONLINE ASSESSMENT EXAM STRUCTURE</th>
<th>TIME ALLOTMENT</th>
<th>PRICE (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHR/SPHR</td>
<td>75 multiple-choice questions</td>
<td>80 or 120 minutes</td>
<td>$45 for one exam OR $70 for two exams*</td>
</tr>
<tr>
<td>GPHR</td>
<td>50 multiple-choice questions</td>
<td>60 or 90 minutes</td>
<td>$35 per exam</td>
</tr>
</tbody>
</table>

*Offer only available if you register for both parts of the assessment exams at the same time.
Study Groups  ✈️ FREE
Visit our certification groups on social networking websites such as LinkedIn, Facebook and SHRM Connect to form study groups or post your exam preparation questions.

Our Blogs  ✈️ FREE
We often host virtual chats on our blog pages. During the one-hour chat session, our virtual counselors will be available online to answer any certification related questions. Watch our home page, www.hrci.org for the next virtual chat session.

Talk to our certified HR professionals on our blogs. Post your exam preparation questions to them and they will share their certification experiences with you.

Test Your Knowledge Quizzes  ✈️ FREE
The Test Your Knowledge quizzes are a series of 10 practice questions that will show you the type of questions you can find on the PHR®, SPHR®, GPHR® and California certification exams. These simple, quick and free quizzes are available for you to “test out” the type of questions you will encounter on the certification exam(s) and can help you:

- Decide which HR certification exam is best suited for you.
- Become more comfortable with the style of questions on the HR certification exams.
- Learn the logic behind the correct answer.

EXAM PREPARATION TIPS
Making a study plan is an important key to passing the HR certification exams. To be effective, your plan must fit your needs. Consider your

Schedule:
Assess how much of your time is already committed (such as to your job and to your family) and how much you can realistically assign to study. Develop a schedule that builds in daily and weekly study time.

Progress:
Regularly check your study plan to make sure you are on schedule and to adjust study time if you need to.

Learning style:
For example, consider the time of day when you have the strongest focus on your study. Also consider whether you learn best by yourself or in a group.

Habits:
For example, if you tend to avoid studying, ask a friend or colleague to make sure you stay with it.

Environment:
Set aside a workstation where you can keep your study materials and resources at hand.

Weakest areas of HR knowledge:
Identify them, plan to study them first, and consider using resources.
The Professional in Human Resources (PHR®) and Senior Professional in Human Resources (SPHR®) exams are created using the 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 validated by HR professionals working in the field through an extensive survey instrument. It is updated periodically to ensure it is consistent with current practices in the HR field.

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). SPHR only

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). SPHR only

07 Develop, influence, and execute strategies for managing organizational change that balance the expectations

PROFESSIONAL IN HUMAN RESOURCES (PHR®) AND SENIOR PROFESSIONAL IN HUMAN RESOURCES (SPHR®)

EST. 1988

Business Management and Strategy (11%/30%)
Workforce Planning and Employment (24%/17%)
Human Resource Development (18%/19%)
Compensation and Benefits (19%/13%)
Employee and Labor Relations (20%/14%)
Risk Management (8%/7%)

if the 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.
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.
16 Develop policies and procedures to support corporate governance initiatives (for example: whistleblower protection, code of ethics). SPHR only
17 Participate in 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.
18 Identify and evaluate alternatives and recommend strategies for vendor selection and/or outsourcing. SPHR only
19 Oversee or lead the transition and/or implementation of new systems, service centers, and outsourcing. SPHR only
20 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
21 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)

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

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**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.
Develop, select, and evaluate performance appraisal processes (for example: instruments, ranking and rating scales) to increase individual and organizational effectiveness.

Develop, implement, and evaluate performance management programs and procedures (includes training for evaluators).

Develop/select, implement, and evaluate programs (for example: telecommuting, diversity initiatives, repatriation) to meet the changing needs of employees and the organization. SPHR only

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)

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

05 Conduct compensation and benefits programs needs assessments (for example: benchmarking, employee surveys, trend analysis).

06 Develop/select, implement/administer, update and evaluate benefit programs (for example: health and welfare, wellness, retirement, stock purchase).

07 Communicate and train the workforce in the compensation and benefits programs, policies and processes (for example: self-service technologies).

08 Develop/select, implement/administer, update, and evaluate an ethically sound executive compensation program (for example: stock options, bonuses, supplemental retirement plans). SPHR only

09 Develop, implement/administer and evaluate expatriate and foreign national compensation and benefits programs. SPHR only

Knowledge of:

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

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. SPHR only

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). SPHR only

49 Fiduciary responsibilities related to compensation and benefits
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. SPHR only

11 Direct and/or participate in collective bargaining activities, including contract negotiation, costing, and administration.

Knowledge of:

50 Applicable federal laws affecting employment in union and nonunion environments, such as laws regarding antidiscrimination policies, sexual harassment, labor relations, and privacy (for example: WARN Act, Title VII, NLRA)

51 Techniques and tools for facilitating positive employee relations (for example: employee surveys, dispute/conflict resolution, labor/management cooperative strategies)

52 Employee involvement strategies (for example: employee management committees, self-directed work teams, staff meetings)

53 Individual employment rights issues and practices (for example: employment at will, negligent hiring, defamation)

54 Workplace behavior issues/practices (for example: absenteeism and performance improvement)

55 Unfair labor practices

56 The collective bargaining process, strategies, and concepts (for example: contract negotiation, costing, and administration)

57 Legal disciplinary procedures

58 Positive employee relations strategies and non-monetary rewards

59 Techniques for conducting unbiased investigations

60 Legal termination procedures

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

The PHR and SPHR Body of Knowledge 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 Spring 2012 exam period are linked to the responsibility and knowledge statements listed above.
**GPHR® BODY OF KNOWLEDGE**

The Global Professional in Human Resources (GPHR®) exam is created using the GPHR Body of Knowledge, which outlines the responsibilities of and knowledge needed by today’s HR professional. The GPHR Body of Knowledge is created by HR subject matter experts through a rigorous practice analysis study and validated by HR professionals working in the field through an extensive survey instrument. It is updated periodically to ensure it is consistent with current practices in the HR field.

**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.

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.
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 permits).
36 Techniques for fostering effective communications with global assignees, line management and leadership.
37 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., house-hunting, 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, anti-discrimination, 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.

The GPHR Body of Knowledge 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 Spring 2012 exam period are linked to the responsibility and knowledge statements preceding above.
PHR-CA®/SPHR-CA® BODY OF KNOWLEDGE

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

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:

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

Knowledge of:

01 Definition of wages, including specialty payments (such as split shifts, on call, makeup time, travel time)
02 Wage orders—Industrial Welfare Commission (IWC)
03 Minimum wage requirements, including living wage
04 Overtime regulations (for example, job classifications [exempt versus nonexempt], calculating multiple rates of pay)
05 Timing of payments, including fines and penalties
06 Rest and meal periods
07 Alternative workweek schedule (AWS)
08 Permitted and prohibited payroll deductions
09 Garnishments and bankruptcy
10 Role of Department of Labor Standards Enforcement (DLSE)

11 Domestic partner legislation for employer benefit plans (for example, domestic partner coverage, individual rights)
12 Cal COBRA
13 COBRA extension for 59.5 years of age and older
14 Legal requirements for postings and notices

The California HR certification exam focuses on unique laws and regulations of the state of California.
15 Labor code requirements for timekeeping
16 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:**

01 Develop, implement, and administer policies, practices, and procedures to comply with state laws regarding recruiting, selecting, and terminating employees.

02 Ensure compliance with state employment-related laws by auditing, monitoring, inspecting, and evaluating behavior, records, postings, and processes.

03 Develop, implement, and administer policies and procedures to prevent and/or respond to harassment and discrimination.

04 Ensure compliance with state harassment and discrimination prevention laws by auditing, monitoring, and evaluating workplace activities, processes, practices, behaviors, postings, and environment.

05 Deliver training programs required under state law governing employee and labor relations.

06 Establish and administer documentation and records retention policies and procedures required under state law governing employee and labor relations.

**Knowledge of:**

01 Provisions of Fair Employment and Housing Act (FEHA) (for example, protected categories, discrimination, disability, pre-employment inquiries, mandatory arbitration)

02 Hiring procedures, for example: permissible application procedures, background checks, Investigative Consumer Reporting Agencies Act (ICRAA), California Consumers Reporting Act (CCRA), postings and notices

03 Rules regarding employment of minors

04 Employment Development Department (EDD) requirements, for example: new employee and contractor reporting, unemployment claims and processes

05 Non-compete, non-disclosure and invention assignment agreements

06 Privacy laws

07 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)

08 Legal requirements for postings and notices

09 Required supervisory training for sexual harassment prevention

10 Disciplinary actions for exempt and non-exempt employees

11 Retaliation protection laws (for example, whistleblower, workers compensation, and workplace harassment)

12 California WARN (for example, relocations, terminations, and mass layoffs)

13 Termination notices (for example, California’s For Your Benefit Brochure [DE 2320], Health Insurance Premium Payment [HIPP] notice, change of status notice)

14 Requirements for state contractors (for example, drug-free workplace, anti-discrimination requirements, sweatshop)

15 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:**

01 Develop, implement, and administer policies and procedures to comply with state laws and regulations regarding leaves of absence.

02 Ensure compliance with state laws and regulations regarding leaves of absence by auditing, monitoring, and evaluating records, postings, and processes.

03 Develop, implement, and administer policies and procedures to comply with state laws and regulations regarding workers compensation, including return to work.
04 Ensure compliance with state laws and regulations regarding workers compensation by auditing, monitoring, inspecting, and evaluating records, postings, and processes.

05 Ensure compliance with integration and calculation of multiple leave laws.

06 Establish and administer documentation and records retention policies and procedures required under state law governing leaves of absence and workers compensation.

Knowledge of:

01 California State Disability Insurance (SDI) and Paid Family Leave (PFL)
02 Pregnancy disability leaves (for example, provisions and integration of FMLA, PFL, and CFRA)
03 California Family Rights Act (CFRA) (for example, provisions and integration with leave laws other than pregnancy)
04 Integration of leave laws (for example, discretionary and mandated)
05 School leave (for example, Family-School Partnership Act and school suspensions and expulsions)
06 Domestic violence and sexual assault victims leave
07 Crime victims leave
08 Time off to vote requirement
09 Sick leave
10 Kin care requirements
11 Vested time off requirements (for example, vacation, paid time off)
12 Workers compensation leave and continuation of benefits (for example, return to work and apportionment of workers compensation)
13 Medical provider network (MPN) for workers compensation
14 Legal requirements for postings and notices
15 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:

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

Knowledge of:

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

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