



CERTIFICATIONS IN  
HUMAN RESOURCES

PHRi™  
Professional in Human  
Resources - International™

PHRi™

# Exam Content Outline



# PHRi™ Exam Content Outline At-a-Glance:

## PHRi Exam Weighting by Functional Area:

Functional Area 01 | Talent Acquisition (19%)

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

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

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

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

Functional Area 06 | HR Information Management (10%)

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

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

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

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

### Responsibilities:

- 01 Create job description in partnership with hiring manager to ensure that requirements are accurate and up-to-date
- 02 Recommend and implement most efficient and cost-effective sourcing strategies for hiring managers (for example: agencies, job boards, internal postings, social media, job fairs, college recruitment)
- 03 Work with hiring managers to facilitate interviews by evaluating all sourced and submitted applications
- 04 Partner with hiring manager to determine preferred candidate(s), communicate job offer, and ensure acceptance



### Knowledge of:

- 01 The job analysis process and organization needs
- 02 Job evaluation and job descriptions
- 03 Existing best recruitment practices, platforms, sourcing channels, and labor market
- 04 Existing best recruitment practices and trends (utilizing different platforms or channels to source talent)
- 05 Current market situation and talent pool availability (internal and external)
- 06 Interview and assessment methods
- 07 Job requirements
- 08 How to measure recruiting effectiveness (for example: time-to-fill, cost-per-hire)
- 09 Applicant tracking systems and/or methods
- 10 General compensation and benefits administration methods (for example: market reference ranges/pay tiers, compa-ratio, fringe benefits)
- 11 Verbal and written offer/contract techniques

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

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

### Responsibilities:

- 01 Respond to employee inquiries and requests as first point of contact in order to provide positive employee experience
- 02 Maintain personnel files and records to ensure accuracy and data integrity
- 03 Administer leave management programs for all employees by tracking time off requests and hours worked in order to maintain compliance and ensure alignment with appropriate pay policies
- 04 Process employee status changes and life events, such as payroll changes, terminations, transfers, promotions, birth of a child
- 05 Coordinate new hire activities by working with various teams and hiring managers to ensure successful employee integration
- 06 Initiate employee offboarding process by completing tasks to effectively separate the employee
- 07 Support organization-wide communication initiatives which provide updates and results in order to keep employees engaged
- 08 Maintain organizational charts to match organization requirements



### Knowledge of:

- 12 Organization policies, procedures, ongoing programs, and other engagement activities
- 13 Record keeping requirements
- 14 Regulations related to handling sensitive personal data
- 15 Leave management policies and processes
- 16 Statutory leave of absence requirements (for example: holidays, paid leave, maternity)
- 17 Benefits tracking systems
- 18 Organization benefits and compensation policies and processes

- 19 Statutory requirements related to benefits
- 20 HR Information Systems (HRIS) platforms
- 21 Onboarding process and logistical arrangements
- 22 Employment lifecycle
- 23 Legal requirements to onboard new employees
- 24 Organization values, history, organizational structure
- 25 Offboarding process and logistical arrangements
- 26 Legal requirements to separate employees
- 27 Upcoming updates, changes, organization news
- 28 Employee demographics in order to effectively communicate with all employees
- 29 Various organizational structures

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

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

### Responsibilities:

- 01 Administer measurement tools to determine success of organizational development programs
- 02 Maintain a process for creating new, and revising existing, job profiles and competencies
- 03 Support succession planning program to identify and develop high potential employees for key and leadership positions
- 04 Administer organization supported activities to enhance employee participation and engagement
- 05 Execute organization's performance management strategy by completing appropriate steps in order to achieve organizational goals and objectives
- 06 Support employee development by administering learning and development programs to achieve desired outcomes by the organization



### Knowledge of:

- 30 Best practice survey methods
- 31 Job analysis
- 32 Principles of employment
- 33 Market trends
- 34 Learning and development tools and methodologies
- 35 Coaching and mentoring methods
- 36 Organizational structure
- 37 Qualitative/quantitative survey and reporting methods
- 38 Corporate culture and policies
- 39 Emerging HR trends and the impact on the workplace

- 40 Organization's performance management strategies and methodologies
- 41 Adult learning theories and best practices
- 42 Organization's development strategy

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

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

### Responsibilities:

- 01 Provide total rewards/compensation statements by organizing data to deliver to employees
- 02 Prepare compensation analysis for recommendation in order to acquire and retain talent
- 03 Manage organization recognition and/or rewards program(s) to foster employee engagement and enhance employee experience
- 04 Ensure employees are aware of benefits and compensation for internal comprehension and appreciation
- 05 Recommend and support strategic initiatives to enhance Employee Value Proposition (EVP), culture, and brand
- 06 Ensure equality in total rewards by using job evaluations and salary structure in compliance with organization requirements



### Knowledge of:

- 43 Benefits and compensation strategy and the connection to human capital strategy
- 44 Methods to align and benchmark compensation
- 45 Employee engagement principles and theories to enhance employee experience
- 46 Benefits and compensation programs in extensive detail
- 47 Employee Value Proposition and its effect on employee engagement, talent acquisition, and retention
- 48 Current market data obtained through market studies and salary surveys
- 49 Pay structure techniques



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

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

### **Responsibilities:**

- 01 Develop and communicate safety incident investigation to ensure compliance with safety guidelines
- 02 Advise managers and supervisors on proper corrective practices in order to ensure fair and consistent administration of corrective actions
- 03 Administer and educate business units on employee handbook and organization policies in order to ensure internal comprehension
- 04 Support internal and external HR compliance audit process to ensure organization readiness
- 05 Coordinate workplace security protocols and disaster recovery communication plans to ensure workplace safety and business continuity
- 06 Maintain and execute employee grievance procedures by ensuring that each case is properly handled for the purposes of a healthy working environment



### **Knowledge of:**

- 50 Regional safety laws and guidelines
- 51 Process management
- 52 Specific employment laws and guidelines
- 53 Corrective action methods
- 54 Organization policies
- 55 Legal best practices
- 56 Internal and external audit procedures
- 57 Proper documentation methods and systems
- 58 Recordkeeping best practices

- 59 Business continuity plan development
- 60 Process mapping and workflow development
- 61 Local labor compliance and regulations
- 62 Investigation practices

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

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

### Responsibilities:

- 01 Identify processes to be automated in HRIS by mapping and validating with users to be sure they are properly implemented
- 02 Obtain user requirements to design various processes and ensure alignment with organizational standard operating procedures
- 03 Generate reports and determine metrics as required by users to support business initiatives
- 04 Provide support for systems change management efforts by facilitating change to ensure user acceptance
- 05 Design training materials and user manuals to ensure users comprehend and utilize systems capabilities
- 06 Maintain security by monitoring user access rights to ensure compliance and data integrity
- 07 Execute regular review and audit of HRIS data to ensure accuracy and appropriate integration with other organization systems in order to achieve effective reporting, compliance, and personnel data output
- 08 Provide support for problems reported by users in collaboration with technical support team to ensure that HRIS operates smoothly and satisfies requirements
- 09 Propose improvements to the system by identifying gaps in current automation to ensure effective and efficient operation of the organization

---

### Knowledge of:

- 63 Existing business processes within areas of expertise
- 64 Organizational policies and procedures
- 65 Gap analysis
- 66 Effective data reporting
- 67 Existing HRIS, reporting tools, and other systems

- 68 Change management tools and techniques
- 69 Different communication techniques
- 70 Knowledge management techniques and practices
- 71 Organization structure and responsibilities
- 72 Job profiles to ensure proper access to users
- 73 Ongoing processes the system performs
- 74 Organization HRIS/tools/procedures
- 75 Trends and root causes of problems
- 76 Existing processes in the organization
- 77 User and customer requirements
- 78 Business

**HRCI**

1725 Duke Street, Suite 400  
Alexandria, VA 22314 USA

[info@hrci.org](mailto:info@hrci.org)

[www.hrci.org](http://www.hrci.org)

+1.866.898.4724 (U.S. only)

+1.571.551.6700

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

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

©2023 HRCI. All rights reserved.