

HRCI Academic Course Alignment Guide



HRCI Contact Information

For general information about HRCI certification programs, contact the Customer Experience Team at info@hrci.org or [+1-866-898-4724](tel:+18668984724). This information can be found on our website or you can contact the team at Academic@hrci.org.



A Message from Our CEO



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

HRCI was founded more than 50 years ago and remains committed to HR credentialing excellence. Our suite of eight certification programs for HR professionals emphasize the value of minimizing workplace risk and maximizing employee performance and driving business results.

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

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

A handwritten signature in black ink that reads "Amy S. Dufrane". The signature is fluid and cursive.

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

HRCI CEO

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Introduction

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

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

HRCI designed and administered the first human resource certification exam in the mid-1970s. Today, HRCI certifications are the global standard across the HR profession. All our exams are time tested and have been through rigorous reliability and validity testing before going to market.

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

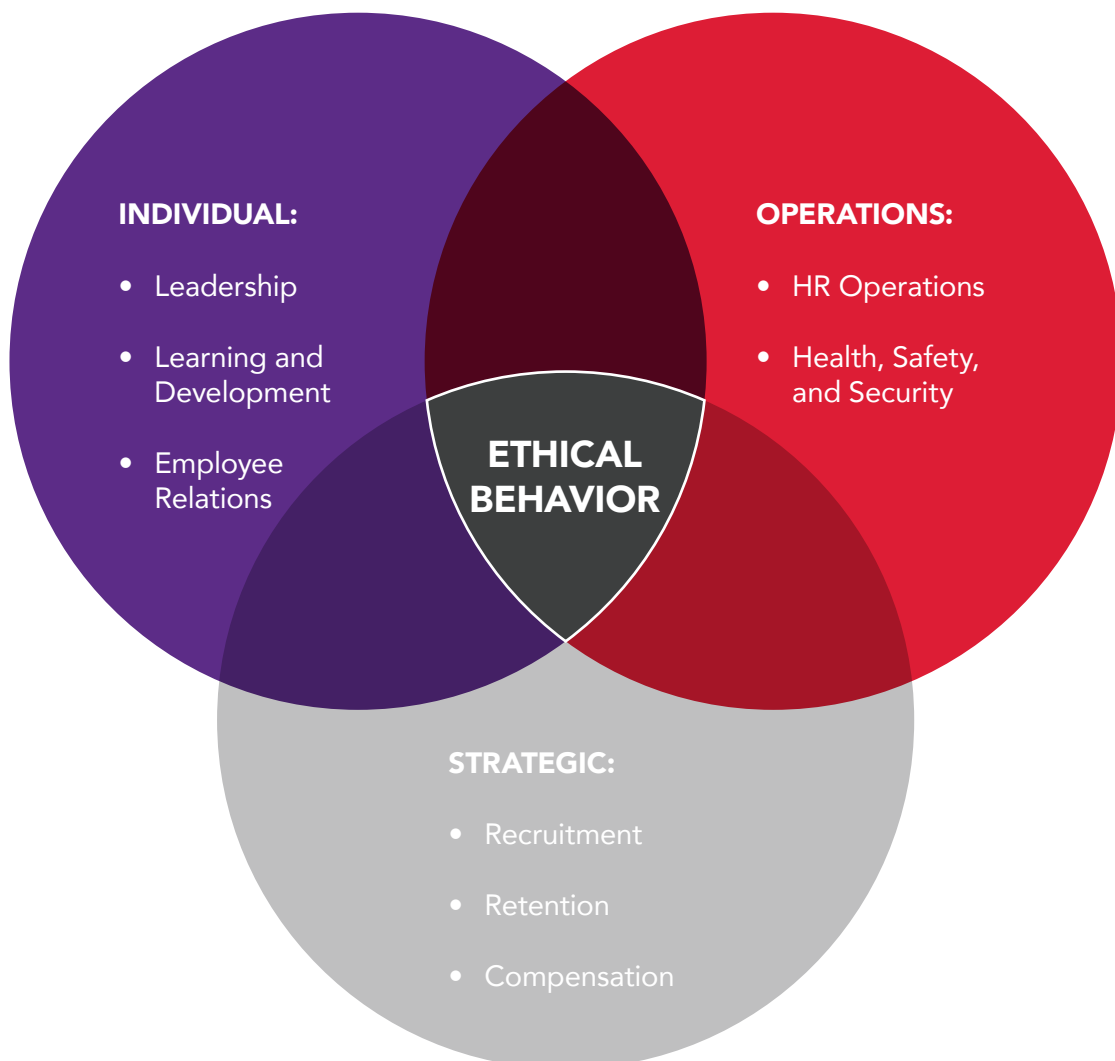
Through partnerships with colleges and universities, we can enhance our mission which is helping professionals achieve the competencies that drive business results. Our certifications not only demonstrate the professional skills of the certificants, but also distinguish them within the profession.

Accreditation

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

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

2024 HR Content Areas



HRCI Research on HR Education

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

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

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



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

Key findings include:

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

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

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

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

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

Accomplishing this might seem like a continually moving target. By partnering with HRCI, you can offer your students learning opportunities they are not getting in most HR programs. This can be done through aligning your curricula with our globally inspired competencies. Accomplishing this might seem like a moving target. By partnering with HRCI, you can offer your students learning opportunities that are not included in most HR programs. This can be achieved by aligning your curricula with our globally inspired competencies, providing students with the skills necessary to earn a distinguished professional certification exam. This sets them apart from their competitors in the job market, helps them land better jobs, and distinguishes your program from others. As an additional bonus in a time of decreasing enrollments, you can make your institution stand out among its peers.

HRCI developed the first HR competency framework over 50 years ago and continues to support the HR community with research, training, partnerships, and everything needed for learners to successfully navigate an HR career from day one throughout their work life cycle. Together, we can make a real difference.

HRCI Curriculum Analysis

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

HRCI offers eight certifications that attract both undergraduate and graduate students, combining competency, skill, and background.



Assumptions

Overall assumptions when developing course alignment samples include the following:

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

Analyzing Your University's HR Degree Program for HRCI Alignment

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

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

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

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

Application fee of \$500. This fee is a non-refundable, 12-months administration charge paid upfront. This fee is waived if exam vouchers are purchased for students or if the exam is required as part of the curriculum.

Partner Resources

For schools that partner with HRCI, we also offer scholarships and partnership webpages.

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

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

Appendix



Appendix A

aPHR® Exam Topics by Functional Area & Courses Alignment

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

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 1: TALENT ACQUISITION (19%)

Fundamental understanding of all aspects related to the talent acquisition process, including planning, sourcing, recruiting, screening, selection, hiring, and onboarding of a new hire.

- Methods to identify staffing needs and guide talent acquisition efforts (for example, forecasting, job analysis, the creation and structure of job descriptions, and alternative staffing approaches)
- Talent sourcing tools and techniques to identify and engage prospective candidates (for example, employer branding, social media, candidate pipelines, resume mining, job postings, job fairs, and employee referrals)

- Recruitment and Talent Acquisition
- Staffing
- Staffing & Training Strategies
- Staffing & Retention

FUNCTIONAL AREA 2: LEARNING AND DEVELOPMENT (15%)

Assessing the needs of the organization and understanding the techniques and methods for delivering training programs in order to provide employees with the tools, skills, and knowledge to align with current and future organizational goals.

- The concept of instructional design and components of commonly used models and methods for developing an organizational learning strategy (for example, knowledge, skills and abilities (KSAs), ADDIE model, needs analysis, goals/objectives, available training resources and intended audience)
- Elements and suitable applications for various training formats and delivery techniques (for example, blended, virtual, self-paced, instructor-led, on-the-job, role play, facilitation, and in-house vs. external training services)
- Methods and tools used to track employee development and measure the effectiveness of the training (for example, learning management systems (LMS), reporting, post-training evaluation and metrics)

- Human Resource Development
- Staffing & Training Strategies
- Training, Development & Performance Management
- Human Resource Management
- Human Resource Fundamentals

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 3: COMPENSATION AND BENEFITS (17%)

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

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

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

FUNCTIONAL AREA 4: EMPLOYEE RELATIONS (24%)

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

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

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

HRCI Functional Areas

Sample Course(s)

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

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

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

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

Appendix B

aPHRi™ Exam Topics by Functional Area & Courses Alignment

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

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 1: HR OPERATIONS (33%)

Understanding the tactical and operational tasks related to workforce management and the HR function. Complying with the regulations and policies that affect the organization. Methods to identify staffing needs and guide talent acquisition efforts (for example, forecasting, job analysis, the creation and structure of job descriptions, and alternative staffing approaches)

- Organizational strategy and its connection to mission, vision, values, business goals, and objectives
- Organizational culture (for example: traditions, unwritten procedures)
- Business functions (for example: accounting, finance, operations, sales, marketing)
- HR Metrics (for example: cost per hire, time to recruit, turnover rate)

- Human Resource Management
- Business Law
- International Business
- Introduction to Labor & Human Resources
- Human Resource Fundamentals
- Human Resource Management
- Strategic Human Resource Management
- Employment Law

FUNCTIONAL AREA 2: RECRUITMENT AND SELECTION (22%)

Understanding the hiring process including regulatory requirements, sourcing of applicants, formal interview and selection process, and onboarding of a new hire.

- Recruitment sources (for example: employee referral, social networking/social media, company website)
- Orientation and onboarding (for example: logistics, introducing culture, facilitating/training)

- Recruitment and Talent Acquisition
- Staffing
- Staffing & Training Strategies
- Staffing & Retention

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 3: COMPENSATION AND BENEFITS (15%)

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

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

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

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

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

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

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

HRCI Functional Areas

Sample Course(s)

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

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

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

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

Appendix C

PHR® Exam Topics by Functional Area & Courses Alignment

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

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 1: BUSINESS MANAGEMENT (14%)

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

- Understand and reinforce organizational culture, core values, and ethical and behavioral expectations (for example: identify opportunities and make recommendations, contribute to diversity, equity, and inclusion [DEI], employer branding)
- Understand metrics and interpret data to support business initiatives and recommend strategies (for example: attrition rates, diversity in hiring, time-to-hire, time-to-fill, ROI, success of training, promote continuous improvement using data)
- Understand metrics and interpret data to support business initiatives and recommend strategies (for example: attrition rates, diversity in hiring, time-to-hire, time-to-fill, ROI, success of training, promote continuous improvement using data)

- Talent Development & Change Management
- Business Environment and Best Practices
- Risk Assessment and Management
- Stakeholder Management and Decision Making

FUNCTIONAL AREA 2: WORKFORCE PLANNING AND TALENT ACQUISITION (14%)

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

- Apply US federal laws and organizational policies to adhere to legal and ethical requirements in hiring (for example: Title VII, nepotism, disparate impact, FLSA, independent contractors)
- Identify and implement sourcing methods and techniques to attract talent (for example: employee referrals, social media, diversity, equity, and inclusion [DEI] metrics, agencies, job boards, internal postings, job fairs, college recruitment, remote/hybrid work solutions)
- Manage the talent acquisition lifecycle (for example: interviews, job offers, background checks, job descriptions, onboarding, orientation, assessment/skills exercises, employee integration)

- Workforce Planning: Recruitment and Selection
- Recruitment, Staffing, and Selection
- Employment Law
- Managing Talent Flow

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 3: LEARNING AND DEVELOPMENT (10%)

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

- Administer learning and development programs designed to achieve desired outcomes by the organization (for example: compliance, safety, benefits, HR systems and security, diversity, equity, and inclusion [DEI])
- Implement and evaluate career development and training programs, including providing resources and guidance on professional growth and development opportunities (for example: career pathing, management training, mentorship, coaching, learning development plan)
- Contribute to succession planning discussions with management by providing relevant data

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

FUNCTIONAL AREA 4: TOTAL REWARDS (15%)

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

- Manage and communicate total rewards programs to foster employee engagement and enhance employee experience (for example: compensation, payroll, recognition programs, incentives)
- Implement and promote awareness of non-monetary rewards (for example: paid volunteer time, tuition assistance, workplace amenities, and employee recognition programs)
- Implement benefit programs (for example: workplace amenities, flexible scheduling, remote/hybrid options)

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

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 5: EMPLOYEE ENGAGEMENT (17%)

Developing, communicating, and enhancing employee engagement initiatives to support optimal employee performance management activities throughout the employee lifecycle.

- Measure and advise on functional effectiveness at each stage of the employee lifecycle and identify alternate approaches as needed (for example: hiring, onboarding, performance management, retention, exit process, alumni program)
- Measure and advise on functional effectiveness at each stage of the employee lifecycle and identify alternate approaches as needed (for example: hiring, onboarding, performance management, retention, exit process, alumni program)
- Support the organization’s performance management strategy by completing appropriate steps in order to achieve organizational goals and objectives (for example: employee reviews, promotions, recognition programs)

- Employee Lifecycle Management
- Organizational Development and Employee Engagement
- Performance Management and Appraisal
- Coaching and Employee Development
- Employee Relations and Offboarding

FUNCTIONAL AREA 6: EMPLOYEE AND LABOR RELATIONS (20%)

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

- Understand and apply knowledge of programs, US federal laws, and regulations to promote outreach, diversity, equity, and inclusion (DEI) (for example: affirmative action, employee resource groups [ERG], community outreach, corporate social responsibility [CSR])
- Support workplace programs related to US federal health, safety, security, and privacy laws and regulations (for example: OSHA, workers’ compensation, emergency response, workplace violence, substance abuse, legal postings, documentation, investigations)
- Provide interpretation and ensure compliance to organizational policies and procedures (for example: employee handbook, SOPs, time and attendance, expenses)

- Employment Law and Compliance
- Workplace Health and Safety
- Organizational Policies and Procedures
- Conflict Resolution and Grievance Management
- Employee and Labor Relations Law

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 7: HR INFORMATION MANAGEMENT (10%)

Tools, technology, and systems that efficiently optimize the organization's access to its human resource data.com

- Utilize and manage HR database content and technologies (for example: HRIS, maintain personnel data, employee status changes, salary changes)
- Assess and communicate information obtained from HR databases (for example: generate reports, data analytics, identify trends)
- Promote and maintain security best practices (for example: system access and permissions, front end user support, compliance, data integrity and data accuracy)

- Human Resource Information Systems (HRIS) Management
- Data Analysis for HR Decision Making
- Information Security in HR
- HR Technology and Systems Integration
- Front-end User Support and Training

Appendix D

PHRi™ Exam Topics by Functional Area & Courses Alignment

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

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 1: BUSINESS MANAGEMENT (14%)

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

- Understand the role of cross-functional stakeholders in the organization and establish relationships for effective decision making (for example: org charts, span of control, shared services, centers of excellence)
- Identify risks and recommend best practices (for example: compliance audit, mitigation, internal/external threats, safety, conflict of interest, employee relations, change management [automation, digitalization, gap analysis])
- Understand metrics and interpret data to support business initiatives and recommend strategies (for example: attrition rates, diversity in hiring, time-to-hire, time-to-fill, ROI, success of training, promote continuous improvement using data)

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

FUNCTIONAL AREA 2: WORKFORCE PLANNING AND TALENT ACQUISITION (14%)

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

- Apply relevant labor laws and understand their impact to organizational hiring policies to adhere to legal and ethical requirements
- Apply relevant labor laws and understand their impact to organizational hiring policies to adhere to legal and ethical requirements
- Manage the talent acquisition lifecycle (for example: interviews, job offers, background checks, job descriptions, onboarding, orientation, assessment/skills exercises, employee integration)

- Labor Relations
- Organizational Behavior
- Fundamentals of HRM

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 3: LEARNING AND DEVELOPMENT (10%)

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

- Implement and evaluate career development and training programs, including providing resources and guidance on professional growth and development opportunities (for example: career pathing, management training, mentorship, coaching, learning development plan)
- Contribute to succession planning discussions with management by understanding and providing relevant data (for example: compensation, performance, turnover, exit surveys, attrition, evaluations, skills assessments, skills development)
- Administer learning and development programs designed to achieve desired outcomes by the organization (for example: compliance, safety, benefits, HR systems and security, diversity, equity, and inclusion [DEI]) resources)

- Career Development and Training Implementation
- Data-driven Decision Making in Learning and Development
- Effective Learning Program Administration

FUNCTIONAL AREA 4: TOTAL REWARDS (15%)

Implementing, promoting, and managing compensation and benefit programs that attract and retain talent while complying with local laws.

- Manage and communicate total rewards programs to foster employee engagement and enhance employee experience (for example: compensation, payroll, recognition programs, incentives)
- Implement and promote awareness of non-monetary rewards (for example: workplace amenities, flexible scheduling, remote/hybrid options)
- Understand and administer benefit and leave programs (for example: health plans, retirement plans, employee assistance plans, paid time-off, other insurance)
- Monitor and sustain compensation and benefit programs (for example: pay equity, benchmarking, salary bands, status changes, and life events)

- Total Rewards Management
- Non-Monetary Rewards and Work-Life Balance
- Employee Benefits Administration
- Compensation and Benefits Monitoring

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 5: EMPLOYEE ENGAGEMENT (17%)

Developing, communicating, and enhancing employee engagement initiatives to support optimal employee performance management activities throughout the employee lifecycle.

- Measure and advise on functional effectiveness at each stage of the employee lifecycle (for example: hiring, onboarding, performance management, retention, exit process, alumni program) and identify alternate approaches as needed
- Support the implementation and communication of organizational programs to enhance employee participation and engagement (for example: surveys, focus groups, welfare/wellness activities, employee resource groups [ERG], action plans from feedback)
- Support the organization’s performance management strategy by completing appropriate steps in order to achieve organizational goals and objectives (for example: employee reviews, promotions, recognition programs)
- Support performance and employment activities (for example: coaching, performance improvement plans, corrective actions, involuntary separations, job eliminations, reductions in force, offboarding)

- Employee Lifecycle Management
- Organizational Engagement Strategies
- Performance Management and Recognition
- Employee Support and Development

FUNCTIONAL AREA 6: EMPLOYEE AND LABOR RELATIONS (20%)

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

- Understand and apply knowledge of programs, applicable laws, and regulations to promote outreach, diversity, equity, and inclusion (DEI) (for example: corporate social responsibility [CSR])
- Support workplace programs relative to health, safety, security, and privacy laws and regulations
- Provide interpretation and ensure compliance to organizational policies and procedures (for example: employee handbook, SOPs, time and attendance, expenses)
- Process and support the resolution of employee complaints, concerns, or conflicts and escalate as needed (for example: investigate, document, initiate, recommend solutions, abide by grievance and ADR [alternative dispute resolution] procedures)

- Employment Law and Diversity Management
- Workplace Health and Safety Compliance
- Organizational Policy Compliance
- Labor Law and Union Relations

HRCI Functional Areas

Sample Course(s)

FUNCTIONAL AREA 7: HR INFORMATION MANAGEMENT (10%)

Tools, technology, and systems that efficiently optimize the organization's access to its human resource data.

- Utilize and manage HR database content and technologies (for example: HRIS, maintain personnel data, employee status changes, salary changes)
- Assess and communicate information obtained from HR databases (for example: generate reports, data analytics, identify trends)
- Promote and maintain security best practices (for example: system access and permissions, front end user support, compliance, data integrity and data accuracy)

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

Appendix E

PHR® Sample Course Outline

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

Lesson 1: Business Management

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

Lesson 2: Workforce Planning and Talent Acquisition

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

Lesson 3: Learning and Development

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

Lesson 4: Total Rewards

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

Lesson 5: Employee Engagement

Developing, communicating, and enhancing employee engagement initiatives to support optimal employee performance management activities throughout the employee lifecycle.

Lesson 6: Employee and Labor Relations

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

Lesson 7: HR Information Management

Tools, technology, and systems that efficiently optimize the organization's access to its human resource data.

Appendix F

PHRi™ Sample Course Outline

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

Lesson 1: Business Management

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

Lesson 2: Workforce Planning and Talent Acquisition

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

Lesson 3: Learning and Development

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

Lesson 4: Total Rewards

Implementing, promoting, and managing compensation and benefit programs that attract and retain talent while complying with local laws.

Lesson 5: Employee Engagement

Developing, communicating, and enhancing employee engagement initiatives to support optimal employee performance management activities throughout the employee lifecycle

Lesson 6: Employee and Labor Relations

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

Appendix G

SPHR® Sample Course Outline

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

Lesson 1: Leadership and Strategy

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

Lesson 2: Workforce Planning and Talent Acquisition

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

Lesson 3: Talent Management

Developing and designing talent management programs and initiatives that foster an engaging and high performing workforce.

Lesson 4: Total Rewards

Creating effective compensation and benefit strategies to attract, reward, and retain talent that aligns to the organizational strategy and culture.

Lesson 5: HR Information Management, Safety, and Security

Identifying the tools, technology, and systems that are needed to report on the organizational strategy while also monitoring employee safety and security.

Appendix H

SPHRi™ Sample Course Outline

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

Lesson 1: Leadership and Strategy

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

Lesson 2: Workforce Planning and Talent Acquisition

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

Lesson 3: Talent Management

Developing and designing talent management programs and initiatives that foster an engaging and high performing workforce.

Lesson 4: Total Rewards

Creating effective compensation and benefit strategies to attract, reward, and retain talent that aligns to the organizational strategy and culture.

Lesson 5: HR Information Management, Safety, and Security

Identifying the tools, technology, and systems that are needed to report on the organizational strategy while also monitoring employee safety and security.

Additional HRCI Resources

APPLICATION PROCESS

<https://www.hrci.org/how-to-get-certified/apply-for-certification/application-process>

RECERTIFICATION

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

FREQUENTLY ASKED QUESTIONS

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

HRCI RESEARCH ON HR EDUCATION

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





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