

CERTIFICATIONS IN  
HUMAN RESOURCES »

**SPHRI™**  
Senior Professional in  
Human Resources -  
International™

**SPHRI™**

EXAM CONTENT OUTLINE

# SPHRi EXAM CONTENT OUTLINE AT-A-GLANCE

## SPHRi EXAM WEIGHTING BY FUNCTIONAL AREA:

- » HR as a Business Leader (32%)
- » People Development and Talent Management (29%)
- » HR Service Delivery (23%)
- » Measurement (16%)

The SPHRi EXAM CONTENT OUTLINE 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 2014 exam period are linked to the responsibility and knowledge statements preceding above.

# SPHRi EXAM

The Senior Professional in Human Resources - International™ (SPHRi™) - credential demonstrates mastery of generally accepted HR principles in strategy and policy development as well as service delivery. The credential is developed to validate core HR knowledge and skills and demonstrated mastery

of generally accepted principles, independent of geographic region, from professionals practicing human resources outside of the United States. Through demonstrated knowledge, the credentials enhance the credibility of HR professionals and the organizations they serve.

## FUNCTIONAL AREA 01: HR AS A BUSINESS LEADER (32%)

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

### RESPONSIBILITIES

- |   |   |
|---|---|
| 01 Participate actively in the development of the organization's strategy   | 07 Lead the organization in establishing values, ethics that support its strategy   |
| 02 Determine how the organization's strategy guides workforce requirements (for example, decide how human capital strategy will support the business; identify workforce skills for the future) | 08 Participate in the organization's social and environmental responsibility initiatives  |
| 03 Assess future business opportunities (for example, mergers and acquisitions; building new operations)  | 09 Lead the HR function in the organization   |
| 04 Conduct due diligence before acquiring another company (for example, evaluate important information about the potential acquisition)   | 10 Advise the organization and its business leaders on HR issues  |
| 05 Integrate the people, systems and cultures during mergers and acquisitions   | 11 Align the organization's employees, plans and programs with the company's business strategy  |
| 06 Create an effective HR organization by establishing major roles and HR responsibilities; consider which functions will be outsourced or kept inside the company                              | 12 Establish and promote HR strategy throughout the whole organization (for example, global, regional and local practices; strategies based on economic conditions) |
|   | 13 Integrate local and global HR practices  |
|   | 14 Lead the executive management team in important HR discussions and decisions   |

- 15 Participate in the overall management of the business
- 16 Conduct a human capital risk analysis, (for example, workforce needs; compliance issues; demographics; political environment)
- 17 Promote the organization as a good place to work (for example, participate in determining what the company stands for; assist with organizational branding)
- 18 Promote and support the organizational or corporate culture
- 19 Develop and maintain the HR budget and local practices; strategies based on economic conditions)

## KNOWLEDGE OF

- 01 Business elements of an organization (for example, products, competition, customers, technology, demographics, culture, processes, safety and security)
- 02 Financial knowledge (for example, evaluating financial statements, budgets, accounting terms, and cost management)
- 03 Vision, mission of an organization
- 04 Strategic planning procedures
- 05 Global economic and political trends that affect the business
- 06 HR management tasks that are basic and necessary
- 07 Organizational analysis and gathering data for strategic planning purposes (for example, using methods such as a SWOT analysis [Strengths, Weaknesses, Opportunities, Threats] and a PEST analysis [Political, Economical, Socio-Political and Technological])
- 08 The effect of legal and regulatory requirements
- 09 Merger and acquisition processes
- 10 Roles and responsibilities within the HR function
- 11 Expectations for HR from the executive team and employees as well as external customers and suppliers
- 12 Cultural and social sensitivity (for example, awareness of and appreciation for cultural differences in the workplace; and the ability to work in a multicultural environment)
- 13 Environmental issues (for example, sustainability and protection of resources)
- 14 Community relations (for example, investing in the community or providing beneficial services to others [corporate citizenship])
- 15 Management skills such as planning, directing, assessing, implementing and delegating
- 16 The process of making decisions
- 17 Analyzing organizational culture
- 18 The ability to work effectively when situations are uncertain and unclear

## FUNCTIONAL AREA O2: PEOPLE DEVELOPMENT AND TALENT MANAGEMENT (29%)

**(a)** People Development: utilizing a set of systematic and planned activities designed by the organization to help people develop the necessary skills to meet current and future organizational needs and objectives, creating an organizational environment that encourages and retains the employees;

and

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

### RESPONSIBILITIES

- 01 Develop programs and processes that motivate and retain employees in the company (for example, plans for career development)
- 02 Support the organization's goals through training and educational programs
- 03 Analyze conditions affecting the organization's source of employees (for example, the average age of the available workforce, global sourcing of talent, job changes including rotation of positions, global mobility)
- 04 Coach and train managers on performance management systems and processes
- 05 Create a work environment that results in high retention and productivity
- 06 Encourage an organizational culture that welcomes new ideas and innovation
- 07 Facilitate and manage change in the organization
- 08 Develop programs and processes that promote diversity and inclusion and support a global workforce
- 09 Build effective employee relations (for example, employee support programs, involvement with works councils, labor unions, and worker committees)
- 10 Establish programs to identify and develop high potential employees (talented employees who are important contributors)
- 11 Create succession plans and promote the development of future leaders
- 12 Develop and promote learning opportunities for employees (for example, knowledge management, transfer of knowledge across the organization, and continuous learning)
- 13 Develop professionally and continue to learn about the latest trends and ideas in Human Resources

## KNOWLEDGE OF

- 01 Organizational development methods and problem-solving techniques
- 02 Change management processes and techniques
- 03 Leadership concepts and applications
- 04 Adult learning concepts and methods
- 05 Training design and development
- 06 Labor legislation (for example, privacy laws, labor categories, health care, retirement and cross-border legislation)
- 07 Techniques for integrating employees into the organization after a merger or acquisition
- 08 Ways to motivate employees
- 09 Cultural standards and values; knowledge of cross-cultural skills and how to apply them
- 10 Strategies for keeping good employees
- 11 comparing organizational success strategies and practices (benchmarking)
- 12 Performance management procedures (employee reviews and evaluation systems)
- 13 Employee involvement and participation
- 14 Talent management practices (selecting and developing employees)
- 15 Organizational demographics (the generations of employees, their ages, cultures, and genders)
- 16 Knowledge of HR's role and tasks
- 17 Conflict management (recognizing and resolving difficult issues and problems)
- 18 Coaching and mentoring techniques (helping others develop, providing guidance and feedback)
- 19 Matching work assignments to individuals' background, experience, and skills
- 20 Facilitating groups (for example, managing teams, leading meetings and focus groups)
- 21 Designing succession plans
- 22 Collecting and analyzing data
- 23 Encouraging a creative, innovative environment

## FUNCTIONAL AREA O3: HR SERVICE DELIVERY (23%)

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

### RESPONSIBILITIES

- 01 Develop and implement effective HR marketing, branding, recruiting, and hiring processes
- 02 Establish programs that support a balance between employees' professional and personal lives (work/life balance)
- 03 Conduct research to analyze the workforce (for example, skills available locally, salary requirements)
- 04 Use HR technology and tools to deliver HR services (for example, payroll, employee self-service, social networking, and Human Resource Information Systems [HRIS])
- 05 Plan and implement employee benefits programs
- 06 Develop and implement salary and bonus programs (compensation plans) and other forms of employee recognition
- 07 Plan for and integrate new employees into the organization (for example, new-hire orientation and training [on-boarding])
- 08 Manage programs to meet employees' needs (for example, expatriates, disability challenges, family care, employee health and safety)
- 09 Manage employees who are returning to the organization (for example, people returning from maternity leave, expatriates returning home, people ending sabbaticals, or employees returning from layoffs)
- 10 Manage employees leaving the organization (for example, dismissals, layoffs, and retirement)



## KNOWLEDGE OF

- 01 Industry trends in HR (for example, population statistics, economics, sources of talent)
- 02 Industry benchmarks for compensation (for example, salary surveys, benefit packages)
- 03 Local labor conditions, including laws, legislation and international practices
- 04 Organizational needs and practices (for example, organizational vision, mission, ethics and values)
- 05 Employee mobility, domestic and international
- 06 Forecasting techniques (for example, determining staffing needs for the future)
- 07 Methods for conducting surveys
- 08 Recruitment practices in different markets
- 09 Techniques and methods for organizational planning
- 10 Evaluation of HR information systems (HRIS) and technology (for example, their use for payroll, talent development, and personnel data)
- 11 Project management (for example, goals, timetables, deliverables, and procedures)
- 12 Negotiation techniques
- 13 Interviewing techniques
- 14 Effective communication practices, locally and globally (for example, interpersonal skills, listening, speaking, and cross-cultural communication)
- 15 Persuasion
- 16 Giving advice to employees when appropriate
- 17 Supporting ideas and concepts to the appropriate audience
- 18 Analysis and assessment (for example, analyses of trends in the labor market, evaluating salary surveys)
- 19 Methods to identify and work on priorities
- 20 Outsourcing effectively (for example, analysis of organization's staff capacity and capability, and managing outsourced services)

## FUNCTIONAL AREA 04: MEASUREMENT (16%)

Encouraging and supporting the establishment of individual and organizational performance metrics, using the results of these metrics to improve employee performance and increase the value of the organization.

### RESPONSIBILITIES

- 01 Establish and review results of an employee performance management system
- 02 Establish and analyze HR metrics as they relate to the organization's goals (for example, employment statistics, return on investment [ROI] of HR activities, employee satisfaction surveys, productivity data, organizational analysis)
- 03 Connect individual and team performance to organizational measures of success and report the metrics to management in processing claims
- 04 Establish and analyze key performance indicators (for example, outsourcing data, cost per hire, HR measurement tools [scorecards] and, trend analyses)

### KNOWLEDGE OF

- 01 Quantitative metrics (for example, the numbers of employees lost or gained, and recruiting statistics)
- 02 Qualitative measures (for example, information from employee surveys)
- 03 Performance management processes (for example, help management establish and communicate goals throughout the organization; review performance)
- 04 Managerial statistics (for example, mean, median, mode)
- 05 Financial metrics (for example, ROI, cost per hire, internal rate of return)
- 06 Operational metrics (for example, measures of production, service measures, customer satisfaction)
- 07 HR measures (established measures and benchmarks)
- 08 Preparing metrics for different audiences (for example, providing and interpreting information to the executive management team or to a group of employees)
- 09 Basic measurements for organizational management (for example, a set of goals and measures that the company has established [dashboard indicators])
- 10 Using technology to calculate and effectively present metrics (for example, Enterprise Resource Planning system [ERP], desktop software, HRIS)
- 11 Capturing, analyzing and presenting data

**WE BELIEVE IN THE DYNAMIC  
POWER OF HUMAN RESOURCES.**

**WE ARE A MISSION-DRIVEN  
ORGANIZATION COMMITTED  
TO THE HIGHEST STANDARDS  
OF THE PROFESSION.**

**OUR VISION IS CLEAR:  
A GLOBAL HR PROFESSION,  
WHOSE MOST EFFECTIVE AND  
INFLUENTIAL PRACTITIONERS AND  
LEADERS PROUDLY MAINTAIN OUR  
CREDENTIALS.**

**WE ARE A COMMUNITY IN PRACTICE.  
WE INVITE YOU TO JOIN US.**

**WE ARE CERTIFIED.**