

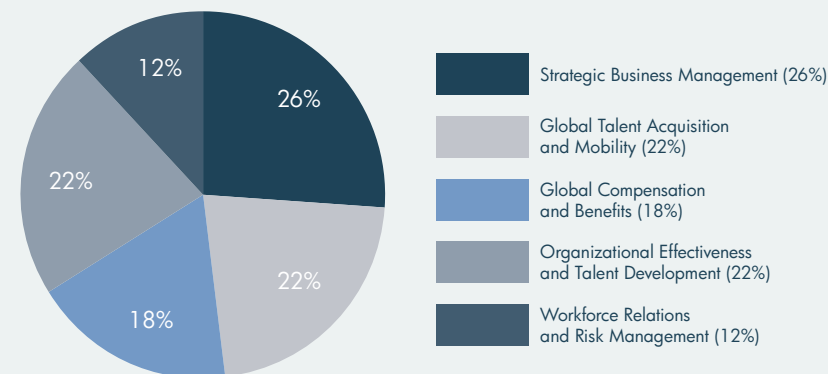
# GPHR® BODY OF KNOWLEDGE

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.



# GLOBAL PROFESSIONAL IN HUMAN RESOURCES (GPHR®)

EST. 2004



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.

## 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.

### 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., househunting, 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 countryspecific 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).

02 Comply with extraterritorial laws to mitigate risk to the organization (e.g., US Title VII, US Americans with Disabilities Act, US Foreign Corrupt Practices Act, EU Data Privacy Directive and Safe Harbor Privacy Principles).

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, antidiscrimination, 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.

78 Major laws that apply extraterritorially (e.g., US Title VII, US Americans with Disabilities Act, US Foreign Corrupt Practices Act, EU Data Privacy Directive and Safe Harbor Privacy Principles).

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.

## EXAM APPLICATION DEADLINES

	SPRING 2012	WINTER 2012
APPLICATION PERIOD STARTS	Jan. 9, 2012	July 9, 2012
APPLICATION DUE	Mar. 9, 2012	Oct. 5, 2012
LATE APPLICATION DUE*	April 13, 2012	Nov. 9, 2012

\*Late fees will be incurred after the regular deadline.

## EXAM DATES

2012	PHR/SPHR	GPHR/CA
SPRING	May 1–June 30, 2012	May 1–31, 2012
WINTER	Dec. 1, 2012–Jan. 31, 2013	Dec. 1–31, 2012

For more in-depth information on the exam dates, please visit [www.hrci.org](http://www.hrci.org)

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