

SUPPLEMENT TO PETITION FOR RECONSIDERATION OF BOARD ACTION

TO: reconsider@icann.org

CC: Mr. Dennis Jennings, Chair, Ms. Rita Rodin Johnston, Mr. Ray Plzak, Mr. Ram Mohan

From: The .JOBS Charter Compliance Coalition

Date: 2 September 2010

The following information is provided in further support of the Reconsideration Request submitted by the .JOBS Charter Compliance Coalition on 20 August 2010 regarding Employ Media's Phased Allocation Program.

On 26 August 2010, Employ Media posted an RFP application, under which it will accept proposals for registration of industry, occupation, geographic and dictionary words in the .JOBS domain. Both the Employ Media announcement and the RFP application confirm the Coalition's analysis that the Phased Allocation System cannot be reconciled with the .JOBS Charter.

The facts are extremely simple:

1. The .JOBS Charter limits registration at the second level to individuals engaged in human resources management.
2. "Human resources management" is a specific, internal organization function involving "the management of the people in working organizations. It is also frequently called personnel management, industrial relations, employee relations, manpower management, and personnel administration."¹
3. Accordingly, the .JOBS Charter precludes registration of .JOBS names at the second level by an employment service provider except in furtherance of its own, internal human resources management purposes.
4. Newspapers, radio and television stations, professional and trade associations, charitable organizations, and commercial enterprises that operate employment websites are service providers to human resources managers, but they are not in the business of human resources management.
5. Registration of .JOBS names for the purpose of providing employment services – including registration of names by Employ Media – would constitute a violation of the .JOBS Charter.
6. The Society for Human Resources Management ("SHRM") did not authorize Employ Media to seek a Charter amendment.
7. ICANN has a duty to the global Internet community to recognize and consider charter amendment requests – or efforts to circumvent charter limitations – with appropriate care and attention.

¹ Encyclopedia Britannica <http://www.britannica.com/EBchecked/topic/453044/human-resources-management>

1. The .JOBS Charter limits registration at the second level to individuals engaged in human resources management.

Under the Charter, second level .JOBS registrations (a) must serve the HR community and (b) are limited to human resources managers. The .JOBS Charter spells out in black and white that only members of SHRM (who must be **individuals engaged in human resources management**)² or other persons engaged in human resources management may register names in .JOBS. <http://www.icann.org/en/tlds/agreements/jobs/appendix-S-05may05.htm>

According to Wikipedia, and dozens of other definitions readily available on the Internet, **“human resource management”** (HRM) is the strategic and coherent approach to the management of **an organization's** most valued assets - **the people working there** who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. In simple words, HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement. (Other definitions are attached.)

The meaning of “human resources management” is clearly articulated by the Society for Human Resources Management (“SHRM”), which is responsible for developing .JOBS policy. SHRM offers certification for “human resources professionals” as identified by their job titles, which include titles like “Benefits Director,” “VP Personnel,” “Compensation Manager,” etc. (The complete list is attached.) SHRM’s own Certification Handbook sets out a detailed list of the skills required by human resources management professionals (strategic management, workforce planning, employee training and development, compensation, employee relations, and workplace safety) *in each case, within and in support of a specific employer organization*. The SHRM certification Exam Content is attached.

2. Employment websites are not engaged in “human resources management” as that term is commonly understood.

Entities that operate employment web sites and career portals – which includes newspapers, radio and television stations, professional and trade associations, charitable organizations, alumni associations, and commercial enterprises - are in the business of providing services to human resources managers and job seekers, but their businesses do not entail the provision of human resources management.

3. Employ Media’s RFP makes clear that it is opening second level registrations in violation of the .JOBS Charter to anyone for any purpose that enhances the .JOBS brand and is of possible interest to those engaged in the provision of human resources management. According to the RFP:

² Voting membership in SHRM is limited to “individuals engaged in human resource management at the exempt level.” Non-voting membership in SHRM is available only to individuals in “non-exempt human resource management positions as well as those who ... have a bonafide interest in human resource management” <http://sapphire.shrm.org/www/members/160JoinApp.pdf>

“Employ Media’s role is to make .JOBS domain names available to those interested in serving the needs of the International HR management community as set forth in the .JOBS Charter.”

“A key goal of the .JOBS RFP is the enhancement of the .JOBS brand ... Describe how your proposal will contribute to Employ Media’s role [making names available to anyone for any purpose of possible interest to HR managers] in a manner that reflects the value (financial, services or otherwise) of the proposed .JOBS domain.”

<http://www.rfp.jobs/JOBS-RFP-Round%201-Application-Form.pdf>

4. Employ Media’s RFP simply ignores the limitation on registrations in the .JOBS CHARTER:

As demonstrated above, Employ Media proposes to allocate geographical, industry, or dictionary word names in .JOBS to persons other than individuals engaged in human resources management in violation of the .JOBS Charter. While the RFP makes references to Charter compliance, Employ Media’s RFP makes clear that it will accept one or more proposals that serve the needs of human resources managers, whether or not such proposals are submitted by an individual engaged in human resources management.

5. Employ Media will award names in the expanded .JOBS space based on a non-exhaustive list of criteria to be applied or ignored in its sole discretion to enhance the “.JOBS brand.”

The selection criteria identified by Employ Media for RFP participants include – in this order – (i) quantity of Domains of Interest; (ii) community value, impact and investment; (iii) enhancement of the .JOBS brand, along with a long list of other criteria that does not identify third party rights protection. Despite the list, however, Employ Media, reserves the right to base its selection of successful RFP candidates on any or no grounds in its sole discretion:

“Individual criteria may be given varying weight depending upon the nature of any given Proposal. In any given instance, one or more of the criteria listed above may be dispositive in terms of Employ Media’s evaluation of a Proposal, but need not be so. Employ Media may, in its sole discretion, choose to ignore or decrease in importance, or increase in importance, one or more of the criteria listed above, and Employ Media may do so on a proposal-by-proposal basis.”

<http://www.rfp.jobs/JOBS-RFP-Round%201-Application-Form.pdf>

6. Employ Media is actively soliciting proposals from operators of employment websites, and consistent with such solicitations, proposals made public to date would build-out the .JOBS space as a multi-domain job board in violation of the .JOBS Charter.

Employ Media has solicited proposals to operate employment web sites in .JOBS from members of the Coalition and others, clearly indicating that it has no plans to honor its obligation under the Charter to limit registration at the second level to individuals engaged in human resources management. One response to the Employ Media RFP has been made public by the

DirectEmployers Association (“DE”), which is an organization incorporated in 2001 by a group of corporations who came together to create a cross company employment web site. DE launched JobCentral.com in 2005 to provide “job seekers in all industries and occupations, from non-skilled entry-level to chief executive officer, up-to-date information about employment and career opportunities and a direct link to apply on employer sites.”³ According to the description of DE on the JobCentral.com website, the “Association's purpose is to develop and manage the JobCentral National Labor Exchange and related Internet systems and software to help employers increase labor market efficiency and reduce recruiting costs.” In other words, DE was formed to serve corporate members by providing a cross-industry and cross-company job board. Use of JobCentral.com to post jobs is not, however, limited to members of the coalition.⁴

The “.JOBS Universe” proposed by DE would apparently distribute the JobCentral.com system over a large number of second level registrations in the .JOBS domain, each of which would serve as an “entry point” to information about jobs available across many industry sectors and in a variety of locations. Like any job board, DE proposes to offer a central intake interface. Its technology solution would automatically distribute postings to each URL based on location, job type, and other relevant characteristics.

Whatever the merits of DE’s proposal, and notwithstanding the fact that the architecture of the service may be distributed across multiple websites, the “.JOBS Universe” will perform the core functions of an employment website or career portal, much like the services operated by members of the Coalition. The American Society of Association Executives (“ASAE”), for example, is a not-for-profit corporation, whose membership consists of association executives, professional staff, and service providers. ASAE operates CareerHQ.org as the “site for job seekers looking to land the right job with an association or industry partner organization, as well as employers seeking highly qualified applicants, from entry level to CEO. In addition to an extensive database of job postings and candidate resumes, CareerHQ.org offers a broad array of career development services.” ASAE and many other members of the .JOBS Charter Compliance Coalition, like DE, are industry coalitions or consortiums that operate employment web sites and career portals. These web sites and portals provide services to corporate human resources managers, but are not themselves engaged in human resources management.

7. Operation of the .JOBS Universe would violate the .JOBS Charter.

The .JOBS Charter limits registration at the second level in .JOBS to individuals engaged in human resources management. The PDP Council expressly did not authorize Employ Media to seek to amend the .JOBS Charter. Accordingly, neither DE, nor any member of the Coalition is

³ The JobCentral National Labor Exchange (NLX) is described by DE as “a sophisticated electronic labor exchange solution. This, one-of-a-kind, online network connects businesses, state workforce agencies, veterans, people with disabilities, as well as colleges, universities and others providing one central job bank.” “The NLX network connects hundreds of thousands of employers and their job opportunities with the publicly operated state job banks – vastly expanding the number of searchable job opportunities. Jobs within the NLX network are refreshed nightly through an automated process so that job seekers have access to up-to-date postings with a daily average of over 750,000 jobs.”

⁴ Postings on JobCentral.com are free to members of DE (which, according to recent news articles, costs \$15,000 to join), free if you permit your corporate employment site to be automatically indexed, free if you want to post to state unemployment systems, and otherwise \$25 per single 30-day listing. While the White Paper says that postings in the .JOBS pages will be “free to all employers worldwide, regardless of size or industry,” one must assume that placement in the .JOBS “Universe” will still be determined at least in part based on payment. http://www.huffingtonpost.com/2010/02/26/directemployers-association_n_477794.html

permitted to register a .JOBS name to provide employment services. Registration of these domains by Employ Media to facilitate the provision of an employment service would also constitute a violation of the Charter limitation.

8. Charter amendments are not new registry services.

By permitting Employ Media to launch the Phased Allocation Program, ICANN is sanctioning a registry operator's decision to disregard the commitments contained in its Charter, which was the fundamental basis upon which the sTLD was awarded. Any such modification deserves the careful consideration of the ICANN Board, based on substantive input from the broader Internet community, and taking into consideration the rights of third parties that would be affected by such a change.

Respectfully submitted by John Bell
on behalf of the .JOBS Charter Compliance Coalition

Coalition Members:

AHA Solutions (American Hospital Association)

American Society of Association Executives

American Staffing Association

CareerBuilder, LLC

International Association of Employment Web Sites

Participating Members of the International Association of Web Sites: AccountingJobsToday.com

Adicio, Inc.

American institute of Physics

American Association of Physics Teachers

American Physical Society

Science and Technology of Materials, Interfaces, and Processing

IEEE Computer Society

ApartmentCareers.com

Arbita, Inc.

Boxwood Technology

CollegeRecruiter.com

Dice Holdings, Inc.

Dice.com

eFinancialCareers.com

AllHealthcareJobs.com

RigZone.com

ClearedJobs.com

HigherEdJobs.com

Indeed.com

Jobing, Inc.

JobsinLogistics.com

AllRetailJobs.com

TopUSAJobs.com

JobsinTrucks.com

JobTarget, Inc.

LatPro.com

DiversityJobs.com

NaviSite, Inc.

onTargetjobs, Inc.

RegionalHelpWanted.com

BizJournals.com

BioSpace.com

HEALTHeCAREERS.com

Hcareers.com

SalesGravy.com

VetJobs.com

Monster Worldwide, Inc.

Newspaper Association of America

Shaker Recruitment Advertising & Communications

What is “Human Resources Management”

Wikipedia:

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business.^[1] The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations.^[1] In simple words, HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

Ask.com:

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers. Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Answer.com:

[Human resources management is a] “Term that is replacing personnel management and implying that personnel managers should not merely handle recruitment, pay, and discharging, but should maximize the use of an organization's human resources.”

Buzzle.com: What is Human Resource Management?

The definition of human resource management emphasizes the sphere of influence to encompass 'the strategic approach to manpower management in an organization'. The process calls for a coherent objective to retain and increase employee head-count, any organization's most valued asset. This specialized study and application has come in the wake of realization that the employees of an organization, individually and collectively, are the main contributors to the achievement of business objectives. The management of people hired by an organization involves employing people, designing and developing related resources and most importantly, utilizing and compensating their services to optimize business profitability via employee performance. Today, Human Resource Management operates in tune with other essential organizational requirements and co-exists with the topmost management cadre. Managing human resources within a company calls for a liaison between the organization's management personnel and the administration of the executive rungs. It thrives on the strength of the relationship between the management and workers of the company.

TSA Competency Definition:

Builds and manages workforce based on organizational goals, budget considerations and staffing needs; ensures that employees are appropriately recruited, selected, appraised and rewarded; takes action to address performance problems; manages a multi-sector workforce and a variety of work situations.

SHRM:

The Society for Human Resources Management provides certification for SHRM Certification. The content tested is described in the link below:

http://www.hrci.org/uploadedFiles/Content/Resource_Library/Certification_Handbooks_and_Other_Publications/PHR-SPHR%20BOK.pdf

To be eligible for SHRM Certifications as a “Professional in Human Resources” you must have:

Two years of professional (exempt-level) HR work experience. The HR Certification Institute considers work done at a “professional level” as the equivalent of exempt-level work. For purposes of eligibility for the HR Certification Institute’s exams, professional experience includes supervisory responsibility and/or creative or original work that requires advanced HR knowledge. The two years of experience do not need to be current or sequential. But more recent experience is more likely to coincide with the exam’s content.

On the exam application, your position(s) must exactly match the *approved position codes*. If your title is not on the approved position codes list, mark “Other – Nonexempt-level position (000)” or “Other – Exempt-level (999)” on the application and submit an official job description and a completed *Supporting Work Documentation form*. The official job description must clearly demonstrate that at least 51 percent of your responsibilities are at the professional (exempt) level in HR. It is in your best interest to ensure that your official description clearly demonstrates two years of professional (exempt-level) HR work experience.

SHRM Certification: Approved Position Codes

Here is a list of the approved position codes. If your title is not on the list, mark "Other – Nonexempt-level position (000)" or "Other – Exempt-level (999)" on the application. You must also submit two additional requirements: a filled-out Supporting Work Documentation form and an official job description that clearly demonstrates at least 51 percent of your responsibilities to be at the HR professional level and two years of professional HR work experience.

001 AA/EEO Specialist
003 AA/EEO Analyst
004 AA/EEO Manager
005 AA/EEO Director
006 Assistant HR Manager
007 Assistant HR Director
008 Assistant VP Human Resources
010 Benefits Specialist
011 Benefits Director
012 Benefits Supervisor
013 Change Management Manager
133 Chief Human Resources Officer
014 Classification/Compensation Administrator
015 Classification/Compensation Analyst
016 Compensation & Benefits Specialist
017 Compensation & Benefits Administrator
018 Compensation & Benefits Analyst
019 Compensation & Benefits Manager
020 Compensation & Benefits Director
021 Compensation & Benefits Supervisor
022 Compensation & Benefits Vice President
023 Compensation & Benefits Consultant
024 Compliance Specialist
134 Diversity Consultant
135 Diversity Director
136 Diversity Manager
137 Diversity Vice President
025 Education & Development Manager
026 Employee Benefits Manager
027 Employee Benefits Supervisor
028 Employee Relations Administrator
029 Employee Relations Analyst
030 Employee Relations Manager
031 Employee Relations Director
032 Employee Relations Specialist
034 Employee Relations Vice President
035 Employment Specialist
036 Employment Administrator
037 Employment Analyst
038 Employment Manager
039 Employment Director
040 Employment VP
041 Employment Law Attorney
042 Employment Practices Specialist
043 Employment Practices Administrator
044 Employment Practices Analyst
045 Employment Practices Manager
048 Health & Safety Specialist
049 Health & Safety Administrator
050 Health & Safety Analyst
051 Health & Safety Manager
052 Health & Safety Director
053 Health & Safety Vice President
054 HR Administrator
055 HR Analyst
056 HR Specialist
057 HR Manager
058 HR Director
059 HR Vice President
060 HR Consultant
061 HR Generalist
062 HR Research Analyst
063 HR Supervisor
033 HR Professor (full-time)
064 HRD/Training & Development Specialist
065 HRD/Training & Development Administrator
066 HRD/Training & Development Analyst
067 HRD/Training & Development Manager
068 HRD/Training & Development Director
069 HRD/Training & Development Supervisor
070 HRD/Training & Development Vice President
071 HRIS Specialist
072 HRIS Administrator
073 HRIS Analyst
074 HRIS Manager
075 HRIS Director
076 HRIS Supervisor
077 HRIS VP
078 Industrial Relations Specialist
079 Industrial Relations Administrator
080 Industrial Relations Analyst
081 Industrial Relations Manager
082 Industrial Relations Director
083 Industrial Relations Supervisor
084 Industrial Relations VP
138 Job Analyst
085 Job Developer/Specialist
086 Job Placement Specialist
087 Labor Relations Specialist
088 Labor Relations Administrator
089 Labor Relations Analyst
090 Labor Relations Manager
091 Labor Relations Director
092 Labor Relations Supervisor
093 Labor Relations VP

094 Military Personnel Officer
095 Organizational Development Specialist
096 Organizational Development Administrator
097 Organizational Development Analyst
098 Organizational Development Manager
099 Organizational Development Director
100 Organizational Development VP
101 Payroll/Benefits Specialist
102 Recruiter
103 Recruitment Manager
104 Recruitment Director
139 Risk Management Specialist
105 Safety Manager
106 Staffing Administrator
107 Staffing Manager
108 Staffing Director
109 Staffing Supervisor
110 Staffing VP
140 Talent Management Consultant
141 Talent Management Director
142 Talent Management Manager
143 Talent Management Vice President
144 Total Rewards Director

145 Total Rewards Manager
146 Total Rewards Vice President
111 Trainer
112 VP of People
113 Workers' Compensation Specialist
114 Workers' Compensation Analyst
115 Workers' Compensation Manager
117 Workforce Planning Manager
International
120 Expatriate Programs Manager
121 Global Mobility Manager
122 Global Recruiter
123 Global Staffing Manager
125 Global Talent Manager
126 International Compensation & Benefits Manager
127 International Employment Law Attorney
128 International HR Consultant
129 International HR Director
130 International HR Immigration Specialist
131 International HR Manager
132 International HR VP
999 Other

PHR/SPHR EXAM CONTENT

The responsibilities and knowledge required for an effective HR professional are listed below. They are also called the "PHR/SPHR Body of Knowledge."

HR subject matter experts create the PHR/SPHR Body of Knowledge. Their work is guided by research and validated by other HR professionals.

The PHR/SPHR Body of Knowledge is updated regularly to make sure that it represents current practices in the HR profession.

FUNCTIONAL AREAS

01 STRATEGIC MANAGEMENT (12%, 29%)

Developing, contributing to and supporting the organization's mission, vision, values, strategic goals and objectives; formulating policies; guiding and leading the change process; and evaluating HR's contributions to organizational effectiveness.

Responsibilities:

- 01 Interpret information related to the organization's operations from internal sources, including financial/accounting, business development, marketing, sales, operations and information technology, in order to contribute to the development of the organization's strategic plan.
- 02 Interpret information from external sources related to the general business environment, industry practices and developments, technological developments, economic environment, labor pool and legal and regulatory environment, in order to contribute to the development of the organization's strategic plan.
- 03 Participate as a contributing partner in the organization's strategic planning process.
- 04 Establish strategic relationships with key individuals in the organization to influence organizational decision-making.
- 05 Establish relationships/alliances with key individuals and organizations in the community to assist in achieving the organization's strategic goals and objectives.
- 06 Develop and use metrics to evaluate HR's contributions to the achievement of the organization's strategic goals and objectives.
- 07 Develop and execute strategies for managing organizational change that balance the expectations and needs of the organization, its employees and all other stakeholders.
- 08 Develop and align the organization's human capital management plan with its strategic plan.
- 09 Facilitate the development and communication of the organization's core values and ethical behaviors.
- 10 Reinforce the organization's core values and behavioral expectations through modeling, communication and coaching.
- 11 Develop and manage the HR budget in a manner consistent with the organization's strategic goals, objectives and values.

- 12 Provide information for the development and monitoring of the organization's overall budget.
- 13 Monitor the legislative and regulatory environment for proposed changes and their potential effect on the organization, taking appropriate proactive steps to support, modify or oppose the proposed changes.
- 14 Develop policies and procedures to support corporate governance initiatives (for example, board of directors training, whistleblower protection, code of conduct).
- 15 Participate in enterprise risk management by examining HR policies to evaluate their potential risks to the organization.
- 16 Identify and evaluate alternatives and recommend strategies for vendor selection and/or outsourcing (for example, HRIS, benefits, payroll).
- 17 Participate in strategic decision-making and due diligence activities related to organizational structure and design (for example, corporate restructuring, mergers and acquisitions [M&A], off shoring, divestitures). SPHR ONLY.
- 18 Determine strategic application of integrated technical tools and systems (for example, HRIS, performance management tools, applicant tracking, compensation tools, employee self-service technologies).

Knowledge of:

- 01 The organization's mission, vision, values, business goals, objectives, plans and processes.
- 02 Legislative and regulatory processes.
- 03 Strategic planning process and implementation.
- 04 Management functions, including planning, organizing, directing and controlling.
- 05 Techniques to promote creativity and innovation.
- 06 Corporate governance procedures and compliance (for example, Sarbanes-Oxley Act).
- 07 Transition techniques for corporate restructuring, M&A, offshoring and divestitures. SPHR ONLY.

Functional Areas

02 WORKFORCE PLANNING AND EMPLOYMENT (26%, 17%)

Developing, implementing and evaluating sourcing, recruitment, hiring, orientation, succession planning, retention and organizational exit programs necessary to ensure the workforce's ability to achieve the organization's goals and objectives.

Responsibilities:

- 01 Ensure that workforce planning and employment activities are compliant with applicable federal, state and local laws and regulations.
- 02 Identify workforce requirements to achieve the organization's short- and long-term goals and objectives (for example, corporate restructuring, M&A activity, workforce expansion or reduction).
- 03 Conduct job analyses to create job descriptions and identify job competencies.
- 04 Identify and document essential job functions for positions.

- 05 Establish hiring criteria based on job descriptions and required competencies.
- 06 Analyze labor market for trends that affect the ability to meet workforce requirements (for example, SWOT analysis, environmental scan, demographic scan). SPHR ONLY.
- 07 Assess skill sets of internal workforce and external labor market to determine the availability of qualified candidates, using third party vendors or agencies as appropriate.
- 08 Identify internal and external recruitment sources (for example, employee referrals, online job boards, resume banks) and implement selected recruitment methods.
- 09 Evaluate recruitment methods and sources for effectiveness (for example, return on investment [ROI], cost per hire, time to fill).
- 10 Develop strategies to brand/market the organization to potential qualified applicants.
- 11 Develop and implement selection procedures, including applicant tracking, interviewing, testing, reference and background checking and drug screening.
- 12 Develop and extend employment offers and conduct negotiations as necessary.
- 13 Administer post-offer employment activities (for example, execute employment agreements, complete I-9 verification forms, coordinate relocations, schedule physical exams).
- 14 Implement and/or administer the process for non-U.S. citizens to legally work in the United States.
- 15 Develop, implement and evaluate orientation processes for new hires, rehires and transfers.
- 16 Develop, implement and evaluate retention strategies and practices.
- 17 Develop, implement and evaluate succession planning process.
- 18 Develop and implement the organizational exit process for both voluntary and involuntary terminations, including planning for reductions in force (RIF).
- 19 Develop, implement and evaluate an Affirmative Action Plan (AAP), as required.

Knowledge of:

- 08 Federal/state/local employment-related laws and regulations related to workforce planning and employment (for example, Title VII, ADA, ADEA, USERRA, EEOC, Uniform Guidelines on Employee Selection Procedures, Immigration Reform and Control Act, Internal Revenue Code, Executive Order 11246).
- 09 Quantitative analyses required to assess past and future staffing effectiveness (for example, cost-benefit analysis, costs per hire, selection ratios, adverse impact).
- 10 Recruitment sources (for example, Internet, agencies, employee referral) for targeting passive, semi-active and active candidates.
- 11 Recruitment strategies.
- 12 Staffing alternatives (for example, temporary and contract, outsourcing, job sharing, part-time).
- 13 Planning techniques (for example, succession planning, forecasting).
- 14 Reliability and validity of selection tests/tools/methods.
- 15 Use and interpretation of selection tests (for example, psychological/personality, cognitive, motor/physical assessments, performance, assessment center).
- 16 Interviewing techniques (for example, behavioral, situational, panel).

- 17 Relocation practices.
- 18 Impact of total rewards on recruitment and retention.
- 19 International HR and implications of global workforce for workforce planning and employment. **SPHR ONLY.**
- 20 Voluntary and involuntary terminations, downsizing, restructuring and outplacement strategies and practices.
- 21 Internal workforce assessment techniques (for example, skills testing, skills inventory, workforce demographic analysis) and employment policies, practices and procedures (for example, orientation and retention).
- 22 Employer marketing and branding techniques.
- 23 Negotiation skills and techniques.

Functional Areas

03 HUMAN RESOURCE DEVELOPMENT (17%, 17%)

Developing, implementing and evaluating activities and programs that address employee training and development, performance appraisal, talent and performance management, and the unique needs of employees, to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future organizational and individual needs.

Responsibilities:

- 01 Ensure that HR development programs are compliant with all applicable federal, state, and local laws and regulations.
- 02 Conduct a needs assessment to identify and establish priorities regarding HR development activities. **SPHR ONLY.**
- 03 Develop/select and implement employee training programs (for example, leadership skills, harassment prevention, computer skills) to increase individual and organizational effectiveness. Note that this includes training design and methods for obtaining feedback from training (e.g., surveys, pre and posttesting).
- 04 Evaluate effectiveness of employee training programs through the use of metrics (for example, data obtained from participant surveys, pre and posttesting). **SPHR ONLY.**
- 05 Develop, implement, and evaluate talent management programs that include assessing talent, developing talent and placing high-potential employees. **SPHR ONLY.**
- 06 Develop/select and evaluate performance appraisal process (for example, instruments, ranking and rating scales, relationship to compensation, frequency).
- 07 Implement training programs for performance evaluators. **PHR ONLY.**
- 08 Develop, implement and evaluate performance management programs and procedures (for example, goal setting, job rotations, promotions).
- 09 Develop/select, implement and evaluate programs (for example, flexible work arrangements, diversity initiatives, cultural awareness, repatriation) to meet the unique needs of employees. **SPHR ONLY.**

Knowledge of:

- 24 Applicable federal, state and local laws and regulations related to HR development activities (for example, Title VII, ADA, ADEA, USERRA, EEOC Uniform Guidelines on Employee Selection Procedures).
- 25 Career development and leadership development theories and applications.
- 26 OD theories and applications.
- 27 Training program development techniques to create general and specialized training programs.
- 28 Training methods, facilitation techniques, instructional methods and program delivery mechanisms.
- 29 Task/process analysis.
- 30 Performance appraisal methods (for example, instruments, ranking and rating scales).
- 31 Performance management methods (for example, goal setting, job rotations, promotions).
- 32 Applicable global issues (for example, international law, culture, local management approaches/practices, societal norms). **SPHR ONLY.**
- 33 Techniques to assess training program effectiveness, including use of applicable metrics (for example, participant surveys, pre- and post-testing).
- 34 E-learning.
- 35 Mentoring and executive coaching.

Functional Areas

04 TOTAL REWARDS (16%, 12%)

Developing/selecting, implementing/administering and evaluating compensation and benefits programs for all employee groups that support the organization's strategic goals, objectives and values.

Responsibilities:

- 01 Ensure that compensation and benefits programs are compliant with applicable federal, state and local laws and regulations.
- 02 Develop, implement and evaluate compensation policies/programs (including incentive programs) and pay structures based upon internal equity and external market conditions that support the organization's strategic goals, objectives and values.
- 03 Administer payroll functions (for example, new hires, deductions, adjustments, terminations).
- 04 Conduct benefits programs needs assessments (for example, benchmarking, employee survey).
- 05 Develop/select, implement/administer, and evaluate benefit programs that support the organization's strategic goals, objectives and values (for example, health and welfare, retirement, stock purchase, wellness, employee assistance programs [EAP], time-off).

- 06 Communicate and train the workforce in the compensation and benefits programs and policies (for example, self-service technologies).
- 07 Develop/select, implement/administer and evaluate executive compensation programs (for example, stock options, bonus, supplemental retirement plans). SPHR ONLY.
- 08 Develop, implement/administer and evaluate expatriate and foreign national compensation and benefits programs. SPHR ONLY.

Knowledge of:

- 36 Federal, state and local compensation, benefits and tax laws (for example, FLSA, ERISA, COBRA, HIPAA, FMLA, FICA).
- 37 Total rewards strategies (for example, compensation, benefits, wellness, rewards, recognition, employee assistance).
- 38 Budgeting and accounting practices related to compensation and benefits.
- 39 Job evaluation methods.
- 40 Job pricing and pay structures.
- 41 External labor markets and/or economic factors.
- 42 Pay programs (for example, incentive, variable, merit).
- 43 Executive compensation methods. SPHR ONLY.
- 44 Non-cash compensation methods (for example, stock options, ESOPs). SPHR ONLY.
- 45 Benefits programs (for example, health and welfare, retirement, wellness, EAP, time-off).
- 46 International compensation laws and practices (for example, expatriate compensation, entitlements, choice of law codes). SPHR ONLY.
- 47 Fiduciary responsibility related to total rewards management. SPHR ONLY.

FUNCTIONAL AREAS

05 EMPLOYEE AND LABOR RELATIONS (22%, 18%)

Analyzing, developing, implementing/administering and evaluating the workplace relationship between employer and employee, in order to maintain relationships and working conditions that balance employer and employee needs and rights in support of the organization's strategic goals, objectives, and values.

Responsibilities:

- 01 Ensure that employee and labor relations activities are compliant with applicable federal, state, and local laws and regulations.
- 02 Assess organizational climate by obtaining employee input (for example, focus groups, employee surveys, staff meetings).
- 03 Implement organizational change activities as appropriate in response to employee feedback.
- 04 Develop employee relations programs (for example, awards, recognition, discounts, special events) that promote a positive organizational culture.
- 05 Implement employee relations programs that promote a positive organizational culture.
- 06 Evaluate effectiveness of employee relations programs through the use of metrics (for example, exit interviews, employee surveys).
- 07 Establish and communicate workplace policies and procedures (for example, dress code, attendance, computer use) and monitor their application and enforcement to ensure consistency.
- 08 Develop, administer and evaluate grievance/dispute resolution and performance improvement policies and procedures.
- 09 Resolve employee complaints filed with federal, state and local agencies involving employment practices, using professional resources as necessary (for example, legal counsel, mediation/arbitration specialists and investigators).
- 10 Develop and direct proactive employee relations strategies for remaining union-free in non-organized locations.
- 11 Participate in collective bargaining activities, including contract negotiation and administration.
SPHR ONLY.

Knowledge of:

- 48 Applicable federal, state and local laws affecting employment in union and nonunion environments such as antidiscrimination laws, sexual harassment, labor relations and privacy (for example, WARN Act, Title VII, NLRA).
- 49 Techniques for facilitating positive employee relations (for example, employee surveys, focus groups, dispute resolution, labor/management cooperative strategies and programs).
- 50 Employee involvement strategies (for example, employee management committees, self-directed work teams, staff meetings).
- 51 Individual employment rights issues and practices (for example, employment at will, negligent hiring, defamation, employees' rights to bargain collectively).

- 52 Workplace behavior issues/practices (for example, absenteeism and performance improvement).
- 53 Unfair labor practices (for example, employee communication strategies and management training).
- 54 The collective bargaining process, strategies and concepts (for example, contract negotiation and administration). **SPHR ONLY.**
- 55 Positive employee relations strategies and non-monetary rewards.

06 RISK MANAGEMENT (7%, 7%)

Developing, implementing/administering and evaluating programs, plans and policies that provide a safe and secure working environment and to protect the organization from liability.

Responsibilities:

- 01 Ensure that workplace health, safety, security and privacy activities are compliant with applicable federal, state and local laws and regulations.
- 02 Identify the organization's safety program needs.
- 03 Develop/select and implement/administer occupational injury and illness prevention, safety incentives and training programs. **PHR ONLY.**
- 04 Develop/select, implement and evaluate plans and policies to protect employees and other individuals, and to minimize the organization's loss and liability (for example, emergency response, evacuation, workplace violence, substance abuse, return-to-work policies).
- 05 Communicate and train the workforce on plans and policies to protect employees and other individuals, and to minimize the organization's loss and liability.
- 06 Develop and monitor business continuity and disaster recovery plans.
- 07 Communicate and train the workforce on the business continuity and disaster recovery plans.
- 08 Develop internal and external privacy policies (for example, identity theft, data protection, HIPAA compliance, workplace monitoring).
- 09 Administer internal and external privacy policies.

Knowledge of:

- 56 Federal, state and local workplace health, safety, security and privacy laws and regulations (for example, OSHA, Drug-Free Workplace Act, ADA, HIPAA, Sarbanes-Oxley).
- 57 Occupational injury and illness compensation and programs.
- 58 Occupational injury and illness prevention programs.

- 59 Investigation procedures of workplace safety, health and security enforcement agencies (for example, OSHA, National Institute for Occupational Safety and Health [NIOSH]).
- 60 Workplace safety risks.
- 61 Workplace security risks (for example, theft, corporate espionage, asset and data protection, sabotage).
- 62 Potential violent behavior and workplace violence conditions.
- 63 General health and safety practices (for example, evacuation, hazard communication, ergonomic evaluations).
- 64 Incident and emergency response plans.
- 65 Internal investigation, monitoring and surveillance techniques.
- 66 Issues related to substance abuse and dependency (for example, identification of symptoms, substance-abuse testing, discipline).
- 67 Business continuity and disaster recovery plans (for example, data storage and backup, alternative work locations and procedures).
- 68 Data integrity techniques and technology (for example, data sharing, firewalls)

Core Knowledge Required by HR Professionals

- 69 Needs assessment and analysis.
- 70 Third-party contract negotiation and management, including development of requests for proposals (RFPs).
- 71 Communication skills and strategies (for example, presentation, collaboration, influencing, diplomacy, sensitivity).
- 72 Organizational documentation requirements to meet federal and state requirements.
- 73 Adult learning processes.
- 74 Motivation concepts and applications.
- 75 Training techniques (for example, computer based, classroom, on-the-job).
- 76 Leadership concepts and applications.
- 77 Project management concepts and applications.
- 78 Diversity concepts and applications.
- 79 Human relations concepts and applications (for example, interpersonal and organizational behavior).

- 80 HR ethics and professional standards.
- 81 Technology to support HR activities (for example, HRIS, employee self-service, e-learning, ATS).
- 82 Qualitative and quantitative methods and tools for analysis, interpretation and decision-making purposes (for example, metrics and measurements, cost/benefit analysis, financial statement analysis).
- 83 Change management methods.
- 84 Job analysis and job description methods.
- 85 Employee records management (for example, electronic/paper, retention, disposal).
- 86 The interrelationships among HR activities and programs across functional areas.
- 87 Types of organizational structures (for example, matrix, hierarchy).
- 88 Environmental scanning concepts and applications.
- 89 Methods for assessing employee attitudes, opinions and satisfaction (for example, opinion surveys, attitude surveys, focus groups/panels).
- 90 Basic budgeting and accounting concepts.
- 91 Risk management techniques.

NEW EXAM ELIGIBILITY REQUIREMENTS FOR 2011

NEW IN 2011

The eligibility requirements for the PHR, SPHR and GPHR exams are changing starting with the May/June 2011 exams. The last PHR, SPHR and GPHR exams to be administered under current eligibility requirements are in December 2010-January 2011. Go to www.hrci.org for details on the new exam requirements that take effect in May 2011.

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