

## Robert J. Smith, SPHR

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Human Resources Certification Institute



Alexandria, Virginia

### What is a Senior Professional in Human Resources (SPHR)?

The certification, awarded by the HR Certification Institute, signifies possession of the theoretical knowledge and practical experience in human resource management necessary to pass a rigorous examination demonstrating a mastery of the body of knowledge in the field.

To become certified, an applicant must pass a comprehensive examination and demonstrate a strong background of professional human resource experience.

The HR Certification Institute is the credentialing body for human resource professionals and is affiliated with the Society for Human Resource Management (SHRM), the world's largest organization dedicated exclusively to the human resource profession. The Institute's purpose is to promote the establishment of professional standards and to recognize professionals who meet those standards.

In 2008, the National Commission for Certifying Agencies (NCCA) granted accreditation to the HR Certification Institute for demonstrating compliance with the NCCA Standards for the Accreditation of Certification Programs. NCCA is the accrediting body of the National Organization for Competency Assurance (NOCA). The NCCA Standards were created in 1977 and updated in 2003 to ensure certification programs adhere to modern standards of practice for the certification industry. The HR Certification Institute joins an elite group of more than 90 organizations representing over 200 programs that have received and maintained NCCA accreditation. More information on the NCCA is available online at <http://www.noca.org> or at 202/367-1165.

This document outlines the major areas which are expected to be demonstrated as well as specific experience and skills which have been developed through a combination of experiences and continuing study and education of the Human Resource Discipline.

- Strategic Management
- Workplace Planning and Development
- Human Resource Development
- Risk Management
- Total Rewards
- Employee and Labor Relations

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### **STRATEGIC MANAGEMENT**

(from the HRCI Body of Knowledge)

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 Human Resources contributions to organizational effectiveness.

#### **Robert Smith, SPHR demonstrated Strategic Management skills with the following activities.**

- Participating in budget process and monitoring expenses and revenue against budget.
- Participating in the acquisition, implementation, modification and management of enterprise wide HRIS/Financial database system
- Interacting with all stakeholders on a regular basis including
  - Management and administration
  - Applicants, employees and retirees.
  - Citizens or customers
  - Finance and payroll
  - Vendors, suppliers and benefits providers
  - Governing Boards
- Maintaining currency of legislative and regulatory changes through reading, blogs and meeting with elected officials.
- Employing appropriate communication tools to reach stakeholders with information they need to make informed decisions or to meet regulatory requirements.
- Creating succession plan to identify potential needs and a development plan to meet those needs.
- Utilizing internal and external scanning tools to identify trends, positive and negative, which may impact the organization.
- Developing a network of Human Resource professionals and experts to call upon to confirm and complement thoughts and plans.

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### **WORKFORCE PLANNING AND EMPLOYMENT**

(from the HRCI Body of Knowledge)

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.

#### **Robert Smith, SPHR demonstrated Workforce Planning and Employment skills with the following activities.**

- Actively participating in the recruitment and selection process.
- Coordinating comprehensive orientation and onboarding programs for new employees and employees assigned to new roles.
- Creating succession plan to identify potential needs and a development plan to meet those needs.
- Coordinating retention activities to complement and enhance succession plan.
- Managing the COBRA process.
- Participating in downsizing decision making process monitoring selection of prospective employees for elimination against legal guidelines minimizing potential legal exposure.
- Working closely with legal staff, developed and presented exit agreements which are, to the best of the economic situation, equitable to both employee and company.

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### HUMAN RESOURCE DEVELOPMENT

(from the HRCI Body of Knowledge)

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.

#### **Robert Smith, SPHR demonstrated Human Resource Development skills with the following activities.**

- Actively participating in the recruitment and selection process to proactively identify potential training needs for new employees (beyond orientation process)
- Participating in **School to Work** programs through SHRM making presentations on resumes, interviewing techniques, and career days at local high schools
- Communicating training needs to local schools and colleges to help prepare the employment population.
- Mentoring students in the Human Resource Field
- Developing and presenting training and development programs to meet organizational needs.
- Identifying Knowledge, Skills and Abilities (KSA's) for positions, recognize deficiencies and recommend resources to meet deficiencies.
- Creating a training needs profile for current and anticipated individual and organizational need.
- Developing and presenting a comprehensive suite of training programs to meet specific needs. ( *See attached outline of training programs*)
- Conducted *Train the Trainer* sessions for programs on a broader scale.

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### **RISK MANAGEMENT**

(from the HRCI Body of Knowledge)

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

#### **Robert Smith, SPHR demonstrated Risk Management skills with the following activities.**

- Overseeing, managing an administering Workers Compensation program for Ingham County.
- Managed the relationship with the third party administrator (Accident Fund) and County legal staff.
- Conducting safety inspections at various work sites.
- Conducted training sessions for safety including *Office Ergonomics*
- Coordinated professional training when required (i.e. certified instructors for enclosed space training, underwater work, etc.)
- Maintained a database of available training materials.
- Coordinated Return to Work (RTW) programs for employees who had been on disability (work or non-work related) to allow as quick a return as possible while minimizing the risk of further exacerbation of the injury.
- Developed strategies for settling out long standing claims which once claimants reach maximum medical improvement (MMI)
- Utilized STOKES Questionnaires when they became available for long standing cases. (*see Stokes v. Chrysler, Michigan Supreme Court Decision, June 12, 2008*)
- Trained managers on risk identification and control

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### **TOTAL REWARDS**

(from the HRCI Body of Knowledge)

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

#### **Robert Smith, SPHR demonstrated Total Rewards skills with the following activities.**

- Administering multiple health and welfare plans at organizations of all sizes. (*please see benefit plan administered*)
- Coordinated selection and implementation of carriers and providers.
- Served as plan administrator for self funded plans and primary contact for fully insured plans.
- Served as plan administrator for section 125 flexible spending plans and Health Savings Accounts (HSA's)
- Conducted salary surveys within region and industry to maintain internal and external pay equity
- Developed *Hidden Paycheck* showing total compensation including cost of health insurance and all other "hidden" costs.
- Provided detailed total cost reports for submission with federal and state grant requests.
- Conducted overall compensation review and provided analysis for stock option grants for NYSE traded company.
- Participated in regional and national surveys for benefits and compensation.

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### EMPLOYEE AND LABOR RELATIONS

(from the HRCI Body of Knowledge)

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.

#### **Robert Smith, SPHR demonstrated Employee and Labor Relation skills with the following activities.**

- Chaired a multi-employer labor/management coalition to determine health plan offerings and to make recommendations to governing boards.
- Presented informational sessions to bargaining teams concerning specifics of benefits plans and factual information.
- Presented information sessions to bargaining unit membership on any changes in benefits and or operational issues as needed.
- Participated in the transition team when Ingham County assumed operations of Potter Park Zoo from the City of Lansing. This involved two new bargaining units and significant difference in the benefit plans which needed to be resolved.
- Participated in fact finding and grievance hearings for areas of responsibility.
- Participated in union avoidance programs.
- Participated in the process of switching unions when bargaining unit decertified one union and certified another.
- Conducted investigations and prepared reports for executive management on a wide range of employee issues including:
  - Fair Labor Standard violations
  - Sexual Harassment
  - Racial Harassment
  - Employee Theft
  - Management Concerns
  - Productivity Concerns