



Have you been struggling with how to earn the required strategic management recertification hours to maintain your SPHR® credentials? Let us help you!

The strategic management domain of the PHR/SPHR Body of Knowledge encompasses HR responsibilities that fall outside of the traditional HR function. **This requires the HR professional to learn about or partner with other functional areas of the organization.** Strategic management responsibilities are defined as “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.” **SPHRs must earn 15 out of their 60 total recertification credit hours in this domain.**

Below is an example of an on-the-job activity from a fellow SPHR certificant who successfully documented and earned strategic management credit hours based on this activity.

“My organization is primarily involved in the government contracting industry, bidding and winning proposals to supply individuals to work on overseas assignments. This business model requires a very strong focus on recruitment. The organization is also a young company with limited capital. In order to meet business objectives without outsourcing the recruitment/resume gathering process (or spending significant money on online resume storage services), I designed our own proprietary resume data storage database, which houses resumes and notifies hiring managers when a qualified resume is identified. The database allows for 24/7 access to managers worldwide and allows managers to leave comments and notify HR if they are interested in moving the process to the next step (e.g., telephone screen, in-person interview, etc.). The capacity for resume storage is unlimited and provides the company with an amazing list of qualified individuals for future proposal submissions. The database was designed by me, with other HR individuals involved, and developed by our IT manager. The project took six months to complete. In the year since its development, the database has been a tremendous success, with the owners now considering expanding our business model to do executive searches in the future.”

Helpful Hint: In your description, make sure to provide details about your role in the project, the length of time you worked on the project, who you partnered with outside of HR and how the project affected the organization.

This activity counts for 15 strategic management credit hours because:

1) This on-the-job activity aligns with two strategic management responsibility areas (see the [Recertification Handbook](#) for all the strategic management responsibility areas).

“#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.”

“#18: Determine strategic application of integrated technical tools and systems (for example, HRIS, performance management tools, applicant tracking, compensation tools, employee self-service technologies.”

2) The description of the activity conveyed that the applicant was able to take work-related information

from various resources outside of the HR department, synthesize it and apply it to her own work setting to assist in developing this initiative to support the organization's long-term plan.

3) The description stated how the organization, not just HR, directly benefited as a result to the system implementation. In this example, the system resulted in an increased capacity to manage the organization's inventory of contractors and advanced that process so much that it changed the way the company does business, improved quality of service to clients and made it possible to consider expanding the business to include executive searches. This initiative had a direct impact on the organization's bottom line.

4) This description explained that it was the applicant's initiative in partnership with IT, that the applicant was the primary designer and that she spent a minimum of 15 hours on the project.

For more resources on earning strategic management credit, visit our web site at <http://www.hrci.org/recertification/stmgt/>.

Sincerely,

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