



The Journey Towards Global Governance

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April 7, 2011

The Question We Ponder

Does Global Expansion Rely Merely
on Good Governance
or Is there Something Special About
Global Governance ?

First of all...what is the HRCI?

- HR Certification Institute is a 501 c-3 founded in 1975
- HRCI is an independent entity with a singular focus on certification
- HRCI contracts with Society of Human Resource Management (SHRM) for services as well as works closely with them as a strategic partner
- HRCI boasts over 117,000 Certificants in 70 Countries
- Currently it offers 5 certifications -2 National, 2 State Specific and 1 Cross Border

HRCI Governance Roadmap



Key Elements of Our Governance Evolution

- Recognition of Global Opportunity
- Strategic Review of Organization's Mission and Vision
- Define "Global" for the Organization and How it Ties to the Organization's Goals
- Conduct Competency Assessment of the Board and Organization Leadership
- Leadership Change
- Review and Revise the Organization's Strategic Plan

Evolution Continued

- Analyze the Committee Structure
- Conduct Gap Analysis of Current Board
- Review and Revise Expectations for Board Engagement
- Change By Laws to Allow for Adjusted Terms and Additional Public Members
- Clarify Roles and Responsibilities for Staff and Board
- Revise Solicitation and Selection Policies for Board Members
- Develop 5-7 year Plan for Board Evolution

Matrix Planning

Experiences		Public Board Member 1	Public Board Member 2	Public Board Member 3	Regular Board Member 1	Regular Board Member 2	Regular Board Member 3	Ex-Officio Board Member 1	Ex-Officio Board Member 2
Business Development		X	X		X	X	X	X	X
Culture	Asia				X			X	
	Europe	X					X		
	Latin America								
HR Practice	Asia				X			X	
	Europe						X		
	Latin America								
Marketing / Branding		X	X	X	X	X	X	X	X
Company Size	Small								X
	Medium		X		X			X	
	Large	X		X		X	X		
Multinational Company		X			X		X	X	X
National Company			X	X		X			
Location	Outside the U.S.A.	X			X		X	X	
	Inside the U.S.A.	X	X	X	X	X		X	X
Market Reach		X		X	X	X	X	X	X
Contacts in Key Sectors		X	X	X	X	X	X	X	X
Impact		X			X	X	X	X	X

Lessons Learned

- Define Key Terms for Board Selection
- Balance Domestic with Global Needs
- Decide if “In Country” Experience and Presence is Necessary
- Balance Research with Board Input
- Reconsider Frequency and Style of Board Interaction
- Continue to Clarify Roles and Responsibilities
- Map Board and Staff Goals to Strategic Plan

Strategic Plan Mapping

A. Products and Services

Develop products and services that validate mastery in the field of human resource management and contribute to the continued improvement of individual and organizational performance

Exams

BSC

1. Continue to produce and maintain:
 - PHR
 - SPHR
 - GPHR
 - CA State

SO

2. Develop a universal HR certification exam (UPHR) for countries outside the U.S. Market the exam as a supplemental certification to complement a country's certification or certificate program, which covers national laws and compliance

SO

3. Ensure that all exams are current and relevant for their intended markets through ongoing practice analyses and other research

IG

4. Research additional or alternative methods of developing items and exams to improve quality and increase speed to market

SO

5. Research alternative item types, such as multi-key, matching, linear on the fly, or alternative modes of testing, such as case studies, portfolios, or simulations to measure knowledge and potentially competencies for possible future inclusion

IG

6. Investigate the development of an ethics component for all exams

Support Products and Services

BSC

1. Continue to produce and sell assessment exams and certification guides for all core test products

IG

2. Investigate the opportunity to leverage Approved Providers and other partners for service expansion and cross marketing

TG

3. Develop online networking media and/or other products and services to enhance the value of certification to certificants and organizations

IG

4. Create a process for researching, developing, and evaluating new certifications and services aligned with the Institute's Vision and Mission

TG

5. Maintain accreditation by the National Organization for Competency Assurance (NOCA) and seek additional recognition and credentials globally

Consulting Services

IG

1. Explore the potential to sell the Institute's exam development expertise in non-US markets in conjunction with UPHR and GPHR marketing

IG

2. Explore the potential to develop pre-employment tests for HR employees in specific industries or companies

SO Strategic Objective

IG Individual Goal

BSC Balanced Score Card

TG Team Goal



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