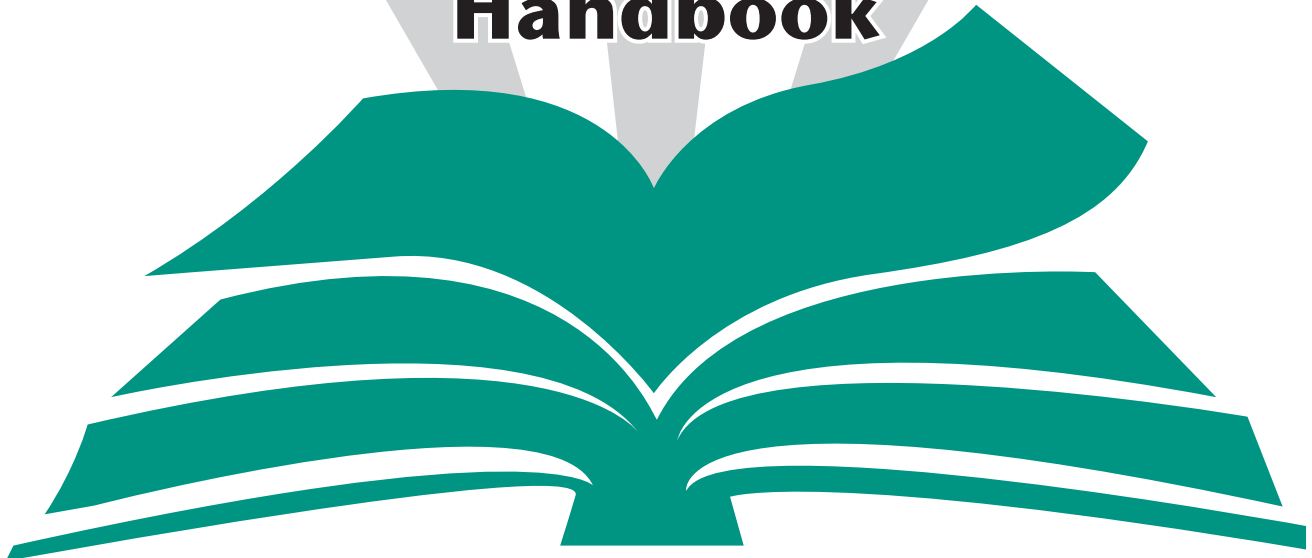




HRIP
(Human Resource Information Professional)
Certification Program
Handbook



Published by



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Certification Handbook

This handbook contains information on IHRIM's Human Resource Information Professional Certification (HRIP) Examination and how you can apply for this important professional credential.

ABOUT IHRIM

IHRIM (the International Association for Human Resource Information Management) is a membership community built on camaraderie and made up of HR technology leaders and professionals that share ideas and best practices. IHRIM members have access to a professional certification program, educational webinars, HR system vendors and a virtual networking community called CORE.

Since 1980, IHRIM has been the only membership association for HR information management professionals and has advanced our profession by:

- Providing unparalleled education and professional development opportunities through our conference, educational courses and webinars. These offerings foster intelligent HR system investments and effective solutions to business challenges.
- Creating a certification program known as Human Resource Information Professional (HRIP) to allow experienced professionals working with HR information systems to be recognized for their knowledge and experience.
- Facilitating an HR information management community for the sharing of best practices, professional collaboration and networking in person and virtually through CORE online.
- Providing unbiased information on cutting-edge HRIM solutions.

www.ihrim.org

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Certification Overview

IHRIM's Human Resource Information Professional Certification Examination is designed to assess the knowledge and competencies of professionals in the HR technology field. Passing the exam indicates a demonstrated comprehensive understanding and proficiency of the defined body of knowledge in HR information management.

Passing the exam is only one part of the Certification process. The recertification requirements ensure that the HR technology professional is keeping abreast of changes in the field.

The Certification credential will be active for a period of **3 full years** starting from the date certification has been granted. In order to maintain certification, a total of **60 recertification credit hours** are required during the 3 year period starting from the date the certification is granted. The credential holder will be responsible for maintaining a log of credit hours and documentation.

Why Is Certification Desirable? Certification is intended to recognize individuals who have relevant HR technology knowledge. A certification credential is a way to demonstrate your competency, show your commitment to the profession, and help with job advancement. Benefits to you include:

- It differentiates you from others through demonstrated competency
- It shows you have knowledge of HR information management beyond that of your everyday tasks
- It gives you a competitive edge when seeking promotions or a new position

Purpose and Use of Certification

An HRIP (Human Resource Information Professional) credential shows that the holder has demonstrated mastery of the HR technology body of knowledge and, through recertification, has made a commitment to stay informed of new developments in the HR technology field.

The certification examination is completely voluntary. Organizations or individuals incorporating certification as a condition of employment or advancement do so of their own volition. Individuals should determine for themselves whether attaining certification, including recertification requirements, when coupled with any other requirements imposed by individuals or organizations, meets their needs and complies with any applicable laws.

The HRIP designation is a visible reminder to peers and co-workers of the holder's significant professional achievement. IHRIM-certified professionals should proudly display their certificates and use the credentials on business correspondence.

Eligibility Overview

Candidate Background and Experience

The professional is *expected* to have at least **5 years** of experience in HR technology solutions or HR information management. However, IHRIM does not require the work experience in order to take the exam. IHRIM strongly suggests those considering the Human Resource Information Professional Certification Exam review the Candidate profiles below.

While there are no specific requirements, the ideal candidate will have:

- 5 years of experience in HR technology solutions or HR information management, or comparable education
- A bachelor's degree from an accredited college or university preferred. However, professional experience in the field bears greater weight on the candidate's success.

Current HR technology solutions or HR information management work experience may be categorized in private and public sector, educational institutions and consultancies as:

- Human Resources Information Systems (HRIS)
- Human Resources Information Technology (HRIT)
- Information Technology / Information Systems
- HRIS / HRIT Educators and Researchers
- Consultants

The exam reflects today's HR technology solutions or HR information management practices. Although the five years of HR technology solutions work experience need not be current or sequential, more recent experience is more likely to coincide with the exam's content.

IHRIM does not discriminate on the basis of sex, age, race, religion, national origin, sexual orientation, or disability.

Candidate Qualification Description

The description below outlines the key competencies describing a candidate’s primary job responsibilities and relevant knowledge content areas.

Type of Candidate	Description of Candidate
<p>Clearly Qualified 5 plus years of experience</p>	<ul style="list-style-type: none"> • Can analyze, understand and contribute to the development of an HR Technology Strategy. • Has developed a business case for implementations or enhancements. • Can translate business requirements into technology specifications. • Has a broad understanding of HR functions including HR Benefits, Payroll and Talent Management. • Has participated in a systems assessment or evaluation, assisted with the recommendations for systems solution and development of an implementation plan. • Can evaluate, analyze, design, and maintain company Human Resources Management Systems (HRMS). • Understands vendor and contract management. • Understands and has participated in all phases of HRMS implementation or enhancement including selection, analysis, design, testing, training and support. • Able to identify new HR needs and the technology solutions to fulfill these needs based on business strategy and needs. • Familiar with HR policies and procedures – both internal and external that impact data management (e.g., compliance issues). • Has served in a project lead role and demonstrated project management skills. • Possesses strong familiarity with HR technology trends.
<p>May or May Not Be Qualified 3 to 5 years experience</p>	<ul style="list-style-type: none"> • Understands how a HRMS business case is formed and has been a contributor to creating one for an implementation or enhancements. • Can translate user needs and requirements into system specifications and requirements. • Supports the evaluation, design and ongoing operations of company Human Resources Management Systems (HRMS) with direction from a more senior team member. • Can assist in identifying new HR needs and the technology solutions to fulfill these needs. • Understands the key features needed to implement a Human Resources Management Systems (HRMS). • Understands and has participated in several phases of HRMS implementation including selection, analysis, design, testing, training and support. • Has a broad understanding of most HR functions including HR Benefits, Payroll, and Talent Management.

	<ul style="list-style-type: none"> • Has some proven project management skills and has been a systems project team member. • Understands the principles of project management with moderate project experience. • Familiar with HR technology and business trends.
Informed but Not Qualified Less than 3 years experience	<ul style="list-style-type: none"> • Knows concepts needed to develop a business case. • Recognizes features and benefits of a Human Resource Management System. • Supports the ongoing operation of a company Human Resources Management Systems (HRMS) with close supervision. • Has a general understanding of HR technology solutions. • Has a general understanding of project management, but project experience limited.

Relevant Knowledge

You should be familiar with the following topics which are not explicitly tested:

- Presentation and facilitation
- Business process flow analysis
- Interviewing
- Resource scheduling
- Financial principles
- Communication (written and oral)
- Problem solving
- Vendor and contract management
- Software testing methodologies
- Analysis

Recertification Requirements

HRIP Recertification demonstrates the certificant's commitment to staying abreast of the changes taking place in the HR technology field. IHRIM requires recertification of the credential every **three (3) years** either through continuing education activities or by retaking the exam.

Recertification Through Continuing Education

Recertification may be obtained through continuing education credits. Maintaining the HRIP credential requires 60 **hours** of HR Technology related activities defined as:

- Continuing Education
- Instruction
- Research and publishing
- Leadership
- IHRIM membership

Recertification credits are granted for any combination of IHRIM Conference attendance, IHRIM educational courses and webinars, IHRIM volunteer service, content submission, HR-related professional board service, approved HR-related vendor meetings and conferences, formal higher education and other approved HR-related association meetings.

At the end of the 3 year cycle, the credential holder will:

1. complete the application for recertification
2. submit proof of continued experience in HR technology solutions or HR information management, or comparable education
3. submit the log of recertification credit hours (documentation must be available upon request)
4. submit renewal fee payment

Recertification by Exam

Some certified professionals prefer to recertify by retaking the exam. Recertification by examination candidates must take the exam before their certification cycle expires. Recertification by examination candidates are subject to the same HRIP Certification exam fees as outlined in this handbook.

For more information on the HRIP Recertification Program, please go to <http://www.ihrim.org/certification/Recertification.htm> or download the [HRIP Recertification Program Guide](#).

HRIP Certification Exam Information

The HRIP examination is comprised of multiple-choice questions. The Published Exam will contain approximately 75 questions. The multiple choice format is considered the most effective for use in standardized tests. All questions are randomly placed throughout the examination and do not follow the blueprint outline. Computer-based testing (CBT) is the standard method of administration for HRIP examinations. It is a method of delivery of exams by computer at a proctored test site.

The allotted time to complete the computer-based examination is ninety (90) minutes. It may take some credential candidates less than the allotted time to complete the examination.

Examination Blueprint

The HRIP examination is developed based on the HRIP examination blueprint. The blueprint details the percentages of questions contained in each Domain. Please refer to **Appendix A - Examination Content Outline** - for more details.

HRIP Credential Fees and Refund Policy

Payment Methods

Fees in U.S. currency are due at the time of the online application submission. Applicants may pay by VISA, MasterCard, Discover or American Express.

	Regular Deadline Date	Late Deadline Date
Published Exam		
IHRIM Member	\$75 Application Fee* \$250 Testing Fee	\$75 Application Fee* \$300 Testing Fee (includes \$50.00 late fee)
Non-Member	\$75 Application Fee* \$350 Testing Fee	\$75 Application Fee* \$400 Testing Fee (includes \$50.00 late fee)

* Application Fees are non-refundable

IHRIM Member Rate

To receive the reduced IHRIM member rate, candidates must have a current IHRIM membership at the time the application is submitted.

If IHRIM membership is obtained after you submit payment for the HRIP examination, IHRIM will not refund the difference.

HRIP Refund Policy

Examination fees are refundable only if you cancelled your registration with proper notice or due to medical or personal emergencies (see the Cancellations section below). Credit card payments will be credited immediately. Application fees are non-refundable.

HRIP examinations are not transferable to another candidate.

Deadlines, Cancellations and Rescheduling

The completed registration including the appropriate fee must be received no later than the registration deadline date specified on the examination schedule which can be found on the IHRIM website at <http://www.ihrim.org/certification/Index.htm>. Registrations will be accepted for an additional two weeks beyond the regular registration deadline date, up until 72 hours before the actual examination date, with the addition of a late fee. No exceptions will be made to this policy and walk-ins will not be accepted.

Examination cancellations will be accepted until two (2) weeks prior to the examination date and a refund will be provided minus the application fee. Cancellations after that time will not be refunded.

Rescheduling

The examination can be rescheduled for a date during the following twelve (12) months if cancellation notice is provided to IHRIM in writing at least 48 hours before the examination date. There is a \$100.00 USD fee to reschedule an examination. Requests to reschedule must be submitted in writing to IHRIM at certification@ihrim.org.

A candidate who does not reschedule an examination within one year after the initial examination date forfeits the registration and all fees paid to take the exam, and must again register.

Type of Refund	Deadline Date/Timeframe	Amount of Refund
Cancellation	Prior to two (2) weeks of examination date	Full Refund minus Application Fee
Cancellation	Prior to 48 hours of examination date	No Refund. Examination can be rescheduled, plus Rescheduling Fee
Medical or Personal Emergency	Documentation received no later than 5 business days after the examination date.	50% Refund minus Application Fee
No-show candidates	N/A	All Fees Forfeited

Refunds for Medical or Personal Emergencies

IHRIM recognizes that medical or personal emergencies may arise that prevent candidates from rescheduling or withdrawing from an exam appointment. In such cases, candidates may request a 50 percent refund of their exam fees by submitting a Cancellation/Refund Request form to IHRIM and including supporting documentation as to the nature of the medical or personal emergency. Application fees are nonrefundable. Exams cannot be rescheduled. Candidates will need to reapply and pay all appropriate application and exam fees. Medical

or personal emergency refund requests must be made in writing and mailed, faxed or e-mailed to IHRIM within five (5) business days after the examination date and must include a description of the situation and documentation of the emergency or extenuating circumstance.

Requests for refunds because of medical or personal emergencies are reviewed on a case-by-case basis. Candidates will be notified by e-mail of the outcome of the request.

What Is Considered a Medical or Personal Emergency?

IHRIM considers a medical emergency to be an unplanned medical event that arises within 48 hours of the scheduled exam and prevents candidates from taking the exam. The medical emergency may apply to candidates themselves or to one of the candidate's immediate family members (spouse, child or parent). Medical events that can be anticipated as occurring on or near the exam date in which candidates can schedule, reschedule or cancel from the exam are not considered medical emergencies.

A personal emergency may apply to candidates themselves or to one of the candidate's immediate family members (spouse, child or parent). Personal events that can be anticipated as occurring on or near the exam date in which candidates can schedule, reschedule or withdraw from the exam are not considered personal emergencies.

Inability to take the exam due to workload or work conflicts, or the inability to properly prepare for the exam, is not considered a personal emergency.

Submitting Cancellation/ Refund Request Forms

Mail or fax all cancellation/refund requests to:

IHRIM

PO Box 1086

Burlington, MA 01803

Fax: +1-781-998-8011.

Requests can also be e-mailed to certification@ihrim.org

Special Accommodation Requests

IHRIM complies with the provisions of the Americans with Disabilities Act (ADA) (42 U.S.C. 12101 et seq.) and Title VII of the Civil Rights Act, as amended (42 U.S.C. 2000e et seq.), in accommodating disabled candidates who need special arrangements to take an examination.

A special accommodation request must be made by the candidate at the time of registration. You must notify IHRIM at least four (4) weeks before the scheduled examination date so that documentation can be completed and special arrangements can be made.

IHRIM will make a concerted effort to provide reasonable accommodations as permitted by individual test site capabilities.

Registering for the Exam

Examination Application

Candidates may apply for the examination by using the online registration found at www.ihrim.org. Please contact IHRIM certification@ihrim.org if you have any questions.

Fees for candidates can be paid by VISA, MasterCard, Discover Card or American Express.

All applicants must complete specific information (or ensure it is on their IHRIM record) and attest that it is accurate.

Confirmation

You will receive initial confirmation after payment has been successfully processed by our association management system. Within three (3) days of the examination date, you will receive an email with a letter confirming your course examination date. You also will receive instructions for the day of the examination along with a candidate agreement you must sign and bring with you to the exam. By signing this agreement you agree to be bound by the procedures and policies set forth in the HRIP Certification Handbook and that you have read the HRIP Code of Ethics, understand, and accept it.

If you do not receive a confirmation letter, or if there is a discrepancy in the course date/location or the spelling of your name, contact IHRIM at certification@ihrim.org immediately.

Updating Confirmation Information

Address Changes

Official score reports and certificates are mailed to a candidate's primary address of record on the IHRIM database.

Address changes can be made online by accessing your IHRIM record at the "My IHRIM Portal" link on the front page of www.ihrim.org. Address changes made online are preferred because these are "virtual" or "live" changes that minimize human error.

If you are not currently a member or registered on our membership database, official score reports and certificates will be mailed to the address provided to us during the exam registration process.

Name Changes

Candidates are able to update their name on the IHRIM database by accessing your IHRIM record at the “My IHRIM Portal” link on the front page of www.ihrim.org. (For candidates not on the database, please contact IHRIM at certification@ihrim.org with appropriate changes.)

Please note that the name on file must match the name on the poof of ID that you bring to the exam location or you will not be admitted to take the exam. If the names do not match, a proof of name change will be required. Please see – ***Taking the Certification Exam, What to Bring*** – for more information.

HRIP Certification Exam Preparation

We recommend that candidates review the HRIP Exam Content Outline (Appendix A) to see if additional review is needed in one or more content areas.

An HRIP Examination Study Guide is available through IHRIM Publications. The guide is not intended to be a complete study resource. It is an overview of the body of knowledge content areas and will help to identify areas where additional study and/or work experience may be necessary prior to testing. Go to <http://www.ihrimpublishings.com/> for more information.

IHRIM also offers an HRIP Certification Exam Review Course. For more information, go to the IHRIM web site (www.ihrim.org) or contact IHRIM at education@ihrim.org. (The course is available in person, including in-house, and online.)

A complete list of IHRIM courses, webinars, past conference content, and books can be found at www.ihrim.org.

Outside of IHRIM publications and courses, IHRIM does not endorse any particular seminar, workshop or reading materials that may be offered by any non-profit, for-profit company or other organization designed to help HRIP candidates pass the test.

Taking the Certification Examination

What to Bring

Required Items

You must bring to the test center on examination day the following:

- The Examination Registration Confirmation (includes proof of payment)
- The signed letter attesting to your having read the Certification Handbook and agreeing to all policies and the Code of Ethics
- Acceptable form of candidate identification (see below)
- Proof of name change (if your name has changed since the time of registration) in the form of a marriage certificate, etc.

If you do not bring the required items to the test center, you will be denied admission to the examination, considered absent, and will forfeit the examination fee.

Acceptable Forms of Candidate Identification

Candidates must present one (1) form of current signature and photo identification. The primary identification must be government issued, photo-bearing with a signature. If a current photo identification is not available, a secondary identification that contains a valid signature must be presented. Any identification not in English is acceptable as long as the candidate is testing in the country where the identification was originally issued.

Primary ID (with photograph and signature, not expired)

- Government-issued Driver's License
- U.S. Dept of State Drivers License
- U.S. Learner's Permit (plastic card only with photo and signature)
- National/State/Country Identification Card
- Passport (from country of residence)
- Passport cards (from country of residence)
- Military ID
- Military ID for spouses and dependents
- Alien Registration Card (Green Card, Permanent Resident Visa)

Exam Procedures

You should report to the examination site at least thirty (30) minutes before the scheduled examination time. Please allow sufficient time to find the test location. When you arrive, check in with the IHRIM onsite proctor and present your identification, registration confirmation, and any other required items. The proctor will review these materials and provide you with your user name and password for test login.

Your examination will be administered electronically, and you will be provided with instructions at the time you are sent your Examination Registration Confirmation.

The examination will begin promptly at the scheduled time.

You will be given ninety (90) minutes to take the examination, after which the examination unit will automatically turn off. If you finish early you should alert the proctor by raising your hand.

The official exam results will be sent to you via U.S. mail within three (3) weeks of the examination date.

Absence/Lateness Policy

If you are unable to attend a scheduled examination, you may be excused for one of the following reasons:

- Illness (yours, or that of an immediate family member)
- Death in the immediate family
- Disabling traffic accident
- Court appearance or jury duty
- Military duty
- Weather emergency (see Weather Delays and Cancellations below)

If you are otherwise absent from and have not provided proper notice (see the Change/Cancel Policy), you will forfeit the entire examination fee. You must submit written verification and supporting documentation for excused absences to IHRIM within five (5) business days of the original examination date.

Please allow yourself sufficient time to find the examination location, and make sure you have all necessary documentation when you arrive. If you are late to your examination, you will be denied the opportunity to test and will forfeit the examination fee.

Weather Delays and Cancellations

If severe weather or a natural disaster causes the examination location to be inaccessible or unsafe, the examination may be delayed or cancelled. You may call IHRIM at (800) 804-3983 for details on delays and cancellations during severe weather.

You may reschedule an examination cancelled due to bad weather without additional charge by contacting IHRIM at certification@ihrim.org.

Electronic Devices

You may not use pagers, cellular phones, iPods, hand-held computers/personal digital assistants (PDAs) or other electronic devices, or similar communication devices during the examination. All electronic devices must be turned off during the full examination period.

Individual Breaks

- No group breaks are scheduled during the examination. You will be permitted to take individual breaks at the proctor's discretion, but no additional time will be allotted for you to complete the examination.

- If you are permitted by the proctor to leave the examination room for a break, you must not speak with anyone while on your break. If you fail to follow this policy, you will be denied re-admittance and will forfeit all fees paid, and your examination will not be scored.

Cheating and Security

- If you give help to or receive help from anyone during the examination, you will be asked to leave the room immediately. Your examination will not be scored and your fees will not be refunded, and you will be required to re-apply and re-submit all applicable fees before you may retake the examination.
- Please note that all examination questions and materials are copyrighted by and are the property of IHRIM. Consequently, any distribution of the examination content or materials through any form of reproduction, or through oral or written communication is strictly prohibited. IHRIM reserves the right not to score your examination if there is an incident that involves a breach in security or cheating. You may not retake the exam within twelve (12) months from the date of the original examination date.

Eating/Drinking/Smoking

Eating, drinking, chewing gum, smoking, and/or making noise that creates a disturbance for other candidates are prohibited during the exam.

After the Exam

Receiving Exam Results

Examination results are strictly confidential. Unless requested through a written request, your examination results will be reported only to you and IHRIM. You should direct all questions about examination results in writing to IHRIM's Certification Department at certification@ihrim.org. To maintain examination security, examination questions and answers cannot be made available for review. IHRIM will not provide a list of the questions you answered incorrectly or correctly. The only information available regarding your performance is pass/fail information.

Under no circumstances will pass/ fail information be released over the phone, via e-mail or Internet, or by fax. Candidates who have not received an official score report and/or certificate via mail within five (5) weeks of the exam should notify the IHRIM in writing at certification@ihrim.org.

Notification of Certification

IHRIM, upon receipt of examination results, will notify you of your certification if you successfully completed the examination. In addition, passing candidates receive an official certificate displaying the HRIP designation earned. Passing candidates can request that IHRIM notify their employers of their achievement by completing the employer notification request form found online at

<http://www.ihrim.org/certification/HRIP%20Certification%20Employer%20Notification%20Form.doc>.

A sample press release is also available online at

<http://www.ihrim.org/certification/SamplePressRelease.doc>

Candidates should wait for their official test results before requesting the employer notification or releasing this information publicly.

Passing Scores

The selection of a cut-score or standard is a policy decision by the certifying body based on information from the examination. Pilot exams were conducted and the test scores were evaluated along with test item performance and audience characteristics by a panel of experts who provided informed guidance on determining the cut score from reviewing the exam results and their judgments on the test items.

The test is designed to distinguish those who have met the competency requirements determined by the certifying body and those who do not. Therefore, if you pass the exam, you will be informed that you have mastered the competencies. You will not be notified of your actual score. Exam results are confidential and will be handled as such.

Retaking the Exam

You may take the examination up to two (2) times within a 12 month period following your first examination should you not pass on the first attempt. Fees and application procedures for those retaking the exam remain the same as those for first-time applicants.

Application Denial and HRIP Certification Revocation

Candidates whose registrations are denied or HRIP Certifications are revoked may follow the established appeals process outlined below. Registration may be denied or HRIP Certifications revoked for any of the following reasons:

- Failure to provide payments within prescribed timeframes.
- Violation of exam procedures.
- Failure to pass the HRIP Certification exam.
- Failure to meet recertification requirements.
- Violation of HRIP Code of Ethics or engaged in any act or conduct materially and seriously prejudicial to the interests or purposes of the Association.

Appeals Process

Candidates whose applications are denied or certifications revoked for any of the reasons stated above will be notified in writing. Candidates may appeal the decision to IHRIM.

Appeals must:

- Be in writing, signed by the candidate and sent to IHRIM by certified mail.
- Include the specific reason(s) for appeal.
- Be accompanied by evidence or other pertinent information refuting the original decision.
- Be postmarked no later than 10 business days after the date on the notification letter.

Testing Conduct

Reports of improper conduct relating to the examination process, including conduct during the examination, will be investigated by IHRIM. Such conduct may result in an examinee being barred from taking further examinations or from receiving the HRIP designation.

Appendix A EXAMINATION CONTENT OUTLINE

This section provides the information on the knowledge domains, test objectives and example content covered on the examination. These are presented as guidelines and designed to help candidates prepare for the exam. The example content is not intended to limit the subject matter or to be all-inclusive of what might be covered in an examination.

The table below lists the high-level domains measured by this examination and the extent to which they are represented in the examination.

Domain	% of Examination
1.0 Technology Strategy and Solutions Assessment	15%
2.0 HR Technology and Business Processes	30%
3.0 Systems Selection, Implementations and Upgrades	30%
4.0 HR Systems Operations	25%
Total	100%

Knowledge Domains

The knowledge domains measured by this examination are based on the main knowledge areas of an IHRIM Human Resource Information Professional.

Domain 1 - Technology Strategy and Solutions Assessment

Content covered in this domain focuses on the knowledge and skills needed to determine business needs when creating strategic plans for the design and deployment of Human Resource technology and service delivery models for the enterprise.

1.1 Recognize the components of business case development for new HR systems and technology based on business requirements and decision drivers.

- Business case analysis essentials
- Risk assessment
- Key business decision drivers and requirements
- Return on Investment (ROI) development, components and methods to be considered

- Identification of solutions that positively impact business results
- Identification of business problems and opportunities to achieve organizational goals

1.2 Recognize the methods for delivery of technology applications and how they best fit the needs and objectives of a strategy. Understand the differences between the delivery methods and pros/cons of each one.

- Based on the business case and strategy, which method of technology delivery will best enable achievement of desired benefits
- Delivery methods to consider, including:
 - Custom built applications
 - Vendor supplied or hosted applications including:
 - SOA
 - Web 2.0
 - ASP
 - SaaS
 - HRO, BPO

1.3 Create your strategy, including understanding the role of the business needs analysis, the identification of the steps that are typically performed in a needs analysis and the deliverables from this work effort.

- Strategy development
- Business requirements development
- Gap list creation
- Executive presentation that supports the business case

Domain 2 - HR Technology and Business Processes

Content covered in this domain focuses on the technologies and HR processes that support HR service delivery, and the use and advantages of technology and systems throughout the HR function.

2.1 Understand the interrelationships/interfaces among HR systems and other functional areas, 3rd party vendors, etc.

- Enterprise data warehouse
- System data integration
- Reporting methods and tools
- Finance, Budgeting, and Accounting systems
- 3rd party Payroll-related providers
- 3rd party Benefits-related providers
- ERP systems (Finance and Supply Chain processes)

2.2 Understand key features, functions, and benefits of HR business applications in supporting the HR disciplines and processes.

- Self-Service

- Core Human Capital Management Processes
- Talent Management and Acquisition Systems
- Time and Labor
- Workflows
- Dashboards
- Analytics
- Portals
- Knowledge Management

Domain 3 – Systems Selection, Implementations and Upgrades

Content covered in this domain focuses on systems selection, implementation and upgrade methodologies and best practices to keep HR systems plans on track and improve chances for success.

3.1 Identify detailed business user requirements and creation of business requirement document to be used in determination of solution.

- Identify business process owner and subject matter experts for gathering requirements
- Determine and clarify requirements
- Prioritize needs
- Determine system features/functions that are required
- Identify current state business processes
- Identify key elements of the business requirements document

3.2 Recognize key factors to be considered in managing vendor evaluation and selection.

- Establishment of decision criteria
- Business process and application needs
- Vendor offerings relative to business needs
- Establishment of evaluation criteria/matrix
- Contracts and service level agreements (Working with legal and procurement, ensure the service levels and deliverables meet the overall objectives and requirements of the business.)

3.3 Determine the components that go into creating an RFP/RFI and the factors to consider while reviewing the proposals.

- Given list of business needs, identify requirements to be used in vendor selection and differentiation
- RFP/RFI – major components of each
- Vendor demonstration script creation, execution, and demo scoring and analysis
- Decision process including decision criteria, decision drivers, priorities, etc.

- Review and differentiation between vendor bids and proposals – knowing what to examine
- Creation of business case for vendor evaluation/selection
- Cost model comparisons
- Global systems and their impact on selection

3.4 Recognize the important functions and phases of Project Management.

- Managing a project and key deliverables in each project phase (based on a methodology) containing the following phases:
 - Initiation
 - Planning
 - Executing
 - Monitoring & Controls
 - Completion/Closeout
 - Communications
- The people side of project management and understanding the various roles that must be filled to create an effective project organization
 - Defining project roles & responsibilities
 - Negotiation
 - Relationship building
 - Conflict management
 - Resource planning
- Project definition, including:
 - Cost-benefit analyses, identifying time, personnel, project scoping, and equipment costs
 - Establishment of timelines and milestones
 - Work breakdown structure
- Critical success factors and how the main components of project management (Cost, Time , Resources) work
- Addressing issues and how they affect project delivery
 - New requirements/scope change
 - Resource (people) availability
 - Resource (money) availability
 - Application bugs
 - Testing issues
 - Company reorganizations/changes
 - Mergers & Acquisitions

3.5 Recognize the components of a Change Management program for HR technology implementations and when they are used in the project management life cycle.

- Bridge building between silos and eliminating resistance to change
- Change readiness
 - Evaluation of the readiness of the organization for the new systems/processes

- Methods to facilitate change
- Identification of business process change and potential impact
- Communication to stakeholders, team members
- Training on new systems and processes
- Global implementation factors
- Tools to support users

3.6 Understand the tasks to be performed during the implementation phase of the project.

- Software and hardware set -up and installation
- Functional and technical requirements definition
- Interface development
- Data conversion
- Report creation (based on identified reports in the requirements gathering)
- Security
- Testing
- Working with vendor and/or consultant teams

Domain 4 - HR Systems Operations

Content covered in this domain focuses on the ongoing processes involved in HR systems management, maintenance and operational considerations.

4.1 Recognize the capabilities and role of the appropriate analytic reporting methods to provide information in support of business operations.

- Identify how to structure reports and queries to derive information
- Understand the difference between types of reports, i.e., static lists vs. online cubes that can be manipulated and changed
- Understand HR data repositories, reporting tools and dashboards
 - Data warehousing
 - Third party tools (e.g., Business Objects, Brio)
- Identify how to format data to present results to the business; best use and purpose of each for the types of reporting you wish to perform
- Identify of the role of metrics and analytics in reporting
- Apply business intelligence data for problem solving or improving performance

4.2 Identify the components of user procedures, guidelines, and documentation of systems and HR processes.

- Contextual Diagrams
 - Purpose and use of contextual diagrams
 - How to create a contextual diagram
- Workflow Diagrams
 - Purpose and use of workflow diagrams
 - How to create a workflow diagram

- Contents of application documentation
 - Screen shots
 - Field definitions
 - Processing deadlines (payroll, benefit interfaces, etc.)
- Support and Escalation
 - Tier 1, 2 and 3 support roles, SLAs and when to contact
 - Key third -party contacts (for ASP/hosting applications)
- Process versus technical documentation and procedures
- Methods for training/documentation

4.3 Understand the policies, practices and procedures for creating and managing a Data Management program.

- Types of data to be tracked
- How information is tracked
- Data integrity
- Data accuracy
- Global data privacy issues
- Data backup and storage

4.4 Understand the components and procedures of a Records Management and Retention program.

- Recommended record retention relating to specific types of document
 - Physical records
 - Electronic record
- Processes to ensure compliance
- Archiving vs. deletion
- Impacts of litigation and “holds” on employee records
- Impacts and legal ramifications of not complying with program

4.5 Identify the factors to consider when developing a business continuity plan and disaster recovery plan.

- The difference between a business continuity plan and a disaster recovery plan
- Resources that are required
- Components and key attributes that are needed
- How to rate criticality of recovery by process and how processes are interrelated and determine contingency plans accordingly

4.6 Recognize privacy and security issues in HR systems operations.

- Security policy setting, implementation and administration
- System audits, and change log tracking
- Global privacy issues
- Separation of duties
- Security levels

4.7 Identify process improvement and provide ongoing assessment of HR systems operations.

- Evaluating environment to propose solutions
 - Awareness of business changes and how they affect the current system and processes
- Managing, planning and prioritization of system change requests
- Versioning and release methodologies
- Upgrading strategies
 - Review of new software release functionality for process improvements
 - Understanding risk and impact to current operations
- Establishing and managing of steering committees for prioritization of work requests

Appendix B HRIP Code of Ethics

The HRIP certification program was created by IHRIM, the only membership association for HR technology professionals. The certification program known as Human Resource Information Professional (HRIP) allows experienced professionals working with HR Information Systems to be recognized for their knowledge and experience

The following Code of Ethical and Personal Responsibility has been adopted to promote and maintain the highest standards of service and conduct for all persons recognized as HRIP certificants.

HRIP Code of Ethical and Personal Responsibility

The scope and responsibilities of a human resources technology professional are diverse. The services provided by human resources technology professionals are critical to the success of their organizations. Such responsibilities place a significant expectation on certificants to uphold a standard of ethics to the human resources information discipline.

A professional certified by HRIP acknowledges that such a certification is a privilege that must be earned and upheld. HRIP certified professionals pledge to advocate, adhere to, and support the Code of Ethical and Personal Responsibility.

HRIP certified professionals who willfully violate any principle of the Code may be subject to disciplinary action by the certification governing board?

As a HRIP certificant, I pledge the following:

Respect for the Community

- I will demonstrate courtesy, honesty, fairness, and decency in all relationships with the community, my employer and my peers.
- I will not misrepresent my abilities or my work to the community, my employer, or my peers.
- I will accept responsibility in making decisions with consideration for the security and welfare of the community.
- I will not engage in or be a party to unethical or unlawful acts that negatively affect the community, my professional reputation, or the human resource information discipline.
- I will seek opportunities to participate and, if possible, to play a leadership role in addressing issues of concern in the areas we represent.
- I will promote the understanding of information processing methods and procedures using every resource at my command.

Respect for the Certification

- I will not share, disseminate, or otherwise distribute confidential or proprietary information pertaining to the HRIP certification process.
- I will not use my certification, or objects or information associated with my certification (such as certificates or logos) to represent any individual or entity other than myself as being certified by HRIP.

Respect for my Employer

- I will deliver capable service that is consistent with the expectations of my certification and position.
- I will protect confidential and proprietary information with which I come into contact.
- I will minimize risks to the confidentiality, integrity, or availability of an information technology solution, consistent with risk management practices.

Respect for Myself

- I will avoid conflicts of interest.
- I will not misuse any information or privileges I am afforded as part of my responsibilities.
- I will continue to develop my skills and new competencies.