



IHRIM Certification Program

Human Resource Information Professional Examination Blueprint

Introduction

This is an examination blueprint, also referred to as a specification, for IHRIM's Human Resource Information Professional (HRIP) Certification Examination. The blueprint is used as a map to creating the certification examination. It contains information about the target candidate for whom the examination is to be written and the areas of knowledge to be tested.

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
Clearly Qualified 5 plus years of experience	<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, and has 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 influence 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.

Type of Candidate	Description of Candidate
<p>May or May Not Be Qualified 3 to 5 years experience</p>	<ul style="list-style-type: none"> • Understands how an 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 Benefits, Payroll, and Talent Management. • 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.
<p>Informed but Not Qualified Less than 3 years experience</p>	<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

The candidate 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

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 Professional of Human Resources Information.

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