



# 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, and HR system vendors.

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 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 social media and online communities.
- Providing unbiased information on cutting-edge HRIM solutions.

[www.ihrim.org](http://www.ihrim.org)

# TABLE OF CONTENTS

Certification Overview .....	3
Eligibility Overview .....	4
<i>Candidate Background and Experience</i> .....	4
<i>Candidate Qualification Description</i> .....	5
Recertification Requirements .....	7
HRIP Certification Exam Information.....	8
<i>Examination Blueprint</i> .....	8
<i>HRIP Credential Fees</i> .....	8
<i>HRIP Refund Policy</i> .....	9
<i>Deadlines, Cancellations and Rescheduling</i> .....	9
<i>Special Accommodation Requests</i> .....	9
Registering for the Exam.....	10
<i>Exam Purchase and Account Set Up</i> .....	10
<i>Exam Registration</i> .....	10
<i>Updating Confirmation Information</i> .....	10
HRIP Certification Exam Preparation .....	11
Taking the Certification Examination – Remote Proctored.....	11
After the Exam.....	12
<i>Receiving Exam Results</i> .....	12
<i>Passing Scores</i> .....	12
<i>Retaking the Exam</i> .....	13
Application Denial and HRIP Certification Revocation .....	13
Appendix A: Examination Content Outline .....	14
<i>Domain 1 - Technology Strategy and Solutions Assessment</i> .....	14
<i>Domain 2 - HR Technology and Business Processes</i> .....	15
<i>Domain 3 – Systems Selection, Implementations and Upgrades</i> .....	16
<i>Domain 4 - HR Systems Operations</i> .....	18
Appendix B: HRIP Code of Ethics.....	21

# 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 exam 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)
- Human Resources Management Systems (HRMS)
- Information Technology / Information Systems
- HRIS / HRIT Educators and Researchers
- Software and Service Providers

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

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

## 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 certified professional'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 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 exam candidates must take the exam before their certification cycle expires. Recertification by exam 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 <https://ihrim.org/education/hrip-certification/recertification/> or download the [HRIP Recertification Program Guide](#).

# HRIP Certification Exam Information

The HRIP Certification Exam is comprised of multiple-choice questions. The HRIP exam will contain approximately 90 questions. The multiple choice format is considered the most effective for use in standardized tests. Computer-based testing (CBT) is the standard method of administration for HRIP exam. 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 one hundred twenty (120) minutes. It may take some credential candidates less than the allotted time to complete the exam.

## Examination Blueprint

The HRIP exam 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

### 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 Registration	
Published Exam	
IHRIM Member	\$445 Fee includes non-refundable \$75 Application Fee and \$370 Testing Fee
Non-Member	\$555 Fee includes non-refundable \$75 Application Fee and \$480 Testing Fee
Non-Member with Membership	\$790 Fee includes a non-refundable \$75 Application Fee, \$480 Testing Fee and 12 months IHRIM membership (\$60 savings off the regular new member rate)

\* Application Fees are non-refundable



Practice Exam	
IHRIM Member	\$85
Non-Member	\$105

### **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 Certification Exam is administered via recorded proctoring using a webcam. You can take the exam at any time; during the scheduling process there is no need to select a date or time.

Once you purchase the certification exam, you have 12 months from the last day of the month purchased to schedule and sit for the exam. IHRIM does not have exam windows so candidates may register for a date/time and delivery method that is most convenient for their schedule.

As this exam is flexible to your schedule, no refunds will be issued after two weeks (14 days) from purchase date. Application fees are non-refundable.

### **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 exam.

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 exam date so that documentation can be completed and special arrangements can be made.

# Registering for the Exam

## Exam Purchase and Account Set Up

You can purchase the HRIP Certification Exam through IHRIM's Online Store ([www.ihrim.org](http://www.ihrim.org)). Fees for candidates can be paid by VISA, MasterCard, Discover Card or American Express. Please contact IHRIM at [ihrimhrip@ihrim.org](mailto:ihrimhrip@ihrim.org) if you have any questions.

Once your purchase is complete, your purchase confirmation will include instructions to register for the exam. You must use your name and address as they appear on your official, unexpired, valid, government-issued ID. This information will allow you to be eligible to take the exam.

## Exam Registration

When you are ready to schedule your exam please notify IHRIM via email at [ihrimhrip@ihrim.org](mailto:ihrimhrip@ihrim.org). You will be sent a link to agree to and electronically sign IHRIM's HRIP Candidate Non-Disclosure Agreement online form.

You will receive an email from FastTest with system check instructions. You cannot take the exam until you have successfully completed the system check.

Once you pass the system check, you will receive an email from ProctorExam with a unique link to access the exam online. If your link is not working or you need to retrieve it, please contact IHRIM at [information@ihrim.org](mailto:information@ihrim.org).)

## Updating Confirmation Information

### Email Address Changes

The email address that will be used to send you your exam results as well as any other notifications is your primary email address in your profile in IHRIM's database. If you change your email address after you have registered, please contact IHRIM with your new email address.

### Name Changes

The name (first and last) on file in in your profile in IHRIM's database must match the name on the proof of ID that you need to show at the start of the remote proctored exam to validate your identity. If they do not match, you will not be allowed to take the exam.

# 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 Study Guide is available for purchase through the IHRIM Online Store. 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.

IHRIM also offers an HRIP Certification Exam Review Course. For more information, go to the IHRIM web site [www.ihrim.org](http://www.ihrim.org) or contact IHRIM at [education@ihrim.org](mailto:education@ihrim.org).

A complete list of IHRIM webinars, publications and educational offerings can be found at [www.ihrim.org](http://www.ihrim.org).

Outside of IHRIM publications and educational offerings, 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 – Remote Proctored

The Certification Exam – Remote Proctor allows you take the exam at a date and time convenient for you. However, no later than twenty-four (24) hours before you want to take the exam, you must follow the instructions to complete a system test.

Once you have successfully completed the systems test, you will be provided with a special Test Code to access the exam online. The final step before launching the exam will be to ensure the room in which you will be taking the exam is set up properly and you have your photo I.D. ready as you will be required to show your ID card to the webcam of the computer and take a snapshot.

### Testing Conduct

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

### Electronic Devices

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

removed during the full exam period. Failure to adhere to this may result in your exam being rejected.

### **Cheating and Security**

- If you give help to or receive help from anyone during the exam, your exam will not be scored, and your fees will not be refunded. You will be required to re-apply and re-submit all applicable fees before you may retake the exam.
- You are not permitted to get up and leave the scope of the camera at any time during the exam.
- Please note that all exam questions and materials are copyrighted by and are the property of IHRIM. Consequently, any distribution of the exam 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 exam 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 exam date.

### **Eating/Drinking/Smoking**

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

## **After the Exam**

### **Receiving Exam Results**

Exam results are strictly confidential. Unless requested through a written request, your exam results will be reported only to you and IHRIM. You should direct all questions about exam results in writing to IHRIM's Certification Department at [ihrimhrip@ihrim.org](mailto:ihrimhrip@ihrim.org). To maintain exam security, exam 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.

HRIP Certification Exam pass/fail results will be sent to you via email at the conclusion of the exam. Please note that results for the remote proctored exam will be delayed until the review of the recording is complete which can take up to 72 hours following completion of the exam. If you achieved a passing score you will receive a PDF of the certificate. You may request a printed certificate as well.

Passing candidates can request that IHRIM notify their employers of their achievement by requesting the employer notification request form. 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 exam. 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 HRIP Certification Exam up to two (2) times within a 12 month period following your first exam 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.

# Appendix A: Examination Content Outline

This section provides the information on the knowledge domains, test objectives and example content covered on the exam. 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 exam.

**The table below lists the high-level domains measured by the HRIP Certification Exam and the extent to which they are represented in the exam.**

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

## Knowledge Domains

The knowledge domains measured by this exam 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
- Demographics – globalization and localization requirements
- 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. Identify 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
  - On Premise licensed software
  - Cloud or SaaS Subscription-based software or hosted applications
  - HRO, BPO, PEO
  - Ancillary requirements might include mobile, artificial intelligence, blockchain, machine learning
  - Understanding of total cost of ownership for each model

**1.3 Determine the components of an HR technology strategy, including recognizing the role of the business needs analysis, identifying 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 – and alternative process changes to fit technology
- Executive presentation that supports the business case
- Governance model
- Data privacy considerations locally and globally

## **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 Recognize the interrelationships/integrations 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
- 3<sup>rd</sup> party Payroll-related providers
- 3<sup>rd</sup> party Benefits-related providers
- 3<sup>rd</sup> party Talent Management Systems
- ERP systems (Finance and Supply Chain processes)
- Other Best of Breed solutions that are not part of core HR technology suite

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

- Self –Service / Direct Access
- Core Human Capital Management Processes
- Talent Management and Acquisition Systems
- Employment Branding/Careers Site Optimization
- Time and Labor
- Workflows
- Dashboards
- Analytics
- Portals
- Knowledge Management
- Case Management (For HR Service Center Delivery)
- Mobile enablement

## **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 the steps and components in creating business requirement documents.**

- Identify business process owner and subject matter experts for gathering requirements
- Determine primary objective and clarify requirements
- Prioritize needs
- Determine system features/functions that are required
- Evaluate current state and obstacles to reaching the desired future state
- Identify future state business processes
- Identify key elements of the business requirements document
- Tie requirements back to the strategy and business case
- Verify IT Strategy and HCM Delivery Options
- Evaluate available timeline and resources

### **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
- Demonstration scripts and their value
- 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.)
- Having a “sandbox” system to do self-evaluation



### **3.3 Identify the components that go into creating an HCM system evaluation and the factors to consider while reviewing the proposals.**

- Given the list of business needs, identify requirements to be used in vendor selection and differentiation
- RFP/RFI – major components of each
- 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
    - Project Proposal and executive approval
    - Project Charter
  - Planning
    - Business Case
    - Work Breakdown Structure (WBS)
    - Process for managing scope creep
  - Executing the Implementation Plan
    - Business Continuity Plan
    - Executive leadership
  - Monitoring & Controls
    - Change Request form
    - Project Status Report
  - Completion/Closeout
    - Project Closure Report
- 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
- 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.**

- Identification of the need and business case for change
- Analysis of organization ability to manage change
- Creation of Stakeholder assessment
- Creation of Communication Plan
- Creation of Training Plan
- Assessment of change readiness
- Execution of Change Plan

### **3.6 Recognize the tasks to be performed during the implementation phase of the project.**

- Functional and technical requirements definition
- Interface development
- Data conversion
- Report creation (based on identified reports in the requirements gathering)
- Prototyping
- 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.**

- Ability to take data and transform it into information
- Analysis of data for trends
- Understanding the concepts around Big Data
- Identify how to structure reports and queries to derive information
- Understanding the use and benefits of HR data repositories (data warehouses), reporting tools and dashboards
- Identification of the role of metrics and analytics in reporting
- Apply business intelligence data for problem solving or improving performance
- Analyze trends and predict future outcomes

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

- Workflow Diagrams

- Purpose and use of workflow diagrams
  - How to create a workflow diagram
- Process documentation and procedures
- Support and Escalation
  - Tier 1, 2 and 3 support roles, SLAs and when to contact
  - Effectively using cloud support
- Methods for training/documentation

**4.3 Recognize the policies, practices and procedures for creating and managing a Data Management Program.**

- Types of data to be tracked
- How information is tracked
- System of Record
- Data integrity
- Data accuracy
- Global legal and data privacy Issues
- Data backup and storage

**4.4 Be familiar with the components and procedures of a Records Management and Retention Program.**

- Understand multi-tenancy and where data is stored in a cloud solution
- Processes to ensure compliance
- Archiving vs. deletion
- Impacts and legal ramifications of non-compliance

**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
- Testing of disaster recovery plans

**4.6 Understand best practices for managing data privacy and security issues in HR systems operations.**

- Security policy setting, implementation and administration
- System audits and change log tracking
- Global legal and data privacy Issues
- Separation of duties
- Security levels
- Understanding of GDPR, HIPAA, FAS and other auditable requirements

#### **4.7 Life cycle management: Identify process improvement and provide ongoing assessment of HR systems operations and retention of data.**

- Evaluating environment to propose solutions
  - Awareness of business changes and how they affect the current system and processes (e.g., Mergers and Acquisitions)
- Managing, planning and prioritization of system change requests
- Upgrading strategies
  - Review of new software release functionality for process improvements
  - Track distributed upgrades and plans for future use
  - Understanding risk and impact to current operations
- Establishing and managing of steering committees for prioritization of work requests
- Understanding how to manage optional versus mandatory changes to a cloud system.

# 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 an HRIP credential holder.

## 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 credential holders 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 credential holders pledge to advocate, adhere to, and support the Code of Ethical and Personal Responsibility.

HRIP credential holders who willfully violate any principle of the Code may be subject to disciplinary action by the certification governing board.

As an HRIP credential holder, 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.