Certified in Healthcare Human Resources

CANDIDATE HANDBOOK
AND **APPLICATION**

Conducted by the

***American Society for Healthcare Human Resources Administration
(ASHHRA)***

Effective April 2024

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About the CHHR Candidate Handbook

This Candidate Handbook provides information about the Certified in Healthcare Human Resources (CHHR) program, including the CHHR Examination administration policy and process as well as the CHHR Examination Application. Keep this Candidate Handbook until after the examination is completed. Additional copies of this Candidate Handbook may be obtained by downloading a copy from ASHHRA.org/CHHR. The most current version of the Candidate Handbook is posted here and supersedes any other version.

Statement of Nondiscrimination

ASHHRA does not discriminate among candidates on the basis of age, gender, race, color, religion, national origin, gender identity or expression, disability or marital status.

Testing Agency

ASHHRA contracts with Rockwell to assist in the administration, scoring and score reporting of its CHHR Examination.

For questions regarding the certification program and the examination application and administration, contact ASHHRA Education at: 312-422-3720 | ASHHRA.EDU@ashhra.org | ASHHRA.org/CHHR

CHHR is a trademark of the American Society for Healthcare Human Resources Administration (ASHHRA)

CHHR CERTIFICATION PROGRAM

Administered by ASHHRA, the CHHR certification program promotes healthcare human resources through certification of qualified individuals and the following program elements:

- Recognizing formally those individuals who meet the eligibility requirements of ASHHRA and pass the examination.

- Requiring certification renewal through continued personal and professional growth in the practice of healthcare human resources

- Providing a national standard of requisite knowledge required for CHHR certification; thereby assisting employers, the public and members of health professions in assessing healthcare human resources professionals.

Definition of a Healthcare Human Resources Professional

Primary responsibilities of a healthcare human resources professional typically include but may not be limited to the following:

- Demonstrates knowledge of healthcare and healthcare human resource environments, provision of medical care, and healthcare workforce needs.

- Adapts healthcare-specific human resources knowledge to their individual healthcare organization's needs and goals.

- Provides strategic guidance in the interfacing of HR programs and practices to meet the overall mission and vision of the healthcare organization.

- Serves as a trusted advisor and partners with organization leadership on strategic initiatives, employee relations and communication.

CHHR Eligibility Requirements

Candidates who meet eligibility requirements and pass the CHHR Examination attain the CHHR designation. ASHHRA reserves the right, but is not obligated, to verify accuracy of information supplied by or on behalf of a candidate. To be eligible for the CHHR Examination, a candidate must fulfill one of the following requirements for education and professional experience:

- Master's degree or higher from an accredited college or university plus five years of HR experience in a healthcare setting or with a provider of HR services to the healthcare industry.

- Bachelor's degree from an accredited college or university plus six years of HR experience in a healthcare setting or with a provider of HR services to the healthcare industry.

- Associate degree or equivalent from an accredited college or university plus eight years of HR experience in a healthcare setting or with a provider of HR services to the healthcare industry.

A Healthcare Human Resources professional may fulfill such responsibilities as an employee or a provider of healthcare human resource services at facilities such as the following:

- Academic Institution
- Acute Care Facility
- Ambulatory Center
- Consulting Firm
- Hospital/Medical Center
- Research Hospital
- Laboratory

- Mental Health Organization
- Rehabilitation Center
- Long Term Care Facility
- Skilled Nursing Facility
- Assisted Living Facility
- Home Healthcare Agency
- Hospice Agency

- Accountable Care Organization (ACO)
- Managed Care Organization
- Physician Practice Group
- Integrated Delivery Network (IDN)
- Medical Group Practice
- Military/VA/Government Hospital

Although position titles may have different meaning in different types of healthcare settings, size of organization, type of practice, etc., eligible candidates for the CHHR exam may include Healthcare Human Resource professionals such as the following employed with a healthcare human resources provider:

- Vice President of Human Resources
- Chief Human Resources Officer
- Director of Human Resources
- Director of Compensation
- Workforce Relations Director or Manager
- Human Resources Manager
- Talent Acquisition Director
- Talent Manager
- Benefits Manager
- Human Resources Business Partner
- Recruitment & Retention Manager

- Senior Human Resources Representative
- Human Resources Generalist
- Human Resources Specialist
- Human Resources Consultant
- Benefits Specialist
- Employee Relations Specialist
- Senior Labor Relations Associate
- Labor Relations Associate
- Human Resources Coordinator
- Recruiting Coordinator

CHHR EXAMINATION STRUCTURE

The CHHR Examination is structured as follows:

- Composed of 110 multiple-choice questions. A candidate's score is based on 100 of these questions. Ten items are "trial" or "pretest" questions that are interspersed throughout the examination.
- A candidate is allowed two hours in which to complete the CHHR Examination.
- The CHHR Examination is based on the five major content areas listed in the Content Outline.
  - Each content area is further defined in the Content Outline by a list of tasks representative of that job responsibility.
  - The number of CHHR Examination questions devoted to each major content area is included in the Content Outline.
- Generally, the CHHR Examination questions are categorized by the following cognitive levels:
  - **Recall**: The ability to recall or recognize specific information.
  - **Application**: The ability to comprehend, relate or apply knowledge to new or changing situations.
  - **Analysis**: The ability to analyze and synthesize information, determine solutions, and/or evaluate the usefulness of a solution.

Content Outline

For the CHHR Examination Content Outline, refer to the following pages.

1. **HR Delivery: 29 items** (Recall - 6, Application - 17, Analysis - 6)

   A. Develop all employer HR policies, procedures, and job descriptions.

   B. Develop programs to reduce risks and manage costs.

   C. Meet with HR staff to determine priorities.

   D. Develop employee benefit programs.

   E. Oversee personnel record keeping related to new hires, employee reviews, promotions, transfers, separations and exit interviews.

   F. Design the budgeting and implementation of new HR programs.

   G. Provide HR policy interpretation for employees and management.

   H. Direct evaluation of all HR programs.

   I. Develop HR metrics and benchmarks.

   J. Evaluate HR outcomes.

   K. Develop operational and capital budgets to address department needs.

   L. Manage high level risks.

   M. Perform due diligence for potential mergers and acquisitions.

   N. Drive the organization to identify and respond to changing demands.

   O. Utilize new technologies to increase operational efficiencies.

   P. Collaborate with senior executives and cross-functional teams in the development of systems that ensure customer service throughout all levels of the organization.

   Q. Create financial reports associated with HR activities.

   R. Implement systems that measure employees' perceptions of organizational culture and climate.

   S. Advise management in issue resolution to ensure HR management practices.

   T. Administer employee benefit plans.

   U. Design the employees' benefits package to address specific benefits programs (e.g., medical, dental, benefits, wellness).

   V. Enhance the work experience by providing essential information to all parties.

   W. Respond to customer communication needs.

   X. Develop organizational communications and communication channels.

   Y. Communicate a vision for HR.

   Z. Administer compensation plan.

   AA. Analyze purchased survey results to verify the compensation structure and ratio remain competitive.

   BB. Analyze wage and salary data.

   CC. Coordinate delivery of a comprehensive compensation system.

   DD. Advise senior management as a strategic business partner regarding the organizational implications of executive and employee compensation and rewards packages.

   EE. Facilitate understanding of and competency in compensation and Human Resource Information System (HRIS) issues.

FF. Collaborate with senior executives about pay practice.

GG. Design the employee code of conduct.

HH. Work with management to accomplish positive employee relations.

II. Design the employee reward and recognition program.

JJ. Address breaches in employee code of conduct in a manner consistent with employment law.

KK. Develop a talent management program that will attract and retain necessary talent for the organization.

LL. Solicit input from employees through employee surveys.

MM. Align initiatives with rollout of employee engagement scores and action planning.

NN. Adhere to all mandatory regulatory training (e.g., HIPAA, OSHA, EEOC, TJC, CMS).

OO. Maintain databases and tracking systems to ensure compliance with legal and healthcare organization guidelines.

PP. Ensure activities and programs are compliant with federal, state and municipal labor laws.

QQ. Ensure mechanisms are in place for reporting unethical, fraudulent or unprofessional behavior internally and to state and federal entities.

RR. Use standardized healthcare measurement and analysis for process improvement.

SS. Lead the development, training, and application of performance management systems and processes.

TT. Develop innovative interviewing processes and techniques.

UU. Negotiate the contracts for external resources.

VV. Maintain knowledge of safety requirements.

WW. Direct the development and maintenance of the Human Resource Information System (HRIS) database to ensure compliance with licensure and regulation agencies.

XX. Partner with leaders and managers on workforce planning, including department restructure, role redesign, and reductions in force.

2. **Healthcare Business Knowledge: 20 items** (Recall - 8, Application - 12, Analysis - 0)

A. Evaluate organizational staffing and scheduling requirements.

B. Analyze trends, patterns and HR implications of business goals.

C. Communicate with operational leaders to review information regarding specific business challenges, issues, and priorities.

D. Demonstrate knowledge of the healthcare specific industry standards (e.g., CMS, TJC, CAP).

E. Support programs associated with current trends in service delivery across the continuum of care (e.g., joint ventures, contracting and outsourcing).

F. Provide assistance with continuous quality improvement efforts of the organization.

G. Collaborate with senior executives to ensure that HR initiatives are aligned with the healthcare organization's strategic goals.

H. Support new work models that improve outcomes and stakeholder satisfaction.

I. Conduct job analyses to establish the specific requirements of individual jobs within each department.

J. Identify potential staffing opportunities.

K. Investigate all employee relation issues.

L. Advise senior management as a strategic business partner regarding the organizational implications of organizational structure/design.

M. Address physician behavioral and conflict issues in collaboration with medical leadership.

N. Contribute to the design of programs associated with physician relations satisfaction and reimbursement.

O. Demonstrate knowledge of labor relations.

P. Promote the development and growth of healthcare careers.

Q. Interact with regulatory agencies in all areas (e.g., licensing, regulatory).

R. Evaluate workforce planning implications of new business operations (e.g., EMR implementation, acquisitions).

3. **Community Citizenship: 10 items** (Recall - 2, Application - 6, Analysis - 2)

A. Participate in professional organizations, networks and community boards.

B. Promote the importance of connections between community and business results.

C. Engage diverse groups in the development of communications and communication channels.

D. Meet with community leaders to discuss workforce challenges and opportunities to better prepare their future graduates.

E. As a strategic business partner, advise senior management regarding the organizational implications of diversity initiatives relative to business strategies and vision.

4. **People Strategies: 24 items** (Recall - 5, Application - 14, Analysis - 5)

A. Build employee and leadership development programs aligned with orientation performance management and succession planning.

B. Oversee cost of the workforce forecasting process.

C. Build relationships with internal and external stakeholders.

D. Develop an employee benefit philosophy that balances the employees' needs with organizational resources.

E. Implement work/life balance programs (e.g., life cycle benefits, flexible work arrangements, employee assistance programs, dependent care).

F. Maintain the safety of employees by mitigating potential risks in the workplace in a cost effective manner.

G. Model organizational culture to employees.

H. Develop communication mechanisms that support employee relations, open feedback and associated follow-up.

I. Support managers with employee relations that include performance and disciplinary actions.

J. Conduct performance review meetings.

K. Review policies/guidelines regarding performance behaviors and completion of required competencies.

L. Direct the evaluation of HR staff.

M. Direct programs for staff education and development.

N. Direct the design of the following HR functions or programs:

    1) position evaluation.

    2) performance management.

    3) retention.

O. Coordinate the development of all recruitment programs.

P. Develop an employee retention program.

Q. Develop appropriate behavior-based interviewing questions.

R. Negotiate competitive offers to job candidates.

S. Identify sources of job applicants.

T. Implement an HR planning process to ensure leadership continuity and an ongoing supply of qualified employees.

U. Implement recruitment strategies based on organizational staffing needs.

V. Develop workforce plans that respond to current and future staffing needs

W. Implement structure for leadership and employee training and development.

X. Advise senior management as a strategic business partner regarding the organizational implications of training and development.

Y. Lead the design, development and implementation of organizational development programs including talent management/succession planning, leadership development, and career development.

Z. Develop an HR strategic plan that drives HR initiatives from organizational and business strategies.

AA. Identify process for onboarding of new physicians.

5. **Personal Leadership: 17 items** (Recall - 4, Application - 3, Analysis - 10)

   A. Act as a coach and advisor to senior leaders on people related-strategies including, but not limited to culture, engagement, leadership decisions, and alignment of vision.

   B. Lead strategic, consultative services within areas of expertise for all levels of employees, departments and business units.

   C. Provide overall strategic HR leadership to support the vision, mission, strategies, key success indicators and the healthcare organization's culture.

   D. Mentor new managers on HR issues.

   E. Provide coaching and feedback on how to improve individual and organizational performance.

   F. Work with senior management to lead:

      1) executive development.

      2) organizational development.

      3) professional development.

      4) lead succession planning.

   G. Serve as a resource for senior leaders, managers and employees.

   H. Provide counsel to leadership on HR-related matters.

Sample Examination Questions

1. When performing a job analysis, which of the following should be the FIRST step?

    A. Identify the department of the job to be analyzed.

    B. Collect the job analysis information.

    C. Obtain appropriate permissions for the analysis.

    D. Determine the purpose of the analysis.

2. Under the Health Insurance Portability and Accountability Act (HIPAA), which of the following must be included in an authorization for release of protected health information (PHI) from a healthcare provider?

    A. the patient's reason for executing the authorization and the date it was authorized

    B. a commitment that the releasing entity will prevent the recipients from re-releasing the information

    C. the patient's name, date of birth, and social security number

    D. an expiration date or expiration event that relates to the use of the disclosure

3. To BEST support an internally diverse and inclusive workforce, an organization should establish employee

    A. resource groups.

    B. orientation programs.

    C. mentoring initiatives.

    D. focus groups.

4. When planning for a new primary healthcare service with employed physicians, which of the following strategies would BEST support this new service?

    A. Employ physician extenders to supplement staffing.

    B. Establish a primary care base that will feed specialty or secondary care services.

    C. Establish a link between productivity and pay.

    D. Enforce benchmarks or monitor collections only after the initial startup period.

5. An organization uses "just culture" in responding to safety issues and errors, including a standard that indicates hand hygiene is a required step prior to certain procedures. Failure to perform hand hygiene on three noted occasions on specific procedures results in termination. The department chair of cardiac care reports that the newest surgeon has had five patient safety alerts from staff reporting lack of hand hygiene. Which of the following should the chair be coached on?

    A. the importance of accountability and responsibility

    B. to provide education on process and consequences

    C. to ensure the reporting staff have not been retaliated against

    D. in a no-blame culture, there must be a systems factor

6. Senior leaders ask how they can work on continuous improvement of employee engagement as well as patient experience. They want to improve outcomes of their work as well as track improvement over time. Which of the following recommendations is BEST?

    A. Implement work-life balance program.

    B. Utilize Plan-Do-Check-Act.

    C. Survey employees and evaluate their suggestions.

    D. Study Best Workplace winners to determine trends.

ANSWER KEY	
1. D	4. B
2. D	5. B
3. A	6. C

PREPARATION

The method of preparation and amount of time spent preparing for the CHHR examinations can be driven by the candidate's preferred study style, level of professional experience, or academic background. S ome methods of preparation may include but are not limited to the following methods:

Review the Content

Candidates who have passed the CHHR examinations report that study should begin by reviewing the CHHR Examination Content Outline. Review the content categories and related tasks. Identify and focus review on tasks that you do not perform regularly or with which you are not familiar. Remember that all questions in the CHHR Examination are job-related/experience-based and test the application and analysis of information, not just the recollection of isolated facts.

Complete the CHHR Self-Assessment Examination (SAE)

A Self-Assessment Examination (SAE) for the CHHR Examination is an online tool created to simulate the CHHR Examination. This tool is available for purchase at **ASHHRA.org/SAE.**

The 100-question online practice test was developed using the same procedures as the CHHR Examination, and conforms to examination specifications in content, cognitive levels, format and difficulty. Feedback during the SAE provides an opportunity to evaluate and remedy less-than-desirable performance before taking the CHHR Examination. The questions presented in the SAE are different from the questions contained on the CHHR Examination. Performance on the CHHR SAE is not necessarily an indicator of performance on the CHHR certification Examination.

Use Other Study Resources

ASHHRA recommends that study for the CHHR Examination focus on references and programs that cover the information summarized in the CHHR Examination Content Outline. It should not be inferred that questions in the CHHR Examination are selected from any single reference or set of references, or that study from specific references guarantees a passing score on the examination. For information about references, study guides and review sessions offered, visit ASHHRA.org.

ADMINISTRATION

The CHHR Examination is administered in the following ways:

- By desktop or laptop computer in a remote and private setting.
- Outside of the U.S. on request.

In accordance with the Americans with Disabilities Act (ADA), special arrangements can be made for candidates with a disability.

Computer Administration – Remotely Proctored

The primary mode of delivery of the CHHR Examination is via computer in a private and quiet setting of the test takers choice.

A candidate who meets eligibility requirements for the CHHR Examination may submit an application at any time. After approval to test, a candidate will be invoiced for exam fees. After payment is made, a candidate must take the CHHR Examination within 90 days from confirmation of eligibility from ASHHRA. Candidates will receive notification to test within 72 business hours of completing exam fee payment. The CHHR Examination is *not* offered between December 24 and January 3.

International Testing

Candidates who are eligible for the CHHR Examination and wish to take the CHHR Examination outside of the U.S. may email ASHHRA.EDU@ashhra.org for more information or to begin the international scheduling process.

Special Arrangements for Candidates with Disabilities

ASHHRA complies with applicable provisions of the Americans with Disabilities Act (ADA) and strives to ensure that no individual with a disability is deprived of the opportunity to take the CHHR Examination solely by reason of that disability. Through its agents, ASHHRA will provide reasonable accommodation.

PROFESSIONAL STANDARDS OF CONDUCT

ASHHRA is responsible to its candidates, certificants, employers, the profession and the public for ensuring the integrity of all processes and products of its Certification Programs. As such, ASHHRA requires adherence to these *Professional Standards of Conduct* by all who have achieved certification through successful completion of its programs. A candidate's signature on the application for the CHHR Examination attests to ongoing agreement to adhere to the following *Professional Standards of Conduct.*

Professional Standards of Conduct. All certificants awarded certification by ASHHRA agree to conduct themselves in an ethical and professional manner. This includes demonstrating practice- related behavior that is indicative of professional integrity. By accepting certification, the certificant agrees to the following:

- Maintain professional competence.

- Demonstrate work behavior that exemplifies ability to perform safely, competently. and with good judgment.

- Conduct professional activities with honesty and integrity.

- Avoid discriminating against any individual based on age, gender, race, color, religion, national origin, disability or marital status.

- Avoid conflicts of interest.

- Abide by the laws, rules and regulations of duly authorized agencies regulating the profession.

- Abide by rules and regulations governing programs conducted by ASHHRA.

- Not to misrepresent the credential and to adhere to the Guidelines for Use of the Certification Marks as posted on the ASHHRA website.

Infraction of the Professional Standards of Conduct is misconduct for which granting of a certification or renewal of a certification may be delayed or denied, or for which a certification may be revoked by ASHHRA

Reporting Violations. To protect the national credentials and to ensure responsible practice by its certificants, ASHHRA depends upon its candidates and certificants, professionals, employers, regulatory agencies and the public to report incidents that may be in violation of these *Professional Standards of Conduct*. A certificant who has violated these *Standards* should voluntarily surrender his/her certification.

Written reports of infraction of these *Standards* may be sent to: ASHHRA,1660 International Drive Suite 600, McLean, VA 22102. Only signed, written communication will be considered.

ASHHRA will become involved only in matters that can be factually determined, and commits to handling any situation as fairly and expeditiously as possible. During its investigation and decision, ASHHRA will protect the confidentiality of those who provide information to every possible extent. The named individual will be afforded a reasonable opportunity to respond in a professional and legally defensible manner, in accordance with policies established by ASHHRA.

APPLICATION AND SCHEDULING PROCESS

CHHR Examination Application Fee Schedule

After fulfilling the CHHR eligibility requirements, a candidate may apply or the CHHR Examination by submitting the CHHR Examination Application (included in this Candidate Handbook) and submitting appropriate fee (see below) upon approval from ASHHRA.

ASHHRA Member: $295 | Non-member: $425

- Payment may be made by credit card (VISA, MasterCard, American Express or Discover) or by company check, cashier's check or money order made payable ASHHRA. Cash and personal checks are not accepted. Payment should not be made until after application is approved. ASHHRA will not reimburse for payments made ahead of approval.

- Exam-related fees are nonrefundable and nontransferable.

- Credit card transactions that are declined are subject to a $25 handling fee. A certified check or money order for the amount due, including the handling fee, must be submitted to ASHHRA to cover the declined credit card transaction.

- Candidates who fail a CHHR Examination and apply to retake the CHHR Examination must pay the full Examination fee as listed above.

Documentation of eligibility does *not* need to be submitted with a CHHR Examination Application. ASHHRA reserves the right, but is not obligated, to verify the accuracy of information supplied by or on behalf of a candidate. If selected for an audit, the candidate will be asked to submit documentation as proof of meeting the eligibility requirements.

CHHR Application Processing and Examination Enrollment

Complete the application at the end of this document. Instructions are listed within the application. Exam fees are due after applications are screened. Note: Application approval can take up to four weeks. By receiving written approval by ASHHRA you are eligible to pay the exam fee. After payment is made ASHHRA will enroll you in the online-proctored exam via testing provider, Rockwell.

If you are a current member of ASHHRA, you are eligible for the reduced member rate for CHHR Examination fee. Click on "Member," and enter your membership number, name and address *exactly* as they appear in ASHHRA membership database. Your preferred mailing and email addresses designated in ASHHRA's membership database are used for all records and communications. For information on your membership record, please contact ASHHRA at 312-422-3720. ***NEW MEMBERS must wait at least five business days after new membership to apply online. If the membership number is not accepted, you may submit the paper application to receive the membership discount.*

After approval of the application and submitted credit card payment information (VISA, MasterCard, American Express, Discover), the candidate is sent a one-time testing link to take the exam. The candidate must take the CHHR Examination within the assigned 90-day eligibility window. The eligibility window begins the day the exam is dispatched.

A candidate who wants an ***extension past the 90-day period or who wishes to cancel the examination after the 90-day period*** forfeits the application and all fees paid. A new, complete application and *full* CHHR Examination fee are required to reapply for the CHHR Examination.

ON THE DAY OF THE CHHR EXAMINATION

Testing Site

ASHHRA requires the testing site chosen by the candidate be private and free from distractions. Candidates will be monitored via webcam and screen share. Any breaches to security can result in a failing score.

Identity Verification

To gain admission to the remotely proctored exam, the candidate must present one form of identification. It must be government issued, current, and include the candidate's name, signature and photograph. A candidate without proper identification will not pass the CHHR Examination.

- Examples of valid primary forms of identification are current driver's license with photograph, current state identification card with photograph, current passport, or current military identification card with photograph.

- If the candidate's name on the registration list is different than it appears on the forms of identification, the candidate must bring proof of the name change (e.g., marriage license, divorce decree, or court order).

- No form of temporary identification will be accepted.

Use of Calculators and Pencil/Paper

Some CHHR Examination questions may require calculations. Use of a silent, nonprogrammable calculator without paper tape-printing capability or alpha keypad is permitted during testing. Use of a computer or a cell phone is not permitted. Pencils and up to three pieces of 8x14 inch paper are allowed for testing. Calculators, paper and pencils will be checked for conformance with this regulation by sharing via webcam before beginning the exam. Candidates can check with ASHHRA regarding calculator questions prior to beginning the exam. Calculators that do not comply with these specifications are not permitted.

TAKING THE CHHR EXAMINATION

After identity of the CHHR candidate has been verified and their calculator has been approved, the candidate can begin the exam.

The candidate is provided instructions on-screen. First, the candidate is instructed to verify their identity. Then, the candidate's photograph is taken. The candidate may also be instructed to show their pencil(s), paper and calculator to the camera.

The *computer monitors the time spent on the examination*. The CHHR Examination terminates at the two 2-hour mark. The time remaining during the exam will appear on the right side of your screen. The time feature may also be turned off during the CHHR Examination.

Only one CHHR Examination question is presented at a time. The entire CHHR Examination question appears on-screen (question and four   options labeled A, B, C and D). Select an answer by using the mouse to click on the selected option. An answer may be changed at the end of the exam by selecting the option "review later."

To move to the next question, click on the next button in the lower right corner of the screen. This action allows the candidate to move forward through the CHHR Examination question by question. To review a question, review later button before moving on to the next question.

A CHHR Examination question may be left unanswered for return later in the testing session. Questions may   also be bookmarked for later review.

When the CHHR Examination is completed, the number of CHHR Examination questions answered is reported. If fewer than 100 questions were answered and time remains, return to the CHHR Examination and answer the remaining questions. Be sure to answer each exam question before ending the exam. There is no penalty for guessing.

Rules for CHHR Examination

All CHHR Examination candidates must comply with the following rules during the CHHR Examination administration:

1. No personal items (including watches, hats, and coats), valuables or weapons should be brought into the room in which a candidate tests. Only keys, wallets, and items required for medical needs are permitted. Books, computers, or other reference materials are strictly prohibited. If personal items are observed in the testing room after the examination is started, the exam administration will be forfeited.

2. Pencils and up to three pieces of 8x14 inch paper are allowed for testing. A simple standard calculator is permitted.

3. CHHR Examinations are proprietary. CHHR Examination questions may not be recorded or shared with any individual in any manner. No cameras, notes, tape recorders, pagers, cellular/smart phones, or other recording devices are allowed in the testing room. Observed use of a cellular/smart phone or other electronic devices is strictly prohibited and will result in a failing score for the CHHR Examination.

4. Eating, drinking and smoking are not permitted in the testing room.

5. No questions concerning the content of the CHHR Examination may be asked of anyone during the CHHR Examination.

6. No guests, visitors or family members are allowed to enter the room in which a candidate is testing.

Candidates observed engaging in any of the following conduct during the CHHR Examination may be dismissed from the CHHR Examination session, their score on the CHHR Examination voided and the CHHR Examination fees forfeited. Evidence of misconduct is reviewed by ASHHRA to determine whether the CHHR candidate will be allowed to reapply for CHHR Examination. If re-examination is granted, a complete CHHR Examination application and full CHHR Examination fee are required.

- Displaying and/or using electronic communications equipment including but not limited to pagers, cellular/smart phones, etc.

- Giving or receiving help or being suspected of doing so

- Leaving the testing room during the CHHR Examination

- Attempting to record CHHR Examination questions in any manner or making notes

- Attempting to take the CHHR Examination for someone else

- Having possession of personal belongings

- Using notes, books or other aids without it being noted on the roster.

Copyrighted CHHR Examination Questions

All CHHR Examination questions are the copyrighted property of ASHHRA. It is forbidden under federal copyright law to copy, reproduce, record, distribute or display these CHHR Examination questions by any means, in whole or in part. Doing so may result in severe civil and criminal penalties.

FOLLOWING THE CHHR EXAMINATION

CHHR Examination Score Reports

Scores are reported at the end of the CHHR exam via Rockwell, on behalf of ASHHRA. ASHHRA requires two to four weeks for review of the processed score.

There are 100 questions on the CHHR exam. The score report indicates a "Pass," which is determined by the raw score on the total CHHR Examination. The score report also includes raw scores for each of the major categories of the CHHR Examination Content Outline. A raw score is the number of questions answered correctly. Responses to individual CHHR Examinations questions will not be disclosed to a candidate.

How the CHHR Examination passing score is set

The methodology used to set the initial minimum passing score is the Angoff method in which expert judges estimate the passing probability of each question on the CHHR Examination. These ratings are averaged to determine the preliminary minimum passing score (i.e., the number of correctly answered questions required to pass the examination). This method takes into account the difficulty of the CHHR Examination. The preliminary minimum passing score is validated by the performance of candidates. The passing standard is applied consistently across all CHHR candidates who take the same form of the CHHR Examination.

When new forms of the CHHR Examination are introduced, a certain number of CHHR Examination questions in the various content areas are replaced by new CHHR Examination questions. These changes may cause one form of the CHHR Examination to be slightly easier or harder than another form. To adjust for these differences in difficulty, a procedure called "equating" is used. For equated CHHR Examinations that have different passing scores, the equating process helps ensure that the levels of CHHR examinee knowledge are equivalent on the various CHHR Examination forms.

Passing the CHHR Examination

An eligible candidate who passes the CHHR Examination is awarded the Certified in Healthcare Human Resources (CHHR) credential. Approximately four two to four weeks after the candidate passes the CHHR Examination, ASHHRA emails to the candidate a certificate of recognition, and information about CHHR certification renewal requirements. The name on the certificate and the email address to which the certificate is sent is based on information submitted in the candidate's examination application. It is the candidate's responsibility to keep current this information.

ASHHRA reserves the right to recognize publicly any candidate who has successfully completed the CHHR Examination. Recognition is awarded so as not to embarrass any candidate who is not successful in achieving certification.

Failing the CHHR Examination

If a candidate does not pass a CHHR Examination, the score report includes a shortened application form to apply for retaking the exam.

- To schedule a **retake of the CHHR Examination**, a candidate may apply by using the online application on ASHHRA.org/CHHR or by submitting the re-application form included with the score report. To use this shortened application form, the completed application and full CHHR Examination fee must be submitted and a CHHR Examination scheduled within the 90-day period following the failed examination.

- A candidate who wishes to retake the CHHR Examination after 90 days following the failed examination date must submit a completed full-length application and *full* examination fee.

Every retake requires submitting a CHHR Examination application and the full CHHR Examination fee. There is no limit to the number of times an individual may take the CHHR Examination.

CHHR Examination Scores Canceled by ASHHRA

ASHHRA and Rockwell are responsible for maintaining the integrity of the scores reported. On occasion, occurrences such as computer malfunction or misconduct by a candidate may cause a score to be suspect. ASHHRA is committed to rectifying such discrepancies as expeditiously as possible. ASHHRA may void CHHR Examination results if, upon investigation, violation of CHHR regulations is discovered.

CHHR Examination Score Confidentiality

Information about a candidate for testing or renewal of certification and examination results is considered confidential; however, ASHHRA reserves the right to use information supplied by or on behalf of a candidate in the conduct of research. Studies and reports concerning candidates contain no information identifiable with any candidate, unless authorized by the candidate.

Demographic information about a candidate is shared only when beneficial to the candidate. Scores are never reported to anyone other than the candidate, unless the candidate directs such a request in writing.

Administrative Matters

Score verification request

Candidates who do not pass the CHHR Examination may request a verification of the computer scoring. Requests for manual scoring must be submitted to ASHHRA in writing with a $25 hand scoring fee (via invoice created by ASHHRA) within one year following the CHHR Examination date. The request must include your name, unique identification number, mailing address, CHHR Examination date, and a copy of your score report. Please allow 10 business days for processing your request.

Name and address change

Certificants are responsible for keeping current all contact information. ASHHRA is not responsible for communication not received due to incorrect contact information.

RENEWAL

The renewal cycle for the Certified in Healthcare Human Resources (CHHR) credential is three years, with expiration on the last day of the month in which certification expires. Renewal may be achieved by completing eligible continuing education activities or retaking and passing the CHHR Examination. The issued CHHR certificate indicates the date certification was earned and expires. **While ASHHRA sends reminders about pending certification renewal, the certificant is fully responsible for keeping current the certification. ASHHRA is not responsible for missed communications due to the certificant's negligence to keep current the contact information in their record.**

Renewal Applications may be submitted to ASHHRA up to one year prior to the expiration date. For an additional nonrefundable fee of $50.00, certificants may submit a Renewal Application **up to 30 days** past their expiration date.

Applications postmarked/faxed **more than 30 days** past the expiration date will not be accepted. *Certification maybe regained only by re-taking and passing the CHHR Examination.*

A certificant who fails to meet the provisions is no longer considered certified and must cease using the certification credential and merchandise representative of having achieved certification. *Certification may be regained only through re-taking and passing the CHHR Examination.*

Certificant Information

Provide all requested information. Only your first name and last name will be printed on your certificate. Titles or designations will not be included.

ASHHRA uses the contact information in the **certificant's** customer record to send communications to certificants. Certificants are responsible for keeping current contact information in their record.

Method of Certification Renewal

Identify method of renewal. A certificant can renew their certification by one of the following methods:

Alternative I. Participation in eligible continuing education activities.

Renewal by this method requires the certificant to complete at least 45 contact hours of eligible continuing professional education within three years prior to the certification expiration date. When planning CPE activities, certificants may use the Examination score report to identify areas of study that may be beneficial.

- All completed education activities must be reported fully on page two of the Renewal Application.
- Certification renewal processing fees apply. (See Section 5 of the Renewal Application)

Alternative II. Successful CHHR Re-examination.

Renewal by this method requires taking and passing the CHHR Examination no more than one year prior to certification expiration date. CHHR Examinations taken more than one year prior to the expiration date will not be eligible toward the renewal requirements.

For re-examination information, contact *ASHHRA.EDU@ashhra.org*.

Reporting Eligible Activity for CHHR Certification Renewal

ASHHRA does not review, pre-approve, or endorse education programs as being eligible toward CHHR certification renewal requirements. Reported activities are reviewed only when the completed Certification Renewal Application is submitted in fulfillment of the CHHR certification renewal requirements.

1. Activities eligible for certification renewal requirements must meet the following criteria:

   - Relate to one or more of the categories of the **CHHR Examination Content Outline** below. Specific tasks related to each category are listed in the CHHR Candidate Handbook and Application. For an

activity that covers multiple Content Codes, enter the activity once and list all applicable Content Codes. It is not necessary to list sessions of a single education program separately.

Content Code	CHHR Content Outline Category
1	HR Delivery
2	Healthcare Business Knowledge
3	Community Citizenship
4	People Strategies
5	Personal Leadership

- Be categorized as one of the eligible **Education Types** of activities as listed on the next page.

- Be **at least 30 minutes in duration** and be reported in a minimum of 0.5 contact hour increments.

- **Not exceed the maximum number of hours allowed for a type of activity**. Hours reported in excess of the maximum allowed for a given education type will not be eligible toward the certification renewal requirements, as listed on the next page.

- Be completed during the current certification renewal period.

2. A minimum of 45 contact hours of eligible activities must be fully reported on the Continuing Education Activities Tracker Form. If additional space is needed, make copies of the form. Include your name on each page.

- Education Program Title. List the name of the education event (e.g., conference, workshop, webinar, etc). Individual education sessions/presentations at an event/conference do not need to be listed. List the full title of the education event only.

- Education Provider. List who sponsored the event. If it is a provider other than ASHHRA, please list the fullname of that provider. Do not use acronyms.

- Date of Education. List the start and the end date of the program, including month, date, and year.

- Content Code. (See table above) Use the code in the table above to identify how the content covered in theeducation links to the content domains covered on the exam (i.e., the CHHR Examination Content Outline). If a session/event covered multiple content areas, list all that were covered.

- Type code. Is the type of eligible education activity as defined in the table on the following page.

- Contact hours. Report in a minimum of 0.5 contact hour increments. Round up/down as appropriate.

    – One contact hour is one clock hour (60 minutes) of structured education less meals, networking activities, etc.

You are *NOT* required to submit proof of completion documentation for each activity unless your application is audited and you are requested by ASHHRA to do so at that time. **Please retain all supporting documentation/ proof of completion for one year past the date of submission of this Certification Renewal Application.** ASHHRA reserves the right, but is not obligated, to audit a certificant's Renewal Application duringthat time. Documented proof of completion, content covered, etc., that is requested for an audit will not be returned.

Education Type	Type Code	Education Description	Proof of Completion	3-Year Maximum
Educational program	1	Participation in lecture, workshop, educational session, or case presentation provided by a professional healthcare association, healthcare facility or provider of services to a healthcare facility, or an industry- recognized provider of education. Participation in the same course more than once may be reported only once.	Certificate of attendance/ certificate of completion with contact hours earned	No limit
Academic coursework	2	From an accredited college or university One (1) semester credit = 15 contact hours One (1) quarter credit = 10 contact hours Includes in-person and online.	Grade report or copy of transcript	15 contact hours
Self-study program	3	Program provided by a professional healthcare association, healthcare facility or provider of services toa healthcare facility, or an industry-recognized provider of education. Provider must award contact hours or a similar unit of continuing education. Includes audio conferences and online education.	Certificate of completion with contact hours earned	No limit
Professional presentation	4	Presentation at an educational program or a meeting of anational, regional, state, or local professional associationor society. Hours may be reported for the first time only of a presentation, for twice the length of the educational program, for the speaker's portion of that presentation.	Copy of program	15 contact hours
Academic teaching	5	Teaching at an accredited college or university (permitted only if this is not your full-time job) One semester credit = 15 contact hours One quarter credit = 10 contact hours	Letter from academic institution	15 contact hours
Test itemwriting	6	Writing test items for an ASHHRA Examination 0.5 contact hours is awarded for each accepted test item.	Letter from ASHHRA	15 contact hours
Authoring/ Publishing	7	Authoring a book chapter or at least two articles published in professional journals or periodicals with documented circulation that exceeds 1,000 readers earns five contact hours. Publications must meet the following criteria: Be published within the three year certification cycle for which the professional education credit isbeing sought Relate to one or more content domain/task listed in the corresponding Examination content outline Bear the author's name, publication's name, and dateof publication Be published outside of the certificant's facility or placeof business.	Copy of the book chapter or articles	15 contact hours
ASHHRA Board of Directors or ASHHRA Committees	8	Participation in ASHHRA scheduled meetings or working sessions including but not limited to job analysis survey development and results review, test item development, exam key verification, or SAE development. One contact hour per hour of participation.	Letter from ASHHRA	No limit

Professional Standards of Conduct

ASHHRA is responsible to its candidates, certificants, employers, the profession, and the public for ensuring the integrity of all processes and products of its Certification Programs. As such, ASHHRA requires adherence to these Professional Standards of Conduct by all who have achieved certification through successful completion of its programs. Certificants are required to sign this section and indicate that they agree to abide by the following Professional Standards of Conduct.

Professional Standards of Conduct: A certificant who is awarded certification by ASHHRA agrees to conduct himself/herself in an ethical and professional manner. This includes demonstrating practice-related behavior that is indicative of professional integrity. By accepting certification, the certificant agrees to:

- Maintain professional competence.

- Demonstrate work behavior that exemplifies ability to perform safely, competently, and with good judgment.

- Conduct professional activities with honesty and integrity.

- Avoid discriminating against any individual based on age, gender, race, color, religion, national origin, disability, or marital status.

- Avoid conflicts of interest.

- Abide by the laws, rules, and regulations of duly-authorized agencies regulating the profession.

- Abide by rules and regulations governing programs conducted by ASHHRA.

- Not misrepresent the credential and to adhere to the Guidelines for use of the Certification Marks as posted on the ASHHRA website.

Infraction of the *Professional Standards of Conduct* is misconduct for which granting of a certification or renewal of a certification may be delayed or denied, or for which a certification may be revoked by ASHHRA.

Reporting Violations: To protect the national credentials and to ensure responsible practice by its certificants, ASHHRA depends upon its candidates and certificants, professionals, employers, regulatory agencies, and the public to report incidents that may be in violation of the *Professional Standards of Conduct*. A certificant who has violated these *Standards* should voluntarily surrender his/her certification.

Written notification regarding infractions of these *Standards* may be sent to: *ASHHRA, 1660 International Drive, Suite 600,McLean, VA 22102.* Only signed, written communication will be considered.

ASHHRA will become involved only in matters that can be factually determined and commits to handling any situation as fairly and expeditiously as possible. During its investigation and decision, ASHHRA will protect the confidentiality of those who provide information to every possible extent. The named individual will be afforded a reasonable opportunity to respond in a professional and legally defensible manner, in accordance with policies established by ASHHRA.

CHHR Certification Renewal Fee Payment

Members of ASHHRA are entitled to the member discount rate. To learn more about the benefits of ASHHRA membership, visit ASHHRA.org/benefits.

Applications submitted up to one year prior to certification expiration date:

ASHHRA Member Fee: $135.00 | ASHHRA Non-Member Fee: $225.00

Applications postmarked up to 30 days **past** the expiration date incur the late renewal fee.

Late Renewal Fee: $50.00 Additional fee applies if renewing by Alternative I or Alternative II.

- Indicate amount and method of payment. The application will not be processed by ASHHRA until payment is processed. For payment by check, allow two to three weeks for payment processing. Certification renewal fees are nonrefundable.

- Submit completed application and payment to ASHHRA.

Application processing time is generally about two weeks from receipt of application. Certificants submitting incomplete applications or with ineligible renewal activities will be contacted and provided an opportunity to resolve the issue. Certificants meeting all renewal requirements will be issued a new certificate of achievement listing the new certification expiration date. The certificate will be emailed to the address in the certificant's record.

APPEALS

A candidate who believes he or she was unjustly denied eligibility for CHHR examination, who challenges results of a CHHR Examination or who believes he or she was unjustly denied renewal of certification may request reconsideration of the decision by submitting a written appeal to ASHHRA, ASHHRA.EDU@ashhra.org. The CHHR candidate for certification or renewal of CHHR certification must provide evidence satisfactory to the Appeal Board that a severe disadvantage was afforded the candidate during processing of an application for the CHHR examination or renewal of the CHHR certification or prior to or during administration of a CHHR Examination. The appeal must be made within 45 days of receipt of a score report or any other official correspondence related to certification or renewal of certification from ASHHRA or its agents. The written appeal must also indicate the specific relief requested.

Checklist for becoming certified

☐   Read the CHHR Candidate Handbook fully.

☐   Meet the CHHR Examination Eligibility Requirements.

☐   Prepare for the CHHR Examination. Use the Examination Content Outline to focus study efforts.

☐   Apply for the examination:

- o   Send completed Examination Application to ASHHRA as directed on the application.
- o   After application is approved by ASHHRA, candidate will be instructed to submit payment of the exam fee via the ASHHRA store (ASHHRA.org/CHHR).
- o   When confirmation of payment is received from ASHHRA, candidate will receive login credentials for the examination.

EXAMINATION APPLICATION
CERTIFIED in HEALTHCARE HUMAN RESOURCES (CHHR)

INSTRUCTIONS: Submit completed two-page application to ASHHRA.EDU@ashhra.org.
Exam fees are due after application is approved by ASHHRA *(allow up to four weeks)*.

CANDIDATE INFORMATION

First Name   MI   Last Name
List name as you wish to be printed on your certificate.   *Former name if exam was taken previously under a different name.*
Titles and designations will not be printed on the certificate.

Organization/Company   Title

Mailing Address – Line 1 (Street Address)

Mailing Address Line 2 (City, State/Province, Zip, Country)

Email   Phone

ELIGIBILITY REQUIREMENTS

To be eligible for the CHHR Examination, a candidate must fulfill *one* of the following education and work experience requirements. By checking a box below, a candidate certifies to ASHHRA that they satisfy the eligibility requirements. *Check the one that applies*.

☐ Master's degree or higher from an accredited college or university plus five years of human resources experience in a healthcare setting* or with a provider of human resources services to the healthcare industry.

☐ Bachelor's degree from an accredited college or university plus six years of human resources experience in a healthcare setting* or with a provider of human resources services to the healthcare industry.

☐ Associate degree or equivalent from an accredited college or university plus eight years of human resources experience in a healthcare setting* or with a provider of human resources services to the healthcare industry.

*Includes experience with a provider of human resources services to healthcare facilities such as research, VA or other hospitals; medical practice groups, ACOs; IDNs; MCOs; acute care, rehabilitation or skilled nursing facility; hospice or home health agency.

APPLICATION STATUS
Check one of the following.

     ☐ I am applying as a new candidate.

     ☐ I am applying to retake the examination.

     ☐ I am applying for renewal of certification

MEMBERSHIP STATUS

If you are a current ASHHRA member, you are eligible for the reduced CHHR Examination fee. Membership must be obtained before application for examination at the reduced fee can be honored. *Please provide your 6-digit membership number below.*

ASHHRA Membership #: _____

For information on joining the American Society for Healthcare Human Resources Administration (ASHHRA), visit ASHHRA.org/Membership.

EXAMINATION FEES

Payment may be made by credit card, company check, cashier's check or money order made payable to *ASHHRA. Indicate the type and amount of fees intended to pay once application is approved:*

     Current ASHHRA Member.. $295

     Non-member: $425

     Member Scholarship Voucher*…........................... $0
     *Original voucher must accompany examination application.

Once application is approved, ASHHRA will instruct you to pay via the ASHHRA store.

Need an invoice? Contact ASHHRA.EDU@ashhra.org.

SPECIAL ACCOMMODATIONS

Do you require special disability related accommodations during testing? ( ) No ( ) Yes

If yes, please complete the Request for Special Examination Accommodations Form as well as the Documentation of Disability-Related Needs Form (both included in this Candidate Handbook) and submit them with your application at least 45 days prior to the desired testing date.

DEMOGRAPHIC INFORMATION

1. How many years of experience do you have in healthcare?
   - ☐ 0-5 years
   - ☐ 6-10 years
   - ☐ 11-15 years
   - ☐ 16-20 years
   - ☐ 21-25 years
   - ☐ 26-30 years
   - ☐ More than 30 years

2. How many years have you worked in healthcare human resources?
   - ☐ 0-5 years
   - ☐ 6-10 years
   - ☐ 11-15 years
   - ☐ 16-20 years
   - ☐ 21-25 years
   - ☐ 26-30 years
   - ☐ More than 30 years

3. What is the highest academic level you have attained?
   - ☐ High school diploma/GED
   - ☐ Some College
   - ☐ Associate's degree
   - ☐ Bachelor's degree
   - ☐ Master's degree
   - ☐ Doctoral degree

4. What is your level of responsibility?
   - ☐ Vice President/CHRO
   - ☐ Director
   - ☐ Manager
   - ☐ Specialist
   - ☐ Associate
   - ☐ Coordinator/Supervisor
   - ☐ Other _____

5. How many employees are there in your organization?
   - ☐ 50 or less
   - ☐ 51 - 500
   - ☐ 501 - 1,000
   - ☐ 1,001 - 2,500
   - ☐ 2,501 – 5,000
   - ☐ More than 5,000

6. How many employees report to you directly?
   - ☐ 2 or less
   - ☐ 3 - 5
   - ☐ 6 - 10
   - ☐ More than 10

7. How many employees are there in your HR department?
   - ☐ 5 or less
   - ☐ 6 - 20
   - ☐ 21 - 50
   - ☐ More than 50

SIGNATURE. I certify that I have read all portions of the CHHR Candidate Handbook and Application and agree to abide by regulations contained therein. I certify that I am eligible to take this CHHR Examination and the information I have submitted in this application is complete and correct to the best of my knowledge and belief. I understand that, if the information I have submitted is found to be incomplete or inaccurate, my application may be rejected or my CHHR Examination results may be delayed or voided.

Name *(Print)*: _____

Signature: _____ Date: _____

REQUEST FOR SPECIAL EXAMINATION ACCOMMODATIONS

If you have a disability covered by the Americans with Disabilities Act (ADA), please complete this form and provide the Documentation of Disability-Related Needs so your accommodations for testing can be processed efficiently. The information you provide and any documentation regarding your disability and your need for accommodation in testing will be treated with strict confidentiality.

Please return this form with your CHHR Examination Application and the Documentation of Disability-Related Needs form to ASHHRA at least 45 days prior to the desired testing date to:
ASHHRA.EDU@ashhra.org.

CANDIDATE INFORMATION

First Name   Middle Initial   Last Name

Name of Organization/Company   Title

Email:

SPECIAL ACCOMMODATIONS

I request special accommodations for the CHHR Examination. Please provide *(check all that apply)*:

- Reader

- Extended testing time (time and a half)

- Other special accommodations *(please specify)*:

COMMENTS:

PLEASE READ AND SIGN: I give my permission for my diagnosing professional to discuss with ASHHRA staff my records and history as they relate to the requested accommodation.

Signature: Date:

DOCUMENTATION OF DISABILITY-RELATED NEEDS

This form must completed by an appropriate professional (education professional, physician, psychologist, psychiatrist, etc.) to ensure ASHHRA is able to provide the required examination accommodations. The information provided will be treated with strict confidentiality. Return this form with the Request for Special Examination Accommodations form and your CHHR Examination application to ASHHRA at least 45 days prior to the desired testing date.

PROFESSIONAL DOCUMENTATION

I have known _____ since _____
                      Examination Candidate's Full Name   Date

in my capacity as a _____.
                            Professional Title

The candidate discussed with me the nature of the examination to be administered. It is my opinion that, because of this candidate's disability described below, the candidate should be accommodated by providing the special arrangements as described on the Request for Special Examination Accommodations form.

Description of disability:

Signature: _____   Date: _____

Printed Name: _____

Title: _____   License # *(if applicable)*: _____

Address: _____
              (Street Address, City, State, Zip, Country)

Phone: _____   Email: _____