



CERTIFIED IN HEALTHCARE HUMAN RESOURCES

CANDIDATE HANDBOOK

**Conducted by the American Hospital Association Certification Center
Effective March 2022**



Advancing Health in America

CHHR CANDIDATE HANDBOOK



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AHA Certification Center (AHA-CC)

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For questions regarding the examination application and administration, contact:

PSI

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

THE AHA-CC

The American Hospital Association Certification Center (AHA-CC) is a division of the American Hospital Association (AHA). Its mission is to create, facilitate, and administer the healthcare industry's premier certification programs.

The AHA-CC Board of Directors is charged with governance of Certification Programs conducted by the AHA-CC. Board members are appointed to represent AHA's professional Certification Program stakeholders.

Each Certification Program in development or operation with the AHA-CC has a Certification Program Committee that serves as content expert, program resource, and consultant to the AHA-CC regarding program development, examination content, test development, test administration, and evaluation. Members are appointed by the AHA-CC Board of Directors.

Statement of Nondiscrimination

The AHA-CC does not discriminate among candidates on the basis of age, gender, race, color, religion, national origin, disability, or marital status.

AHA-CC CERTIFICATION PROGRAM EXAMINATIONS

The AHA-CC conducts certification examinations for programs in the following fields of health care:

- Constructors
- Environmental Services
- Facility Managers
- Human Resources
- Materials and Resource Management
- Risk Management

The AHA-CC also provides project management and quality assurance services to the American Organization for Nursing Leadership (AONL) in support of its certification programs for nurse executives and nurse managers.

Each certification examination is designed to test a well-defined body of knowledge representative of professional practice in the discipline. Successful completion of a certification examination is an indicator of broad-based knowledge in the discipline being tested. Certification examinations conducted by the AHA-CC are independent of each other. Each leads to a certification credential in a healthcare discipline.

Content of each examination was defined by a national role delineation study. The study involved surveying practitioners in the field to identify tasks that are performed routinely and considered important to competent practice. Each edition of a certification examination is developed through a combined effort of qualified subject-matter experts and testing professionals, who construct the examination in accordance with the Examination Content Outline.

Testing Agency

The AHA-CC contracts with PSI to assist in the development, administration, scoring, score reporting, and analysis of its CHHR Examination.



CHHR CERTIFICATION PROGRAM

Administered by the AHA-CC, 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 the AHA-CC 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 health care 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. The AHA-CC 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 (1) of the following requirements for education and professional experience:

- Master's degree or higher from an accredited college or university plus five (5) 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 (6) 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 (8) years of human resources experience in a healthcare setting or with a provider of human resources 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

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 (10) items are "trial" or "pretest" questions that are interspersed throughout the examination.
- A candidate is allowed two (2) hours in which to complete the CHHR Examination.
- The CHHR Examination is based on the five (5) 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.

CHHR Examination 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

CHHR EXAMINATION PREPARATION

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

Review the Content

Candidates who have passed AHA-CC certification 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 by the AHA-CC to simulate the CHHR Examination. This tool is available for purchase at <https://store.lxr.com/dept.aspx?id=54>.

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 reports from the SAE provide 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

The AHA-CC 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 by the American Society for Healthcare Human Resources Administration (ASHHRA), visit <http://www.ASHHRA.org>.

CHHR EXAMINATION ADMINISTRATION

The CHHR Examination is administered in the following ways:

- On computers at PSI Test Centers
- During special administrations at conferences, meetings, or other specially-arranged sessions

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

Computer Administration at PSI Test Centers

The primary mode of delivery of the CHHR Examination is via computer at more than 200 PSI Test Centers geographically distributed throughout the United States. For PSI Test Center locations, detailed maps and directions, go to www.aha.org/certification, click on "CHHR" and then on "Testing Centers."

For computer administrations at PSI Test Centers, a candidate who meets eligibility requirements for the CHHR Examination may submit an application and fee at any time. A candidate must make an appointment for testing and take the CHHR Examination within ninety (90) days from confirmation of eligibility from AHA. The CHHR Examination is administered by appointment only Monday through Saturday with the exception of some holidays. Appointment starting times may vary by location. Candidates are scheduled on a first-come, first-served basis.

<i>If PSI is contacted by 3:00 p.m. CST Time on...</i>	<i>Depending upon availability, the examination may be scheduled as early as...</i>
Monday	Wednesday
Tuesday	Thursday
Wednesday	Friday/Saturday
Thursday	Monday
Friday	Tuesday

The CHHR Examination is *not* offered on the following holidays:

- New Year’s Day
- Martin Luther King, Jr. Day
- Memorial Day
- Independence Day (July 4)
- Labor Day
- Thanksgiving Day and the following Friday
- Christmas Eve Day
- Christmas Day

Special Administration – Laptop or Paper-and-Pencil

The CHHR Examination may be offered on laptop or in paper-and-pencil format during conferences or meetings. A candidate who meets eligibility requirements and submits an application and fee for receipt by the posted deadline is allowed to test. Dates of special administrations and deadlines for receipt of applications are posted on www.aha.org/certification.

Special Arrangements for Candidates with Disabilities

The AHA-CC 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, the AHA-CC will provide reasonable accommodation for a candidate with a disability who requests timely accommodation by completing and timely submitting the Request for Special Examination Accommodations form.

Wheelchair access is available at all PSI Test Centers. Candidates must advise PSI at the time of scheduling that wheelchair access is necessary.

A candidate with a visual, sensory, or physical disability that prevents taking the examination under standard conditions may request special accommodations and arrangements. Requests must be submitted at least forty-five (45) days prior to the CHHR Examination date desired.

ADHERING TO PROFESSIONAL STANDARDS OF CONDUCT

The AHA-CC 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, the AHA-CC 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. A certificant who is awarded certification by the AHA-CC agrees to conduct himself or 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 the following:



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- 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 the AHA Certification Center.
- Not to misrepresent the credential and to adhere to the Guidelines for Use of the Certification Marks as posted on the AHA-CC 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 the AHA Certification Center.

Reporting Violations. To protect the national credentials and to ensure responsible practice by its certificants, the AHA-CC 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: AHA Certification Center, 155 N. Wacker Drive, Suite 400, Chicago, IL 60606. Only signed, written communication will be considered.

The AHA-CC 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, the AHA-CC 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 the AHA-CC.

CHHR EXAMINATION APPLICATION AND SCHEDULING PROCESS
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CHHR Examination Application Fee Schedule

After fulfilling the CHHR eligibility requirements, a candidate may apply for the CHHR Examination online at www.aha.org/certification. Online application requires credit card payment for fees.

Documentation of eligibility does *not* need to be submitted with a CHHR Examination Application. The AHA-CC 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.

To apply for the CHHR Examination, an eligible candidate must submit the appropriate fee (see below) with a complete CHHR Examination Application to the AHA.

Member of ASHHRA or other AHA Personal Membership Group.....	\$295
Nonmember.....	\$425

- Payment may be made by credit card (VISA, MasterCard, American Express or Discover). Cash and personal checks are not accepted.
- Exam-related fees are nonrefundable and nontransferable.
- Up to two (2) business days prior to a scheduled administration, the application may be transferred to a future CHHR examination date by requesting PSI to reschedule a new date. This date must be within your ninety (90)-day eligibility window.
- Candidates who fail a CHHR Examination and apply to retake the CHHR Examination must pay the full Examination fee as listed above.



Online Application and Scheduling

For computer administrations at PSI Test Centers only

Complete the application and scheduling process in one online session. Visit www.aha.org/certification and click on "CHHR."

If you are a current member of an AHA Personal Membership Group (PMG), you are eligible for the reduced AHA member rate for CHHR Examination fee.

Your preferred mailing and email addresses designated in AHA's membership database are used for all records and communications. For information on your membership record, please contact ASHHRA at 312-422-3720 or AHA's Support Center at 312-422-3702.

After completing the CHHR Examination application and submitting credit card payment information (VISA, MasterCard, American Express, Discover), you will receive an Authorization to Test (ATT) email confirming eligibility and prompting you to schedule a CHHR Examination appointment or supply additional eligibility information. The candidate must schedule a CHHR Examination date that is within ninety (90) days of AHA confirming receipt of the CHHR Examination application.

CHHR Application Processing and Examination Scheduling

Once eligibility is confirmed, the AHA will send candidates their Authorization to Test notice by email with instructions on scheduling a testing appointment online or by phone.

When scheduling a CHHR Examination at a PSI Test Center, be prepared to provide your assigned identification number and confirm a location and a preferred date and time for testing.

For a computer administration at a PSI Test Center, a candidate's application is valid for 90 days from the date of eligibility. The candidate must schedule an appointment and take the CHHR Examination within this 90-day period. A candidate who fails to schedule an appointment within the 90-day period forfeits the application and all fees paid to take the CHHR Examination. A complete application and full examination fee are required to reapply for CHHR Examination.

For special administrations, approximately ten (10) business days after AHA's receipt of application, a notice is sent by email to the candidate stating the application has been received and approved. If the application is ineligible, a letter will be sent to the candidate listing the deficiency. Generally, candidates receive their admission letter to the testing about two (2) to three (3) weeks prior to the CHHR special administration date. The notice includes the date, location and check-in time for the CHHR Examination.

A candidate is allowed to take only the CHHR Examination for which application is made and confirmation from PSI is received. Unscheduled candidates (walk-ins) are not allowed to take the CHHR Examination.

Rescheduling a CHHR Examination

Although exam application fees are nonrefundable, a candidate who is unable to take the CHHR Examination ***may reschedule the CHHR Examination*** online *at least two (2) business days prior to a scheduled administration date*. The CHHR Examination must be rescheduled within your original ninety (90)-day eligibility window.

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

ON THE DAY OF THE CHHR EXAMINATION

Reporting for the CHHR Examination

Bring with you the **Authorization to Test notice** provided by the AHA. It contains the unique identification number required to take the test and is required for admission to the testing room.

For a computer administration, report to the PSI Test Center 30 minutes before the scheduled testing time. After entering the Test Center, follow the signs indicating PSI Test Center Check-In.

For a special administration (laptop or paper-and-pencil), report to the designated testing room at the time indicated on the confirmation notice. The CHHR Examination will begin after all scheduled candidates are checked-in and seated and no more than one hour after the scheduled registration begins. Follow the signs provided in the hotel/convention center to locate the testing room.

A candidate who arrives more than fifteen (15) minutes after the scheduled testing time is not admitted.

Failing to Report for the CHHR Examination

A candidate who shows up late or fails to show up for an already rescheduled exam without the requisite advance two (2) business days' notice forfeits all fees. A complete application and the full CHHR Examination fee are required to reschedule another CHHR Examination.

A candidate who does not reschedule a CHHR Examination session that is within the ninety (90)-day eligibility period forfeits the application and all fees paid to take the exam. A complete application and full exam fee are required to reapply for the exam.

On-site Security

The AHA-CC and PSI maintain examination administration and security standards that are designed to assure that all candidates are provided the same opportunity to demonstrate their abilities. The testing environment at PSI Test Centers is continuously monitored by audio and video surveillance equipment or exam personnel. Candidates may be subjected to a metal detection scan upon entering the examination room.

Identity Verification

To gain admission to the PSI Test Center or a testing room, the candidate must present two (2) forms of identification. The primary form must be government issued, current, and include the candidate's name, signature and photograph. The candidate will also be required to sign a roster for verification of identity. A candidate without proper identification will not be permitted to take 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.
- The secondary form of identification must display the candidate's name and signature for the candidate's signature verification. (e.g., credit card with signature, social security card with signature, employment/student ID card with signature, etc.)
- 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

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. Calculators will be checked for conformance with this regulation before candidates are allowed admission to the Test Center or testing room. Calculators that do not comply with these specifications are not permitted in the PSI Test Center or testing room.

Inclement Weather or Emergency

In the event of inclement weather or unforeseen emergencies on the day of examination, the AHA-CC, in concert with PSI, will determine whether circumstances warrant the cancellation and subsequent rescheduling of a CHHR Examination. If testing personnel are able to conduct business, the examination usually proceeds as scheduled.

Every attempt is made to administer a CHHR Examination as scheduled; however, should a CHHR Examination be canceled, the scheduled candidate will receive notification following the examination regarding a rescheduled examination date or reapplication procedures. In the case of cancellation, no additional fee is required to test.

For computer administrations at PSI Test Centers, candidates may visit www.psonline.com/openings prior to the examination to determine if any Test Centers have been closed.

In the event of a personal emergency on the day of examination, a candidate may request consideration of rescheduling the examination without additional fee by contacting the AHA-CC in writing within thirty (30) days of the scheduled testing session. A description of the emergency and supporting documentation are required. Rescheduling without an additional fee being imposed will be considered on a case-by-case basis.

TAKING THE CHHR EXAMINATION

After identity of the CHHR candidate has been verified and his/her calculator has been approved, the candidate is directed to a testing carrel for a computer administration or an assigned seat for a special administration. Candidates are provided one sheet of scratch paper for calculations that must be returned to the examination proctor at the completion of testing. Failure to do so will result in the test score report not being released.

For a ***paper-and-pencil administration***, the CHHR candidate is provided oral and written instructions about the exam administration process.

For a ***computer administration at a PSI Test Center or a laptop administration***, the CHHR candidate is provided instructions on-screen. First, the candidate is instructed to enter his/her unique identification number. Then, the candidate's photograph is taken and remains on-screen throughout the CHHR Examination session. Prior to attempting the CHHR Examination, the candidate is provided a short tutorial on using the software to take the exam. Tutorial time is NOT counted as part of the two (2) hours allowed for the exam. Only after a candidate is comfortable with the software and chooses to start the Examination does the exam time begin.

The ***computer monitors the time spent on the examination***. The CHHR Examination terminates at the two (2)-hour mark. Clicking on the "Time" button in the lower right portion of the screen reveals a digital clock that indicates the time remaining. The time feature may also be turned off during the CHHR Examination.

Only one (1) CHHR Examination question is presented at a time. The question number appears in the lower right portion of the screen. The entire CHHR Examination question appears on-screen (question and four options labeled A, B, C and D). Select an answer either by entering the letter of the option (A, B, C, or D) or using the mouse to click on the selected option. The letter of the selected option appears in the window in the lower left portion of the screen. To change an answer, enter a different option by pressing the A, B, C, or D key or by clicking on the option using the mouse. An answer may be changed multiple times.

To move to the next question, click on the forward arrow (>) 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, click the backward arrow (<) or use the left arrow key to move backward through the CHHR Examination.

A CHHR Examination question may be left unanswered for return later in the testing session. Questions may also be bookmarked for later review by clicking in the blank square to the right of the "TIME" button. Click on the double arrows (>>) to advance to the next unanswered or bookmarked question on the CHHR Examination. To identify all unanswered or bookmarked questions, repeatedly click on the double arrows (>>).

When the CHHR Examination is completed, the number of CHHR Examination questions answered is reported. If fewer than 110 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.

Candidates may provide comments about a test item. Comments will be reviewed, but individual responses will not be provided.

- For a **computer administration**, online comments may be provided for any CHHR Examination question by clicking on the Comment button to the left of the “TIME” button. This opens a dialogue box where comments may be entered.
- For a **paper-and-pencil administration**, comments may be provided on the answer sheet.

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 testing room. 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. PSI is not responsible for items left in the reception area.
2. Pencils will be provided during check-in. No personal writing instruments are allowed in the testing room.
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. Possession of a cellular/smart phone or other electronic devices is strictly prohibited and will result in dismissal from the CHHR Examination.
4. Eating, drinking, and smoking are not permitted in the testing room.
5. No documents or notes of any kind may be removed from the testing room. Each CHHR candidate will be provided one sheet of scratch paper that must be returned to the CHHR Examination proctor at the completion of testing.
6. No questions concerning the content of the CHHR Examination may be asked of anyone during the CHHR Examination.
7. Permission from the CHHR Examination proctor is required to leave the testing room during the exam. No additional time is granted to compensate for time lost.
8. No guests, visitors, or family members are allowed in the testing room or reception areas.

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 the Appeal Board of the AHA-CC 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.

- Gaining unauthorized admission to the CHHR Examination
- Creating a disturbance, being abusive or otherwise uncooperative
- Displaying and/or using electronic communications equipment including but not limited to pagers, cellular/smart phones, etc.
- Talking or participating in conversation with other CHHR Examination candidates
- Giving or receiving help or being suspected of doing so
- Leaving the PSI Test Center or 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
- Attempting to remove CHHR Examination materials or notes from the PSI Test Center or the testing room.

Copyrighted CHHR Examination Questions

All CHHR Examination questions are the copyrighted property of the AHA-CC. 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

Score reports are issued by PSI, on behalf of the AHA-CC. Scores are reported in written form only, in person, or by U.S. mail. Scores are not reported over the telephone, by electronic mail or by facsimile.

- A candidate who takes the examination in **paper-and-pencil format** receives his/her score report from PSI by mail generally in about three (3) five (5) weeks after completing the CHHR examination.
- A candidate who takes the examination **on a computer at a PSI Test Center or on laptop** receives his/her score report on-screen and via email.

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 Examination questions will not be disclosed to a candidate. Although the CHHR Examination consists of 110 questions, the score is based on 100 questions. Ten (10) questions are “pretest” questions and do not impact the candidate’s score.

Recognition of CHHR certification and information about CHHR certification renewal are issued from the AHA-CC generally in about four (4) to six (6) weeks of successfully completing the CHHR Examination. This package is mailed to the address contained in the AHA member database.

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 (4) to six (6) weeks after the candidate passes the CHHR Examination, the AHA-CC mails to the candidate a certificate of recognition, a pin and information about CHHR certification renewal requirements. The name on the certificate and the address to which the package is mailed is based on information in the candidate’s membership record. It is the candidate’s responsibility to keep current this information.

The AHA-CC, in concert with the personal membership group (PMG), 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.

Name, address, telephone number, and email address of a candidate who passes the CHHR Examination will be shared with the PMG. *Scores are never reported.* If you do NOT wish to have your personal information shared, please opt out by contacting the AHA-CC in writing via email at certification@aha.org.

Failing the CHHR Examination

If a candidate does not pass a CHHR Examination and wishes to **retake the CHHR Examination**, a new application is required. Candidates may apply by using the online application and scheduling feature.

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 the AHA-CC

The AHA-CC and PSI 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. The AHA-CC is committed to rectifying such discrepancies as expeditiously as possible. The AHA-CC 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, the AHA-CC 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

Duplicate CHHR Examination score report

Duplicate score reports can be obtained via request to info@psionline.com.

Name and address change

Certificants are responsible for keeping current all contact information. The AHA-CC is not responsible for communication not received due to incorrect contact information. To update any contact information, the candidate should contact ASHRA at 312-422-3720 or the AHA Support Center at 312-422-3702.

RENEWAL OF CHHR CERTIFICATION

Achieving CHHR certification is an indication of mastery of a well-defined body of knowledge at a point in time. Periodic renewal of the CHHR certification is required to maintain certified status and to demonstrate ongoing commitment to remain current in the field. Initial certification or renewal of certification is valid for three (3) years.

Eligible candidates who successfully complete the CHHR Examination are provided information about certification renewal requirements in a certification package sent by the AHA-CC. ***The CHHR Certification Renewal Application must be submitted to the AHA-CC up to one (1) year prior to the expiration date. For an additional nonrefundable fee of \$50, certification renewals may be submitted up to 30 days past the expiration date.***

As a courtesy, the AHA-CC emails notices to certificants of their pending certification expiration. Certificants are responsible for keeping their contact information accurate. The AHA-CC is not responsible for communications not received due to incorrect contact information in a certificant's record.

The current CHHR Certification Renewal Application and renewal fees are posted at www.aha.org/certification.

A certificant must renew the CHHR credential through one (1) of the following two (2) ways:

- **Successful re-examination.** To renew this way, successfully pass the CHHR Examination no more than one (1) year prior to expiration of your CHHR certification (subject to usual fees and provisions for testing). ***An additional Certification Renewal Application fee is not required if a candidate selects this way to renew the CHHR designation.***
- **Completion of 45 contact hours of eligible continuing professional education** over the three (3)-year renewal period and payment of the renewal fee. To renew this way, submit a completed CHHR Certification Renewal Application with the appropriate fee and report all eligible continuing professional education activities that you completed during your renewal period. Eligible activities include attending or teaching academic courses, completing online courses, attending professional organization conferences and completing AHA-CC Self-Assessment Examinations, among other activities. Some activities have a limitation on maximum allowable hours. Refer to the current CHHR Certification Renewal Application for a description of eligible activities and other provisions for renewing your certification.

CHHR certification Renewal Application processing generally requires about two (2) weeks from receipt of application. Certificants who meet the renewal requirements receive in the mail (at the address in their membership record) a new certificate of recognition. Certificants are afforded an opportunity to remove deficiencies. Certificants are responsible for keeping current contact information in their membership record.

Failing to Renew CHHR Certification

A certificant who fails to renew his/her CHHR certification will receive written notification that he/she is no longer considered certified and may not use the CHHR credential in professional communications including but not limited to letterhead, stationery, business cards, directory listings and signatures. To regain certification, the individual must retake and pass the CHHR Examination (subject to the usual fees and provisions for testing).

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 the AHA Certification Center, 155 N. Wacker Drive, Suite 400, Chicago, IL 60606. 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 the AHA-CC or its agents. The written appeal must also indicate the specific relief requested. The appealing candidate is required to submit a \$100 fee (payable to the AHA-CC) with the written appeal. The fee will be refunded to the candidate if deemed justified through action of the Appeal Board. For additional regulations related to the appeal process, contact the AHA-CC.

Checklist for becoming certified

- Meet the CHHR Certification Examination Eligibility Requirements.
- Prepare for the CHHR Certification Examination.
- Read the CHHR Candidate Handbook fully. Use the Examination Content Outline to focus study efforts.
- Apply for the CHHR examination online at www.aha.org/certification and click on “CHHR.”
- Appear on time for the examination on the date and at the time and location selected. Bring the Authorization to Test notice provided by AHA and identification as described in the CHHR Candidate Handbook.

DOCUMENTATION OF DISABILITY-RELATED NEEDS



Please have this section completed by an appropriate professional (education professional, physician, psychologist, psychiatrist, etc.) to ensure the AHA and PSI are 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 and fee to PSI at least 45 days prior to the desired testing date.

PROFESSIONAL DOCUMENTATION

I have known _____ since ____/____/____ in my capacity as a
Examination Candidate Date

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, he/she/ should be accommodated by providing the special arrangements as described on the Request for Special Examination Accommodations form.

Description of disability: _____

Signed: _____ Title: _____

Printed Name: _____ Date: _____

License Number (if applicable) _____

Address: _____
(Street Address, City, State/Province, Zip/Postal Code, Country)

Telephone Number: _____ Fax Number: _____

Email: _____

Return this form to:

AHA Certification Center, American Hospital Association,
155 N. Wacker Dr, Suite 400, Chicago, IL 60606

If you have questions, call the AHA Certification Center at (312) 422-3702
or email at certification@aha.org