Human Resources Professional Competency Framework

HRPA

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ACKNOWLEDGMENTS

The HRPA Board of Directors would like to acknowledge the contribution of the following volunteers in the development of the HR Professional Competency Framework.

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A COMPETENCY FRAMEWORK FOR THE HUMAN RESOURCES PROFESSION

WHAT IS A COMPETENCY?

A *competency* is a cluster of related knowledge, skills, abilities, and characteristics that are related to the performance of a significant aspect of the practice of a profession.

A *competency model* is a collection of competencies that are relevant to the performance in a particular job, job family, or functional area.

A *competency framework* is a broad framework for integrating, organizing, and aligning various competency models.

A key aspect of competency modelling is the notion of performance. Competency is the ability to perform a certain task. The actual performance of a task is evidenced as a "behavioural indicator."

The view of the Human Resources Professional Association (HRPA) towards competency modelling is that "knowing" and "understanding" are not competencies. Indeed, although a competency is a cluster of related knowledge, skills, abilities, and characteristics that are related to the performance of a significant aspect of the practice of a profession, it is understood that a competency is more than the sum of its parts—meaning that having knowledge, skill, or ability may not, in isolation, be sufficient to be competent. Knowledge, skill, or ability may be essential for competence but they are not the same as competence. There must always be performance of some sort, where knowledge and/or comprehension are necessary for that performance.

In other words, knowledge for knowledge's sake or comprehension for comprehension's sake is not that useful. It is only when knowledge or comprehension is used to accomplish a task (performance) that they become useful. For this reason, HRPA has focused on behavioural indicators, which are descriptions of performance one would expect at a given level.

These behavioural indicators are descriptions of what it looks like to demonstrate a given competency. Behavioural indicators have the following characteristics:

- They are highly specific markers that, if present, imply that the person has the competency in question.
- They help set the degree and scope of expectation for each level of HR professional.
- They are examples of observable behaviours.

- Within a set (or cell, in the tables that follow), they are not to be taken as an exhaustive list.

One of the challenges of developing a competency model for the HR profession is the wide variety of roles performed by HR professionals and the wide variety of contexts in which HR professionals practise their profession. It is not expected that all professionals will be required to demonstrate all competencies in their work or even throughout their career. The HRPA Human Resources Professional Competency Framework applies to the broad HR profession and not just to specific roles or career levels, industries, regions, or organization sizes. All competencies are relevant to all levels within the HR profession, although the manner in which any given competency may be expressed will differ depending on the level, role, industry, and organization size.

FUNCTIONAL AND ENABLING COMPETENCIES

The HRPA Human Resources Professional Competency Framework recognizes two kinds of competencies—functional competencies and enabling competencies. At the outset, it should be noted that this distinction is somewhat artificial but it is made because it is useful in a number of ways. A *functional competency* relates to the competence to perform tasks that are within the scope of practice of HR professionals. *Enabling competencies* are more generic competencies that are not specific

to the performance of HR tasks but are nonetheless required for the performance of such tasks.

It would have been possible to consider enabling competencies as fundamental skills underlying the various functional competencies. However, because of the pervasiveness and importance of these skills, it makes sense to refer to them separately as enabling competencies. By separating these enabling competencies, we recognize their distinct contribution to performance as an HR professional.

Despite this, there is a strong relationship between enabling and functional competencies. It needs to be recognized that all functional competencies imply some level of proficiency within the enabling competencies, and enabling competencies on their own are not enough to define the scope of professional HR practice.

HIERARCHICAL ORGANIZATION

It is useful to organize competencies hierarchically—from the broader to the more specific or from the more specific to the broader.

At the narrowest level of detail are the specific competencies. These may be regrouped into what are called groupings of related competencies. At the broadest level are the functional areas.

Note that some competency statements may be repeated under different groupings, if that same competency is necessary for success in more than one grouping. Competencies that are repeated are

marked with an asterisk. Similarly, behavioural indicators may be repeated across competencies and between levels as appropriate (these are not specifically marked).

FUNCTIONAL AREAS

↕

GROUPING OF RELATED COMPETENCIES

↕

SPECIFIC COMPETENCIES
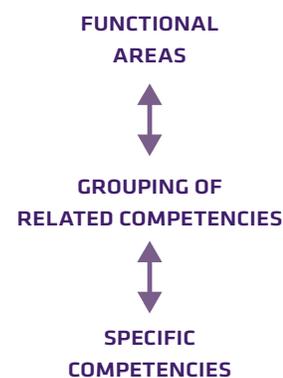
A numbering system is employed to categorize the various competency elements. The numbers 10 through 90 are used to denote the 9 functional areas. Groupings are marked as a numeral after the decimal (e.g., 10.1 is the first grouping in the first functional area). Competencies are numbered starting with C001, and are simply sequential starting from grouping 10.1. Finally, behavioural indicators all begin with the letter B, and then 1 if they originate as Level 1 (e.g., B1001), 2 if they originate as Level 2 (e.g., B2001), and 3 if they originate as Level 3 (B3001). A Level 1 behavioural indicator will still start with B1 even if it is repeated under Level 2 or Level 3, and a Level 2 behavioural indicator will start with B2 even if it is repeated under Level 3.

The numbering system is for convenience only. Likewise, the order in which competencies and behavioural indicators appear is

not intended to denote any special meaning or to imply the order in which activities should occur in practice.

ORIGIN

In 2012/13, the Canadian Council of Human Resources Associations worked with HR associations and subject matter experts across Canada to develop a new Competency Framework for Certified Human Resources Professionals. HRPA participated in the development sessions. This work culminated in the development of 44 functional tasks across 9 functional areas.

Notwithstanding the excellent work resulting from the CCHRA initiative, HRPA identified the need for additional scope of detail for its

purposes in Ontario. Accordingly, it contracted Wickett Measurement Systems to create functional competencies at a finer level of detail, to develop behavioural indicators across three levels of HR professionals and to fully develop and expand on the enabling competencies. An HR Competency Task Force was struck to oversee the project, representing experts in HR. Further, 10 focus groups were held with representation from all of Ontario to review the work and provide suggestions for additions, deletions and edits.

USES

This Competency Framework serves to inform the role, function and services HRPA provides. It serves as the foundation for all credential requirements. It can be used to establish education requirements, for examination development, and for career planning.

This document is also valuable to employers and employees because it sets out the reasonable expectations for those working in HR roles. Educators can use the information provided here to inform and build curriculum, and students and candidates can use it to inform their preparations and study. Finally, allied professionals can use the document as a resource for the scope of practice of those working as HR professionals.

LEVELS OF HUMAN RESOURCES PROFESSIONALS IN ONTARIO

CHRP

HR professionals at the CHRP level act in a contributing role in a larger HR function or act as the sole HR practitioner in a small HR function. These roles are mostly administrative in nature. Individuals at this level have responsibilities such as, but not limited to, supporting HR initiatives, executing tasks passed down from management, and operating at the tactical and transactional levels. These roles could be understood as "technologist" or "technician" roles. Individuals at the CHRP level will often have position

titles such as Human Resources Assistant, Staffing Coordinator, Human Resources Clerk, or Human Resources Coordinator.

This person may or may not have specialized HR training, but is capable of learning the skills to support the HR function in a small or large organization. They would report to a more senior HR staff member. They must have strong attention to detail and be motivated to develop their skills and knowledge relating to the HR function they are supporting.

CHRP level staff members are expected to be accountable for

carrying out their duties thoroughly and with discretion, but are not expected to lead activities or design systems. Though their work is subject to regular oversight, they do not need monitoring of all their daily tasks.

CHRL

HR professionals at the CHRL level can be found in either specialist or generalist positions. Individuals at this level have responsibilities such as, but not limited to, managing projects, programs, and initiatives; implementing plans passed down senior management; and delegating

tasks to entry-level staff. In professional matters, individuals at this level can act independently. Individuals at CHRL will often have position titles such as Director of HR, Human Resources Manager, Human Resources Generalist, and Human Resources Specialist.

CHRL level professionals have received specialized training in HR and have spent at least three years working full time in an HR setting. They may be expected to report to the Vice President of Human Resources in a large firm or to be the most senior HR person at a smaller firm. They may have one or more front-line HR staff reporting to them, though in a small firm they may be expected to perform all HR functions themselves. They are expected to understand and be capable in all the HR functions and to be able to understand how all the functions work together within a larger system.

They must not only be able to carry out HR functions with proficiency, but also to create HR systems that support the mandate of the firm. At a large firm, or one spread across many geographic locations and/or business lines, CHRL level professionals may call on other experts to help them in their tasks. CHRL level staff members understand that they are an important part of the success of an organization and that they will often have sole responsibility for many critical HR functions. They must be consummate professionals who do not need regular oversight.

CHRE

HR professionals at the CHRE level can be found in either specialist or generalist positions but have a high level of experience and responsibility. Individuals at this level have responsibilities such as, but not limited to, leading the HR function and developing and executing significant HR projects. Individuals at CHRE will often have position titles such as Vice President of Human Resources, Director of HR or Principal.

A CHRE level HR professional is a person who, through personal attributes and achievements, has reached the upper echelons of the profession. Although most CHRE level HR professionals will be found in corporations and the public sector, CHRE professionals are also found in other settings, such as consulting.

CHRE level professionals have all the capabilities found at the CHRL level, but have refined their skills through experience across business cycles and across different types of organizations. They are adept at seeing the big picture and think outside their own domain to enhance the success of the organization in which they work. They have left the technical aspects of the HR function behind for the most part and now focus on short- and long-term strategy and on implementing systems at an organization-wide level.

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COMPETENCY FRAMEWORK

The diagram below illustrates the functional areas and enabling competencies in the HRPA Human Resources Professional Competency Framework. The numbering of the functional areas below corresponds to that used in the text that follows.

INDIVIDUAL

TEAM

ORGANIZATION

Critical Thinking Analysis

Technological Savvy

Research Skills

Quantitative Skills

Critical Legal Thinking

Integration

Emotional Intelligence

Project Management

Decision-Making Skills

Business Acumen

Independence

Ethical Behaviours and Professionalism

Relationship Management

Negotiation and Influencing

Strategic and Organizational Leadership

90 HR metrics, reporting and financial management

80 Health, Wellness, and Safe Workplace

70 Learning and development

60 Total Rewards

50 Labour and employee relations

40 Workforce planning and talent management

30 Organizational Effectiveness

20 Professional Practices

10 Strategy

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FUNCTIONAL AREAS, GROUPINGS, AND UNDERLYING COMPETENCIES

Without the behavioural indicators.

*An asterisk is used to denote a competency that appears more than once.

10 STRATEGY

A cluster of competencies related to the ability to think and act strategically in regards to organizations, business, and the HR function.

10.1 STRATEGIC PERSPECTIVE

C001* Maintain awareness of broad economic, societal, technological, political, global, and demographic trends.

C002* Identify HR opportunities and risks inherent in changes in economic, societal, technological, political, and demographic forces.

C003 Formulate HR strategies within the organization that are informed by factors that are both internal and external to the organization.

C004 Execute HR strategies that enhance the value of the human resources within the organization.

10.2 GOVERNANCE PRINCIPLES

C005 Maintain awareness of leading practices in governance.

C006 Understand the relationship between governance and the execution of strategy within the organization.

C007* Include governance considerations in the development of HR strategies.

C008 Adhere to governance requirements in the execution of HR strategies.

10.3 LEADERSHIP

C009 Maintain understanding of the roles and responsibilities of the governing body and leadership.

C010 Maintain understanding of the relationships between the organization and its stakeholders.

C011 Lead the organization's HR function with due consideration for the roles and responsibilities of leadership and the governing body.

C012 Provide leadership to the staff in the HR department.

C013   Direct HR activities towards the implementation of the business plan.

C014*   Manage risk in the execution of HR activities.

10.4   BUSINESS ACUMEN

C015*   Maintain understanding of the organization's vision, mission, values, and goals.

C016   Apply sound business practices in carrying out the HR function.

C017   Participate with other business leaders in the development of organizational strategy.

C018   Direct the HR function towards realizing the organization's vision and goals.

C019*   Adhere to the organization's values while carrying out its mission.

10.5   STRATEGIC ALIGNMENT

C020   Gain comprehensive understanding of the organization's strategic plan.

C021   Assess variances between current HR practices and those required to achieve the organization's strategic plan.

C022   Develop potential tactics to achieve desired HR practices.

C023   Evaluate the relative efficacy of alternative tactical options.

C024   Establish a work plan that prioritizes the most effective steps to achieve the desired HR practices.

C025   Manage the HR practices work plan, ensuring that the strategic goals of the organization form the benchmark for success.

10.6   INTERNATIONAL HUMAN RESOURCES MANAGEMENT

C026   Integrate direction from a foreign head office into the context of Canadian operations.

C026b   Apply practices from Canadian head office into the operations of a foreign field office.

C027   Develop an overall HR strategy that can be adapted to various national contexts.

20   PROFESSIONAL PRACTICE

A cluster of competencies related to the ability to conduct oneself in a professional manner and to exhibit high levels of professionalism in all contexts and situations.

20.1   BALANCED INTERESTS

CO28   Build productive relationships both inside and outside the organization.

CO29   Adhere to accepted HR standards of practice.

CO30* Balance the interests of all affected parties in carrying out HR activities.

CO31   Act with integrity in all undertakings.

CO32   Make decisions only after considering all accessible and relevant facts.

20.2   ETHICS

CO33   Adhere to the HRPA Rules of Professional Conduct in all undertakings.

CO34   Model ethical practices for staff.

CO30* Balance the interests of all affected parties in carrying out HR activities.

20.3   LEGAL

CO35   Demonstrate understanding of the application of HR legal requirements in the workplace.

CO36   Keep current on changes to the laws that govern HR practices.

CO37   Adhere to legal requirements in carrying out all HR activities.

CO38   Identify risks to the organization stemming from the need to adhere to legal requirements.

CO014* Manage risk in the execution of HR activities.

20.4   RESPONSIBLE GOVERNANCE

C039   Assess the ethical implications of alternative courses of actions.

C040   Recommend only ethical solutions to problems.

C041   Promote ethical decision-making to the organization's leadership.

C014*   Manage risk in the execution of HR activities.

C007*   Include governance considerations in the development of HR strategies.

20.5   ADVANCEMENT OF THE PROFESSION

C042   Participate in activities that promote the HR profession.

C043   Promote the value of the HR profession in the workplace.

20.6   EVIDENCE-BASED APPROACH

C044   Consult the literature for solutions to HR challenges.

C045   Promote the use of data and quantitative and qualitative research in the decision-making process.

C046   Document the rationale for HR decisions.

20.7   EXTERNAL TRENDS

C047   Evaluate the credibility of sources of information.

C048   Keep current on business information and trends.

C001*   Maintain awareness of broad economic, societal, technological, political, global, and demographic trends.

C002*   Identify HR opportunities and risks inherent in changes in economic, societal, technological, political, and demographic forces.

C049   Evaluate the applicability of new concepts and technology to the practice of HR within the organization.

30 ORGANIZATIONAL EFFECTIVENESS

A cluster of competencies related to using the levers available to HR professionals to maximize the performance of organizations, teams, and individuals within the context of executing the organization's strategy.

30.1 PRODUCTIVITY

C050   Develop potential initiatives that align culture and values with organizational strategy.

C051*   Measure employee productivity.

C052*   Measure employee engagement and morale.

30.2 ORGANIZATIONAL STRUCTURE

C053   Diagnose when performance issues are due to organizational design problems.

C054   Work out the organizational structure that is most suitable given the organizational strategy and objectives.

C055   Implement organizational redesign initiatives.

30.3 EMPLOYEE ENGAGEMENT

C056   Maintain knowledge of literature on employee engagement.

C057   Advocate strategies to enhance employee engagement with senior management.

C052*   Measure employee engagement and morale.

C058   Develop potential strategies to enhance employee engagement.

C059   Create work plans to implement employee engagement initiatives.

C060   Assess the impact of employee engagement initiatives.

C051*   Measure employee productivity.

30.4   RISK

C061   Identify the HR risk factors that may impede organizational performance.

C062   Assess the potential impact of HR risk factors on organizational performance.

C063   Develop initiatives that will minimize or mitigate the impact of identified HR risk factors.

30.5   CHANGE MANAGEMENT

C064   Establish understanding of the short- and long-term goals of planned organizational changes.

C065   Assess the HR implications of planned organizational changes.

C066   Evaluate the risks to success of an organizational change management strategy.

C067   Contribute to the development of an organizational change management strategy.

C068   Build an HR work plan to guide the necessary changes in concert with the organization's change management strategy.

30.6   TEAM EFFECTIVENESS

C069   Diagnose the team dynamics that are at the root of team dysfunction.

C070   Develop team-based interventions designed to improve team effectiveness.

C071   Implement team-based interventions that improve team effectiveness.

C072   Assess team leadership on ability to guide the team to successfully meet established goals.

C073   Develop interventions to improve the effectiveness of leadership teams.

C074   Implement interventions when there is evidence of leadership team dysfunction.

30.7   JOB ANALYSIS

C075   Conduct a job analysis using an objective methodology that is appropriate for the purpose for which the job analysis is conducted.

C076   Implement job enrichment, job enlargement, and job re-design initiatives when deemed appropriate.

30.8   COMMUNICATING CHALLENGES AND DEVELOPMENTS

C077   Partner collaboratively with organizational leadership in the development of communications.

C078   Communicate with employees in a manner that enhances affiliation with the organization.

C079   Communicate with unions in a respectful manner that promotes understanding of the organization's challenges and developments.

C080   Craft communications that accurately portray the state of the organization and that are engaging for employees, unions, and stakeholders.

C081   Measure communication effectiveness.

40   WORKFORCE PLANNING AND TALENT MANAGEMENT

A cluster of competencies related to the recruitment and deployment of human resources within an organization.

40.1   WORKFORCE PLAN DEVELOPMENT

C015*   Maintain understanding of the organization's vision, mission, values, and goals.

C082   Create a future-focused workforce plan.

C083*   Measure gaps in current talent needs.

C084*   Assess future talent needs.

40.2   EMPLOYEE VALUE PROPOSITION

C085*   Measure the impact of attraction initiatives.

C086*   Identify the characteristics of desirable potential employees.

C087   Create an employee value proposition statement.

C088   Identify potential changes that would make the organization more desirable to ideal potential employees.

C089   Advocate to organizational leadership for changes in the organization that would make it more attractive as an employer.

40.3   WORKFORCE PLAN EXECUTION

C085*   Measure the impact of attraction initiatives.

C090   Measure employee retention.

C083*   Measure gaps in current talent needs.

C084*   Assess future talent needs.

C086*   Identify the characteristics of desirable potential employees.

C091   Execute a workforce plan in accordance with sound project management principles.

C092   Determine the optimal methods for sourcing desirable potential employees.

C093   Identify potential employees using an appropriate mix of interviews, assessments, and reference checks.

C094   Select potential employees based on available evidence of fit with organizational strategic objectives.

C095   Orient new employees to the culture of the organization and the organization's strategic objectives.

C096   Train new employees in a manner consistent with their competencies and the needs of the position.

C097   Create development plans for employees that are designed to fill gaps between current and future organizational skills needs.

C098   Implement measures to retain top talent.

40.4   PERFORMANCE MANAGEMENT SYSTEM

C099   Develop a performance management system that aligns individual performance objectives with organizational strategic goals.

C100   Create a timeline for the execution of performance management evaluations.

C101   Oversee the organization's performance management system.

C102   Coach managers in how to set goals and expectations with employees.

C103   Analyze gaps between individual performance and expectations.

C104   Coach managers in how to address gaps between individual performance and expectations.

40.5   LEADERSHIP DEVELOPMENT

C105   Develop an effective succession planning process.

C106   Implement a succession planning process.

C107   Develop an effective program for the early identification and tracking of leadership talent.

C108   Implement a program for the early identification and tracking of leadership talent.

C109   Develop a developmental planning process for high-potential individuals.

C110   Implement a developmental planning process for high-potential individuals.

50   LABOUR AND EMPLOYEE RELATIONS

A cluster of competencies related to managing the relationships between employer and employees.

50.1   COLLABORATIVE WORK ENVIRONMENT

C111   Seek opportunities for collaboration between the employer and employees.

C112   Seek opportunities for collaboration between management and unions and other representative groups.

C113   Encourage open and clear dialogue between management and employees/unions.

C114   Focus collaboration between management and employees/unions on the end goal of a productive and engaged workforce.

C115   Champion respectful communication in all interactions between the employer and employees.

50.2   LEGISLATION, COLLECTIVE AGREEMENTS, AND POLICIES

C116   Maintain knowledge of the details of collective agreements in place in the organization and in related organizations.

C117	Maintain knowledge of legislation that affects the HR practices at the organization.
C015*	Maintain understanding of the organization's vision, mission, values, and goals.
C118	Treat employees in accordance with the principles of natural justice.
C119	Manage the risk of litigation and conflict in all interactions with employees.

50.3   LABOUR AND EMPLOYEE RELATIONS STRATEGIES

C120	Evaluate the risks associated with alternative labour and employee relations strategies.
C121	Evaluate the costs associated with alternative labour and employee relations strategies.
C122	Evaluate the benefits associated with alternative labour and employee relations strategies.
C123	Formulate alternative labour and employee relations strategies to achieve business objectives.
C124	Analyze the overall strengths and weaknesses of alternative labour and employee relations strategies.
C125	Recommend optimal labour and employee relations strategies.

50.4   NEGOTIATION

C001*	Maintain awareness of broad economic, societal, technological, political, global, and demographic trends.
C126	Formulate negotiation strategies that take into consideration variables within and outside the organization.
C127	Negotiate to resolve labour and employee disputes.
C128	Participate in mediation processes in an effective and balanced manner.
C129	Participate effectively in or facilitate arbitration proceedings.

50.5   DIVERSITY MANAGEMENT AND INCLUSIVENESS

| C130 | Identify institutional structures or practices that may present barriers to some facet of diversity. |
| C131 | Develop an effective program to remove institutional structures or practices that present barriers to some facet of diversity. |

C132   Implement a program to remove institutional structures or practices that present barriers to some facet of diversity.

50.6   REPRESENTING INDIVIDUALS AND ORGANIZATIONS BEFORE TRIBUNALS

C133   Manage cases appearing before tribunals.

C134   Provide advice to individuals and organizations appearing before HR-related tribunals.

60   TOTAL REWARDS

A cluster of competencies related to the management of rewards within an organization in a manner that maximally supports the execution of organizational strategy.

60.1   TOTAL REWARDS STRUCTURE DEVELOPMENT

C135*   Maintain knowledge of rewards structures in the organization's sector, industry, and location.

C136   Create equitable and effective rewards structures which include compensation, pensions, benefits, and perquisites.

C138   Make strategic use of rewards structure to encourage desired employee behaviour.

C139*   Ensure the rewards structure maintains its compliance with legal requirements.

60.2   TOTAL REWARDS STRUCTURE IMPLEMENTATION

C140   Collect comparative data on total rewards in place at competing organizations.

C141   Assign positions in the organization into the total rewards structure using an appropriate job evaluation system.

C137*   Implement programs and initiatives relating to the organization's rewards structure equitably within the organization.

C139*   Ensure the rewards structure maintains its compliance with legal requirements.

60.3   TOTAL REWARDS STRUCTURE EVALUATION

C142   Measure the effectiveness of the total rewards structure using appropriate metrics.

C135*   Maintain knowledge of rewards structures in the organization's sector, industry, and location.

C139*   Ensure the rewards structure maintains its compliance with legal requirements.

C143   Assess the need for changes to the total rewards structure using data internal and external to the organization.

C144   Recommend changes to the total rewards structure to leadership based on collected data and information.

60.4   VALUE OF TOTAL REWARDS

C145   Create communications on the total rewards structure that help employees fully understand its value to them.

C146   Create persuasive arguments regarding the value of the total rewards structure that encourage desired behaviours.

C147   Select communication media based on the likelihood of the message being received and understood.

C148   Deliver communications regarding the value of and changes to the total rewards structure to employees.

70   LEARNING AND DEVELOPMENT

A cluster of competencies related to the optimization of the ability of the organization, teams, and individuals to acquire and put to use new competencies.

70.1   LEARNING CULTURE

C149   Identify opportunities for learning that occur as part of everyday work activities.

C150   Encourage employees to seek out learning opportunities beyond formalized instruction.

C151   Encourage learning that enhances individual, team, and organizational effectiveness.

C152   Identify potential strategies to embed learning and development into the culture of the organization.

C153   Assess the merits of alternative strategies to create an organizational learning culture.

C154   Implement initiatives to develop a learning culture to enhance the organization's effectiveness.

70.2   LEARNING PRIORITIES

C155   Consult key stakeholders in the development of organizational learning priorities.

C156   Identify potential organizational learning priorities that are aligned with organizational strategy.

C157   Analyze the return on investment of alternative organizational learning priorities.

C158   Select organizational learning priorities to maximize return on investment and alignment with business strategy.

70.3   PROVISION OF CONTINUING DEVELOPMENT OPPORTUNITIES

C159   Assess the potential of employees to develop competencies aligned with organizational strategy.

C160   Develop learning opportunities for employees that enable them to contribute effectively to organizational objectives.

C161   Develop learning objectives that maximize the growth potential of employees.

70.4   LEARNING AND DEVELOPMENT PROGRAM IMPLEMENTATION

C162   Maintain knowledge of current literature in the field of adult learning.

C163   Apply established theories of adult learning to the development of learning and development programs.

C164   Implement learning and development programs that are relevant and effective.

C165   Develop the competence of employees using evidence-based methods.

70.5   LEARNING AND DEVELOPMENT PRIORITIES EVALUATION

C166   Establish outcome measures for learning and development programs that are aligned with organizational objectives.

C167   Maintain knowledge of sound measurement principles accepted in the HR field.

C168   Assess progress towards learning and development goals using sound measurement principles.

C169   Document progress towards learning and development goals.

C170   Evaluate the effectiveness of learning and development programs.

C171   Evaluate the likelihood that learning and development priorities will align with progress towards organizational objectives.

70.6   MENTORING AND COACHING

C172   Maintain knowledge of current mentoring and coaching principles.

C173   Educate leaders on the merits of mentoring and coaching employees.

C174   Keep leaders informed about the learning and development priorities of employees.

C175   Develop learning programs to build mentoring and coaching skills in leaders.

C176   Deliver mentoring and coaching training to leaders.

80   HEALTH, WELLNESS, AND SAFE WORKPLACE

A cluster of competencies related to the creation and maintenance of healthy and safe workplaces.

80.1   HEALTH AND SAFETY

C177   Maintain knowledge of legislation, regulations, and standards regarding workplace health and safety.

C178   Consider potential effects on the health and safety of employees of all organizational activities.

C179   Ensure that the organization remains compliant with workplace health and safety legislation and regulations.

C180   Evaluate risks to the health and safety of employees.

C181*   Implement measures to mitigate risks to the health and safety of employees.

80.2   HEALTH, SAFETY, AND WELLNESS POLICIES AND PROCEDURES

C182   Identify health, safety, and wellness compliance standards for the organization.

C183   Establish health, safety, and wellness policies, procedures, roles, and responsibilities for leaders and employees that meet organizational compliance standards.

C184   Provide training programs for leaders and employees on their roles and responsibilities in maintaining a safe workplace.

C185   Educate the workforce on established health, safety, and wellness policies and procedures.

C186   Monitor adherence to organizational health, safety, and wellness policies and procedures.

C181*   Implement measures to mitigate risks to the health and safety of employees.

C187   Develop a disability management program to support employees requiring workplace accommodations and modifications.

C187b   Implement a disability management program that respects and acknowledges the value of all employees in the organization.

C187c   Address the environmental concerns of employees.

80.3   WELLNESS

C188   Develop programs and initiatives that encourage employees to engage in wellness activities.

C189   Educate employees on the benefits of adopting a healthy lifestyle.

C190   Advocate for the merits of a healthy workforce to leaders and employees.

80.4   PSYCHOLOGICAL HEALTH AND WELL-BEING

C191   Advocate for the merits of a proactive approach to mental health and psychological well-being to leaders and employees.

C192   Incorporate consideration of mental health and psychological well-being into HR initiatives.

C193   Educate employees and leaders on the importance of mental health and psychological well-being and their impact on organizational performance.

90   HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

A cluster of competencies related to the ability to collect, manage, and synthesize information relevant to the management of human resources and the ability to incorporate financial analysis in the making of decisions about HR investments.

90.1   INFORMED BUSINESS DECISIONS

C194   Align HR decisions with organizational strategy.

C195   Assess the organization's financial and operating information for impact on HR strategy.

90.2   HUMAN RESOURCES AUDITS

C196   Establish criteria for audits of the HR function.

C197   Develop an audit program that samples HR policies, procedures, programs, and systems.

C198   Conduct periodic audits of HR practices.

C199   Document the strengths and areas for improvement using the outcomes of an HR audit.

C200   Recommend changes to existing HR policies, procedures, programs, and systems to comply with desired practice.

90.3 HUMAN RESOURCES INFORMATION SYSTEMS

C201   Maintain knowledge of developments in HR information systems.

C202   Create a list of specifications and requirements for the inputs and outputs of an HR information system.

C203   Use report templates to provide leaders with the necessary HR trend information to help achieve organizational objectives.

90.4 HUMAN RESOURCES INFORMATION

C204   Maintain knowledge of the legal requirements regarding retention of HR information.

C205   Ensure that HR information is maintained in accordance with legal requirements.

C206   Identify the HR information that must be maintained to support organizational decision-making.

C207   Collect HR information that can be used to track progress towards meeting organizational objectives.

C208   Evaluate alternative tools for the maintenance of HR information.

C209   Use effective and efficient HR information retention tools.

90.5 HUMAN CAPITAL INVESTMENTS

C210   Create key performance indicators to measure the effectiveness of investments in human capital.

C211   Apply appropriate measures and metrics to monitor trends in HR variables.

C212   Analyze HR data to measure progress towards organizational objectives.

C213   Create reports on the effectiveness of human capital investments that are based on data.

ENABLING COMPETENCIES

(excluding behavioural indicators)

INDIVIDUAL SKILLS

Critical thinking and analysis

- Analyzing problems and challenges with perceptiveness and insight.
- Having the capacity for flexible and innovative thinking.
- Seeing how the various parts or facets of a problem relate to each other.

Technological savvy

- Making use of various technologies to best advantage.
- Seeing the possibilities in emerging technologies.
- Managing the implementation of new technologies.

Research skills

- Collecting and using data effectively in the HR decision-making process.
- Integrating the work of others into organizational practice.

Quantitative skills

- Working with quantitative data.
- Conducting and interpreting predictive analytics.
- Constructing metrics.

Critical legal thinking

- Analyzing situations from a legal perspective.
- Distilling the essential legal issues at hand.
- Considering and evaluating the relative merits of alternative legal interpretations.
- Making sound judgments based on a legal analysis of situations.

TEAM SKILLS

Emotional intelligence

- Interpreting the emotional state of self and others.
- Making effective use of this information to guide behaviour.

Project management

- Planning, executing, and controlling HR projects using appropriate tools and metrics.

Decision-making skills

- Making decisions in a timely manner, taking into consideration all relevant aspects of a situation.

Business acumen

- Effectively leveraging the context and dynamics of business.

Independence

- Acting as an independent professional in the context of the workplace.
- Adhering to the standards of the HR profession and to all workplace legislation, even when doing so is challenged.

ORGANIZATIONAL SKILLS

Ethical behaviour and professionalism

- Acting with honesty, integrity, credibility, self-confidence, and independence.
- Coping with ambiguity, conflicts of interest, and the need to protect the public interest.

Relationship management

- Building networks.
- Establishing effective working relationships.
- Working productively with others.

Negotiation and influencing

- Negotiating solutions that balance the interests of all parties.
- Delivering persuasive communications that build agreement on a particular course of action.

Strategic and organizational leadership

- Working in, building, and leading teams.
- Demonstrating competence in goal setting, planning and organization, collaboration, process management, empathy, flexibility, responding to feedback, and conflict management.

Integration

- Integrating the various practice areas of HR together into a coherent response to a challenge or issue.

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FUNCTIONAL COMPETENCIES MATRICES

10   STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
10.1	STRATEGIC PERSPECTIVE			
C001*	*Maintain awareness of broad economic, societal, technological, political, global, and demographic trends.*	B1001 Monitors business media.	B1001 Monitors business media. B2001 Analyzes news sources for economic, societal, technological, political, global, and demographic trend information.	B1001 Monitors business media. B2001 Analyzes news sources for economic, societal, technological, political, global, and demographic trend information. B3001 Collaborates with a peer group that is at the forefront of economic, societal, technological, political, global, and demographic trends.
C002*	*Identify HR opportunities and risks inherent in changes in economic, societal, technological, political, and demographic forces.*	B1002 Brings ideas to supervisor that are based on information from outside the HR field.	B2002 Considers how all news and information could affect job, organization, and the HR field. B2003 Keeps a log of ideas that could change how job is done. B2004 Discusses general world trends with colleagues in the business community. B2005 Generates ideas for how to take advantage of changes in the external environment.	B2002 Considers how all news and information could affect job, organization, and the HR field. B2004 Discusses general world trends with colleagues in the business community. B3002 Generates organizational initiatives based on capitalizing on changes in global trends. B3002b Recognizes need for business model change stemming from changes in external environment.

10 STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C003	*Formulate HR strategies within the organization that are informed by factors that are both internal and external to the organization.*	B1003 Assists supervisor in documenting HR strategies. B1004 Assists supervisor in researching available information.	B2006 Strategizes how to capitalize on changes in the external environment. B2007 Includes analysis of external and internal factors in the documentation of HR strategies.	B2006 Strategizes how to capitalize on changes in the external environment. B3003 Formulates HR strategies that position the organization as a recognized industry leader. B3004 Sets the change agenda for HR.
C004	*Execute HR strategies that enhance the value of the human resources within the organization.*	B1005 Tracks progress of HR strategic projects.	B2008 Quantifies the expected impact of an HR strategy on the organization. B2009 Documents how an HR strategy will enhance the value of the human resources in the organization. B2010 Manages the execution of HR strategies.	B2008 Quantifies the expected impact of an HR strategy on the organization. B3005 Provides executive leadership to the execution of HR strategies. B3006 Grows the organization through the effective use of human capital. B3007 Works with leaders throughout the organization to maximize the effectiveness of human capital.

10   STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
10.2	GOVERNANCE PRINCIPLES			
C005	*Maintain awareness of leading practices in governance.*	Not applicable	B2011 Reads books and articles on governance. B2012 Attends training on governance.	B2011 Reads books and articles on governance. B3008 Contributes to the literature on good governance practices. B3009 Sits on boards of directors. B3009b Participates actively in knowledge dissemination about good governance practices.
C006	*Understand the relationship between governance and the execution of strategy within the organization.*	B1006 Discusses with supervisor the impact of governance on HR projects and practices.	B2013 Confers with senior management regarding the organization's governance structure. B2014 Reads the minutes of board meetings. B2015 Develops potential actions that flow from the minutes of board meetings. B2016 Incorporates a system of appropriate sign-offs on projects. B2017 Ensures that HR staff understand the impact of the governance structure on the execution of strategy. B2018 Holds HR staff accountable for abiding by governance requirements.	B3010 Ensures that senior staff understand the impact of the governance structure on the execution of strategy. B3011 Holds senior staff accountable for abiding by governance requirements.

10   STRATEGY

	DESCRIPTION	**CHRP**	**CHRL**	**CHRE**
C007*	*Include governance considerations in the development of HR strategies.*	Not applicable	B2019 Integrates governance best practices into HR strategy planning. B2020 Prioritizes buy-in from decision-makers in the development of HR strategies.	B2019 Integrates governance best practices into HR strategy planning. B3012 Recommends governance structures that will allow for more effective HR strategies.
C008	*Adhere to governance requirements in the execution of HR strategies.*	B1007 Follows the requirements imposed by governance in the execution of HR strategies. B1008 Obtains necessary sign-offs for HR projects and procedures.	B2018 Holds HR staff accountable for abiding by governance requirements. B2021 Includes adherence to governance requirements as a success metric in project execution. B2022 Ensures HR staff understand the importance of adhering to governance requirements.	B3011 Holds senior staff accountable for abiding by governance requirements.

10 STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
10.3	LEADERSHIP			
C009	*Maintain understanding of the roles and responsibilities of the governing body and leadership.*	Not applicable	B2013 Confers with senior management regarding the organization's governance structure. B2023 Reads the terms of reference for the board of directors and the organization's bylaws and objects.	B3013 Participates in the establishment of the roles and responsibilities of the governing body and leadership. B3014 Drafts terms of reference for the governing body. B3015 Creates mechanisms that help the governing body measure and improve its efficacy. B3016 Supports the human resources and compensation committee, along with other board committees as required. B3016b Develops appropriate governance policies for organization and oversees their implementation. B3016c Supports the work of the board of directors.

10   STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C010	*Maintain understanding of the relationships between the organization and its stakeholders.*	B1009 Discusses with supervisor the key stakeholders of the organization and their impact on HR practices.	B2024 Maintains a list of the organization's stakeholders, along with the nature of the relationship to the organization and the key point of contact for each stakeholder. B2025 Conducts stakeholder mapping and analysis.	B2025 Conducts stakeholder mapping and analysis. B3017 Builds strong relationships with the key stakeholders of the organization. B3018 Develops strategies and tactics to leverage stakeholder relationships. B3019 Identifies the strategic value of the stakeholders of the organization.
C011	*Lead the organization's HR function with due consideration for the roles and responsibilities of leadership and the governing body.*	Not applicable	B2026 Provides leadership to HR staff. B2027 Motivates HR staff to do their very best in service to the organization's goals. B2028 Builds a track record of delivering value in the organization. B2029 Promotes a balanced perspective on the organization's leadership and governing body.	B2027 Motivates HR staff to do their very best in service to the organization's goals. B3007 Works with leaders throughout the organization to maximize the effectiveness of human capital. B3020 Provides strategic leadership to the HR management team.

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10 STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C012	*Provide leadership to the staff in the HR department.*	Not applicable	B2026 Provides leadership to HR staff. B2027 Motivates HR staff to do their very best in service to the organization's goals.	B3026 Provides leadership to senior HR staff. B3027 Engages senior HR staff in the successful fulfilment of the organization's vision. B3028 Models the organization's values in all actions and decisions.
C013	*Direct HR activities towards the implementation of the business plan.*	B1010 Keeps up to date on the organization's business plan. B1011 Assists supervisor in tracking progress towards fulfilment of the organization's business plan.	B1010 Keeps up to date on the organization's business plan. B2030 Itemizes the ways in which each HR activity directly contributes to the organization's business plan. B2031 Holds training sessions with HR staff to inform them on how HR activities are aligned with the organization' business plan. B2032 Monitors progress on HR activities that are in service of the organization's business plan.	B3029 Measures success as the effective use of human capital towards achievement of the organization's business plan. B3030 Ensures HR department activities are in service of the organization's business plan. B3031 Defines all project goals in terms of achievement of the organization's business plan.

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10 STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C014*	*Manage risk in the execution of HR activities.*	B1012 Documents the risk management measures taken with all HR activities.	B1012 Documents the risk management measures taken with all HR activities. B2033 Generates potential actions to manage or mitigate risk. B2034 Re-assesses risk on recurring or continuous activities on a fixed schedule.	B3032 Creates a risk assessment framework and procedure for the organization. B3033 Directs resources appropriately to the resolution of events that put the organization at substantial risk.
10.4	BUSINESS ACUMEN			
C015*	*Maintain understanding of the organization's vision, mission, values, and goals.*	B1013 Reads the organization's vision, mission, and values statement. B1014 Discusses the organization's vision, mission, and values with supervisor. B1015 Clarifies role in the achievement of the organization's goals with supervisor.	B1013 Reads the organization's vision, mission, and values statement. B2035 Presents the organization's vision, mission, and values to HR staff periodically. B2036 Discusses changes and potential changes in organizational goals with senior leadership.	B3034 Partners with senior executives in the establishment and evolution of the organization's vision, mission, values, and goals. B3035 Ensures senior HR staff remain informed about the organization's vision, mission, values, and goals. B3036 Partners with senior executives to ensure their business unit plans reflect the organization's vision, mission, values, and goals.

10   STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C016	*Apply sound business practices in carrying out the HR function.*	B1016 Seeks the best value from vendors of products and services. B1017 Prioritizes achievement of goals over completion of specific steps in a project plan. B1018 Adheres to timelines for projects and activities.	B2037 Demonstrates consideration of the needs of the organization in carrying out the HR function. B2038 Takes general management training. B2039 Makes decisions based on evidence and due consultation.	B2039 Makes decisions based on evidence and due consultation. B3037 Operates in the service of the organization as a whole. B3038 Builds leadership and business skills. B3039 Demonstrates strategic focus in the deployment of human capital.
C017	*Participate with other business leaders in the development of organizational strategy.*	Not applicable	B2040 Contributes actively during strategic planning sessions. B2041 Influences the direction of organizational strategy.	B2040 Contributes actively during strategic planning sessions. B3040 Identifies when organizational strategy is in need of change. B3041 Cultivates the integration of sound HR practices into organizational strategy. B3041b Monitors the implementation of organizational strategy and initiatives.

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10   STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C018	Direct the HR function towards realizing the organization's vision and goals.	B1019 Reads the organization's vision statement. B1020 Tracks progress on HR activities towards achievement of the organization's goals.	B1019 Reads the organization's vision statement. B2036 Discusses changes and potential changes in organizational goals with senior leadership. B2042 Presents the organization's vision to HR staff periodically. B2043 Incorporates success metrics that are based on realizing the organization's vision and goals.	B3042 Structures the HR function to align with the organization's vision and goals. B3043 Acts as the strategic HR architect for the HR department.
C019*	Adhere to the organization's values while carrying out its mission.	B1021 Reads the organization's mission and values statement. B1022 Acts according to the organization's values.	B1021 Reads the organization's mission and values statement. B1022 Acts according to the organization's values. B2044 Presents the organization's mission and values to HR staff periodically. B2045 Encourages HR staff to identify opportunities that better align HR activities with the organization's values. B2046 Includes adhering to the organization's values as a part of performance appraisals. B2097 Can describe the organization's values.	B1022 Acts according to the organization's values. B3028 Models the organization's values in all actions and decisions. B3044 Develops the organization's values with the leadership team.

10   STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
10.5	STRATEGIC ALIGNMENT			
C020	*Gain comprehensive understanding of the organization's strategic plan.*	B1023 Reads organization's strategic plan. B1024 Asks questions to ensure understanding of the organization's strategic plan.	B1023 Reads organization's strategic plan. B1024 Asks questions to ensure understanding of the organization's strategic plan. B2047 Contributes to development of the organization's strategic plan.	B2047 Contributes to development of the organization's strategic plan. B3045 Is part of the team that sets the organization's strategic plan.
C021	*Assess variances between current HR practices and those required to achieve the organization's strategic plan.*	B1025 Performs analyses as directed.	B2048 Designs gap analysis. B2049 Assesses gaps in organizational structure. B2050 Assesses gaps in staffing levels. B2051 Assesses gaps in organizational competencies. B2052 Assesses gaps in HR policies and procedures. B2053 Performs analyses to quantify gaps. B2054 Determines which gaps in HR practices require action.	B2049 Assesses gaps in organizational structure. B2050 Assesses gaps in staffing levels. B2051 Assesses gaps in organizational competencies B2054 Determines which gaps in HR practices require action. B3046 Assesses gaps in HR alignment with organizational goals and objectives.

10 STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C022	*Develop potential tactics to achieve desired HR practices.*	B1026 Researches options as directed.	B2055 Consults the HR literature for relevant tactical options. B2056 Creates a list of potential action items.	B3047 Consults the HR literature for relevant strategic solutions. B3048 Considers tactics outside the traditional scope of HR practices. B3049 Establishes tactics that make effective use of human capital to solve organizational problems.
C023	*Evaluate the relative efficacy of alternative tactical options.*	B1025 Performs analyses as directed. B1027 Compiles data to aid in decision-making.	B2057 Consults with peers on the merits of alternative courses of action. B2058 Consults the HR literature for evidence of the efficacy of alternative courses of action. B2059 Describes the primary advantages and disadvantages of alternative courses of action. B2060 Identifies the optimal solutions to address the gap in HR practices.	B2058 Consults the HR literature for evidence of the efficacy of alternative courses of action. B2060 Identifies the optimal solutions to address the gap in HR practices. B3050 Consults outside the organization on the merits of alternative courses of action. B3051 Considers complex interactions between alternative actions in evaluating efficacy.

10 STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C024	*Establish a work plan that prioritizes the most effective steps to achieve the desired HR practices.*	B1028 Works with supervisor to develop the details of the work plan.	B2061 Compiles a project charter. B2062 Sets priorities based on the most logical ordering of events and based on importance to the organization. B2063 Creates a work plan consistent with good project management practices. B2064 Obtains executive endorsement for a work plan. B2065 Establishes an effective project team.	B2062 Sets priorities based on the most logical ordering of events and based on importance to the organization. B3052 Integrates the HR work plan with other initiatives across the organization. B3053 Ensures concordance of the work plan to meeting organizational goals before endorsing the plan. B3054 Seeks out opportunities to leverage the value of human capital projects for other purposes within the organization.

10   STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C025	*Manage the HR practices work plan, ensuring that the strategic goals of the organization form the benchmark for success.*	B1029 Manages meeting logistics for the project. B1030 Manages team communication for the project. B1031 Tracks project costs. B1032 Tracks resource time on the project. B1033 Maintains activity logs for the project.	B2066 Measures project progress by time, scope, cost, and continued concordance with organizational goals. B2067 Establishes a communication plan that provides regular input on project progress. B2068 Keeps the project on schedule. B2069 Keeps the project on budget. B2070 Actively manages project team resources. B2071 Adapts the project plan as necessary to meet organizational goals. B2072 Obtains executive endorsement of the completion of project goals. B2073 Determines when the project can be closed.	B3054 Seeks out opportunities to leverage the value of HR projects for other purposes within the organization. B3055 Assesses the ongoing effectiveness of HR projects for meeting organizational goals. B3056 Champions the achievement of the organization's strategic goals.
10.6	INTERNATIONAL HUMAN RESOURCES MANAGEMENT			
C026	*Integrate direction from a foreign head office into the context of Canadian operations.*	B1034 Reviews organizational policies, upon request, from a foreign head office for appropriateness in the Canadian context.	B2074 Develops an HR strategy for Canadian operations in line with direction from a foreign head office.	B3057 Influences the overall multinational HR strategy to enable it to be maximally effective for HR practices in the Canadian subsidiary.

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10   STRATEGY

	DESCRIPTION	CHRP	CHRL	CHRE
C026b	*Apply practices from Canadian head office into the operations of a foreign field office.*	B1034b Gathers relevant information on local practices in one or more foreign field offices.	B2074b Makes relevant adaptations of practices for the operations of a foreign field office in line with strategy and direction of Canadian head office.	B3057b Applies practices in line with strategy and direction of Canadian head office in the context where a Canadian head office directs the operations of multiple foreign field offices.
C027	*Develop an overall HR strategy that can be adapted to various national contexts.*	B1035 Gathers relevant information, upon request, on HR management across various national contexts.	B2075 Works with others to develop an overall HR strategy that can be adapted to various national contexts.	B3058 Influences the overall multinational HR strategy to enable it to be maximally effective from the perspective of an HR leader in the multinational head office.

20 PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
20.1	BALANCED INTERESTS			
C028	*Build productive relationships both inside and outside the organization.*	B1036 Interacts in person with colleagues regularly. B1037 Consults with others to find optimal business solutions. B1038 Works with fellow employees to complete tasks.	B1036 Interacts in person with colleagues regularly. B1037 Consults with others to find optimal business solutions. B2076 Attends HR field events. B2077 Develops initiatives with colleagues in other departments.	B1037 Consults with others to find optimal business solutions. B2076 Attends HR events. B3059 Champions effective internal teams. B3060 Provides leadership on committees external to the organization.
C029	*Adhere to accepted HR standards of practice.*	B1039 Keeps current on standards in the HR field. B1040 Identifies to supervisor any practices that appear contrary to accepted HR standards of practice.	B1039 Keeps current on standards in the HR field. B2078 Assesses work against HR standards. B2079 Conducts internal audits of HR department functions. B2080 Advocates changes to HR practices to bring them into line with HR standards.	B1039 Keeps current on standards in the HR field. B3061 Participates in the development of HR standards of practice. B3062 Champions meeting or exceeding industry standards of practice.
C030*	*Balance the interests of all affected parties in carrying out HR activities.*	B1041 Considers different perspectives and needs in carrying out HR activities.	B2081 Identifies all parties who could be affected by a decision or practice. B2082 Strives to include all viewpoints in the resolution of a problem. B2083 Encourages dissenting points of view.	B2081 Identifies all parties who could be affected by a decision or practice. B2083 Encourages dissenting points of view. B3063 Solicits the involvement of all necessary persons to obtain a balanced discussion on organizational issues.

20 PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
C031	*Act with integrity in all undertakings.*	B1042 Operates as if all decisions and actions were being observed.	B1042 Operates as if all decisions and actions were being observed. B2084 Is willing to put own name on all decisions.	B1042 Operates as if all decisions and actions were being observed. B2084 Is willing to put own name on all decisions. B3064 Advocates strong ethical standards in the organization.
C032	*Make decisions only after considering all accessible and relevant facts.*	B1043 Collects all data that is reasonably accessible and pertinent to the issue. B1044 Evaluates collected data before making recommendations. B1045 Justifies decisions based on collected evidence. B1046 Discusses decisions with supervisor before taking action.	B1043 Collects all data that is reasonably accessible and pertinent to the issue. B1044 Evaluates collected data before making recommendations. B1045 Justifies decisions based on collected evidence. B2085 Establishes guidelines for HR practices that necessitate the collection of data.	B1044 Evaluates collected data before making recommendations. B1045 Justifies decisions based on collected evidence. B3065 Champions an evidence-based decision-making culture.

20   **PROFESSIONAL PRACTICE**

	DESCRIPTION	CHRP	CHRL	CHRE
20.2	ETHICS			
C033	*Adhere to the HRPA Rules of Professional Conduct in all undertakings.*	B1047 Consults with other HR professionals for guidance on how to handle ethical dilemmas. B1048 Acts in accordance with the HRPA Rules of Professional Conduct.	B1047 Consults with other HR professionals for guidance on how to handle ethical dilemmas. B1048 Acts in accordance with the HRPA Rules of Professional Conduct. B2086 Reads the HRPA Rules of Professional Conduct. B2087 Consults the HRPA Rules of Professional Conduct for guidance when necessary.	B1047 Consults with other HR professionals for guidance on how to handle ethical dilemmas. B1048 Acts in accordance with the HRPA Rules of Professional Conduct. B2086 Reads the HRPA Rules of Professional Conduct. B2087 Consults the HRPA Rules of Professional Conduct for guidance when necessary.
C034	*Model ethical practices for staff.*	B1048 Acts in accordance with the HRPA Rules of Professional Conduct.	B1048 Acts in accordance with the HRPA Rules of Professional Conduct. B2088 Discusses challenging ethical dilemmas with staff. B2089 Seeks out opportunities to demonstrate ethical behaviour to staff.	B1048 Acts in accordance with the HRPA Rules of Professional Conduct. B2089 Seeks out opportunities to demonstrate ethical behaviour to staff. B3066 Communicates senior management's dedication to ethical business practices. B3067 Scans the organization's actions for evidence of abiding by ethical standards. B3068 Champions strong ethical standards in the organization.

20   PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
C030*	*Balance the interests of all affected parties in carrying out HR activities.*	B1041 Considers different perspectives and needs in carrying out HR activities.	B2081 Identifies all parties who could be affected by a decision or practice. B2082 Strives to include all viewpoints in the resolution of a problem. B2083 Encourages dissenting points of view.	B2081 Identifies all parties who could be affected by a decision or practice. B2083 Encourages dissenting points of view. B3063 Solicits the involvement of all necessary persons to obtain a balanced discussion on organizational issues.
20.3	LEGAL			
C035	*Demonstrate understanding of the application of HR legal requirements in the workplace.*	B1049 Discusses with supervisor the specific legislation that governs performed HR tasks. B1050 Identifies potential infractions of HR legal requirements.	B1050 Identifies potential infractions of HR legal requirements. B2090 Makes changes to existing HR practices because of changes to legal requirements. B2091 Seeks legal advice when necessary.	B2091 Seeks legal advice when necessary. B3069 Serves as an authority on HR law in the workplace.
C036	*Keep current on changes to the laws that govern HR practices.*	B1049 Discusses with supervisor the specific legislation that governs performed HR tasks.	B2092 Monitors the HR media for changes to the laws that govern HR practices. B2093 Attends industry training on the laws that govern HR practices.	B2092 Monitors the HR media for changes to the laws that govern HR practices. B3070 Networks to be aware of impending legislation before it is passed.

20   **PROFESSIONAL PRACTICE**

	DESCRIPTION	CHRP	CHRL	CHRE
C037	*Adhere to legal requirements in carrying out all HR activities.*	B1051 Verifies that HR tasks are carried out in accordance with legislation.	B2094 Keeps an easily accessible reference list of the most relevant legal requirements. B2095 Evaluates new HR initiatives for compliance with legal requirements. B2096 Takes responsibility for following legal requirements in the HR department.	B2095 Evaluates new HR initiatives for compliance with legal requirements. B3071 Assumes accountability for adherence to HR legal requirements.
C019*	*Adhere to the organization's values while carrying out its mission.*	B1021 Reads the organization's mission and values statement. B1022 Acts according to the organization's values.	B1021 Reads the organization's mission and values statement. B1022 Acts according to the organization's values. B2044 Presents the organization's mission and values to HR staff periodically. B2045 Encourages HR staff to identify opportunities that better align HR activities with the organization's values. B2046 Includes adhering to the organization's values as a part of performance appraisals. B2097 Can describe the organization's values. B2098 Makes sure own behaviour is aligned with the organization's values. B2099 Seeks out opportunities for the HR function to be more aligned with the organization's values.	B1022 Acts according to the organization's values. B3028 Models the organization's values in all actions and decisions. B3044 Develops the organization's values with the leadership team.

20 PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
C038	*Identify risks to the organization stemming from the need to adhere to legal requirements.*	B1052 Identifies potential risk situations to supervisor. B1053 Identifies when the organization is at risk of not following legal requirements in any administrative HR activities.	B2100 Identifies systemic risks to adhering to legal requirements in the HR system. B2101 Assesses the risks associated with all HR activities. B2102 Estimates the likelihood of risk events occurring.	B2101 Assesses the risks associated with all HR activities. B3072 Establishes organization-wide systems to reduce the likelihood of not adhering to legal requirements for HR practices. B3073 Predicts potential future situations in which the organization's HR practices could be offside of current or prospective legal requirements.
C014*	*Manage risk in the execution of HR activities.*	B1012 Documents the risk management measures taken with all HR activities.	B1012 Documents the risk management measures taken with all HR activities. B2033 Generates potential actions to manage or mitigate risk. B2034 Re-assesses risk on recurring or continuous activities on a fixed schedule.	B3032 Creates a risk assessment framework and procedure for the organization. B3033 Directs resources appropriately to the resolution of events that put the organization at substantial risk.
20.4	RESPONSIBLE GOVERNANCE			
C039	*Assess the ethical implications of alternative courses of actions.*	B1054 Consults with supervisor when unsure about the ethical implications of an activity or decision.	B2103 Considers issues from all relevant perspectives. B2104 Assesses the likelihood of a course of action leading to a breach of ethics. B2105 Documents the presence of a potential ethical implication to planned courses of action.	B2103 Considers issues from all relevant perspectives. B2104 Assesses the likelihood of a course of action leading to a breach of ethics.

20   PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
C040	*Recommend only ethical solutions to problems.*	B1055 Omits from recommendations any options that have a high likelihood of leading to a breach of ethics.	B1055 Omits from recommendations any options that have a high likelihood of leading to a breach of ethics.	B1055 Omits from recommendations any options that have a high likelihood of leading to a breach of ethics. B3074 Steers the organization away from recommendations and solutions that are ethically unsound.
C041	*Promote ethical decision-making to the organization's leadership.*	Not applicable	B2106 Identifies to leadership any courses of action that could place the organization in a position to breach accepted ethical standards. B2107 Promotes alternative points of view to leadership. B2108 Advocates for the needs of stakeholders who do not have an active role in decision-making.	B2108 Advocates for the needs of stakeholders who do not have an active role in decision-making. B3074 Steers the organization away from recommendations and solutions that are ethically unsound. B3068 Champions strong ethical standards in the organization.
C014*	*Manage risk in the execution of HR activities.*	B1012 Documents the risk management measures taken with all HR activities.	B1012 Documents the risk management measures taken with all HR activities. B2033 Generates potential actions to manage or mitigate risk. B2034 Re-assesses risk on recurring or continuous activities on a fixed schedule.	B3032 Creates a risk assessment framework and procedure for the organization. B3033 Directs resources appropriately to the resolution of events that put the organization at substantial risk.

20   PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
C007*	*Include governance considerations in the development of HR strategies.*	Not applicable	B2019 Integrates governance requirements into HR strategy planning. B2020 Prioritizes buy-in from decision-makers in the development of HR strategies.	B2019 Integrates governance requirements into HR strategy planning. B3012 Recommends governance structures that will allow for more effective HR strategies.
20.5	ADVANCEMENT OF THE PROFESSION			
C042	*Participate in activities that promote the HR profession.*	B1056 Participates in events relevant to HR professionals.	B1056 Participates in events relevant to HR professionals. B2109 Volunteers in activities outside the organization that build the HR profession. B2110 Volunteers on HRPA committees.	B1056 Participates in events relevant to HR professionals. B2109 Volunteers in activities outside the organization that build the HR profession. B2110 Volunteers on HRPA committees. B3075 Writes articles for the HR literature and media. B3060 Provides leadership on committees external to the organization.
C043	*Promote the value of the HR profession in the workplace.*	B1057 Acts professionally with colleagues in the organization.	B1057 Acts professionally with colleagues in the organization. B2111 Seeks out opportunities to add value to initiatives across the organization. B2112 Helps provide HR solutions to organizational problems.	B1057 Acts professionally with colleagues in the organization. B3076 Provides HR solutions to organizational problems. B3077 Champions the use of human capital solutions to organizational problems.

20 PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
20.6	EVIDENCE-BASED APPROACH			
C044	*Consult the literature for solutions to HR challenges.*	B1058 Reads HR journals. B1059 Scans the Internet for solutions offered by others to HR problems.	B1058 Reads HR journals. B1059 Scans the Internet for solutions offered by others to HR problems. B2113 Reads HR literature regularly. B2114 Looks to the HR literature for potential solutions to HR problems. B2115 Distinguishes robust information from that which is less reliable.	B2114 Looks to the HR literature for potential solutions to HR problems. B2115 Distinguishes robust information from that which is less reliable.
C045	*Promote the use of data and quantitative and qualitative research in the decision-making process.*	B1060 Collects data before bringing issues to supervisor.	B2116 Requires staff to collect and analyze data before recommending a course of action. B2117 Encourages collection of information from outside the HR department to help in making HR decisions.	B2116 Requires staff to collect and analyze data before recommending a course of action. B3078 Creates an organizational culture that rewards evidence-based decision-making.
C046	*Document the rationale for HR decisions.*	B1061 Maintains notes that itemize why decisions were made. B1062 Creates reports on HR decisions at the direction of supervisor.	B1061 Maintains notes that itemize why decisions were made. B2118 Defends a decision with reference to data and quantitative and qualitative research. B2119 Maintains documentation in support of HR decisions that would be defensible in a court of law.	B2118 Defends a decision with reference to data and quantitative and qualitative research. B2119 Maintains documentation in support of HR decisions that would be defensible in a court of law.

20   PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
20.7	EXTERNAL TRENDS			
C047	*Evaluate the credibility of sources of information.*	B1063 Critically assesses all information. B1064 Asks questions of supervisor when in doubt about the source of information.	B1063 Critically assesses all information. B2120 Researches the reputation of authors of HR publications. B2121 Makes own assessment of the information presented.	B1063 Critically assesses all information. B2121 Makes own assessment of the information presented. B3079 Knows the biases of business information providers.
C048	*Keep current on business information and trends.*	B1001 Monitors business media. B1065 Discusses current business events with coworkers and supervisor.	B1001 Monitors business media. B2122 Takes general business skills training.	B1001 Monitors business media. B3080 Attends conferences and training that are focused on the future of business practices. B3081 Writes articles for the business media.
C001*	*Maintain awareness of broad economic, societal, technological, political, global, and demographic trends.*	B1001 Monitors business media.	B1001 Monitors business media. B2001 Analyzes news sources for economic, societal, technological, political, global, and demographic trend information.	B1001 Monitors business media. B2001 Analyzes news sources for economic, societal, technological, political, global, and demographic trend information. B3001 Collaborates with a peer group that is at the forefront of economic, societal, technological, political, global, and demographic trends.

20 PROFESSIONAL PRACTICE

	DESCRIPTION	CHRP	CHRL	CHRE
C002*	*Identify HR opportunities and risks inherent in changes in economic, societal, technological, political, and demographic forces.*	B1002 Brings ideas to supervisor that are based on information from outside the HR field.	B2002 Considers how all news and information could affect job, organization, and the HR field. B2003 Keeps a log of ideas that could change how job is done. B2004 Discusses general world trends with colleagues in the business community. B2005 Generates ideas for how to take advantage of changes in the external environment.	B2002 Considers how all news and information could affect job, organization, and the HR field. B2004 Discusses general world trends with colleagues in the business community. B3002 Generates organizational initiatives based on capitalizing on changes in global trends. B3002b Recognizes need for business model change stemming from changes in external environment.
C049	*Evaluate the applicability of new concepts and technology to the practice of HR within the organization.*	B1066 Brings ideas to supervisor on how to potentially apply a new technology to HR activities.	B2123 Seeks out opportunities to apply new learning to current HR practices. B2124 Conducts a cost/benefit analysis of a potential technology implementation. B2125 Consults with colleagues on the merits of a new approach to HR practice.	B2123 Seeks out opportunities to apply new learning to current HR practices. B3082 Leads the organization in adopting new technologies that improve HR practices. B3083 Considers the potential benefits to the organization of all new technologies.

30 ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
30.1	PRODUCTIVITY			
C050	*Develop potential initiatives that align culture and values with organizational strategy.*	Not applicable	B2126 Brainstorms potential initiatives with staff for better aligning organizational culture with values. B2127 Documents culture and values initiatives with their potential impact across workgroups. B2128 Proposes program designs to enhance productivity.	B3084 Integrates values and culture development into organizational initiatives.
C051*	*Measure employee productivity.*	B1067 Compiles employee productivity data. B1068 Coordinates the collection of employee productivity data.	B2129 Determines the most relevant indicators of employee productivity. B2130 Collects data on employee productivity systematically. B2131 Analyzes employee productivity data for trends. B2132 Identifies areas for improvement.	B2131 Analyzes employee productivity data for trends. B2132 Identifies areas for improvement.

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30   ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
C052*	*Measure employee engagement and morale.*	B1069 Facilitates the distribution of employee engagement surveys. B1070 Compiles data from employee engagement surveys.	B2133 Develops employee engagement surveys. B2134 Conducts sessions with employees to collect feedback on potential engagement and morale concerns. B2135 Administers employee engagement surveys periodically. B2136 Analyzes the results of employee engagement surveys to identify trends and areas for improvement.	B3085 Provides executive sponsorship of the collection of employee engagement data.
30.2	ORGANIZATIONAL STRUCTURE			
C053	*Diagnose when performance issues are due to organizational design problems.*	B1071 Carries out evaluations of organizational design under direction using established assessment protocols.	B2137 Chooses the appropriate methodology and approach to assess the appropriateness of current organization structure.	B3086 Assesses the appropriateness of the organization's structure and recommends alternative organizational structures.
C054	*Work out the organizational structure that is most suitable given the organizational strategy and objectives.*	B1072 Understands what proposed changes to the organization's structure are at the practical level.	B2138 Designs the organizational structure that is best suited given the organizational strategy and objectives in less complex situations.	B3087 Designs the organizational structure that is best suited given the organizational strategy and objectives in complex situations.

30 ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
C055	*Implement organizational redesign initiatives.*	B1073 Assists with the implementation of changes to the organization's structure in low-complexity situations under direction.	B2139 Implements changes to the organization's structure in low-complexity situations B2140 Assists with the implementation of changes to the organization's structure in complex situations with some direction.	B3088 Implements large-scale changes to the organization's structure in complex situations.
30.3	EMPLOYEE ENGAGEMENT			
C056	*Maintain knowledge of literature on employee engagement.*	Not applicable	B2141 Reads articles on employee engagement. B2142 Attends training on employee engagement.	B3089 Contributes to the literature on employee engagement. B3090 Serves as an authority on best practices in employee engagement.
C057	*Advocate strategies to enhance employee engagement with senior management.*	Not applicable	B2143 Presents evidence on the value of employee engagement to leadership. B2144 Suggests strategies to leadership that will enhance employee engagement.	B3091 Champions employee engagement initiatives among senior management. B3092 Ensures that organizational initiatives will either build or be neutral to employee engagement.

30 ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
C052*	*Measure employee engagement and morale.*	B1069 Facilitates the distribution of employee engagement surveys. B1070 Compiles data from employee engagement surveys.	B2133 Develops employee engagement surveys. B2134 Conducts sessions with employees to collect feedback on potential engagement and morale concerns. B2135 Administers employee engagement surveys periodically. B2136 Analyzes the results of employee engagement surveys to identify trends and areas for improvement.	B3085 Provides executive sponsorship of the collection of employee engagement data.
C058	*Develop potential strategies to enhance employee engagement.*	B1074 Researches potential employee engagement strategies as directed by supervisor.	B2145 Meets with staff to brainstorm potential strategies to improve employee engagement. B2146 Consults the literature for potential strategies to enhance employee engagement. B2147 Assesses the return on investment of alternative employee engagement strategies.	B2147 Assesses the return on investment of alternative employee engagement strategies. B3093 Solicits input from external experts on how to improve employee engagement and morale.
C059	*Create work plans to implement employee engagement initiatives.*	B1075 Creates timeline charts that support employee engagement projects. B1076 Arranges periodic update meetings to track progress on employee engagement initiatives.	B2148 Works with other departments as necessary to determine the work plan. B2149 Sets outcome measures for the successful completion of the work plan. B2150 Gains executive approval for the work plan.	B3094 Provides executive sponsorship of employee engagement initiatives.

30 ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
C060	*Assess the impact of employee engagement initiatives.*	B1077 Assists supervisor in analyzing data from employee engagement initiatives.	B2135 Administers employee engagement surveys periodically. B2136 Analyzes the results of employee engagement surveys to identify trends and areas for improvement. B2151 Analyzes changes in employee engagement across time. B2152 Documents the return on investment of employee engagement initiatives.	B3095 Identifies the need to adjust employee engagement initiatives based on impact. B3096 Considers the effects of employee engagement initiatives that are not quantifiable.
C051*	*Measure employee productivity.*	B1067 Compiles employee productivity data. B1068 Coordinates the collection of employee productivity data.	B2129 Determines the most relevant indicators of employee productivity. B2130 Collects data on employee productivity systematically. B2131 Analyzes employee productivity data for trends. B2132 Identifies areas for improvement.	B2131 Analyzes employee productivity data for trends. B2132 Identifies areas for improvement.

30 ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
30.4	RISKS			
C061	*Identify the HR risk factors that may impede organizational performance.*	B1078 Carries out activities to identify HR risk factors under direction using established assessment protocols.	B2153 Chooses the appropriate methodology and approach to identify HR risk factors.	B3097 Chooses the appropriate methodology and approach to identify HR risk factors in more complex situations.
C062	*Assess the potential impact of HR risk factors on organizational performance.*	B1079 Carries out activities to assess HR risk factors under direction using established assessment protocols.	B2154 Chooses the appropriate methodology and approach to assess HR risk factors.	B3098 Chooses the appropriate methodology and approach to assess HR risk factors in more complex situations.
C063	*Develop initiatives that will minimize or mitigate the impact of identified HR risk factors.*	B1080 Carries out activities that will minimize or mitigate the impact of identified HR risk factors under direction using established assessment protocols.	B2155 Designs and carries out interventions that will minimize or mitigate the impact of identified HR risk factors in less complex situations. B2156 Assesses the effectiveness of interventions that will minimize or mitigate the impact of identified HR risk factors in less complex situations. B2157 Executes initiatives to mitigate identified HR risks.	B3099 Designs and carries out activities that will minimize or mitigate the impact of identified HR risk factors in more complex situations. B3100 Assesses the effectiveness of interventions that will minimize or mitigate the impact of identified HR risk factors in more complex situations.
C064	*Establish understanding of the short- and long-term goals of planned organizational changes.*	B1081 Discusses the short- and long-term goals of planned organizational changes with supervisor.	B2158 Discusses the short- and long-term goals of planned organizational changes with senior leadership. B2159 Formulates short-term goals that will help establish progress towards long-term goals.	B3101 Reviews the short- and long-term goals of planned organizational changes with senior HR staff.

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	DESCRIPTION	CHRP	CHRL	CHRE
C065	*Assess the HR implications of planned organizational changes.*	Not applicable	B2160 Meets with senior leadership to gain an in-depth understanding of planned organizational changes. B2161 Reviews planned organizational changes with HR team to brainstorm potential impact. B2162 Documents the potential HR implications of planned organizational changes. B2163 Validates anticipated HR implications of planned organizational changes with senior leadership.	B3102 Confers with other senior leaders on the HR impact of planned organizational changes. B3103 Reviews planned organizational changes with senior HR staff to identify potential impact. B3104 Incorporates benefits to HR practices into planned organizational changes.
30.5	*CHANGE MANAGEMENT*			
C066	*Evaluate the risks to success of a organizational change management strategy.*	B1082 Assists supervisor in documenting risks.	B2164 Reviews planned organizational changes with HR team to brainstorm potential threats to success. B2165 Consults with leaders across the organization on potential HR risks associated with a planned organizational change strategy. B2166 Documents the risks, with quantification where possible, of a planned organizational change management strategy.	B3105 Reviews planned organizational changes with senior HR staff to identify potential threats to success. B3106 Incorporates risk mitigation strategies into organizational change strategies.

30   ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	**CHRP**	**CHRL**	**CHRE**
C067	*Contribute to the development of an organizational change management strategy.*	B1083 Compiles HR data to support hypotheses about changes that would benefit the organization.	B1083 Compiles HR data to support hypotheses about changes that would benefit the organization. B2167 Formulates persuasive arguments regarding courses of action that would benefit the organization. B2168 Works collegially with other leaders in the organization towards the goal of improving the whole organization. B2169 Participates actively in strategic planning sessions.	B2167 Formulates persuasive arguments regarding courses of action that would benefit the organization. B2168 Works collegially with other leaders in the organization towards the goal of improving the whole organization. B3107 Leads change in the organization. B3108 Identifies the need for organizational change.
C068	*Build an HR work plan to guide the necessary changes in concert with the organization's change management strategy.*	B1084 Creates a chart to establish a timeline and structure for the project. B1085 Ensures all necessary signatures have been obtained before initiating project.	B1084 Creates a chart to establish a timeline and structure for the project. B2170 Drafts a project charter. B2171 Creates project goals that are aligned with the organization's change management strategy goals. B2172 Gains approval for the HR work plan from senior management before implementation. B2173 Strikes project teams to execute HR projects.	B2171 Creates project goals that are aligned with the organization's change management strategy goals. B3109 Identifies HR projects that will align with the organization's change management strategy. B3110 Serves as executive sponsor of HR projects.

30 ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
30.6	TEAM EFFECTIVENESS			
C069	*Diagnose the team dynamics that are at the root of team dysfunction.*	B1086 Carries out assessments of team functioning using established assessment protocols.	B2174 Chooses the appropriate methodology and approach to assess team effectiveness. B2175 Recommends alternative courses of action for addressing team issues.	B3111 Chooses the appropriate methodology and approach to assess senior management team effectiveness. B3112 Recommends alternative courses of action for addressing senior management team issues.
C070	*Develop team-based interventions designed to improve team effectiveness.*	B1087 Assists in the development of team-based interventions.	B2176 Develops protocols for team interventions that can be used throughout the organization. B2177 Mediates team disputes for management teams.	B3113 Mediates team disputes for the senior leadership. B3114 Creates a protocol to intervene in team issues at the senior level.
C071	*Implement team-based interventions that improve team effectiveness.*	B1088 Carries out team-based interventions under direction.	B2178 Carries out team interventions based on identified team issues. B2179 Evaluates the impact of team-based interventions to ensure that desired outcomes are achieved.	B3115 Carries out interventions with senior management team, based on identified team issues. B3116 Evaluates the impact of team-based interventions with the senior management team to ensure that desired outcomes are achieved.

30   ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
C072	Assess team leadership on ability to guide the team to successfully meet established goals.	B1089 Assesses team leadership using an established protocol under direction.	B2180 Chooses the appropriate methodology and approach to assess leadership effectiveness. B2181 Identifies the need to replace team leadership.	B2181 Identifies the need to replace team leadership. B3117 Chooses the appropriate methodology and approach to assess leadership effectiveness of senior organization leaders.
C073	Develop interventions to improve the effectiveness of leadership teams.	B1090 Provides input on potential interventions for leadership teams.	B2182 Creates interventions tailored to the specific needs of a leadership team.	B3118 Creates a positive leadership culture that reduces the likelihood of leadership team conflict.
C074	Implement interventions when there is evidence of leadership team dysfunction.	B1091 Assists in leadership team interventions.	B2183 Carries out leadership interventions based on identified leadership challenges. B2184 Evaluates the impact of leadership interventions to ensure that desired outcomes are achieved.	B3119 Carries out leadership interventions with senior organization leaders based on identified leadership issues. B3120 Evaluates the impact of leadership interventions with senior organization leaders to ensure that desired outcomes are achieved.
30.7	JOB ANALYSIS			
C075	Conduct a job analysis using an objective methodology that is appropriate for the purpose for which the job analysis is conducted.	B1092 Collects data for a job analysis as per an established protocol.	B2185 Sets the objectives and methodology for the job analysis initiative. B2186 Ensures job analyses are consistent with best practices.	B3121 Considers the findings of a job analysis initiative in the context of other HR initiatives in service of the organizational strategy.

30   ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
C076	*Implement job enrichment, job enlargement, and job re-design initiatives when deemed appropriate.*	B1093 Carries out job enrichment, job enlargement, and job re-design initiatives under direction.	B2187 Identifies the need for job enrichment, job enlargement, and job re-design initiatives. B2188 Designs job enrichment, job enlargement, and job re-design initiatives. B2189 Evaluates the impact of job enrichment, job enlargement, and job re-design initiatives to ensure that desired outcomes are achieved.	B3122 Considers job enrichment, job enlargement, and job re-design initiatives in the context of other HR initiatives in service of the organizational strategy.
30.8	COMMUNICATING CHALLENGES AND DEVELOPMENTS			
C077	*Partner collaboratively with organizational leadership in the development of communications.*	B1094 Speaks positively to employees about the goals of leadership. B1095 Seeks opportunities to contribute to the organization as a whole.	B1094 Speaks positively to employees about the goals of leadership. B2190 Works collegially with leadership to solve organizational problems. B2191 Offers unsolicited assistance to organizational leadership. B2192 Assists in the development of communications strategies.	B3123 Serves as an HR communications strategist for the organization.

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	DESCRIPTION	CHRP	CHRL	CHRE
C078	Communicate with employees in a manner that enhances affiliation with the organization.	B1096 Speaks positively of the organization with coworkers. B1097 Presents a balanced view of the organization in discussions with fellow employees.	B2193 Speaks positively to employees about the goals of the organization. B2194 Builds enthusiasm with employees for working together to meet organizational goals. B2195 Helps employees align their own personal goals with those of the organization. B2196 Demonstrates to employees that the organization genuinely cares for their well-being.	B2194 Builds enthusiasm with employees for working together to meet organizational goals. B2196 Demonstrates to employees that the organization genuinely cares for their well-being.
C079	Communicate with unions in a respectful manner that promotes understanding of the organization's challenges and developments.	B1098 Interacts respectfully with union representatives.	B1098 Interacts respectfully with union representatives. B2197 Establishes common goals with unions. B2198 Builds trust with unions by transparently presenting the organization's challenges and developments.	B1098 Interacts respectfully with union representatives. B2197 Establishes common goals with unions. B2198 Builds trust with unions by transparently presenting the organization's challenges and developments. B3124 Works collaboratively with unions to build organizational messaging.

30   ORGANIZATIONAL EFFECTIVENESS

	DESCRIPTION	CHRP	CHRL	CHRE
C080	*Craft communications that accurately portray the state of the organization and that are engaging for employees, unions, and stakeholders.*	B1099 Reviews communications for accuracy of stated facts. B1100 Provides feedback to supervisor on the likely effectiveness of planned all-staff communications.	B2199 Develops key messages as the foundation for planned communications. B2200 Writes clear and precise communications that are sufficient in detail to convey the state of the organization. B2201 Writes in an engaging manner, while maintaining a professional style.	B2199 Develops key messages as the foundation for planned communications. B2200 Writes clear and precise communications that are sufficient in detail to convey the state of the organization. B2201 Writes in an engaging manner, while maintaining a professional style.
C081	*Measure communication effectiveness.*	B1101 Collects data on communication effectiveness at the request of manager.	B2202 Creates methods of assessing the effectiveness of communications. B2203 Collects data on the comprehension of messages sent from the organization's leadership. B2204 Collects data on changes in behaviour that were intended by communications. B2205 Identifies changes to communications based on collected data.	B2205 Identifies changes to communications based on collected data. B3125 Directs the collection of data on the effectiveness of key leadership communications.

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40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
40.1	WORKFORCE PLAN DEVELOPMENT			
C015*	*Maintain understanding of the organization's vision, mission, values, and goals.*	B1013 Reads the organization's vision, mission, and values statement. B1014 Discusses the organization's vision, mission, and values with supervisor. B1015 Clarifies role in the achievement of the organization's goals with supervisor.	B1013 Reads the organization's vision, mission, and values statement. B2035 Presents the organization's vision, mission, and values to HR staff periodically. B2036 Discusses changes and potential changes in organizational goals with senior leadership.	B3034 Partners with senior executives in the establishment and evolution of the organization's vision, mission, values, and goals. B3035 Ensures senior HR staff remain informed about the organization's vision, mission, values, and goals. B3036 Partners with senior executives to ensure their business unit plans reflect the organization's vision, mission, values, and goals.
C082	*Create a future-focused workforce plan.*	B1102 Creates a chart for the timeline of a workforce plan. B1103 Drafts the project management documentation to support a workforce plan.	B2206 Documents the future talent needs of the organization. B2207 Details the tasks required to achieve the goals of the workforce plan. B2208 Creates a realistic timeline for achieving the desired workforce complement. B2209 Assesses the financial impact of the workforce plan. B2210 Obtains endorsement for the workforce plan from senior leadership.	B3126 Champions a future-focused workforce plan. B3127 Serves as executive sponsor of the workforce plan.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C083*	*Measure gaps in current talent needs.*	B1104 Compiles data from the assessment of employees' competencies and skills. B1105 Assists supervisor in the preparation of reports on talent gaps.	B2211 Creates a system for categorizing employee skills. B2212 Collects information on current talent needs from leaders across the organization. B2213 Collects data on the competencies and skills of the organization's employees. B2214 Analyzes discrepancies between the competencies and skills of current employees and the needs of the organization. B2215 Selects assessment tools suitable for measuring competence.	B3128 Oversees the determination of gaps in current talent needs.
C084*	*Assess future talent needs.*	Not applicable	B2216 Meets with senior leadership to gain understanding of the strategic direction of the organization. B2217 Brainstorms with the organization's leaders on the ideal skill sets needed to address future organizational needs. B2218 Analyzes forecast data to identify the need for significant changes in the number of employees. B2219 Builds statistical models to predict future resource needs.	B2217 Brainstorms with the organization's leaders on the ideal skill sets needed to address future organizational needs. B3129 Helps set the strategic direction of the organization. B3130 Forecasts future talent needs taking into account the direction of the organization, sector and industry, along with general business and demographic factors.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
40.2	EMPLOYEE VALUE PROPOSITION			
C085*	*Measure the impact of attraction initiatives.*	B1106 Compiles data from attraction initiatives. B1107 Prepares reports on the impact of attraction initiatives.	B2220 Determines the most relevant indicators of a successful attraction initiative. B2221 Collects data to assess progress towards attraction goals. B2222 Analyzes data to determine whether an attraction initiative is sufficiently achieving its goals.	B3131 Gauges the effectiveness of attraction initiatives.
C086*	*Identify the characteristics of desirable potential employees.*	B1108 Assists supervisor in drafting reports on the desirable characteristics of potential employees.	B2223 Consults with colleagues in the organization to identify the characteristics of the most desirable employees. B2224 Works with a categorization scheme to enable a systematic cataloguing of the characteristics of employees. B2225 Creates draft profiles of the characteristics of desirable employees. B2226 Solicits feedback from senior leadership on the employee profiles that are most aligned with the future direction of the organization.	B3132 Identifies the characteristics of employees necessary to achieve the organization's vision.

40   WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C087	*Create an employee value proposition statement.*	B1109 Assists supervisor in collecting feedback on employee value proposition statement.	B2227 Identifies the traits of the organization that will be most enticing to desirable potential employees. B2228 Drafts messaging that highlights and promotes the traits of the organization that will attract positive attention from desirable potential employees. B2229 Gains feedback from senior leadership on the suitability of the draft employee value proposition statement.	B2227 Identifies the traits of the organization that will be most enticing to desirable potential employees. B3133 Champions the attractive features of the organization. B3134 Partners with the leadership team to articulate the traits that define the organization.
C088	*Identify potential changes that would make the organization more desirable to ideal potential employees.*	B1110 Assists supervisor in collecting data on what would make the organization more desirable to ideal potential employees.	B2136 Analyzes the results of employee engagement surveys to identify trends and areas for improvement. B2230 Meets with the organization's top performers to gain input on changes that would make the organization more desirable to ideal potential employees. B2231 Conducts exit interviews with departing top performers to collect feedback on their perceptions of what would make the organization more desirable.	B2136 Analyzes the results of employee engagement surveys to identify trends and areas for improvement. B3135 Works with senior leadership to identify organizational changes that align with recruitment of ideal potential employees.

40   WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C088 (continued)			B2232 Analyzes the impact of potential changes to the organization on the attraction of ideal potential employees. B2233 Drafts reports itemizing potential organizational changes that would make it more attractive to ideal potential employees.	
C089	*Advocate to organizational leadership for changes in the organization that would make it more attractive as an employer.*	Not applicable	B2234 Provides reports to senior leadership outlining potential changes that would make the organization more attractive as an employer. B2235 Obtains input from senior leadership on the merits of potential changes to the organization designed to boost attraction. B2236 Seeks out opportunities to integrate attraction-boosting strategic approaches into organizational initiatives.	B2236 Seeks out opportunities to integrate attraction-boosting strategic approaches into organizational initiatives. B3136 Drives the organization towards status as a recognized top employer in the industry and region.

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40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
40.3	WORKFORCE PLAN EXECUTION			
C085*	*Measure the impact of attraction initiatives.*	B1106 Compiles data from attraction initiatives. B1107 Prepares reports on the impact of attraction initiatives.	B2220 Determines the most relevant indicators of a successful attraction initiative. B2221 Collects data to assess progress towards attraction goals. B2222 Analyzes data to determine whether an attraction initiative is sufficiently achieving its goals.	B3131 Gauges the effectiveness of attraction initiatives.
C090	*Measure employee retention.*	B1111 Compiles data on employee retention. B1112 Prepares reports on employee retention statistics.	B2237 Determines the most relevant measures of employee retention. B2238 Collects data on employee retention systematically. B2239 Analyzes employee retention data for trends and to identify causative factors. B2240 Evaluates methods and approaches for analysis of employee retention.	B2239 Analyzes employee retention data for trends and to identify causative factors. B2240 Evaluates methods and approaches for analysis of employee retention.

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40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C083*	*Measure gaps in current talent needs.*	B1104 Compiles data from the assessment of employees' competencies and skills. B1105 Assists supervisor in the preparation of reports on talent gaps.	B2211 Creates a system for categorizing employee skills. B2212 Collects information on current talent needs from leaders across the organization. B2213 Collects data on the competencies and skills of the organization's employees. B2214 Analyzes discrepancies between the competencies and skills of current employees and the needs of the organization. B2215 Selects assessment tools suitable for measuring competence.	B3128 Oversees the determination of gaps in current talent needs.
C084*	*Assess future talent needs.*	Not applicable	B2216 Meets with senior leadership to gain understanding of the strategic direction of the organization. B2217 Brainstorms with the organization's leaders on the ideal skill sets needed to address future organizational needs. B2218 Analyzes forecast data to identify the need for significant changes in the number of employees. B2219 Builds statistical models to predict future resource needs.	B2217 Brainstorms with the organization's leaders on the ideal skill sets needed to address future organizational needs. B3129 Helps set the strategic direction of the organization. B3130 Forecasts future talent needs taking into account the direction of the organization, sector and industry, along with general business and demographic factors.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
40.3	WORKFORCE PLAN EXECUTION			
C086*	Identify the characteristics of desirable potential employees.	B1108 Assists supervisor in drafting reports on the desirable characteristics of potential employees.	B2223 Consults with colleagues in the organization to identify the characteristics of the most desirable employees. B2224 Works with a categorization scheme to enable a systematic cataloguing of the characteristics of employees. B2225 Creates draft profiles of the characteristics of desirable employees. B2226 Solicits feedback from senior leadership on the employee profiles that are most aligned with the future direction of the organization.	B3132 Identifies the characteristics of employees necessary to achieve the organization's vision.

40   WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C091	*Execute a workforce plan in accordance with sound project management principles.*	B1113 Communicates regularly with workforce plan team members to ensure continuous progress towards the plan's goals. B1114 Compiles data on the progress of the workforce plan. B1115 Adjusts timeline charts as necessary. B1116 Coordinates workforce plan project meetings.	B1113 Communicates regularly with workforce plan team members to ensure continuous progress towards the plan's goals. B2241 Monitors the progress of a workforce plan. B2242 Evaluates the workforce plan's goals for continued relevance. B2243 Adjusts the workforce plan's timeline and activities as necessary based on new information. B2244 Provides metrics of workforce plan project progress to senior leadership.	B2241 Monitors the progress of a workforce plan. B2242 Evaluates the workforce plan's goals for continued relevance. B3137 Champions the successful execution of the workforce plan.
C092	*Determine the optimal methods for sourcing desirable potential employees.*	B1117 Assists supervisor in researching alternative sourcing options.	B2245 Maintains knowledge of current and emerging options for targeting potential employees. B2246 Assesses the utility of alternative sourcing options using information about the traits of desirable potential employees. B2247 Collects data on the effectiveness of alternative sourcing options used by the organization.	B2245 Maintains knowledge of current and emerging options for targeting potential employees.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C093	*Identify potential employees using an appropriate mix of interviews, assessments, and reference checks.*	B1118 Coordinates recruitment interview schedules. B1119 Reviews employment applications against quantitative selection criteria. B1120 Creates an initial short list of potential employees based on criteria set by supervisor. B1121 Coordinates reference check calls. B1122 Compiles data from employee recruitment assessments. B1123 Posts recruitment ads in selected sourcing options.	B2248 Drafts interview questions specific to the needs of the position being filled using HR best practices. B2249 Creates assessments to quantify the relative performance of competing candidates on measures critical to success in the position. B2250 Drafts reference questions to solicit a balanced profile of competing candidates using HR best practices. B2251 Creates a selection scheme that employs interviews, assessments, and reference checks to identify the most desirable candidate. B2252 Quantifies differences among potential job candidates. B2253 Makes hiring decisions based on data collected during interviews, assessments, and reference and credential checks.	B2253 Makes hiring decisions based on data collected during interviews, assessments, and reference and credential checks. B3138 Champions robust recruitment processes throughout the organization. B3138b Manages the recruitment of senior executives.
C094	*Select potential employees based on available evidence of fit with organizational strategic objectives.*	Not applicable	B2254 Ensures that organizational strategic objectives are integrated into the selection scheme. B2255 Evaluates potential employees based on fit with organizational strategic objectives.	B2254 Ensures that organizational strategic objectives are integrated into the selection scheme.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C095	*Orient new employees to the culture of the organization and the organization's strategic objectives.*	B1124 Facilitates the onboarding process for new employees.	B2256 Creates an orientation schedule to integrate new employees into their work team and the organization. B2257 Gains the involvement of the new employee's coworkers in the onboarding process. B2258 Checks in with the new employee on questions they may have regarding the organization's culture and strategic objectives.	B3139 Ensures that the onboarding process includes orientation to the organization's strategic objectives. B3140 Emphasizes the importance of learning the organization's culture in the onboarding process.
C096	*Train new employees in a manner consistent with their competencies and the needs of the position.*	B1125 Coordinates training activities for new employees. B1126 Monitors progress towards completion of training goals for new employees.	B2259 Creates a profile of the strengths and areas for improvement of new employees. B2260 Itemizes the main tasks of positions in the organization. B2261 Identifies the gaps between the new employee's current skills and those needed for effective performance. B2262 Involves the new employee's coworkers in the training plan. B2263 Sets training objectives for new employees. B2264 Assesses progress towards training objectives for new employees.	B3141 Creates a training structure in the organization that supports employees in their development.

40   WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C097	*Create development plans for employees that are designed to fill gaps between current and future organizational skills needs.*	B1127 Assists supervisor in drafting individual development plans for employees.	B2265 Quantifies gaps between current and future organizational skills needs. B2266 Creates a comprehensive plan for developing the organization's employees to align their collective skills with the future needs of the organization. B2267 Creates individual development plans for employees that aid them in developing the skills needed in the organization.	B3142 Oversees progress towards filling organizational competence gaps.
C098	*Implement measures to retain top talent.*	B1128 Schedules exit interviews with departing top performers. B1129 Assists supervisor in the execution of measures to retain top talent.	B2231 Conducts exit interviews with departing top performers to collect feedback on their perceptions of what would make the organization more desirable. B2268 Interviews top talent to identify the factors in the organization that are most attractive to them. B2269 Interviews top talent to identify changes they would like to see in the organization.	B3143 Champions the retention of top talent across all HR activities. B3144 Creates an organizational culture that rewards and recognizes top talent. B3145 Aligns the compensation system to reward the organization's top performers.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C098 *(continued)*			B2270 Conducts a cost/benefit analysis of the likely impact of changes designed to increase retention of top talent. B2271 Presents potential strategies for the retention of top talent to senior leadership. B2272 Prioritizes the retention of top talent across all HR initiatives.	B3146 Ensures that managers across the organization have identified and are supporting their best employees.
40.4	PERFORMANCE MANAGEMENT SYSTEM			
C099	*Develop a performance management system that aligns individual performance objectives with organizational strategic goals.*	B1130 Assists supervisor in documenting the performance management system.	B2273 Identifies individual performance objectives based on alignment with organizational objectives. B2274 Creates a performance management system that ensures the equitable assessment of performance across the organization. B2275 Develops performance metrics for employees that are also indicators of progress towards organizational goals.	B2274 Creates a performance management system that ensures the equitable assessment of performance across the organization. B3147 Identifies the organizational objectives to be incorporated into employee performance expectations.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C100	*Create a timeline for the execution of performance management evaluations.*	B1131 Creates a tracking chart to record progress towards completion of performance management evaluations.	B2276 Determines the optimal frequency for providing feedback to employees on progress towards their performance objectives. B2277 Creates a schedule to guide supervisors in their participation in the performance management system.	B3148 Establishes the organization's performance management system.
C101	*Oversee the organization's performance management system.*	B1132 Tracks progress towards completion of performance management evaluations. B1133 Compiles data to measure achievement of the performance management system's goals. B1134 Drafts performance evaluation forms and tools as directed by supervisor. B1135 Distributes performance evaluation forms and tools to all relevant parties.	B2278 Monitors completion of performance management activities across the organization. B2279 Creates metrics to assess achievement of the performance management system's goals. B2280 Reports to senior leadership on the effectiveness of the performance management system.	B3149 Champions the ongoing completion of performance management evaluations across the organization. B3150 Provides executive oversight of the effectiveness and efficiency of the organization's performance management system.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C102	*Coach managers in how to set goals and expectations with employees.*	B1136 Tracks that all managers have had access to coaching in how to set goals and expectations.	B2281 Creates training for managers on how to set goals and expectations with employees. B2282 Meets with managers to address questions they may have regarding how to effectively set goals and expectations with employees. B2283 Promotes the importance and value of setting effective employee goals and expectations with managers.	B2283 Promotes the importance and value of setting effective employee goals and expectations with managers. B3151 Ensures that managers have access to the training they need to effectively set goals and expectations with employees. B3152 Models the setting of effective goals and expectations with direct reports.
C103	*Analyze gaps between individual performance and expectations.*	B1137 Compiles data on gaps between individual performance and expectations.	B2284 Creates metrics for the evaluation of gaps between actual employee performance and expectations. B2285 Quantifies employee performance gaps. B2286 Analyzes the root cause of gaps in employee performance.	B3153 Identifies patterns in performance gaps across employees.

40 WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
40.5	LEADERSHIP DEVELOPMENT			
C105	*Develop an effective succession planning process.*	B1138 Assists manager in the development of succession plans.	B2289 Develops a succession planning process for key leadership positions. B2290 Verifies with senior management that all necessary key positions have been identified for succession planning purposes. B2291 Documents the process by which realistic succession plans are created for all key leadership positions.	B3155 Champions succession planning as a key factor in the future success of the organization. B3156 Creates a succession plan for the organization's senior leadership.
C106	*Implement a succession planning process.*	B1139 Collects data on the implementation of a succession planning process as per an established protocol.	B2292 Manages the succession planning process. B2293 Evaluates the effectiveness of the succession planning process in response to planned and unplanned departures.	B3157 Reviews the information generated as part of the succession planning process and assesses the implications for implementation on organizational strategy.
C107	*Develop an effective program for the early identification and tracking of leadership talent.*	B1140 Assists manager in the development of an early identification and tracking system for future leaders.	B2294 Develops criteria and processes for a leadership talent early identification program. B2295 Designs the process that will be used to identify individuals with leadership talent.	B3158 Ensures that the early identification of potential future leaders is part of the onboarding and performance review process.

40   WORKFORCE PLANNING AND TALENT MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C108	*Implement a program for the early identification and tracking of leadership talent.*	B1141 Implements a leadership talent early identification program as per established protocol.	B2296 Evaluates the effectiveness and impact of the organization's early identification program.	B3159 Interprets the results of early identification programs. B3160 Changes early identification programs based on data collected.
C109	*Develop a developmental planning process for high-potential individuals.*	B1142 Implements a developmental planning process for high-potential individuals as per an established protocol.	B2297 Develops a developmental planning process for high-potential individuals. B2298 Develops mechanisms to ensure that developmental plans are enacted.	B3161 Champions the development of the future leaders of the organization.
C110	*Implement a developmental planning process for high-potential individuals.*	B1143 Assists manager in tracking the developmental plans for high-potential individuals.	B2299 Evaluates the effectiveness and impact of the developmental planning process for high-potential individuals. B2300 Manages the developmental planning process for high-potential individuals.	B3162 Reviews the development plans for individuals identified as potential senior leaders. B3163 Interprets the results of the developmental planning process for high-potential individuals. B3164 Changes the development planning processes for high-potential individuals based on data.

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	DESCRIPTION	CHRP	CHRL	CHRE
50.1	COLLABORATIVE WORK ENVIRONMENT			
C111	*Seek opportunities for collaboration between the employer and employees.*	B1144 Participates in organization-wide initiatives and activities.	B2301 Invites employees to management meetings. B2302 Invites senior leadership to present to employees on new initiatives. B2303 Encourages senior leadership to include key staff in brainstorming meetings.	B2303 Encourages senior leadership to include key staff in brainstorming meetings. B3165 Meets regularly with staff. B3166 Adopts an open-door policy, encouraging staff to take advantage of it.
C112	*Seek opportunities for collaboration between management and unions and other representative groups.*	B1098 Interacts respectfully with union representatives.	B1098 Interacts respectfully with union representatives. B2304 Works respectfully with unions at joint union-management meetings. B2305 Encourages senior leadership to include representatives from stakeholder groups in key planning meetings.	B1098 Interacts respectfully with union representatives. B2305 Encourages senior leadership to include representatives from stakeholder groups in key planning meetings. B3167 Meets personally with union leaders to discuss organizational matters. B3168 Promotes understanding of the role of unions in the organization. B3169 Fosters collegial relationships with leaders of key stakeholder groups. B3170 Fosters respectful relationships with union leaders.

50   LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
C113	*Encourage open and clear dialogue between management and employees/unions.*	Not applicable	B2306 Edits communications from senior management to employees and unions to ensure they are transparent and clear. B2307 Facilitates meetings between management and unions. B2308 Helps employees and management understand each other's perspectives.	B2307 Facilitates meetings between management and unions. B3171 Advocates transparency in communications from senior leadership to employees and unions.
C114	*Focus collaboration between management and employees/unions on the end goal of a productive and engaged workforce.*	Not applicable	B1098 Interacts collegially with union representatives. B2309 Identifies end goals that consider the needs of both management and employees. B2310 Documents the case for the mutual benefits of a productive and engaged workforce for management and employees. B2311 Reduces discord in communication between unions and management by returning attention to the mutually beneficial goals of a productive and engaged workforce.	B1098 Interacts respectfully with union representatives. B3172 Creates common goals that unite management and employees.

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	DESCRIPTION	CHRP	CHRL	CHRE
C115	*Champion respectful communication in all interactions between the employer and employees.*	B1096 Speaks positively of the organization with coworkers. B1145 Edits communications for clarity and tone.	B2312 Reviews communications between management and employees to ensure they are respectful. B2313 Speaks respectfully of management and employees in all interactions. B2314 Intervenes in disrespectful communication between management and employees. B2315 Coaches managers on maintaining respectful communication with employees.	B2313 Speaks respectfully of management and employees in all interactions. B2315 Coaches managers on maintaining respectful communication with employees. B3173 Fosters a culture of mutual respect between the employer and employees.
50.2	LEGISLATION, COLLECTIVE AGREEMENTS, AND POLICIES			
C116	*Maintain knowledge of the details of collective agreements in place in the organization and in related organizations.*	B1146 Reviews new collective agreements. B1147 Discusses with supervisor the relevant elements of collective agreements.	B1146 Reviews new collective agreements. B2316 Implements new collective agreements. B2317 Acts as a source of information for staff and management regarding existing collective agreements. B2318 Participates in the drafting of management proposals for collective agreements. B2319 Computes the costs to the organization of collective agreements. B2320 Networks with HR professionals at other organizations on their experiences with collective agreements.	B3174 Drafts management proposals for collective agreements. B3175 Shares experiences with collective agreements with colleagues in other organizations.

50   LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
C117	*Maintain knowledge of legislation that affects the HR practices at the organization.*	B1148 Reads HR newsletters and journals for information regarding pertinent legislation. B1149 Discusses with supervisor the potential impact of new legislation.	B1148 Reads HR newsletters and journals for information regarding pertinent legislation. B2321 Attends HR conferences that have content related to HR legislation.	B1148 Reads HR newsletters and journals for information regarding pertinent legislation. B2321 Attends HR conferences that have content related to HR legislation.
C015*	*Maintain understanding of the organization's vision, mission, values, and goals.*	B1013 Reads the organization's vision, mission, and values statement. B1014 Discusses the organization's vision, mission, and values with supervisor. B1015 Clarifies role in the achievement of the organization's goals with supervisor.	B1013 Reads the organization's vision, mission, and values statement. B2035 Presents the organization's vision, mission, and values to HR staff periodically. B2036 Discusses changes and potential changes in organizational goals with senior leadership.	B3034 Partners with senior executives in the establishment and evolution of the organization's vision, mission, values, and goals. B3035 Ensures senior HR staff remain informed about the organization's vision, mission, values, and goals. B3036 Partners with senior executives to ensure their business unit plans reflect the organization's vision, mission, values, and goals.

50   LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
C118	*Treat employees in accordance with the principles of natural justice.*	B1150 Appropriately identifies inconsistencies in the treatment of employees. B1151 Provides equal access to HR resources for all employees.	B1151 Provides equal access to HR resources for all employees. B2322 Ensures comparability of treatment across employees. B2323 Calls out inconsistencies in the treatment of employees. B2324 Provides opportunities to employees based on merit. B2325 Includes equitable treatment of employees as a performance metric for HR department staff.	B2322 Ensures comparability of treatment across employees. B3176 Champions a merit-based rewards and recognition system. B3177 Builds HR systems that prioritize equity across employees.
C119	*Manage the risk of litigation and conflict in all interactions with employees.*	B1152 Advises supervisor when conflict between employees is observed. B1153 Advises supervisor when a litigation risk is observed.	B2326 Advises senior management when there is risk of litigation. B2327 Brings to the attention of management practices that could lead to conflict with or between employees. B2328 Takes proactive steps to minimize the likelihood of grievances. B2329 Liaises with legal counsel when there is risk of litigation.	B2326 Advises senior management when there is risk of litigation. B3178 Engages and instructs legal counsel when there is risk of litigation. B3179 Takes responsibility for reducing risk of litigation from employees in the organization.

50   LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
C120	*Evaluate the risks associated with alternative labour and employee relations strategies.*	B1154 Assists supervisor in analyzing the risks of alternative labour and employee relations strategies. B1155 Collects data to help analyze risk as directed by supervisor.	B2330 Documents the pros and cons of alternative labour and employee relations strategies. B2331 Quantifies the risks and potential adverse effects of alternative labour and employee relations strategies. B2332 Prioritizes alternative labour and employee relations strategies based on minimizing the risk/ reward ratio.	B2332 Prioritizes alternative labour and employee relations strategies based on minimizing the risk/ reward ratio. B3180 Considers the long-term risks of alternative labour and employee relations strategies. B3181 Evaluates risks stemming from alternative labour and employee relations strategies, considering all aspects of the organization.
50.3	LABOUR AND EMPLOYEE RELATIONS STRATEGIES			
C120	*Evaluate the risks associated with alternative labour and employee relations strategies.*	B1154 Assists supervisor in analyzing the risks of alternative labour and employee relations strategies. B1155 Collects data to help analyze risk as directed by supervisor.	B2330 Documents the pros and cons of alternative labour and employee relations strategies. B2331 Quantifies the risks and potential adverse effects of alternative labour and employee relations strategies. B2332 Prioritizes alternative labour and employee relations strategies based on minimizing the risk/ reward ratio.	B2332 Prioritizes alternative labour and employee relations strategies based on minimizing the risk/ reward ratio. B3180 Considers the long-term risks of alternative labour and employee relations strategies. B3181 Evaluates risks stemming from alternative labour and employee relations strategies, considering all aspects of the organization.

50 LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
C121	*Evaluate the costs associated with alternative labour and employee relations strategies.*	B1156 Researches the costs associated with alternative labour and employee relations strategies.	B1156 Researches the costs associated with alternative labour and employee relations strategies. B2330 Documents the pros and cons of alternative labour and employee relations strategies. B2333 Prioritizes alternative labour and employee relations strategies based on minimizing the cost/benefit ratio.	B2333 Prioritizes alternative labour and employee relations strategies based on minimizing the cost/benefit ratio. B3182 Evaluates potential direct and indirect costs of alternative labour and employee relations strategies.
C122	*Evaluate the benefits associated with alternative labour and employee relations strategies.*	B1157 Collects information for supervisor on the benefits of alternative labour and employee relations strategies.	B2330 Documents the pros and cons of alternative labour and employee relations strategies. B2334 Evaluates the benefits of alternative labour and employee relations strategies.	B2334 Evaluates the benefits of alternative labour and employee relations strategies. B3183 Assesses the long-term strategic impact of alternative labour and employee relations strategies.
C123	*Formulate alternative labour and employee relations strategies to achieve business objectives.*	Not applicable	B2335 Drafts alternative labour and employee relations strategies. B2336 Evaluates alternative labour and employee relations strategies for fit with business objectives.	B2336 Evaluates alternative labour and employee relations strategies for fit with business objectives.

50   LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
C124	*Analyze the overall strengths and weaknesses of alternative labour and employee relations strategies.*	B1158 Assists supervisor in documenting the overall strengths and weaknesses of alternative labour and employee relations strategies.	B2330 Documents the pros and cons of alternative labour and employee relations strategies. B2337 Quantifies the differences between alternative labour and employee relations strategies. B2338 Consults with peers in the organization regarding the merits of alternative labour and employee relations strategies.	B3184 Assesses holistically the strengths and weaknesses of alternative labour and employee relations strategies.
C125	*Recommend optimal labour and employee relations strategies.*	Not applicable	B2339 Selects the optimal labour and employee relations strategy based on collected data. B2340 Documents the rationale for the preferred labour and employee relations strategy. B2341 Presents the recommended labour and employee relations strategy to leadership.	B2339 Selects the optimal labour and employee relations strategy based on collected data. B3185 Persuades senior leadership to adopt optimal labour and employee relations strategy.

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	DESCRIPTION	CHRP	CHRL	CHRE
50.4	NEGOTIATION			
C001*	*Maintain awareness of broad economic, societal, technological, political, global, and demographic trends.*	B1001 Monitors business media.	B1001 Monitors business media. B2001 Analyzes news sources for economic, societal, technological, political, global, and demographic trend information.	B1001 Monitors business media. B2001 Analyzes news sources for economic, societal, technological, political, global, and demographic trend information. B3001 Collaborates with a peer group that is at the forefront of economic, societal, technological, political, global, and demographic trends.
C126	*Formulate negotiation strategies that take into consideration variables within and outside the organization.*	B1159 Researches factors outside the organization as directed by supervisor. B1160 Compiles data from internal sources to support a planned negotiation with labour leaders.	B2342 Attends training on negotiation tactics. B2343 Documents the evidence in favour of the preferred course of action. B2344 Collects information from outside the organization that is relevant to the negotiation of a labour dispute.	B2344 Collects information from outside the organization that is relevant to the negotiation of a labour dispute. B3186 Synthesizes diverse sources of information into formulated labour dispute resolutions. B3187 Rehearses labour dispute resolution negotiations. B3188 Incorporates knowledge of the personal characteristics of labour leaders into negotiation planning. B3191 Represents the employer as lead negotiator in collective agreement negotiations.

50 LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
C127	*Negotiate to resolve labour and employee disputes.*	B1098 Interacts respectfully with union representatives. B1161 Coordinates the meeting logistics for labour dispute resolution activities.	B1098 Interacts respectfully with union representatives. B2345 Fully prepares facts before entering into labour and employee negotiations. B2346 Establishes a common goal towards which everyone in a negotiation can work. B2347 Demonstrates a conviction to find an equitable solution in labour and employee negotiations. B2348 Listens with an open mind to the issues raised by employees and labour leaders. B2349 Demonstrates willingness to alter position based on new information in negotiations. B2350 Obtains resolutions to labour disputes that all parties can accept.	B2345 Fully prepares facts before entering into labour and employee negotiations. B2346 Establishes a common goal towards which everyone in a negotiation can work. B2347 Demonstrates a conviction to find an equitable solution in labour and employee negotiations. B2348 Listens with an open mind to the issues raised by employees and labour leaders. B2349 Demonstrates willingness to alter position based on new information in negotiations. B3189 Obtains resolutions to labour disputes that give appropriate consideration to all parties. B3190 Considers the long-term impact of the negotiation on the labour/employer relationship. B3190b Manages strategy in the event of a labour dispute.

50   LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
C128	*Participate in mediation processes in an effective and balanced manner.*	B1162 Prepares effectively for mediation proceedings under direction.	B2351 Employs alternative dispute resolution (ADR) options and processes. B2352 Treats all participants in a mediation process in a balanced manner. B2353 Participates actively in mediation processes. B2354 Develops policies for access to and use of mediation processes.	B3192 Uses mediation processes to manage costs and resolve disputes. B3193 Promotes the use of mediation processes to manage costs and resolve disputes.
C129	*Participate effectively in or facilitate arbitration proceedings.*	B1163 Prepares effectively for arbitration proceedings under direction.	B2355 Follows the procedures and policies required by the arbitration process. B2356 Participates activity in arbitration proceedings. B2357 Treats all participants in an arbitration proceeding in a balanced manner.	B3194 Handles complex and difficult arbitration proceedings with a keen appreciation of the impact of any arbitration proceeding on other labour relation matters.

50   LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
50.5	DIVERSITY MANAGEMENT AND INCLUSIVENESS			
C130	*Identify institutional structures or practices that may present barriers to some facet of diversity.*	B1164 Collects data in regards to the identification of institutional structures and practices that may present barriers to some facet of diversity as per an established protocol.	B2358 Implements effective processes to identify institutional structures and practices that may present barriers to some facet of diversity. B2359 Collects information from employees representing diversity groups regarding their perceptions of potential workplace barriers.	B3195 Provides organizational leadership in regards to the identification of institutional structures and practices that may present barriers to some facet of diversity.
C131	*Develop an effective program to remove institutional structures or practices that present barriers to some facet of diversity.*	B1165 Assists manager in developing a plan for the removal of barriers to diversity in the workplace.	B2360 Develops interventions to remove institutional structures and practices that may present barriers to some facet of diversity. B2361 Assesses the likely positive impact relative to cost of a potential action to remove barriers to some facet of diversity.	B3196 Provides organizational leadership in regards to the creation of an inclusive workplace.
C132	*Implement a program to remove institutional structures or practices that present barriers to some facet of diversity.*	B1166 Implements programs to remove institutional structures and practices that may present barriers to some facet of diversity as per an established protocol.	B2362 Evaluates the effectiveness and impact of the various interventions aimed at removing institutional structures and practices that may present barriers to some facet of diversity.	B3197 Provides executive sponsorship of programs designed to remove barriers to diversity in the workplace.

50　LABOUR AND EMPLOYEE RELATIONS

	DESCRIPTION	CHRP	CHRL	CHRE
50.6	REPRESENTING INDIVIDUALS AND ORGANIZATIONS BEFORE TRIBUNALS			
C133	*Manage cases appearing before tribunals.*	B1167 Assists in pulling together all the relevant documents in preparation for a tribunal proceeding.	B2363 Develops an effective representation strategy. B2364 Implements an effective representation strategy.	B3198 Assesses any organizational vulnerability that may be revealed in a tribunal proceeding. B3199 Manages any organizational vulnerability that may be revealed in a tribunal proceeding.
C134	*Provide advice to individuals and organizations appearing before HR-related tribunals.*	B1168 Identifies the proper resources to assist with a case that is to appear before an HR-related tribunal.	B2365 Provides sound advice to individuals and organizations appearing before an HR-related tribunal.	B3200 Develops an appropriate response to manage or mitigate future risk in consideration of the implications of any given case.

60   TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
60.1	TOTAL REWARDS STRUCTURE DEVELOPMENT			
C135*	*Maintain knowledge of rewards structures in the organization's sector, industry, and location.*	B1169 Discusses with supervisor the compensation structure in place at the organization. B1170 Attends training on compensation models.	B1170 Attends training on compensation models. B2366 Procures information on rewards structures in the organization's region. B2367 Procures information on rewards structures at competing businesses. B2368 Collaborates with HR professionals in other organizations to share information on compensation structures.	B3201 Shares information on compensation structures with HR professionals in other organizations.
C136	*Create equitable and effective rewards structures which include compensation, pensions, benefits, and perquisites.*	B1171 Assists supervisor in documenting the rewards structure. B1172 Assists supervisor in collecting information to support development of the rewards structure.	B2369 Quantifies the reward structure considering compensation, pension, benefits, and perquisites. B2370 Creates a rewards structure that considers compensation, pensions, benefits, and perquisites to retain and attract top talent. B2371 Assesses the perquisites that will have the greatest value to employees at the lowest cost to the employer.	B2370 Creates a rewards structure that considers compensation, pensions, benefits, and perquisites to retain and attract top talent. B3202 Innovates compensation structures to best serve the needs of the organization. B3203 Assesses the affordability of the total rewards structure.

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60   TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
C136 Continued			B2372 Determines whether a defined-benefits, defined-contribution, or hybrid pension plan will best serve the needs of the organization. B2373 Procures a benefits provider based on best fit of coverage for the employees at the lowest cost. B2374 Assesses the optimal mix of base and variable pay at each pay band in the organization.	
C137*	*Implement programs and initiatives relating to the organization's rewards structure equitably within the organization.*	B1173 Follows the rewards structure policies consistently.	B2375 Assigns employees to their level within the rewards structure in a consistent manner. B2376 Makes decisions on application of the rewards structure based on observable facts and within the rules of the structure. B2377 Documents the rationale for any exceptions to the consistent application of the rewards structure. B2377b Ensures that compensation systems are consistent with pay equity legislation.	B2377b Ensures that compensation systems are consistent with pay equity legislation. B3204 Ensures that policies are in place to require the equitable and consistent application of the rewards structure in the organization. B3205 Requires that exceptions to the rewards structure policy be approved by senior management. B3206 Ensures senior HR staff are fully aware of the key elements of the rewards structure.

60 TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
C138	*Make strategic use of rewards structure to encourage desired employee behaviour.*	B1174 Compiles data on the effectiveness of the rewards structure.	B2378 Identifies the employee actions and behaviours that the organization would like to reinforce. B2379 Assesses rewards options based on their likelihood of enhancing desired employee behaviour. B2380 Evaluates the impact of rewards on desired employee behaviour.	B3207 Implements the rewards structure to drive desired behaviour.
C139*	*Ensure the rewards structure maintains its compliance with legal requirements.*	Not applicable	B2381 Obtains legal review of rewards structure. B2382 Reviews rewards structure against legal requirements. B2377b Ensures that compensation systems are consistent with pay equity legislation.	B2377b Ensures that compensation systems are consistent with pay equity legislation. B2382 Reviews rewards structure against legal requirements.

60 TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
60.2	TOTAL REWARDS STRUCTURE IMPLEMENTATION			
C140	*Collect comparative data on total rewards in place at competing organizations.*	B1175 Assists supervisor in collecting information on total rewards at competing organizations.	B2383 Procures information on total rewards levels in the organization's region. B2384 Procures information on total rewards levels at competing organizations. B2385 Analyzes industry-wide reports on compensation. B2386 Communicates with professional network to obtain information on compensation levels at competing organizations.	B2385 Analyzes industry-wide reports on compensation. B2386 Communicates with professional network to obtain information on compensation levels at competing organizations.
C141	*Assign positions in the organization into the total rewards structure using an appropriate job evaluation system.*	Not applicable	B2387 Creates a system for the categorization of jobs into levels and classes. B2388 Works with senior management to allocate positions into their place in the total rewards structure. B2389 Re-assesses positions for continuing fit with their place in the total rewards structure. B2390 Re-evaluates the job placement system for continued consistency and equitability. B2391 Allocates positions to their place in the total rewards structure.	B2387 Creates a system for the categorization of jobs into levels and classes.

60   TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
C137*	*Implement programs and initiatives relating to the organization's rewards structure equitably within the organization.*	B1173 Follows the rewards structure policies consistently.	B2375 Assigns employees to their level within the rewards structure in a consistent manner. B2376 Makes decisions on application of the rewards structure based on observable facts and within the rules of the structure. B2377 Documents the rationale for any exceptions to the consistent application of the rewards structure. B2377b Ensures that compensation systems are consistent with pay equity legislation.	B2377b Ensures that compensation systems are consistent with pay equity legislation. B3204 Ensures that policies are in place to require the equitable and consistent application of the rewards structure in the organization. B3205 Requires that exceptions to the rewards structure policy be approved by senior management. B3206 Ensures senior HR staff are fully aware of the key elements of the rewards structure.
C139*	*Ensure the rewards structure maintains its compliance with legal requirements.*	Not applicable	B2381 Obtains legal review of rewards structure. B2382 Reviews rewards structure against legal requirements. B2377b Ensures that compensation systems are consistent with pay equity legislation.	B2377b Ensures that compensation systems are consistent with pay equity legislation. B2382 Reviews rewards structure against legal requirements.

60 TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
60.3	TOTAL REWARDS STRUCTURE EVALUATION			
C142	*Measure the effectiveness of the total rewards structure using appropriate metrics.*	B1176 Compiles data on the effectiveness of the total rewards structure.	B2392 Establishes metrics for the effectiveness of the total rewards structure. B2393 Measures the effectiveness of the total rewards structure. B2394 Collects feedback from managers across the organization on the effectiveness of the total rewards structure.	B3208 Assesses the effectiveness of the total rewards structure against achievement of organizational goals.
C135*	*Maintain knowledge of rewards structures in the organization's sector, industry, and location.*	B1169 Discusses with supervisor the compensation structure in place at the organization. B1170 Attends training on compensation models.	B1170 Attends training on compensation models. B2366 Procures information on rewards structures in the organization's region. B2367 Procures information on rewards structures at competing businesses. B2368 Collaborates with HR professionals in other organizations to share information on compensation structures.	B3201 Shares information on compensation structures with HR professionals in other organizations.
C139*	*Ensure the rewards structure maintains its compliance with legal requirements.*	Not applicable	B2381 Obtains legal review of rewards structure. B2382 Reviews rewards structure against legal requirements. B2377b Ensures that compensation systems are consistent with pay equity legislation.	B2377b Ensures that compensation systems are consistent with pay equity legislation. B2382 Reviews rewards structure against legal requirements.

60 TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
C143	*Assess the need for changes to the total rewards structure using data internal and external to the organization.*	Not applicable	B2395 Evaluates the continuing efficacy of the total rewards structure. B2396 Identifies potential improvements to the total rewards structure that would make the organization a more preferred employer. B2397 Considers factors within and outside the organization in evaluating the total rewards structure.	B2395 Evaluates the continuing efficacy of the total rewards structure. B2396 Identifies potential improvements to the total rewards structure that would make the organization a more preferred employer. B2397 Considers factors within and outside the organization in evaluating the total rewards structure. B3209 Forecasts future trends that may bear on the continued efficacy of the total rewards structure.
C144	*Recommend changes to the total rewards structure to leadership based on collected data and information.*	B1177 Assists supervisor in the preparation of materials for presentation to senior leadership.	B2398 Identifies the optimal changes to the total rewards structure considering collected data and return on investment. B2399 Documents the case for a change to the total rewards structure. B2400 Presents the rationale for changes to the total rewards structure to senior leadership.	B2398 Identifies the optimal changes to the total rewards structure considering collected data and return on investment. B3210 Champions changes to the total rewards structure to improve the long-term health of the organization.

60 TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
60.4	VALUE OF TOTAL REWARDS			
C145	*Create communications on the total rewards structure that help employees fully understand its value to them.*	B1178 Distributes messaging on the total rewards structure to staff. B1179 Reviews messaging on the total rewards structure to assess likely reception by staff.	B2401 Drafts key messages for communication to employees on the total rewards structure. B2402 Creates message sheets for managers to use when they are communicating the elements of the total rewards structure to employees. B2403 Prepares presentations for staff on planned changes to the total rewards structure. B2404 Focuses communication of the total rewards structure on the value to employees.	B2404 Focuses communication of the total rewards structure on the value to employees.
C146	*Create persuasive arguments regarding the value of the total rewards structure that encourage desired behaviours.*	Not applicable	B2405 Crafts messaging on the value of the total rewards structure that builds buy-in from employees. B2406 Identifies the key behaviours that leadership wants to encourage by use of the total rewards structure. B2407 Assesses the optimal arguments to use in communications to employees to bring about desired behaviours.	B3211 Champions the value of the total rewards structure for the organization and employees across senior management.

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60 TOTAL REWARDS

	DESCRIPTION	CHRP	CHRL	CHRE
C147	*Select communication media based on the likelihood of the message being received and understood.*	B1180 Assists supervisor in identifying potential communication media.	B2408 Maintains a working knowledge of all communication media in use in the organization. B2409 Evaluates the strengths and weaknesses of alternative communication media. B2410 Assesses the characteristics of the audience to determine which communication media will be most effective in reaching them. B2411 Chooses one or more communication media to distribute messages to optimize reception and comprehension.	B2410 Assesses the characteristics of the audience to determine which communication media will be most effective in reaching them. B2411 Chooses one or more communication media to distribute messages to optimize reception and comprehension. B3212 Considers all potential modes of communication to enhance reception of key messages.
C148	*Deliver communications regarding the value of and changes to the total rewards structure to employees.*	B1181 Distributes written communications on the total rewards structure to employees. B1182 Coordinates the dissemination of HR communications.	B1181 Distributes written communications on the total rewards structure to employees. B2412 Presents to employees on the value of the total rewards structure. B2413 Presents planned changes to the value of the total rewards structure to employees.	B3213 Embeds messaging on the total rewards structure into all employee communications. B3214 Ensures the dissemination of accurate information on the total rewards structure.

Human Resources
Professional Competency Framework

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70 LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
70.1	LEARNING CULTURE			
C149	*Identify opportunities for learning that occur as part of everyday work activities.*	B1183 Identifies apparent learning gaps in the work of employees.	B2414 Reviews work plans for opportunities to include new learning. B2415 Identifies work activities where frequent errors occur. B2416 Identifies occasions where junior and senior staff have potential learning opportunities.	B3215 Strives to incorporate learning opportunities into all work performed in the organization.
C150	*Encourage employees to seek out learning opportunities beyond formalized instruction.*	B1184 Provides employees with access to information on non-formalized learning opportunities.	B2417 Promotes to employees the concept of continuous learning. B2418 Educates employees on the variety of means by which they can acquire skills and competence. B2419 Builds incentive programs that encourage employees to use non-formalized modes of learning.	B2419 Builds incentive programs that encourage employees to use non-formalized modes of learning. B3216 Champions a continuous learning culture in the organization.

70   LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C151	*Encourage learning that enhances individual, team, and organizational effectiveness.*	B1185 Provides employees with information on team-building events. B1186 Coordinates attendance at group training activities.	B2420 Provides access to learning opportunities that involve many employees. B2421 Provides access to team-building opportunities for departments. B2422 Ensures that all training contributes to the effectiveness of the organization.	B2420 Provides access to learning opportunities that involve many employees. B2421 Provides access to team-building opportunities for departments. B2422 Ensures that all training contributes to the effectiveness of the organization. B3217 Develops team-building events for the organization.
C152	*Identify potential strategies to embed learning and development into the culture of the organization.*	Not applicable	B2423 Consults with managers to identify mechanisms for promoting continuous learning. B2424 Observes employees in their daily tasks to identify potential opportunities to embed learning and development. B2425 Holds brainstorming sessions with employees to generate ideas on incorporating learning and development into the culture of the organization. B2426 Attends HR training on effective learning and development programs.	B2426 Attends HR training on effective learning and development programs. B3218 Consults with colleagues in the HR field for ideas on embedding learning and development into the culture of the organization. B3219 Generates innovative methods for creating a learning culture.

70   LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C153	*Assess the merits of alternative strategies to create an organizational learning culture.*	B1187 Collects costing data on alternative strategies to create an organizational learning culture.	B2427 Compares the costs of alternative strategies to create an organizational learning culture. B2428 Assesses the likely effectiveness of alternative strategies to create an organizational learning culture. B2429 Consults with managers across the organization on their perceptions of the likely reception of alternative strategies to create an organizational learning culture.	B2428 Assesses the likely effectiveness of alternative strategies to create an organizational learning culture. B3220 Incorporates information from within and outside the organization in determining the long-term effectiveness of alternative strategies to create an organizational learning culture.
C154	*Implement initiatives to develop a learning culture to enhance the organization's effectiveness.*	B1188 Tracks progress towards learning culture goals.	B1188 Tracks progress towards learning culture goals. B2430 Executes on initiatives to create a learning culture. B2431 Develops learning culture goals that are aligned with organizational effectiveness.	B2430 Executes on initiatives to create a learning culture. B3221 Champions initiatives to promote a learning culture in the organization.

70   **LEARNING AND DEVELOPMENT**

	DESCRIPTION	CHRP	CHRL	CHRE
70.2	LEARNING PRIORITIES			
C155	*Consult key stakeholders in the development of organizational learning priorities.*	Not applicable	B2432 Meets with senior executives to ascertain future learning priorities. B2433 Meets with managers across the organization to collect information on employee skills gaps.	B3222 Works with senior leadership to set the key organizational learning priorities.
C156	*Identify potential learning priorities that are aligned with organizational strategy.*	Not applicable	B2434 Generates organizational learning options to fill employee skills gaps. B2435 Assesses organizational strategy changes for the need for new learning priorities. B2436 Verifies that learning priorities are aligned with organizational strategy.	B2435 Assesses organizational strategy changes for the need for new learning priorities. B3223 Changes the learning priorities of the organization to meet long-term business goals.
C157	*Analyze the return on investment of alternative organizational learning priorities.*	B1189 Collects costing data on alternative organizational learning priorities.	B2437 Evaluates the costs of addressing alternative organizational learning priorities. B2438 Quantifies the projected benefits of alternative organizational learning priorities. B2439 Estimates the likely return on investment of alternative organizational learning priorities.	B2439 Estimates the likely return on investment of alternative organizational learning priorities. B3224 Weighs the long-term strategic benefits of alternative organizational learning priorities.

70 LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C158	*Select organizational learning priorities to maximize return on investment and alignment with business strategy.*	Not applicable	B2440 Identifies the organizational learning priorities that have the greatest return on investment. B2441 Identifies the organizational learning priorities that are most aligned with business strategy. B2442 Selects the organizational learning priorities that balance the need for return on investment and alignment with business strategy.	B2442 Selects the organizational learning priorities that balance the need for return on investment and alignment with business strategy. B3225 Advocates for new organizational learning priorities with senior leadership.
70.3	PROVISION OF CONTINUING DEVELOPMENT OPPORTUNITIES			
C159	*Assess the potential of employees to develop competencies aligned with organizational strategy.*	Not applicable	B2443 Assesses the competence gaps among employees stemming from new organizational strategies. B2444 Evaluates the ability of individual employees to develop the skills they need to be successful in the organization. B2445 Identifies employees who do not have the competence to be successful in the organization.	B3226 Encourages the objective evaluation of employee potential across the organization.

70   LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C160	*Develop learning opportunities for employees that enable them to contribute effectively to organizational objectives.*	B1190 Researches potential external trainers. B1191 Develops schedules for training activities. B1192 Drafts presentation materials at the direction of supervisor.	B2446 Procures instructional designers to build training for staff. B2447 Develops training programs based on adult learning principles. B2448 Develops comprehensive training programs. B2449 Aligns learning opportunities with organizational objectives.	B3227 Creates a learning culture aligned with organizational objectives.
C161	*Develop learning objectives that maximize the growth potential of employees.*	B1193 Records learning objectives set for employees	B2450 Establishes individualized learning goals for employees. B2451 Incorporates knowledge of the strengths and weaknesses of employees into their learning goals. B2452 Makes learning and development a component of performance reviews. B2453 Creates guidelines for managers on how to develop learning objectives for staff. B2454 Identifies trends in learning objectives that suggest the need for group training and development activities.	B2452 Makes learning and development a component of performance reviews. B3228 Advocates continuous learning and development for all employees.

70   LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
70.4	LEARNING AND DEVELOPMENT PROGRAM IMPLEMENTATION			
C162	*Maintain knowledge of current literature in the field of adult learning.*	B1194 Attends training on adult learning techniques. B1195 Discusses adult learning principles with supervisor.	B1194 Attends training on adult learning techniques. B2455 Reads literature on adult learning. B2456 Writes articles on adult learning applications.	B1194 Attends training on adult learning techniques. B2455 Reads literature on adult learning.
C163	*Apply established theories of adult learning to the development of learning and development programs.*	Not applicable	B2447 Develops training activities based on adult learning principles. B2457 Incorporates practice and feedback into learning and development programs. B2458 Repeats training as necessary to enhance learning.	B3229 Ensures that proper education techniques are used in the dissemination of training across the organization.
C164	*Implement learning and development programs that are relevant and effective.*	B1196 Schedules employees into training sessions. B1197 Tracks completion of training activities. B1198 Compiles data on progress towards completion of learning and development programs.	B2459 Tracks progress towards goals of learning and development programs. B2460 Alters learning and development programs based on effectiveness data. B2461 Identifies the employees who will benefit most from learning and development programs.	B3230 Provides executive sponsorship of learning and development programs.

70   LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C165	*Develop the competence of employees using evidence-based methods.*	Not applicable	B2462 Documents the rationale for the methods used to develop the competence of employees. B2463 Relies on accepted instruction methods in the training of employees. B2464 Demonstrates meaningful progress in the development of employee competence.	B3229 Ensures that proper education techniques are used in the dissemination of training across the organization.
70.5	LEARNING AND DEVELOPMENT PRIORITIES EVALUATION			
C166	*Establish outcome measures for learning and development programs that are aligned with organizational objectives.*	Not applicable	B2465 Sets outcome measures for learning and development programs that are based on alignment with organizational objectives. B2466 Obtains endorsement from senior leadership for learning and development program outcome measures. B2467 Documents the linkage between learning and development program outcomes and organizational objectives.	B2465 Sets outcome measures for learning and development programs that are based on alignment with organizational objectives. B3231 Ensures that learning and development programs are assessed regularly for continuing fit with organizational objectives.

70   LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C167	*Maintain knowledge of sound measurement principles accepted in the HR field.*	B1199 Attends training on quantitative and qualitative measurement methods. B1200 Discusses with supervisor the measurement principles that apply to work in the HR department.	B1199 Attends training on quantitative and qualitative measurement methods. B2468 Applies quantitative and qualitative approaches to HR problem-solving. B2469 Reads articles on measurement principles that apply to the HR field.	B2468 Applies quantitative and qualitative approaches to HR problem-solving. B2469 Reads articles on measurement principles that apply to the HR field. B3232 Develops new quantitative and qualitative methods that support HR decision-making.
C168	*Assess progress towards learning and development goals using sound measurement principles.*	B1201 Compiles data on progress towards learning and development goals.	B2470 Collects data on progress towards learning and development goals. B2471 Analyzes progress data for evidence of significant change.	B2471 Analyzes progress data for evidence of significant change.
C169	*Document progress towards learning and development goals.*	B1202 Assists employees in drafting progress reports for supervisors. B1202b Assists supervisors in collecting data on employee progress.	B2472 Synthesizes the results of analyses on progress towards learning and development goals. B2473 Drafts progress reports on attainment of learning and development goals.	B2472 Synthesizes the results of analyses on progress towards learning and development goals.

70 LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C170	Evaluate the effectiveness of learning and development programs.	B1203 Coordinates the assessment of employees' competencies.	B2474 Determines whether there has been meaningful progress towards learning and development goals. B2475 Develops tools for managers to use to assess the effectiveness of learning and development programs. B2476 Assesses whether learning and development programs will be effective in the future. B2477 Assesses employees on the key competencies targeted in learning and development programs. B2478 Analyzes changes in competence across employees following implementation of a learning and development program.	B2474 Determines whether there has been meaningful progress towards learning and development goals. B3233 Determines whether to continue, alter, or abandon learning and development programs based on quantitative analyses.
C171	Evaluate the likelihood that learning and development priorities will align with progress towards organizational objectives.	Not applicable	B2479 Assesses whether learning and development goals will translate into progress towards organizational objectives. B2480 Analyzes data for evidence that learning and development initiatives are advancing progress towards organizational objectives.	B2479 Assesses whether learning and development goals will translate into progress towards organizational objectives. B2480 Analyzes data for evidence that learning and development initiatives are advancing progress towards organizational objectives.

70   LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C171 *(continued)*				B3234 Incorporates data from across and outside the organization to determine whether learning and development priorities will continue to serve the needs of the organization in the future.
70.6	MENTORING AND COACHING			
C172	*Maintain knowledge of current mentoring and coaching principles.*	Not applicable	B2481 Takes training on mentoring and coaching. B2482 Attends conferences on mentoring and coaching. B2483 Reads articles and books on mentoring and coaching.	B2483 Reads articles and books on mentoring and coaching. B3235 Writes articles on effective mentoring and coaching.
C173	*Educate leaders on the merits of mentoring and coaching employees.*	Not applicable	B2484 Gives talks to managers on the merits of mentoring and coaching employees. B2485 Creates information sheets on the merits of mentoring and coaching. B2486 Encourages senior leaders to act as mentors or coaches to employees.	B2486 Encourages senior leaders to act as mentors or coaches to employees.

70   LEARNING AND DEVELOPMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C174	Keep leaders informed about the learning and development priorities of employees.	B1204 Assists supervisor in preparing reports on learning and development priorities. B1205 Coordinates access to learning and development information across managers.	B2487 Provides status updates to senior leaders on learning priorities across employees. B2488 Provides individualized reports to managers on the learning priorities of their employees.	Not applicable
C175	Develop learning programs to build mentoring and coaching skills in leaders.	Not applicable	B2489 Procures experts in training for mentoring and coaching. B2490 Develops an online course on mentoring and coaching skills.	B3236 Creates organizational programs that pair new employees with coaches. B3237 Arranges training retreats for senior leaders on mentoring and coaching skills.
C176	Deliver mentoring and coaching training to leaders.	B1206 Coordinates mentoring and coaching training for leaders.	B2491 Identifies the leaders who would benefit from mentoring and coaching training. B2492 Arranges participation in mentoring and coaching training. B2493 Presents training on mentoring and coaching to leaders.	B2491 Identifies the leaders who would benefit from mentoring and coaching training. B3238 Coaches other senior leaders on how to be effective mentors and coaches for their staff.

80 HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
80.1	HEALTH AND SAFETY			
C177	*Maintain knowledge of legislation, regulations, and standards regarding workplace health and safety.*	B1207 Reads legislation, regulations, and standards regarding workplace health and safety. B1208 Attends training on workplace health and safety.	B1207 Reads legislation, regulations, and standards regarding workplace health and safety. B1208 Attends training on workplace health and safety.	B1207 Reads legislation, regulations, and standards regarding workplace health and safety. B3239 Uses network to maintain awareness of impending changes to workplace health and safety legislation and regulations.
C178	*Consider potential effects on the health and safety of employees of all organizational activities.*	B1209 Assists supervisor in health and safety audits.	B2494 Reviews work plans to ensure there are no potential negative effects on employee health and safety. B2495 Conducts periodic audits of organizational activities to ensure continued adherence to health and safety standards.	B3240 Advocates for workplace health and safety among senior leadership when considering new initiatives.
C179	*Ensure that the organization remains compliant with workplace health and safety legislation and regulations.*	B1209 Assists supervisor in health and safety audits. B1210 Assists supervisor in documenting adherence to workplace health and safety regulations.	B2495 Conducts periodic audits of organizational activities to ensure continued adherence to health and safety standards. B2496 Adheres to workplace health and safety regulations. B2497 Assumes responsibility for workplace health and safety oversight.	B2497 Assumes responsibility for workplace health and safety oversight B3240 Advocates for workplace health and safety among senior leadership when considering new initiatives. B3241 Champions a workplace free from bullying and harassment.

80   HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
C179 (continued)			B2498 Delivers training on bullying and harassment to employees.	
C180	*Evaluate risks to the health and safety of employees.*	B1211 Assists supervisor in collecting data on potential risks to workplace health and safety.	B2499 Identifies workplace activities that pose the highest risk to the health and safety of employees. B2500 Interviews employees regarding their perceptions of the high-risk workplace activities. B2501 Interviews employees regarding their perceptions of the safe work practices that enhance customer and employee safety. B2502 Assesses the likelihood of health and safety risk events occurring. B2503 Estimates the negative impact on reputation, financial resources, and the employee value proposition of health and safety risk events. B2504 Analyzes historical data on workplace accidents to determine the likelihood and impact of re-occurrence.	B2502 Assesses the likelihood of health and safety risk events occurring. B2503 Estimates the negative impact on reputation, financial resources, and the employee value proposition of health and safety risk events. B3242 Forecasts the potential impact on workplace health and safety of planned organizational initiatives.

80   HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
C181*	Implement measures to mitigate risks to the health and safety of employees.	B1212 Procures safety equipment for work areas with a high risk of physical harm to employees. B1213 Acts as a safety officer. B1214 Coordinates initiatives to mitigate threats to the health and safety of employees. B1214b Monitors use of protective devices.	B1212 Procures safety equipment for work areas with a high risk of physical harm to employees. B2505 Creates risk intervention plans for identified threats to the health and safety of employees. B2506 Provides workplace health and safety training to employees in high-risk work areas or situations. B2507 Appoints a safety officer in high-risk work areas.	B3243 Champions health and safety intervention initiatives.
80.2	HEALTH, SAFETY, AND WELLNESS POLICIES AND PROCEDURES			
C182	Identify health, safety, and wellness compliance standards for the organization.	B1215 Assists supervisor in gaining input on health, safety, and wellness compliance standards.	B2508 Reviews industry-accepted health, safety, and wellness compliance standards. B2509 Identifies the appropriate health, safety, and wellness compliance standards for the organization. B2510 Gains input from employees on recommended health, safety, and wellness compliance standards. B2511 Gains endorsement from senior leadership on recommended health, safety, and wellness compliance standards for the organization.	B2508 Reviews industry-accepted health, safety, and wellness compliance standards. B2509 Identifies the appropriate health, safety, and wellness compliance standards for the organization. B2511 Gains endorsement from senior leadership on recommended health, safety, and wellness compliance standards for the organization.

80 HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
C183	*Establish health, safety, and wellness policies, procedures, roles, and responsibilities for leaders and employees that meet organizational compliance standards.*	B1216 Assists supervisor in documenting health, safety, and wellness policies and procedures. B1217 Assumes a role as assigned in the health, safety, and wellness of employees.	B2512 Identifies the persons responsible for workplace health, safety, and wellness. B2513 Drafts policies and procedures to govern workplace health, safety, and wellness. B2514 Ensures that those with roles in the health, safety, and wellness of employees understand those roles and can fulfil them. B2515 Verifies that policies and procedures governing health, safety, and wellness meet compliance standards. B2516 Gains executive endorsement of health, safety, and wellness policies and procedures.	B2512 Identifies the persons responsible for workplace health, safety, and wellness. B2514 Ensures that those with roles in the health, safety, and wellness of employees understand those roles and can fulfil them. B2515 Verifies that policies and procedures governing health, safety, and wellness meet compliance standards. B3244 Champions effective health, safety, and wellness policies and procedures in the organization.
C184	*Provide training programs for leaders and employees on their roles and responsibilities in maintaining a safe workplace.*	B1218 Coordinates the provision of workplace safety training for employees. B1219 Tracks the completion of workplace safety training for all identified employees and leaders.	B2506 Provides workplace health and safety training to employees in high-risk work areas or situations. B2514 Ensures that those with roles in the health, safety, and wellness of employees understand those roles and can fulfil them.	B2514 Ensures that those with roles in the health, safety, and wellness of employees understand those roles and can fulfil them. B2517 Meets with leaders to ensure their understanding of their roles and responsibilities in maintaining a safe workplace.

80   HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
C184 *(continued)*			B2517 Meets with leaders to ensure their understanding of their roles and responsibilities in maintaining a safe workplace. B2518 Meets with managers to ensure that they and their staff understand their roles and responsibilities in maintaining a safe workplace.	
C185	*Educate the workforce on established health, safety, and wellness policies and procedures.*	B1220 Coordinates training for employees on health, safety, and wellness policies and procedures.	B2506 Provides workplace health and safety training to employees in high-risk work areas or situations. B2519 Provides general training to all staff on health, safety, and wellness policies and procedures. B2520 Distributes written materials on health, safety, and wellness policies and procedures.	B3245 Ensures that training on health, safety, and wellness policies and procedures is carried out across the organization.
C186	*Monitor adherence to organizational health, safety, and wellness policies and procedures.*	B1221 Compiles compliance data on adherence to health, safety, and wellness policies and procedures.	B2521 Conducts audits of adherence to health, safety, and wellness policies and procedures. B2522 Creates checklists to track adherence to health, safety, and wellness policies and procedures.	B3246 Establishes a system of audits to verify continuing adherence to organizational health, safety, and wellness policies and procedures.

80 HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
C181*	*Implement measures to mitigate risks to the health and safety of employees.*	B1212 Procures safety equipment for work areas with a high risk of physical harm to employees. B1213 Acts as a safety officer. B1214 Coordinates initiatives to mitigate threats to the health and safety of employees.	B1212 Procures safety equipment for work areas with a high risk of physical harm to employees. B2505 Creates risk intervention plans for identified threats to the health and safety of employees. B2506 Provides workplace health and safety training to employees in high-risk work areas or situations. B2507 Appoints a safety officer in high-risk work areas.	B3243 Champions health and safety intervention initiatives.
C187	*Develop a disability management program to support employees requiring workplace accommodations and modifications.*	Not applicable	B2523 Procures the services of disability management professionals. B2524 Develops policies that support return-to-work programs for those with disabilities.	B3247 Champions return-to-work initiatives for employees requiring workplace accommodations and modifications. B3248 Advocates the benefits of establishing appropriate disability management practices.
C187b	*Implement a disability management program that respects and acknowledges the value of all employees in the organization.*	B1222 Provides access to information on return-to-work programs. B1223 Coordinates services for employees requiring workplace accommodations and modifications.	B2523 Procures the services of disability management professionals. B2524b Monitors the effective administration of a disability management program.	B3248b Supports the continued provision of an effective disability management program across the organization.

80   HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
C187c	*Address the environmental concerns of employees.*	B1223b Responds effectively to the environmental concerns of employees.	B2524c Creates procedures and mechanisms which enable employees to share environmental concerns.	B4248c Establishes a corporate culture in which employees feel empowered to share environmental concerns and to take action as appropriate.
80.3	WELLNESS			
C188	*Develop programs and initiatives that encourage employees to engage in wellness activities.*	B1224 Coordinates access to wellness activities for employees.	B2525 Advocates physical fitness activities at the workplace. B2526 Develops recognition programs for employees who engage in wellness activities. B2527 Develops work-from-home programs for employees. B2528 Encourages use of employee assistance programs. B2529 Manages the employee assistance program vendor.	B3249 Champions wellness programs and initiatives across the organization.
C189	*Educate employees on the benefits of adopting a healthy lifestyle.*	B1225 Coordinates the dissemination of information on the benefits of a healthy lifestyle to employees. B1226 Drafts information pieces on the benefits of a healthy lifestyle.	B2530 Promotes the benefits to health and well-being of engaging in wellness activities B2531 Creates information packages on the benefits of a healthy lifestyle. B2532 Gives talks on the benefits of a healthy lifestyle.	B3249 Champions wellness programs and initiatives across the organization.

80   HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
C190	*Advocate for the merits of a healthy workforce to leaders and employees.*	B1227 Assists supervisor in compiling quantitative and qualitative research on the benefits of a healthy workforce.	B2528 Encourages use of employee assistance programs. B2532 Gives talks on the benefits of a healthy lifestyle. B2533 Encourages employees to adopt a healthy work-life balance. B2534 Collects quantitative and qualitative research for leaders on the benefits to the organization of having a healthy workforce.	B3250 Advocates programs that encourage wellness. B3251 Champions a healthy work-life balance for employees across the organization.
80.4	PSYCHOLOGICAL HEALTH AND WELL-BEING			
C191	*Advocate for the merits of a proactive approach to mental health and psychological well-being to leaders and employees.*	B1228 Assists supervisor in compiling quantitative and qualitative research on the benefits of a proactive approach to mental health and psychological well-being.	B2535 Collects quantitative and qualitative research for leaders on the benefits to the organization of a proactive approach to psychological well-being. B2536 Presents on the importance of a proactive approach to mental health and psychological well-being.	B3252 Champions programs that encourage mental health and psychological well-being.
C192	*Incorporate consideration of mental health and psychological well-being into HR initiatives.*	Not applicable	B2537 Identifies potential threats to the mental health and psychological well-being of employees in planning HR initiatives. B2538 Focuses HR initiatives on enhancing the psychological well-being of employees.	B3253 Champions the importance of mental health across the organization.

80   HEALTH, WELLNESS, AND SAFE WORKPLACE

	DESCRIPTION	CHRP	CHRL	CHRE
C193	*Educate employees and leaders on the importance of mental health and psychological well-being and their impact on organizational performance.*	B1229 Assists supervisor in collecting quantitative and qualitative research on the impact of a mentally healthy workforce on organizational performance. B1230 Coordinates speaking opportunities for supervisor to promote mental health and psychological well-being. B1231 Drafts information brochures on the importance of mental health and psychological well-being.	B2536 Presents on the importance of a proactive approach to mental health and psychological well-being. B2539 Collects quantitative and qualitative research for leaders on the benefits to the organization of mental health and psychological well-being. B2540 Provides information brochures on the importance of mental health and psychological well-being for employees. B2541 Provides evidence for leaders of the positive impact of mental health on organizational performance. B2542 Creates communications on the negative impact of employee stress and fatigue on performance.	B2541 Provides evidence for leaders of the positive impact of mental health on organizational performance.

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90 HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
90.1	INFORMED BUSINESS DECISIONS			
C194	*Align HR decisions with organizational strategy.*	Not applicable	B2543 Verifies understanding of organizational strategy with senior leadership. B2544 Ensures that each HR decision is made in accordance with organizational strategy. B2545 Reviews HR services and initiatives when there is a change in organizational strategy to identify potential need for modification.	B2544 Ensures that each HR decision is made in accordance with organizational strategy. B3254 Sets organizational HR policies in concert with changes to organizational strategy. B3255 Uses HR decisions to drive progress towards realization of organizational strategy.
C195	*Assess the organization's financial and operating information for impact on HR strategy.*	Not applicable	B2546 Reviews the organization's financial statements. B2547 Contributes to financial projections for HR services and initiatives. B2548 Identifies opportunities and obstacles for HR services through a detailed review of the organization's financial and operating information. B2549 Consults with senior leadership on the impact on HR services and initiatives of changes in the financial health of the organization.	B2548 Identifies opportunities and obstacles for HR services through a detailed review of the organization's financial and operating information. B3256 Sets HR strategy within the constraints of the organization's financial health. B3257 Establishes financial projections for HR services and initiatives.

90   HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
90.2	HUMAN RESOURCES AUDITS			
C196	*Establish criteria for audits of the HR function.*	Not applicable	B2550 Identifies industry standards for HR services. B2551 Identifies the indicators of compliance to HR standards of practice. B2552 Gains approval for the identified indicators of organizational compliance to HR standards and practice guidelines.	B2550 Identifies industry standards for HR services.
C197	*Develop an audit program that samples HR policies, procedures, programs, and systems.*	B1232 Assists supervisor in sourcing an external service provider to conduct HR audits.	B2553 Recommends to leadership a frequency for the performance of HR audits. B2554 Procures an external service provider to conduct HR audits. B2555 Identifies an internal quality control officer who is responsible for internal HR audits. B2556 Ensures the HR audit program samples from policies, procedures, programs, and systems.	B2555 Identifies an internal quality control officer who is responsible for internal HR audits. B3258 Provides executive sponsorship of the HR audit program.

90 HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C198	*Conduct periodic audits of HR practices.*	B1233 Coordinates the HR audit process. B1234 Acts as a liaison with the external auditor. B1235 Collects documentation as requested by the auditor.	B2557 Oversees the HR audit process. B2558 Arranges involvement of staff in the HR audit. B2559 Facilitates the auditor's investigations of HR practices. B2560 Ensures that the HR audit is conducted thoroughly and impartially.	B2557 Oversees the HR audit process. B2560 Ensures that the HR audit is conducted thoroughly and impartially.
C199	*Document the strengths and areas for improvement using the outcomes of an HR audit.*	B1236 Compiles data from an HR audit for supervisor.	B1236 Compiles data from an HR audit for supervisor. B2561 Identifies the most critical nonconformities revealed by an HR audit. B2562 Identifies the key strengths of HR practices as evidenced through the audit. B2563 Uses HR audit outcomes to identify opportunities for improvement.	B2561 Identifies the most critical nonconformities revealed by an HR audit. B2563 Uses HR audit outcomes to identify opportunities for improvement. B3259 Identifies the strengths of HR practices that can be leveraged to address areas for improvement.

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	DESCRIPTION	CHRP	CHRL	CHRE
C200	*Recommend changes to existing HR policies, procedures, programs, and systems to comply with desired practice.*	B1237 Assists supervisor in preparing materials to support recommended changes to HR policies, procedures, programs, and systems.	B2564 Identifies the changes to HR policies, procedures, programs, and systems that would make them compliant with desired practice. B2565 Assesses the level of effort required to make changes to HR policies, procedures, programs, and systems. B2566 Develops rationales to support recommended changes to HR policies, procedures, programs, and systems. B2567 Presents to senior leadership recommended changes to HR policies, procedures programs, and systems.	B3260 Champions changes to HR policies, procedures programs, and systems.
90.3	HUMAN RESOURCES INFORMATION SYSTEMS			
C201	*Maintain knowledge of developments in HR information systems.*	B1238 Reads materials on HR information systems.	B1238 Reads materials on HR information systems. B2568 Attends information sessions on HR information systems.	B1238 Reads materials on HR information systems. B3261 Maintains collegial relationships with vendors of HR information systems.

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90   HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C202	*Create a list of specifications and requirements for the inputs and outputs of an HR information system.*	Create a list of specifications and requirements for the inputs and outputs of an HR information system. B1239 Assists supervisor in collecting input from users of HR information systems. B1240 Maintains a listing of desired specifications and requirements for an HR information system.	B2569 Collects input from users on the specifications they would value in an HR information system. B2570 Works with IT staff to itemize the specifications and requirement for an HR information system. B2571 Works with the vendor to create a list of specifications and requirements for an HR information system. B2572 Consults with senior leadership on the desired outputs from an HR information system. B2573 Assesses the necessary inputs to an HR information system to obtain the desired outputs.	B2572 Consults with senior leadership on the desired outputs from an HR information system.
C203	*Use report templates to provide leaders with the necessary HR trend information to help achieve organizational objectives.*	B1241 Assists supervisor in creating HR report templates.	B2575 Creates report templates that show HR trend information. B2576 Gains approval from senior leadership of the efficacy of HR report templates. B2577 Creates HR report templates that incorporate sophisticated analyses of HR trend information. B2577 Creates HR report templates that incorporate sophisticated analyses of HR trend information.	B2572 Consults with senior leadership on the desired outputs from an HR information system. B3262 Approves the HR report templates that will provide senior leadership with the information needed to help achieve organizational objectives.

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90   HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
90.4	HUMAN RESOURCES INFORMATION			
C204	*Maintain knowledge of the legal requirements regarding retention of HR information.*	B1242 Reads regulations regarding the retention of HR information. B1243 Attends information sessions on the retention of HR information.	B1242 Reads regulations regarding the retention of HR information. B1243 Attends information sessions on the retention of HR information.	B1242 Reads regulations regarding the retention of HR information.
C205	*Ensure that HR information is maintained in accordance with legal requirements.*	B1244 Follows legal requirements in the maintenance of HR information.	B2578 Audits HR information sources for compliance with legal requirements. B2579 Establishes procedures for HR information retention that comply with legal requirements. B2580 Verifies that staff responsible for retention of HR information are aware of and follow legal requirements.	B2580 Verifies that staff responsible for retention of HR information are aware of and follow legal requirements.
C206	*Identify the HR information that must be maintained to support organizational decision-making.*	Not applicable	Not applicable B2581 Meets with senior leadership to collect input on the HR information they require to support organizational decision-making. B2582 Reviews strategic plan to identify the need for changes to the HR information that is maintained.	B2581 Meets with senior leadership to collect input on the HR information they require to support organizational decision-making. B3263 Modifies the collection of HR information in anticipation of likely future organizational needs.

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90 HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C207	*Collect HR information that can be used to track progress towards meeting organizational objectives.*	B1245 Follows procedures to collect HR information.	B2583 Establishes systems for the collection of HR information. B2584 Ensures that information necessary for measuring progress towards organizational objectives is collected. B2585 Verifies that HR staff are collecting necessary HR information.	B2583 Establishes systems for the collection of HR information. B2584 Ensures that information necessary for measuring progress towards organizational objectives is collected.
C208	*Evaluate alternative tools for the maintenance of HR information.*	B1246 Collects information on alternative methods of maintaining HR information for supervisor.	B2586 Identifies alternative methods for maintaining HR information. B2587 Assesses the optimal method of maintaining each element of HR information.	B2587 Assesses the optimal method of maintaining each element of HR information. B3264 Incorporates future trends in the maintenance of HR information into planning.
C209	*Use effective and efficient HR information retention tools.*	B1247 Uses HR information retention tools according to approved procedures. B1248 Identifies for supervisor potential improvements to HR information retention tools.	B2588 Assesses the continued efficiency of HR information retention tools. B2589 Analyzes potential improvements to the effectiveness of current HR information retention tools. B2590 Implements HR information retention tools that are cost effective.	B2588 Assesses the continued efficiency of HR information retention tools. B2590 Implements HR information retention tools that are cost effective.

90   HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
90.5	HUMAN CAPITAL INVESTMENTS			
C210	*Create key performance indicators to measure the effectiveness of investments in human capital.*	Not applicable	B2591 Identifies the desired outcomes of investments in human capital. B2592 Formulates quantitative and qualitative measures of attainment of human capital investment outcomes. B2593 Drafts key performance indicators that optimally assess the effectiveness of investments in human capital. B2594 Gains approval for key performance indicators to be used to assess the effectiveness of investments in human capital.	B2591 Identifies the desired outcomes of investments in human capital. B2592 Formulates quantitative and qualitative measures of attainment of human capital investment outcomes. B3265 Ensures that the effectiveness of investments in human capital is appropriately evaluated.
C211	*Apply appropriate measures and metrics to monitor trends in HR variables.*	B1249 Collects HR data diligently.	B2595 Employs sound measures of HR variables that provide an accurate assessment of the variable of interest. B2596 Verifies the accuracy of HR measures and metrics. B2597 Collects HR trending information at appropriate intervals. B2598 Uses test of statistical significance to assess the relevance of trend information.	B2596 Verifies the accuracy of HR measures and metrics. B3266 Identifies inconsistencies or irregularities in HR measures and metrics for further investigation.

90   HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

	DESCRIPTION	CHRP	CHRL	CHRE
C212	*Analyze HR data to measure progress towards organizational objectives.*	B1250 Compiles HR data on progress towards organizational objectives.	B2599 Assess progress towards organizational objectives against expected progress using data. B2600 Assesses likely time to attainment of organizational objectives based on analysis of HR data. B2601 Uses quantitative methods to isolate impediments to progress towards organizational objectives.	B2599 Assess progress towards organizational objectives against expected progress using data. B3267 Identifies complex interactions across variables affecting progress towards organizational objectives.
C213	*Create reports on the effectiveness of human capital investments that are based on data.*	B1251 Assists supervisor in the creation of reports on the effectiveness of human capital investments.	B2602 Drafts reports that accurately portray the measured effectiveness of human capital investments. B2603 Reports the return on investment of human capital investments.	B2603 Reports the return on investment of human capital investments. B3268 Recommends changes to the organization's human capital investments based on analysis of data.

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ENABLING COMPETENCIES MATRIX

ENABLING COMPETENCY	DESCRIPTION	CHRP	CHRL	CHRE
INDIVIDUAL SKILLS				
Critical thinking and analysis	*Analyzing problems and challenges with perceptiveness and insight.* *Having the capacity for flexible and innovative thinking.* *Seeing how the various parts or facets of a problem relate to each other.*	Solves day-to-day problems with HR programs and initiatives.	Understands the key issues, presenting problems and opportunities, and is able to develop effective solutions and strategies. Analyzes situations effectively to make sound judgments and decisions.	Tackles complex HR challenges. Develops insights into complex HR problems.
Technological savvy	*Making use of various technologies to best advantage.* *Seeing the possibilities in emerging technologies.* *Managing the implementation of new technologies.*	Adapts quickly to new technologies.	Identifies technological solutions to HR challenges.	Develops a technology strategy to respond to HR challenges.
Research skills	*Collecting and using data effectively in the HR decision-making process.* *Integrating the work of others into organizational practice.*	Conducts searches of the HR literature. Collects data with diligence.	Designs data collection activities that will provide information necessary to make HR decisions. Knows how to find the information necessary to make prudent decisions. Considers both quantitative and qualitative sources of information.	Drives a culture that prioritizes evidence-based decision-making. Publishes research articles on HR.

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ENABLING COMPETENCY	DESCRIPTION	CHRP	CHRL	CHRE
Quantitative Skills	*Working with quantitative data.* *Conducting and interpreting predictive analytics.* *Constructing metrics.*	Analyzes simple data. Uses spreadsheets to effectively present numerical information.	Collects and analyzes significant data sets and interprets results accurately.	Conducts and interprets complex analyses and works out their implication for action.
Critical Legal Thinking	*Analyzing situations from a legal perspective.* *Distilling the essential legal issues at hand* *Considering and evaluating the relative merits of alternative legal interpretations.* *Making sound judgments based on a legal analysis of situations.*	Understands and applies basic legal concepts. Understands when a situation may be subject to differing legal interpretations.	Applies critical legal thinking to all but the most complicated situations. Quickly identifies the essential legal issues at hand. Assesses the relative merits of alternative legal interpretations of the same situation. Makes sound judgments based on a legal analysis of situations.	Has a nuanced appreciation of the law and how alternative or even conflicting interpretations might come about. Identifies the strengths and weaknesses of any legal interpretation. Quickly grasps the organizational implications of any legal argument or interpretation.
TEAM SKILLS				
Emotional Intelligence	*Interpreting the emotional state of self and others.* *Making effective use of this information to guide behaviour.*	Is aware of temporary emotional states in self and others and moderates behaviour at those times.	Knows when an emotional state is influencing the behaviour of self or others. Delays making decisions or taking actions when emotions are having particular influence.	Knows when an emotional state is influencing the behaviour of self or others. Delays making decisions or taking actions when emotions are having particular influence. Accurately identifies emotional states in self and others. Uses knowledge of emotional states to effectively and ethically guide to decisions that benefit the organization.

ENABLING COMPETENCY	DESCRIPTION	CHRP	CHRL	CHRE
Project Management	*Planning, executing, and controlling HR projects using appropriate tools and metrics.*	Tracks progress towards project completion. Prepares reports detailing project metrics.	Establishes project goals and designs a plan that will achieve project goals within an established timeline. Manages HR projects to successful completion on time, on budget, and with sufficient quality.	Establishes desired outcomes for organization-wide programs and projects. Champions strong project management practices in the organization.
Decision-making Skills	*Making decisions in a timely manner, taking into consideration all relevant aspects of a situation.*	Makes sound day-to-day decisions in operational contexts.	Makes sound decisions in complex business situations.	Makes sound decisions involving the most complex information and dynamic situations.
Business Acumen	*Effectively leveraging the context and dynamics of business.*	Understand how the HR function contributes to the organization.	Understands the business of the organization and how to support the business.	Has a keen understanding of the nature of the business and how the HR function supports the organization's success. Brings strong business skills to the delivery of HR services.
Independence	*Acting as an independent professional in the context of the workplace.* *Adhering to the standards of the HR profession and to all workplace legislation, even when doing so is challenged.*	Asks questions of manager and others on practices in the workplace. May not push back, but will ensure that potential problems are brought to the attention of manager.	Pushes back on leadership when asked to take actions that are considered contrary to HR professional standards. Thinks of self as both an independent HR professional and an employee. Exercises appropriate professional judgment	Encourages others to be independent in thought and action. Acts to protect professional reputation, without regard for maintaining employment status.

ENABLING COMPETENCY	DESCRIPTION	CHRP	CHRL	CHRE
ORGANIZATIONAL SKILLS				
Ethical Behaviour and Professionalism	*Acting with honesty, integrity, credibility, self-confidence, and independence.* *Coping with ambiguity, conflicts of interest, and the need to protect the public interest.*	Has a clear sense of when requests fall outside acceptable norms of integrity. Brings matters to the attention of individuals with the authority to address the situation.	Acts with professional honesty, integrity, credibility, self-confidence, and independence.	Sets the "tone from the top" in terms of professional honesty, integrity, credibility, self-confidence, and independence.
Relationship Management	*Building networks.* *Establishing effective working relationships.* *Working productively with others.*	Develops sound working relationships with various clients and other members of the HR team.	Builds effective networks in support of projects. Engages others to ensure success in the workplace. Ensures relationship management is an expected core competency of all employees. Builds trusting relationships.	Builds extensive professional networks within and outside HR circles.
Negotiation and Influencing	*Negotiating solutions that balance the interests of all parties.* *Delivering persuasive communications that build agreement on a particular course of action.*	Helps employees understand the value of the HR services they receive. Eases tensions among staff before the need for escalation to a manager.	Has experience in negotiations. Negotiates with clients and service providers. Finds common ground to facilitate agreement among opposing people and groups.	Negotiates collective service agreements. Positively influences colleagues to take decisions and actions that ultimately benefit the organization.

ENABLING COMPETENCY	DESCRIPTION	CHRP	CHRL	CHRE
Strategic and Organizational Leadership	*Working in, building, and leading teams.* *Demonstrating competence in goal setting, planning and organization, collaboration, process management, empathy, flexibility, responding to feedback, and conflict management.*	Works effectively with others.	Builds and manages teams focused on delivering effective HR services that support the organization's vision.	Manages a complex and multi-faceted HR function. Sets a common vision for HR staff and builds enthusiasm for that vision.
Integration	*Integrating the various practice areas of HR together into a coherent response to a challenge or issue.*	Although responsibilities may be narrow, is aware of linkages or interdependencies with other areas.	integrated discipline. Considers the impact across all HR activities of each decision. Even if responsibilities are narrow, understands how various initiatives will fit into the big picture.	Creates the big picture for HR as fully integrated across the organization. Has a clear understanding of how the pieces come together.