

Appendix A – HR Competencies by Functional Area

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
10000	Strategy		
10100	Impact the organization and human resources practices by bringing to bear a strategic perspective that is informed by economic, societal, technological, political, and demographic trends to enhance the value of human resources.	Awareness	Exam
10200	Develop an understanding of the application of governance principles and methods by keeping current with leading practices to contribute to and implement approved strategy.	Awareness	Exam
10300	Provide effective leadership for human resources, with due recognition of the roles and responsibilities of the governing body and the organization's leadership and their relationships with other stakeholders, to implement the business plan and manage risk.	Awareness and comprehension	Exam Experience
10400	Contribute to the organization's vision, mission, values, and goals, demonstrating business acumen and participating in the strategic planning process, to support organizational objectives.	Awareness	Exam Experience
10500	Align human resources practices by translating organizational strategy into human resources objectives and priorities to achieve the organization's plan.	Awareness and comprehension	Exam Experience
10600	Consult in the development of a change management strategy considering the goals, resources required, and forces of resistance to achieve the organization's plan.	Awareness and comprehension	Exam Experience
20000	Professional Practice		
20100	Conduct human resources responsibilities and build productive relationships consistent with standards of practice with due diligence and integrity to balance the interests of all parties.	Awareness, comprehension, and proficiency	Exam Experience
20200	Adhere to ethical standards for human resources professionals by modeling appropriate behaviour to balance the interests of all stakeholders.	Awareness, comprehension, and proficiency	Exam Experience
20300	Adhere to legal requirements as they pertain to human resources policies and practices to promote organizational values and manage risk.	Awareness, comprehension, and proficiency	Exam Experience
20400	Recommend ethical solutions to the organization's leadership by analyzing the variety of issues and options to ensure responsible corporate governance and manage risk.	Awareness and comprehension	Exam Experience
20500	Foster the advancement of the human resources profession by participating in professional activities and advocating for the profession to enhance the value of human resources in the workplace.	Awareness, comprehension, and proficiency	Exam Experience
20600	Promote an evidence-based approach to the development of human resources policies and practices using current professional resources to provide a sound basis for human resources decision-making.	Awareness and comprehension	Exam
20700	Research business information and global and technological trends using credible sources to incorporate appropriate technologies and ideas into the practice of human resources.	Awareness, comprehension, and proficiency	Exam Experience

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
30000	Engagement		
30100	Promote engagement, commitment, and motivation of employees by developing, implementing, and evaluating innovative strategies to enhance productivity, morale, and culture.	Awareness and comprehension	Exam Experience
30200	Develop initiatives through which leaders align culture, values, and work groups to increase the productivity and engagement of employees.	Awareness and comprehension	Exam Experience
30300	Demonstrate the value of employee engagement using appropriate measures to encourage productivity, continuous improvement, and innovation and to enhance attraction and retention.	Awareness and comprehension	Exam Experience
30400	Partner with appropriate leadership to communicate with employees, the union, and organizational stakeholders on organizational challenges and developments to create understanding and enhance affiliation with the organization.	Awareness and comprehension	Exam Experience
40000	Workforce Planning and Talent Management		
40100	Create a workforce plan by identifying current and future talent needs to support the organization's goals and objectives.	Awareness	Exam
40200	Increase the attractiveness of the employer to desirable potential employees by identifying and shaping the organization's employee value proposition to build a high quality workforce.	Awareness, comprehension	Exam Experience
40300	Execute a workforce plan by sourcing, selecting, hiring, on-boarding, and developing people to address competency needs and retain qualified talent aligned with the organization's strategic objectives.	Awareness, comprehension, and proficiency	Exam Experience
40400	Implement a performance management system by measuring against established goals and expectations to align individual and organizational performance with strategy.	Awareness and comprehension	Exam Experience
50000	Labour and Employee Relations		
50100	Promote a collaborative work environment between the employer, the union (where it exists), employees, and other representative groups through clear and open communication to achieve a respectful, productive, and engaged workforce.	Awareness and comprehension	Exam Experience
50200	Interpret legislation, collective agreements (where applicable), and policies consistent with legal requirements and organizational values to treat employees in a fair and consistent manner and manage the risk of litigation and conflict.	Awareness, comprehension, and proficiency	Exam Experience
50300	Recommend labour and employee relations strategies based on risks, costs, and opportunities in order to achieve business objectives.	Awareness and comprehension	Exam
50400	Negotiate as a means to resolve labour issues consistent with the law, economic and societal trends, and established objectives and strategies to achieve agreement.	Awareness	Exam
60000	Total Rewards		
60100	Create a total rewards structure that encompasses compensation, pensions, benefits, and prerequisites to maintain consistency, fairness, and organizational competitiveness, comply with legal requirements, and encourage desired behaviour.	Awareness	Exam
60200	Implement the total rewards structure using appropriate job evaluation systems and market comparisons to ensure consistency, fairness, and organizational competitiveness, compliance with legal requirements, performance, and desired behaviour.	Awareness and comprehension	Exam Experience
60300	Evaluate the total rewards structure using appropriate metrics, monitoring trends, and innovations to ensure consistency, fairness, organizational competitiveness, compliance with legal requirements, performance, and desired behaviour and to identify recommendations for the organization's leadership.	Awareness and comprehension	Exam Experience
60400	Provide information about the total value of and changes to total rewards using appropriate media to achieve understanding and encourage performance and desired behaviour.	Awareness and comprehension	Exam Experience

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
70000	Learning and Development		
70100	Identify organizational learning priorities aligned with the business strategy using key stakeholder involvement to ensure appropriate learning and optimal return-on-investment.	Awareness, comprehension, and proficiency	Exam Experience
70200	Develop opportunities for employees to learn and grow professionally by maximizing their potential aligned with business strategy to contribute effectively to organizational objectives.	Awareness, comprehension, and proficiency	Exam Experience
70300	Implement learning and development programs in accordance with adult learning principles to build competency and ensure relevance and effectiveness.	Awareness and comprehension	Exam Experience
70400	Evaluate learning and development priorities and programs in accordance with sound measurement principles to document attainment and progress toward organizational objectives.	Awareness and comprehension	Exam Experience
70500	Develop an organizational culture where learning occurs at different levels by making learning a part of everyday work activity to enhance individual, team, and organizational effectiveness.	Awareness and comprehension	Exam Experience
70600	Develop initiatives through which leaders learn mentoring and coaching skills to support learning and development priorities of employees.	Awareness	Exam
80000	Health, Wellness, and Safe Workplace		
80100	Promote the health and safety of employees through an understanding of legislation, regulations, and standards to increase organizational awareness, ensure compliance, and manage risk.	Awareness, comprehension, and proficiency	Exam Experience
80200	Develop health, safety, and wellness policies, procedures, roles and responsibilities for leaders and employees, to ensure compliance through training, monitoring, and providing appropriate safeguards and disability management.	Awareness and comprehension	Exam
80300	Encourage employee wellness by endorsing healthy lifestyles, educating employees, and providing opportunities for enhancement of wellness to sustain overall employee and organizational health.	Awareness, comprehension, and proficiency	Exam Experience
80400	Establish a proactive approach to mental health and psychological well-being in the workplace by enhancing awareness at all levels of the organization to improve performance.	Awareness and comprehension	Exam Experience
90000	Human Resources Metrics, Reporting, and Financial Management		
90100	Make informed business decisions using financial and operating information to align human resources with business strategy.	Awareness and comprehension	Exam
90200	Conduct comprehensive human resources audits by sampling policies, procedures, programs, and systems to identify strengths and areas for improvement and to ensure compliance.	Awareness and comprehension	Exam Experience
90300	Specify the requirements for a human resources information system that captures data and generates reports to inform leaders of trends to achieve organizational objectives.	Awareness and comprehension	Exam Experience
90400	Manage human resources information in compliance with legal requirements using appropriate tools and procedures in order to support decision making and inform leaders about progress toward organizational objectives.	Awareness, comprehension, and proficiency	Exam Experience
90500	Report on the effectiveness of human capital investments with respect to key performance indicators using appropriate measures and metrics to monitor trends and promote the organization's progress toward its objectives.	Awareness and comprehension	Exam Experience