

CPHR/CRHA

CHARTERED PROFESSIONALS
IN HUMAN RESOURCES
CANADA

CONSEILLERS EN RESSOURCES
HUMAINES AGRÉÉS
CANADA

Chartered Professionals
in Human Resources (CPHR™)

Competency Framework

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About the CPHR™

The Chartered Professional in Human Resources (CPHR™) recognizes achievement and capability. The professional level designation signifies that an individual has achieved and continues to actively demonstrate knowledge and skills within the field of human resources. Through an examination and assessment process, each candidate for certification must demonstrate the core competencies relevant to the HR profession.

There is high demand for qualified professionals in all disciplines today. As companies compete for organizational success in an ever-changing environment, they are looking to human resources to help them effectively manage talent.

The designation assures employers, clients and other HR professionals that a CPHR has committed to abiding by a professional code of ethics and rules of professional conduct.

Once an individual obtains the CPHR designation, there is an ongoing requirement to maintain one's competency. This is demonstrated through compliance with the standards set for continuing professional development.

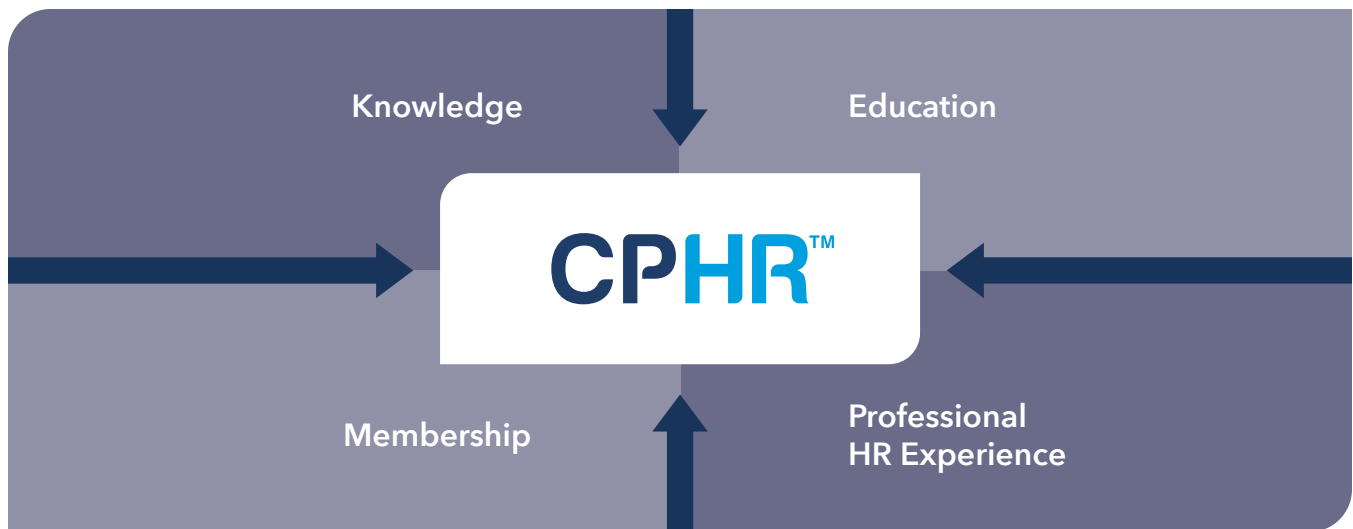
Application of the Competency Framework

The CPHR Competency Framework outlines 44 discipline specific professional competencies that candidates for certification must demonstrate in order to be certified. Competencies are written as statements that define the work of a Chartered Professional in Human Resources, so that the Provincial Human Resources Associations can assess whether candidates have met the standard expected by employers and the public. The competencies are kept up to date through a national professional practice analysis.

The CPHR Competency Framework specifies the proficiency level at which each competency is to be demonstrated and how it will be assessed. The competencies and proficiency levels represent the minimum requirement to be granted the CPHR designation.

The CPHR Competency Framework is the foundation on which the CPHR designation rests. It is used by:

- Employers and the public to better understand the value of CPHRs
- The academic community in the design and development of course curriculum and profession specific programs
- CPHRs to validate their skills and abilities and articulate their value as a CPHR
- CPHRs and CPHR Canada Member Associations for continuing professional development (CPD) requirements
- Future CPHRs to help them understand the knowledge, skills, and abilities required to become a CPHR



* Equivalency options may not apply in all member associations.

Obtaining the CPHR™

The CPHR education, examination, and experience requirements are designed to provide candidates opportunities to develop and demonstrate the required CPHR competencies.

The requirements to become a Chartered Professional in Human Resources include:

- Membership: Meet the requirements for membership in their local CPHR Canada Member Provincial HR Association
- Knowledge Requirement: Demonstrate theoretical knowledge of the CPHR Functional Competencies
- Education Requirement: Demonstrate knowledge of the enabling competencies and the ability to apply functional knowledge by using critical thinking and analytical processes in a wide variety of situations, usually through the completion of a minimum of a Bachelor's Degree.
- Professional Level Work Experience: Demonstrate professional level work experience practicing human resources, where the depth of work performed required independence of action, responsibility for outcomes, and influence with decision makers.
- Commit to adhere to the Code of Ethics & Rules of Professional Conduct

Refer to page 6 for more information on each of the requirements.

Maintaining the CPHR™

Once an individual obtains the CPHR designation, there is an ongoing requirement to maintain one's competency. This is demonstrated through compliance with the standards set for continuing professional development.

Continuing Professional Development (CPD) involves the reporting of qualifying development activities that aid one in advancing and expanding their professional knowledge and practice in the competency areas.

CPHRs are required to complete Continuing Professional Development activities annually. They must complete a minimum 20 qualifying CPD hours per year and 100 qualifying CPD hours on an ongoing three-year rolling basis.

Overview of the Functional Knowledge Areas

Functional competencies are those specific to the field and practice of human resources.

The functional competencies are grouped by nine disciplines or knowledge areas.

For a complete list of functional competencies within each knowledge area, refer to Appendix A – HR Competencies by Functional Area.



Enabling Competencies

In addition to the knowledge and skills competencies within the functional knowledge areas, a range of enabling competencies are also needed to complete the successful professional's skill set.

- Strategic and Systems Thinking
- Professional and Ethical Practice
- Critical Problem-Solving and Analytical Decision Making
- Change Management and Cultural Transformation
- Communication, Conflict Resolution, and Relationship Management

Descriptions of the enabling competencies are outlined in Appendix B.

Proficiency Levels & Assessments

Proficiency levels describe the level of knowledge or skill required by an individual to become a CPHR. The levels of proficiency for the CPHR Framework are defined as follows:

Awareness - the ability to explain, describe and demonstrate knowledge.

Comprehension - building on awareness, comprehension demonstrates an understanding of the process to apply knowledge to perform the competency.

Proficiency - building on awareness and comprehension, proficiency demonstrates the ability to draw upon prior experience to perform the competency by planning, interpreting, analyzing, and tailoring to their environment.

For each functional competency, the minimum proficiency level at which it is to be demonstrated is specified. In addition, the proficiency levels determine the method of assessment for each functional competency.

Knowledge Requirement

The National Knowledge Exam®

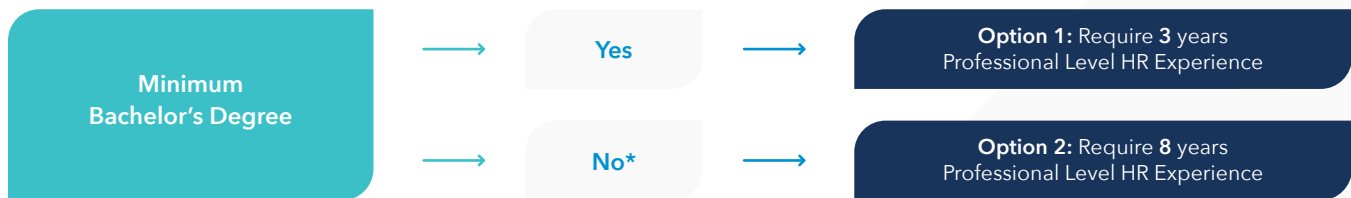
The National Knowledge Exam® (NKE) serves as the national benchmark for the assessment of proficiency in the human resources body of knowledge. The exam assesses an individual's understanding of the CPHR competencies as they relate to academic knowledge. Academic knowledge refers to basic facts, policies, practices, methods, legislation, etc. It is information that can be written into procedures and transferred fairly accurately during the learning process. The NKE questions are based on the competencies within the nine functional knowledge areas.

Member Association Accredited Human Resources Programs

Individuals pursuing the CPHR may be able to waive writing the NKE if they have successfully completed an accredited credit-level HR Diploma or Degree that is aligned to the competencies as outlined in the CPHR Functional Knowledge Areas. Qualifying programs within educational institutions are accredited by a provincial member association and recognized by all CPHR Canada member associations once accredited.

Education Requirement

Candidates for certification must confirm that they have completed a minimum of a Bachelor's Level Degree in any discipline. A degree provides the basis for enabling competencies that allow individuals to effectively apply functional knowledge by using critical thinking and analytical processes in a wide variety of situations. The completion of a degree also enables one to develop a general knowledge and understanding of many key concepts, methodologies, theoretical approaches and assumptions in one or more disciplines; the ability to gather, review, evaluate and interpret information relevant to specific topics; the ability to use a range of established techniques to identify problems, critically analyze information, evaluate alternatives and propose solutions; the ability to communicate the results of their work accurately and reliably; and the commitment to take personal accountability for decision-making.



* Option 2 may not be available in all member associations.

Professional Level HR Work Experience Requirement

The CPHR Experience Requirement is a formal step in earning one's CPHR designation requiring candidates to demonstrate three or more years of professional experience in human resources. Through the experience requirement, candidates for the CPHR demonstrate their ability to apply the knowledge and skills gained from their formal education and experience to a workplace environment. A broad range of experience must be demonstrated in a minimum of two of the functional knowledge areas or specialized depth of experience in one Functional Knowledge Area. If depth does not cover all of the competencies in that Functional Knowledge Area, the requirement of experience in two Functional Knowledge Areas would still apply.

Appendix A – HR Competencies by Functional Area Classification System

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
<i>KNOWLEDGE OF:</i>			
10101	Economic, societal, technological, political, demographic trends and their impact, or potential impact, on business and human resources practice		
10102	All important developments that are impacting and will impact the business environment and human resources practice		
10103	The most important current ideas in the field of business administration and human resources management		
<i>SKILL IN:</i>			
10104	Working at different levels of abstraction—being able to see the practical implications and applications of abstract ideas and concepts		
10105	Developing actions with different time horizons from decisions and actions with immediate impact to decisions and actions whose impact will be felt only several years later		
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
<i>KNOWLEDGE OF:</i>			
10201	Leading practice and governance principles		
10202	Organizational strategy and objectives		
10203	Organizational development principles		
10204	Change management		
10205	Organizational principles		
10206	Budgeting and financial management		
10207	Accountability matrix and decision-making frameworks		
10208	Ethical standards and practices		
10209	Corporate social responsibility		
10210	Information flows		
10211	Global and industry trends		
10212	Research methodologies		
10213	Metrics and dashboards		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
<i>SKILL IN:</i>			
10214	Planning and thinking strategically		
10215	Building and managing relationships		
10216	Managing projects		
10217	Delegating authority		
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
<i>KNOWLEDGE OF:</i>			
10301	Building and managing relationships		
10302	Organizational vision, mission, and values		
10303	Stakeholder groups and their needs and interests		
10304	Conflict management principles		
10305	Risk management principles		
10306	Organizational design		
10307	Leadership principles and styles		
<i>SKILL IN:</i>			
10308	Thinking strategically		
10309	Embodying vision, mission, and values in daily activities		
10310	Aligning human resources goals and objectives to business strategy		
10311	Facilitating group work and discussion		
10312	Managing conflict		
10313	Process mapping		
10314	Risk assessment and evaluation		
10315	Communicating verbally and in writing		
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
<i>KNOWLEDGE OF:</i>			
10401	Strategic and business planning principles		
10402	Business operations		
10403	Change management methodologies and techniques		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
10404	Change management theories and models		
10405	Stakeholder groups and their needs and interests		
10406	Roles and responsibilities of key stakeholders		
10407	Conflict management principles		
10408	Ethical and conflict of interest principles		
10409	Finance and accounting principles		
10410	Team building strategies		
<i>SKILL IN:</i>			
10411	Contributing to strategic plan and business plan development		
10412	Change management		
10413	Mapping, assessing and evaluating risk		
10414	Building and managing relationships		
10415	Facilitating discussions of stakeholders to develop organizational direction		
10416	Resolving conflicts and disputes		
10417	Managing projects		
10418	Researching and analyzing information		
10419	Communicating verbally and in writing		
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
<i>KNOWLEDGE OF:</i>			
10501	Change management practices and principles		
10502	Rationale for change		
10503	Human resources strategies and objectives		
10504	Business objectives and strategic priorities		
10505	Current organizational challenges		
10506	Business acumen		
10507	Human resources Strategic Plan development		
<i>SKILL IN:</i>			
10508	Creating an operational and business plan		
10509	Creating a strategic human resources plan		
10510	Assessing need and readiness for change		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
10511	Applying change management techniques		
10512	Monitoring and assessing success of strategies		
10513	Prioritizing objectives		
10514	Managing projects		
10515	Managing risk		
10516	Auditing, analyzing, and interpreting information		

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
<i>KNOWLEDGE OF:</i>			
10601	Leading human resources practices		
10602	Organizational design and strategy		
10603	Change management principles and models		
10604	Project management		
10605	Finance and accounting principles		
10606	Organizational effectiveness metrics		
10607	Ethical decision making		
10608	Communication strategies		
10609	Facilitation practices		
<i>SKILL IN:</i>			
10610	Monitoring, assessing and evaluating the current state of the organization as part of the change management initiative		
10611	Prioritizing objectives		
10612	Communicating verbally and in writing		
10613	Building and managing relationships		
10614	Assessing internal and external readiness for change		
10615	Identifying cultural factors that will support or hinder change		
10616	Researching and analyzing alternatives and options for the future		
10617	Building buy-in and commitment		
10618	Creating change champions		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
20000	Professional Practice		
20100	Undertake human resources role and 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
<i>KNOWLEDGE OF:</i>			
20101	Standards of practice		
20102	Ethical standards and code of conduct		
20103	Hierarchy and organizational power dynamics		
20104	Communication techniques		
20105	Conflict management and dispute resolution techniques		
20106	Negotiation techniques		
20107	Decision-making processes		
20108	Group dynamics and processes		
20109	Principles related to managing up		
20110	Stakeholder groups and their needs and interests		
<i>SKILL IN:</i>			
20111	Fulfilling the leadership role of human resources for the organization		
20112	Critical and analytical thinking		
20113	Finding the balance between the needs of the employees and organizational performance objectives		
20114	Managing and resolving conflict		
20115	Advocating for employees		
20116	Educating and informing managers		
20117	Communicating verbally and in writing		
20118	Communicating popular and unpopular messages		
20119	Influencing and persuading key stakeholders		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
20201	Standards of practice		
20202	Ethical standards and code of conduct and conflict of interest		
20203	Organizational power dynamics		
20204	Conflict management and dispute resolution strategies		
20205	Negotiation techniques		
20206	Effective communication techniques		
<i>SKILL IN:</i>			
20207	Filling the leadership role of human resources for the organization		
20208	Leading by example		
20209	Critical thinking		
20210	Advocating for stakeholders		
20211	Educating and informing managers		
20212	Finding the balance between the needs of the employees and organizational performance objectives		
20213	Influencing parties in discussions, employees on suggested action steps		
20214	Negotiating levels of human resources and management, employees, groups, informal leaders, union representatives		
20215	Solving problems		
20216	Managing conflict and resolution		
20217	Communicating popular and unpopular messages		
20218	Communicating verbally and in writing		
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
<i>KNOWLEDGE OF:</i>			
20301	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents		
20302	How decisions get made and how they apply to the organizational decision-making environment		
20303	Organizational values and culture		
20304	Risk management principles		
20305	Audit methods, programs and practices		
20306	Quality improvement		
20307	Legal trends and precedents		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
<i>SKILL IN:</i>			
20308	Developing human resources policies to align with organizational strategy and frameworks		
20309	Researching laws, regulations, common law, and legal precedents		
20310	Conducting process review of own practices		
20311	Improving services based on manager and employee feedback		
20312	Communicating verbally and in writing		
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
<i>KNOWLEDGE OF:</i>			
20401	Governance principles		
20402	Risk management		
20403	Ethical standards and codes of conduct		
20404	Conflict of interest rules		
20405	Human resources standards and practices		
20406	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents		
20407	Administrative law		
<i>SKILL IN:</i>			
20408	Aligning human resources strategy to the business strategy		
20409	Critical thinking		
20410	Providing alternatives and solutions		
20411	Keeping everyone out of trouble		
20412	Advising executives on complex issues		
20413	Delegating tasks and authority		
20414	Communicating verbally and in writing		
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
<i>KNOWLEDGE OF:</i>			
20501	Canadian and local human resources associations and entities		
20502	Certification requirements		
20503	Mentoring and coaching strategies		
20504	Group dynamics		

* 20500 - Domain is not tested on the National Knowledge Exam (NKE®).

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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<i>SKILL IN:</i>	
20505	Getting involved and making a difference
20506	Researching current trends and best practices relevant to the advancement of human resources as a profession
20507	Learning the competencies of one's own profession
20508	Educating upward and outward in the organization
20509	Mentoring new human resources recruits
20510	Promoting certification and the profession
20511	Networking and building relationships
20512	Innovating and using creativity

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
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<i>KNOWLEDGE OF:</i>	
20601	Research methodology and research design
20602	Tenets of evidence-based management and evidence-based human resources
20603	Various quantitative and qualitative research methodologies
20604	Recent research finding in relevant areas of human resources
<i>SKILL IN:</i>	
20605	Discerning what human resources policies and practices may be fads and what human resources policies and practices have substantial evidence to support them
20606	Discerning the strengths and weakness of various qualitative and quantitative research methodologies
20607	Able to evaluate the quality of research into human resources policies and practices
20608	Able to draw appropriate conclusions from research studies
20609	Able to integrate the results of research studies into the broader context of research into any given human resources issue and draw balanced conclusions based on the pattern of results
20610	Translating research findings into actionable human resources policies and practices
20611	Make decisions about existing human resources policies and practices based on relevant evidence

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
20701	Research and information finding resources and methodologies		
20702	Sources of credible information on global and technological trends		
20703	Social media and how to best use them		
20704	Laws governing social media and employment, and privacy		
20705	Legal landscape and case law in regards to the application of technology and social media in the workplace		
20706	Multigenerational needs and differences		
20707	Policies and proprietary issues		
20708	Communication using new and emerging channels		
<i>SKILL IN:</i>			
20709	Researching information on global and technological trends impacting the practice of Human Resources		
20710	Evaluating the credibility and trustworthiness of information and reports		
20711	Judging the relative value of the application of 'best practices' in specific organizational settings		
20712	Making the best use of social media to identify global and technological trends impacting the practice of Human Resources		

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
<i>KNOWLEDGE OF:</i>			
30101	Theories and models of human motivation and engagement including the predictors of employee engagement		
30102	Research on the topic of employee engagement		
30103	The tools, techniques, and processes which are available to increase employee engagement		
30104	Current trends in human resources and business in regards to employee engagement		
30105	Methodologies used to measure employee engagement within organizations		
30106	Team dynamics and organizational behaviour theories		
30107	Tools and methodologies available to measure employee engagement and to identify the specific predictors of employee engagement		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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<i>SKILL IN:</i>			
30108	Applying employee engagement research to practical settings		
30109	Designing, implementing and monitoring employee engagement strategies at the organizational level		
30110	Advise practitioners on the use of employee engagement at the individual level		
30111	Building and managing relationships		
30112	Influencing and persuasion		
30113	Facilitating group discussion		
30114	Managing projects		
30115	Thinking creatively		
30116	Communicating verbally and in writing		

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
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<i>KNOWLEDGE OF:</i>			
30201	Leadership and leadership development theories and models		
30202	Organizational culture theories and models		
30203	Organizational design theories and models		
30204	Performance management theories and models		
30205	Strategies for managing diversity in the workplace		
<i>SKILL IN:</i>			
30206	Influencing and persuasion		
30207	Analyzing human behaviour		
30208	Demonstrating leadership		
30209	Demonstrating business acumen		
30210	Coaching leaders to be more effective as leaders		

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
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<i>KNOWLEDGE OF:</i>			
30301	Tools and methodologies available to measure employee engagement		
30302	Tools and methodologies available to assess the impact of employee engagement initiatives		
30303	Quality management and continuous improvement theories and tools		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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<i>SKILL IN:</i>			
30304	Designing organizational measurement tools, processes, and initiatives		
30305	Choosing or designing appropriate metrics		
30306	Designing and implementing appropriate and effective data collection methodologies		
30307	Analyzing and reporting information verbally and in writing		
30308	Giving and receiving verbal and written feedback		

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
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<i>KNOWLEDGE OF:</i>			
30401	Organizational strategy, goals, and objectives		
30402	Organizational culture and history		
30403	How to identify key opinion shapers and influencers		
30404	Communication theories, tools, and techniques		

<i>SKILL IN:</i>			
30405	Partnering with organizational leaders, building trust		
30406	Applying effective change management practices to organizational initiatives		
30407	Persuading and influencing organization leaders and opinion shapers and influencers		
30408	Communicating verbally and in writing		

40000	Workforce Planning and Talent Management		
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40100	Create a workforce plan by identifying current and future talent needs to support the organization's goals and objectives.	Awareness	Exam
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<i>KNOWLEDGE OF:</i>			
40101	Workforce planning strategies and methods		
40102	Needs assessment and models for predicting needs and gaps		
40103	Demographic trending		
40104	Strategic planning		
40105	Business objectives and strategic priorities		
40106	The development of competency frameworks		
40107	Analysis techniques		
40108	Organizational structure and design		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
40109	Market forces and organizational growth trends		
40110	Career planning and development		
<i>SKILL IN:</i>			
40111	Applying the organizational strategic plan to develop talent sourcing plans		
40112	Identifying resource needs		
40113	Identifying required work qualifications		
40114	Linking training to an individual's career development plan		
40115	Measuring current performance		
40116	Documenting work		
40117	Evaluating and analyzing jobs		
40118	Developing models for determining needs and gaps		
40119	Forecasting		
40120	Communicating verbally and in writing		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
40200	Increase the attractiveness of the employer to potential employees by identifying and shaping the organization's employee value proposition to build a high quality workforce.	Awareness, comprehension	Exam experience
<i>KNOWLEDGE OF:</i>			
40201	Business objectives and strategic priorities		
40202	Methods and techniques for defining an organization's employee value proposition		
40203	Impact of labour markets and their dynamics		
40204	Principles related to employer branding and how employer brands are shaped		
40205	Best methods and media for reaching prospective employees		
<i>SKILL IN:</i>			
40206	Defining an employer's employee value proposition		
40207	Developing a marketing strategy that will put forward the employer's employee value proposition before the various stakeholders		
40208	Conducting research into the needs and wants of prospective employee groups		
40209	Integrating the employer's employee value proposition, knowledge of labour markets and dynamics, and marketing strategies into a coherent employee attraction strategy.		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
40301	Hiring strategies and sourcing		
40302	Talent sourcing methods		
40303	Business objectives and strategic priorities		
40304	Job markets trends		
40305	Screening and assessment techniques and their relative predictive validity		
40306	Interviewing techniques		
40307	Orientation practices and on-boarding programs		
40308	Employment terms and conditions		
40309	Relevant labour and employment laws		
40310	Relevant organizational policies		
40311	Collective agreements		
40312	Compensation and total rewards strategies		
40313	Succession planning		
40314	Termination strategies		
40315	Legislation related to termination		
<i>SKILL IN:</i>			
40316	Conducting job evaluation		
40317	Connecting job profile requirements to the skills of the individual		
40318	Applying judgment to execute all of the steps of the recruitment process		
40319	Documenting the recruitment and selection process		
40320	Interviewing applicants		
40321	Evaluating candidates		
40322	Assessing culture fit		
40323	Negotiating offers		
40324	Managing the candidate experience		
40325	Closing the application process and file		
40326	Communicating verbally and in writing		
40327	Educating managers about sound recruitment practices		
40328	Monitoring the application of human resources principles through the recruitment process		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
40401	Organizational performance measurement systems and metrics		
40402	Business objectives and strategic priorities		
40403	Performance management programs, methods, and metrics		
40404	Collective agreements		
40405	Job requirements		
40406	Goal-setting principles and objectives		
40407	Decision-making biases in performance evaluation		
40408	Performance appraisal techniques		
40409	Strategies for conducting conversations about performance at all skill levels		
40410	Individual and organizational performance metrics		
40411	Compensation practices		
<i>SKILL IN:</i>			
40412	Articulating expectations, setting objectives and performance standards		
40413	Connecting individual performance objectives with organizational goals		
40414	Documenting performance		
40415	Developing performance management and appraisal processes that minimize decision-making biases		
40416	Conducting performance reviews		
40417	Managing performance		
40418	Leading discussions relevant to how to conduct performance management meetings		
40419	Coaching managers		
40420	Creating a coaching culture		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
50101	Labour and employee relations principles		
50102	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents		
50103	Collective bargaining process		
50104	Proactive relationship and conflict management practices		
50105	Change management models		
50106	Global and industry trends and issues in regards to labour and employee relations		
50107	Collective bargaining principles and strategies		
50108	Union charters, constitutions, and by-laws		
<i>SKILL IN:</i>			
50109	Maintaining a strategic perspective		
50110	Building, influencing, and managing collaborative relationships		
50111	Building and managing multi-stakeholder relationships		
50112	Influencing and collaborating		
50113	Resolving conflicts and disputes		
50114	Negotiating collective agreement and remedies to disputes		
50115	Persuading and influencing key stakeholders on the outcomes and resolution of issues		
50116	Managing diversity		
50117	Using research skills needed to prepare and execute collective bargaining		
50118	Using communication and relationship skills on remedies, decision making, and problem solving		
50119	Communicating verbally and in writing		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
50201	Labour and employee relations principles		
50202	The union certification process		
50203	The role of labour Ministries, Labour Relations boards, and other employment law tribunals		
50204	Structure and interpretation of collective agreements		
50205	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents		
<i>SKILL IN:</i>			
50206	Educating managers and supervisors about legal compliance and contract requirements		
50207	Writing policies and procedures		
50208	Approaching issues and conflict or disagreements in a fair and consistent manner		
50209	Thinking critically		
50210	Researching information		
50300	Recommend labour and employee relations strategies based on risks, costs, and opportunities in order to achieve business objectives.	Awareness and comprehension	Exam
<i>KNOWLEDGE OF:</i>			
50301	Organizational and labour or employee relations strategies		
50302	Labour and employee relations principles		
50303	Business objectives		
50304	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents		
50305	Arbitration process		
50306	Impact and risk in changes to collective agreements, policies, or litigation		
50307	Finance and accounting principles		
<i>SKILL IN:</i>			
50308	Negotiating collective agreement		
50309	Conducting cost-benefit analysis		
50310	Thinking critically and strategically		
50311	Making decisions		
50312	Making presentations		
50313	Facilitating		
50314	Communicating verbally and in writing		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
50400	Negotiate as a means to resolve employee and labour relations issues consistent with the law, economic and societal trends, and established objectives and strategies to achieve agreement.	Awareness	Exam
<i>KNOWLEDGE OF:</i>			
50401	Organizational strategies and business conditions and objectives		
50402	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents		
50403	Global and industry economic and social trends		
50404	Current labour disputes and settlements		
50405	Circumstances requiring external expertise		
<i>SKILL IN:</i>			
50406	Documenting conversations, decisions, and rationale		
50407	Conducting cost-benefit analysis		
50408	Thinking critically and analytically		
50409	Research and analysis of relevant industry information		
50410	Listening and observing all participants – both management and union, as well as lawyers, arbitrators, mediators		
50411	Negotiating collective agreements, related agreements such as Memoranda of settlements, Letters of Understanding, and solutions to disputes		
50412	Communicating verbally and in writing		

60000 Total Rewards

60100	Create a total rewards structure that encompasses compensation, pensions, benefits, and perquisites to maintain consistency, fairness, and organizational competitiveness, comply with legal requirements, and encourage desired behaviour.	Awareness	Exam
<i>KNOWLEDGE OF:</i>			
60101	Compensation planning strategies, pension plans, benefits, and perquisites and trends		
60102	Compensation structure and design		
60103	Organizational financial capabilities and constraints		
60104	Theoretical and applied aspects of human motivation		
60105	Applicable legislation and regulations		
60106	Employee recognition measures, systems, and programs		
60107	Corporate social responsibility		
60108	Ethics and code of conduct/conflict of interest standards/policy		
60109	Workforce demographics and trends		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
60110	Impact of global factors and economic trends		
60111	Privacy legislation		
60112	Pay philosophy and pay policy		
<i>SKILL IN:</i>			
60113	Developing a compensation program		
60114	Developing employee rewards and recognition programs		
60115	Designing compensation to meet the needs of different segments		
60116	Interpreting and applying legislation and regulations		
60117	Assessing the needs of employees		
60118	Designing surveys		
60119	Developing, implementing, and analyzing salary surveys		
60120	Assessing internal equity and market competitiveness of the compensation system		
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
<i>KNOWLEDGE OF:</i>			
60201	Compensation systems, compensable factors, and performance linkages		
60202	Legislation and compliance, including reporting requirements		
60203	Job evaluation and classification systems		
60204	Salary survey tools		
60205	Internal equity processes		
60206	Organizational financial capabilities and constraints		
60207	Business practices and trends		
<i>SKILL IN:</i>			
60208	Developing compensation systems		
60209	Developing employee rewards and recognition programs		
60210	Researching compensation programs and practices		
60211	Making linkages between performance management and compensation		
60212	Negotiating the internal ranking or hierarchy of positions in the organizational structure		
60213	Managing change		
60214	Managing projects		
60215	Designing salary surveys		
60216	Communicating verbally and in writing		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
60300	Evaluate the total rewards structure using appropriate metrics and 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
<i>KNOWLEDGE OF:</i>			
60301	Total rewards concepts, programs, and methodologies		
60302	Compensation legislation and regulations		
60303	Metrics and benchmarking analysis		
60304	Global and industry trends in compensation		
<i>SKILL IN:</i>			
60305	Collecting, analyzing, and interpreting compensation and rewards data		
60306	Interpreting and applying compensation-related legislation and regulations		
60307	Researching, analyzing, and interpreting compensation and rewards data, trends, measurements, best practices, legislation, innovative practices		
60308	Managing compensation programs		
60309	Measuring and reporting program effectiveness		
60310	Communicating with all stakeholders		
60311	Communicating verbally and in writing		
60400	Provide information about the value of and changes to total rewards using appropriate media to achieve understanding and encourage performance and desired behaviour.	Awareness and comprehension	Exam experience
<i>KNOWLEDGE OF:</i>			
60401	Compensation and recognition programs		
60402	Industry benchmarks and trends		
60403	Effective verbal and written programs		
60404	Change management		
60405	Pension and benefits plans, compensation, and design		
60406	Privacy legislation		
60407	Conflict management and resolution approaches/methodologies		
60408	Specialized topics in compensation		
<i>SKILL IN:</i>			
60409	Applying appropriate methodologies		
60410	Analyzing and interpreting benchmarking data		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
60411	Interpreting and anticipating human behaviour		
60412	Influencing and persuading people		
60413	Building and managing relationships		
60414	Communicating verbally and in writing to employees		
60415	Developing methods of gathering information about employee satisfaction with compensation system		

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
<i>KNOWLEDGE OF:</i>			
70101	Business strategy and its implications for organizational learning priorities		
70102	Adult learning principles and instructional design		
70103	Approaches and tools for conducting organizational learning needs analyses		
70104	Strategies and models for measuring learning outcomes		
70105	Learning management systems		
70106	Alternative training delivery channels and their relative advantages		
70107	Awareness of cultural differences and multicultural issues as they impact organizational learning priorities		
70108	Methodologies for assessing the impact and return-on-investment for learning and development initiatives		
<i>SKILL IN:</i>			
70109	Analyzing data relating to organizational learning needs analyses and the assessment of the impact and return-on-investment for training and development initiatives		
70110	Analyzing performance issues and identifying what training and development initiatives may be appropriate		
70111	Identifying external factors that may enable or impede organizational learning		
70112	Understanding/quantifying the training needs of the organization (and various sub-groups of employees within the organization)		
70113	Calculating the cost-benefit of in-house vs. outsourced training		
70114	Executing the training (either in-house or outsource)		
70115	Evaluating the effectiveness of training		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
70201	Adult learning principles		
70202	Assessment of aptitude, interest, and potential		
70203	Career management principles		
70204	Succession planning		
70205	Talent assessment and tracking methodologies		
70206	Methodologies and tools for analyzing, setting up, and maintaining skill inventories within the organization		
70207	Goal-setting and outcome-learning strategies		
<i>SKILL IN:</i>			
70208	Designing and implementing training and development programs		
70209	Designing talent development pipelines		
70210	Conducting talent inventories and comparing these to present and future organizational needs		
70211	Identifying high potentials		
70212	Applying human resources planning tools and methodologies		
70213	Facilitating groups		
70214	Matching skill requirements and people		
70215	Communicating verbally and in writing		
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
<i>KNOWLEDGE OF:</i>			
70301	Adult learning principles		
70302	Instructional design		
70303	Learning styles		
70304	Alternative training delivery modalities		
70305	Career development tools and methodologies		
70306	Competency modeling		
70307	Pre- and post-assessment tools		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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<i>SKILL IN:</i>			
70308	Designing training and development programs that are well adapted to the organization and to the learners		
70309	Managing projects		
70310	Teaching, coaching, facilitating, and mentoring		
70311	Managing tendering processes		
70312	Vendor management		

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
<i>KNOWLEDGE OF:</i>			
70401	Assessment of learning and behaviour change at the individual and organizational levels		
70402	Methods and techniques to evaluate the return-on-investment for learning and development initiatives		
70403	Program evaluation methods and designs		
<i>SKILL IN:</i>			
70404	Developing training and development programs that are well adapted to the circumstances and to the audience		
70405	Setting appropriate learning and development objectives at the individual and organizational levels		
70406	Designing and conducting program evaluation projects for training and development initiatives		
70407	Analyzing program evaluation data in ways that make it clear what the impact and value of training and development initiatives has been		
70408	Communicating the result of evaluations of training and development initiatives		

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
<i>KNOWLEDGE OF:</i>			
70501	Team and organizational learning theories and models		
70502	Continuous improvement approaches		
70503	Learning agility as it applies at the individual, team, and organizational levels		
70504	The cultural enablers of innovation and organizational agility		
70505	Concepts and cultural characteristics of learning organizations		
<i>SKILL IN:</i>			
70506	Developing processes which facilitate and accelerate team and organizational learning		
70507	Implementing continuous improvement initiatives		
70508	Identifying aspects of organizational culture that get in the way of innovation and organizational agility		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
70600	Develop initiatives through which leaders learn mentoring and coaching skills to support learning and development priorities of employees.	Awareness	Exam
<i>KNOWLEDGE OF:</i>			
70601	Mentoring and coaching techniques, models, and strategies		
70602	Career development theories and models		
70603	Facilitation strategies		
70604	'Teaching how to teach' approaches and methods		
70605	Concepts and cultural characteristics of learning organizations		
<i>SKILL IN:</i>			
70606	Promoting mentoring and coaching programs within the organization		
70607	Identifying those situations where leaders may be more open to mentoring or coaching interventions		
70608	Developing credibility with leaders		
70609	Influencing and persuading leaders		
70610	Providing feedback that is both tactful but accurate		
70611	Having 'difficult conversations' when such conversations are needed		
70612	Giving and receiving verbal and written feedback		

80000	Health, Wellness, and Safe Workplace		
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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
<i>KNOWLEDGE OF:</i>			
80101	Health and safety management systems and hierarchy of controls		
80102	Comprehensive health and safety programs		
80103	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents		
80104	Refuse to work rights and responsibilities and safety litigation and precedent setting cases		
80105	Hazard controls and assessments and industry/sector trends		
80106	Workers' compensation and disability case management		
80107	Return to Work and accommodation processes and strategies including modified work programs		
80108	Cost reduction strategies in workplace insurance		
80109	Internal responsibility system for occupational health and safety		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
80110	Benefits of a healthy work environment		
80111	Work well programs		
80112	Risk management principles		
80113	Medical testing legal requirements		
80114	Workplace fatalities response and serious accident documentation and audit requirements		
<i>SKILL IN:</i>			
80115	Establishing ongoing commitment to the health and safety of employees		
80116	Developing and implementing health and wellness programs		
80117	Conducting workplace safety investigations		
80118	Managing costs through Return to Work and modified work programs		
80119	Advocating strategies for healthy living		
80120	Educating all stakeholders about safe work practices		
80121	Communicating verbally and in writing		
80200	Develop health, safety, and wellness policies, procedures, roles and responsibilities for leaders and employees in order to ensure compliance through training, monitoring, and providing appropriate safeguards and disability management.	Awareness and comprehension	Exam
<i>KNOWLEDGE OF:</i>			
80201	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents		
80202	Reporting requirements and record keeping		
80203	Policies, procedures, and standards that promote safety in the workplace		
80204	Roles and responsibilities of the employer, supervisor, worker, and joint health and safety committees		
80205	Industry trends related to occupational health, safety, and environment		
80206	Ergonomics and other prevention strategies		
80207	Acceptable practices for conducting an investigation and the associated reporting obligations		
80208	Emergency response plans		
80209	Business continuity planning and disaster recovery processes		
<i>SKILL IN:</i>			
80210	Conducting health and safety investigations		
80211	Documenting conversations, decisions, and rationales relating to workplace safety issues		
80212	Writing health, safety, and wellness policies and procedures		
80213	Developing health, safety, and wellness educational material		
80214	Delivering and facilitating health, safety, and wellness related training		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
80215	Monitoring health, safety, and wellness trends		
80216	Providing employees with the appropriate health, safety, and wellness orientation		
80217	Educating managers to gain commitment to health, safety, and wellness		
80218	Generating recommendations as to health, safety, and wellness needs		
80219	Analyzing jobs and the associated physical demands		
80220	Researching and analyzing health, safety, and wellness trends		
80221	Testing the workplace environment including ergonomics		
80222	Analyzing health, safety, and wellness data and research and arriving at proper conclusions		
80223	Calculating, analyzing, and reporting statistics and metrics in order to sustain effective health, safety and wellness programs		
80224	Use influence, negotiation, and persuasion to sustain a positive health and safety culture		
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
KNOWLEDGE OF:			
80301	Occupational risk factors		
80302	Healthful lifestyles and practices		
80303	Risk factor identification and management strategies		
80304	Program planning, development, implementation, and evaluation strategies		
80305	Change management principles		
80306	Organizational culture		
80307	Occupational injury impact on individuals and the organization		
SKILL IN:			
80308	Analyzing data to enable changed practice		
80309	Monitoring benefits activity to invest to reduce costs		
80310	Educating corporate leaders, executives, managers, and employees		
80311	Planning, delivering, and evaluating programs		
80312	Managing employee assistance programs		
80313	Managing change		
80314	Researching trends, leading practices and innovations specific to employee wellness		
80315	Conducting cost-benefit analysis of programs		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
80401	Mental health and psychological well-being and their impact on the workplace		
80402	Effective mental health and psychological well-being interventions		
80403	Methods for identifying potential or incipient mental health and psychological well-being before such issues have a noticeable negative impact on organizational effectiveness		
<i>SKILL IN:</i>			
80404	Developing and implementing proactive mental health and psychological well-being initiatives		
80405	Identifying potential or incipient mental health and psychological well-being before such issues have a noticeable negative impact on organizational effectiveness		
80406	Assessing the effectiveness of mental health and psychological well-being initiatives		

90000	Human Resources Metrics, Reporting, and Financial Management		
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90100	Make informed business decisions using financial and operating information to align human resources with business strategy.	Awareness and comprehension	Exam
<i>KNOWLEDGE OF:</i>			
90101	Essentials of financial management and control		
90102	Basic principles of management accounting		
90103	Accounting techniques such as variance analysis, activity-based costing, cost analysis, cost-benefit analysis, and life-cycle cost analysis		
90104	Budgeting approaches and methodologies		
90105	Basic financial forecasting methodologies		
<i>SKILL IN:</i>			
90106	Understanding the scale and nature of investments which will be required to support the organization's business strategy (forecasting)		
90107	Developing budgets for human resources expenses		
90108	Developing and maintaining systems and processes which ensure that the financial resources managed or controlled by human resources are used efficiently		
90109	Identifying, measuring, managing and reporting risks to the achievement of the human resources business plan		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
90201	Human resources audit approaches and methodologies		
90202	Various approaches to the quantification and monitoring of human resources performance—scorecards, dashboards, key performance indicators, etc.		
<i>SKILL IN:</i>			
90203	Conducting a comprehensive human resources audit		
90204	Choosing or developing indicators which are best adapted to the strategy and resources of the organization		
90205	Organizing the collection, integration, interpretation, and presentation of information to give a clear assessment of human resources performance in the organization		
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
<i>KNOWLEDGE OF:</i>			
90301	Human resources management information systems		
90302	Business objectives and strategic priorities		
90303	Leading and lagging indicators of individual and organizational performance		
90304	Human resources management principles		
90305	Project management principles and methodologies		
90306	Statistical methods and analysis including the concepts of validity, reliability, and statistical inference		
90307	Request for proposals process and contract management principles		
90308	Financial analysis and costing		
<i>SKILL IN:</i>			
90309	Analyzing and interpreting data		
90310	Compiling and inputting data		
90311	Interpreting, analyzing, and understanding leading and lagging indicators		
90312	Generating meaningful reports for management		
90313	Managing projects		
90314	Managing vendors		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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
<i>KNOWLEDGE OF:</i>			
90401	Human resources information systems and reporting		
90402	Business objectives and strategic priorities		
90403	Leading and lagging indicators of individual and organizational performance		
90404	Legal requirements with respect to human resources information		
90405	Privacy legislation and compliance		
90406	Statistics		
90407	Data security processes and issues		
90408	Decision-making methods and tools		
90409	Total Quality Management and continuous improvement		
<i>SKILL IN:</i>			
90410	Managing human resources databases		
90411	Making decisions based on data		
90412	Exercising business acumen		
90413	Documenting project management		
90414	Data mining		

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
<i>KNOWLEDGE OF:</i>			
90501	Business objectives and strategic priorities		
90502	Score card and similar methodologies		
90503	Current local and global trends		
90504	Finance and accounting principles		
90505	Return on investment and cost-benefit analysis methods		

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
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SKILL IN:	
90506	Interpreting, analyzing, and understanding leading and lagging indicators
90507	Developing and interpreting key performance indicators
90508	Applying finance and accounting principles
90509	Compiling and inputting data
90510	Analyzing and interpreting data
90511	Writing reports
90512	Reporting performance outcomes

Appendix B – Enabling Competencies

Enabling Competency	Description
Strategic and Systems Thinking	CPHRs understand that organizations operate as open, dynamic, and complex systems. CPHRs draw upon their ability to integrate ideas and solutions across all levels and functions in the organization in order to create value.
Professional and Ethical Practice	CPHRs act with honesty and integrity in addressing the needs of employees, organizations, and broader society through serving as moral and ethical stewards of the employment relationship. CPHRs understand the need to safeguard the public interest through balancing the often competing interests of the parties to the employment relationship. CPHRs uphold the law, and in situations of ambiguity seek out advice and rely on the highest principles of ethical behaviour to guide their actions.
Critical Problem-Solving and Analytical Decision-Making	CPHRs approach problem-solving and decision-making in an analytical manner. CPHRs use an evidence-based approach that includes triangulation and critical assessment of data from multiple internal and external sources. CPHRs have the capacity to provide integrative and innovative solutions to problems.
Change Management and Cultural Transformation	CPHRs have a comprehensive understanding of the dynamics and principles of change management and cultural transformation. CPHRs engage in thoughtful, prudent, and careful planning of organizational change, and assist in removing obstacles that impede organizational effectiveness. CPHRs understand the structural, social and psychological barriers to change, and ensure that all organizational stakeholders are treated fairly and with respect.
Communication, Conflict Resolution, and Relationship Management	CPHRs have effective written and oral communication skills. CPHRs have the ability to communicate and work with many different stakeholders with competing interests and values, and have developed effective persuasion and negotiation skills. CPHRs are collaborative and seek to develop conflict resolution skills in others. CPHRs seek out and are responsive to feedback about their own actions.