

CPHR

CHARTERED PROFESSIONALS
IN HUMAN RESOURCES

British Columbia
& Yukon

CPHR BC & YUKON
VALIDATION OF EXPERIENCE (VOE)
HANDBOOK

September 2020

**CPHR BC & YUKON
 VALIDATION OF EXPERIENCE HANDBOOK**

1.	CPHR CANDIDATE MEMBER POLICIES	3
2.	VALIDATION OF EXPERIENCE ASSESSMENTS	3
3.	REQUIREMENTS TO PASS THE VOE.....	4
4.	DEFINING HR EXPERIENCE.....	4
4.1	DEFINING APPLIED HR AND FOUNDATIONAL HR EXPERIENCE.....	4
4.2	DEFINING WHAT IS NOT APPLIED HR EXPERIENCE	9
4.3	TIME WORKING IN HR	9
4.4	CONSIDERATION OF HR EXPERIENCE FOR NON-HR SPECIFIC ROLES:	100
5.	HR FUNCTIONAL KNOWLEDGE AREAS	111
6.	ENABLING COMPETENCIES	133
7.	SUBMITTING YOUR VALIDATION OF EXPERIENCE (VOE) ASSESSMENT APPLICATION.....	133
7.1	DOCUMENTS REQUIRED	133
A)	TRANSCRIPTS/INTERNATIONAL ASSESSMENT REPORTS	133
B)	VOE APPLICATION PACKAGE.....	144
7.2	EMPLOYER VERIFICATION	144
8.	ASSESSING YOUR VALIDATION OF EXPERIENCE (VOE) ASSESSMENT APPLICATION.....	144
8.1	SUBMISSION DEADLINES	155
8.2	VOE APPLICATION FEE.....	166
9.	VOE COMMITTEE ASSESSMENT PROCESS	166
10.	RECOMMENDATIONS TO REGISTRAR.....	177

1. CPHR CANDIDATE MEMBER POLICIES

CPHR Candidate Members must submit and pass the Validation of Experience (VOE) Assessment within ten (10) years of passing the National Knowledge Exam (NKE) or receiving approval for the NKE Waiver. Any CPHR Candidate Member who does not submit their VOE before the ten (10) year period may have their Candidate status revoked.

CPHR Candidates must maintain membership with CPHR BC & Yukon or another Provincial HR Association in order to maintain their Candidate status. Failure to pay annual membership dues will result in the loss of the Candidate status. To re-gain Candidate status, individuals must once again write and pass the National Knowledge Exam (NKE) or re-apply for the NKE Waiver.

2. VALIDATION OF EXPERIENCE ASSESSMENTS

The purpose of CPHR BC & Yukon's certification process is to ensure its members, employers, and the public that HR professionals who obtain the Chartered Professional in Human Resources (CPHR) designation possess the knowledge and skills required to practice competently and ethically.

An important distinction between an academic credential and a professional designation is that an academic credential attests to knowledge of theory and having passed a particular course of study while a professional designation attests to a certain warranty of competence or expertise. The certifying body is the third-party that warrants or confirms the competence of a practitioner. An academic institution may confirm an individual holds a certain degree or other program completion status with them but does not warrant the work done by them.

It is for this reasoning that the CPHR designation requires both knowledge and theory-based components (i.e. the NKE and post-secondary education), as well as a practical experience, competency-based component (i.e. the VOE).

The Validation of Experience Assessment process is the final step in achieving the CPHR designation and requires applicants to prove they have obtained a minimum of three (3) or eight (8) years of work experience with the majority, 51% or more being work in Human Resources at the Applied HR and Foundational HR levels. The number of years required is based on the level of education obtained.

3. REQUIREMENTS TO PASS THE VOE

Requirements to pass the VOE:

- Three (3) or eight (8) years of work experience with the majority, 51% or more being work in HR at the Applied HR and Foundational HR levels. Experience must be obtained within the past 10 years from the VOE submission deadline. The number of years required is based on the level of education, as listed below:

Education	HR Experience Required
Degree/Master's	3 years work experience with the majority, 51% or more being work in HR is required and includes: <ul style="list-style-type: none"> • a minimum of 2 years Applied HR experience, • a maximum of 1 year Foundational HR experience
HR Diploma	8 years work experience with the majority, 51% or more being work in HR is required and includes: <ul style="list-style-type: none"> • a minimum of 5 years Applied HR experience • a maximum of 3 years Foundational HR experience

- Applicants must demonstrate that their experience is at the **Applied HR** level in a minimum of **12 of the 44 functional competencies** in the Knowledge Areas and a minimum of **3 of the 5 Enabling Competencies**
- Membership in good standing with CPHR BC & Yukon
- Agree to abide by the CPHR BC & Yukon's Code of Ethics & Standards of Professional Conduct

4. DEFINING HR EXPERIENCE

4.1 DEFINING APPLIED HR AND FOUNDATIONAL HR EXPERIENCE

Applied HR Experience refers to work that will involve thinking at the strategic level, delivery may be operational and work is done autonomously with a range of stakeholders.

Foundational HR Experience refers to HR work at an administrative or transactional level. It may include HR tasks that are routine in nature, lower in complexity and/or autonomy and executed with direction that is clearly defined.

Foundational HR experience would be gained in a HR entry level position and helps to build the base or foundation of one's HR career by giving exposure to various HR competencies required at the Applied HR level.

The scope of HR practice is the creation and implementation of all policies, practices and processes to effectively organize and manage human capital resources in the workplace in service of the ultimate goal of enhancing business outcomes. Human Resources Management involves maintaining or changing relations between employees, between employers or between employers and employees.

The Practice of Human Resources includes, but is not limited to, one or more of the following:

- Development and implementation of human resources policies and procedures;
- Consultation in the area of human resources management;
- Providing advice to clients, managers and employees in matters pertaining to management of human resources;
- Representation of clients and organizations in proceedings related to human resources management;
- Program development and evaluation in the area of human resources management;
- Supervision of other Human Resources professionals/practitioners;
- Coaching of employees, manager, and other individuals in matters relating to work and employment;
- Conduct of research in the area of human resources management and,
- Teaching in the area of human resources management.

In determining whether a candidate's experience is at the "Applied HR" level, the following factors are taken into consideration:

- **Independence of actions** – the amount of planning, self-direction, decision- making and autonomy involved in the work experience.

- **Depth of work requirements** – the extent to which work experience requires data analysis and interpretation.
- **Level of interaction** – the degree to which the individual interacts with a broad spectrum of contacts, including decision-makers.
- **Responsibility for work outcome** – the accuracy and extent to which the individual is held accountable for their work and decisions.

Applied HR experience does not necessarily mean supervisory or managerial. It does not matter whether one is working as an independent contractor or as an employee of an organization.

Applied HR experience can be obtained whether one is in a specialist position or a generalist position.

The following chart will help you to determine if your HR experience is at the Foundational HR or Applied HR level:

Specialized Area	Foundational HR Level	Applied HR Level
Recruitment	<ul style="list-style-type: none"> • Posting jobs • Attending career fairs • Tracking applicants • Screening resumes • Phone screening candidates • Assisting in interviews • Checking references and conducting background checks • Writing and sending the employment letter of offer • Conducting on-boarding and orientation preparations • Creating and updating organizational charts 	<ul style="list-style-type: none"> • Creating workforce plans • Implementing policies and processes around talent management • Talent mapping • Analysis of talent needs and gaps • Implementing innovative strategies for recruitment or interviewing • Training and supervising recruiters • Conducting or leading interviews with prospective candidates • Making recommendations or final hiring decisions • Writing job descriptions • Creating interview questions

Specialized Area	Foundational HR Level	Applied HR Level
HR Analytics or Metrics and Financial Reporting	<ul style="list-style-type: none"> • Collecting and organizing information in report format • Developing presentations based on information collected • Maintenance of HRIS systems, ensuring accuracy of data imports and manual inputs 	<ul style="list-style-type: none"> • Managing technical, analytical, and audit functions of HR department • Responsible for quality control protocols related to HR • Ensuring the integrity of HR system infrastructure • Developing HR policy, analytics, job analysis, recruitment plans etc. based on information collected
Learning & Development	<ul style="list-style-type: none"> • Tracking learning needs and training progress of employees • Making updates to document templates for pre-existing workshops or seminars • Coordinating training for colleagues or employees • Exporting and providing post-workshop data to identify gaps in learning • Assisting in the application of job grants or other funding applications for approved external learning 	<ul style="list-style-type: none"> • Identifying organizational learning priorities in alignment with business strategy • Implementing learning and development programs • Evaluate existing learning and development programs • Evolving existing learning and development programs and priorities to meet business needs • Develop an organizational culture that enhances the learning of all employees • Creating workshops, learning assessment tools, and other training programs • Presenting pre-existing workshops or learning lunches to employees • Research methodologies and programs to keep up to date on organizational trends and help improve existing programming

Specialized Area	Foundational HR Level	Applied HR Level
Health & Safety	<ul style="list-style-type: none"> • Maintaining safety records • Processing and tracking WCB claims 	<ul style="list-style-type: none"> • Developing health, safety, and wellness policies and programs • Analyzing accident rates and trends • Giving guidance and making recommendations to operations for maintaining safe work environments • Reviewing compensation data and working with company representatives to resolve worker’s compensation issues • Revising and rewriting existing health and safety and wellness programs, policies, and procedures. • Performing onsite safety checks and following up • Providing safety training • Coordinating, implementing, and monitoring safety programs
Labour Relations	<ul style="list-style-type: none"> • Tracking grievances • Understanding of collective agreement 	<ul style="list-style-type: none"> • Interpreting collective agreement • Leading discussion in grievance meetings • Conducting investigations • Advice on employee relation issues • Negotiating and writing Memorandum of Agreements • Active participation in bargaining

4.2 DEFINING WHAT IS NOT APPLIED HR EXPERIENCE

- Performing functions within the human resources department that are clerical or administrative in nature, with limited judgement, analysis or interpretation done to data or information. Position(s) has limited influence, autonomy and authority.
- Work experience gained while serving as a labour union representative or a union employee (such as a Grievance Officer) is not considered to meet the criteria towards the experience requirement unless these activities fall within a position clearly identified as an HR position.
- Supervisory work experience refers to the supervision of the strategy, design, implementation and co-ordination of one or more human resources functions. Supervisory work does not mean the supervision of staff including assigning work, conducting performance appraisals, approving vacations etc. This type of activity is a line management function and does not qualify towards the experience requirement. Line management experience of supervisors or managers working outside the human resources field such as in production, accounting, marketing, sales, or customer service does not qualify towards the experience requirement.

4.3 TIME WORKING IN HR

To be credited toward the experience requirement, **51% or more of an applicant's time in a position must involve work in human resources.** If a position is less than 51% HR, this experience will not be credited towards the years of experience required to pass the VOE.

The experience must have occurred **within the last 10 years** from the submission deadline to count towards the experience requirement.

If a leave of absence was approved, please indicate on the VOE Assessment Application.

Education	HR Experience Required
Degree/Master's	3 years work experience with the majority, 51% or more being work in HR is required and includes: <ul style="list-style-type: none"> • a minimum of 2 years Applied HR experience, • a maximum of 1 year Foundational HR experience
HR Diploma	8 years work experience with the majority, 51% or more being work in HR is required and includes: <ul style="list-style-type: none"> • a minimum of 5 years Applied HR experience • a maximum of 3 years Foundational HR experience

Full Time vs Part Time Work

Full-time is considered 30 hours or more per week. Less than 30 hours per week will be pro-rated.

4.4 CONSIDERATION OF HR EXPERIENCE FOR NON-HR SPECIFIC ROLES:

General management work may be considered if the human resources work comprises at least 51% and there is no HR department or manager in the workplace where the general management work takes place. The general manager must be the person who has direct responsibility and accountability for the strategy, design, implementation and coordination of one or more HR Functional Knowledge Areas for the organization.

Small business owners/operators may gain suitable work experience towards the experience requirement provided their business is established to provide HR advice. However, time spent on business development or supervising staff, for example, are not applicable towards the experience criteria.

Work experience gained while serving as a labour union representative or a union employee may not necessarily be considered to meet the criteria toward the experience requirement unless these activities fall within a position clearly identified as an HR position. An elected labour union position is excluded from qualifying for experience validation.

Chief Executive Officers (CEO) and Chief Administrative Officers (CAO) may meet the experience requirement if the organization they are leading does not have an HR department or HR position and if they are spending at least 51% of their time performing Applied HR level work. This means they are going beyond line management work of supervising staff, assigning work, setting pay, approving sick days or vacations, etc. This means they must be doing this work independently of an HR professional and not acting on the HR advice of others.

HR Co-op Student Terms – All co-op work done as part of a post-secondary HR program is not eligible for work experience.

HR Volunteer Positions – All volunteer work for which a Candidate Member is not receiving monetary compensation/financial reward is not eligible work experience.

5. HR FUNCTIONAL KNOWLEDGE AREAS

The [CPHR Canada Competency Framework](#) outlines 44 discipline specific professional competencies that candidates for certification must demonstrate in order to be certified. Functional competencies are those specific to the field and practice of human resources. The functional competencies are grouped by nine (9) disciplines or knowledge areas. Applications will be assessed comparing the competencies an applicant believes they have acquired in a knowledge area to the content in their application.

The nine (9) Functional Knowledge Areas are:

- Strategy
- Total Rewards
- Professional Practice
- Learning & Development
- Engagement
- Workforce Planning & Talent Management
- Human Resources Metrics, Reporting & Financial Management
- Labour & Employment Relations
- Health, Wellness & Safe Workplace

For additional information, you can also refer to the [CPHR Competency Framework Classification System](#).

For each competency selected, an example of Applied HR experience using the STAR Method* must be provided. If an example is not provided, the competency will not be considered. It is recommended to use different examples for each competency. Examples for Foundational HR experience do not need to be included.

***STAR Method**

For each competency selected with an “X,” please provide your job title followed by **specific examples** of the work that **YOU** are responsible for and have completed including the impact that it has on the organization. For each competency selected, structure your example using the STAR Method. For example, if you mark an “X” in every box under Strategy, you must provide an example for each one. (10100, 10200, 10300, 10400, 10600, 10700).

HOW TO STRUCTURE YOUR EXAMPLE USING THE STAR METHOD	
Using the CPHR Competency Framework Classification System , review the KNOWLEDGE OF and SKILL IN sections of the specific COMPETENCY (i.e. Strategy, Professional Practice, Engagement, etc.) you are claiming. This will help you structure your example.	
For each COMPETENCY you have selected, structure your example using the STAR method below.	
Situation	Describe a specific situation that you were in (not a generalized one) or a task that you needed to accomplish. Provide context. Where? When? Keep this description short.
Task	What needed to be done and why? Avoid using acronyms. Briefly explain what it is that you had to do and what the success criterion was. If you were working as a group, explain what the overall task of the group was, but be clear about YOUR own role. Keep this explanation brief.
Action	Describe the actions you took to address the situation, including an appropriate amount of detail, and keep the focus on YOU . What did YOU do and how did YOU do it? What tools did YOU use? Be direct and specific. Make this the most substantial part of your example.
Result	What was the outcome? What did you accomplish? If you can quantify the results, do so. Explain the results (i.e. accomplishments, recognition, savings, etc.).

6. ENABLING COMPETENCIES

The [CPHR Canada Competency Framework](#) outlines that Candidates must demonstrate a minimum of three (3) out of five (5) of these Enabling Competencies to pass the VOE Assessment:

- 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

The applicant must provide examples using the STAR Method to demonstrate Applied HR level experience. It is recommended to use different examples, from those in the Knowledge Areas.

7. SUBMITTING YOUR VALIDATION OF EXPERIENCE (VOE) ASSESSMENT APPLICATION

7.1 DOCUMENTS REQUIRED

A) TRANSCRIPTS/INTERNATIONAL ASSESSMENT REPORTS

Prior to starting your VOE Application, ensure you have requested original transcripts be sent directly to CPHR BC & Yukon from your educational institution. This can be done after passing the NKE or well in advance of starting the Application.

Education received outside Canada needs to be assessed through one of three organizations:

- World Education Services (WES) at <https://applications.wes.org/createaccount/>
- International Credential Evaluation Service (ICES) at <https://www.bcit.ca/ices/>
- Captus Press Inc. at <http://www.captus.com/>

Reports need to be sent directly to CPHR BC & Yukon from the organizations listed above.

Mail to: CPHR Registrar

CPHR BC & Yukon
#1101 – 1111 Hastings West Street
Vancouver, BC V6E 2J3

Transcripts and/or international assessment reports must be received prior to the VOE being assessed

B) VOE APPLICATION PACKAGE

Applicants are required to submit the following documents for assessment:

1. Completed VOE Application in a PDF file.
2. Current chronological resume in a PDF file.

Your application for a professional designation should represent the professional standard that is upheld by the profession that you are applying to be certified by. As such, applicants are encouraged to carefully and fully review their application and to provide information and in-depth examples for each and all sections using the STAR Method.

7.2 EMPLOYER VERIFICATION

In the VOE Assessment Application, under Part F, Employer Verification, the Member's current Employer must review and attest to the accuracy of information provided related to the current experience even though past experience may also be included. If not currently in a HR role than past Employer(s) can attest to the experience required. If only submitting information from a previous position and not the current position, the previous Employer must review and attest to the accuracy of information provided.

If needed, the Committee may request additional information from current and previous employers.

Unemployed Candidates – Candidates are requested to submit an Employer Verification from their most recent employer. If that is not possible, then a previous employer would be suitable.

8. ASSESSING YOUR VALIDATION OF EXPERIENCE (VOE) ASSESSMENT APPLICATION

A Validation of Experience Assessment application is decided on the merits of the written application and supporting documentation. Accordingly, an applicant must submit all requested information, explanations and materials supporting the Applied

HR or Foundational HR level experience requirements. The Assessors assigned to assess an applicant's experience can only judge the merit of an application based on its contents and the quality of the presented documentation within the guidelines defined and approved by CPHR BC & Yukon's Board of Directors.

Candidates should be aware that they may be contacted for further information by the CPHR Registrar, if required and that they may be asked to provide a reference to verify information about their experience. Assessors may refer to publicly available information to validate certain information contained in an application. In addition, Employers may be contacted to verify information in the document.

8.1 SUBMISSION DEADLINES

There are 3 submission deadlines annually:

- February 15
- May 15
- September 15

Submit the completed VOE Assessment Application with required documents to CPHR BC & Yukon by:

Email (preferred method): cphr@cphrbc.ca

Mail: CPHR BC & Yukon, CPHR Registrar
#1101 – 1111 West Hastings Street, Vancouver, BC V6E 2J3

Applicants must complete the application in full as per the outlined instructions and format. Applications are reviewed by the Registrar for completeness before being forwarded to the Assessors for review. If the Application is considered incomplete at the day of the submission deadline, the Application will not be considered until it is complete with the required information. The Application may be moved to the next submission period once completed. **It is recommended to have the Application submitted a few weeks prior to the deadline in case the Application requires additional information.** Please note that applications will not be presented to the Assessors for review if not completed in full in the requested manner.

Documents received after the VOE submission deadline will not be reviewed within that submission period, unless otherwise approved by CPHR BC & Yukon.

8.2 VOE APPLICATION FEE

Applicants must pay the VOE Application fee of \$100.00 + GST by the submission deadline in order to have their VOE application submitted to the VOE Committee for review. The application fee is only payable the first time the application is submitted.

If the VOE application is successful applicants must pay the Certification Fee of \$400.00 + GST. CPHR Candidates are not granted CPHR status and will not receive their CPHR Designation Certificate until any outstanding fees are paid.

Certificates are ordered three times per year.

8.3 NOTIFICATION OF RECEIPT OF SUBMISSION & RESULTS

Applicants will be notified by CPHR BC & Yukon upon the receipt of their assessment via email.

Applicants will be notified within eight weeks of the submission deadline as to whether they were successful or unsuccessful. Unsuccessful applicants will be notified of gaps in their experience assessment and options available to them. There is no limit to the number of times an individual may apply.

9. VOE COMMITTEE ASSESSMENT PROCESS

All VOE Applications are reviewed by trained Assessors who hold their CPHR designation, using Board approved guidelines. Assessors use their professional judgement to determine whether an applicant has the requisite type of experience to earn their CPHR.

- a) CPHR BC & Yukon receives the Candidate Member's application including the VOE Application, relevant job descriptions, a current resume, and organizational charts.
- b) The CPHR Registrar and an Assessor to independently review a CPHR Candidate Member's application and provide a recommendation as to whether they meet certification standards.
- c) Assessors can only judge an application based on the contents of a Candidate Member's application and any supporting documentation to determine whether the application meets the minimum experience requirements and are an accurate reflection of the position, responsibilities and accountabilities described.

- d) Assessors determine if the experience documented is sufficient in length and responsibility to meet the three-year or eight-year requirement.
- e) Assessors do not communicate directly with the applicants. If necessary, the Assessors can require further information or clarification from the applicant through the Registrar before making a final recommendation. It may be determined that a telephone discussion is required, at that point, the Assessors communicate directly with the applicant, however, all arrangements are set up by CPHR BC & Yukon staff.

10. RECOMMENDATIONS TO REGISTRAR

- a) Each Assessor submits their recommendations separately to the Registrar. Each recommendation will result in one of the following outcomes:
 - i. Determine that the applicant's experience meets the requirement and recommend to the Registrar that the applicant be granted the CPHR designation.
 - ii. Determine that the applicant's experience does not meet the requirement in some respect and recommend to the Registrar that the applicant not obtain the CPHR at this time.
 - iii. Determine that a recommendation could not be made as more detailed information is required by the applicant. This is not considered a reassessment.
 - iv. Determine that a further review is needed and request another assessor review the file in addition to their own review to confirm the finding.
 - v. The Registrar notifies all applicants of their outcome via email within 8 weeks of the submission deadline.

NOTE- The decision as to whether one fulfills the experience requirement is entirely based on the criteria outlined above. This means that the only factor that counts is where applicants stand with respect to these criteria. Assessors must make decisions based on the information provided by the applicant and cannot make assumptions about the applicants' experience outside of what is contained in the application documents. The experience requirement criteria are never adjusted based on the number or proportion of applicants that pass the experience requirement.

