

CPHR/CRHA

CHARTERED PROFESSIONALS
IN HUMAN RESOURCES
CANADA

CONSEILLERS EN RESSOURCES
HUMAINES AGRÉÉS
CANADA

Competency Framework

Revised and Updated 2021

CPHR.CA



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The CPHR Designation

The Chartered Professional in Human Resources (CPHR) designation is a nationally recognized level of achievement within the field of human resources. It reflects a conviction that the professional practice of human resources management can safeguard the interests of employers, employees and the business community.

The designation represents continuing recognition of the bearer's professionalism. There are over 27,000 HR professionals across Canada who have discovered the CPHR advantage.

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

CPHR CANADA MEMBER ASSOCIATIONS

The CPHR designation is governed by CPHR Canada. For the purposes of this Competency Framework, this includes the following Member Associations in these provinces and territories:

- » CPHR Alberta (also represents Northwest Territories and Nunavut)
- » CPHR British Columbia & Yukon
- » CPHR Manitoba
- » CPHR New Brunswick/ CRHA Nouveaux Brunswick
- » CPHR Newfoundland & Labrador
- » CPHR Nova Scotia
- » CPHR Prince Edward Island
- » CPHR Saskatchewan

Further details at: www.cphr.ca/cphr-canada/member-associations

ADVANTAGES TO ATTAINING YOUR CPHR DESIGNATION



Proven Expertise

HR practitioners who pursue the CPHR must meet all requirements set out by their provincial HR association, which aims to measure their competence and experience in the field of HR. By pursuing the CPHR designation, you'll prove your ability to tackle all aspects of HR and demonstrate to employers and colleagues alike that you are a true HR expert.



Continual Learning

To maintain your designation, you will be challenged to continually update your knowledge and skills in HR. As a CPHR, you'll gain expertise and leading edge knowledge to help you manage complex and dynamic HR issues and, ultimately, to become a strategic leader.



Demonstrated Commitment

CPHRs must undergo rigorous studies, comprehensive exam(s) and ongoing learning. They are, in short, committed to the profession over the long-term. By pursuing your CPHR, you demonstrate your commitment to continually maintaining HR competence in the profession. You join the class of HR professionals that employers seek out.



Knowledge Community

As a CPHR, you are part of an exclusive, nation-wide community of HR professionals. Through special events, conferences, publications and websites, you can connect with others in the HR profession from across Canada. This powerful network proves invaluable as you look for solutions, ideas and the ability to connect with others in the field.



Ethical Behaviour

CPHRs commit themselves to high standards of ethical behaviour. They are held to the Member Association Code of Ethics and Rules of Professional Conduct that covers a range of important professional issues including confidentiality, conflict of interest, professional growth and more. You gain confidence from your employer, colleagues and peers with the knowledge that you are committed to a Code of Ethics and Rules of Professional Conduct that demands the highest standards for the profession, and that you are required to complete a mandatory ethics course every three years for Continuing Professional Development.

REQUIREMENTS TO ACHIEVE YOUR CPHR

Across the eight Provinces and three territories that recognize the CPHR designation, the requirements to achieving your CPHR are consistent, but the specific processes, timing etc., reflect the needs of each association's member community. Refer to your Member Association for specific details on processes, timing, etc.

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

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

- 1. Membership** - Meet the requirements for membership in your CPHR Member Association.
- 2. Knowledge** - Demonstrate theoretical and technical knowledge of the CPHR competencies by passing the National Knowledge Exam (NKE) or demonstrating equivalencies through post secondary education.
- 3. Education** - Demonstrate knowledge and critical thinking by meeting the foundational knowledge coursework requirement and the appropriate level of post secondary qualification as determined by the pathway being followed.
- 4. Experience Requirement** - Demonstrate the required time and level of work experience practicing human resources through the Validation of Experience assessment. At least three or more years (in the last 10 years) are required depending on the path being taken. Experience does not need to be from Canada and can be achieved in any sector.
- 5. Professional Conduct** - Attest to the Code of Ethics & Rules of Professional Conduct.

MAINTAINING THE CPHR

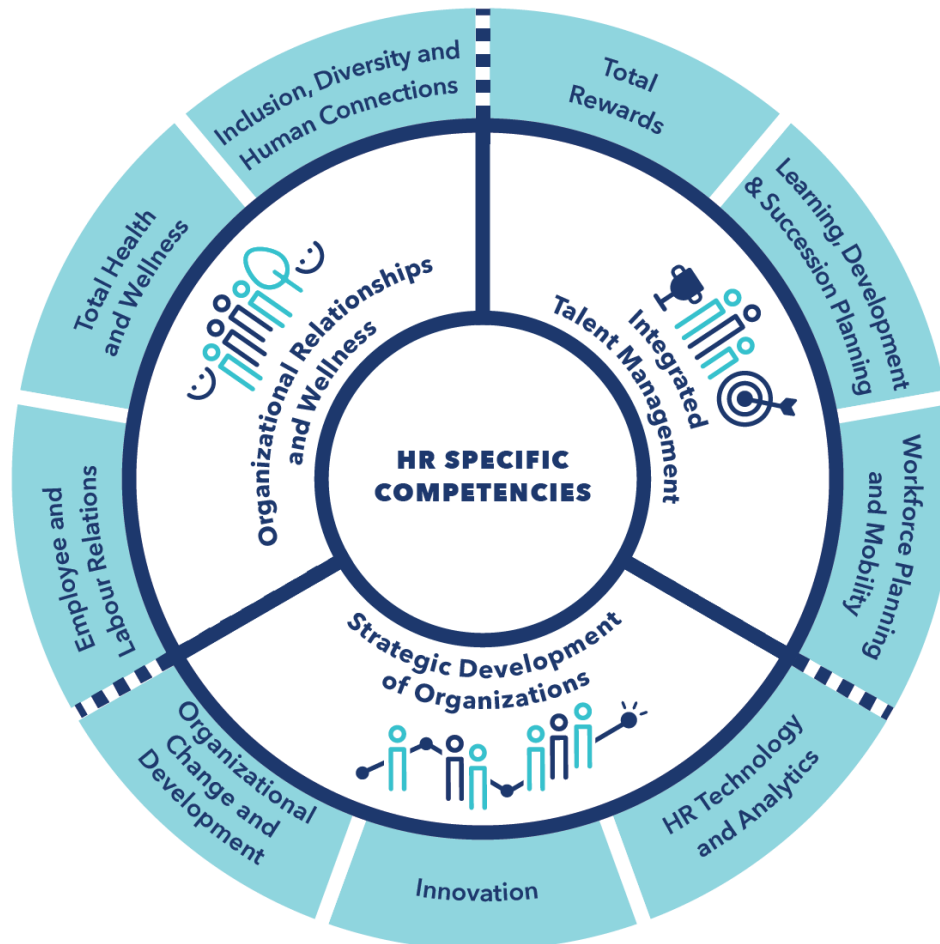
Once an individual achieves the CPHR designation, there is an ongoing requirement to maintain one's competence. This is demonstrated through compliance with the standards set for Continuing Professional Development.

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.

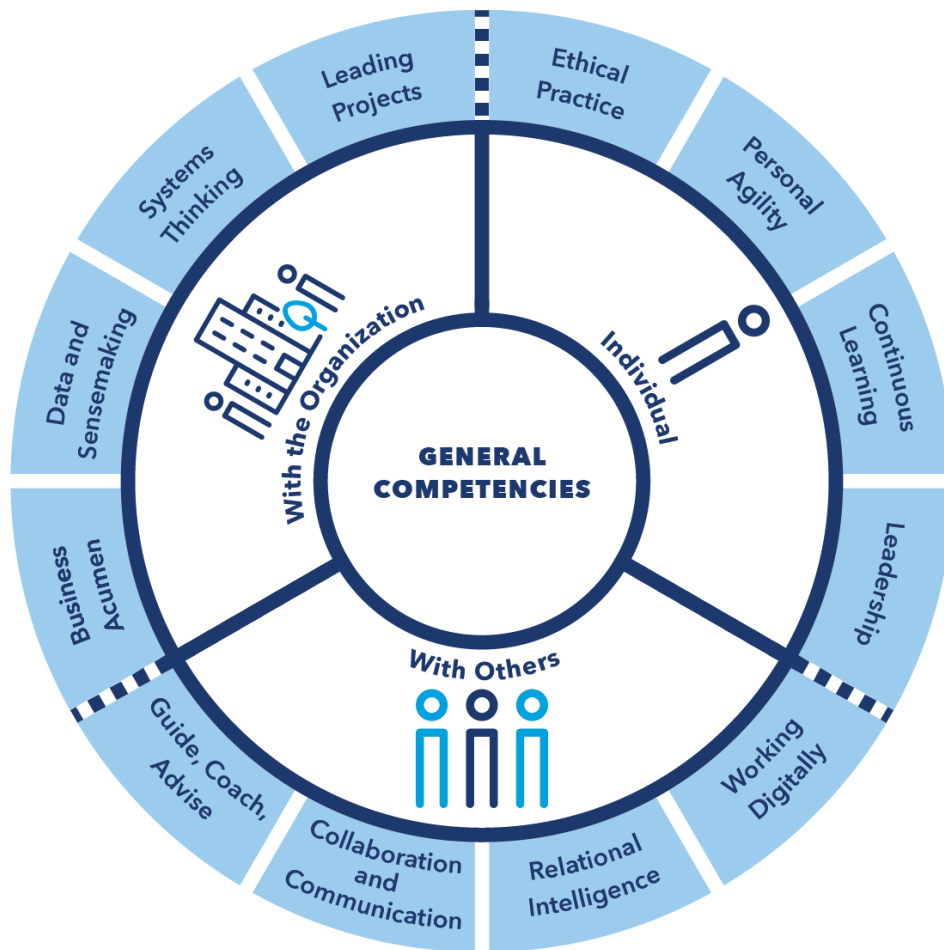
CPHRs are required to complete Continuing Professional Development annually. They must complete a minimum of 10 qualifying CPD hours per year and 60 qualifying CPD hours on an ongoing three-year rolling basis. There is an Ethics course requirement within the 3 year rolling period.

OVERVIEW OF THE HR SPECIFIC COMPETENCIES AND GENERAL COMPETENCIES

This framework includes 2 categories of competencies: HR Specific Competencies and General Competencies.



The **HR Specific Competencies** are capabilities that define an HR professional. They are categorized into 9 HR Competency Areas which in turn comprise 49 HR Specific Competencies. 90% of the National Knowledge Exam (NKE) will be based on the HR Specific Competencies.



The **General Competencies** include capabilities that an HR professional should possess to operate successfully in their professional practice, and are not specific to the HR profession. They are categorized into 12 General Competency Areas which in turn comprise 48 General Competencies. 10% of The National Knowledge Exam (NKE) will be based on select General Competencies.

THE HR SPECIFIC COMPETENCIES AND GENERAL COMPETENCIES FORMAT

Each of the 9 HR Specific Competency Areas (Appendix 1) is broken down into 3 sections:

1. Competency expected to achieve the CPHR designation

These are the core HR competencies. There is a total of 49 across the 9 Competency Areas. 90% of the NKE will be based on these competencies. Experience demonstrated in Validation of Experience (VOE) assessments will be based on these competencies. They are coded with numbers only (beginning with 1) using this system: 1.1.1, 1.1.2, etc.

2. Knowledge and Skills Expected of a CPHR Designation Holder

These are capabilities that CPHR holders should understand and be able to apply. They describe applied level HR practice situations that HR professionals will encounter (if they practice in the competency area) and should be able to successfully manage. While expected of practicing CPHRs, they are not competencies that the NKE or VOE will assess directly in order to attain the CPHR designation.

3. Competency level to reflect advanced human resources knowledge and practice

These are higher level capabilities that a CPHR holder may strive to attain in their work/career. They are included for information and to help inspire advanced HR professional development and practice. They are not tested as part of the NKE or expected to be demonstrated in the VOE process in order to attain the CPHR designation.

Each of the 12 General Competency Areas (Appendix 2) is broken down into 2 sections:

1. Competency expected to achieve the CPHR designation

These are deemed to be key competencies of any professional and are not specific to the HR profession. There are a total of 48 across 12 General Competency Areas. 10% of the NKE will be based on these competencies. These competencies are to be demonstrated in the General Competency section of the Validation of Experience (VOE). They are coded with numbers only (beginning with 2) using this system: 2.1.1, 2.1.2, etc.

2. Knowledge and Skills Expected of a CPHR Designation Holder

These are capabilities that CPHR holders should understand and be able to apply. They describe applied level HR practice situations that HR professionals will encounter (if they practice in the competency area) and should be able to successfully manage. While expected of practicing CPHRs, they are not competencies that the NKE or VOE will assess directly in order to attain the CPHR designation.

KNOWLEDGE REQUIREMENT (NATIONAL KNOWLEDGE EXAM)

The **National Knowledge Exam® (NKE)** assesses understanding of HR knowledge and skills. It 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 during the learning process.

90% of the NKE is based on the HR Specific Competencies and 10% is based on the General Competencies.

After you have passed the exam, you are considered a candidate for certification (a 'CPHR Candidate').

HR EDUCATIONAL REQUIREMENT

There is a mandatory HR educational requirement that needs to be met before taking the National Knowledge Exam (NKE) which sets the bar for HR specific academic comprehension, establishes a standard for educational requirements and builds on credibility of the CPHR designation. This requirement is in the form of HR education in 9 areas related to the profession. Individuals can demonstrate completion of equivalent coursework already completed or take approved courses to meet this requirement. Refer to your Member Association for further details.

MEMBER ASSOCIATION ACCREDITED HUMAN RESOURCES PROGRAMS

Individuals pursuing the CPHR may also be able to waive the NKE if they have successfully completed an accredited post-secondary program. Qualifying programs within educational institutions are accredited by a provincial Member Association and may be recognized by all CPHR Canada Member Associations once accredited. Refer to your Member Association for further details.

EDUCATION REQUIREMENT

A Bachelor's degree provides the basis for individuals to effectively apply critical thinking and analytical processes. In this situation they will also need to demonstrate 3 years of appropriate HR experience as set out in the Validation of Experience (VOE) process.

Member Associations also offer paths to the CPHR designation which require alternative (non-degree) levels of education. In these situations, the individual will need to demonstrate 8 years of appropriate HR experience as set out in the Validation of Experience process to attain the CPHR designation.

Refer to your Member Association for further details of current provincial educational requirements.

HR EXPERIENCE REQUIREMENT (VALIDATION OF EXPERIENCE)

CPHR candidates must demonstrate at least three (3) or more years of HR work experience at the foundational and applied level in human resources within the last ten (10) years as the final step to the completion of the CPHR designation.

HR practitioners can work toward the Experience Requirement in any sector of the economy: industry, government, public practice, professional associations, education, healthcare, not-for-profits, etc. – essentially anywhere that has a human resources management function.

Assessment of experience is made through the Validation of Experience (VOE) assessment process. This is administered by your Member Association. Core requirements include:

- » For CPHR Candidates with a Bachelor's degree: a minimum of 3 years of HR work experience within the past 10 years. In this case, a minimum of 2 of these years must be applied experience, with a maximum of 1 year of foundational experience.
- » For CPHR Candidates without a Bachelor's degree: a minimum of 8 years work experience within the past 10 years. In this case, a minimum of 5 of these years must be applied experience, with a maximum of 3 years of foundational experience.
- » The majority of the work, 51% or more, must be HR work.
- » Demonstration of at least 12 of the 49 HR Specific competencies.
- » Demonstration of experience from at least 4 of the General Competencies Areas (of which there are 12).

Please refer to your Member Association for full details of the Validation of Experience requirements including criteria, and definitions of applied & foundational experience.

TIMING FOR THE ADOPTION OF THIS COMPETENCY FRAMEWORK

This enhanced version of the CPHR Competency Framework was issued in fall 2021. To allow for necessary preparations and lead times:

- » The first National Knowledge Exam (NKE) to be based on this Competency Framework will be fall 2022.
- » The Validation of Experience (VOE) assessment process will be based on this Competency Framework from January 1st, 2023.

Appendix 1

HUMAN RESOURCES SPECIFIC COMPETENCIES

ORGANIZATIONAL RELATIONSHIPS AND WELLNESS

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ORGANIZATIONAL RELATIONSHIPS AND WELLNESS

1.1 | Employee and Labour Relations

Build and maintain relationship with employees and their representatives in alignment with organizational goals.

Competency expected to achieve the CPHR designation

- 1.1.1 Support the development of collective employment contracts and agreements, ensuring compliance with applicable legislation and the organizational strategic plan.
- 1.1.2 If required, act as representative of parties before the relevant administrative bodies.
- 1.1.3 Promote a collaborative work environment between the employer, the union (if applicable), employees, and other representative groups.
- 1.1.4 Interpret legislation, collective agreements (where applicable), and policies consistent with legal requirements and organizational values to treat employees in a fair and consistent manner.

Knowledge and Skills expected of a CPHR designation holder

- › Uphold, promote and communicate laws, policies, and best practices in employee and labour relations applicable to the organization.
- › Build, influence and manage collaborative and multi stakeholders' relationships.
- › Consider all aspects of a situation and anticipate medium–and long-term impacts.
- › Ask the right questions in order to fully understand expectations and needs of the other party.
- › Prepare negotiations and make changes to individual or collective employment contracts in close collaboration with stakeholders as required.
- › Be prepared to educate managers and supervisors on legal compliance and contract requirements.
- › Share best practices and developments in employee and labour relations within the organization.
- › Resolve conflicts or disputes in a fair and consistent manner.
- › Comprehend union certification, collective bargaining and arbitration processes.
- › Stay current on new developments in employee and labour relations practices.
- › Understand when legal or labour experts are required and consult the right resource accordingly.

- › Understand role of labour ministries, labour relations boards and other employment law tribunals.
- › Analyze the legal context including laws, regulations, case law, and policy, in terms of employee and labour relations.

Competencies that reflect advanced human resources knowledge and practice

- › Develop strategies and cases to meet the objectives of the represented party.
- › Design innovative and culturally appropriate tools for employee and labour relations.
- › Develop new models or conceptual frameworks related to employee and labour relations.
- › Use multiple sources of reliable information to validate the arguments and facts heard.
- › Implement processes that enable leaders to manage employee relationships equitably, and in alignment with the organizations' culture and values.
- › Contribute to the growth and continuous improvement of employee and labour relations practices beyond the organization.
- › Share best practices and communicate developments in employee and labour relations outside the organization.
- › Ensure the development of competencies and the transfer of knowledge to stakeholders in employee and labour relations.
- › Recommend employee and labour relations strategies based on risks, costs and opportunities to achieve organization objectives.

1.2 | Total Health and Wellness

Support the development of a culture and environment of physical and psychological safety with a balance between productivity and wellbeing.

Competency expected to achieve the CPHR designation

- 1.2.1 Promote the health and safety of employees through an understanding of legislation, regulations, and standards to increase organizational awareness and manage risk.
- 1.2.2 Support the development of health, safety and wellness policies, procedures, roles and responsibilities for leaders and employees in order to ensure compliance to required policies.
- 1.2.3 Support the development of training, and monitoring programs to provide appropriate safeguards.
- 1.2.4 Strive for organizational productivity while focusing on employee wellbeing.
- 1.2.5 Encourage a proactive approach to mental health and psychological wellbeing in the workplace by enhancing awareness at all levels of the organization to improve performance.
- 1.2.6 Encourage employee wellness by endorsing healthy lifestyles, educating employees and providing opportunities for the enhancement of wellness to sustain overall employee and organizational health.

Knowledge and Skills expected of a CPHR designation holder

- › Uphold, promote and communicate laws, policies, and best practices in health, safety and wellness and make all employees aware of the importance of complying with them.
- › Analyze the current situation, identify risks, and propose corrective measures to implement health, safety and wellness best practices within the organization.
- › Understand the link between organizational productivity and employee wellbeing.
- › Comprehend and apply health and safety programs and practices such as workers compensation and good disability management, return to work and accommodation processes and strategies, cost reduction strategies in workplace insurance, ergonomic and other prevention strategies, work-life balance, emergency response plans, etc.
- › Implement and update programs, policies, practices, training, tools and action plans to rally employees and ensure compliance with occupational health, safety and wellness standards.
- › Share best practices and communicate developments in health, safety and wellness within the organization.

- › Understand roles and responsibilities of the employer, supervisor, worker and joint committees regarding health, safety and wellness.
- › Comprehend mental health and psychological wellbeing and their impacts in the workplace.
- › Determine methods for identifying potential risks or incipient mental health and psychological wellbeing before seeing negative impacts on the organization.
- › Promote the benefits of a healthy work environment.
- › Stay current on new developments in health, safety and wellness practices.
- › Understand when experts are required and consult the right resource accordingly.

Competencies that reflect advanced human resources knowledge and practice

- › Design innovative tools for employee health, safety and wellbeing.
- › Develop new models and conceptual frameworks related to workplace health, safety and wellbeing.
- › Ensure the development of competencies and the transfer of knowledge to stakeholders in health, safety, and wellbeing.
- › Find solutions and recommendations in terms of health, safety and wellbeing.
- › Recommend health, safety and wellbeing strategies based on risks, costs and opportunities to achieve business objectives.
- › Extend the workplace's health, wellness and safety initiatives to a broader range of stakeholders to progressively engage the community.
- › Share best practices and communicate developments in health, safety and wellbeing.

1.3 | Inclusion, Diversity and Human Connections

Develop and implement practices that create connection, collaboration and work culture that is healthy, inclusive and embraces diversity.

Competency expected to achieve the CPHR designation

- 1.3.1 Promote engagement, commitment, and motivation of employees by developing, implementing, and evaluating effective strategies to enhance productivity, morale and culture.
- 1.3.2 Support the development of initiatives through which leaders align culture, values, and work groups to increase productivity and engagement of employees.
- 1.3.3 Implement practices and processes that encourage collaboration and maintenance of a healthy, inclusive and diverse working environment.
- 1.3.4 Provide support to individuals, teams and organizations to identify and achieve shared objectives.
- 1.3.5 Demonstrate the value of employee engagement using appropriate measures to encourage productivity, continuous improvement and innovation and strengthen attraction and retention of diverse employees.
- 1.3.6 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.

Knowledge and Skills expected of a CPHR designation holder

- › Uphold, promote and communicate laws, policies and processes to prevent workplace harassment.
- › Introduce recognized approaches and tools to employee engagement, conflict resolution, and collaborative work.
- › Understand theories and models of human motivation and engagement including methodologies used to measure employee engagement and the predictors of employee engagement.
- › Promote a healthy working environment by developing, implementing, and maintaining practices and programs such as encouraging harmonious relationships, managing tensions, favouring inclusion, encouraging engagement and motivation, promoting civility and preventing all forms of harassment.
- › Intervene in situations that undermine the working environment and handle complaints in a confidential manner, respecting individuals, laws and organizational policies.

- › Ensure human resources programs (e.g., performance management, recruitment, promotion, compensation, etc.) are free of bias and applied equitably, and provide the necessary support to managers accordingly.
- › Help improve processes, practices and policies in support of a healthy working environment and collaboration between individuals and teams.
- › Share best practices and communicate developments in collaborative processes, employee engagement, conflict management, diversity management, etc., within the organization.
- › Stay current on new developments in collaborative processes and employee engagement practices.
- › Understand when experts are required and consult the right resource accordingly.

Competencies that reflect advanced human resources knowledge and practice

- › Develop new models or conceptual frameworks related to workplace collaboration, practices to maintain a healthy working environment, employee engagement and to promote diversity and inclusion within the organization.
- › Design innovative tools and strategies that promote engagement, collaboration and teamwork within the organization.
- › Develop, implement and evaluate innovative strategies to increase diversity and inclusion within the organization.
- › Ensure the development of competencies and the transfer of knowledge to stakeholders to support diversity, inclusion and collaboration.
- › Extend the workplace collaboration and engagement initiatives to a broader range of stakeholders to progressively engage the community.
- › Recommend diversity, inclusion, collaboration and team strategies based on risks, costs and opportunities to achieve organization objectives.
- › Share best practices and communicate developments in workplace collaboration and employee engagement.

INTEGRATED TALENT MANAGEMENT

1.4 | Total Rewards

Strategically manage total rewards of workers to attract, retain and motivate employees. Ensure the adherence of pay equity principles while aligning with the organization's context and financial capacity.

Competency expected to achieve the CPHR designation

- 1.4.1 Support the development of a total reward structure that encompasses compensation, pensions, and benefits.
- 1.4.2 Support the implementation of total rewards programs using an appropriate system ensuring market competitiveness and internal equity.
- 1.4.3 Ability to evaluate the total reward structure using appropriate metrics and monitoring trends and innovations.
- 1.4.4 Provide information about the value of and changes to total rewards using appropriate communication channels.
- 1.4.5 Support the management of total rewards in order to ensure consistency, fairness and organizational competitiveness, compliance with legal requirements, performance, reference job design, job evaluation system and desired behaviours.

Knowledge and Skills expected of a CPHR designation holder

- › Uphold, promote and communicate laws, policies and best practices regarding total rewards and mobility.
- › Introduce recognized approaches and tools to total rewards and employee mobility.
- › Understand total reward concepts, programs, theories and methodologies.
- › Develop, implement and promote a total rewards program considering current market conditions.
- › Develop compensation programs aligned with the organization's culture and strategy.
- › Recommend and promote employee recognition measures, systems and programs that are aligned with the organization's culture and strategy.
- › Comprehend organizational issues regarding financial capabilities and constraints.
- › Manage benefits and ensure equity both internally and externally.
- › Identify and close any existing pay gaps to achieve pay equity in accordance with applicable laws and regulation.

- › Help improve total rewards and mobility processes, practices and policies.
- › Share best practices and developments in total rewards and mobility within the organization.
- › Stay current on new developments in total rewards and mobility practices.
- › Understand when experts are required and consult the right resource accordingly.

Competencies that reflect advanced human resources knowledge and practice

- › Develop new models or conceptual frameworks related to total rewards and mobility.
- › Design innovative tools for total rewards and talent mobility.
- › Find solutions and recommendations in terms of total rewards and mobility.
- › Develop and implement mobility practices and policies to attract and retain a large pool of qualified employees (e.g., international mobility policy).
- › Analyze total rewards and benchmark with the reference market to ensure the organization is aligned with its compensation strategy.
- › Ensure the development of competencies and the transfer of knowledge to stakeholders in total rewards and mobility.
- › Extend total rewards and mobility to a broader range of stakeholders to progressively engage the community.
- › Recommend total rewards and mobility strategies based on risks, costs and opportunities to achieve organization objectives.
- › Share best practices and communicate developments in total rewards and mobility.

1.5 | Learning, Development and Succession Planning

Design, plan, support and promote the development of individual and organizational competencies for professional development for all.

Competency expected to achieve the CPHR designation

- 1.5.1 Support opportunities for employees to learn and grow professionally that are aligned with business strategy and contribute to organizational objectives.
- 1.5.2 Identify organizational learning priorities aligned with the organization strategy using key stakeholder involvement to ensure appropriate learning and optimal return on investment.
- 1.5.3 Support the development of succession plans to ensure the organization is able to meet its medium–and long-term objectives.
- 1.5.4 Support the development of an organizational culture where learning occurs at different levels by engraining learning in everyday work.
- 1.5.5 Evaluate learning and development priorities and programs in accordance with sound measurement principles to document attainment and progress toward organizational objectives.
- 1.5.6 Support the development of leader coaching and mentoring to support learning and development priorities of employees.

Knowledge and Skills expected of a CPHR designation holder

- › Uphold, promote and communicate laws, policies and best practices regarding professional and leadership development, succession management and career management.
- › Introduce recognized approaches and tools for professional and leadership development, succession management and career management
- › Understand professional and leadership development, succession management and career management concepts, programs, theories and methodologies.
- › Use methods and techniques to evaluate the return-on-investment for learning and development initiatives.
- › Comprehend strategies and models for measuring learning outcomes.
- › Understand the competency-based approach.
- › Develop competency profiles for each type of position within the organization.
- › Design training and development programs aligned to the organization’s overall objectives.

- › Develop programs ensuring all employees have personalized development plans.
- › Implement processes by which individuals can be responsible for their own development.
- › Assess competencies within the organization and identify gaps between them as well as current and future organizational needs.
- › Develop, implement and promote a professional development program considering current and emerging trends, while encouraging employees' engagement.
- › Improve professional development processes, practices and policies.
- › Share best practices and developments in professional and leadership development, succession management and career management within the organization.
- › Stay current on new developments in professional and leadership development, succession management and career management practices.
- › Understand when experts are required and consult the right resource accordingly.

Competencies that reflect advanced human resources knowledge and practice

- › Develop new models or conceptual frameworks related to professional and leadership development, succession management and career management.
- › Design innovative tools for professional and leadership development, succession management and career management.
- › Find solutions and recommendations in terms of professional and leadership development, succession management and career management.
- › Help drive innovation in competency development and knowledge transfer methods.
- › Test emerging approaches to competency development.
- › Establish a culture of knowledge sharing and daily competency development in the organization.
- › Establish knowledge and competency transfer processes within the organization and plan adequately the transfer of knowledge between individuals.
- › Extend professional and leadership development, succession and career management to a broader range of stakeholders to progressively engage the community.
- › Recommend professional and leadership development, succession management and career management strategies based on risks, costs and opportunities to achieve organization objectives.
- › Share best practices and communicate developments in professional and leadership development, succession and career management.

1.6 | Workforce Planning and Mobility

Identify and plan human resource needs for the short, medium and long term, and implement employer brand strategies so the organization can attract and hire a diverse and qualified workforce.

Competency expected to achieve the CPHR designation

- 1.6.1** Support the development of strategies to build a strong employer brand and increase the attractiveness of the employer to potential employees.
- 1.6.2** Identify opportunities to shape the organization's employee value proposition to build a high-quality workforce.
- 1.6.3** Support the development of a workforce plan by identifying current and future talent needs of the organization.
- 1.6.4** Support the successful execution of a workforce plan by sourcing, selecting, hiring, onboarding and developing people to address competency needs and retain qualified talent aligned with the organization's strategic objectives.
- 1.6.5** Implement a performance management system by measuring against established goals and expectations to align individual and organizational performance with strategy.

Knowledge and Skills expected of a CPHR designation holder

- › Implement innovative and recognized approaches to workforce planning.
- › Identify opportunities for either attracting or growing emerging skills within the workforce and understand how professional development concepts contribute to re-skilling current employees.
- › Uphold, promote and communicate laws, policies and best practices regarding staffing processes.
- › Identify needs (e.g., the number of workers and competency profiles required) and workforce availability within the organization.
- › Perform a diagnosis of the organization's workforce needs (e.g., number of workers) based on a business plan, organizational priorities and market trends.
- › Design an attraction strategy to equip the organization with a pool of candidates in line with organizational priorities, business objectives, and short-, medium- and long-term needs.
- › Ensure comprehension of and the ability to hire, source, screen, with interviewing methods and techniques.

- › Clearly communicate the employee value proposition to attract, engage and retain employees.
- › Design processes and tools to ensure that the appropriate candidate choices are made. Select candidates who best contribute to organizational needs, culture and values.
- › Develop, implement and promote a professional development program considering current and emerging trends, while encouraging employees' engagement.
- › Help improve workforce planning and mobility processes, practices and policies.
- › Share best practices and developments in workforce planning and mobility processes within the organization.
- › Stay current on new developments in workforce planning and mobility practices.
- › Understand when experts are required and consult the right resource accordingly.

Competencies that reflect advanced human resources knowledge and practice

- › Develop new models or conceptual frameworks related to staffing processes.
- › Reflect on and develop workforce planning that aligns with the organization's brand.
- › Develop strategies and tools to promote the organization among potential candidates and showcase its employer brand.
- › Develop strategic partnerships for the recruitment of hard-to-find or international employees.
- › Design innovative tools for workforce planning and mobility processes.
- › Ensure the development of competencies and the transfer of knowledge to stakeholders in workforce planning and mobility.
- › Test emerging approaches regarding workforce planning and mobility processes.
- › Extend workforce planning and mobility to a broader range of stakeholders to progressively engage the community.
- › Recommend workforce planning and mobility based on risks, costs and opportunities to achieve organization objectives.
- › Share best practices and communicate developments in workforce planning and mobility (outside the organization).

STRATEGIC DEVELOPMENT OF ORGANIZATIONS

1.7 | HR Technology and Analytics

Align organizational technology and analytics from a perspective focused on human issues.

Competency expected to achieve the CPHR designation

- 1.7.1 Manage human resource information in compliance with legal requirements using appropriate tools and procedures in to support decision-making and to inform leaders of progress toward organizational objectives.
- 1.7.2 Contribute to the improvement of processes, practices and technology policies within the organization.
- 1.7.3 Understand the basics of technology concepts and put into practice where applicable.
- 1.7.4 Contribute to the technology optimization process within the organization.
- 1.7.5 Understand and apply the latest advances in human resources automation to transform human resources practices.
- 1.7.6 Support organizations in their digital transformation, and change management objectives.
- 1.7.7 Promote technological best practices within and outside the organization.

Knowledge and Skills expected of a CPHR designation holder

- › Uphold, promote and communicate laws, policies and best practices regarding information management and workplace technology.
- › Understand and implement different systems to support human resources operations.
- › Organize the collection, integration, interpretation and presentation of information to give a clear assessment of human resources performance in the organization.
- › Analyze, interpret, compile and input human resources analytics.
- › Understand statistical methods and analysis.
- › Specify requirements for a human resources information system that captures data and generates reports to inform leaders of trends to achieve organizational objectives.
- › Help improve the organization's technology processes, practices and policies.
- › Share best practices and developments in technology within the organization.

- › Act as a liaison between stakeholders and technology experts where required.
- › Stay current on new technology developments connected to human resources practice.
- › Understand when experts are required and consult the right resource accordingly.

Competencies that reflect advanced human resources knowledge and practice

- › Monitor and evaluate the systems impact of the implementation of new technologies in the organization.
- › Support the development of technological competencies among stakeholders in the organization.
- › Adapt strategies as needed to promote the optimal use of technologies within the organization.
- › Create metrics to inform system transformation aligned with organizational objectives and the strategic priorities.
- › Understand and implement predictive modeling and correlation data that are aligned with organization objectives.
- › Guide the rollout and integration of recommended technological solutions where required.
- › Ensure alignment between vision, culture, organizational policies and the use of technologies.
- › Identify potential risks associated with the suggested changes and establish an action plan to minimize the impacts.
- › Identify and use data to influence and support decision-makers.
- › Develop new models or conceptual frameworks for employment technology.
- › Design innovative technological tools for the employment sector.
- › Ensure the development of competencies and the transfer of knowledge to stakeholders in human resources technology and analytics.
- › Extend human resources technology and analytics to a broader range of stakeholders to progressively engage the community.
- › Share best practices and communicate developments in human resources technology and analytics.

1.8 | Innovation

Design, guide and encourage innovation processes within the organization and its contextual environment based on the end user, client, employees and labour market and sector changes, both locally and globally.

Competency expected to achieve the CPHR designation

- 1.8.1 Implement recognized approaches to encourage innovation and implement new ideas in your organization.
- 1.8.2 Promote best practices based on new developments and innovations.
- 1.8.3 Identify opportunities for innovation in your organization and its ecosystem.
- 1.8.4 Establish and nurture a culture of innovation through the implementation of processes that encourage innovative thinking, creativity and experimentation.

Knowledge and Skills expected of a CPHR designation holder

- › Introduce recognized approaches to promote a culture of innovation and creativity in the organization.
- › Identify principles and tools such as design thinking to curate a culture of innovation.
- › Communicate best practices in the organization to favor a culture of innovation and continuous improvement.
- › Foster behaviours that create a culture of innovation.
- › Share best practices and keep up to date with industry trends to promote a culture of innovation and creativity through.
- › Help drive innovation through stakeholder involvement.
- › Assess the results after the introduction of an innovation to learn from it and improve the process.
- › Stay current on new developments and innovations connected to HR practice.
- › Understand when experts are required and consult the right resource accordingly.

Competencies that reflect advanced human resources knowledge and practice

- › Stay on top of opportunities conducive to innovation within the organization and its ecosystem.
- › Encourage trial and error learning and share relevant experiences to support progress while keeping an eye on risk to the organization.

- › Evaluate innovation opportunities within an organization (e.g., conduct a risk and needs analysis, compare the results and formulate recommendations) and develop plans to implement.
- › Leverage innovation and creativity to design strategies that promote engagement and motivation within the organization.
- › Identify potential risks associated with the suggested changes and establish an action plan to mitigate the risk.
- › Develop new models or conceptual frameworks related to workplace innovation.
- › Design tools to support innovation projects.
- › Help drive innovation in competency development and knowledge transfer methods.
- › Expand a culture of innovation and creativity to a broader range of stakeholders to progressively engage the community.
- › Tailor a culture of innovation and creativity to the risks, costs and opportunities to achieve organization objectives.
- › Share best practices and communicate developments in innovation and creativity.

1.9 | Organizational Change and Development

Develop strategies and implement processes and projects that enable the organization to express its purpose and achieve its objectives.

Competency expected to achieve the CPHR designation

- 1.9.1** Positively impact the organization and human resources practices by bringing to bear a strategic perspective enhancing the value of human resources.

- 1.9.2** Understand the importance of effective application of governance principles while keeping current with leading governance practices contributing to the approved strategy.

- 1.9.3** 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.

- 1.9.4** Contribute to the organization's vision, mission, values and goals, demonstrating business acumen and participating in the strategic planning process, to support organizational objectives.

- 1.9.5** Align human resources practices by translating organizational strategy into human resources objectives and priorities to achieve the organization's plan.

- 1.9.6** Consult in the development of a change management strategy considering the goals, resources required, and forces of resistance to achieve the organization's plan.

Knowledge and Skills expected of a CPHR designation holder

- › Ensure that organizational development approaches are properly implemented in the organization.
- › Identify opportunities for organizational improvement.
- › Participate, plan and implement organizational change initiatives.
- › Uphold, promote and communicate laws, policies and best practices in organizational development.
- › Foster an inclusive and diversified culture.
- › Design work and ensure compliance with good governance practices to achieve the organization's strategic objectives.
- › Provide ongoing support to managers with regards to individual performance management.

- › Ensure that good practices in terms of performance management are understood and properly implemented.
- › Design performance management programs, methods and metrics that suit the organization's needs.
- › Propose organizational improvement and human resources strategies.
- › Comprehend the current organizational challenges and align the HR plans accordingly.
- › Understand economic, societal, technological, political, demographic trends and their impact, or potential impact, in the organization and human resources practice.
- › Help improve organizational development processes, practices and policies.
- › Share best practices and developments in organizational development within the organization.
- › Stay current on new developments in organizational development practices.
- › Understand when experts are required and consult the right resource accordingly.

Competencies that reflect advanced human resources knowledge and practice

- › Design and implement strategies and the means to promote buy-in and empowerment for change.
- › Develop actions with different time horizons (immediate and future impact on the organization).
- › Ensure the engagement of employees in organizational development activities.
- › Evolve the performance management program so that it is aligned with the organization's strategic vision reflecting current practices.
- › Assess stakeholder engagement and the organization's ability to embrace change.
- › Ensure the approaches, practices and processes used promote employee growth.
- › Establish facilitation approaches and techniques to effect organizational change.
- › Guide stakeholders through changes.
- › Design a strategy that promotes engagement and motivation within the organization.
- › Proactively identify potential risks associated with the suggested changes and establish an action plan to minimize the impacts.
- › Find solutions and recommendations in terms of organizational development.
- › Ensure the development of competencies and the transfer of knowledge to stakeholders in organizational development.
- › Extend organizational development to a broader range of stakeholders to progressively engage the community.
- › Share best practices and communicate developments in organizational development.

Appendix 2

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WITH THE ORGANIZATION

2.1 | Business Acumen

Understand and use foundational drivers of business to create opportunities and strategies that add value, and implement them to benefit the organization, stakeholders, and society.

Competency expected to achieve the CPHR designation

- 2.1.1 Ability to understand the business implications of decisions.
- 2.1.2 Comprehend business operations and provide quality insight to achieve goals and ensure the success of the organization.
- 2.1.3 Work with stakeholders to establish collaborative ways of managing risks to increase productivity.
- 2.1.4 Identify and communicate business opportunities that benefit the organization while mitigating risk.

Knowledge and Skills expected of a CPHR designation holder

- › Understand the economic, financial, marketing, human, and organizational challenges of proposed action or actions taken.
- › Master the general economic, financial, and marketing terms and concepts of an organization.
- › Comprehend business issues, processes, and outcomes and the impact on the organization's business needs.
- › Ensure risk management practices are in place and apply techniques to identify assess and control risks within an area of responsibility.
- › Present projects based on a sound business case using economic, financial, marketing, and human resource data to make informed recommendations.
- › Detect value-generating business opportunities when they arise to enhance the success of the organization.
- › Pinpoint opportunities that may have a positive economic impact for the organization and strive to seize them.
- › Maintain existing business relationships and partnerships while creating whenever possible, new business relationships and partnerships that will have a positive impact on the organization.
- › Develop and analyze performance indicators, and metrics, to draw certain conclusions relevant to their context.

- › Take the lead in gaining a deeper understanding of the internal and external factors influencing the organization’s performance.
- › Share best practices and keep up to date with industry trends regarding opportunities and strategies that create value for the organization. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

2.2 | Data and Sensemaking

Synthesize and analyze all relevant information to understand and address a situation.

Competency expected to achieve the CPHR designation

- 2.2.1** Ability to retrieve information from various sources and assemble it into a coherent whole.

- 2.2.2** Ask the right questions from the right stakeholders to ascertain all the relevant information is being gathered to gain multiple perspectives to action situations appropriately.

Knowledge and Skills expected of a CPHR designation holder

- › Ability to collect information from various sources in different ways to inform decision making.
- › Make connections between the data obtained to get a broad understanding of the situation.
- › Become acquainted with the information available, organize it, and reformulate it in a concise manner.
- › Distinguish priority information from secondary information.
- › Assess facts and data to identify trends and make recommendations or decisions.
- › Consider all aspects of a situation and identify the impacts that could occur in the medium and long term.
- › Map the information collected to facilitate understanding and devise strategies from the data.
- › Consider new information and include in the analysis of a specific situation when required.
- › Deepen coworkers’ reflection by pointing perspectives they might have not considered.
- › Propose new indicators that could improve situation analysis.

- › Communicate developments in information analysis (outside the organization).
- › Share best practices and keep up to date with industry trends regarding information analysis and synthesis. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

2.3 | Systems Thinking

Proactively approach organizational challenges and opportunities with a view to the interaction of wider systems.

Competency expected to achieve the CPHR designation

- 2.3.1** Ability to have a global vision of the market in which the organization is located.
- 2.3.2** Understand the different issues and the positioning of competitors.
- 2.3.3** Be on the lookout for changes and evolution of elements that can have an influence on the organization.
- 2.3.4** Ability to understand all the factors that influence the organization's performance to determine the optimal positioning of the organization.

Knowledge and Skills expected of a CPHR designation holder

- › Comprehend the organization's challenges and positioning in its environment by consulting the appropriate resources (e.g. internal, or external resources).
- › Review the organization's external and internal environment continuously to identify potential risks, opportunities, and threats.
- › Anticipate changes and developments that could impact the organization.
- › Act on internal and external challenges and opportunities in line with the organization's strategies, vision, and business objectives.
- › Take the lead in gaining a deeper understanding of the internal and external factors influencing the organization's performance.
- › Communicate developments in the organizational context (outside the organization).
- › Share best practices and keep up to date with industry trends regarding the organizational context. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

2.4 | Leading Projects

Organize work, manage your own and others' time, establish priorities and structure tasks and efficiently within deadlines.

Competency expected to achieve the CPHR designation

- 2.4.1 Ability to frame and guide stakeholders, align them to the project vision and give them precise objectives to achieve.
- 2.4.2 Ability to value the team, show recognition, inspire, and engage stakeholders on a project.
- 2.4.3 Plan a project, prioritize the different tasks, set clear and precise goals, and monitor the progress of a project.
- 2.4.4 Be attentive to the needs of the team and build trust.
- 2.4.5 Know how to adapt to situations and adjust according to the context, events, needs of the moment and emergencies.

Knowledge and Skills expected of a CPHR designation holder

- › Gain insight with key stakeholders to identify objectives and desired outcomes before starting a project.
- › Define expected results with the right people.
- › Understand the needs of various stakeholders to carry out projects and align them with organizational objectives.
- › Identify and apply project management methodology based on the desired outcomes and resources available.
- › Ability to organize workflow using time-management tools (e.g., priority grids, lists, etc.) with a view to respecting timelines and objectives identified.
- › Manage communication of expected outcomes to key stakeholders to engage them and drive project adoption.
- › Consider the length, urgency, importance, and complexity of tasks, and establish an order of priority.
- › Gain the ability identify project risks, plan the necessary resources, and assess mitigation strategies.
- › Anticipate potential obstacles to various tasks and allocate more time, considering unforeseen circumstances.
- › Ensure that all project stakeholders work together efficiently.

- › Communicate developments in project management (outside the organization).
- › Share best practices and keep up to date with industry trends regarding project management. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

INDIVIDUAL

2.5 | Ethical Practice

Demonstrates and upholds values in accordance with legislation, policies, formal and informal standards, and social codes to build trust and accountability.

Competency expected to achieve the CPHR designation

- 2.5.1 Ability to adhere to standards that guide professional actions.
- 2.5.2 Distinguish between right and wrong behaviours and follow established standards.
- 2.5.3 Have the courage to act and report any identified situations or behaviours deemed unethical.
- 2.5.4 Demonstrates integrity, honesty, transparency, and professionalism reflecting the HR profession.
- 2.5.5 Modelling ethical behaviour in all situations.

Knowledge and Skills expected of a CPHR designation holder

- › Distinguish between ethical and unethical behaviour.
- › Identify and anticipate situations that call for action.
- › Take full responsibility for your decisions.
- › Demonstrate courage when situations are difficult or carry personal risk.
- › Implement an approach or system to manage situations that may be ethically challenging.
- › Exercise proper judgment during ethically complex or ambiguous situations.
- › Identify risks of harm, including conflicts of interest, to the individuals involved.
- › Establish and maintain the decision-making framework, while always safeguarding the relationship of trust with stakeholders.
- › Handle and ensure all personal, professional, and corporate data or other information transmitted in an appropriate and compliant manner, ensuring confidentiality where required.
- › Demonstrate professional and organizational values through behaviours.
- › Behave in a manner that brings credit to the CPHR profession and the organization.
- › Apply labour laws, collective agreements, case law, and corporate policy by identifying situations that may present a legal issue.
- › Comply with formal and informal laws and standards as well as social codes that apply to the workplace.

- › Communicate developments in ethics (outside the organization).
- › Share best practices and keep up to date with industry trends regarding ethics compliance. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

2.6 | Personal Agility

Adapt and grow in an ambiguous, complex, and constantly changing environment.

Competency expected to achieve the CPHR designation

- 2.6.1** Ability to adapt and thrive in a continually evolving environment that requires quick changes in direction.
- 2.6.2** Demonstrate dynamism through positive, agile, responsive, and proactive behaviours.
- 2.6.3** Be organized as much as possible with your regular work to allow for flexibility when required.

Knowledge and Skills expected of a CPHR designation holder

- › Show open-mindedness to proposed or implemented changes.
- › Understand your environment as an evolving system.
- › Demonstrate flexibility when faced with uncertainty or ambiguity.
- › Consider unexpected events and problems as opportunities for value creation.
- › Complete your work even in ambiguous situations.
- › Ask relevant and constructive questions to better grasp elements of a complex situation.
- › Propose flexible and scalable solutions considering stakeholders as well as the current context and how it is likely to change.
- › Implement concrete actions to handle complex situations and adjust based on results.
- › Guide peers through complex situations to help them improve their own agility.
- › Communicate developments in agility (outside the organization).
- › Share best practices and keep up to date with industry trends regarding agility. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

2.7 | Continuous Learning

Continuously develop yourself, both professionally and personally.

Competency expected to achieve the CPHR designation

- 2.7.1 Ability to learn new things with interest and motivation.
- 2.7.2 Keep abreast of new developments in your field.
- 2.7.3 Display an open and curious approach regarding differences of opinion.
- 2.7.4 Take the lead in developing skills and knowledge and take steps to evaluate and improve performance.

Knowledge and Skills expected of a CPHR designation holder

- › Analyze systems, processes, and performance trends to identify opportunities for improvement.
- › Look for ways to improve performance and efficiency in the workplace.
- › Improve your practice and knowledge by adopting training objectives.
- › Actively solicit feedback from others, listening with an open mind to opportunities for growth.
- › Take part in projects to further your professional development.
- › Identify opportunities to develop skills and knowledge.
- › Participate in the creation of new knowledge in your field.
- › Analyze challenges and difficulties to find opportunities for learning and improvement.
- › Identify the causes of mistakes and learn from them.
- › Develop and test new practices while calculating associated risks.
- › Evaluate your professional practice to continuously develop, both professionally and personally.
- › Communicate developments in continuous learning (outside the organization).
- › Share best practices and keep up to date with industry trends regarding continuous development and learning. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

2.8 | Leadership

Take initiative and action to achieve shared outcomes, as an individual or by inspiring others.

Competency expected to achieve the CPHR designation

- 2.8.1 Ability to gain the trust of others and guide them towards a common goal.
- 2.8.2 Provide mechanisms that allow for rapid and effective team building.
- 2.8.3 Model behaviour in effort to create and maintain a healthy work environment while leading authentically and with vulnerability.
- 2.8.4 Working to retain talented employees within the organization to successfully respond to new challenges.

Knowledge and Skills expected of a CPHR designation holder

- › Inspire, lead, and mobilize others around a common goal by communicating the organization's vision and strategic priorities.
- › Listen to others and understand while adapting your style to their perceptions and motivations.
- › Encourage stakeholders to demonstrate organizational and professional values across parts of the organization.
- › Show appreciation for others and give meaning to their actions.
- › Act as a role model for others to establish credibility and inspire confidence.
- › Articulate a sense of purpose for the organization.
- › Understand group power dynamics and individual influence to successfully move initiatives and ideas forward.
- › Consistently develop leadership ability and skills.
- › Communicate developments related to leadership skills (outside the organization).
- › Share best practices and keep up to date with industry trends regarding leadership. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

WITH OTHERS

2.9 | Working Digitally

Understand and proficiently use the appropriate digital tool(s) to increase efficiency, effectiveness, and connectivity. Leverage the power of digital tools and automation to drive efficiency and connectivity.

Competency expected to achieve the CPHR designation

- 2.9.1 Ability to use technology to capture, find, analyze, organize, create, and communicate information and ideas.
- 2.9.2 Determine which digital tools are relevant to the tasks to be performed and use them effectively for communication and general business use.
- 2.9.3 Understand IT security and the risks associated with it.
- 2.9.4 Recognize the interface between people and digital tools for different purposes, as well as the related positive and negative effects on the workplace, employees, relationships, and the well-being of all.

Knowledge and Skills expected of a CPHR designation holder

- › Propose new tools to improve the effectiveness of your professional practice and organizational processes.
- › Support changes to the technology policy with an human resources lens where applicable.
- › Ensure compliance with all legal and legislative requirements.
- › Respect IT security and ensure data integrity.
- › Strengthen the capacity for productive remote work through the appropriate use of technology and good practices.
- › Ensure the digital tools used do not compromise the protection of the organization's information.
- › Support the implementation of technology across the organization.
- › Communicate developments related to workplace technology (outside the organization).
- › Share best practices in terms of IT security and encourage stakeholders to implement them.
- › Understand when experts are required and consult the right resource accordingly.

2.10 | Relational Intelligence

Forge positive relationships, establish meaningful connection and interaction with people, and develop self-awareness in regard to the impact on others.

Competency expected to achieve the CPHR designation

- 2.10.1 Ability to communicate and act with tact, and to ensure that the message is conveyed in an appropriate manner.
- 2.10.2 Understand the non-verbal behaviour of the person to recognize the subtleties of the message.
- 2.10.3 Concentrate on listening and grasping the totality of the information shared.

Knowledge and Skills expected of a CPHR designation holder

- › Listen to people, take the time to understand their thoughts and try to determine their emotions. Ask questions that will make others think and help them identify their emotions.
- › Demonstrate open-mindedness and respect when interacting with others.
- › Understand your own strengths and limits.
- › Identify your own emotions and be able to reflect on their causes.
- › Control reactions to avoid negative impacts on others.
- › Distinguish between acceptable and unacceptable behaviour.
- › Express emotions and adapt behaviour to each situation.
- › Be objective and put things into perspective to find solutions.
- › Stay effective and make sound decisions in stressful or emotion-ridden situations.
- › Recognize mistakes and accept responsibility for your actions. Show courage and do not avoid difficult situations.
- › Behave tactfully and provide feedback constructively by choosing the right time.
- › Design innovative tools that encourage the development of emotional intelligence.
- › Communicate developments related to relational intelligence.
- › Share best practices and keep up to date with industry trends regarding emotional intelligence. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

2.11 | Collaboration and Communication

Create and adapt clear messaging based on context and audiences, while arousing interest and enthusiasm through written visual and verbal media. Working collectively with others, inside and outside the organization, to achieve common goals and promoting the flow of clear messaging and dialogue to create shared understanding.

Competency expected to achieve the CPHR designation

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| 2.11.1 | Ability to collaborate with colleagues and work collectively towards a common goal. |
| 2.11.2 | Understand your role in the team and be proactive in facilitating the work of your colleagues. |
| 2.11.3 | Anticipate the needs of colleagues and take the time to support them. |
| 2.11.4 | Motivate team members and ensure everyone has had their say when the situation requires it. |
| 2.11.5 | Promote the flow of information within the group. |
| 2.11.6 | Ability to convey information and adapt to the target audience. |
| 2.11.7 | Ability to communicate in a group setting that enhances feedback of others. |

Knowledge and Skills expected of a CPHR designation holder

- › Understand and perform your role within the organization to enhance the performance of the group.
- › Support colleagues when they encounter challenges and assist them when needed.
- › Foster relationships to improve personal and professional performance.
- › Share relevant information with stakeholders.
- › Tailor communication to the level and experience of key stakeholders.
- › Speak in a clear, consistent, concise, and factual manner.
- › Speak with enthusiasm to capture the audience's attention.
- › Write following grammatical rules.
- › Use communication strategies adapted to the audience.
- › Engage the audience by using an adapted and varied vocabulary.
- › Draft communications succinctly and clearly to highlight important information.
- › Show ease and confidence when making presentations. Confirm audience understanding where context allows.

- › Develop new models or conceptual frameworks related to collaboration and communication.
- › Design innovative tools that encourage effective collaboration and communication.
- › Communicate developments related to collaboration and communication.
- › Share best practices and keep up to date with industry trends regarding collaboration and communication. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

2.12 | Guide, Coach, Advise

Guide and influence individuals, teams, or organizations to find and implement solutions that suit the context and objectives to resolve the right problem.

Competency expected to achieve the CPHR designation

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|---------------|--|
| 2.12.1 | Guide employees to support their motivation at work and the achievement of the organization's goals. |
| 2.12.2 | Understand the difference between guiding, coaching, and advising and know the appropriate circumstances for each. |
| 2.12.3 | Involve stakeholders in setting goals or determining how to achieve them. |

Knowledge and Skills expected of a CPHR designation holder

- › When a problem arises, analyze the needs and context of the individuals involved for better understanding.
- › Establish relationships based on trust and collaboration with internal and external stakeholders.
- › Assist, support and encourage others in identifying difficulties, defining goals, and producing positive results.
- › Share expertise and provide informal advice.
- › Encourage dialogue and listen to employees to understand their needs and desires.
- › Ask questions to help stakeholders to come up with solutions on their own.
- › Identify the best approaches to meet stakeholders' needs.
- › Propose solutions, recommendations, ideas, and examples based on your level of expertise and knowledge.
- › Obtain all the information needed for in-depth understanding of the situation before choosing to intervene.

- › Help internal and external stakeholders establish objectives, identify, and assess potential solutions, implement action plans, and evaluate results in terms of objectives.
- › Develop new models or conceptual frameworks for advice and guidance in the workplace.
- › Design innovative tools to better guide individuals, teams, and organizations.
- › Communicate developments in guidance (outside the organization).
- › Share best practices and keep up to date with industry trends regarding advice and guidance. Apply them when possible.
- › Understand when experts are required and consult the right resource accordingly.

People Leading Business.

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