

Senior Path Handbook

Updated January 2023

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CPHR Nova Scotia's Senior Path Requirement

The overarching objective of the certification process for Chartered Professionals in Human Resources (CPHRs) is to ensure that HR professionals who are certified by CPHR Nova Scotia possess the knowledge, skills and experience in a sufficient degree to perform important occupational activities competently. Completion of the certification process confers the right to use the title 'Chartered Professional in Human Resources (CPHR)' and the right to use the initials CPHR after one's name.

To become a Chartered Professional in Human Resources (CPHR), applicants must be members of CPHR Nova Scotia and complete the requirements of the chosen path.

The Senior Path is intended for HR professionals who, through personal attributes and achievements, have reached the upper echelons of the profession.

Senior Path

This booklet outlines the guidelines for the Senior Path.

The CPHR experience requirement is established in compliance with the national guidelines of CPHR Canada. The experience requirement was established as an eligibility requirement to ensure that candidates have, at minimum, demonstrated the experience and capability of performing at the advisory level in Human Resources for the requisite length of time.

An important distinction between an academic credential and a professional designation is that an academic credential attests to your knowledge of theory. In contrast, a professional designation attests to your experience *and* competence. Not only do you know your subject matter, but you have also demonstrated experience and competence within the discipline.

The CPHR Body of Knowledge outlines specific criteria that define what is meant by 'advisory HR experience' as well as the discipline-specific professional competencies to become a Chartered Professional in Human Resources (CPHR). The discipline-specific professional competencies are listed in the Senior Path – VOE application form. Determinations as to whether a given applicant's experience meets the established criteria are made by panels constituted from CPHR Nova Scotia's VOE Assessment Committee to determine if it meets the required standard.

To be certified by CPHR Nova Scotia and earn the right to use the Chartered Professional in Human Resources (CPHR) designation, individuals must have had at least ten (10) years of demonstrated Advisory HR experience.

Four aspects must be met to qualify for CPHR Nova Scotia's Senior Path:

- Experience must be at the Advisory HR Level, which means that you must be thinking at the strategic level. Experience gained is for a cumulative duration of ten (10) years (can be gained in a range of roles)
- Proven demonstration of Advisory HR experience related to the 9 HR Specific Competency areas that make up our CPHR competency framework.
- Hold or have held a Senior level role
- A minimum of a university degree from a recognized body post-secondary institution *

* Where a candidate does not satisfy the stipulated academic requirement referred to above, CPHR Nova Scotia may waive the requirement upon successful completion by the candidate of the National Knowledge Exam (NKE).

What is a Senior Role

Senior HR professionals would be defined as persons who, through personal attributes and achievements, have reached the upper echelons of the profession. Once you reach the senior level, technical and functional expertise matters less than leadership skills and a firm grasp of business fundamentals. Although most senior HR professionals will be found in the corporate world, senior professionals are also found in other settings such as law and consulting. The following are some of the qualities a senior level Chartered Professional in Human Resources should have:

- + Strong communication skills
- + Strategic thinking and execution
- + Strong and credible HR background
- + Strong leadership qualities
- + Personal integrity/high ethical standards
- + Negotiating/influencing skills
- + Ability to balance strategic with operational issues
- + Designs and implements leadership succession plans

What is Advisory HR Experience

The nature of the work at the **Advisory level in HR** involves the exercise of independent judgment to establish a diagnosis in human resources, making recommendations and influencing decisions, as well as program development and implementation of activities, policies or practices in human resources management. The role would allow for autonomy in decision-making, analyzing and interpreting information and being accountable to make decisions and take responsibility for decisions. Some administrative tasks are part of all jobs, but a role that consists strictly, that is the majority 51% of the time of administrative duties, even within an HR department, will not be considered as qualifying.

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 about the 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 "Advisory 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.
- **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.

Advisory 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.

Advisory 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 Administrative HR or Advisory HR level:

Specialized Area	Administrative HR Level	Advisory HR Level
Workforce Planning and Mobility	• 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 onboarding and orientation preparations • Creating and updating organizational charts	• 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	Administrative HR Level	Advisory HR Level
HR Technology and Analytics	• Collecting and organizing information in report format • Developing presentations based on information collected • Maintenance of HRIS systems, ensuring the accuracy of data imports and manual inputs	• Managing technical, analytical, and audit functions of HR • 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 & Succession Planning	• 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	• 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 to employees • Research methodologies and programs to keep up to date on organizational trends and help improve existing programming

Specialized Area	Administrative HR Level	Advisory HR Level
Total Health & Wellness	• Maintaining safety records • Processing and tracking WCB claims	• 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	• Tracking grievances • Understanding of collective agreement	• 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

What is NOT Advisory 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 coordination 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 for 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.

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.

Employment lawyers may be able to meet the experience requirement depending on the type of work they do. Work experience advising clients or conducting litigation is not eligible. Advisory human resources work experience for the law firm they are part of may qualify if it is at the Advisory HR level and a significant part of their workday. Advisory HR level work for a client, such as conducting labour negotiations, mediation, or conducting downsizing activities, would be considered. Negotiating the terms of a contract would be regarded as human resources work while writing out the contract at the direction of a client would not. Activities identified as practicing human resources must be a significant part of the applicant's work experience and will be pro-rated accordingly.

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 Advisory 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.

Teaching in the field of human resources is a practice of human resources.

Teaching experience alone can be used to accumulate all ten (10) years' experience in Human Resources obtained within the past ten (10) years from the VOE submission deadline for those applicants who have a degree.

Please contact the office to discuss your teaching experience and how to complete the VOE application.

HR courses must be taught at an accredited post-secondary institution. Teaching "full-time" means teaching a course load of at least three HR courses per semester. Applicant will need to submit a course outline and/or syllabus so that the Committee can determine if the course is considered an HR course. Those who are not teaching at least three HR courses per semester will have their time pro-rated as follows:

- Teaching one HR course per semester – 1/3 of 100%
- Teaching two HR courses per semester – 2/3 of 100%

Please refer to **Appendix C** for the **Teaching Experience form**.

Academic research conducted by professors in the field of human resources may be eligible for experience validation if it is a significant part of their work and/or replaces a course. Only primary research in the field of human resources is eligible for inclusion in the experience validation.

CPHR Competency Framework

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.

Applications will be assessed by providing examples of their work aligned to the HR competencies. Examples provided by the Candidate must be described using the STAR method as outlined below.

The HR Competency Areas are:

Total Rewards	Organizational Change and Development
Learning and Development and Succession Planning	Employee and Labour Relations
Workforce Planning and Mobility	Total Health and Wellness
HR Technology and Analytics	Inclusion, Diversity and Human Connections
Innovation	

General 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. The Validation of Experience does not require examples of a Candidate's work aligned to the General Competencies.

The 12 General Competency Areas:

Ethical practice	Leadership
Working Digitally	Guide, Coach and Advice
Personal Agility	Business Acumen
Relational Intelligence	Data and Sensemaking
Continuous Learning	Systems Thinking
Collaboration and Communication	Leading Projects

Applying for the Senior Path

The following should be included with all Senior Path applications:

- Completed Senior Path - VOE Application form and proof of a university degree OR,
- Include resume complete with Part C and Part D on the Senior Path - VOE Application form and proof of a university degree

* Where a candidate does not satisfy the stipulated academic requirement referred to above, CPHR Nova Scotia may waive the requirement upon successful completion by the candidate of the National Knowledge Exam (NKE).

Time requirement

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.

The Application Form

An application for validation of experience (VOE) 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 contention that experience requirements have been met.

The application form was designed specifically to give panel members the information that is most relevant to the determinations they are tasked to make (that the experience is in HR, that it is at the appropriate professional level, that you currently work or have worked at the senior level and that the time requirement has been met). Complete the form in your own words and in the space provided. The layout and format are intended to capture all the information needed. The form is expandable, so you should be able to capture all the information that is requested in each section.

Applicants for the Senior Path must attest that all information provided is accurate and complete. Applicants should also be aware that they may be contacted for further information if required by the Senior Level Assessment Committee and that they may be asked to provide a reference to verify information about their experience. The Committee may also seek information available in the public realm to make their decision.

Demonstrate Advisory HR Experience

Candidates will have to demonstrate proven experience and depth of knowledge in a minimum of 8 specific examples (highlighting the respective competency) where you provided HR advice and solutions at the advisory level. This will necessitate giving work experience examples for the selected competencies. The Senior Path - VOE Application Form is intended to capture Applied HR experience only. Do not check off areas where you have academic knowledge but no experience.

- The examples should follow the STAR-framework: Situation-Task-Action-Result
- Include a description of how the situation/problem/challenge or circumstance was handled and specifically what you did.
- Results and outcomes should be measurable. Evidence to substantiate the claims with facts and numbers can be included.
- Provide specific examples of the work that you are responsible for and have completed, including the impact that it has had on the organization. Keep the description(s) of your role(s) succinct and emphasize not only your tasks and responsibilities but also the impact that your work has (or had) on your organization.
- Avoid using company or industry-specific acronyms or jargon that may be unfamiliar to the review committee.
- Ensure that all the positions that you are using for your experience are at the advisory level of Human Resources practice and not just the most recent position.

HOW TO STRUCTURE YOUR EXAMPLE USING THE STAR METHOD

Using the CPHR Competency Framework, 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.	
Note an example from each position, including the title/organization in which you gained the professional level experience. The Committee must approve an example listed for each position, for the years in each position to qualify. If you have an example from a previous position that would qualify for the same COMPETENCY, you could include it as well. Focus on QUALITY of examples NOT QUANTITY.	
For each COMPETENCY you have selected, structure your example using the STAR method.	
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 <u>be clear</u> 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.).

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 Advisory 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 Nova Scotia's Board of Directors.

Candidates should be aware that they may be contacted for further information by the Registrar or Member Relations Manager, 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.

Submission Periods

There are 2 submission deadlines annually:

- February 28
- September 30

Submit the completed VOE Assessment Application with required documents to CPHR Nova Scotia by:

Email (preferred method): hello@cphrns.ca

Mail: CPHR Nova Scotia
#103 – 84 Chain Lake Drive, Halifax, NS B3S 1A2

Applicants must complete the application in full as per the outlined instructions and format. Applications are reviewed by the Member Relations Manager for completeness before being forwarded to the Assessors for review. If the application is considered incomplete on 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 Nova Scotia.

VOE Application Fee

Applicants must pay the VOE Application fee of \$175.00 + HST by the submission deadline 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 VOE Completion Fee of \$375.00 + HST. CPHR Candidates are not granted CPHR status and will not receive their CPHR Designation Certificate until any outstanding fees are paid.

Notification of Receipt of Submission & Results

Applicants will be notified by CPHR Nova Scotia 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.

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 Nova Scotia receives the Candidate Member's Application, including the VOE Application and current resume.
- b) The Registrar or Member Relations Manager assigns two Assessors 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 ten-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 Member Relations Manager before making a final recommendation. It may be determined that a telephone discussion is needed; at that point, the Assessors communicate directly with the applicant. However, all arrangements are set up by CPHR Nova Scotia staff.

Recommendations to Registrar

- a) Each Assessor submits their recommendations separately to the Member Relations Manager, who shares them with the Registrar. Each recommendation will result in one of the following outcomes:
 - i. Determine that the applicant's experience meets the requirement and recommends 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. On behalf of the Registrar, the Member Relations Manager notifies all applicants of their outcome via email within 8 weeks of the submission deadline. Those who were unsuccessful will have 14 days to request a reassessment.

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 concerning 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.

Reassessment

- a) Those who do not pass the initial assessment have 14 days to apply for a Reassessment. The Candidate Member must fill out the Request for VOE Reassessment (Appendix A), indicating the reason why their initial assessment was incorrect and submit any such additional information they believe would validate their experience. Applying for a reassessment without a reasonable reason or purpose will result in the reassessment request being rejected.
- b) Reassessment requests are approved at the sole discretion of the Registrar subject to Board guidelines. Approved reassessment requests will be assigned to two more assessors with no prior knowledge of the initial assessment. This reassessment will be deemed the final outcome. The reassessment application will be reassessed after the next submission deadline.

Appeals

If the resubmission is denied, the member may appeal the reassessment decision. The member has thirty (30) days from receipt of notification of their resubmission not being approved to provide in writing the identified reasons for the appeal. (See Appendix B. The member is required to provide reasons as they pertain to the submitted information in the VOE Assessment Application or reconsideration application. No new information can be provided; only clarification/validation on information already presented.

A written response to the appeal will be provided within sixty (60) days of receipt of written appeal request, to the member in writing, from the Committee Chair. This is the final decision/end of the VOE appeal process.

The Appeal Panel will be appointed by the Registrar and will be comprised of a member of the Assessment Committee, a Trusted Advisor (a former Member of the Assessment Committee) and chaired by a Board Director.

This Panel will decide if the Registrar erred in process or in fairness when making the final decision. Fairness can be determined whether the person requesting the appeal was singled out for refusal, was treated differently from others or was treated more harshly than another similar applicant. The fairness or justness of the decision can also be assessed on whether there was bias in the decision. This Panel will also review the process of assessment to ensure that no errors were made in the assessment process. An appeal can go one of three ways:

1. The final outcome was found to be fairly assessed, and the process was carried out correctly. The final outcome stands.
2. An error was made in the process of the assessment, or the outcome was influenced by bias. Two more Assessors would be asked to do one more final assessment.
3. A clear error or bias is apparent, and the outcome is overturned.

Complaints And Discipline Process

Should the member not be satisfied with the outcome of the appeal and desires to pursue the item further, a complaint may be filed to the Complaints and Discipline (C&D) Committee. Complaints must meet C&D requirements and must be filled according to the existing C&D process and terms and form.

APPENDIX A: REQUEST FOR VOE REASSESSMENT

Please complete this form and return it to CPHR Nova Scotia by email to hello@cphrns.ca within 14 days of receiving your VOE Assessment results. Please note that reassessment requests that are not clear and respectful in nature will be rejected.

Reason for Reassessment Request

Please highlight for clarification purposes along with specific examples of your reason to request a reassessment in the box below. Note: the reassessment is based on information that was provided and submitted in the original application.

Applicant Signature

Date

APPENDIX B: CPHR NOVA SCOTIA VOE ASSESSMENT APPEAL FORM

Appeals must be received by CPHR Nova Scotia **within 30 days** of the decisions letter date. They may be scanned to email to hello@cphrns.ca and/or mailed or delivered to CPHR Nova Scotia Office at #103, 84 Chain Lake Drive, Halifax, NS B3S 1A2.

This appeal form and supporting documents must be submitted together and must be signed by the member appealing the decision.

Full name:	
Daytime Telephone:	
Email Address:	
Current Position:	
Current Employer:	

APPENDIX C: TEACHING EXPERIENCE FORM

(please contact the office for the Excel version)

Name:

Teaching three (3) or more HR courses per semester:

- credited for 100% of time worked (4 months)

Teaching two (2) HR courses per semester:

- credited for 2/3 of time worked (2.68 months)

Teaching one (1) HR course per semester:

- credited for 1/3 of time worked (1.33 months)

Year/Term	Course Code	Course Title	# of HR classes/ Semester	% of FT	Months Credited

I have verified that _____ has taught the above courses during the specified timeframe.

Employer Signature

Print First & Last Name

Position

Contact Email

Date