CPHR / CRHA

CHARTERED PROFESSIONALS
IN HUMAN RESOURCES
CANADA

CONSEILLERS EN RESSOURCES
HUMAINES AGRÉÉS
CANADA

Chartered Professional
in Human Resources (CPHR)

Competency Framework

Table of Contents

About the CPHR

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

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

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

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

Application of the Competency Framework

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

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

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

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

Knowledge

Education

CPHR

Membership

Professional
HR Experience
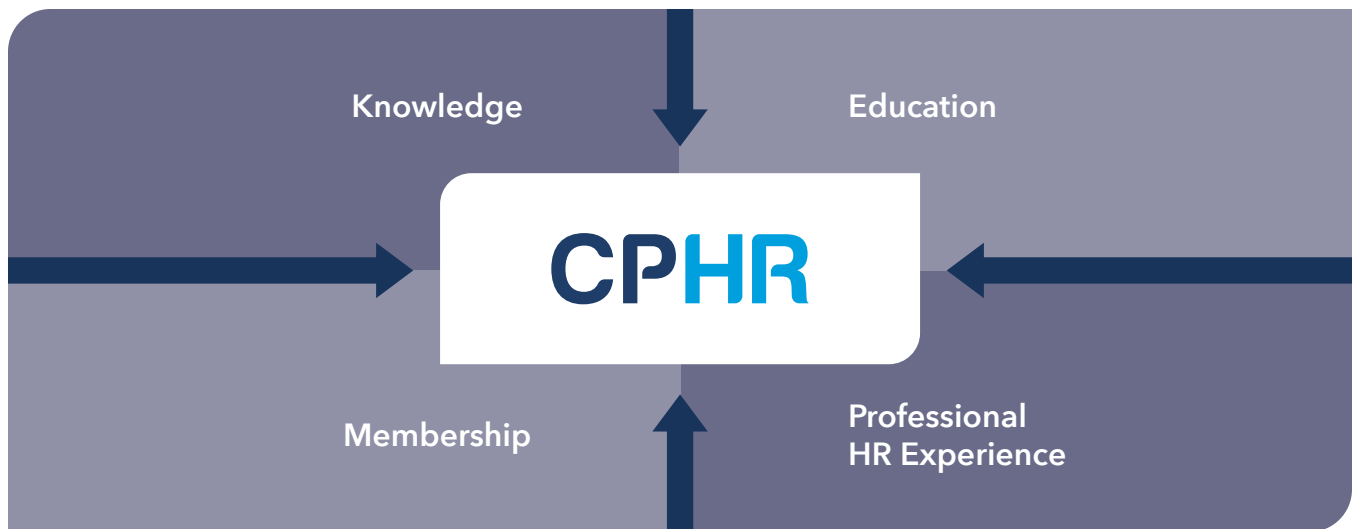
* Equivalency options may not apply in all member associations.

Obtaining the CPHR

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

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

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

Maintaining the CPHR

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

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

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

Overview of the Functional Knowledge Areas

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

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

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

Enabling Competencies

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

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

Descriptions of the enabling competencies are outlined in Appendix B.

Proficiency Levels & Assessments

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

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

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

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

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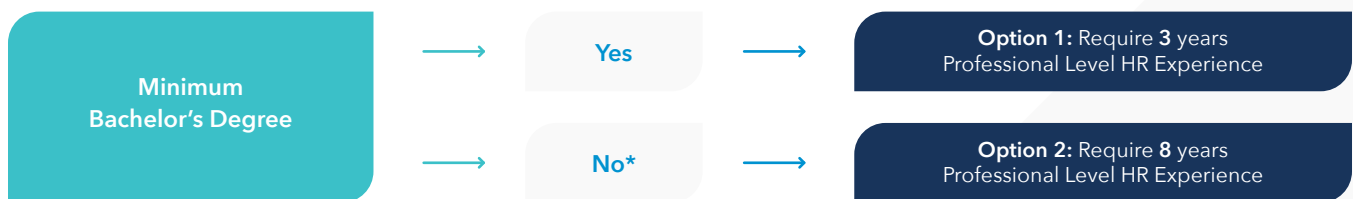
Knowledge Requirement

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

Member Association Accredited Human Resources Programs

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

Education Requirement

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

| Minimum Bachelor's Degree | → Yes → | **Option 1:** Require **3** years Professional Level HR Experience |
| | → No* → | **Option 2:** Require **8** years Professional Level HR Experience |

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

Professional Level HR Work Experience Requirement

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

Appendix A – HR Competencies by Functional Area

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
10000	**Strategy**		
10100	Impact the organization and human resources practices by bringing to bear a strategic perspective that is informed by economic, societal, technological, political, and demographic trends to enhance the value of human resources.	Awareness	Exam
10200	Develop an understanding of the application of governance principles and methods by keeping current with leading practices to contribute to and implement approved strategy.	Awareness	Exam
10300	Provide effective leadership for human resources, with due recognition of the roles and responsibilities of the governing body and the organization's leadership and their relationships with other stakeholders, to implement the business plan and manage risk.	Awareness and comprehension	Exam Experience
10400	Contribute to the organization's vision, mission, values, and goals, demonstrating business acumen and participating in the strategic planning process, to support organizational objectives.	Awareness	Exam Experience
10500	Align human resources practices by translating organizational strategy into human resources objectives and priorities to achieve the organization's plan.	Awareness and comprehension	Exam Experience
10600	Consult in the development of a change management strategy considering the goals, resources required, and forces of resistance to achieve the organization's plan.	Awareness and comprehension	Exam Experience

CODE	COMPETENCY	PROFICIENCY	ASSESSMENT
20000	**Professional Practice**		
20100	Conduct human resources responsibilities and build productive relationships consistent with standards of practice with due diligence and integrity to balance the interests of all parties.	Awareness, comprehension, and proficiency	Exam Experience
20200	Adhere to ethical standards for human resources professionals by modeling appropriate behaviour to balance the interests of all stakeholders.	Awareness, comprehension, and proficiency	Exam Experience
20300	Adhere to legal requirements as they pertain to human resources policies and practices to promote organizational values and manage risk.	Awareness, comprehension, and proficiency	Exam Experience
20400	Recommend ethical solutions to the organization's leadership by analyzing the variety of issues and options to ensure responsible corporate governance and manage risk.	Awareness and comprehension	Exam Experience
20500	Foster the advancement of the human resources profession by participating in professional activities and advocating for the profession to enhance the value of human resources in the workplace.	Awareness, comprehension, and proficiency	Exam Experience
20600	Promote an evidence-based approach to the development of human resources policies and practices using current professional resources to provide a sound basis for human resources decision-making.	Awareness and comprehension	Exam
20700	Research business information and global and technological trends using credible sources to incorporate appropriate technologies and ideas into the practice of human resources.	Awareness, comprehension, and proficiency	Exam Experience

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

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

Appendix B – Enabling Competencies

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