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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 Manitoba possess the knowledge, skills and experience in sufficient degree to competently perform important occupational activities. 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 Manitoba and complete the necessary requirements of the chosen path.

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

This booklet outlines the guidelines for the Executive 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 professional 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, whereas a professional designation attests to your experience and competence. Not only do you know your subject matter, you have demonstrated experience and competence within the discipline.

The CPHR Body of Knowledge outlines specific criteria that define what is meant by ‘HR experience’ and ‘professional level’ 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 Executive Path - Professional Experience Assessment Form. Determinations as to whether a given applicant’s experience meets the established criteria are made by panels constituted from CPHR Manitoba’s Executive Level Assessment Committee to determine if it meets the required standard.

To be certified by CPHR Manitoba, 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 experience in HR at a professional level.

There are four aspects that must be met to qualify for CPHR Manitoba’s Executive Path:

- Experience must be in Human Resources at the professional level, which means that you must be using technical HR knowledge and have a level of autonomy in the application of your HR knowledge. Professional HR experience gained is for a cumulative duration of ten (10) years (can be gained in a range of roles)
- Proven demonstration of professional level skills and experience related to nine (9) Functional Knowledge Areas and five (5) enabling competencies that make up our CPHR competency framework.
- Hold or have held an executive level role
- A minimum of a university degree or diploma/certificate in HR from a recognized body post-secondary institution *

* Where a candidate does not satisfy the stipulated academic requirement referred to above, CPHR Manitoba may waive the requirement upon successful completion by the candidate of the National Knowledge Exam (NKE).
What is an Executive Role

Executive 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 executive level, technical and functional expertise matters less than leadership skills and a strong grasp of business fundamentals. Although most executive HR professionals will be found in the corporate world, executive professionals are also found in other settings such as law and consulting. The following are some of the qualities an executive 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 Professional Experience

Human Resource experience at the ‘professional level’ refers to the applicant’s direct responsibility and accountability for the strategy, design, implementation, and coordination of various areas in the scope of practice of HR. This level of experience should also indicate that there is considerable independent decision making and the incumbent receives limited supervision. In determining whether HR experience is at the professional level, the following factors are taken into consideration:

- **Independence of actions** — relates to the amount of planning, self-direction, decision-making and autonomy involved in the work experience;

- **Depth of work requirements** — relates to the extent to which work experience requires information analysis and interpretation of relevant information;

- **Level of interaction and influence** — relates to the degree to which the individual interacts with a broad spectrum of contacts, including decision-makers and is responsible for influencing decisions as they related to HR; and

- **Responsibility for work outcome** — relates to the level of accountability for work and decisions.
What is HR Experience

The scope of HR practice is the creation and implementation of all policies, practices and processes to effectively organize and manage all human 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 Management includes, but is not limited to, one or more of the following:

1. The development and implementation of human resources policies and procedures;
2. Consultation in the area of human resources management;
3. Providing advice to clients, managers and employees in matters pertaining to management of human resources;
4. The representation of clients and organizations in proceedings related to human resources management;
5. Program development and evaluation in the area of human resources management;
6. The supervision of other human resources professionals whether registered or non-registered;
7. Coaching of employees, managers and other individuals in matters relating to work and employment; or
8. The conduct of research in the area of human resources management;
9. Teaching of HR courses at the college or university level.

To be credited toward the experience requirement, fifty-one percent (51%) or more of an applicant’s activities must be in human resources as defined above. Beyond this, time will be credited proportionally. For instance, an applicant for whom seventy-five percent (75%) of their time is dedicated to human resources activities as defined above will have their time multiplied by .75. It would take four years of experience in such a position to be equivalent to three years of fulltime experience in human resources.

Teaching “full-time” means teaching at least three HR courses per semester. Part-time teaching will be pro-rated as follows:

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

If you have a significant absence from work (i.e. maternity/paternity leave), you must note this absence on your application. Time spent away from the job does not count towards your professional experience.
What is NOT HR Experience?

Levels of work experience which are not considered to meet the requirement of being in HR at the professional level include the following:

- Junior levels within a human resources department performing administrative functions that are clerical in nature are not considered at the appropriate level. Time spent in these positions will not be credited towards the work experience component of the CPHR.

- Transactional work is not considered to meet the professional level. Transactional means work that is of an administrative or support function, meaning, there is no judgment, analysis or interpretation done to the data or information in the scope of your work.

- Work experience gained while serving as a labour union representative or a union employee (such as a Grievance Officer) is not considered to meet the criteria towards the experience requirement unless these activities fall within a position clearly identified as an HR position.

- Supervisory work experience refers to the supervision of the strategy, design, implementation and co-ordination of one or more human resources functions. Supervisory work does not mean the supervision of staff including assigning work, conducting performance appraisals, approving vacations etc. This type of activity is a line management function and does not qualify towards the experience requirement. Neither does line management experience of supervisors or managers working outside the human resources field such as in production, accounting, marketing, sales, or customer service.

- Professional experience is not considered if all policies and procedures are developed at a corporate level and not by the on-site HR management. The individual is in effect administering the managerial decisions made elsewhere. This may be applicable in such situations as a government, branch plant, mine or mill location with Corporate HR.
The following chart can assist you to determine if your specialized HR role is either too junior in nature or at the professional level.

<table>
<thead>
<tr>
<th>Specialized Field</th>
<th>Junior Level Tasks</th>
<th>Professional Level Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td>Posting Jobs • Writing Job Descriptions • Creating Interview Questions • Assisting in Interviews • Attending career fairs • Tracking applicants • Checking references and background checks • Candidate Phone screening • Screen resumes for managers</td>
<td>Creating Workforce Plans • Implement policies and processes around Talent Management • Making final decisions on hiring • Implementing innovative strategies for recruitment or interviewing • Talent mapping • Conduct or lead interviews with candidates • Analysis of talent needs and gaps</td>
</tr>
<tr>
<td>HR Analysts</td>
<td>Collect and organize information in report format • Develop presentations based on info collected</td>
<td>Manage technical, analytical and audit functions of HR department • Responsible for HR quality control protocols • Conduct and ensure integrity of overall system infrastructure • Develop HR policy, analytics, job analysis, recruitment plans etc. based on info collected</td>
</tr>
<tr>
<td>Learning &amp; Development</td>
<td>Tracking learning needs and training progress of employees • Presenting pre-existing workshops or learning lunches to employees • Coordinating training for colleagues or employees</td>
<td>Identify organizational learning priorities aligned with business strategy • Implement learning and development programs • Evaluate existing learning and development priorities and programs and work to evolve them to meet current needs of business • Develop an organizational culture that enhances the learning of all employees • Create workshops, learning assessment tools, and other training programs. • Research field of methodologies and programs to keep up to date on current organizational trends and use this info to improve program</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>Performs onsite safety checks • Provides safety training • Maintain records • Coordinate, implement, and monitor safety program</td>
<td>Develop health, safety &amp; wellness policies/programs • Track and analyze accident trends and rates • Provide recommendations/guidance to operations to make maintain safe environment • Review compensation data and work with company representatives to resolve workers’ compensation issues • Research and rewrite recommendations for existing Health and Safety programs, policies and procedures</td>
</tr>
</tbody>
</table>
**Non-HR Specific Roles**

General management work may be considered if the human resources work comprises at least fifty-one percent (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 co-ordination of one or more HR functional areas for the organization.

The following chart can assist you to determine if your non-HR specific role meets the requirements of receiving credit towards your years of HR professional experience.

<table>
<thead>
<tr>
<th>Non-HR Specific Fields</th>
<th>Non-HR Level Tasks</th>
<th>HR Professional Level Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Managers</td>
<td>Transactional/administrative work Line management:</td>
<td>Direct responsibility, supervision, and accountability for strategy, design implementation and coordination of one or more HR functional areas for the organization.</td>
</tr>
<tr>
<td>General Managers may be considered if the human resources work comprises at least 51% and there is no HR department in the workplace.</td>
<td>- Supervising staff&lt;br&gt;- Assigning work&lt;br&gt;- Setting pay&lt;br&gt;- Approving sick days/vacations Acting on the HR advice of other professionals</td>
<td></td>
</tr>
<tr>
<td>Small Business</td>
<td>Time spent on business development or operations Transactional/ administrative work Line management:</td>
<td>Direct responsibility, supervision and accountability for strategy, design implementation and coordination of one or more HR functional areas for the organization.</td>
</tr>
<tr>
<td>Small business owners/ operators may gain suitable work experience towards the experience requirement provided their business is established to provide HR advice.</td>
<td>- Supervising staff&lt;br&gt;- Assigning work&lt;br&gt;- Setting pay&lt;br&gt;- Approving sick days/vacations Acting on the HR advice of other professionals</td>
<td></td>
</tr>
<tr>
<td>Labour Union Representatives</td>
<td>Elected labour representatives Union employees</td>
<td>Non-elected Labour Union Representatives where position is clearly identified as an HR position</td>
</tr>
<tr>
<td>Lawyers</td>
<td>Advising clients or conducting litigation writing out a contract at the direction of a client</td>
<td>Conducting labour negotiations Mediation Conducting downsizing activities Negotiating the terms of a contract</td>
</tr>
<tr>
<td>Employment lawyers and lawyers with applied HR work experience may be able to meet the experience requirement depending on the type of work they do. Activities identified as practicing human resources must be a significant part of the applicant’s work experience and will be prorated accordingly.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Executive Officers and Chief Administrative Officers</td>
<td>Line management: Supervising staff Assigning work Setting pay Approving sick days/vacations Acting on the HR advice of other professionals</td>
<td>Responsible for strategy, supervision, design implementation and coordination of one or more HR functional areas for the organization. Note: CAOs may wish to submit the municipal bylaw outlining their duties and responsibilities to properly assess their experience.</td>
</tr>
<tr>
<td>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 professional HR work.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Instructors and Professors
Teaching in the field of human resources is a practice of human resources.

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.

Non HR courses
Non HR academic research

HR courses taught at an accredited college/university
- Teaching one HR course per semester – 1/3 of 100%
- Teaching two HR courses per semester – 2/3 of 100%
- Teaching three HR courses per semester – 3/3 of 100%

Note: Faculty will need to send in a course outline and/or syllabus with their application.

Academic Research: primary research in the field of human resources only

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

N/A

N/A

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

N/A

N/A

<table>
<thead>
<tr>
<th>Experience is not in HR</th>
<th>Experience is in HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience is at the Professional Level but not in HR</td>
<td>Experience is in HR and at the Professional Level</td>
</tr>
<tr>
<td>Experience is neither in HR nor at the Professional Level</td>
<td>Experience is in HR but not at the Professional Level</td>
</tr>
</tbody>
</table>
CPHR Competency Framework

The CPHR Competency Framework outlines 44 discipline specific professional competencies that Candidates for certification must know in order to become a Chartered Professional in Human Resources (CPHR). Competencies are written as statements that define the work of Chartered Professionals in Human Resources (CPHRs), 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 meet CPHR certification.

Functional competencies are those specific to the field and practice of human resources. For a breakdown of the 44 competencies into “knowledge of” and “skill in” areas please review the CPHR Competency Framework Classification System.

The 44 discipline specific professional competencies are arranged into 9 Functional Knowledge Areas:

Enabling Competencies

In addition to the knowledge and skills competencies within the Functional Knowledge Areas, a range of enabling competencies are also needed.

- 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
Applying for the Executive Path

The following should be included with all Executive Path applications:

- Completed Executive Path - Professional Experience Assessment form and proof of a university degree or diploma/certificate in HR from a recognized post secondary institution.
  
  OR,

- Resume, completed Part C and Part D on the Executive Path - Professional Experience Assessment form and proof of a university degree or diploma/certificate in HR from a recognized post secondary institution.

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

Time requirement

Work experience can be full-time or part-time at the professional level in HR. Those who are working part-time at the professional level in HR can apply to have their experience evaluated; part-time work must add up to a minimum of 120 months of professional level HR experience. In many cases candidates will require greater than fifteen (15) years overall HR experience in order to have worked at the professional level for ten (10) years.

The Application Form

An application for validation of professional experience 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 executive 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 Executive 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 Executive 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.
Part C – Professional Experience

Candidates will have to demonstrate proven experience and depth of knowledge in at least 9 of the 44 competencies and in a minimum of 3 of the 5 enabling competencies. This will necessitate giving work experience examples for the selected competencies. The Executive Path - Professional Experience Assessment Form is intended to capture professional level experience only. Do not check off areas where you have academic knowledge but no experience.

The same example may be used as evidence for a maximum of two (2) discipline specific professional competencies. However, the example must clearly exhibit how it satisfies the competency area. The following is a list of guidelines that candidates should follow when preparing examples for each of the 9 discipline specific professional competencies and each of the 3 enabling competencies.

- 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.
- Candidates will provide one example, where applicable for each of the nine (9) competency areas. The same example may be used as evidence for a maximum of two (2) competencies. However, the example must clearly exhibit how it satisfies the competency area.
- 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.
- For each of the competencies selected with an ‘X’, please provide your job title followed by specific examples of the work that you are responsible for and have completed including the impact that it has on the organization.
- 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 a professional level of Human Resources practice and not just the most recent position.
Part D - Member Declaration

In this section you are attesting that all information included in the form and in any supporting documentation is accurate, complete and fairly represents your experience. You must attest that you understand that you may be asked to provide further information if the review committee requires it. It is a breach of CPHR Manitoba’s Code of Ethics and Rules of Professional Conduct to provide false or misleading information. A breach of the CPHR Code will result in the suspension of your membership with CPHR Manitoba.

HOW TO STRUCTURE YOUR EXAMPLE USING THE STAR METHOD

Using the [CPHR Competency Framework Classification System](https://www.cphrmanitoba.ca), 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, in order 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 be clear about YOUR own role. Keep this explanation brief. |
| Action    | Describe the actions you took to address the situation, including an appropriate amount of detail, and keep the focus on YOU. What did YOU do and how did YOU do it? What tools did YOU use? Be direct and specific. Make this the most substantial part of your example. |
| Result    | What was the outcome? What did you accomplish? If you can quantify the results, do so. Explain the results (i.e. accomplishments, recognition, savings, etc.). |

Part D - Member Declaration

In this section you are attesting that all information included in the form and in any supporting documentation is accurate, complete and fairly represents your experience. You must attest that you understand that you may be asked to provide further information if the review committee requires it. It is a breach of CPHR Manitoba’s Code of Ethics and Rules of Professional Conduct to provide false or misleading information. A breach of the CPHR Code will result in the suspension of your membership with CPHR Manitoba.
The Application Process

1) Submit your application by one of the annual deadlines listed below. Email your completed application to lori@cphrmmb.ca

<table>
<thead>
<tr>
<th>Application Deadline</th>
<th>Results notification date</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 15</td>
<td>May 15</td>
</tr>
<tr>
<td>November 15</td>
<td>January 15</td>
</tr>
</tbody>
</table>

2) Applications are reviewed by the Executive Level Assessment Committee. Applicants are notified of their results two months following application deadline. The result will be one of the following outcomes:
   a. Clear pass: Candidate fulfills the experience requirement; or
   b. Unsuccessful: Candidate does not fulfill the experience requirement due to:
      i. Time requirement not met
      ii. Executive level role not met
      iii. Professional level experience requirement not met
      iv. Minimum 9 of 44 discipline specific professional competencies not met
      v. Minimum 3 of 5 enabling competencies not met

If it is determined that the applicant’s experience does not meet the requirement in some respect, the Committee will provide feedback to the applicant.

All Executive Path application results are communicated to the applicant via mail.

Fees

There is a review fee of $150 + tax payable at the time you submit your Executive Path - Professional Experience Assessment form. This fee is non-refundable and covers the work required to review your form and make a decision relative to the standards required. The review fee is required every time an application is made.

If your application is approved, you will then need to pay the certification fee of $400 + tax.

Appeals

Appeals must be sent to the CPHR Registrar within 30 days of receiving the decision of the committee. Appeals will be considered on the grounds of denial of natural justice or deficiencies in the decision. Registrar approved appeals will be reviewed by the CPHR Manitoba Board of Directors.