

CPHR Manitoba

Validation of Experience (VOE)

HANDBOOK

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About the Validation of Experience (VOE)

The purpose of CPHR Manitoba's certification process is to assure its members, employers, and the public that HR professionals who obtain the Chartered Professional in Human Resources (CPHR) designation possess the knowledge and skills required to practice competently and ethically. Completion of the designation process confers the right to use the title 'Chartered Professional in Human Resources' and the right to use the initials CPHR after one's name.

For many, the Validation of Experience Assessment is the final step in achieving the CPHR designation.

This handbook outlines the guidelines for the Validation of Experience (VOE) component of the CPHR designation requirements. HR practitioners can work toward the CPHR experience requirement in any sector of the economy (eg. industry, government, public practice, professional associations, education, healthcare, or not-for-profit).

What it means to achieve professional certification:

Being designated is an affirmation that the individual possesses the academic knowledge and has demonstrated the required experience based on relevant competencies to work in their chosen field, in this case, Human Resources. The designation process for the Chartered Professional in Human Resources (CPHR) ensures individuals possess knowledge, skills, and early-career experience to competently perform occupational activities in the human resources field.

Academic credential vs. Professional Designation

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 both your knowledge of theory and experience and competence. Not only do you know your subject matter, but you have also demonstrated experience and competence within the discipline.

Many professional designations require a level of early career experience in the profession prior to obtaining the designation. Candidates are required to have early career experience and not to have mature competence in the profession. That mature competence comes after one has achieved the designation and continues to work in the profession, and meets the requirements of the profession i.e. Continuing Professional Development (CPD).

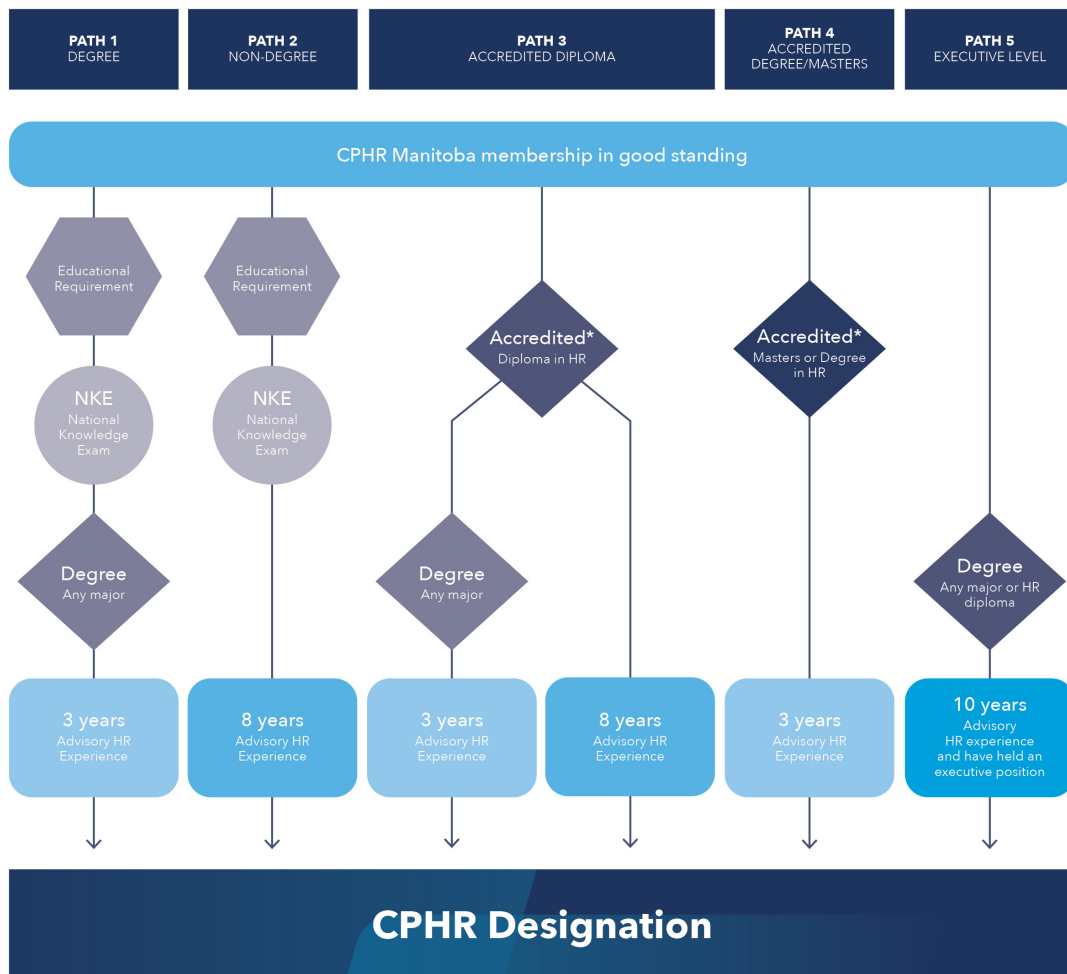
The CPHR experience requirement is established in compliance with the national guidelines of CPHR Canada. Determinations as to whether a given applicant's experience meets the established criteria are made by panels constituted from CPHR Manitoba's Experience Assessment Committee to determine if it meets the required standard. It has been demonstrated that these judgments are made with a high degree of consistency.

The regulated granting body is the third-party that confirms the required level of experience of a practitioner. An academic institution may confirm an individual holds a certain degree or other program completion status with them but does not warrant the work experience conducted by the individual.

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

Paths to Achieving the CPHR Designation

In order to apply for the Validation of Experience and become a Chartered Professional in Human Resources (CPHR), an applicant must first become a member of CPHR Manitoba and have completed the necessary requirements of the chosen path (see requirements below).



There is no requirement to complete the steps for a given path in a certain order. For many, the Validation of Experience will be the last requirement to be met. For experienced applicants who choose to pursue certification somewhat later in their career, the Validation of Experience could be the first requirement to be met (after membership).

Recognition as a CPHR Candidate

Members who have passed the National Knowledge Exam or who have successfully applied for an NKE waiver and have not yet completed the Validation of Experience (VOE) are granted the ability to use "CPHR Candidate" as a professional title. CPHR Candidates will have ten (10) years from the date they received this status to apply for and pass the VOE. If necessary, this ten-year validity period can be reset by re-writing and passing the knowledge exam (note: educational courses may be required in order to re-write the exam).

Requirements to Pass the VOE

The following is a list of the requirements for passing the Validation of Experience assessment:

1. Applicants must be members in good standing with CPHR Manitoba.
2. Demonstrate they have acquired the necessary type and number of years of HR experience within a set time frame. Experience must be within the past 10 years from the VOE submission deadline. The number of years being dependent on whether applicant has a Bachelor's degree or not.

Education	HR Experience Required
Degree/Master's	3 years' work experience: • a minimum of 2 years Advisory HR experience, • a maximum of 1-year Administrative HR experience
No degree	8 years' work experience: • a minimum of 5 years Advisory HR experience • a maximum of 3 years Administrative HR experience

3. The majority of the work, 51% or more, must be HR work. If a position is less than 51% HR, this experience will not be credited towards the years of experience required to pass the VOE.
4. Demonstrate a minimum of 8 examples aligned to the HR competencies of work experience primarily at the Advisory HR level using the STAR method.
5. Applicants must agree to abide by the CPHR Manitoba's Code of Ethics & Standards of Professional Conduct.

Human Resources 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:

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

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

1. **Independence of actions** — the amount of planning, self-direction, decision- making and autonomy involved in the work.
2. **Depth of work requirements** — the extent to which work requires analysis, diagnosis, and interpretation.
3. **Responsibility for work outcome** — the accuracy and extent to which the individual is held accountable for their work and decisions.

Note: 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.

Defining HR Experience

Administrative HR Experience	The nature of work at the Administrative level involves work that is prescribed and transactional, and autonomy and execution with direction is clearly defined. Diagnosing problems and giving advice would not be the majority if any of the responsibilities of the role. It may include HR tasks that are routine in nature, lower in complexity and/or autonomy and executed with direction that is clearly defined.
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 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 on-boarding 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
	• Tracking learning needs and training progress of employees	• Identifying organizational learning priorities in alignment with business strategy

Specialized Area	Administrative HR Level	Advisory HR Level
Learning, Development & Succession Planning	• 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	• Implementing learning and development programs • Evaluate existing learning and development programs • Evolving existing learning and development programs and priorities to meet business needs • Develop an organizational culture that enhances the learning of all employees • Creating workshops, learning assessment tools, and other training programs • Presenting pre-existing workshops or learning lunches to employees • Research methodologies and programs to keep up to date on organizational trends and help improve existing programming
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

Specialized Area	Administrative HR Level	Advisory HR Level
		Active participation in bargaining
HR Technology and Analytics	- Collecting and organizing information in report format - Developing presentations based on information collected - Maintenance of HRIS systems, ensuring accuracy of data imports and manual inputs	- Managing technical, analytical, and audit functions of HR department - Responsible for quality control protocols related to HR - Ensuring the integrity of HR system infrastructure - Developing HR policy, analytics, job analysis, recruitment plans etc. based on information collected

Defining what is NOT Advisory HR Level Experience

The following types of experience are not considered to be at the **Advisory HR** level:

- 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 toward 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 toward the experience requirement.

Full Time vs. Part Time Work

Full-time is considered **35 hours or more** per week. Less than 35 hours will be pro-rated, as noted in the part-time **example** below.

Education Level	Hours/week	Timeframe	Calculation
University Degree	20	4 years	20 hrs/35 hrs x 4 years = 2.28 years

			Requires another 9 months to meet 3-year time requirement
No University Degree	20	12 years	20 hrs/35 hrs x 12 years = 6.85 years Requires another 1 year and 2 months to meet 8-year time requirement

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 experience.

An applicant cannot earn more than full-time credit for their HR experience. An applicant who is employed full-time as an HR professional and has additional part-time HR work will not be given credit for more than a full-time job.

If the credited time for the current position is less than required, the panel will consider the prior position, and so on, up to a maximum of ten (10) years back.

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

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

Consideration of HR Experience for Non-HR Specific Roles:

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

Small business owners/operators may gain suitable work experience toward 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 toward the experience criteria. The remainder of the HR work would be calculated to come to the three-year full-time equivalency.

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 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 considered 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 prorated 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

Teaching experience alone can be used to accumulate all three (3) years of experience in Human Resources obtained within the past ten (10) years from the VOE submission deadline for those applicants who have a university degree.

When filling out **Part C** with experience that is related to teaching an HR course(s), applicants are not required to use the STAR method for their example. Instead, applicants should select the HR Specific Competencies for which the learning outcomes of their course(s) align with and outline the specific course outcomes that are tied to the specific Functional Competency (in the response box).

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. **Applicants will need to submit a course outline and/or syllabus so that the Experience Assessment 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%

Instructors should complete Appendix A – Teaching Experience form (at the end of this handbook)

Academic research conducted in the field of human resources may be eligible for experience validation if it is a significant part of one’s work and/or replaces a course. Only primary research in the field of human resources that has been published in a peer reviewed journal is eligible.

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

HR Specific Competencies from the CPHR Competency Framework

The CPHR Competency Framework is the foundation on which the CPHR designation rests. The CPHR Competency Framework 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

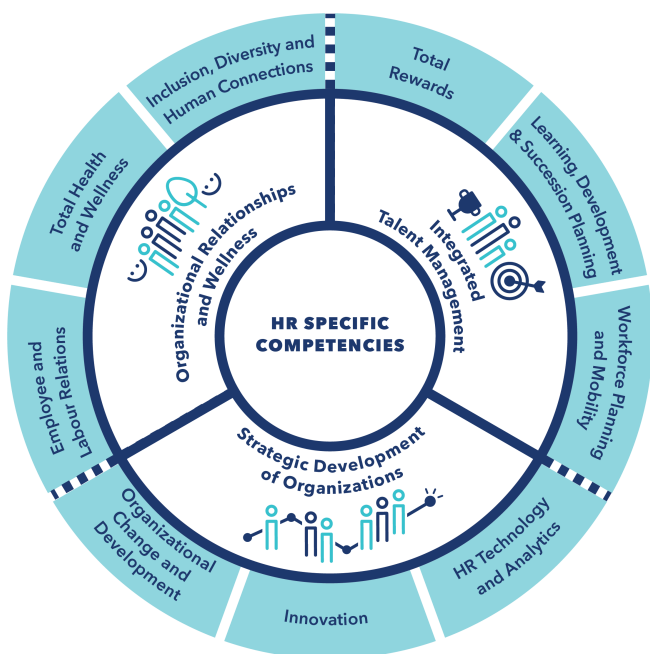
For professions to remain relevant to stakeholders, Competency Frameworks, along with criteria to become and maintain a designation will evolve over time.

The CPHR Competency Framework outlines **9 HR Specific Competencies and 12 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. The VOE assesses your experience within the 9 HR Specific Competencies.

You will only use the competencies listed under “Competency expected to achieve the CPHR designation”.

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 VOE does not require examples of a Candidate’s work aligned to the General Competencies.



Sample of Competency Framework

The following is an example of how a competency area is written out in the Competency Framework. You will select one of the competencies listed under “Competency expected to achieve the CPHR designation” for each example. For easy reference, a copy of the competencies is included as an appendix in this handbook as well.

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.

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.

The VOE Application Form

An application for Validation of Experience is assessed 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 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 Validation of Experience 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 Experience 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.

Prior to completing your application – 3 year or 8 year assessment

3-year assessment – Bachelor or Master's degree required.

Prior to starting your VOE application, ensure you have requested original transcripts to be sent directly to CPHR Manitoba from your educational institution.

- Copies, web transcripts, or transcripts sent by you will not be accepted.

Degree from outside Canada? Education received outside Canada needs to be assessed through one of two organizations:

- International Qualification Assessment Service (IQAS) at <https://www.alberta.ca/iqas-overview.aspx>
- World Education Services (WES) at <https://applications.wes.org/createaccount/>

Reminder: this step can take a while so please do not leave it to the last minute. Order your transcript today.

Transcripts and international assessment reports need to be sent directly to CPHR Manitoba:
CPHR Program Manager
CPHR Manitoba
1810-275 Portage Avenue
Winnipeg, Manitoba
R3B 2B3

Transcripts and/or international assessment reports must be received prior to the VOE being assessed.
Some institutions and assessment agencies can take a long time to process your request, the earlier you order these important documents, the better.

8-year assessment

No proof of education required for the VOE.

Part A – Member Information

The personal information in your application should match what you have entered in your online CPHR Manitoba member profile.

If the CPHR Manitoba staff or Experience Assessment Committee needs to contact you for additional information they will be doing so during the day. Please provide your daytime email and phone number.

Additional items that must be included with your application:

1. Organizational chart (for each position you are submitting in your application)
2. Job description (for each position you are submitting in your application)
*Make sure the job description is an accurate representation of your current job responsibilities, accountabilities, and qualifications; if it's not, have it updated or create your own.
3. Chronological resume

Items 1 and 2 above should be employer documents. If unavailable, you are required to create your own and have them verified by your employer on company letterhead.

Part B – Employment History

You will provide detailed information on your employment history, including:

- Current job title and employer
- Start end end dates
- Whether there was a leave of absence
- What percentage of your work is HR
- How many hours per week
- Number of employees supported by the HR function
- Summary of work you perform or have performed. You may use your position/job description as a guide but please do not copy duties directly from it.

Part C – Work Experience Examples

In Part C, you will provide specific information about your **Advisory HR** Experience.

You should use the STAR method (defined below) as a guide when providing a minimum of 8 specific examples (highlighting the respective competencies) where you provided HR advice and solutions at the advisory level.

Ensure to highlight the following in your example:

- What level of autonomy and decision making did you have.
- What kind of analysis and interpretation is involved in your work.
- What accountabilities you had.

Examples must be aligned to the appropriate CPHR HR competency from PART D below. For example:

Example at the Advisory Level - "I analyzed and presented to the leadership team the results of our engagement survey. I was able to gain their support to invest in gender-neutral washrooms." (HR Competency - 1.3.3)

STAR METHOD

For each competency selected with an "X," please provide your job title followed by specific examples of the work that you are responsible for and have completed including the impact that it has on the organization. It is important for assessors to understand your role.

Provide specific examples of the work that you are responsible for and have completed including the impact that it has had on the organization.

Avoid using company- or industry-specific acronyms or jargon that may be unfamiliar to the review committee.

Questions you will be asked in this section:

- 1) **What level of autonomy and decision-making do you have in your current role (did you have in this role)?**
 - What kind of decisions are you empowered to make?
 - Think about the HR processes or functions you work on. Do you manage, create, or develop HR processes? How much planning is involved in your role? *Manage* in this sense refers to ownership of an HR process or procedure.
 - When describing your level of autonomy in an organization, indicate the types of decisions that you have been authorized to make without consulting a supervisor and the independence of your actions. Simply quantifying the level of autonomy by saying "a high level" does not provide the detail required for a reviewer to determine your level of experience.
- 2) **What kind of analysis and interpretation do (did) you do in your work?**
 - Describe what is being analyzed.
 - How is the information being received?
 - When describing the analysis and interpretation you do, indicate the actions or decisions that follow from your analysis and their impact on the organization.
- 3) **What are (were) your accountabilities?**
 - What are the inputs of your role and, as a result, what are the outputs?
 - Do you provide HR advice or training to team members or others in the organization?
 - Do you develop or create policies, procedures, or HR practices?
 - Do you ensure work outcomes are accurate, correct and support the organization of HR objects?
 - Do you have the authority to make inputs more efficient and effective?

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

SAMPLE of an example using the STAR method:

Knowledge Area	Workforce Planning and Mobility
1.6.3 ☒	Support the development of a workforce plan by identifying current and future talent needs of the organization. Current Position Example: Situation: ABC Company had a high staff turnover rate and the cost of recruitment, which included the cost of onboarding and training as well as fees paid to recruitment agencies, was considerable. Employees who were leaving the organization were simply being replaced and it was clear to me that there was no strategic talent plan. Task: As the new Manager of Human Resources for ABC Company, I assessed the existing workforce plan in order to understand the issues the company was facing. From the business results I could see that, while some areas were meeting their sales targets, some areas lacked important skills and knowledge in order to be successful and reach their targets. It was evident that I needed to come up with a talent management plan. Action: I consulted with various directors inside the company prior to designing a new role structure and competency framework. Once the key competencies had been identified, I was able to design the optimal organizational structure. I then assessed the current staff roles against the competency framework. I ran sessions with management to assess current talent against the competency framework. I had identified the gaps that could be addressed through performance management, training and recruitment. In order to further the assessment of our current talent,

	I used the 9-box talent grid. I educated Management on the use of the talent grid and facilitated the actual sessions. Each manager presented their grid, and, after a lot of discussion and debate, a consensus was reached. Results: I had identified who the key resources were and come up with a development plans for our staff, in concert with management. The staff who were consulted throughout the process were provided with feedback both verbally and in writing. I had used Information from the consultations to assess whether the right retention mechanisms were in place. It was important that we were able to retain our talent and the company now had a strong talent management plan in place. This talent plan would inform our plans in regard to development, performance management, and remuneration.
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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 this code will result in the suspension of your membership with CPHR Manitoba and a revocation of your status as a CPHR Candidate.

Part E – Employer Verification

In this section, your current employer will sign off and verify the information provided in your application. If only submitting information from a previous position and not the current position, the previous employer must review and attest to the accuracy of information provided.

- If you have more than one employer, please have each employer complete a separate attestation.
- If you are currently unemployed, please ask your most recent employer to complete the attestation.
- If you are self-employed, please have one or two of your clients who can verify your level of experience complete the attestation.

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

VOE Application Tips

- The examples should follow the STAR-framework (Situation-Task-Action-Result). Keep answers direct and to the point but provide enough information to give the committee a good idea of your daily responsibilities/duties.

- 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.
 - It is important that your example use the word “I” and not “we”.
- Use an example that is up to date and relevant. Add a second example from a different position, if possible.
- Review the *CPHR Competency Framework (NEEDS LINK)* when structuring your examples to make sure that the **T**ask and **A**ction are as related to the COMPETENCY as possible.
- In the **A**ction part of the example, cover the skill and qualities that are being sought.
- Spell out any business or organizational acronyms.
- Have another HR professional review your application and ask them to describe your jobs back to you, if any important details are left out, be sure to add them to your application (remember, the committee doesn't know you).
- Be concise.

The VOE Application Process

- 1) Applicants should submit an application by one of the annual deadlines listed below. **Email your completed application to nadia@cphrmb.ca**

Application Deadline	Results notification date
March 15	May 15
November 15	January 15

Applicants are required to submit the following documents for assessment:

- Completed VOE Application
- Current chronological resume
- Job description(s) and organizational chart(s) with your position circled from the Employer(s) for all roles listed in the VOE Application (If unable to submit Employer job descriptions and organizational charts, applicants may create them and have the supervisor of that role sign and date the document on their organizational letterhead.)
- Instructors must submit course syllabuses along with the Teaching Experience Form (Appendix C)

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

- 2) Applications are reviewed by the Experience Assessment Committee. Applicants are notified of their results two months following application. A letter will be mailed that will indicate one of the following two (2) outcomes:
 - a. **Pass:** Candidate fulfills the experience requirement; or
 - b. **Unsuccessful:** Candidate does not fulfill the experience requirement due to:
 - Years of HR experience requirement not met
 - Minimum of 8 examples aligned to the HR competencies of work experience at the Advisory HR level

For applicants who do not pass the VOE, the results letter will indicate how many years of experience were credited and how many of the above competencies were met.

Application Fee

A review fee of \$150 + GST is payable at the time you submit your Validation of Experience Form. This fee is non-refundable and covers the work required to review your form and make a decision relative to the standards required. There is no limit to the number of times an individual may apply. The review fee is required every time an application is made.

If your application is approved, you will then be required to pay a certification fee of \$400 + GST.

The Experience Assessment Committee

Determinations with respect to the experience requirement are made by panels constituted by the Chair of the Experience Assessment Committee from among the members of the Committee.

The Experience Assessment Committee consists of volunteers with the CPHR designation with representation from the public and private sector who practice at an Applied HR level.

The Experience Assessment Committee is responsible for making determinations as to the appropriateness and adequacy of qualifications of individuals who have applied for accreditation by CPHR Manitoba in accordance with parameters developed and approved by the Board.

Decision 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. The fact that the Experience Assessment Committee's decision was not the one hoped for is not grounds for appeal. Registrar approved appeals will be reviewed by the CPHR Manitoba Board of Directors.

Frequently Asked Questions

1. Do I need to have a management title to satisfy the work experience requirement?

No. Your experience is not dependent on your job title.

2. When do I need to meet the work experience requirement?

The experience requirement must be assessed to earn your CPHR. The *Validation of Experience* application must be submitted and approved within ten years of becoming a CPHR Candidate.

3. Can I submit additional documentation with my Validation of Experience Assessment Form?

All information should be included in the appropriate section of the Validation of Experience application Form. Your resume, the relevant job descriptions, and the organizational charts for the applicable positions need to be sent as attachments.

APPENDIX A: HR TEACHING EXPERIENCE FORM

Name: _____

Name of Post-Secondary Institution: _____

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

- credited for 100% of time (months/years) worked

Teaching two (2) HR courses per semester:

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

Teaching one (1) HR course per semester:

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

Year & Term	Course Code	Course Title	Duration of term (months)

**Please add additional rows if necessary*

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

Employer Signature

Print First & Last Name

Position

Contact Email

Date

Appendix B: Competency Checklist

ORGANIZATIONAL RELATIONSHIPS AND WELLNESS	
1.1 Employee and Labour Relations: Build and maintain relationship with employees and their representatives in alignment with organizational goals.	
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.
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.	
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.
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.	
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.
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.
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.
1.5	Learning, Development and Succession Planning: Design, plan, support and promote the development of individual and organizational competencies for professional development for all.
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.
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.	
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.
STRATEGIC DEVELOPMENT OF ORGANIZATIONS	
1.7 HR Technology and Analytics: Align organizational technology and analytics from a perspective focused on human issues.	
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.
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.	
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.
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.	
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.