

CPHR SASKATCHEWAN VALIDATION OF EXPERIENCE GUIDELINES & PROCESSES

May 2017

**CPHR SK Validation of Experience
 Guidelines & Processes**

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1 CANDIDATE MEMBER POLICIES

CPHR Candidates must maintain membership with CPHR SK or another Provincial HR Association in order to maintain their Candidate status. Failure to pay annual membership dues will result in the loss of the Candidate status. To re-gain Candidate status, individuals must once again write and pass the National Knowledge Exam (NKE).

Candidate Members must submit and pass the Validation of Experience (VOE) Assessment within ten (10) years of passing the National Knowledge Exam. Any Member who does not submit their VOE before the ten (10) year period will have their Candidate status revoked.

1.1 EXTENSIONS – BETWEEN PASSING NKE AND PASSING VOE

Extensions on the ten (10) year period between passing the NKE and submitting a VOE will be granted for maternity leave and/or medical leave from the workforce in that time or any such circumstances that the Registrar deems appropriate. Documentation such as a letter from the employer confirming this leave will be required for the Registrar to approve the extension.

2 YEAR END PROCESSES

2.1 NOTIFYING CANDIDATES WHO MUST COMPLETE THE VOE WITHIN THE FOLLOWING YEAR

Each year in July and December, CPHR SK will find CPHR Candidate Members who passed the NKE nine (9) years ago and these Candidates will be notified that:

- They need to submit and pass their VOE within the next year in one of the four VOE submission periods.
- If they do not pass the VOE in the next year, they will need to qualify for and re-write the NKE to start the certification process again.
- If we do not have confirmation of their degree (official transcripts on file) they will also be informed that we need to have these transcripts sent in before we can review their VOE.

3 VALIDATION OF EXPERIENCE ASSESSMENTS

The purpose of CPHR SK's certification process is to ensure 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. To be certified and earn the right to use the CPHR designation, applicants must demonstrate they have accumulated a minimum of three years of professional level experience in human resources.

An important distinction between an academic credential and a professional designation is that an academic credential attests to knowledge of theory and having passed a particular course of study while a professional designation attests to a certain warranty of competence or expertise. The certifying body is the third-party that warrants or confirms the competence 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 done by them.

It is for this reasoning that the CPHR designation requires both knowledge and theory-based components (i.e. the NKE and proof of a Bachelor's degree), as well as a practical, competency-based component (i.e. the VOE).

The validation of experience assessment process is the final step in achieving a CPHR and requires applicants to prove they have obtained a minimum of three (3) years of professional level experience in the practice of human resources.

The criteria to pass the VOE includes:

- A minimum of three (3) years of professional level experience in Human Resources that must have been obtained within the past ten (10) years.
- Demonstrate that the experience aligns with competencies in at least two of the nine *HR Functional Knowledge Areas* of the [CPHR Competency Framework](#).
- Qualify in three (3) out of five (5) of the enabling competencies.

Additional requirements for obtaining the CPHR designation are:

- Membership in good standing with CPHR SK.
- Completion of an accredited university degree or an undergraduate degree from an international institution that has been assessed as the equivalent of a Canadian degree by IQAS or another recognized assessment organization.

- Successful completion of the National Knowledge Examination (NKE).

3.1 HR FUNCTIONAL KNOWLEDGE AREAS

Applicants are required to attest to the areas in the functional knowledge areas in which they have proficiency and at what level it exists. Applications will be assessed comparing the competencies an applicant believes they have acquired to the content of their application.

Applicants must be able to demonstrate the level of knowledge and/or proficiency in a in each competency through their application. It is highly recommended that applicants cite specific competencies when describing their role to assist the Assessors.

Assessors will make the final determination as to whether an applicant possesses a certain proficiency, therefore applicants are asked to check all proficiencies that they possess.

HR Functional Knowledge Areas

Strategy

Professional Practice

Engagement

Workforce Planning and Talent Management

Labour and Employment Relations

Total Rewards

Learning and Development

Health, Wellness, and Safe Workplace

Human Resources Metrics, Reporting, and Financial Management

3.2 ENABLING COMPETENCIES

The Competency Framework states that CPHR's need the following Enabling Competencies as part of their 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

An applicant must demonstrate experience in three (3) of the five (5) enabling competencies. To verify whether an applicant qualifies in an enabling competency, they must complete the VOE form and provide a reasonable example from a current or previous role where their experience demonstrated that particular enabling competency. Assessors will judge the relevance and consistency with the application to determine whether it may be validated as part of the VOE process.

3.3 DEFINING PROFESSIONAL LEVEL EXPERIENCE

In determining whether a candidate's 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 data analysis and interpretation.
- **Level of interaction** – relates to the degree to which the individual interacts with a broad spectrum of contacts, including decision-makers.
- **Responsibility for work outcome** – relates to accuracy and extent to which the individual is held accountable for his/her work and decisions.

Professional 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.

Professional does not need to mean senior level. Professional does not require that one have overall responsibility for the HR function.

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.

Professional level experience can be obtained whether one is in a specialist position or a generalist position.

The following chart will help you to determine if your specialized HR role is either too junior in nature or at the professional level:

Specialized Field	Junior Level Tasks	Professional Level Tasks
Recruitment	<ul style="list-style-type: none"> • Writing job descriptions • Posting jobs • Attending career fairs • Tracking applicants • Screening resumes • Phone screening candidates • Creating interview questions • Assisting in interviews • Checking references and conducting background checks • Writing and sending the employment letter of offer • Conducting on-boarding and orientation preparations 	<ul style="list-style-type: none"> • 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 final hiring decisions
HR Analytics	<ul style="list-style-type: none"> • Collecting and organizing information in report format • Developing presentations based on information collected 	<ul style="list-style-type: none"> • 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
Learning & Development	<ul style="list-style-type: none"> Tracking learning needs and training progress of employees Presenting pre-existing workshops or learning lunches to employees Coordinating training for colleagues or employees 	<ul style="list-style-type: none"> Identifying organizational learning priorities in alignment with business strategy Implementing learning and development programs Evaluate existing learning and development programs Evolving existing learning and development programs and priorities to meet business needs Develop an organizational culture that enhances the learning of all employees Creating workshops, learning assessment tools, and other training programs Research methodologies and programs to keep up to date on organizational trends and help improve existing programming
Health & Safety	<ul style="list-style-type: none"> Performing onsite safety checks Providing safety training Maintaining safety records Coordinating, implementing, and 	<ul style="list-style-type: none"> Developing health, safety, and wellness policies and programs Analyzing accident rates and trends Giving guidance and making recommendations to operations for

	<p>monitoring safety programs</p>	<p>maintaining safe work environments</p> <ul style="list-style-type: none"> • 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.
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3.4 DEFINING HUMAN RESOURCES EXPERIENCE

The scope of HR practice is the creation and implementation of all policies, practices and processes to effectively organize and manage human capital resources in the workplace in service of the ultimate goal of enhancing business outcomes. Human Resources Management involves maintaining or changing relations between employees, between employers or between employers and employees.

The Practice of Human Resources includes, but is not limited to, one or more of the following:

- The 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;
- The representation of clients and organizations in proceedings related to human resources management;
- Program development and evaluation in the area of human resources management;
- The supervision of other Human Resources professionals;
- Coaching of employees, manager, and other individuals in matters relating to work and employment;
- The conduct of research in the area of human resources management

and,

- Teaching in the area of human resources management.

To be credited toward the experience requirement, **51% or more of an applicant's time must be in human resources as defined above to achieve the 3 years full-time equivalent.** In instances where the workload is less than 100%, the candidate would have to report a period of time that is sufficient to meet the 3 years' full-time requirement. For example, 6 years of work in a position which is 50% human resources would be required.

The experience must have occurred within the last 10 years to count towards the experience requirement and the individual must have worked in HR for a minimum of 3 months within the last 2 years.

General management work may be considered if the human resources work comprises at least 50% and there is no HR department or manager in the workplace where the general management work takes place. The general manager must be the person who has direct responsibility and accountability for the strategy, design, implementation and coordination of one or more HR Functional Knowledge Areas for the organization.

Small business owners/operators may gain suitable work experience towards the experience requirement provided their business is established to provide HR advice. However, time spent on business development or supervising staff, for examples – are not applicable towards 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. Applied human resources work experience for the law firm they are part of may qualify if it is professional level and a significant part of their work day. Professional 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 50% of their time performing professional HR work. This means they are going beyond line management work of supervising staff, assigning work, setting pay, approving sick days or vacations, etc. This means they must be doing this work independently of an HR professional and not acting on the HR advice of others.

Teaching in the field of human resources is a practice of human resources. Teaching experience alone can be used to accumulate all three years of required professional level HR experience. In order to meet the requirement of being at the professional level in HR, courses taught must be HR courses at an accredited college or university.

Teaching "full-time" means teaching a course load of at least three HR courses per semester. Faculty will need to send in a course outline and/or syllabus so the committee can determine if the course is 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%

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

3.5 DEFINING WHAT IS NOT PROFESSIONAL HUMAN RESOURCES 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 functions that are clerical or administrative in nature are not considered at the appropriate level.
- 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 or limited 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. Line management experience of supervisors or managers working outside the human resources field such as in production, accounting, marketing, sales, or customer service does not qualify towards the experience requirement.
- 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 a Corporate HR department.

3.6 OTHER VALIDATION OF EXPERIENCE NOTES

NKE 10 in 10 rule – Once an Associate Member passes the NKE and becomes a CPHR Candidate he/she has ten (10) years from the date of passing to submit a Validation of Experience Assessment to CPHR SK including up to the past 10 years of experience for validation.

Canadian or International Experience – CPHR SK does not have a Canadian experience requirement and does not limit the amount of international experience that may be submitted towards experience validation.

Unemployed Candidates – Candidates are requested to submit an Employer Verification from their most recent employer. If that is not possible, then a previous employer would be suitable.

Candidates with Multiple Employers – Candidates are instructed to submit one assessment form per employer, and a separate employer attestation for each.

VOE Audit (starting 2016) – annually CPHR SK conducts a random verification audit of information submitted by 3% of applicants annually to confirm the validity of the information submitted.

3.7 DOCUMENTS TO SUBMIT AND SUBMISSION DEADLINES

For a VOE Assessment to be complete, applicants must submit a completed VOE form with a supervisor's signature, a current resume and, job description(s) and organizational chart(s) for all roles cited towards professional level human resources experience in the VOE application. Instructors must submit course syllabuses with their VOE application.

Each year there are four submission deadlines – September 30, December 31, March 31, and June 30. Documents received after the VOE Submission deadline will not be reviewed within that submission period. Unless otherwise approved by CPHR SK, all documentation for the review must be submitted in full by the VOE submission deadline.

Applicants must complete the questionnaire in full and as per the outlined instructions and format. Please note that your application will not be presented to the assessors for review if you do not complete it in full in the requested manner. Your application for a professional designation should represent the professional standard that is upheld by the profession that you are applying to be certified by. As such, applicants are encouraged to carefully and fully review their application and to provide in-depth examples and information for each and all sections.

3.8 DEADLINES AND VOE PAYMENTS

Applicants must pay the VOE submission fee of \$100.00 + GST by the submission deadline in order to have their VOE application submitted to the VOE Committee for review.

If the VOE application is successful and the CPHR Candidate is approved as a CPHR, applicants must pay the second VOE completion fee for \$400.00 + GST. This should be paid within 2 weeks of the notification that the order has been created. CPHR Candidates are not granted CPHR status and are not sent Certificates until they have paid the second VOE fee.

4 VALIDATION OF EXPERIENCE ASSESSMENT APPLICATION & REVIEW PROCESS

4.1 VOE ASSESSMENT APPLICATION

A Validation of Experience Assessment application is decided on the merits of the written application and supporting documentation. Accordingly, an applicant must submit all requested information, explanations and materials supporting the contention that experience requirements have been met. The assessors assigned to assess an applicant's experience can only judge the merit of an application based on its contents and the quality of the presented documentation within the guidelines set by CPHR SK's Board of Directors.

The application form was designed specifically to give assessors the information that is most relevant to judging whether an applicant has sufficient professional experience to meet the criteria. Applicants 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 Registrar and that they may be asked to provide a reference to verify information about their experience.

The initiating step in the experience validation process is for the applicant to fill out the application form. The form also requires supporting documentation including:

1. A chronological resume;
2. Job descriptions detailing current and relevant jobs;
3. Organizational chart(s) for current and relevant jobs; and,
4. Any other such documents as necessary to prove or validate an entry in the form.

Employer documents are preferred; however, if you cannot obtain up-to-date job descriptions or organizational charts, you should create your own. Applicants are also asked to relate how their position(s) compare to the criteria for professional level. Applicants must indicate the proportion or percentage of their activities that fall within the area of human resources.

The Candidate Members' applications are reviewed by the Registrar for completeness before being forwarded to the assessors for review.

- The first step in the experience validation process is to determine whether the experience is both in human resources and at the professional level.

- The second step is to add up the professional experience to confirm it reaches the three-year requirement.
- The third step is to ensure that a sufficient breadth and depth of HR experience has been shown in the application.

If the credited time for the current position is less than the required three years, the panel will consider the prior position, and so on, up to a maximum of 10 years back, so long as this information is provided as part of Part B- Employment History as well as the accompanying documentation; job description(s) and organizational chart(s).

Assessors use their professional judgment to determine whether applicants have the requisite type of experience to earn their CPHR. Assessors use CPHR SK Board approved certification standards and policies when reviewing each and every application.

4.2 ASSESSOR REVIEW PROCESS

4.2.1 Assessors Review

- a) CPHR SK receives the Candidate Member's application including the VOE application, relevant job descriptions, a current resume, organizational chart and other such documents as necessary to assess his/her experience.
- b) The Registrar assigns two Assessors to independently review a Candidate Member's application and provide a recommendation as to whether he/she meets certification standards.
- c) Assessors can only judge an application based on the contents of a Candidate Member's application and any supporting documentation to determine whether the application meets the minimum experience requirements and are an accurate reflection of the position, responsibilities and accountabilities described.
- d) Assessors determine if the experience documented is sufficient in length and responsibility to meet the three-year requirement.
- e) Assessors may communicate directly with the applicants if information and/or clarification is required regarding the members' application. If necessary, the Assessors contact the Registrar and this is set up by CPHR SK staff.

4.2.2 Recommendations to Registrar

- a) Each Assessor submits his/her recommendations separately to the Registrar. Each recommendation will result in one of the following outcomes:
 - i. Determine that the applicant's experience meets the requirement and recommend to the Registrar that the applicant be granted the CPHR designation.
 - ii. Determine that the applicant's experience does not meet the requirement in some respect and recommend to the Registrar that the applicant not obtain the CPHR at this time.
 - iii. Determine that a further review is needed and request another assessor review the file in addition to their own review to confirm the finding.
 - iv. The Registrar notifies all applicants of their outcome via email. Those who were unsuccessful will also be emailed their outcome with a note that they have 14 days to request a reassessment.

NOTE- The decision as to whether one fulfills the experience requirement is entirely based on the criteria outlined above. This means that the only factor that counts is where applicants stand with respect to these criteria. Assessors must make decisions based on the information provided by the applicant and cannot make assumptions about the applicants' experience outside of what is contained in the application documents. The experience requirement criteria are never adjusted based on the number or proportion of applicants that pass the experience requirement.

4.2.3 Reassessment

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

4.2.4 Appeals

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

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

The Appeal panel will be appointed by the Registrar and will be comprised of a member of the Assessment Committee, Continuing Professional Development (CPD) Log and a Board Director.

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

- i. The final outcome was found to be fairly assessed and the process was carried out correctly. The final outcome stands.
- ii. An error was made in the process of the assessment or the outcome was influenced by bias. Two more assessors would be asked to do one more final assessment.
- iii. A clear error or bias is apparent and the outcome is overturned.

Complaints & Discipline Process

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

5 APPENDIX A – REQUEST FOR VOE REASSESSMENT

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

Reason for Reassessment Request

Please highlight for clarification purposes along with specific examples your reason to request a reassessment in the box below. Note: the reassessment is based on information that was provided and submitted in the original application; no new information will be considered.

Member Information:

Applicant Signature

Date

6 APPENDIX B – CPHR SK VOE ASSESSMENT APPEAL FORM

Appeals must be received by CPHR SK **within 30 days** of the decision letter date. They may be scanned to email to info@cphrsk.ca and/or mailed or delivered to CPHR SK Office at #210, 3501 – 8th Street East, Saskatoon SK S7H 0W5.

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

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

Signature

Date

Components of an Appeal:

- Completion of this form.
- Supporting documents outlining each position that you are claiming towards the three years of experience and how they are 1) within the scope of HR and 2) at the professional level. The letter attached outlines these requirements.
- Submit the complete and signed package to CPHR SK as noted above. The appeal must be received **within 30 days** of the date of the outcome letter that you received.

VALIDATION OF EXPERIENCE (VOE) MODEL

The definition of HR experience comes from the Scope of Practice which originated from the Canadian Council of Human Resources Association's (CCHRA) body of knowledge, professional practice analysis and the resulting HR Knowledge Areas.

What is Professional Experience?

For CPHR SK, the crux of the experience requirement is that the experience must be at the professional level. 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;
- **A depth of work requirements** — relates to the extent to which work experience requires data-gathering, analysis and interpretation;
- **Level of interaction** — relates to the degree to which the individual interacts with a broad spectrum of contacts, including decision-makers; and
- **Responsibility for work outcome** — relates to accuracy and extent to which the individual is held accountable for his/her work and decisions. To be clear, professional does not mean supervisory or managerial. Also, it does not matter whether one is working in a specialist position or a generalist position. It does not matter whether one is working as an independent practitioner or as an employee of a company. Professional does not require that one has overall responsibility for the HR function.

Junior levels in a human resources department performing administrative functions are not considered to be at the appropriate level; time spent in these positions will not be credited against the experience requirement



CHARTERED PROFESSIONALS
IN HUMAN RESOURCES

Saskatchewan

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 capital resources in the workplace in service of the ultimate goal of enhancing business outcomes. Human Resources Management involves maintaining or changing relations between employees, between employers or between employers and employees.

The Practice of Human Resources 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;
8. The conduct of research in the area of human resources management;
9. Teaching in the area of human resources management.