



**CHRP Designation
Required Professional Capabilities
Master Document**



The following lists the 203 Required Professional Capabilities (RPCs) that applicants to the Certified Human Resource Professional (CHRP) designation should be familiar with.

Select each RPC covered in your course. Use this framework to prepare the CORE PROGRAM – REQUIRED PROFESSIONAL CAPABILITIES FRAMEWORK document for your proposal submission.

Chart Key:

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|-----------------------------------|--------------------|
| RPC's for CHRP Knowledge Exam | – Grey Background |
| RPC's for CHRP Outcome Assessment | – White Background |

PROFESSIONAL PRACTICE IN HUMAN RESOURCES

I. Strategic Contribution To Organization Success

| RPC's | Covered |
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| 1. Contributes to the development of the organization's vision, goals, and strategies with a focus on human capital. | |
| 2. Interprets and communicates business strategies and plans. | |
| 3. Guides and facilitates change in organizational culture and/or values consistent with business strategies. | |
| 4. Contributes to an environment that fosters effective working relationships. | |
| 5. Contributes to improvements in the organization's structures and work processes. | |
| 6. Directs the organization in ethical HR practices, and application of conflict of interest guidelines. | |
| 7. Leads in the development of HR initiatives which support the organization's strategic directions. | |
| 8. Collects data, analyzes and reviews the organization's existing HR programs to ensure they are consistent with business activities. | |
| 9. Monitors HR activities of the organization; identifies problem areas, initiates responses, and resolves issues that stand in the way of business success. | |
| 10. Evaluates the effectiveness of HR strategies using various measurement, assessment and accountability approaches. | |

II. Business Acumen

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| 1. Applies business fundamentals of production, operations management, finance, information technology, marketing, and strategic planning to people management issues. | |
| 2. Applies measurement, evaluation and assessment processes to business situations. | |
| 3. Gathers, analyzes, and reports relevant business and industry information including global trends. | |
| 4. Develops business cases for HR activities, e.g. Return on Investment (ROI) evaluations, data collection and assessment. | |
| 5. Sets clear goals and objectives for the HR activities of the organization, maintaining evaluation measurements of all HR activities against goals and objectives of the organization. | |
| 6. Communicates information to serve current and future needs of the organization. | |
| 7. Develops budgets, monitors expenditures, and evaluates activities of contractors. | |
| 8. Develops requests for proposal (RFP) and reviews submissions by third parties. | |
| 9. Establishes goals, deliverables, timelines, and budgets. | |
| 10. Assembles and leads teams to achieve established goals | |
| 11. Monitors expenditures and timelines. | |
| 12. Evaluates progress on deliverables. | |
| 13. Identifies relevant legislative jurisdictions and legal jurisprudence associated with the organization's operations (includes global perspective). | |
| 14. Analyzes and provides advice on dependent and independent contractors, and elements of employee status. | |
| 15. Advises client on status of dependent and independent contractors, and elements of employee status. | |
| 16. Provides advice on policy, monitors activities, and, if required, initiates corrective action related to the organization's practices. | |
| 17. Leads an appropriate organizational response to formal or informal complaints or appeals related to alleged human rights violations. | |

III. Managing Client Relationships

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| 1. Manages the use of resources, assigns work, and gauges the effectiveness of teams, individuals in meeting specific goals. | |
| 2. Provides performance feedback, coaching, and career development to teams and individuals to maximize their probability of success. | |
| 3. Establishes and maintains the trust and support of one's manager and subordinates. | |
| 4. Develops and administers a departmental or project budget. | |
| 5. Operates within organizational guidelines for procurement of equipment and services. | |
| 6. Builds constructive and supportive relationships. | |
| 7. Effectively handles disagreements and conflicts. | |
| 8. Provides support and expertise to managers and supervisors with respect to managing people. | |
| 9. Provides services to enable employee success while maintaining the well-being of the organization. | |

IV. Professionalism

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| 1. Understands and adheres to the Canadian Council of Human Resources Association's code of ethics. | |
| 2. Stays current in terms of professional development. | |
| 3. Contributes to and promotes the development of the profession through active participation in the HR community. | |

ORGANIZATIONAL EFFECTIVENESS

I. Organizational Design and Development

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| 1. Develops an organization or unit design to fit a given set of business objectives and environmental factors. | |
| 2. Formulates organization development strategies in accordance with legislated and/or voluntary diversity and equity goals. | |
| 3. Plans for and manages the HR aspects of organizational change, eg. mergers, acquisitions, divestitures and downsizing, in the context of organizational strategies and legislated requirements. | |
| 4. Develops and implements necessary OD intervention models. | |
| 5. Assesses the contribution of OD initiatives to the performance of the unit or organization. | |
| 6. Acts as an agent for major initiatives. | |
| 7. Analyzes and communicates the effects of major organizational change. | |
| 8. Develops and implements transition strategies. | |
| 9. Monitors and reports on the progress of major change initiatives. | |

II. Employee Involvement Strategies

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| 1. Promotes a productive culture in the organization that values diversity, trust and respect for individuals and their contributions. | |
| 2. Provides input into the development of employee feedback systems that support the organizational directions and culture. | |
| 3. Gathers and analyzes employee feedback to assist decision making. | |
| 4. Develops and implements programs for employee involvement. | |
| 5. Develops and implements a communications plan that supports strategies for employee involvement. | |

III. Human Resource Planning

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| 1. Researches, analyses and reports on potential HR issues affecting the organization. | |
| 2. Forecasts HR supply and demand conditions | |
| 3. Identifies the data required to support HR planning. | |
| 4. Using available data, develops HR plans that support the organization's strategic directions. | |
| 5. Maintains an inventory of HR talent for the use of the organization. | |
| 6. Coordinates the implementation of HR and succession plans. | |
| 7. Develops systems and processes that link the career plans and skill sets of employees with the requirements of the organization. | |
| 8. Encourages interaction between the organization and external stakeholders (e.g. public, government, educational institutions, and community groups) which supports the development and implementation of the HR plan. | |

STAFFING

I. Recruitment and Selection

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| 1. Identifies the organization's HR needs. | |
| 2. Identifies potential sources of qualified candidates. | |
| 3. Implements and monitors processes for attracting qualified candidates. | |
| 4. Evaluates recruiting effectiveness. | |
| 5. Analyses position requirements to establish selection criteria. | |
| 6. Establishes screening and assessment procedures. | |
| 7. Establishes appointment procedures. | |
| 8. Selects candidate(s) and negotiates terms and conditions of employment. | |
| 9. If necessary, develops employment contract with successful candidate(s). | |
| 10. Develops orientation policies and procedures for new employees. | |
| 11. Evaluates screening, selection and orientation processes, and outcomes at the organizational level. | |

II. Deployment

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| 1. Develops deployment procedures, e.g. transfers, secondments, and reassignment. | |
| 2. Implements deployment procedures ensuring necessary compensation and benefit changes, and education plans are addressed. | |

III. Terminating/Outplacing Staff

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| 1. Advises clients on matters of substandard performance, discipline, and ultimately, termination. | |
| 2. Advises clients on alternatives to termination. | |
| 3. Develops procedures for the defensible termination of employees in circumstances where termination is determined to be the only course of action. | |
| 4. Develops appropriate security strategies to protect corporate assets while preserving the dignity of the terminated employee. | |
| 5. Participates in the termination process by preparing termination notices, conducting exit interviews, and arranging outplacement services. | |

EMPLOYEE & LABOUR RELATIONS

I. Employee Relations

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| 1. Defines and establishes appropriate terms and conditions of employment to meet organizational goals. | |
| 2. Provides advice on HR issues, including hiring and termination, related to the terms and conditions of employment, e.g. employment vs. contractor status, common law vs. contracted employment relationship, and legal jurisdiction. | |
| 3. Creates procedures for researching and establishing HR policies. | |
| 4. Develops, updates, communicates, and provides support for HR policies. | |
| 5. Monitors application of HR policies. | |
| 6. Develops policies and procedures for ensuring a respectful workplace by addressing issues such as employee rights, diversity, and workplace violence. | |
| 7. Recommends action(s) in response to known or suspected incidents of conflict, even in the absence of a formal complaint. | |
| 8. Evaluates the feasibility of alternative dispute resolution mechanisms. | |
| 9. Identifies strategies for corrective action and establishes procedures for ensuring their application. | |
| 10. Applies alternative forms of corrective action when necessary. | |
| 11. Monitors and evaluates the consequences of corrective actions. | |

II. Labour Relations

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| 1. Provides advice to clients on the establishment, continuation, and termination of bargaining rights. | |
| 2. Prepares the organization for collective bargaining. | |
| 3. Formulates bargaining strategies consistent with the short and long-term needs of the organization, as well as its strengths and vulnerabilities. | |
| 4. Collects and develops information required for good decision-making throughout the bargaining process. | |
| 5. Advises client on matters related to interest arbitration. | |
| 6. Interprets the collective agreement. | |
| 7. Advises clients of signatories' rights, including those with respect to grievance procedures. | |
| 8. Provides consultation and risk assessment in issues involving arbitration. | |
| 9. Anticipates and prepares the organization for work disruptions. | |
| 10. Guides the organization in response to legal and illegal job actions. | |
| 11. Contributes to communication plan during work disruptions. | |

TOTAL COMPENSATION

I. Total Compensation Strategy

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| 1. Identifies and develops the philosophy, strategy and policy with respect to the total compensation package that is consistent with the organization's goals. This is accomplished within the context of the legal, regulatory, taxation, and community framework. | |
| 2. Designs and evaluates total compensation strategies to ensure that they reflect the organization's goals, culture, and external environment. | |
| 3. Identifies potential sources and the markets in which the organization competes for qualified candidates. | |
| 4. Evaluates the total compensation strategy to ensure it is consistent with the objectives of attracting, motivating and retaining the qualified people required to meet organizational goals. | |
| 5. Monitors the competitiveness of the total compensation strategy on an ongoing basis. | |

II. Compensation Programs

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| 1. Considering the total compensation strategy, develops a compensation program with respect to base pay, variable pay, profit and gain sharing, incentive pay, and stock options, and recommends the best mix. | |
| 2. Establishes compensation policies and procedures based on the program and compliance with the legal framework. | |
| 3. Assesses the effectiveness of the program in achieving the organization's goals, and its competitiveness in terms of attracting qualified candidates. | |
| 4. Implements an effective procedure for describing work related duties, establishing their relative worth, and aligning them with the organizational structure. | |
| 5. Monitors the competitiveness of the compensation program relative to comparable organizations. | |
| 6. Recommends job price, and appropriate pay ranges based on factors such as complexity of duties, nature of employment, geographic location, and supply and demand conditions in the external labour market. | |

III. Benefits

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| 1. Identifies benefit carriers, evaluates objectives, characteristics, service delivery models (eg. insured service vs. self-insured with administrative services contract), and weighs the advantages and disadvantages of various benefit plans in order to meet the needs of the organization. | |
| 2. Ensures compliance with legally required programs. | |
| 3. Performs a cost-benefit analysis of organizational and employee needs and preferences relative to benefit plans, including taxation considerations and funding requirements. | |
| 4. Recommends benefit plan most suited to organizational objectives. | |
| 5. Develops specifications for the acquisition and day-to-day management of employee benefit programs. | |
| 6. Ensures the effectiveness of benefit programs by providing information, ensuring accessibility of the program, and by minimizing the cost of the program. | |
| 7. Manages the transition to new plans, including communications, employee counseling, training, and discarding redundant practices. | |
| 8. Establishes sound operational practices to ensure confidentiality of employee information, and compliance with regulatory requirements. | |
| 9. Integrates the basic benefits program with disability management | |

IV. Pensions

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| 1. Develops specifications for the acquisition or redesign of pension plans, and their administration. | |
| 2. Reviews pension proposals submitted by third parties and evaluates the information received. | |
| 3. Recommends pension plan most suited to organizational objectives. | |
| 4. Manages the transition to a new or revised plan by providing information to plan participants, and providing appropriate training for administrative staff. | |
| 5. Provides necessary information and counseling to plan participants. | |
| 6. Administers the reporting, funding, and fiduciary aspects of the plan. | |

V. Payroll

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| 1. Establishes payroll guidelines based on relevant legislation, tax laws, company policy, and contractual pay requirements. | |
| 2. Ensures accurate and timely delivery of pay. | |
| 3. Ensures pay records are accurate and complete. | |
| 4. Determines appropriateness of releasing confidential pay information. | |

ORGANIZATIONAL LEARNING, DEVELOPMENT AND TRAINING

I. Organizational Performance

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| 1. Monitors and evaluates HR effectiveness as it relates to business success and identifies areas that need improvement and development. | |
| 2. Determines the best learning approaches and human capital development initiatives required for continued organizational success. | |
| 3. Performs a cost-benefit analysis of developing existing staff versus acquiring new staff, or outsourcing. | |
| 4. Develops and delivers learning strategies to close the gap between human capital capabilities and the future needs of the organization. | |
| 5. Monitors and reports on the results of HR development activities in terms of their effect on organizational performance. | |

II. Performance Management

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| 1. Identifies, evaluates, and implements measurement systems for current and future job/team performance. | |
| 2. Ensures performance feedback is an integral part of the organization's HR information system. | |
| 3. Provides development information, support activities and procedures for learners, supervisors, and managers to assist in achieving performance improvement, e.g. training, coaching feedback and techniques for setting objectives. | |
| 4. Assists and coaches supervisors to help employees achieve required performance levels. | |
| 5. Develops, implements and monitors the success of performance feedback and coaching. | |

III. Development Programs

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| 1. Designs development programs, consistent with organizational performance requirements at varying stages of the employment cycle. | |
| 2. Assesses and reports on the costs and benefits of engaging internal and external suppliers of development programs, given the organizational constraints and objectives. | |
| 3. Ensures the application of appropriate development methods and techniques based upon generally accepting principles of adult learning. | |
| 4. Using a variety of methods, facilitates the delivery of development programs to groups and individual learners | |
| 5. Documents participant feedback to evaluate effectiveness of program delivery. | |
| 6. Establishes measurement tools and processes to evaluate development programs for effectiveness relative to the needs of the organization. | |
| 7. Conducts an evaluation of the program. | |
| 8. Compiles, analyses, and documents evaluation data based on feedback. | |
| 9. Interprets results of development programs in terms of contribution to organizational objectives, and does a post-development follow-up. | |
| 10. Helps supervisors/managers to identify career options for employee which are consistent with the organization's needs. | |
| 11. Provides the appropriate assessment tools for determining career development options for employees. | |
| 12. Ensures performance management information is an integral component of employee development. | |
| 13. Assists employees in identifying career paths, establishing learning plans and activities required for achieving personal success. | |
| 14. Facilitates the implementation of cross-functional developmental work experiences for employees. | |
| 15. Monitors, documents and reports on career development activities within the organization. | |

IV. Training

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| 1. Links training to development programs, organizational goals, objectives, strategies, culture and other HR activities. | |
| 2. Ensures legislated training obligations are met within the organization. | |
| 3. Conducts training needs assessments by identifying individual and corporate learning requirements. | |
| 4. Recommends most appropriate way to meet identified learning needs, e.g. courses, secondments, and on-the-job activities. | |
| 5. Establishes priority of responses to needs assessment results. | |
| 6. Facilitates coaching and post training support activities to ensure transfer of learning to the workplace. | |
| 7. Develops training budgets, monitors expenditures, and documents activities associated with training. | |
| 8. Identifies and accesses external sources of training funding available to employers. | |
| 9. Develops requests for proposal (RFP) and reviews submissions by third parties. | |
| 10. Recommends the selection of external training consultants and contractors such as public education institutions. | |
| 11. Participates in course design and selection/delivery of learning materials via various media. | |
| 12. Ensures arrangements are made for training schedules, facilities, trainers, participants, equipment and course materials. | |
| 13. Ensures participant and organizational feedback is documented and evaluated. | |

WORKPLACE HEALTH & SAFETY

I. General

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| 1. Implements and evaluates practices in the areas of health, safety, security, and Workers' Compensation. | |
| 2. Ensures due diligence and strict liability requirements are met, e.g. records are kept and formal procedures established. | |
| 3. Provides input on matters related to the drafting and/or application of legislation or regulations related to health, safety, security, and workers' compensation. | |

II. Occupational Health

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| 1. Contributes to and ensures that policy for required medical testing is in place and falls within the limits of statute and contract. | |
| 2. Contributes to policy on the workplace environment, e.g. smoking, workplace violence, scent-free, communicable diseases, and addictions. | |
| 3. Ensures internal environmental concerns such as quality of air and water and addressed. | |
| 4. Creates strategy for effective liaison with the medical community. | |
| 5. Ensures that modifications to the work environment are consistent with the nature of worker disability, e.g. total vs. partial and temporary vs. permanent. | |
| 6. Develops or provides for wellness and employee assistance programs to support organizational effectiveness. | |
| 7. Provides information to employees and managers on available programs. | |
| 8. Ensures that mechanisms are in place for responding to crises in the workplace, including critical stress management. | |

III. Safety

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| 1. Establishes a joint responsibility system as required by law, e.g. worker-management health and safety committees, investigations, audits, testing and training, to ensure employee safety. | |
| 2. Responds to any refusals to perform work believed to be unsafe. | |
| 3. Responds to serious injury or fatality in the workplace. | |
| 4. Analyses risk to the health and safety of employees and determines appropriate preventative measures, including training, provision of required safety equipment, and administrative practices. | |
| 5. Establishes effective programs for accident prevention, incident investigation, inspections, fire and emergency response, and required training. | |
| 6. Ensures that security programs and policies minimize risks while considering the obligations of the employer and the rights of employees, unions, and third parties. | |

IV. Workers' Compensation

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| 1. Analyzes rate grouping costs, early intervention and return to work programs, claims management programs, and claims appeals. | |
| 2. Establishes and implements strategies to minimize compensation costs. | |
| 3. Ensures compliance with legislated reporting requirements. | |
| 4. Coordinates workers' compensation benefits with other employee benefits, e.g. sick leave, long-term disability, and pension. | |

HUMAN RESOURCES INFORMATION MANAGEMENT

I. Human Resources Information

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| 1. Identifies HR information that the organization needs to achieve its business objectives. | |
| 2. Interprets HR information to meet the needs of the organization, e.g. labour costing, succession planning, legislated reporting requirements, reorganization planning, and training priorities. | |
| 3. Ensures that the organization complies with legislated and contractual requirements for information management, e.g. record of hours worked, and records of exposure to hazardous substances. | |
| 4. Evaluates the effectiveness of current HR information management within the organization. | |
| 5. Develops policy regarding confidentiality of HR information, including limits on the extent to which confidentiality can be assured. | |
| 6. Assesses requests for HR information in light of corporate policy, freedom of information legislation, evidentiary privileges, and contractual or other releases. | |
| 7. Balances confidentiality requirements with HR administrative requirements, e.g. requirement for information for the resolution of benefits or a WCB claim that may be in occupational health records. | |

II. Information Systems

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| 1. Contributes to development of specifications for the acquisition and/or development of HR information management systems and for their implementation. | |
| 2. Contributes to the development of information security measures. | |