

2019



# Guide to the CHRE Designation

HRPA | OFFICE OF THE REGISTRAR



# Guide to the Certified Human Resources Executive (CHRE) Designation

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## Is the CHRE Designation For You?

A senior human resources (HR) professional is a person who, through attributes and achievements, has reached the upper echelons of the profession. Although most senior HR professionals are found in the corporate world, senior professionals may be found in other settings, such as consulting.

The CHRE is a designation reserved for the HR profession's proven, high-impact leaders. CHREs have demonstrated specific competencies at the executive level. These have been adapted from HRPA's [Competency Framework](#). Every senior executive has HR components to their position; however, the CHRE designation is not intended for general senior executives but rather senior HR executives.

## How to Apply for the CHRE Designation

The CHRE application process is a two-step process:

Phase I: Online Self-Assessment

Phase II: Written application

### Phase I: Online Self-Assessment

The first step is a self-assessment based on markers of seniority. These include experience, title, compensation, and both the scale and scope of your role in your organization. When answering, please refer to your most senior position, even if you are no longer in that role. For consultants who may not work in large organizations today, it is very important that you describe the scope of your role in the organizations you typically work with.

The online self-assessment gives an initial indication of your eligibility for the CHRE designation. A score of ≥115 is required to proceed to Phase II. Applicants may only attempt the online self-assessment two times in a six-month period.

***Please note: You must have a minimum of 10 years of HR experience as well as significant and substantial senior level HR experience in order to qualify for Phase II. Applicants who do not yet have 10 years of HR experience as well as significant and substantial senior level HR experience will not be considered for the CHRE designation. Every senior executive has HR components to their position; however, the CHRE designation is not intended for general senior executives but rather senior HR executives.***

## Phase II: Written application

Upon passing Phase I HRP provides the applicant, the CHRE Evaluation Grid, Phase II application and CHRE guidebook.

In Phase II, you will submit a written application wherein you will provide one example for each of the 15 CHRE competencies that HRP has identified as defining a senior HR executive. Review the CHRE Evaluation Grid to gain a better understanding of how these competencies are described at the CHRE level.

You must also submit:

- a current chronological resume that includes an employment history with start and finish dates for each listed position (with months and years)
- organizational charts detailing the position you reported to and the positions reporting to you for each position mentioned in one of your examples.

## The 15 CHRE Competencies

Applicants need to demonstrate executive-level skills and experience related to each of the 15 CHRE competencies:

|                       |   |
|-----------------------|---|
| Individual Skills     | <ol style="list-style-type: none"> <li>1. Critical thinking and analysis</li> <li>2. Technological savvy</li> <li>3. Research skills</li> <li>4. Quantitative skills</li> <li>5. Critical legal thinking</li> </ol>                                     |
| Team Skills           | <ol style="list-style-type: none"> <li>6. Emotional intelligence</li> <li>7. Project management</li> <li>8. Decision-making skills</li> <li>9. Business acumen</li> <li>10. Independence</li> </ol>   |
| Organizational Skills | <ol style="list-style-type: none"> <li>11. Ethical behaviour and professionalism</li> <li>12. Relationship management</li> <li>13. Negotiation and influencing</li> <li>14. Strategic and organizational leadership</li> <li>15. Integration</li> </ol> |

## Guidelines for Drafting the Examples

The process of completing Phase II of the CHRE application process entails accurately presenting your achievements in HR in such a way that a panel of CHRE assessors can determine whether your senior level HR experience meets the standards established for the CHRE designation. To assist the panel in making accurate and consistent decisions a detailed format has been developed for the CHRE application process.

The following is a list of guidelines you should follow when considering and preparing examples for each of the 15 CHRE competencies.

You must provide:

1. One example for each of the 15 CHRE competencies. The same example can be used as evidence for a maximum of two enabling competencies. However, the example must clearly demonstrate specifically how it relates to each competency.
  - Your examples should follow the STAR-framework: Situation – Task – Action – Result.
2. A description of the situation/problem/challenge or circumstance as it pertains to the dimension.
3. A description of **how** the situation/problem/challenge or circumstance was handled - specifically what **you did**.
4. Evidence to substantiate the claims with facts and numbers. Results and outcomes should be measurable.
5. Examples provided should be ones that occurred while in a senior HR position.
6. If possible, answers should be limited to a maximum of one page per example. The length of each example should be between 250 and 500 words.

## Example

The following is an example, for the Emotional Intelligence Competency, using the STAR approach method:

**SITUATION,** As the senior HR leader in company X , you are confronted with the following situation. The VP of Operations is totally frustrated with the VP of Sales. As the senior HR Leader, you see that the friction between these two executives is causing difficult and tense executive committee meetings. You have "One -off " discussions with each of them to understand their point of view. The VP of Operations feels that Sales are often changing production requirements (i.e. types of products, quantities and very

short turn around time for the Sales customers etc.) These short time lines and issues increases costs around set up, raw materials, and staffing. This reflects badly on Operations Corporate performance reports and has a direct impact on the VP Operations annual bonus.

The VP Sales point of view, is that forecasting customer product requirements 6 to 12 months out is a very difficult and frustrating proposition. Customers often launch new products lines, change supply amounts and timelines on very short notice. Sales are "out there" selling company products and they expect Operations to deliver as per the customer orders. The VP Sales bonus is based on sales orders booked and meeting customers' expectations in a timely fashion. Not booking the sales orders reduces the Sales annual bonus payout.

**TASK.** As the senior leader, you need to **help guide** a resolution to the current situation. The observation on the surface appears to be an Operation / Sales issue, it is really a significant Corporate issue that will need to be addressed. The solution will need to be discussed and agreed upon with the entire Corporate leadership committee. As an aside, you have a personal friendship with the VP of Sales and you golf together often. You have very limited "**away from work time**" with the VP of Operations.

**ACTION,** as the senior HR Leader you recognize that there will not be a "one size" fits all solution to the situation. One possible **partial solution** is modifying the bonus performance factors in such a way to place much more weighting on Corporate results as opposed to Functional results. In the current situation, the VP's of Operations and Sales are at odds to addressing the customer / operational needs especially as it directly impacts their compensation payouts. Placing more focus on corporate results will force a greater cooperation between functional areas. From a Corporate point of view, it will highlight the issue with Customer relations. There is a difficult decision as to "when" does a Corporation accept or reject an order from a customer? While it is great to have plenty of orders booked if you cannot deliver for the customer or the Corporation's Margins are reduced, it is a no win for both customer and supplier.

**RESULT,** adjusting the executive compensation plan helps and encourages functional cooperation. As the senior HR Leader, you provide a change in weighting recommendation to the executive committee. The significant issue you flag is a serious business decision that must be decided upon by the entire Executive committee. The current situation places two critical functional at odds with each other. The situation is no one's fault but your work to flag this issue via a compensation proposal will help the entire executive committee make a critical business decision. The answer while not perfect does encourage the Corporation to discuss and agree a course of action that should minimize friction between two functional areas. If both functional are part of the decision making process there should be a greater commitment to achieving positive results for the business.

## Instructions for Submission

To complete the Phase II application form, it is recommended that you use word processing software (such as Microsoft Word) to compose your answers and copy and paste the text into the Phase II application form. Individuals interested in submitting the Phase II application in pursuit of the CHRE designation are required to register as a member of HRPA and submit a non-refundable application fee of **\$370 plus HST** (as outlined on the application form) in order to submit their Phase II CHRE application.

Once the Phase II application has been completed, send the application and all required supporting documentation to [registrar@hrpa.ca](mailto:registrar@hrpa.ca). To be considered complete, all of the following documentation must accompany the Phase II application:

- Completed Phase II application.
- One example for each CHRE competency (guidelines for the structure of the examples can be found in the previous section).
- A chronological resume, which includes an employment history with start and finish, dates for each listed position. Please include the month and year you began and ended each position.
- Organizational charts for each position used in one of your examples. The organizational charts should detail the position you report(ed) to and the positions reporting to you and should include the size of the organization(s).

**Note:** If submitting supplemental information (other than that requested above), the applicant must clearly describe which competency the supporting documentation is applicable to and how it supports the example provided for that competency.

A member of the Office of the Registrar will review your submission for completeness. If documentation is missing, you will be contacted and asked to provide the outstanding information. Your complete application will be forwarded to a CHRE Review Panel. Results are released via email approximately 10 weeks after the Phase II submission.

## References

References are not required for the Phase II application process. In limited circumstances, a CHRE Review Panel may request a reference from an applicant after an application has been reviewed to address outstanding questions. Staff will contact applicants if a reference is a required.

## Fees

Individuals interested in submitting the Phase II application in pursuit of the CHRE designation, are required to register as a Practitioner member of HRPA (non-refundable) and submit a non-refundable application fee of \$350 plus HST (as outlined on the application form) in order to submit their Phase II CHRE application.

## Resubmissions and Appeals

If your application is denied, you have two options. You can either:

1. Resubmit your application; or
2. Appeal the decision.

A resubmission allows you to review and revise the application based on the feedback you have received from the panel and resubmit your application for another assessment.

In an appeal, is not to get a second opinion on the same set of facts but to consider the possibility that the initial decision was somehow flawed, that pertinent facts were not appropriately considered, or that the appropriate process was not followed.

With an appeal, you are required to indicate on what grounds an appeal is being sought. The fact that you may not agree with the panel's decision does not constitute valid grounds for an appeal.

As essential aspect of appeals is that, no new facts are introduced—that is, the appeal is based on the same set of facts as the initial assessment. For instance, if an applicant failed to put some pertinent information on an application form, an appeal would not consider this new information. In these cases, the proper approach would be to file a new application.

To file a request for an appeal, you must complete the Request for Appeal form stating the grounds for the appeal. The Request for Appeal form must be submitted to the Office of the Registrar within 30 days of the release of the panel's decision.

## Confidentiality

All information received by HRPAs and members of the CHRE Review Committee will be treated as strictly confidential. Committee members are required to sign HRPAs' Code of Conduct for Members of Adjudicative Committees every term and must adhere to the committee's Document Retention and Destruction policy.

## Questions?

For any questions regarding the CHRE application process, please contact the Office of the Registrar by phone at **416-923-2324** or by email at [registrar@hrpa.ca](mailto:registrar@hrpa.ca)

With CHRE recognition come certain responsibilities. CHREs are leaders who welcome the opportunity to mentor up-and-coming, high-impact managers and they are encouraged to donate some of their time to participate in the CHRE Review Committee.