



Guide to the Certified Human Resources Executive (CHRE) Designation

October 2020

Is the CHRE Designation for You?

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

The CHRE is a designation reserved for the profession's proven, high-impact leaders. CHRE's have demonstrated specific competencies at the executive level. These have been adapted from HRPAs [Competency Framework](#).

How to Apply for the CHRE Designation

CHRE eligibility

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. Applicants who do not yet have 10 years of HR experience as well as significant and substantial senior level HR experience cannot 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.

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.

Before you can start the CHRE application, you will need to join HRPAs if you are not already a registrant. Once you are a registrant, your next step is to submit a written application wherein you will provide one example for each of the 15 CHRE competencies as outlined in the CHRE application.

CHRE application

The application process

The CHRE application must be submitted along with one example for each of the following 15 CHRE competencies. To gain a better understanding of how these competencies are described at the CHRE level you should review the [CHRE Evaluation Grid](#):

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

You must also submit:

- a current chronological résumé that includes an employment history with start and finish dates for each listed position (with months and years)
- additional organizational charts detailing the position you reported to and the positions reporting to you for each position mentioned in one of your examples.
- an application fee of \$370.00 plus HST.

Assessment of the CHRE Application by a CHRE Review Panel

All CHRE applications are assessed by a panel the CHRE Review Committee. The panel is made up of three CHRE designates who have been trained in the CHRE designation assessment process. Panels will be scheduled as needed. Each panel member assesses the application using a grid outlining the 15 CHRE competencies and describing the level of competency that falls above, below or meets the level expected of a CHRE. The panel also uses a scoring sheet to keep track of their assessment as they work through the application. The assessment approach strives for consensus in the ratings, but will take the average rating across panel members if consensus is not possible. A minimum overall score of 3 out of 5 is required to be granted the CHRE designation. The results of your assessment will be sent to you usually within 10-12 weeks after your CHRE application is submitted, depending on meeting dates of the

review panel. Please note that meeting dates are subject to change due to the availability of our CHRE panel members but that we do our best to stick as closely as possible to the 10-12 weeks timeframe.

Guidelines for Drafting the Examples

The process of completing 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 may 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.**
 - Examples provided should be ones that occurred while in a senior HR position.
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. 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 turnaround time for the Sales customers etc.) These short timelines and issues increase 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 CHRE application, 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 fillable application form.

Once the CHRE application has been completed, send the application and all required supporting documentation to registrar@hrpa.ca.

All of the following documentation must accompany the CHRE application in order for a submission to be considered complete:

- Completed CHRE application.
- One example for each CHRE competency (guidelines for the structure of the examples can be found in the previous section).
- A chronological résumé 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 also include the size of the organization(s).
- One-time application fee of \$370.00 plus HST.

Please 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.

Your submission will be reviewed for completeness by a member of the Office of the Registrar. Should any documentation be missing, you will be contacted and asked to provide the outstanding information. Your complete application will then be forwarded to a CHRE Review Panel.

References

References are not required for the CHRE 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. Applicants will be contacted by staff if a reference is a required.

Fees

There is a one-time application fee of \$370.00 plus HST that must be submitted with your CHRE application. Registration with HRPAs is also required before an application can be processed.

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, the idea 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.

An 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 has to 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 at 416-923-2324 or by email at registrar@hrpa.ca.