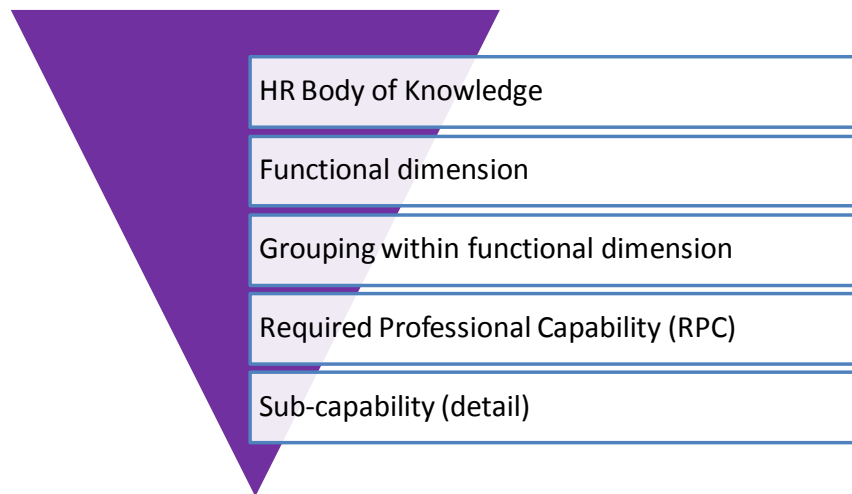


Required Professional Capabilities (RPCs) relevant to the National Knowledge Exam (NKE®)



Functional Dimension	Weighting	Approximate Number of Questions
Professional Practice	24.0%	36
Organizational Effectiveness	8.3%	12
Staffing	19.8%	30
Employee & Labour Relations	10.4%	16
Total Compensation	10.4%	16
Organizational Learning, Training & Development	18.8%	28
Occupational Health, Safety & Wellness	8.3%	12
Total	100%	150

Professional Practice			
RPC:3	Contributes to development of an environment that fosters effective working relationships	3.01	Communication theories, tools, techniques, and processes
		3.02	Work processes, the inter-dependence of workers and their productivity
		3.03	General influences on human behaviour (e.g., motivation theory)
		3.04	Behaviour of individuals, groups, and organizational units
		3.05	Techniques in managing workforce diversity
		3.06	Methods of creating interpersonal effectiveness
		3.07	Employee recognition and reward strategies and practices
RPC:5	Keeps current with emerging HR trends.	5.01	HR issues, trends, developments and best practices
		5.02	Business issues, trends, and developments
		5.03	The importance/benefits of HR Planning
		5.04	Trends in all functional areas of HR practice
		5.05	Trends in labour force characteristics (e.g., labour force growth, employment trends and rates, unemployment, participation rates, occupational distribution of the workforce, and compensation)
		5.06	Trends and issues affecting the particular industry
		5.07	Global trends and issues in business/industry
		5.08	Organizational behaviour, leadership and management practices in an international context
RPC:8	Provides the information necessary for organization to effectively manage its people practices.	8.01	Career and succession planning and management
		8.02	Nature of internal working procedures and information flows
		8.03	Contract administration
		8.04	HR planning techniques
		8.05	Trends in human resources information management.
		8.06	HRMS concepts and techniques

		8.07	Procedures for collection, manipulation, and analysis of information
		8.08	The organization's strategic business plan and the goals of the business unit
		8.09	Use of business software
		8.10	Statistical analyses and evaluation
		8.11	HRMS project planning and management
RPC:11	Gathers, analyzes, and reports relevant business and industry information (including global trends) to influence the development of strategic business HR plans.	11.01	Sources of business/industry information
		11.02	Global trends in business/industry
		11.03	Analytical techniques/tools
		11.04	Data validation techniques/tools
		11.05	Procedures for collection, manipulation, and analysis of information
		11.06	Organizational behaviour, leadership and management practices in an international context
		11.07	Strategic HR management
RPC:14	Uses communication strategies to advance organizational objectives.	14.01	Communication theories, tools, techniques, and processes
		14.02	Influence tactics
RPC:16	Provides the organization with timely and accurate HR information.	16.01	The organization's strategic business plan and the goals of the business unit
		16.02	HRMS concepts
		16.03	The use of HRMS and business software
		16.04	The identification, assessment, development, implementation, and maintenance of effective systems of managing HR information
		16.05	Procedures for collection, manipulation, and analysis of information
		16.06	HRMS project planning and management
		16.07	HR functions and activities
		16.08	Business operations
RPC:17	Ensures compliance with legislated and contractual requirements for information	17.01	Business operations
		17.02	HRMS and business software

	management (e.g., records of hours worked, records of exposure to hazardous substances).	17.03	Contractual requirements
		17.04	Information security and controls
		17.05	Relevant legislation and regulations
		17.06	Contract administration
RPC:18	Contributes to development of specifications for the acquisition and/or development of HR information management systems and for their implementation.	18.01	HRMS concepts
		18.02	HRMS project planning and management
		18.03	Vendor and product assessment
		18.04	Database concepts
		18.05	Change management concepts
		18.06	The identification, assessment, development, implementation and maintenance of effective systems of managing HR information
		18.07	Procedures for collection, manipulation, and analysis of information
		18.08	Design and development of HRMS
		18.09	Research methods and designs (including measurement of HR)
		18.10	Measurement and assessment tools and techniques (and their limitations)
		18.11	HR functions and activities
		18.12	Quantitative as well as qualitative concepts, approaches and techniques of HRP
		18.13	Techniques for developing and presenting business cases
RPC:19	Evaluates alternatives for meeting current and future information management needs.	19.01	Current and future business plans
		19.02	HRMS and business software
		19.03	Database concepts
		19.04	Trends in HRMS including both theoretical and technical
		19.05	The identification, assessment, development, implementation and maintenance of effective systems of managing HR information
		19.06	Research methods and designs (including measurement of HR)

		19.07	Measurement and assessment tools and techniques (and their limitations)
		19.08	Statistical analyses and evaluation
		19.09	HR functions and activities
RPC:20	Contributes to the development of information management systems.	20.01	HRMS concepts
		20.02	Data security concepts
		20.03	Business operations
		20.04	The identification, assessment, development, implementation and maintenance of effective systems of managing HR information
		20.05	HRMS project planning and management
		20.06	Design and development of HRMS
		20.07	Privacy of information legislation and issues
RPC:21	Ensures the availability of information needed to support the management decision making processes.	21.01	Operations management techniques
		21.02	Organization, culture and business environment
		21.03	Organization and industry benchmarks
		21.04	Decision making theories
		21.05	Business operations
		21.06	Statistical analyses and evaluation
		21.07	Procedures for collection, manipulation, and analysis of information
RPC:22	Ensures HR administrative requirements conform to organizational policies as well as best practices, balancing confidentiality and operational requirements.	22.01	Organization's HRMS systems and applications
		22.02	Relevant technical applications
		22.03	Database concepts
		22.04	HRMS and business software
		22.05	Relevant legislation, including that governing freedom of information and protection of privacy and employment contracts.
		22.06	Corporate policy

		22.07	HRMS security
		22.08	Business needs and reporting requirements
RPC:25	Applies principles of project management to HR activities.	25.01	Project management principles, concepts and techniques
		25.02	Critical path scheduling and contingency planning
		25.03	Cost estimation and budgeting
		25.04	Organizational culture, environment, and capabilities in terms of resources available and the commitment to implement
		25.05	Budgetary control and responsibility accounting (including issues of static vs. flexible budgets; variance analysis; control systems)
RPC:27	Monitors expenditures and timelines.	27.01	Business software
		27.02	Cost estimation
		27.03	Variance analysis
		27.04	Critical path scheduling
		27.05	Fundamentals of budgeting and managerial accounting
		27.06	Budgetary control and responsibility accounting (including issues of static vs. flexible budgets; management control systems)
RPC:28	Evaluates progress on deliverables.	28.01	Project management principles, concepts, and techniques
		28.02	Critical path scheduling and contingency planning
		28.03	Cost estimation and variance analysis
		28.04	Program evaluation, including balanced scorecard
		28.05	Procedures for collection, manipulation, and analysis of information
RPC:29	Identifies and masters legislation and jurisprudence relevant to HR functions.	29.01	Relevant legislation, regulations and jurisprudence
		29.02	The organization, its operations, and general business environment
		29.03	Applicable political, social, and cultural context and environment
		29.04	Common law as it relates to employment issues

RPC:30	Advises on the status of dependent and independent contractors and determinants of employee status.	30.01	Legislative framework and collective agreements
		30.02	Business law related to contracts
		30.03	Contract administration
		30.04	Management of collective agreements (including grievance and arbitration)
RPC:31	Ensures the organization's HR policies and practices align with human rights legislation.	31.01	Professional standards and codes of ethics
		31.02	Relevant legislation, regulations and jurisprudence
		31.03	The organization, its operations, and environment
		31.04	Theories and practices for protection of individuals and groups
		31.05	Techniques in managing workforce diversity
		31.06	Applicable political, social, and cultural context and environment
RPC:33	Develops and maintains the trust and support of collaborators including the immediate supervisor, subordinates and internal clients.	33.01	Professional standards and codes of ethics
		33.02	Communication theories, tools, techniques, and processes
		33.03	Group dynamics and team building processes
		33.04	Methods of creating interpersonal effectiveness
RPC:35	Understands and adheres to the Canadian Council of Human Resources Association's code of ethics and applicable provincial/territorial HR association's codes.	35.01	CCHRA code of ethics
		35.02	Organization values and culture
		35.03	Processes used to resolve ethical issues
RPC:36	Stays current with professional knowledge.	36.01	HR issues, trends, and developments
		36.02	Business issues, trends, and developments
		36.03	Information sources for professional development
		36.04	Expectations and professional requirements for CHRP designation
RPC:37	Fosters and promotes advancement of the profession.	37.01	HR best practices
		37.02	Standards of professional practice
		37.03	Professional association activities

		37.04	The history of HRM
		37.05	Communication theories, tools, techniques, and processes
RPC:41	Assesses requests for HR information in light of corporate policy, freedom of information legislation, evidentiary privileges and contractual or other releases.	41.01	Freedom of Information and privacy legislation
		41.02	Corporate policy
		41.03	HRMS security
		41.04	Privacy of information issues
		41.05	Investigative procedures
Organizational Effectiveness			
RPC:45	Monitors and reports on the progress of major change initiatives.	45.01	Applicable political, social, and cultural context and environment
		45.02	Change management concepts and techniques
		45.03	Principles and concepts of organizational development and intervention techniques
RPC:48	Contributes to improvements in the organization's structures and work processes.	48.01	Benchmarking and industry best-practices
		48.02	Existing organization structures and work processes
		48.03	Principles of organizational structure and design
		48.04	Relationship between task, technology, strategy, environment and structure
		48.05	Understanding how organization structure and work process affect employee motivation and behaviour.
		48.06	Job and organizational design
		48.07	Techniques in managing organizational change
RPC:51	Promotes a productive culture in the organization that values diversity, trust and respect for individuals and their contributions.	51.01	Basic understanding of organizational development
		51.02	Communication theories, tools, techniques, and processes
		51.03	Industry best practices
		51.04	Current HR programs and practices
		51.05	Techniques in managing workforce diversity
		51.06	Organization culture, business environment, and objectives

		51.07	Methods of creating interpersonal effectiveness
		51.08	Conflict management and resolution tactics
		51.09	The behaviour of individuals, groups, and organizational units
		51.10	Methods of creating interpersonal effectiveness
		51.11	Employee recognition and reward strategies and practices
RPC:53	Develops processes to engage and involve employees in achieving the objectives of the organization.	53.01	Communication theories, tools, techniques, and processes
		53.02	Industry best practices
		53.03	Organization culture, business environment, and objectives
		53.04	Strategic HR management
		53.05	Principles and concepts of organizational development and intervention techniques.
		53.06	Motivation theories and applications
RPC:55	Gathers and analyzes information on organizational context (climate, culture) in order to highlight key issues.	55.01	Feedback systems and methodology
		55.02	Organization culture, business environment, and objectives
		55.03	Employee survey methodology and practices
		55.04	Data collection techniques
		55.05	Industry best practices
RPC:56	Develops and implements programs for employee involvement.	56.01	Organization culture, business environment, and objectives
		56.02	Employee involvement strategies, programs, and methodology
		56.03	Communication theories, tools, techniques, and processes
		56.04	The behaviour of individuals, groups, and organizational units
		56.05	Motivation theories and applications
		56.06	Employee recognition and reward strategies
RPC:61	Provides development information, support activities and procedures for learners,	61.01	Performance improvement process
		61.02	Training, coaching, feedback, and goal setting techniques

	supervisors, and managers to assist in achieving performance improvement.	61.03	Performance appraisal policies and procedures
		61.04	The behaviour of individuals, groups, and organizational units
		61.05	Motivation theories and applications
		61.06	Employee recognition and reward systems
		61.07	Training and development needs analysis techniques
		61.08	Performance measurement issues
		61.09	Concepts of work flow analysis
		61.10	Methods of job analysis and job design
RPC:62	Assists and coaches supervisors to help employees achieve required performance levels.	62.01	Management and supervisory theory and practices
		62.02	Coaching & leadership qualities/techniques
		62.03	Organizational and department goals and objectives
		62.04	Training, coaching, feedback, and goal setting techniques
		62.05	Motivation theories and applications
		62.06	Methods of creating interpersonal effectiveness
		62.07	Employee recognition and reward systems
		62.08	Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis)
		62.09	Concepts of work flow analysis
		62.10	Methods of job analysis and job design
Staffing			
RPC:64	Researches, analyzes, and reports on potential people issues affecting the organization.	64.01	Use of business and HR management software
		64.02	Research methods and designs (including measurement of HR)
		64.03	Measurement and assessment tools and techniques (and their limitations)
		64.04	Statistical analyses and evaluation
		64.05	Needs analysis

		64.06	Organization culture, business environment, and objectives
RPC:66	Identifies the data required to support HR planning.	66.01	HR planning concepts and techniques
		66.02	Use of business and HR software
		66.03	Research methods and designs (including measurement of HR)
		66.04	Trends in human resources planning
RPC:69	Maintains an inventory of people talent for the use of the organization.	69.01	HR planning concepts and techniques
		69.02	Recruiting sources and techniques
		69.03	Use of business and HR software
		69.04	Measurement and assessment tools and techniques (and their limitations)
RPC:72	Identifies the organization's staffing needs.	72.01	Data collection techniques
		72.02	Research methods and designs (including measurement of HR)
		72.03	Business and HR software
		72.04	HR planning concepts and techniques
		72.05	Organization's internal HR inventory
		72.06	The organization's strategic business plan and the goals of the business unit
RPC:73	Identifies the potential source of internal and external qualified candidates.	73.01	Job markets
		73.02	Organization's internal HR inventory
		73.03	Relevant legislation and regulations
		73.04	Recruiting sources and techniques (both internal and external)
		73.05	Organization policies and procedures
RPC:74	Evaluates the relevance of alternatives to recruitment (developing, outsourcing, contingent workers, agencies, etc.).	74.01	Organization staffing needs
		74.02	Current and future business plans
		74.03	Availability of internal and external developmental programs
		74.04	Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis)

		74.05	Stakeholders and their respective interests
		74.06	Cost-benefit analysis (including the direct and indirect costs and benefits associated with conducting training and development programs and the costs and benefits of the alternatives.
		74.07	Research methods and designs (including measurement of HR)
		74.08	Measurement and assessment tools and techniques (and their limitations)
		74.09	Organization's internal HR inventory
		74.10	Preparation and presentation of business cases.
RPC:75	Develops implements and monitors processes for attracting qualified candidates.	75.01	Job markets
		75.02	Recruitment ethics and professional practices
		75.03	Relevant legislation and regulations
		75.04	Communication theories, tools, techniques, and processes
		75.05	Recruiting sources and techniques (both internal and external)
		75.06	Fundamentals of marketing communications
		75.07	Organization policies and procedures
RPC:76	Evaluates effectiveness of recruitment process.	76.01	Benchmarking techniques
		76.02	Organization staffing needs
		76.03	Statistical analyses and evaluation
		76.04	Recruiting sources and techniques (both internal and external)
		76.05	Measurement and assessment tools and techniques (and their limitations)
		76.06	Validation of selection and training decisions and measures
RPC:77	Analyzes position and competency requirements to establish selection criteria.	77.01	Human Rights legislation
		77.02	Employment Equity legislation
		77.03	Methods of job analysis
		77.04	Recruiting sources and techniques (both internal and external)

		77.05	Selection concepts, and assessment techniques (e.g., interviews, tests, and other widely used selection procedures)
		77.06	Current and future business plans
RPC:78	Establishes screening and assessment procedures.	78.01	Selection concepts, and assessment techniques (e.g., interviews, tests, and other widely used selection procedures)
		78.02	Human Rights legislation
		78.03	Employment Equity legislation
		78.04	Organization policies and procedures
		78.05	Validity and reliability (conceptual definitions and assessment techniques)
		78.06	Recruiting sources and techniques (both internal and external)
RPC:79	Determines the appropriate selection tools and develops new tools as required.	79.01	Selection concepts, and assessment techniques (e.g., interviews, tests, and other widely used selection procedures)
		79.02	Human Rights legislation
		79.03	Employment Equity legislation
		79.04	Organization policies and procedures
		79.05	Validity and reliability (conceptual definitions and assessment techniques)
		79.06	Statistical analyses and evaluation
		79.07	Current and future business plans
RPC:80	Administers a variety of selection tools, including tests, interviews, reference checks, etc.	80.01	Selection concepts and assessment techniques (e.g., interviews, tests, and other widely used selection procedures)
		80.02	Human Rights legislation
		80.03	Employment Equity legislation
		80.04	Corporate policies and procedures
		80.05	Validity and reliability (conceptual definitions and assessment techniques)
RPC:81	Evaluates the effectiveness of selection processes, tools and outcomes.	81.01	Benchmarking techniques
		81.02	Relevant legislation and regulations

		81.03	Recruiting sources and techniques (both internal and external)
		81.04	Selection concepts and assessment techniques (e.g., interviews, tests, and other widely used selection procedures)
		81.05	orientation and career development needs of new employees
		81.06	Validity and reliability (conceptual definitions and assessment techniques)
		81.07	Techniques to evaluate effectiveness of HR programs (e.g. selection, training, and compensation, etc.)
		81.08	Current and future business plans
RPC:82	Establishes appointment procedures for candidates selected through the recruitment process, ensuring that conditions of employment are documented and consistent with established policies.	82.01	Human Rights legislation
		82.02	Employment equity legislation
		82.03	Organization policies and procedures
		82.04	Industry Best practices
		82.05	Relevant legislation and regulations
		82.06	Selection concepts and assessment techniques (e.g., interviews, tests, and other widely used selection procedures)
RPC:83	Supports managers in the selection of candidates.	83.01	Criteria for selection
		83.02	Human Rights legislation
		83.03	Selection concepts and assessment techniques (e.g., interviews, tests, and other widely used selection procedures)
		83.04	Communication theories, tools, techniques, and processes
		83.05	Methods of creating interpersonal effectiveness
		83.06	Employment Equity legislation
		83.07	Organization policies and procedures
		83.08	Current and future business plans
RPC:84	Supports managers in the negotiation of terms and conditions of employment.	84.01	Organization policies
		84.02	Wage rate determination and differentials

		84.03	Process, issues, and techniques involved in developing and administering a compensation system
		84.04	Trends in labour force characteristics (e.g., labour force growth, employment trends and rates, unemployment, participation rates, occupational distribution of the workforce, and compensation)
		84.05	Methods of creating interpersonal effectiveness
		84.06	Relevant legislation and regulations
		84.07	Contract administration
		84.08	Collective agreement provisions
RPC:85	Develops orientation policies and procedures for new employees.	85.01	Organization policies and procedures
		85.02	Industry best practices
		85.03	Orientation and career development needs of new employees
		85.04	Orientation theory and practices
		85.05	Current and future business plans
RPC:87	Implements deployment procedures ensuring necessary compensation and benefit changes, and education plans are addressed.	87.01	Compensation practices
		87.02	Collective agreements
		87.03	Relevant legislation and regulations
		87.04	Selection concepts, assessments, and techniques (e.g., interviews, tests, and other widely used selection procedures)
		87.05	Career development and succession planning concepts and techniques
		87.06	Organization policies and procedures
RPC:93	Participates in the termination process by preparing termination notices, conducting exit interviews, and arranging outplacement services.	93.01	Industry best practices
		93.02	Conflict management techniques
		93.03	Relevant legislation and regulations
		93.04	Organization policies and procedures
		93.05	Counseling techniques

		93.06	Risk assessment techniques
		93.07	Collective agreements
		93.08	Procedures to minimize workplace violence
		93.09	Issues faced by terminated employees
		93.01	Industry best practices
Employee and Labour Relations			
RPC:96	Provides support and expertise to managers and supervisors with respect to managing people.	96.01	Standards of professional practice
		96.02	Management and supervisory techniques
		96.03	Principles of effective employee relations (including employee involvement, communication, recognition, diversity management, progressive discipline, etc)
		96.04	Organizational structure and workflow processes
		96.05	Department goals and objectives
		96.06	The behaviour of individuals, groups, and organizational units
		96.07	Motivation and attitude theories and applications
		96.08	Recognition and reward systems
		96.09	Communication theories, tools, techniques, and processes
		96.10	Group dynamics and team building processes
		96.11	Leadership theories and practices
		96.12	Methods of creating interpersonal effectiveness
RPC:97	Provides advice and counseling for employees.	97.01	Interviewing techniques
		97.02	Organization polices and procedures
		97.03	HR programs
		97.04	Relevant legislation and regulations
		97.05	Counseling techniques
		97.06	Communication theories, tools, techniques, and processes

		97.07	Collective agreements
		97.08	Outside service providers; Availability of internal and external resources
		97.09	Organization culture and values
		97.10	Conflict management techniques
		97.11	Problem solving techniques
		97.12	The relationship between employee wellness and productivity
		97.13	Employee and Family Assistance Programs (including referral, assessment, counseling, traumatic incident debriefing, limits on service)
		97.14	Stress management concepts and practices.
		97.15	Methods of creating personal effectiveness
RPC:99	Provides advice on issues relating to labour and employee relations including hiring, discipline, and termination.	99.01	Collective agreements
		99.02	Principles of effective employee relations (including employee involvement, communication, recognition, diversity management, progressive discipline, etc)
		99.03	Methods of creating interpersonal effectiveness
		99.04	Relevant legislation and regulations
		99.05	Standards of professional practice
RPC:100	Researches, develops, and implements HR policies.	100.01	Principles of policy formulation
		100.02	Benchmarking
		100.03	The identification, assessment, development, implementation and, maintenance of effective systems of managing HR information
		100.04	Procedures for information collection, manipulation, and analysis
		100.05	Research methods and designs (including measurement of HR)
		100.06	Measurement and assessment tools and techniques (and their limitations)
		100.07	Statistical analyses and evaluation
		100.08	Strategic HR management

RPC:101	Provides advice on the application of HR policies, procedures and practices.	101.01	Collective agreements
		101.02	Current policies and procedures
		101.03	HR functions and practices
		101.04	Relevant legislation and regulations
		101.05	Standards of professional practice
		101.06	Methods of creating interpersonal effectiveness
RPC:102	Analyzes and provides advice on employment rights and responsibilities.	102.01	Relevant legislation and regulations
		102.02	Organization policies and procedures
		102.03	Information sources such as other organizations, publications, and associations
		102.04	Theories and practices for protection of individuals and groups
		102.05	Collective agreements
		102.06	Standards of professional practice
RPC:103	Effectively handles disagreements and conflicts.	103.01	Conflict management techniques
		103.02	Communication theories, tools, techniques, and processes
		103.03	Methods of creating interpersonal effectiveness
		103.04	Group dynamics and team building processes
		103.05	Organization culture and values
RPC:105	Recommends and/or initiates actions in response to known or suspected incidents of misconduct.	105.01	Relevant legislation and regulations
		105.02	Organization policies and procedures
		105.03	Progressive discipline practices
RPC:112	Collects and presents information required for decision-making in the bargaining process.	112.01	Current and historical bargaining issues and positions of the union and organization
		112.02	Industry bargaining patterns
		112.03	Sources of information available
		112.04	Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees

		112.05	The process of collective bargaining
		112.06	The effects of collective bargaining on corporate issues (e.g., wages, productivity, and management processes)
		112.07	The rights and responsibilities of management and labour during the processes of negotiation
		112.08	Potential productivity and profitability outcomes under changing labour circumstances.
		112.09	Decision making theories
		112.10	Research methods
		112.11	Methods for costing collective agreement proposals
		112.12	Relevant industry comparisons of wages, benefits and other contract provisions
RPC:115	Provides advice on the interpretation of the collective agreement.	115.01	Context and content of collective agreement
		115.02	Arbitration jurisprudence
		115.03	History of grievances of contract provisions
		115.04	Relevant legislation and regulations
		115.05	Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees
		115.06	Labour relations climate and the current relationship between the union and the organization
		115.07	Collective agreement administration
Total Compensation			
RPC:121	Monitors the competitiveness of the total compensation strategy on an ongoing basis.	121.01	General labour market trends and issues
		121.02	Survey design, administration and techniques for analysis of data
		121.03	Attraction and retention philosophies and strategies
		121.04	Principles and methods to maintain internal equity and external competitiveness
		121.05	Principles of effective compensation systems design and administration
		121.06	Relevant legislation and regulations including collective agreements

		121.07	Administration, maintenance and analysis of HR information
		121.08	Organization's competitive environment
		121.09	Compensation goals
		121.10	Techniques to determine total compensation costs
RPC:125	Monitors the competitiveness of the compensation program relative to comparable organizations.	125.01	Sources of market data
		125.02	Benchmarking
		125.03	Survey design, administration and techniques for analysis of data
		125.04	The organization's strategy and financial capabilities
		125.05	HR policies, procedures, and processes
		125.06	Relevant legislation and regulations including collective agreements
		125.07	Administration, maintenance and analysis of automated HR information
		125.08	Relevant statistical and analytical techniques, including regression analysis
		125.09	Components included in total compensation, including types of employee benefits (e.g., standardized and flexible benefits plans)
		125.10	Techniques to determine total compensation cost
RPC:128	Provides for delivery of payroll services in compliance with applicable legislation, company policy and advises the organization on related matters.	128.01	Relevant legal and regulatory environment, including taxation laws
		128.02	Related HR policies and procedures
		128.03	Contractual obligations such as collective agreements, and outside contractors
		128.04	Principles of effective payroll and benefit administration
		128.05	Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system)
		128.06	Sources of relevant information/expertise on legislation and Revenue Canada requirements
		128.07	Fundamental accounting principles and practices
		128.08	Organization's operations and financial systems
		128.09	Alternative methods to provide payroll services, including external service providers

		128.10	Cost benefit analysis
		128.11	Administration, maintenance and analysis of automated HR information
RPC:129	Ensures compliance with legally required programs.	129.01	Relevant legal and regulatory environment, including taxation laws
		129.02	Sources of relevant information/expertise on legislation and Revenue Canada requirements
		129.03	Implication of new and proposed legal and regulatory changes upon payroll and benefits services, their administration and reporting
		129.04	Organization's operations and financial systems
RPC:130	Performs an analysis of organizational and employee needs related to benefit plans.	130.01	Employee demographics
		130.02	Industry best practices
		130.03	Survey design, administration and techniques for analysis of data
		130.04	Strategies for attracting and retaining employees
		130.05	Needs analysis
		130.06	Implication of new and proposed legal and regulatory changes upon payroll and benefits services, their administration and reporting
		130.07	Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system)
		130.08	The organization's strategic plan and financial capabilities
		130.09	Benchmarking
		130.10	Relevant legal and regulatory environment, including taxation laws
		130.11	Principles of effective payroll and benefits administration
		130.12	Compensation goals
		130.13	Link of compensation with organizational goals, strategies, and environment
		130.14	Cost-benefit analyses (including audits, utility analysis, and impact studies)
		130.15	Administration, maintenance and analysis of automated HR information
RPC:134	Integrates the basic benefit programs with	134.01	Relevant legal and regulatory environment

	disability management.	134.02	Employer-sponsored and statutory benefits
		134.03	Industry best practices
		134.04	Program/policy development
		134.05	Organization culture
		134.06	Reporting requirements
		134.07	Principles and practices of effective disability management
		134.08	Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system)
		134.09	Methods of accommodating employee needs (e.g., flexible hours, job sharing, child care)
		134.10	The economic, legal, technical, and moral impact of OHS
		134.11	Ergonomics
		RPC:139	Provides information and counseling to pension plan participants.
139.02	Principles and practices of effective retirement planning		
139.03	Influences on retirement income (taxation, government sponsored and organization pension plans)		
139.04	Communication theories, tools, techniques, and processes		
139.05	Pension and benefit provisions for retiring employees		
139.06	Relevant legal and regulatory environment		
139.07	Design and delivery of training programs		
RPC:140	Administers the reporting, funding and fiduciary aspects of the pension plan(s).	140.01	Employee demographics
		140.02	Financial models and techniques for calculating and funding pension obligations
		140.03	Relevant legal and regulatory environment
		140.04	Financial markets and how they affect pension plan funding
		140.05	Sources of external expertise
		140.06	Foundations and techniques of financial and management accounting

		140.07	Procedures for the collection, manipulation, and analysis of information
		140.08	Types of pension plans
RPC:142	Ensures accurate and timely delivery of pay.	142.01	Relevant legal and regulatory environment
		142.02	Effect of HR policies and procedures on payroll
		142.03	Collective agreements and other contractual requirements
		142.04	Organization's business operations and culture
		142.05	Automated payroll and benefit systems (external and internal)
		142.06	Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system)
		142.07	Administration, maintenance and analysis of automated HR information
RPC:143	Ensures pay records are accurate and complete.	143.01	Relevant legal and regulatory environment
		143.02	Effect of HR policies and procedures on payroll
		143.03	Collective agreements and other contractual requirements
		143.04	Automated payroll and benefit administration systems (internal and/or external)
		143.05	Fundamental accounting principles and practices
		143.06	Administration, maintenance and analysis of automated HR information
Organizational Learning, Training, & Development			
RPC:147	Monitors and reports on the impact of development activities on organizational performance.	147.01	Data gathering techniques
		147.02	Stakeholders in training & development
		147.03	Training cost-benefit analysis and training evaluation techniques
		147.04	Administration, maintenance and analysis of automated HR information
		147.05	Research methods and designs (including measurement of HR)
		147.06	Measurement and assessment tools and techniques (and their limitations)
RPC:149	Assesses and recommends internal and external suppliers of development programs.	149.01	Adult learning principles
		149.02	Training and development needs analysis techniques (i.e., skill assessment strategies and

			levels of training needs analysis)
		149.03	External resources
		149.04	Training cost-benefit analyses and training evaluation techniques
		149.05	Training and development program design and administration
		149.06	Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion)
		149.07	RFP preparation and evaluation of proposals
RPC:150	Applies general principles of adult learning to ensure appropriate development methods and techniques.	150.01	Adult learning principles
		150.02	Internal and external resources
		150.03	Training and development program design and administration
		150.04	Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion)
		150.05	Domains and levels of learning
		150.06	Effective learning objectives
		150.07	Issues regarding the transfer of training to the job
		150.08	Training delivery techniques
		150.09	Conditions necessary for training success
RPC:151	Uses a variety of methods to deliver development programs.	151.01	Adult learning principles
		151.02	Program design
		151.03	Facilitation techniques
		151.04	Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion)
		151.05	Domains and levels of learning
		151.06	Training programs delivery techniques
		151.07	Conditions necessary for training success
RPC:153	Helps supervisors/managers to identify career	153.01	Future HR needs of the organization and capabilities of current employees

	options for employees that align with business needs.	153.02	Principles and techniques of effective career development/management
		153.03	Essential elements of HRP process (i.e., importance/benefits of human resource planning)
		153.04	Organization structure and management practices
		153.05	Organizational goals and financial capabilities
		153.06	Internal and external resources for career development
		153.07	Administration, maintenance and analysis of automated HR information
RPC:154	Provides assessment tools for career development.	154.01	Principles and techniques of effective career development/management
		154.02	Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis)
		154.03	Measurement and assessment tools and techniques (and their limitations)
		154.04	Statistical analyses and evaluation
		154.05	Positions and their requirements
RPC:155	Ensures performance management information is an integral component of employee development.	155.01	Principles and techniques of effective performance management systems, including assessment, development and performance improvement
		155.02	Principles and techniques of effective career development/management principles
		155.03	Performance appraisal processes
		155.04	Career and succession planning and management
		155.05	Measurement and assessment tools and techniques (and their limitations)
		155.06	Administration, maintenance and analysis of automated HR information
RPC:156	Assists employees in identifying career paths, establishing learning plans and activities required for achieving personal and organizational success.	156.01	Future HR needs of the organization and capabilities of current employees
		156.02	Principles and techniques of effective career development/management
		156.03	Core competencies required for organizational success
		156.04	Internal and external training and development resources
		156.05	Position requirements, including licenses, certifications, etc.
		156.06	Methods of training and development (Games and simulations, case method, lecturing, on-

			the-job training, distance learning, role-play, videoconferencing, group discussion)
		156.07	Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis)
		156.08	Effective learning objectives
		156.09	Methods of matching skills and people
		156.10	Conditions necessary for training success
RPC:157	Facilitates the implementation of developmental work assignments.	157.01	Principles and techniques of effective career development/management
		157.02	Domains and levels of learning
		157.03	Effective learning objectives
		157.04	Organizational structure and management practices
		157.05	Position requirements
RPC:158	Monitors, documents and reports on career development activities.	158.01	Procedures for collection, manipulation and analysis of information
		158.02	Administration, maintenance and analysis of automated HR information
		158.03	Principles of effective career development
		158.04	Communication theories, tools, techniques, and processes
		158.05	Measurement and assessment tools and techniques (and their limitations)
RPC:159	Ensures compliance with legislated training obligations.	159.01	Relevant professional and technical licensing, certification and/or accreditation requirements
		159.02	Relevant legal and regulatory environment (health and safety, etc.)
		159.03	Internal and external resources
RPC:160	Conducts training needs assessments.	160.01	Principles of effective training, learning and organizational development
		160.02	Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis)
		160.03	Administration, maintenance and analysis of automated HR information
		160.04	Measurement and assessment tools and techniques (and their limitations)

RPC:161	Recommends the most appropriate way to meet identified learning needs.	161.01	Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis)
		161.02	Principles of effective training, learning and organizational development
		161.03	Organizational goals and financial capabilities
		161.04	Training and development program design and administration
		161.05	Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion)
		161.06	Domains and levels of learning
		161.07	Effective learning objectives
		161.08	Training delivery techniques
		161.09	Internal and external resources
RPC:163	Facilitates post training support activities to ensure transfer of learning to the workplace.	163.01	Situational leadership
		163.02	Coaching
		163.03	Methods to establish interpersonal effectiveness
		163.04	Domains and levels of learning
		163.05	Issues regarding the transfer of training to the job
		163.06	Conditions necessary for training success
		163.07	Communication theories, tools, techniques, and processes
RPC:165	Identifies and accesses external sources of training funding available to employees.	165.01	Sources of available funding
		165.02	Application procedures
		165.03	Roles of the federal and provincial governments in providing training and development
		165.04	Roles of municipal governments, unions, and professional associations in training and development
		165.05	Training needs of the organization
RPC:167	Recommends the selection of external training	167.01	External resources and service providers

	providers.	167.02	Contract administration
		167.03	Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion)
		167.04	Measurement and assessment tools and techniques (and their limitations)
		167.05	Principles of effective learning, training and organizational development
		167.06	Proposal evaluation
		167.07	Training and development program design and administration
RPC:168	Participates in course design and selection and delivery of learning materials.	168.01	Adult learning principles
		168.02	Instructional design & delivery
		168.03	Facilitation techniques
		168.04	Training and development program design and administration
		168.05	Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion)
		168.06	Domains and levels of learning
		168.07	Effective learning objectives
		168.08	Issues regarding the transfer of training to the job
		168.09	Training delivery techniques
RPC:169	Ensures arrangements are made for training schedules, facilities, trainers, participants, and equipment and course materials.	169.01	Adult learning principles
		169.02	Instructional design & delivery
		169.03	Contract administration
		169.04	Training programs delivery techniques
		169.05	Conditions for successful learning
		169.06	Internal and external resources
Occupational Health, Safety, & Wellness			
RPC:171	Ensures compliance with legislated reporting	171.01	Relevant legislation, regulations and jurisprudence

	requirements.	171.02	Methods of reporting incidents
		171.03	Organization goals and culture
		171.04	Training and development techniques
		171.05	Report writing and record keeping
		171.06	Change management
		171.07	Economic, legal, technical political, and personal implications of OHS
		171.08	Business operations
		171.09	Hazard identification and control
		171.10	Accident investigation procedures
		171.11	Emergency preparedness procedures
		171.12	Principles of effective health and safety programs and practices
RPC:173	Ensures that policies for required medical testing fall within the limits of statute & contract.	173.01	Industry best practices
		173.02	Relevant legislation, regulations and jurisprudence
		173.03	Organization goals and culture
		173.04	Program and policy development
		173.05	Internal and external resources
		173.06	Reliability and validity concepts related to common medical tests for substance abuse
		173.07	Collective agreements and other contractual requirements
		173.08	The legal, ethical, financial and health and safety issues of employee substance abuse
RPC:175	Ensures adequate accommodation, modified work and graduated return to work programs are in place.	175.01	Relevant legislation, regulations and jurisprudence
		175.02	Collective agreements and other contractual obligations
		175.03	Program and policy development and implementation
		175.04	Industry best practices
		175.05	Claims and case management

		175.06	Conflict resolution
		175.07	Report writing and record keeping
		175.08	Job analysis techniques
		175.09	Physical and mental requirements of positions in the organization
		175.10	Ergonomics
		175.11	Internal and external resources
		175.12	Organization goals and culture
		175.13	The impact of accidents and occupational illness on organizations and individuals
		175.14	Methods of accommodating employee needs
		175.15	Principles of effective return to work programs and procedures
RPC:176	Ensures that modifications to the work environment are consistent with worker limitations.	176.01	Relevant legislation, regulations and jurisprudence
		176.02	Collective agreements and other contractual obligations
		176.03	Industry best practices
		176.04	Problem solving techniques
		176.05	Claims and case management
		176.06	Job analysis techniques
		176.07	Technical terminology
		176.08	Physical and mental requirements of positions in the organization
		176.09	Ergonomics
		176.10	Principles of effective return to work programs and procedures
		176.11	Methods of accommodating employee needs (e.g., flexible hours, job sharing, child care)
		176.12	The impact of accidents and occupational illness on organizations and individuals
RPC:180	Establishes a joint Health & Safety Committee as required by law.	180.01	Relevant legislation and regulations
		180.02	Inspection techniques and procedures

		180.03	Hazard recognition
		180.04	Principles of training and development
		180.05	Program and policy development
		180.06	Audit processes
		180.07	Joint Health and Safety Committee functions
		180.08	Principles of effective health and safety programs
		180.09	Collective agreements and other contractual requirements
		180.10	Accident investigation and reporting procedures
RPC:181	Responds to any refusals to perform work believed to be unsafe.	181.01	Relevant legislation, regulations and jurisprudence
		181.02	Collective agreement and other contractual requirements
		181.03	Procedures for dealing with work refusals
		181.04	Conflict resolution procedures
		181.05	Emergency procedures
		181.06	Principles of effective health and safety
		181.07	Hazard identification and control
RPC:187	Prepares Organizational Health & Safety files for investigation and/or for litigation.	187.01	Accident and incident reporting procedures
		187.02	Workplace inspection and accident investigation procedures
		187.03	Report writing and record keeping
		187.04	Principles of effective health and safety programs)
		187.05	Relevant legislation and regulations
		187.06	Collective agreements and other contractual requirements
		187.07	Audit processes