

The Senior Human Resources Professional Designation



Claude Balthazard, C.H.R.P.
Director HR Excellence and Registrar
Human Resources Professionals Association



Agenda

- What is the SHRP?
- SHRP vs. CHRP
- What is a Senior Human Resources Professional?
- The designation process
- The SHRP competency framework
- Applying for the SHRP
- What next?

What is the SHRP?

Designation

and

Community

What is the SHRP?

- Achievement-based designation
- No exam, no educational requirements
- Minimum 10 years in HR
- Estimated that 5-10% of total HR professional would qualify
- Two-phased assessment approach

SHRP vs. CHRP

- These are not only different designations but different kinds of designations
- The 'C' in CHRP stands for certified
- Certifications requires a test of competence
- Certifications require maintenance (recertification)
- The SHRP is not a certification but a recognition of achievement in Human Resources management

CHRP

- Through its certification process, HRPA is certifying that an HR professional possesses the required capabilities for professional practice as an HR generalist.
- Certification means that the certified individual is deemed capable of performing competently in a variety of professional roles in the field of human resources.
- Certified individuals will have the foundational preparation, the discipline-specific knowledge, the requisite generic skills, and the demonstrated capability to perform at a professional level in human resources.

SHRP vs. CHRP

- Because Human Resources management is not yet a mature profession, and because there is no licensing in HR, there are still many individuals who have achieved senior positions in Human Resources but who never pursued certification
- Rather than 'giving' senior HR professionals the CHRP based on achievement, we chose to keep 'certification' and 'achievement' separate and introduce the SHRP

SHRP vs. CHRP

- It is possible to have the CHRP, the SHRP, or both designations

What is a Senior HR Professional?

- Reached the upper echelons of the profession through personal attributes, achievements
- Most are in the corporate world, also found in research, consulting, academia.
- Have deep and insightful understanding of Human Resources, business and organizations.
- Widely sought out for their advice and opinion, insightful and astute.
- True business partners, able to align the HR Function to the business strategy
- Recognized as leaders throughout organization and beyond, able to mobilize others in the pursuit of organizational objectives, have an influence beyond the HR Function
- Forward looking, well-informed about Human Resources and full range of business issues ('ahead of the curve')
- Nurture talent through coaching and mentoring
- Practice what they preach

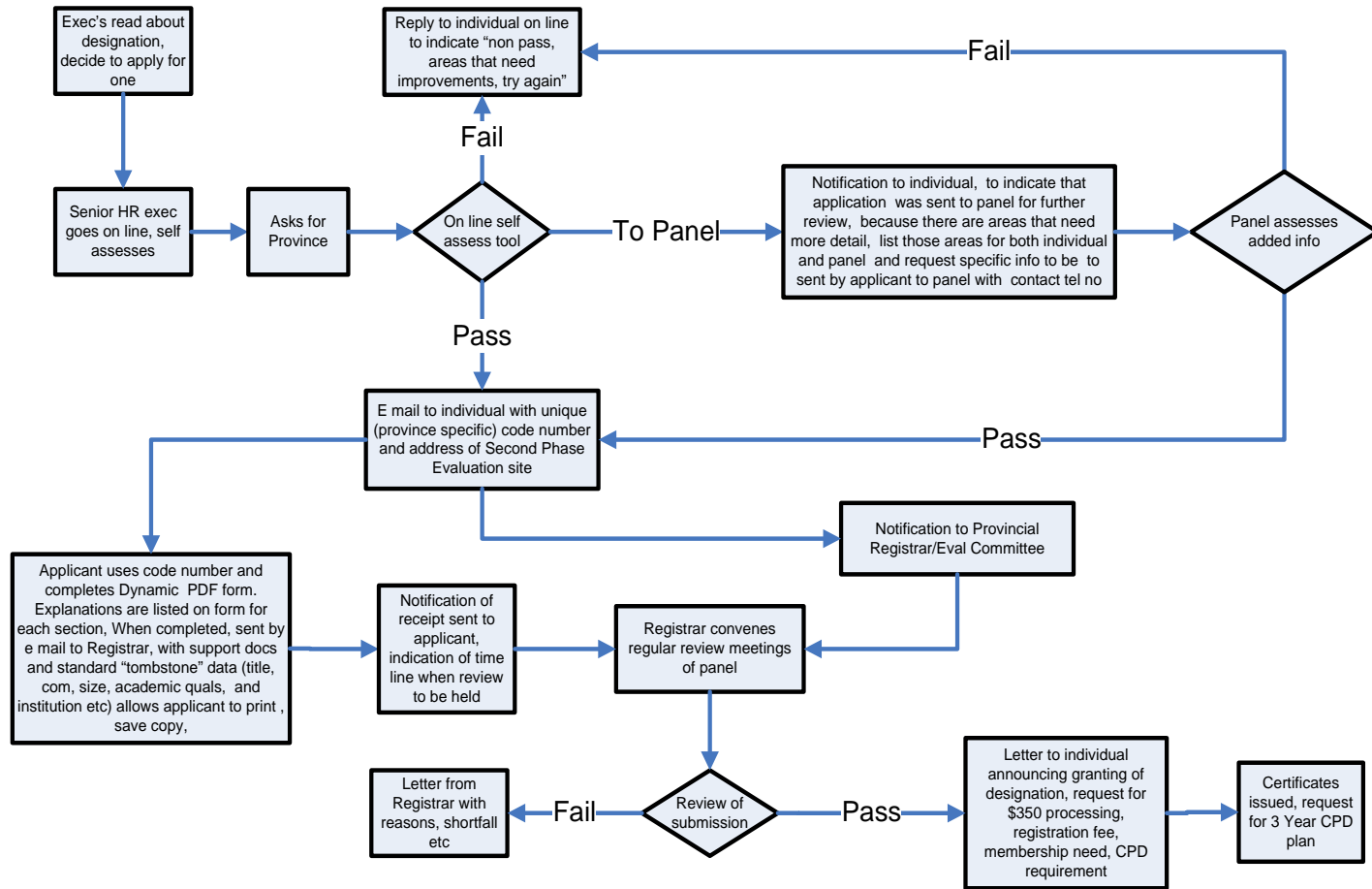
What is a Senior HR Professional?

- Reached the upper echelons of the profession through personal attributes, achievements
- Most are in the corporate world, also found in research, consulting, academia.
- Have deep and insightful understanding of Human Resources , business and organizations.
- Widely sought out for their advice and opinion, insightful and astute.
- True business partners, able to align the HR Function to the business strategy
- Recognized as leaders throughout organization and beyond, able to mobilize others in the pursuit of organizational objectives, have an influence beyond the HR Function
- Forward looking, well-informed about Human Resources and full range of business issues ('ahead of the curve')
- Nurture talent through coaching and mentoring
- Practice what they preach.

A Two-Phased Assessment Approach

- Phase 1 on-line self-assessment
 - Based on objective indicators of 'seniority'
 - Broadly applicable
 - Gives a good indication as to what the outcome is likely to be
- Phase 2 verification
 - Review by panel of peers
 - Based on competencies

Designation Granting Process



Phase I

- Years of experience
- Title
- Highest level of education attained
- Designation
- Scale of role
- Scope of role

Outcome of Phase I



At this point in time, it is very unlikely that this individual is senior enough for the SHRP

This individual is likely senior enough for the SHRP

It is just about certain that this individual is senior enough for the SHRP

The SHRP Competency Framework

- Trusted advisor
- Leadership
- Strategic Orientation
- Breadth of knowledge
- Ability to build HR strategy that aligns to business
- Impact and influence

Phase 2 Review

- Completion of Phase 2 assessment done on line
- “Tombstone” data (Title, org, size, dept size, educational qualifications, institutions, dates)
- Decision made by Panel
- Decision-making process borrows from ‘assessment centre’ methodology

Phase 2 Application



Adobe
Acrobat Document

Trusted Advisor

Dimension	Well below the level expected of a senior HR professional	Somewhat below the level expected of a senior HR professional	At the level expected of a senior HR professional	Somewhat above the level expected of a senior HR professional	Well above the level expected of a senior HR professional
Trusted advisor is the ability to establish oneself as a business partner. Being a trusted advisor is not only a matter of the advice itself but how it is given.	Although a competent professional, this individual is not particularly sought out for their advice.	A solid professional but the perspective can sometimes be too narrow. This individual is certainly listened to, and their opinion has some weight but this influence is not consistent.	Is recognized for providing solid advice and establishing oneself as a business partner. Advises the senior leadership team on enterprise-wide issues. There is evidence that the advice is listened to and has a real impact on the organization.	This individual is widely appreciated for their insight into all matters HR. Others will seek out this individual for their input on a wide variety of issues.	Is widely sought out by others, both within and outside the organization, for their advice and opinion. Is considered to be insightful and astute.

Leadership

Dimension	Well below the level expected of a senior HR professional	Somewhat below the level expected of a senior HR professional	At the level expected of a senior HR professional	Somewhat above the level expected of a senior HR professional	Well above the level expected of a senior HR professional
Leadership refers to the ability to influence and engage others in the pursuit of specific objectives. This influence can be accomplished in many ways including mentoring and coaching others or thought leadership.	Although a solid contributor, this individual will rarely take the initiative to set direction or 'lead the charge.'	This individual can be counted on to direct others but is not always seen as a leader. This individual may not always be consistent in demonstrating leadership. This individual's leadership does not extend beyond their team, however.	This individual creates or defines direction for their unit or function which is aligned with the corporate goals. This individual has a proactive approach and a compelling vision for the future. This individual creates environment that motivates and inspires others. This individual's leadership extends beyond their team. This individual is able to lead cross-functional teams.	This individual 'stands out' in terms of leadership. They are usually at the forefront of issues, setting direction. They are known for their ability to marshal the energy of others. This individual's leadership extends well beyond their team.	Is widely recognized as a 'leader.' Is consistently able to mobilize others in the pursuit of an objective. Is unflinching in demonstrating leadership. This individual is a leader that enables others to lead. This is the kind of individual that others want to work for. This individual's leadership extends throughout their organization and beyond.

Strategic Orientation

Dimension	Well below the level expected of a senior HR professional	Somewhat below the level expected of a senior HR professional	At the level expected of a senior HR professional	Somewhat above the level expected of a senior HR professional	Well above the level expected of a senior HR professional
<p>Strategic Orientation is the ability to link long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices</p>	<p>This individual understands Strategies and aligns current actions with strategic goals: Able to analyze and comprehend organizational goals and strategies developed by others. Prioritizes work in alignment with business goals, acts in accordance with externally set strategies, objectives, or goals.</p>	<p>Thinks in Strategic (Future-Oriented) Terms: Develops long-term objectives, strategies, and goals. Orients to longer terms than day-to-day activities; determines long-term issues, problems, or opportunities. Develops and establishes broad scale, longer-term objectives, goals, or projects (e.g., affecting a business, department, several departments or a large organization). Develops a business strategy.</p>	<p>This individual has made a contribution to the overall strategy of their organization. Assesses and links short-term, day-to-day tasks in the context of long-term business strategies This individual reviews own actions against the organization's strategic plan; considers the big picture when considering possible opportunities or projects or thinks about long-term implications of current activities. Anticipates all possible responses to different initiatives.</p>	<p>Understands External Impact on Internal Strategy: Is aware of the projected directions of trends (e.g., social, technological, etc.) and how changes might impact the organization; considers how present policies, processes, and methods (not current actions, but ongoing issues) might be affected by future developments and trends.</p>	<p>Plans Actions to Fit Strategy (Own and Outside) and Meet External Events: Ensures contingency plans exist for problems and situations that might occur; redesigns the department and/or organization to better meet long-term objectives; establishes a course of action to accomplish a long-term goal or vision, and/or shares own view of the desirable future state of the business, department or organization.</p>

Breadth of Knowledge

Dimension	Well below the level expected of a senior HR professional	Somewhat below the level expected of a senior HR professional	At the level expected of a senior HR professional	Somewhat above the level expected of a senior HR professional	Well above the level expected of a senior HR professional
<p>Breadth of knowledge refers to knowledge but not in a textbook sense. An understanding of how things work in HR and in business—this breadth of experience comes from having worked through business challenges. Commitment to continuous development in the application of knowledge to create solutions and recommendations.</p>	<p>This individual is competent in their role but their knowledge is relatively narrow and limited. This individual has a relatively narrow perspective often rooted in a single discipline.</p>	<p>This individual has a solid understanding of the basics but there may be significant gaps here and there; also the experience may not be at a senior level.</p>	<p>This individual has a solid grounding as a generalist. Has a solid grasp of the theory application and practice HR. Although this individual may not have direct experience in all areas of HR, this individual has a solid basis of experience in most of the areas of HR.</p>	<p>This individual has a comprehensive understanding of HR in most of its facets. This individual has demonstrated a strong commitment to continuous development over time.</p>	<p>This individual is someone who is amazingly well-informed. Always seems to be 'ahead of the curve.' Has tremendous insight into the HR dimensions of the organization.</p>

Ability to build HR strategy that aligns to business

Dimension	Well below the level expected of a senior HR professional	Somewhat below the level expected of a senior HR professional	At the level expected of a senior HR professional	Somewhat above the level expected of a senior HR professional	Well above the level expected of a senior HR professional
Ability to build HR strategy that aligns to business. Able to set a direction. Has a clear sense of what needs to be done, what the best course of action is. Able to develop a multi-pronged and articulated response to various HR challenges.	This individual tends to be focused on process rather than strategy. They get the job done but the approach may be seen as 'HR-centric.'	Although this individual has a good grasp of the business strategy, this grasp does not always translate into a clearly aligned HR strategy.	This individual has a solid grasp of the business strategy and is able to develop an HR strategy that enables the business. This individual is able to link short-term action plans to longer-term corporate business strategies.	This individual is able to establish HR as one of the pillars of organizational strategy. The HR strategy is well articulated and linked to the business strategy.	The ideal of having the HR Function fully aligned to the business strategy is realized—not only alignment of the HR Function to the strategy of all but the alignment of all executives, managers, and employees to the organization's strategy.

Impact and Influence

Dimension	Well below the level expected of a senior HR professional	Somewhat below the level expected of a senior HR professional	At the level expected of a senior HR professional	Somewhat above the level expected of a senior HR professional	Well above the level expected of a senior HR professional
<p>Impact and influence. Ability to deal with organization-wide challenges. Able to size up organization-wide problems. Understands what kinds and level of investments (effort, talent, and budget) need to be made to achieve certain objectives. Knows how to coordinate action across teams and departments. This individual is a catalyst for alignment and change. Establishes partnerships. Is adaptable.</p>	<p>This individual does what is expected of them but they are not having organization-wide impact. The impact of this individual is limited to a specific team, project, or initiative.</p>	<p>Although this individual's input is always appreciated, it cannot be said that their input is always sought out. This individual's influence may be less than it could be due to some gaps in knowledge or experience.</p>	<p>This individual is one that is considered to have 'their seat at the table.' Their opinion is respected on a variety of business matters. Most importantly, this individual has had, and continues to have, a real impact on their organization. This individual brings an HR perspective to business matters which are valuable and valued.</p>	<p>This individual is definitely having a notable impact on their organization. This individual is definitely shaping the agenda of their organization.</p>	<p>No important decision is taken without the participation of this individual. This individual is always a key player in the strategic decision making process.</p>

Recertification

- Because the SHRP is not 'certification' there is no requirement for recertification (in the technical sense of the word)
- However, consistent with the definition of what it means to be a Senior HR Professional, SHRPs are expected to demonstrate a commitment to continuing professional development

A Community of Senior HR Professionals

- Now have over 100 SHRPs
- Adding about 20-25 SHRPs per month
- Special SHRP-only events
- For example, an SHRP-only session with Dave Ulrich at the Annual Conference
- Currently redesigning the SHRP website to facilitate exchange among SHRP designation holders

Challenge

- Getting over the 'hump'
- Finding the time to complete Phase II
- Assistance is available in completing Phase II



Human Resources
Professionals
Association

TM

Office of the Registrar
1902-2 Bloor Street West
Toronto, ON M4W 3E2

www.hrpa.ca

registrar@hrpa.ca

416.923.2324

Toll-free 1.800.387.1311

Fax 416.923.7264



The Senior Human Resources Professional Designation



TM