

The New Certified Human Resources Executive (CHRE) Grid

April 9, 2015

Human Resource (HR) professionals at the Certified Human Resources Executive (CHRE) level can be found in either specialist or generalist positions and have a high level of experience and responsibility. Individuals at this level have responsibilities such as, but not limited to, leading the HR function and developing and executing significant HR projects. Individuals at the CHRE level will often have position titles such as Vice President of Human Resources, Director of HR or Principal.

A CHRE level HR professional is a person who, through personal attributes and achievements, has reached the upper echelons of the profession. Although most CHRE level HR professionals will be found in corporations and the public sector, CHRE professionals are also found in other settings, such as consulting.

CHRE level professionals have all the capabilities found at the Certified Human Resources Leader (CHRL) level, but have refined their skills through experience across business cycles and across different types of organizations.

They are adept at seeing the big picture and think outside their own domain to enhance the success of the organization in which they work. They have left the technical aspects of the HR function behind, for the most part, and now focus on short- and long-term strategy and on implementing systems at an organization-wide level.

Enabling competency	Definition	Well below the level expected of a CHRE 1	Somewhat below the level expected of a CHRE 2	At the level expected of a CHRE 3	Somewhat above the level expected of a CHRE 4	Well above the level expected of a CHRE 5
Individual skills						
Critical thinking and analysis	<p>Analyzing problems and challenges with perceptiveness and insight.</p> <p>Having the capacity for flexible and innovative thinking.</p> <p>Seeing how the various parts or facets of a problem relate to each other.</p>	<p>Demonstrates an understanding of the key issues, presenting problems and opportunities, and is develops effective solutions and strategies.</p> <p>Analyzes situations effectively to make sound judgments and decisions.</p>	<p>Tackles sizeable HR challenges. Challenges addressed are not quite at the enterprise level.</p>	<p>Tackles complex HR challenges. Demonstrates insights into complex HR problems.</p>	<p>Demonstrates insights into the root causes and implications of HR issues facing the organization and the industry.</p> <p>Individuals from other organizations will seek out this person's views and perspectives on matters.</p>	<p>Shares their insights into HR issues. Is widely seen as an HR guru.</p>

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Technological savvy	<p>Making use of various technologies to best advantage.</p> <p>Seeing the possibilities in emerging technologies.</p> <p>Managing the implementation of new technologies.</p>	Identifies technological solutions to HR challenges.	Demonstrates and understanding of technology at a personal level. Is not quite at the point of being able to develop an enterprise-wide HR technology strategy.	Develops a technology strategy to respond to HR challenges.	Sees where technology is going and the opportunities that these new technologies will bring. Takes proactive steps to ready the organization for new technologies. Is truly ahead of the game in relation to technology.	Sponsors the implementation of new technology in the workplace. Innovates with technology.
Research skills	<p>Collecting and using data effectively in the HR decision-making process.</p> <p>Integrating the work of others into organizational practice.</p>	<p>Designs data collection activities that will provide information necessary to make HR decisions.</p> <p>Finds the information necessary to make prudent decisions.</p> <p>Considers both quantitative and qualitative sources of information.</p>	Demonstrates a personal evidence-based approach. Does not embed this approach into organization-wide practice.	Drives a culture that prioritizes evidence-based decision-making.	<p>Identifies where data is, or could be, of most value to the organization.</p> <p>Develops linkages to other data systems in the organization.</p>	Champions evidence-based HR.

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Quantitative skills	Working with quantitative data. Conducting and interpreting predictive analytics. Constructing metrics.	Collects and analyzes significant data sets and interprets results accurately.	Understands data and how to analyse it. Has not quite integrated these quantitative skills into a capability that serves the business strategy.	Conducts and interprets complex analyses and works out their implication for action.	Regularly uses advanced modeling techniques, predictive modeling, utility analysis, or sensitivity analysis to support decisions.	Innovates in working out new ways of making data relevant to HR issues.
Critical legal thinking	Analyzing situations from a legal perspective. Distilling the essential legal issues at hand Considering and evaluating the relative merits of alternative legal interpretations. Making sound judgments based on a legal analysis of situations.	Applies critical legal thinking to all but the most complicated situations. Quickly identifies the essential legal issues at hand. Assesses the relative merits of alternative legal interpretations of the same situation. Makes sound judgments based on a legal analysis of situations.	Demonstrates a good grasp of employment and workplace law. Does not quite work out the implications on an enterprise-wide basis.	Demonstrates a nuanced appreciation of the law and how alternative or even conflicting interpretations might come about. Identifies the strengths and weaknesses of any legal interpretation. Quickly grasps the organizational implications of any legal argument or interpretation.	Demonstrates an understanding of how and where legal thinking is still evolving and works proactively to shape the debate.	Consults on matters at the leading edge of employment or workplace law , perhaps by influencing lawmakers.

Team skills

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Emotional intelligence	Interpreting the emotional state of self and others. Making effective use of this information to guide behaviour.	Recognizes when an emotional state is influencing the behaviour of self or others. Delays making decisions or taking actions when emotions are having particular influence.	Demonstrates 'emotional intelligence' as an individual. Has not quite worked out how to embed this emotional intelligence into HR policies, practices, and initiatives.	Accurately identifies emotional states in self and others. Uses knowledge of emotional states to effectively and ethically guide individuals or groups to decisions that benefit the organization.	Facilitates an 'emotionally intelligent' organization where decisions at all levels are informed by an insightful understanding of emotions and motivations.	Brings about a more successful organization by bringing about an 'emotionally intelligent' organization.
Project management	Planning, executing, and controlling HR projects using appropriate tools and metrics.	Establishes project goals and designs a plan that will achieve project goals within an established timeline. Manages HR projects to successful completion on time, on budget, and with sufficient quality.	Manages personal projects effectively. Has not quite demonstrated the ability to create project management capabilities at a department or organizational level.	Establishes desired outcomes for organization-wide programs and projects. Champions strong project management practices in the organization.	Develops and implements effective project management capabilities on an organization-wide basis.	Manages challenging projects, such as those involving disruptive technologies, multi-national initiatives, or mission-critical projects.

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Decision-making skills	Making decisions in a timely manner, taking into consideration all relevant aspects of a situation.	Makes sound decisions in complex business situations.	Demonstrates an understanding of the decision-making process and how to create the right conditions for better decisions to be made.	Makes sound decisions involving the most complex information and dynamic situations. Demonstrates sound judgment.	Goes beyond personal decision-making skills to develop strong decision-making skills throughout the HR function and beyond.	Shapes the decision-making culture of the organization, striking the right balance between autonomy, empowerment, accountability and control.
Business acumen	Effectively leveraging the context and dynamics of business.	Demonstrates an understanding of the business of the organization and how to support the business.	Demonstrates a broad understanding of the organization. May still be somewhat HR-centric.	Demonstrates a keen understanding of the nature of the business and how the HR function supports the organization's success. Brings strong business skills to the delivery of HR services.	Demonstrates a strong business sense that goes beyond just the HR function. Understands what and how competitive advantage is created and maintained.	Consults on business strategies. Is widely recognized as a gifted business strategist

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Independence	<p>Acting as an independent professional in the context of the workplace.</p> <p>Adhering to the standards of the HR profession and to all workplace legislation, even when doing so is challenged.</p>	<p>Pushes back on leadership when asked to take actions that are considered contrary to HR professional standards.</p> <p>Thinks of self as both an independent HR professional and an employee.</p> <p>Exercises appropriate professional judgment.</p>	<p>Maintains their own professional independence. Has not moved to supporting the independence of other professional contributors throughout the organization.</p>	<p>Encourages others to be independent in thought and action.</p> <p>Recognizes and responds to unprofessional and unethical behaviours in HR professionals and other colleagues.</p> <p>Provides services upholding professional ethical values (e.g., adheres to professional codes of ethics and standards of practice)</p>	<p>Puts in place systems that protect and leverage the professional independence of the different professional contributors throughout the organization.</p>	<p>Facilitates an organizational culture that respects and leverages the professional independence of the different professional contributors throughout the organization.</p>

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Organizational skills						
Ethical behaviour and professionalism	Acting with honesty, integrity, credibility, self-confidence, and independence. Coping with ambiguity, conflicts of interest, and the need to protect the public interest.	Acts with professional honesty, integrity, credibility, and self-confidence.	Influences others in his or her sphere of influence to act ethically. Does not influence the whole organization.	Sets the “tone from the top” in terms of professional honesty, integrity, credibility, and self-confidence.	Creates an organizational culture which is based on strong corporate ethics.	Takes a leadership position beyond one’s organization in regards to strong corporate ethics.
Relationship management	Building networks. Establishing effective working relationships. Working productively with others.	Builds effective networks in support of projects. Engages others to ensure success in the workplace. Ensures relationship management is an expected core competency of all employees. Builds trusting relationships.	Creates strong professional networks. Networks are not as extensive as those of an executive.	Builds extensive professional networks within and outside HR circles.	Develops strong relationship management skills that have an influence that is organization wide.	Connects people to make things happen.

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Negotiation and influencing	<p>Negotiating solutions that balance the interests of all parties.</p> <p>Delivering persuasive communications that build agreement on a particular course of action.</p>	<p>Negotiates with clients and service providers.</p> <p>Finds common ground to facilitate agreement among opposing people and groups.</p>	<p>Carries out negotiations on behalf of the organization. At the end of negotiations refers the matter to the final decision-maker.</p>	<p>Negotiates collective service agreements.</p> <p>Positively influences colleagues to take decisions and actions that ultimately benefit the organization.</p>	<p>Leads high-stakes negotiations that are mission-critical and which bind the organization.</p>	<p>Demonstrates very strong negotiation and mediation skills. Consults to handle mission-critical high-stakes negotiations.</p>
Strategic and organizational leadership	<p>Working in, building, and leading teams.</p> <p>Demonstrating competence in goal setting, planning and organization, collaboration, process management, empathy, flexibility, responding to feedback, and conflict management.</p>	<p>Builds and manages teams focused on delivering effective HR services that support the organization's vision.</p>	<p>Manages a medium-sized HR function</p>	<p>Manages a complex and multi-faceted HR function.</p> <p>Sets a common vision for HR staff and builds enthusiasm for that vision.</p>	<p>Leads a large HR function in a large complex organization.</p>	<p>Provides strategic and organization leadership that goes well beyond the HR function.</p>

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Integration	Integrating the various practice areas of HR together into a coherent response to a challenge or issue.	Sees HR as an integrated discipline. Considers the impact of each decision across all HR activities. Even if responsibilities are narrow, understands how various initiatives will fit into the big picture.	Demonstrates an understanding of how the various facets of the HR function fit together. Does not integrate the various facets of HR in a functional way.	Creates the big picture for HR as fully integrated across the organization. Demonstrates a clear understanding of how the pieces come together.	Makes integration work, where the HR function is fully integrated into the business.	Assists others on the executive team in developing a holistic and integrated understanding of the organization.

Overall Rating

Overall Rating		Has demonstrated overall competence well below the level expected of a Certified Human Resources Executive (CHRE)	Has demonstrated overall competence somewhat below the level expected of a Certified Human Resources Executive (CHRE)	Has demonstrated overall competence at the level expected of a Certified Human Resources Executive (CHRE)	Has demonstrated overall competence above the level expected of a Certified Human Resources Executive (CHRE)	Has demonstrated overall competence at a level well above that expected of a Certified Human Resources Executive (CHRE)
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