

2016



Guide to the CHRE Designation

HRPA | OFFICE OF THE REGISTRAR



Guide to the Certified Human Resources Executive (CHRE) Designation

April 2016

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. CHREs have demonstrated specific competencies at the executive level. These have been adapted from HRPA's [Competency Framework](#).

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

How to Apply for the CHRE Designation

The CHRE application process is a two-step process:

1. Phase I: Online Self-Assessment
2. Phase II: Written application

Phase I: Online Self-Assessment

a. Online Self-Assessment

The first step is a self-assessment based on markers of seniority. These include experience, title, compensation, and both the scale and scope of your role in your organization. Additional consideration is given to CHRE designation holders. When answering, please refer to your most senior position, even if you are no longer in that role.

For consultants who may not work in large organizations today, it is very important that you describe the scope of your role in the organizations you typically work with.

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

Please note: You must have a minimum of 10 years of HR experience as well as significant and substantial senior level HR experience in order to qualify for Phase II. Applicants who do not yet have 10 years of HR experience as well as significant and substantial senior level HR experience cannot be considered for the CHRE designation.

Phase II: Written application

In Phase II, you will submit a written application wherein you will provide one example for each of the 15 CHRE competencies as outlined in the CHRE Phase II Application. The application, along with this Guide, is provided to everyone who qualifies through Phase I.

The Phase II application process

For Phase II of the process, you will be sent an application form which 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. Technological 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 resume 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.

Assessment of the Phase II Application

a. Registered Organizational Psychologist

The assessment of your completed application will be conducted by a CHRE Review Panel in conjunction with a registered organizational psychologist. The psychologist is responsible for an initial review of your application and will produce a brief, one page report on their review of your experience examples. The report summarizes the assessment of your examples against the CHRE evaluation grid and will be forwarded to the CHRE Review Panel to assist with their decision on granting the designation. The report will also be sent to the applicant for their personal record, regardless of the outcome of their application.

b. CHRE Review Panel

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 8 - 10 weeks after your Phase II application is submitted, depending on meeting dates of the review panel and review of references, if needed. Please note that meeting dates are subject to change due to the availability of our CHRE panel members.

The 15 CHRE Competencies

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

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

Guidelines for Drafting the Examples

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

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

You must provide:

- 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.
- A description of the situation/problem/challenge or circumstance as it pertains to the dimension.
- A description of **how** the situation/problem/challenge or circumstance was handled - specifically what **you did**.
- Evidence to substantiate the claims with facts and numbers. Results and outcomes should be measurable.

- Examples provided should be ones that occurred while in a senior HR position.
- 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.

Instructions for Submission

To complete the Phase II application form, it is recommended that you use word processing software (such as Microsoft Word) to compose your answers and copy and paste the text into the Phase II application form. Once the Phase II application has been completed, send the application and all required supporting documentation to registrar@hrpa.ca. All of the following documentation must accompany the Phase II application in order for a submission to be considered complete:

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

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 Phase II application process. In limited circumstances, a CHRE Review Panel may request a reference from an applicant after an application has been reviewed to address outstanding questions. Applicants will be contacted by staff if a reference is a required.

Fees

Successful applications are levied a one-time administrative fee of \$350 plus tax that must be paid before the designation can officially be granted. There are no other fees associated with the CHRE designation except the annual membership dues.

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.

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

To file a request for an appeal, you must complete the Request for Appeal form stating the grounds for the appeal. The Request for Appeal form 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 James Howell, Regulatory Process Specialist – Office of the Registrar by phone at **416-923-2324 ext. 355** or by email at **jhowell@hrpa.ca**.