



Human
Resources
Professionals
Association

GUIDE TO THE CERTIFIED HUMAN RESOURCES EXECUTIVE DESIGNATION



Human
Resources
Professionals
Association



GUIDE TO THE CERTIFIED HUMAN RESOURCES EXECUTIVE DESIGNATION

Is the CHRE Designation for You?

An executive human resources (HR) professional is a person who, through personal attributes and achievements, has reached the upper echelons of the Human Resources 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](#).

You must have a minimum of 10 years of HR experience as well as significant and substantial senior level HR experience in order to apply for the CHRE designation. Applicants who do not yet have 10 years of HR experience as well as significant and substantial senior level HR experience cannot be considered for the CHRE designation. Every senior executive has HR components to their position; however, the CHRE designation is not intended for general senior executives but rather senior HR executives.

With CHRE recognition comes 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 on the CHRE Review Committee.



How to Apply for the CHRE Designation

CHRE Application

You must be a registrant of HRPA before you can start the CHRE application process. If not already a registrant you will need to join HRPA.

To join, please see the [Join HRPA](#) section of the website and click “Apply Now” to launch the online application.

Application Process

Eligibility for the CHRE designation is based upon 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 analysis2. Technologically savvy3. Research skills4. Quantitative skills5. Critical legal thinking
Team Skills	<ol style="list-style-type: none">6. Emotional intelligence7. Project management8. Decision-making skills9. Business acumen10. Independence
Organizational Skills	<ol style="list-style-type: none">11. Ethical behaviour and professionalism12. Relationship management13. Negotiation and influencing14. Strategic and organizational leadership15. Integration



A complete CHRE application includes:

- One example for each of the 15 CHRE competencies. Examples provided should be ones that occurred while in a senior HR position. The same example may be used for a maximum of two enabling competencies. However, the example must clearly describe how it relates to each competency. You are encouraged to review the section of the guide entitled "Guidelines for Drafting the Examples".
- a current chronological résumé that includes an employment history with start and finish dates (with months and years) for each position.
- organizational charts for each position mentioned in your examples showing the position you reported to and the positions reporting to you. Include the size of the organization(s).
- a one-time application fee of \$395 plus HST.

Please Note: If submitting supplemental information (other than that requested above), the applicant must clearly label each piece of supporting documentation outlining which competency the supporting documentation is applicable to and explaining how it supports the example provided for that competency.

References – References are not required for the 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.

Guidelines for Drafting the Examples

The process of completing the CHRE application entails accurately presenting your achievements, in the examples to the 15 competencies, 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.

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.



STAR Format

To assist the panel in making accurate and consistent decisions the STAR format is used for the CHRE application process.

Your examples should follow the **STAR-framework: Situation – Task – Action – Result.**

Situation - Describe the situation/problem/challenge or circumstance as it pertains to the dimension. Choose an example that demonstrates the significance of your experience in relation to the competency. Use the most difficult, complex, largest and successful problem, situation, challenge that you resolved.

Task- Describe how the situation/problem/challenge or circumstance was handled and what you were attempting to achieve.

Actions - Describe the actions you took to resolve the situation/problem/challenge. Describe all actions, detailing each stage and in the correct, logical order showing your thought processes. Describe how you reached your conclusions and the steps you completed. If it was a group project or task describe what you did to achieve the results rather than the actions of the team.

Results - Describe the results of your actions. Give evidence to prove success and systemic organizational change. Substantiate with facts and numbers. The results and outcomes should be measurable.

It is recommended that you use word processing software (such as Microsoft Word) to compose your answers and copy and paste the text into the fillable application form. Aim for between 250 and 500 words per example. If additional space is required, then include the examples in a Word Document.



Example

The following is an example, for the Emotional Intelligence Competency, using the STAR approach method:

SITUATION. As the senior HR leader in company X, you are confronted with the following situation. The VP of Operations is totally frustrated with the VP of Sales. As the senior HR Leader, you see that the friction between these two executives is causing difficult and tense executive committee meetings. You have "one-off" discussions with each of them to understand their point of view. The VP of Operations feels that Sales are often changing production requirements (i.e., types of products, quantities and very short turn-around time for the Sales customers etc.) These short timelines and issues increase costs around set up, raw materials, and staffing. This reflects badly on Operations Corporate performance reports and has a direct impact on the VP Operations annual bonus.

The VP Sales point of view is that forecasting customer product requirements 6 to 12 months out is a very difficult and frustrating proposition. Customers often launch new products lines, change supply amounts and timelines on very short notice. Sales are "out there" selling company products and they expect Operations to deliver as per the customer orders. The VP Sales bonus is based on sales orders booked and meeting customers' expectations in a timely fashion. Not booking the sales orders reduces the Sales annual bonus payout.

TASK. As the senior leader, you need to **help guide** a resolution to the current situation. The observation on the surface appears to be an Operation/Sales issue, it is really a significant Corporate issue that will need to be addressed. The solution will need to be discussed and agreed upon with the entire Corporate leadership committee. As an aside, you have a personal friendship with the VP of Sales and you golf together often. You have very limited "**away from work time**" with the VP of Operations.

ACTION. As the senior HR Leader, you recognize that there will not be a "one size" fits all solution to the situation. One possible **partial solution** is modifying the bonus performance factors in such a way to place much more weighting on Corporate results as opposed to Functional results. In the current situation, the VPs of Operations and Sales are at odds to addressing the customer/operational needs especially as it directly impacts their compensation payouts. Placing more focus on corporate results will force a greater cooperation between functional areas. From a Corporate point of view, it will highlight the issue with Customer relations. There is a difficult decision as to "when" does a Corporation accept or reject an order from a customer? While it is



great to have plenty of orders booked if you cannot deliver for the customer or the Corporation's Margins are reduced, it is a no win for both customer and supplier.

RESULT. Adjusting the executive compensation plan helps and encourages functional cooperation. As the senior HR Leader, you provide a change in weighting recommendation to the executive committee. The significant issue you flag is a serious business decision that must be decided upon by the entire Executive committee. The current situation places two critical functional at odds with each other. The situation is no one's fault but your work to flag this issue via a compensation proposal will help the entire executive committee make a critical business decision. The answer while not perfect does encourage the Corporation to discuss and agree a course of action that should minimize friction between two functional areas. If both functional are part of the decision-making process, there should be a greater commitment to achieving positive results for the business.

Instructions for Submission

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

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

The submission deadline is the last business day of each month. The results of your assessment will be sent to you via email usually within 8 - 10 weeks from the submission deadline, depending on meeting dates of the review panel. Please note that meeting dates are subject to change due to the availability of our CHRE panel members, but that we do our best to stick as closely as possible to the 8-10 week timeframe.



Assessment of the CHRE Application by a CHRE Review Panel

All CHRE applications are assessed by a panel of the CHRE Review Committee. The panel is made up of three CHRE designates who have been trained in the CHRE designation assessment process. Each panel member assesses the application using the [CHRE Evaluation Grid](#) which outlines the 15 CHRE competencies.

As outlined in the CHRE Evaluation Grid, each example is rated on a five-point scale.

1. Well below the level expected of an HR executive
2. Somewhat below the level of an HR executive
3. At the level expected of an HR executive
4. Somewhat above the level expected of an HR executive
5. Well above the level expected on an HR executive

A minimum overall score of 3 out of 5 with no scores of 1 is required to be granted the CHRE designation.

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 HRPA and members of the CHRE Review Committee is treated as strictly confidential. Committee members are required to sign HRPA’s Code of Conduct for Members of Adjudicative Committees every term and must adhere to the committee’s Document Retention and Destruction policy.

Questions?

For any questions regarding the CHRE application process please contact the Office of the Registrar at 416-923-2324 or by email at registrar@hrpa.ca.