



Human
Resources
Professionals
Association

The New Certified Human Resources Executive (CHRE) Grid

May 20, 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. Practitioners at this level have responsibilities such as, but not limited to, leading the HR function and developing and executing significant HR projects. Practitioners 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							
1.	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 develops effective solutions and strategies for the department for the location.</p> <p>Analyzes situations effectively to make sound judgments and decisions.</p>	<p>Tackles sizeable HR challenges. Challenges addressed are not at the organization-wide level.</p>	<p>Tackles complex HR challenges. Demonstrates insights into complex HR problems.</p> <p>Operates at an organization-wide level.</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 thought leader.</p>
2.	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>	<p>Participates in identifying technological solutions to HR challenges.</p>	<p>Demonstrates an understanding of technology at a personal level.</p> <p>Has not demonstrated being able to develop an organization-wide HR technology strategy.</p>	<p>Engages partners to develop an organization wide technology strategy that address HR challenges and the integration of HR systems with broader organization systems.</p>	<p>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.</p>	<p>Sponsors the implementation of new technology in the workplace. Innovates with technology.</p>

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3.	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>	<p>Demonstrates an evidence-based approach to the application of research.</p> <p>Has not embedded this approach into organization-wide practice.</p>	<p>Drives a culture that prioritizes evidence-based decision-making.</p> <p>Makes changes based on evidence.</p>	<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>	<p>Champions evidence-based HR.</p>
4.	Quantitative skills	<p>Working with quantitative data.</p> <p>Conducting and interpreting predictive analytics.</p> <p>Constructing metrics.</p>	<p>Collects and analyzes significant data sets and interprets results accurately.</p>	<p>Understands data and how to analyse it. Has not integrated these quantitative skills into a capability that serves the business strategy.</p>	<p>Is accountable for the implementation of studies, interpretation of complex analyses and works out their implication(s) for action.</p>	<p>Regularly uses advanced modeling techniques, predictive modeling, utility analysis, or sensitivity analysis to support decisions.</p>	<p>Innovates in working out new ways of making data relevant to HR issues.</p>

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5.	Critical legal thinking	<p>Analyzing situations from a legal perspective.</p> <p>Distilling the essential legal issues at hand</p> <p>Considering and evaluating the relative merits of alternative legal interpretations.</p> <p>Making sound judgments based on a legal analysis of situations.</p>	<p>Demonstrates a good grasp of employment and workplace law.</p> <p>May not demonstrate an understanding of the implications on an organization-wide basis.</p>	<p>Applies critical legal thinking to all but the most complicated situations.</p> <p>Quickly identifies the essential legal issues at hand.</p> <p>Assesses the relative merits of alternative legal interpretations of the same situation.</p> <p>Makes sound judgments based on a legal analysis of situations.</p>	<p>Demonstrates a nuanced appreciation of the law and how alternative or even conflicting interpretations might come about.</p> <p>Identifies the strengths and weaknesses of any legal interpretation.</p> <p>Quickly grasps the organizational implications of any legal argument or interpretation.</p>	<p>Demonstrates an understanding of how and where legal thinking is still evolving and works proactively to shape the debate</p>	<p>Consults on matters at the leading edge of employment or workplace law, perhaps by influencing lawmakers.</p>
Team skills							
6.	Emotional intelligence	<p>Interpreting the emotional state of self and others.</p> <p>Making effective use of this information to guide behaviour.</p>	<p>Recognizes when an emotional state is influencing the behaviour of self or others.</p>	<p>Demonstrates 'emotional intelligence' as an individual.</p> <p>Delays making decisions or taking actions when emotions are having particular influence.</p>	<p>Accurately identifies emotional states in self and others.</p> <p>Uses knowledge of emotional states to effectively and ethically guide individuals or groups to decisions that benefit the organization.</p>	<p>Facilitates an 'emotionally intelligent' organization where decisions at all levels are informed by an insightful understanding of emotions and motivations.</p>	<p>Brings about a more successful organization by bringing about an 'emotionally intelligent' organization.</p>

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7.	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. Does not demonstrate project management leadership capabilities at a department or organizational level.	Establishes desired outcomes for organization-wide programs and projects. Champions strong project management practices in the organization. Acts as a change leader.	Develops and implements effective project management capabilities on an organization-wide basis. Is sought out within the organization as a coach/mentor for project management.	Manages challenging projects, such as those involving disruptive technologies, multi-national initiatives, or mission-critical projects. Is sought out externally to the organization as a coach/mentor for project management.
8.	Decision-making skills	Making decisions in a timely manner, taking into consideration all relevant aspects of a situation.	Makes sound business decisions within the HR function.	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 demonstrate strong decision-making skills throughout the HR function and the organization.	Coaches and mentors others within the organization on decision-making skills.	Shapes the decision-making culture of the organization, striking the right balance between autonomy, empowerment, accountability and control.

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9.	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 HR-centric.	Demonstrates a keen understanding of the nature of the business and how the HR function contributes to the organization's success. Brings strong business skills to the delivery of HR services. Understands the financial implications of decisions on the profit and loss statement.	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 an HR business strategist
10.	Independence	Acting as an independent professional in the context of the workplace. Adhering to the standards of the HR profession and to all workplace legislation, even when doing so is challenged.	Asks questions of manager and others on practices in the workplace. May not push back; will ensure that potential problems are brought to the attention of manager.	Pushes back on leadership when asked to take actions that are considered contrary to HR professional standards. Thinks of self as both an independent HR professional and an employee. Exercises appropriate professional judgment.	Encourages others to be independent in thought and action. Acts to protect HR professional standards and the reputation of the organization.	Ensures adherence to the HR professional standards, as well as other professional designations.	Facilitates an organizational culture that respects and leverages the professional independence of the different professional contributors throughout the organization.

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Organizational skills							
11.	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. Recognizes and responds to unprofessional and unethical behaviours in HR professionals and other colleagues. Provides services upholding professional ethical values (e.g., adheres to professional codes of ethics and standards of practice)	Champions an organizational culture which is based on strong corporate ethics. Coaches and counsels others in the leadership of an ethical and professional culture.	Takes a leadership position beyond one’s organization in regards to strong corporate ethics.

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12.	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 functionally related.	Builds extensive professional networks within and outside HR circles. Is recognized as a trusted advisor to the Executive Team Manages key stakeholders, e.g. Board of Directors and Investor Relations.	Demonstrates strong relationship management skills that have an influence that is organization wide. Coaches and develops capabilities in others.	Connects people to make things happen.
13.	Negotiation and influencing	Negotiating solutions that balance the interests of all parties. Delivering persuasive communications that build agreement on a particular course of action.	Negotiates with clients and service providers. Finds common ground to facilitate agreement among opposing people and groups.	Carries out negotiations on behalf of the organization. Does not have final decision-making authority.	Negotiates service (vendor) and/or collective agreements. Positively influences colleagues to take decisions and actions that ultimately benefit the organization. Called upon to mediate across the organization.	Leads high-stakes critical negotiations that have a direct impact on the financial implications to the company.	Demonstrates very strong negotiation and mediation skills. Consults to handle high-stakes negotiations. Is a key member of a merger and acquisitions negotiating team.

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14.	Strategic and organizational leadership	Working in, building, and leading teams. Demonstrating competence in goal setting, planning and organization, collaboration, process management, empathy, flexibility, responding to feedback, and conflict management.	Focuses work on delivering HR services.	Manages a medium-sized HR function. Builds and manages teams focused on delivering effective HR services that support the organization's vision	Manages a complex and multi-faceted HR function. Sets a common vision and strategies for HR that is aligned with the corporate vision, and builds enthusiasm for that vision. Demonstrates knowledge of governance.	Leads a large HR function in a large complex organization. Provides leadership and direction that addresses not only HR but also business complexities relative to HR strategies across the organization.	Provides strategic and organization leadership that goes well beyond the HR function.
15.	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 align the various facets of HR to the corporate context.	Creates the big picture for HR as fully integrated across the organization. Demonstrates a clear understanding of how the pieces come together. Leads the integration of the various practice areas of HR together into a solution to business challenges or issues.	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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