

## CHRP - Required Professional Capabilities (RPCs) RPCs for Experienced Professionals

### Professional Practice in Human Resources

- Contributes to the development of the organization's vision, goals, strategies with a focus on human capital
- Interprets and communicates business strategies and plans
- Guides and facilitates change in organizational culture and/or values consistent with business strategies
- Contributes to improvements in the organization's structures and work processes
- Directs the organization in ethical HR practices, and application of conflict of interest guidelines
- Leads in the development of HR initiatives which support the organization's strategic directions
- Collects data, analyzes and reviews the organization's existing HR programs to ensure they are consistent with business activities
- Monitors HR activities of the organization, identifies problem areas, initiates responses, and resolves issues that stand in the way of business success
- Evaluates the effectiveness of HR strategies using various measurement, assessment and accountability approaches
- Applies business fundamentals of production, operations management, finance, information technology, marketing and strategic planning to people management issue
- Applies measurement, evaluation and assessment processes to business situations
- Develops business cases for HR activities, eg. Return on Investment (ROI) evaluations, data collection and assessment
- Sets clear goals and objectives for the HR activities of the organization, maintains evaluation measurements of all HR activities against goals and objectives of the organization
- Communicates information to serve current and future needs of the organization
- Establishes goals, deliverables, timelines, and budgets
- Assembles and leads teams to achieve established goals
- Identifies relevant legislative jurisdictions and legal jurisprudence associated with the organization's operations (includes global perspective)
- Analyzes and provides advice on employment rights and responsibilities
- Provides advice on policy, monitors activities, and, if required, initiates corrective action related to the organization's practices
- Leads an appropriate organizational response to formal or informal complaints or appeals related to alleged human rights violations
- Manages the use of resources, assigns work, and gauges the effectiveness of teams, individuals in meeting specific goals
- Provides performance feedback, coaching and career development to teams and individuals to maximize their probability of success
- Effectively handles disagreements and conflicts
- Provides support and expertise to managers and supervisors with respect to managing people

## Organizational Effectiveness

- Acts as an agent for major initiatives
- Develops and implements necessary OD intervention models
- Monitors and reports on the progress of major change initiatives
- Assesses the contribution of OD initiatives to the performance of the unit or organization
- Develops an organization or unit design to fit a given set of business objectives and environmental factors
- Formulates organization development strategies in accordance with legislated and/or voluntary diversity and equity goals
- Plans for and manages the HR aspects of organizational change (e.g., mergers, acquisitions, divestitures and downsizing, in the context of organizational strategies and legislated requirements)
- Promotes a productive culture in the organization that values diversity, trust and respect for individuals and their contributions
- Develops processes to engage employees in achieving the objectives of the organization
- Develops and implements a communications plan that supports strategies for employee involvement
- Researches, analyses and reports on potential HR issues affecting the organization
- Forecasts HR supply and demand conditions
- Identifies the data required to support HR planning
- Using available data, develops HR plans that support the organization's strategic directions
- Coordinates the implementation of HR and succession plans
- Develops systems and processes that link the career plans and skill sets of employees with the requirements of the organization

## Staffing

- Identifies the organization's HR needs
- Identifies potential source of qualified candidates
- Selects candidates & negotiates terms & conditions of employment
- If necessary, develops employment contract with successful candidate(s)
- Evaluates screening, selection and orientation processes, and outcomes at the organizational level
- Advises clients on matters of sub-standard performance, discipline, and ultimately, termination
- Advises clients on alternatives to terminations
- Develops procedures for the defensible termination of employees in circumstances where termination is determined to be the only course of action
- Develops appropriate security strategies to protect corporate assets while preserving the dignity of the terminated employee
- Participates in the termination process by preparing termination notices, conducting exit interviews, and arranging outplacement services

## Employee & Labour Relations

- Defines and establishes appropriate terms and conditions of employment to meet organizational goals
- Provides advice on HR issues, including hiring, discipline and termination, related to the terms and conditions of employment, eg employment vs contractor status, common law vs contracted employment relationship, and legal jurisdiction
- Creates procedures for researching and establishing HR policies
- Develops, updates, and communicates support for HR policies
- Develops policies and procedures for ensuring a respectful workplace by addressing issues such as employee rights, diversity, and workplace violence
- Recommends action(s) in response to known or suspected incidents of conflict, even in the absence of a formal complaint
- Directs an appropriate organizational response to complaints or appeals on issues such as human rights violations
- Evaluates the feasibility of alternative dispute resolution mechanisms
- Identifies strategies for corrective action and establishes procedures for ensuring their application
- Applies alternative forms of corrective action when necessary
- Monitors and evaluates the consequences of corrective actions
- Prepares the organization for collective bargaining
- Formulates bargaining strategies consistent with the short and long-term needs of the organization, as well as its strengths and vulnerabilities
- Coaches the bargaining team through all phases of the collective bargaining process
- Anticipates and prepares the organization for work disruptions
- Guides the organization in response to legal and illegal job actions

## Total Compensation

- Identifies and develops the philosophy, strategy and policy with respect to the total compensation package that is consistent with the organization's goals. This is accomplished within the context of the legal, regulatory, taxation, and community framework
- Designs and evaluates total compensation strategies to ensure that they reflect the organization's goals, culture, structure, and external environment
- Evaluates the total compensation strategy to ensure it is consistent with the objectives of attracting, motivating and retaining the qualified people required to meet organizational goals
- Monitors the competitiveness of the total compensation strategy on an ongoing basis
- Considering the total compensation strategy, develops a compensation program with respect to base pay, variable pay, profit and gain sharing, incentive pay, and stock options, and recommends the best mix
- Establishes compensation policies and procedures based on the program and compliance with the legal framework
- Assesses the effectiveness of the program in achieving the organization's goals, and its competitiveness in terms of attracting and retaining qualified employees
- Implements an effective procedure for describing work related duties, establishing their relative worth, and aligning them with the organizational structure
- Recommends job price, and appropriate pay ranges based on factors such as complexity of duties, nature of employment, geographic location, and supply and demand conditions in the external labour market
- Identifies benefit carriers, evaluates objectives, characteristics, service delivery models (eg insured service vs. self-insured with administrative services contract), and weighs the advantages and disadvantages of various benefit plans in order to meet the needs of the organization
- Recommends benefit plan most suited to organizational objectives

## **Organizational Learning, Development and Training**

- Monitors and evaluates HR effectiveness as it relates to business success and identifies areas that need improvement and development
- Determines the best learning approaches and human capital development initiatives required for continued organizational success
- Performs a cost-benefit analysis of developing existing staff versus acquiring new staff, or outsourcing
- Develops and delivers learning strategies to close the gap between current human capital capabilities and the future needs of the organization
- Monitors and reports on the results of HR development activities in terms of their effect on organizational performance
- Identifies, evaluates, and implements measurement systems for current and future job/team performance
- Ensures performance feedback is an integral part of the organization's HR information system
- Provides development information, support activities and procedures for learners, supervisors, and managers to assist in achieving performance improvement, (e.g., training, coaching, feedback and techniques for setting objectives)
- Assists and coaches supervisors to help employees achieve required performance levels
- Develops, implements and monitors the success of performance feedback and coaching
- Designs development programs, consistent with organizational performance requirements at varying stages of the employment cycle
- Establishes measurement tools and processes to evaluate development programs for effectiveness relative to the needs of the organization
- Helps supervisors/managers to identify career options for employees, which are consistent with the organizational needs
- Ensures performance management information is an integral component of employee development
- Assists employees in identifying career paths, establishing learning plans and activities required for achieving personal success
- Responds to serious injury or fatality in the workplace

## Human Resources Information Management

- Identifies HR information that the organization needs to achieve its business objectives
- Interprets HR information to meet the needs of the organization (e.g., labour costing, succession planning, legislated reporting requirements, reorganization planning, and training priorities)
- Evaluates the effectiveness of current HR information management within the organization
- Develops policy regarding confidentiality of HR information, including limits on the extent to which confidentiality can be assured
- Balances confidentiality requirements with HR administrative requirements (e.g., requirement for information for the resolution of benefits or a WCB claim that may be in occupational health records)
- Contributes to development of specifications for the acquisition and/or development of HR information management systems and for their implementation
- Evaluates alternatives for providing HR information management needs, considering current and future organizational needs and capabilities, and the associated costs and benefits