



# Membership standards for Chartered Member

The new Profession Map sets the international benchmark for people professionals, and forms the basis of our membership levels.

These membership standards apply to anyone coming into Chartered Membership via Experience Assessment, or anyone Upgrading to Chartered Member. They're based on the core knowledge and core behaviour areas of the map, and focus on your expertise in people, work and change, and how you contribute to the profession's values of being principles-led, evidence-based and outcomes-driven.

If you're interested in coming into Chartered Membership via Experience Assessment, or Upgrading to Chartered Member, then use these standards to determine if it's the right membership level for you.



- Core knowledge**
- People practice
  - Culture and behaviour
  - Business acumen
  - Analytics and creating value
  - Digital working
  - Change

- Core behaviours**
- Ethical practice
  - Professional courage and influence
  - Valuing people
  - Working inclusively
  - Commercial drive
  - Passion for learning
  - Situational decision-making
  - Insights focused

- Specialist knowledge**
- Employee experience
  - Employee relations
  - Diversity and inclusion
  - Learning and development
  - Reward
  - Talent management
  - Resourcing
  - Organisation development and design
  - People analytics

# Core knowledge membership standards

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## People practice

Understanding the range of people practices needed to be an effective people professional

- A range of people practices, and how to design them in an integrated way
- Current and future regulation and law relevant to your work, how to apply it, and how to mitigate risk
- How to apply and adapt different models of facilitation, consulting, coaching and mentoring in a range of different situations

## Culture and behaviour

Understanding people's behaviour and creating the right organisation culture

- How to apply models of systemic thinking to a range of people practices
- Different ethical perspectives, and how different mindsets and values influence internal and external decision-making

## Business acumen

Understanding your organisation, the commercial context and the wider world of work

- How the organisation's strategy translates to your work, and how to use data relating to products, services and customers to provide insight into people solutions
- How your organisation is responding to different trends in your sector which impact its performance
- How to develop a people plan (review, develop insight, align with organisation strategy, create proposals)

## Analytics and creating value

Understanding analytics and its use in creating insight and measuring value

- How people practices create value for different stakeholders, and the associated risks
- How to assess the quality and relevance of evidence available, by identifying sources of bias and using evidence-based questioning models
- How to design measures, develop insights and assess the impact of work, particularly on people

## Digital working

Understanding the digital environment and how to apply technology in a people context

- How to use technology to support the delivery of people practices, and improve the worker experience

## Change

Understanding how to effectively enable change

- How to apply principles of the psychology of change, and how to maximise the way people are listened to during change
- Change management values and principles
- How to assess which levers will achieve and sustain change

# Core behaviour membership standards

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## Ethical practice

Building trust by role-modelling ethical behaviour, and applying principles and values consistently in decision-making

- Challenge decisions and actions which are not ethical, explaining the organisation risks

## Professional courage and influence

Showing courage to speak up and skilfully influencing others to gain buy in

- Challenge constructively and confidently in the face of opposition
- Tailor your influencing style and select appropriate communication channels to engage your audience and gain buy-in

## Valuing people

Creating a shared purpose and enabling people development, voice and well-being

- Demonstrate compassion, humanity and fairness in your approach
- Enable people to have a meaningful voice by involving them in decisions that impact them, and bring a people perspective to organisation decision-making

## Working inclusively

Working and collaborating across boundaries, effectively and inclusively, to achieve positive outcomes

- Build collaborative relationships across organisation boundaries, cultures and other disciplines
- Role-model and advocate the value of including others and embracing difference

## Passion for learning

Demonstrating curiosity and making the most of opportunities to learn, improve and innovate

- Connect with internal and external peers regularly to benchmark, share good practice and anticipate future trends to inform future priorities and practice
- Enable own and others' continuous professional development using a range of methods
- Reflect on experience, seek feedback and apply your learning

## Insights focused

Asking questions and evaluating evidence and ideas, to create insight and understand the whole

- Take a disciplined and open-minded approach to understand and define organisation issues and their root causes
- Assimilate evidence and ideas to identify themes and connections and gain insight on the whole issue and its wider implications

## Situational decision-making

Making effective and pragmatic decisions or choices based on the specific situation or context

- Demonstrate commitment to evaluating the outcome and impact of your decisions to inform your future approach

## Commercial drive

Using a commercial mindset, demonstrating drive and enabling change to create value

- Partner with customers to understand their current and future needs, and contract effectively
- Develop and present robust business cases using evidence to demonstrate a return on investment