

Chartered Member Criteria

What it means to be a Chartered Member of the CIPD

The Chartered Member combines their professional skill, knowledge, behaviour and insights with their understanding of the organisation's context, structure and culture, strategies, activities and needs, to create and deliver HR policies and plans that help the organisation achieve its objectives.

They have the expertise needed to plan and manage generalist or specialist HR operations in any organisation or context, and they demonstrate it whether they are:

- running most or all of the HR function in a small organisation
- leading or supporting a team in a larger concern
- delivering consultancy services
- working as a generalist HR professional
- specialising in one or more areas of HR, such as learning and development
- handling HR for organisations in a UK or international context.

Chartered membership signifies that this is someone who has been assessed against stringent professional criteria. They have demonstrated that they have already applied their skill, knowledge and understanding to manage HR activities successfully, and are enhancing their professionalism through planned continuing professional development (CPD).

For the individual this status acknowledges their professionalism and capability. For the organisation it signifies that the Chartered Member has demonstrated the skill, knowledge and understanding to deliver the specialist expertise they need for success in their HR role, as an employee or as a consultant.

It also confirms that this person has signed up to the CIPD CPD Policy and Code of Professional Conduct, and works to its standards and criteria.

Meeting the Chartered MCIPD criteria

To achieve Chartered membership the individual has to show that they have delivered against the criteria in a work environment.

There are three elements in the criteria, and they all have to be met.

1. Activities – what the Chartered Member does
2. Knowledge – what Chartered Member understands in order to carry out the activities
3. Behaviours – how the Chartered Member carries out the activities.

Activities: what the Chartered Member does

The Chartered Member must show that they have experience of carrying out the following activities in a work environment, either as an HR professional employed in an organisation or as a consultant.

The Chartered Member successfully handles complex problems systematically and creatively, developing solutions that add value to the organisation's HR, corporate, strategic and operational plans, and improve organisational/individual performance and capability.

To do this the Chartered Member:

Maintains awareness of their external and internal environment

- the external environment: the local and global HR developments, trends, innovations and best practice. Evaluates the techniques, processes and information that could add value for the organisation and help it achieve its objectives.
- the internal environment: the organisation's performance and culture, and its HR systems, procedures, processes and practices. Ensures they meet legal and good practice standards and identifies any need for improvement or change.

Reviews HR policies and practices, and makes the case for change

- researches relevant trends, patterns, connections, links, obstacles and risks, then critically evaluates the results and uses them as the basis of proposals and plans for improvement, change or innovation
- prepares logically-argued and evidenced proposals that help influence strategy by shaping the views of senior colleagues and other managers
- constructs plans for improvement, change or innovation in line with required levels of service, legal and good practice standards and the organisation's requirements and context. Prioritises high value activity without creating risks elsewhere.

Implements and evaluates HR improvement/innovation

- leads or supports the implementation, review and evaluation of HR plans, using contemporary project planning and/or management and leadership skills and techniques
- builds a team, defines objectives, timelines and milestones, monitors, reviews and manages progress, and evaluates success against expected outcomes.

Advises, influences and coaches colleagues and managers

- builds and maintains relationships with HR colleagues, line and senior managers, employees at all levels and other relevant stakeholders, to encourage their support for and contribution of HR processes
- provides an internal consultancy service to managers and individuals, helping them develop and apply appropriate HR solutions and identify opportunities to contribute to the organisation's success
- ensures managers receive the necessary coaching/training to develop the knowledge, understanding, skills and processes they need to manage HR issues and change within their teams and span of control.

Maintains their Continuing Professional Development (CPD)

- enhances their professional skills, knowledge and behaviours through reflective and planned CPD.

Knowledge: what the Chartered Member understands

To carry out the Activities the Chartered Member has to know about and understand three contexts:

1. the organisation/s they work in or with
2. the specific work role (eg generalist or specialist role)
3. the wider HR context.

1. **The organisation and its context**, including:

- its structure, culture, vision, mission and values, in the context of the wider legal, technological and social environment
- how the organisation makes money, provides services or manages its budget
- its range of products/services
- the drivers and barriers to organisation performance
- who its competitors and customers are
- the capability and skills that are essential for it to perform, now and into the future
- how its teams work together to optimise performance
- its programmes, policies and practices
- the language of the organisation and the organisational sector
- the relevant employment law in local and international jurisdictions, and what the organisation needs to do to mitigate risk.

2. **The specific work role** and the professional HR area(s) that are the focus for it, including:

- up to date knowledge of good practice, current thinking, trends and developments
- the detailed characteristics and features of current and good practice management, leadership and personal skills and techniques
- a comprehensive understanding of techniques for analysis and enquiry, and decision-making and problem-solving
- the relevant and appropriate legal and regulatory framework, and the external bodies and agencies that legislate/give advice and support/have a potential impact on decisions and activities within their areas of responsibility.

3. **The wider HR context**, including:

- the integrated nature of HR and the knock-on effect that actions in one professional area have on other areas and other colleagues
- if a specialist, a sound and current working knowledge and understanding of the key characteristics and features of other professional areas
- how to:
 - research, develop and critically evaluate a range of options, then select the most appropriate and apply them successfully
 - evaluate, synthesise and apply up-to-date and theories and techniques to complex and/or open-ended issues
 - read and interpret the organisation's financial information, and prepare and/or manage the budget for HR activities that fall within their area of responsibility
 - behave assertively, with the courage and confidence to speak up while remaining calm and composed – even in the face of pressure, opposition or resistance.

Behaviours: how the Chartered Member carries out activities

In delivering the Activities the Chartered Member has to show how they meet the Behaviour criteria, organised in three clusters: Insights and influence, Operational excellence, Stewardship.

Insights and influences

Curious

- keeps up to date with developments, changes and trends in the organisation and its sector, the HR profession and the wider environment, through research, networking and investigation
- seeks and reflects on feedback on their own performance and impact
- uses information from their research and feedback to inform HR plans and personal CPD plans.

Decisive thinker

- selects appropriate techniques and tools to gather information, and to analyse it and critically evaluate its importance and relevance
- compares and contrasts information, patterns and trends to inform their judgement when making decisions or making recommendations.

Skilled influencer

- secures the necessary commitment and support for changes or policies from a range of stakeholders, by tailoring the approach and tone of any interaction
- builds shared ownership and increased commitment, by giving responsibility and recognition to colleagues and/or team members.

Operational excellence

Driven to deliver

- leads delivery, setting clear milestones and outcomes, balancing competing priorities, monitoring progress and resolving any issues as they arise
- keeps working with commitment and enthusiasm, even in the face of difficulties.

Collaborative

- builds mutually beneficial relationships inside and outside the organisation they work for or with
- builds a sense of team spirit, shared ownership and common purpose
- manages disputes to reach a positive solution.

Personally credible

- uses relevant technical expertise and experience objectively and with integrity, to build a track record of reliable, trustworthy and dependable source of HR support, guidance and delivery
- takes responsibility for their own actions and decisions, even when facing criticism or opposition
- shows insight and the ability to see a problem from a different angle.

Stewardship

Courage to challenge

- works with other people who are involved in or affected by a situation, to develop options and shared solutions
- forms a view rather than sits on the fence, and cuts through unnecessary processes or discussion to focus on the point
- shows the courage, confidence and calmness needed to speak up or challenge others appropriately.

Role model

- consistently leads by example, operating with integrity and impartiality to sound personal values and ethics, within the organisation's conventions, values, rules and norms
- remains composed and objective under the pressure of competing or changing priorities, helping to keep others motivated, calm and focused.