

Membership standards

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

The membership standards apply to anyone coming into membership via Experience Assessment, or anyone Upgrading to Chartered Member or Chartered Fellow. 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.

Use these standards to determine which membership level is right 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

(for anyone coming into membership via Experience Assessment, or Upgrading to Chartered Member or Chartered Fellow)

People practice

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

Associate level

The employee lifecycle and how other people practices impact your work and vice versa

Policy, regulation and law relevant to your work and how to ensure people practices are compliant

How to build diversity and inclusion into your work

Chartered Member level

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

Chartered Fellow level

People practices across a range of specialisms, and how to integrate these to create a holistic people offering

Current and future regulation and law relevant to your work, and how to assess impact and risk for organisations and industry sector

Culture and behaviour

Understanding people's behaviour and creating the right organisation culture

Associate level

How people practices impact on behaviour, culture, systems and structures

Different ethical perspectives and how they influence your own values and decisions

Chartered Member level

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

Chartered Fellow level

How systemic approaches contribute to organisation performance

Different ethical perspectives, mindsets and values, and their implications for organisation culture

Business acumen

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

Associate level

The connections between your organisation's strategy and the people strategy, and the range of products, services and customers the organisation has

The different external trends - such as social, economic, technological - which impact your organisation

How your work connects with and supports wider people and organisation strategies

Your organisation's current priorities, and the issues and causes associated with them

Chartered Member level

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)

Chartered Fellow level

Your organisation's long term vision and strategy, and what it means for the people strategy

How external influences and trends impact organisation performance, and potential future trends in your sector and beyond

Different forms of strategy development, how to create an organisation-wide people strategy, and shape the business strategy

Analytics and creating value

Understanding analytics and its use in creating insight and measuring value

Associate level

How people practices benefit different stakeholders (eg workers, customers)

The four types of evidence used in decision-making, and how to identify and acquire sources of evidence

The systems and data available in your organisation, and how to calculate basic measures of work and people performance

How data can be used and presented to resolve people issues

Chartered Member level

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

Chartered Fellow level

How people strategies create sustainable value for others, and the interdependencies and risks of those value creations

How to build organisation capability and systems to enable evidence-based practice

How to maximise value in your organisation's business model

How to use operational, financial and people insights and data to influence and shape the people and business strategy

Digital working

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

Associate level

What technology is available in your area of the people profession and its impact on your work

Chartered Member level

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

Chartered Fellow level

Emerging technologies which can improve the people proposition, and how to integrate with wider organisation technologies

Change

Understanding how to effectively enable change

Associate level

How to explain why change is happening, and basic models for how people experience change

Chartered Member level

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

Chartered Fellow level

How to use psychology models to recognise the long term impact of change

Capability issues that exist within your sector

How to assess which levers will achieve and sustain change across an organisation, and create long term value

Core behaviour membership standards

(for anyone coming into membership via Experience Assessment, or Upgrading to Chartered Member or Chartered Fellow)

Ethical practice

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

Associate level

Raise concerns about people practices and policies which are not consistent with values or legislation

Chartered Member level

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

Chartered Fellow level

Make responsible decisions by balancing different ethical perspectives, and shape how ethics inform wider decision-making and governance

Professional courage and influence

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

Associate level

Contribute to discussions and respond to questions in an informed and confident way

Chartered Member level

Challenge constructively and confidently in the face of opposition

Chartered Fellow level

Take a stand with senior colleagues when it is the right thing to do despite significant opposition or challenge

Communicate key information in a clear and engaging way to influence others

Tailor your influencing style and select appropriate communication channels to engage your audience and gain buy-in

Use a wide range of influencing styles and strategies to secure commitment across and outside your organisation

Valuing people

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

Associate level

Treat people fairly and considerately in your work

Chartered Member level

Demonstrate compassion, humanity and fairness in your approach

Chartered Fellow level

Model compassion, humanity and fairness as a leader

Enable people to have a voice when designing and delivering solutions which impact them

Enable people to have a meaningful voice by involving them in decisions that impact them, and bring a people perspective to organisation decision-making

Strive to create an organisation culture that gives people a voice and puts them at the centre

Working inclusively

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

Associate level

Build purposeful working relationships with and collaborate with wider colleagues

Chartered Member level

Build collaborative relationships across organisation boundaries, cultures and other disciplines

Chartered Fellow level

Build strategic relationships and partnerships across professions, geographies and organisations

Role-model and advocate the value of including others and embracing difference

Foster an inclusive culture which unites people, whatever their differences

Passion for learning

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

Associate level

Keep up-to-date with external trends and developments and consider how they will impact on your work

Demonstrate a proactive approach to developing your professional knowledge, skills and experience

Chartered Member level

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

Chartered Fellow level

Connect with a network of leaders to share leading practice, understand external influences and anticipate future trends to shape the people agenda

Demonstrate a strong commitment to the development of people professionals and the wider people profession

Visibly role-model your own continuous professional development and promote a learning culture

Insights focused

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

Associate level

Ask questions to explore issues and understand underlying causes

Summarise evidence findings and identify key ideas, insights and connections

Chartered Member level

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

Chartered Fellow level

Apply a systemic approach when bringing together people and business insight, to create people and organisation value

Situational decision-making

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

Associate level

Solve problems and make choices by applying evidence relevant to the specific situation

Identify the different options or solutions available and the benefits and risks of each

Chartered Member level

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

Chartered Fellow level

Make complex and timely decisions in line with available evidence, the strategic context and professional values when there are unknowns

Commercial drive

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

Associate level

Engage with customers to understand their needs and improve their experiences

Carefully consider the financial and operational implications of your choices

Chartered Member level

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

Chartered Fellow level

Create a culture that prioritises the understanding of customer needs to enhance customer value
