



Membership standards for Associate member

(coming into membership via Experience Assessment)

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 Associate membership via Experience Assessment. 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 Associate membership via Experience Assessment, 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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ASSOCIATE MEMBER

People practice

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

- 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

Culture and behaviour

Understanding people's behaviour and creating the right organisation culture

- How people practices impact on behaviour, culture, systems and structures
- Different ethical perspectives and how they influence your own values and decisions

Business acumen

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

- 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

Analytics and creating value

Understanding analytics and its use in creating insight and measuring value

- 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

Digital working

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

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

Change

Understanding how to effectively enable change

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

Core behaviour membership standards

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ASSOCIATE MEMBER

Ethical practice

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

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

Professional courage and influence

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

- Contribute to discussions and respond to questions in an informed and confident way
- Communicate key information in a clear and engaging way to influence others

Valuing people

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

- Treat people fairly and considerately in your work
- Enable people to have a voice when designing and delivering solutions which impact them

Working inclusively

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

- Build purposeful working relationships with and collaborate with wider colleagues

Passion for learning

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

- 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

Insights focused

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

- Ask questions to explore issues and understand underlying causes
- Summarise evidence findings and identify key ideas, insights and connections

Situational decision-making

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

- 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

Commercial drive

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

- Engage with customers to understand their needs and improve their experiences
- Carefully consider the financial and operational implications of your choices