



Membership standards for Chartered Fellow

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 Fellowship via Experience Assessment, or anyone Upgrading to 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.

If you're interested in coming into Chartered Fellowship via Experience Assessment, or Upgrading to Chartered Fellow, 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

- 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

- 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

- 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

- 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

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

Change

Understanding how to effectively enable change

- 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

CHARTERED FELLOW

Ethical practice

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

- 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

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

- Model compassion, humanity and fairness as a leader
- 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

- Build strategic relationships and partnerships across professions, geographies and organisations
- 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

- 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

- 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

- 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

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