# CIPD

Membership Standards

The Profession Map sets the international benchmark for people professionals. The Membership standards are a subset of the full professional standards and articulate the expectations for different grades of CIPD membership.

The membership standards apply to anyone coming into membership via Experience Assessment, or anyone Upgrading to Chartered Member of Chartered Fellow. They're based on 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. These standards may differ slightly in wording from the full profession map.

Use these standards to determine which membership level is right for you.
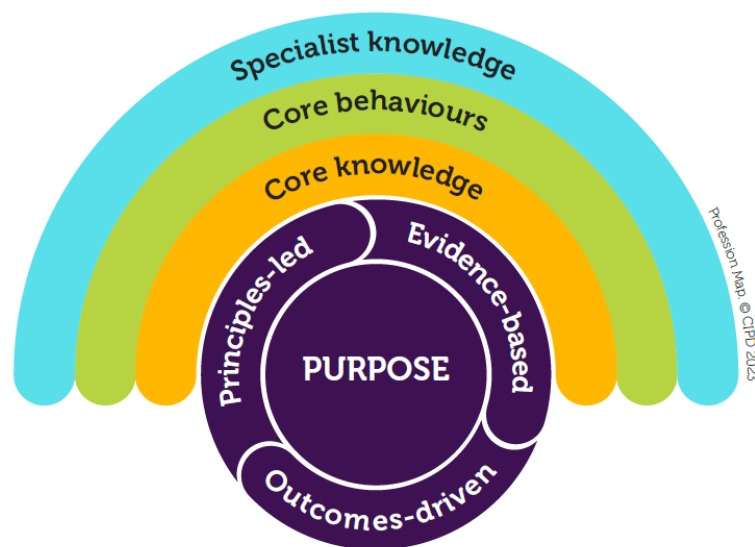
Core knowledge
- People practice
- Culture and behaviour
- Business acumen
- Analytics and creating value
- Digital working
- Change

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
- Equality, diversity and inclusion
- Learning and development
- Reward
- People analytics
- Organisation development and design
- Resourcing
- Talent management
- Wellbeing

CIPD

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	Chartered Member level	Chartered Fellow level
The employee lifecycle and how other people practices impact your work and vice versa	A range of people practices, and how to design them in an integrated way	People practices across a range of specialisms, and how to integrate these to create a holistic people offering
Policy, regulation and law relevant to your work and how to ensure people practices are compliant	Current and future regulation and law relevant to your work, how to apply it, and how to mitigate risk	Current and future regulation and law relevant to your work, and how to assess impact and risk for organisations and industry sector
How to build diversity and inclusion into your work	How to apply and adapt different models of facilitation, consulting, coaching and mentoring in a range of different situations	N/A

CIPD

Culture and behaviour

Understanding people's behaviour and creating the right organisation culture.

Associate level	Chartered Member level	Chartered Fellow level
How people practices impact on behaviour, culture, systems and structures	How to apply models of systemic thinking to a range of people practices	How systemic approaches contribute to organisation performance
Different ethical perspectives and how they influence your own values and decisions	Different ethical perspectives, and how different mindsets and values influence internal and external decision-making	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	Chartered Member level	Chartered Fellow level
The connections between your organisation's strategy and the people strategy, and the range of products, services and customers the organisation has	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	Your organisation's long-term vision and strategy, and what it means for the people strategy
The different external trends – such as social, economic, technological - which impact your organisation	How your organisation is responding to different trends in your sector which impact its performance	How external influences and trends impact organisation performance, and potential future trends in your sector and beyond
How your work connects with and supports wider people and organisation strategies	How to develop a people plan (review, develop insight, align with organisation strategy, create proposals)	Different forms of strategy development, how to create an organisation-wide people strategy, and shape the business strategy
Your organisation's current priorities, and the issues and causes associated with them	N/A	N/A

CIPD

Analytics and creating value
Understanding analytics and its use in creating insight and measuring value

Associate level	Chartered Member level	Chartered Fellow level
How people practices benefit different stakeholders (e.g. workers, customers)	How people practices create value for different stakeholders, and the associated risks	How people strategies create sustainable value for others, and the interdependencies and risks of those value creations
The four types of evidence used in decision-making, and how to identify and acquire sources of evidence	How to assess the quality and relevance of evidence available, by identifying sources of bias and using evidence-based questioning models	How to build organisation capability and systems to enable evidence-based practice
The systems and data available in your organisation, and how to calculate basic measures of work and people performance	How to design measures, develop insights and assess the impact of work, particularly on people	How to maximise value in your organisation's business model
How data can be used and presented to resolve people issues	N/A	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	Chartered Member level	Chartered Fellow level
What technology is available in your area of the people profession and how it impacts on your work	How to use technology to support the delivery of people practices, and improver the worker experience	Emerging technologies which can improve the people proposition, and how to integrate with wider organisational technologies

CIPD

Change

Understanding how to effectively enable change.

Associate level	Chartered Member level	Chartered Fellow level
How to explain why change is happening, and basic models for how people experience change	How to apply principles of the psychology of change, and how to maximise the way people are listened to during change	How to use psychology models to recognise the long term impact of change
N/A	Change management values and principles	Capability issues that exist within your sector
N/A	How to assess which levers will achieve and sustain change	How to assess which levers will achieve and sustain change across an organisation, and create long term value

CIPD

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	Chartered Member level	Chartered Fellow level
Raise concerns about people practices and policies which are not consistent with values or legislation	Challenge decisions and actions which are not ethical, explaining the organisation risks	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	Chartered Member level	Chartered Fellow level
Contribute to discussions and respond to questions in an informed and confident way	Challenge constructively and confidently in the face of opposition	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

CIPD

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

Associate level	Chartered Member level	Chartered Fellow level
Treat people fairly and considerately in your work	Demonstrate compassion, humanity and fairness in your approach	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	Chartered Member level	Chartered Fellow level
Build purposeful working relationships with and collaborate with wider colleagues	Build collaborative relationships across organisation boundaries, cultures and other disciplines	Build strategic relationships and partnerships across professions, geographies and organisations
N/A	Role-model and advocate the value of including others and embracing difference	Foster an inclusive culture which unites people, whatever their differences

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

Associate level	Chartered Member level	Chartered Fellow level
Engage with customers to understand their needs and improve their experiences	Partner with customers to understand their current and future needs, and contract effectively	Create a culture that prioritises the understanding of customer needs to enhance customer value
Carefully consider the financial and operational implications of your choices	Develop and present robust business cases using evidence to demonstrate a return on investment	N/A

CIPD

Passion for learning
Demonstrating curiosity and making the most of opportunities to learn, improve and innovate.

Associate level	Chartered Member level	Chartered Fellow level
Keep up-to-date with external trends and developments and consider how they will impact on your work	Connect with internal and external peers regularly to benchmark, share good practice and anticipate future trends to inform future priorities and practice	Connect with a network of leaders to share leading practice, understand external influences and anticipate future trends to shape the people agenda
Demonstrate a proactive approach to developing your professional knowledge, skills and experience	Enable own and others' continuous professional development using a range of methods	Demonstrate a strong commitment to the development of people professionals and the wider people profession
N/A	Reflect on experience, seek feedback and apply your learning	Visibly role-model your own continuous professional development and promote a learning culture

Situational decision-making
Making effective and pragmatic decisions or choices based on the specific situation or context.

Associate level	Chartered Member level	Chartered Fellow level
Solve problems and make choices by applying evidence relevant to the specific situation	Demonstrate commitment to evaluating the outcome and impact of your decisions to inform your future approach	Make complex and timely decisions in line with available evidence, the strategic context and professional values when there are unknowns
Identify the different options or solutions available and the benefits and risks of each	N/A	N/A

CIPD

Insights focused

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

Associate level	Chartered Member level	Chartered Fellow level
Ask questions to explore issues and understand underlying causes	Take a disciplined and open-minded approach to understand and define organisation issues and their root causes	Apply a systemic approach when bringing together people and business insight to create people and organisation value
Summarise evidence findings and identify key ideas, insights and connections	Assimilate evidence and ideas to identify themes and connections and gain insight on the whole issue and its wider implications	N/A

CIPD