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Canadian Council of Human Resources Associations
Conseil canadien des associations en ressources humaines

**Human Resources Professionals in Canada:
Revised Body of Knowledge
and
Required Professional Capabilities (RPCs®)**

**Approved by the CCHRA, Board of Directors
October, 2007**

Revised Body of Knowledge And Required Professional Capabilities (RPC®)

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Section I – Background on the Body of Knowledge

This document reflects the culmination of two years work to update Canada’s Human Resources (HR) Body of Knowledge that was initially developed in 2001. The Body of Knowledge is specified in the Required Professional Capabilities (RPCs[®]), which have also been updated in this document.

Two characteristics of a profession, as defined by Webster’s dictionary (see CCHRA web-site “What defines a Profession?”), are a common body of knowledge and benchmarked performance standards. The goal of creating a national standard for HR professionals was set by CCHRA in 1995. In 1997, the CCHRA, working in conjunction with the federal government department of Human Resources and Skills Development Canada (HRSDC) and researchers from across Canada, set out to define the HR body of knowledge in Canada. In a broad professional practice analysis, they gathered input from across Canada from HR practitioners, business leaders and academics in the field of HR to determine the knowledge, skills, abilities and other attributes (KSAOs) required for an individual working in HR to show their professional competence in the workplace. Focus groups, interviews and surveys were used to collect critical incidents describing the KSAOs necessary for an effective HR professional to know and apply. These KSAOs were grouped into 203 Required Professional Capabilities which were validated by survey analysis with HR practitioners who confirmed that all were necessary for a competent HR professional. The 203 RPCs[®] were also grouped into seven dimensions describing HR functions and a cross-functional area of professional practice (strategic contributions, business acumen, written and oral communication, managing client relationships and professionalism). The functional dimensions were: organizational effectiveness; staffing;

employee and labour relations; total compensation; organizational learning, development and training; workplace health and safety; and human resources information management.

The RPCs® are based on the core capabilities of the HR profession as well as HR policies and practices used in Canada. In 2000-2001, teams made up of HR professionals developed assessment standards related to the RPCs®. These formed the test specifications of the profession's national standards of assessment, the National Knowledge Exam® (NKE) and the National Professional Practice Assessment® (NPPA). These exams test academic knowledge (in the case of the NKE) and experiential knowledge (in the case of the NPPA) and, when successfully completed, lead to the national designation of a Certified Human Resources Professional (CHRP).

The current RPCs® were introduced in 2000. The NKE exam was developed and introduced in the fall of 2003; the NPPA was introduced in the spring of 2004. Over 13,500 HR professionals have taken the exams so far resulting in more than 3,500 CHRPs being granted.

In keeping with best practices in certification, in 2005, the Professional Standards Committee (PSC) of CCHRA directed that a review be conducted in order to update the HR Body of Knowledge and the RPCs®. The CCHRA Independent Board of Examiners (IBE) recommended a two-stage approach for this review. The two stages, approved by the CCHRA Board, were a review of the RPCs® by member association task forces composed of representatives from the HR, business and academic communities and a survey of qualified HR professionals to validate the RPCs® and determine which of the new RPCs® represented academic knowledge versus experiential knowledge.

In the first stage, task force members were asked to review the existing KSAOs and RPCs® and consider whether they were required for a competent HR professional to know and

apply them to successfully function in their profession. The task forces were asked to indicate which RPCs® should stay the same, be deleted or modified and to identify new RPCs® which would reflect the evolving nature of HR function over the past five years. Task forces were also asked to record their rationale for each change or addition they recommended. Provincial associations were also asked to provide feedback on the results. The results were reviewed by the PSC and were validated by the IBE. This stage was completed in June 2006.

In the second stage, a survey was administered to all Canadians who possessed the CHRP designation, i.e., HR professionals. They were asked to validate the RPCs® and indicate what emphasis a successful HR professional would place on each functional dimension and whether each RPC® was an indicator of academic knowledge (and thus should be measured in the NKE) or experiential knowledge (and therefore should be measured by the NPPA). 2,265 HR professionals from across the country participated in the survey during April and May 2007. Results of the task force stage of this analysis and the survey work were combined to produce new and updated RPCs®. The final results were also reviewed by the PSC and validated by the IBE.

The final results consolidated the functional dimensions into seven areas. The functional dimensions are: professional practice; organizational effectiveness; staffing; employee and labour relations; total compensation; organizational learning, training and development; and occupational health, safety and wellness). The previous functional dimension of HRIM was determined to be too specific to be considered a function and it was subsumed into the function of professional practice. Recognizing the increasing role that effective HR professionals play in business, more emphasis was placed on business knowledge. Individual RPCs® were modified, some were deleted and some new ones were added resulting in 187 RPCs® written with greater

clarity. As well, the weighting of functional dimensions was adjusted to reflect today's requirements.

The seven functional dimensions and their 187 RPCs® reflect the Canadian Human Resources Body of Knowledge. Each functional dimension reflects a unique proportion of the HR Body of Knowledge, as can be seen in the table below:

| Functional Dimensions | Number and Proportion of RPCs® | |
|---|--------------------------------|--------|
| Professional Practice | 41 | 21.9% |
| Organizational Effectiveness | 22 | 11.8% |
| Staffing | 30 | 16.0% |
| Employee & Labour Relations | 25 | 13.4% |
| Total Compensation | 25 | 13.4% |
| Organizational Learning, Training & Development | 26 | 13.9% |
| Occupational Health, Safety & Wellness | 18 | 9.6% |
| Total | 187 | 100.0% |

The National Knowledge Exam® reflects the seven functional dimensions. The weighting reflects the importance of each functional dimension to the academic knowledge requirement of a professional in HR. The NKE is weighted as follows:

| Functional Dimensions on NKE | Number and Proportion of RPCs® | |
|---|--------------------------------|--------|
| Professional Practice | 23 | 24.0% |
| Organizational Effectiveness | 8 | 8.3% |
| Staffing | 19 | 19.8% |
| Employee & Labour Relations | 10 | 10.4% |
| Total Compensation | 10 | 10.4% |
| Organizational Learning, Training & Development | 18 | 18.8% |
| Occupational Health, Safety & Wellness | 8 | 8.3% |
| Total | 96 | 100.0% |

The National Professional Practice Assessment® also reflects the seven functional dimensions and is weighted accordingly. The importance of experiential knowledge to an HR professional is reflected in this weighting. The NPPA weighting is as follows:

| Functional Dimensions on NPPA | Number and Proportion of RPCs® | |
|---|--------------------------------|--------|
| Professional Practice | 18 | 19.8% |
| Organizational Effectiveness | 14 | 15.4% |
| Staffing | 11 | 12.1% |
| Employee & Labour Relations | 15 | 16.5% |
| Total Compensation | 15 | 16.5% |
| Organizational Learning, Training & Development | 8 | 8.8% |
| Occupational Health, Safety & Wellness | 10 | 10.9% |
| Total | 91 | 100.0% |

All of the results of this two year professional practice analysis were approved by the CCHRA Board in October 2007.

The new and updated RPCs® will form the basis for the NKE and NPPA exams in October 2008.

Readers should remain cognizant that the Functional Dimensions, Required Professional Capabilities (RPCs®) and Knowledge, Skills, Abilities and Other Attributes (KSAOs) are intended to describe the Body of Knowledge of Human Resources professionals and are in no way intended as a study guide for examinations.

Section II – Indicators of Knowledge

| Academic Knowledge for the National Knowledge Exam® | | Experiential Knowledge for the National Professional Practice Exam® | |
|---|--|---|--|
| FUNCTIONAL DIMENSION (% of Body of Knowledge) | | | |
| Grouping Within Functional Dimension | | | |
| RPC® | Required Professional Capability description | RPC® | Required Professional Capability description |
| 24% of NKE | PROFESSIONAL PRACTICE (21.9%) | | 19.8% of NPPA |
| Strategic contribution to organizational success | | | |
| RPC:3 | Contributes to development of an environment that fosters effective working relationships | RPC:1 | Contributes to the development of the organization’s vision, goals, and strategies with a focus on human capabilities. |
| RPC:5 | Keeps current with emerging HR trends. | RPC:2 | Translates the organization’s business plan into issues, priorities, and human resources strategies and objectives. |
| | | RPC:4 | Guides and advises the organization in the development and application of ethical practices. |
| Planning and Implementing HR Strategies | | | |
| RPC:8 | Provides the information necessary for organization to effectively manage its people practices. | RPC:6 | Develops and implements a human resources plan that supports the organization’s strategic objectives. |
| | | RPC:7 | Audits existing HR programs to ensure they are aligned with business objectives. |
| Measuring Strategic Organizational Results | | | |
| | | RPC:9 | Evaluates the effectiveness of HR strategies, applying various measurement and assessment programs. |
| Business Acumen | | | |
| RPC:11 | Gathers, analyzes, and reports relevant business and industry information (including global trends) to influence the development of strategic business HR plans. | RPC:10 | Applies business fundamentals of production, operations management, accounting & finance, information technology, marketing, and strategic planning to people management issues. |

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| RPC:14 | Uses communication strategies to advance organizational objectives. | RPC:12 | Develops business cases for HR initiatives and strategies. |
| | | RPC:13 | Sets clear goals, objectives, evaluation standards, and measures for HR programs and strategies. |
| Human Resource Information Management | | | |
| RPC:16 | Provides the organization with timely and accurate HR information. | RPC:15 | Ensures the HR information management function is fully capable of supporting the organization's strategic and operational needs. |
| RPC:17 | Ensures compliance with legislated and contractual requirements for information management (e.g., records of hours worked, records of exposure to hazardous substances). | | |
| RPC:18 | Contributes to development of specifications for the acquisition and/or development of HR information management systems and for their implementation. | | |
| RPC:19 | Evaluates alternatives for meeting current and future information management needs. | | |
| RPC:20 | Contributes to the development of information management systems. | | |
| RPC:21 | Ensures the availability of information needed to support the management decision making processes. | | |
| RPC:22 | Ensures HR administrative requirements conform to organizational policies as well as best practices, balancing confidentiality and operational requirements. | | |
| Manages Outside HR Contractors and Other Specialists | | | |
| | | RPC:23 | Develops budgets, monitors expenditures and performance of outside HR contractors and other specialists. |
| | | RPC:24 | Develops requests for proposals (RFP) and reviews submissions by third parties. |

| Project Management | | | |
|---|---|--------|---|
| RPC:25 | Applies principles of project management to HR activities. | RPC:26 | Assembles and leads teams to achieve established goals. |
| RPC:27 | Monitors expenditures and timelines. | | |
| RPC:28 | Evaluates progress on deliverables. | | |
| Legal/Legislative Framework- General Employment Relationship | | | |
| RPC:29 | Identifies and masters legislation and jurisprudence relevant to HR functions. | | |
| RPC:30 | Advises on the status of dependent and independent contractors and determinants of employee status. | | |
| Human Rights | | | |
| RPC:31 | Ensures the organization's HR policies and practices align with human rights legislation. | RPC:32 | Leads an appropriate organizational response to formal or informal complaints or appeals related to alleged human rights, workplace or employment violations. |
| Managing Client Relationships | | | |
| RPC:33 | Develops and maintains the trust and support of collaborators including the immediate supervisor, subordinates and internal clients. | RPC:34 | Develops and administers a departmental or project budget. |
| Professionalism | | | |
| RPC:35 | Understands and adheres to the Canadian Council of Human Resources Association's code of ethics and applicable provincial/territorial HR association's codes. | | |
| RPC:36 | Stays current with professional knowledge. | | |
| RPC:37 | Fosters and promotes advancement of the profession. | | |

| Governance | | | |
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| RPC:41 | Assesses requests for HR information in light of corporate policy, freedom of information legislation, evidentiary privileges and contractual or other releases. | RPC:38 | Provides leadership and ensures compliance with legislative requirements concerning conflict of interest and other technical issues. |
| | | RPC:39 | Provides advice to governing bodies on design and implementation of HR related issues. |
| | | RPC:40 | Develops policy and governance requirements to safeguard the confidentiality of HR information ensuring compliance to applicable legislation and regulations. |
| 8.3% of NKE | ORGANIZATIONAL EFFECTIVENESS (11.8%) | | 15.4% of NPPA |
| Organizational Design and Development | | | |
| RPC:45 | Monitors and reports on the progress of major change initiatives. | RPC:42 | Guides and facilitates change in organizational culture and/or values consistent with business strategies. |
| RPC:48 | Contributes to improvements in the organization's structures and work processes. | RPC:43 | Serves as a change agent to support OD interventions. |
| | | RPC:44 | Develops and implements necessary OD intervention models. |
| | | RPC:46 | Assesses the contribution of OD initiatives to the performance of the unit or organization. |
| | | RPC:47 | Develops an organization or unit design to align with business objectives and environmental factors. |
| | | RPC:49 | Formulates organization development strategies in accordance with legislated and/or voluntary diversity and equity goals. |
| | | RPC:50 | Plans for and manages the HR aspects of organizational change. |
| Employee Involvement Strategies | | | |
| RPC:51 | Promotes a productive culture in the organization that values diversity, trust and respect for individuals and their contributions. | RPC:52 | Provides performance feedback, coaching, and career development to teams and individuals to maximize their probability of success. |

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| RPC:53 | Develops processes to engage and involve employees in achieving the objectives of the organization. | RPC:54 | Ensures performance feedback is an integral part of the organization's business process. |
| RPC:55 | Gathers and analyzes information on organizational context (climate, culture) in order to highlight key issues. | RPC:57 | Develops and implements communications plan that supports strategies for employee involvement. |
| RPC:56 | Develops and implements programs for employee involvement. | RPC:58 | Develops internal and external network to facilitate the implementation of OD initiatives. |
| Performance Management | | | |
| RPC:61 | Provides development information, support activities and procedures for learners, supervisors, and managers to assist in achieving performance improvement. | RPC:59 | Identifies, evaluates, and implements measurement systems for current and future job/team performance. |
| RPC:62 | Assists and coaches supervisors to help employees achieve required performance levels. | RPC:60 | Ensures performance feedback is an integral part of the organization's HR information system. |
| | | RPC:63 | Measures the effectiveness of the performance feedback systems. |
| 19.8% of NKE | STAFFING (16%) | | 12.1% of NPPA |
| Human Resource Planning | | | |
| RPC:64 | Researches, analyzes, and reports on potential people issues affecting the organization. | RPC:65 | Forecasts HR supply and demand conditions. |
| RPC:66 | Identifies the data required to support HR planning. | RPC:67 | Develops people plans that support the organization's strategic directions. |
| RPC:69 | Maintains an inventory of people talent for the use of the organization. | RPC:68 | Assesses the effectiveness of people and talent management plans. |
| | | RPC:70 | Develops systems and processes that link the career plans and skill sets of employees with the requirements of the organization. |
| Recruitment and Selection | | | |
| RPC:72 | Identifies the organization's staffing needs. | RPC:71 | Oversees the organization's recruitment and staffing policies and procedures (recruitment, selection, and orientation). |

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| RPC:73 | Identifies the potential source of internal and external qualified candidates. | | |
| RPC:74 | Evaluates the relevance of alternatives to recruitment (developing, outsourcing, contingent workers, agencies, etc.). | | |
| RPC:75 | Develops implements and monitors processes for attracting qualified candidates. | | |
| RPC:76 | Evaluates effectiveness of recruitment process. | | |
| RPC:77 | Analyzes position and competency requirements to establish selection criteria. | | |
| RPC:78 | Establishes screening and assessment procedures. | | |
| RPC:79 | Determines the appropriate selection tools and develops new tools as required. | | |
| RPC:80 | Administers a variety of selection tools, including tests, interviews, reference checks, etc. | | |
| RPC:81 | Evaluates the effectiveness of selection processes, tools and outcomes. | | |
| RPC:82 | Establishes appointment procedures for candidates selected through the recruitment process, ensuring that conditions of employment are documented and consistent with established policies. | | |
| RPC:83 | Supports managers in the selection of candidates. | | |
| RPC:84 | Supports managers in the negotiation of terms and conditions of employment. | | |
| RPC:85 | Develops orientation policies and procedures for new employees. | | |
| Deployment | | | |
| RPC:87 | Implements deployment procedures ensuring necessary compensation and benefit changes, and education plans are addressed. | RPC:86 | Develops deployment procedures (e.g., transfers, secondments and reassignments). |

| Terminating and Outplacing Staff | | | |
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| RPC:93 | Participates in the termination process by preparing termination notices, conducting exit interviews, and arranging outplacement services. | RPC:88 | Develops and implements procedures for employee departures. |
| | | RPC:89 | Advises clients on matters of sub-standard performance and discipline. |
| | | RPC:90 | Advises on alternatives to terminations. |
| | | RPC:91 | Develops procedures for the defensible termination of employees. |
| | | RPC:92 | Develops appropriate security strategies to protect corporate assets while preserving the dignity of the terminated employee. |
| 10.4% of NKE | EMPLOYEE AND LABOUR RELATIONS (13.4%) | | 16.5% of NPPA |
| Employee Relations Practices | | | |
| RPC:96 | Provides support and expertise to managers and supervisors with respect to managing people. | RPC:94 | Creates an organizational climate conducive to constructive employee & labour relations. |
| RPC:97 | Provides advice and counseling for employees. | RPC:95 | Creates and facilitates joint employer/employee committees. |
| RPC:99 | Provides advice on issues relating to labour and employee relations including hiring, discipline, and termination. | RPC:98 | Defines, establishes appropriate terms, conditions and employment programs to meet organizational goals. |
| RPC:100 | Researches, develops, and implements HR policies. | | |
| RPC:101 | Provides advice on the application of HR policies, procedures and practices. | | |
| Conflict Resolution | | | |
| RPC:102 | Analyzes and provides advice on employment rights and responsibilities. | RPC:104 | Develops policies and procedures for ensuring a respectful and inclusive workplace. |
| RPC:103 | Effectively handles disagreements and conflicts. | RPC:106 | Takes appropriate actions at the organizational level in response to known or suspected complaints and conflicts. |

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| RPC:105 | Recommends and/or initiates actions in response to known or suspected incidents of misconduct. | RPC:107 | Ensures appropriate dispute resolution mechanisms are in place. |
| | | RPC:108 | Identifies strategies for the application of appropriate corrective action. |
| Labour Relations & Collective Bargaining | | | |
| RPC:112 | Collects and presents information required for decision-making in the bargaining process. | RPC:109 | Provides advice on the establishment, continuation and termination of bargaining rights. |
| RPC:115 | Provides advice on the interpretation of the collective agreement. | RPC:110 | Prepares the organization for collective bargaining. |
| | | RPC:111 | Formulates bargaining strategies consistent with the short and long-term needs of the organization. |
| | | RPC:113 | Coaches the bargaining team through all phases of the collective bargaining process. |
| | | RPC:114 | Provides advice on interest arbitration. |
| | | RPC:116 | Provides consultation and risk assessment in arbitration. |
| | | RPC:117 | Anticipates and prepares the organization for work disruptions and return to work. |
| | | RPC:118 | Guides the organization in response to legal and illegal job actions. |
| 10.4% of NKE | TOTAL COMPENSATION (13.4%) | | 16.5% of NPPA |
| Total Compensation Strategy | | | |
| RPC:121 | Monitors the competitiveness of the total compensation strategy on an ongoing basis. | RPC:119 | Identifies and develops the philosophy, strategy and policy with respect to the total compensation package consistent with the organization's goals. |
| | | RPC:120 | Evaluates the total compensation strategy to ensure it is consistent with the objectives of attracting, motivating and retaining the qualified people. |
| Compensation Programs | | | |
| RPC:125 | Monitors the competitiveness of the compensation program relative to comparable organizations. | RPC:122 | Recommends the appropriate mix of base and variable compensation. |

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| | | RPC:123 | Establishes compensation policies and procedures in compliance with the legal framework and company objectives. |
| | | RPC:124 | Develops and implements effective job evaluation procedures. |
| | | RPC:126 | Recommends job price and pay ranges based on relevant internal and external factors. |
| Benefits | | | |
| RPC:128 | Provides for delivery of payroll services in compliance with applicable legislation, company policy and advises the organization on related matters. | RPC:127 | Recommends benefit plans most suited to organizational needs. |
| RPC:129 | Ensures compliance with legally required programs. | RPC:131 | Develops specifications for the acquisition and day-to-day management of employee benefit programs. |
| RPC:130 | Performs an analysis of organizational and employee needs related to benefit plans. | RPC:132 | Ensures the effectiveness and efficiency of benefit programs. |
| RPC:134 | Integrates the basic benefit programs with disability management. | RPC:133 | Manages the transition to new benefit plans. |
| Pensions | | | |
| RPC:139 | Provides information and counseling to pension plan participants. | RPC:135 | Develops specifications for the acquisition or redesign of pension plans, and their administration. |
| RPC:140 | Administers the reporting, funding and fiduciary aspects of the pension plan(s). | RPC:136 | Reviews pension proposals submitted by third parties and evaluates the information received. |
| | | RPC:137 | Recommends pension plans most suited to organizational needs. |
| | | RPC:138 | Manages the transition to a new or revised pension plan. |
| Payroll Administration | | | |
| RPC:142 | Ensures accurate and timely delivery of pay. | RPC:141 | Establishes payroll guidelines based on relevant legislation, tax laws, company policy, and contractual pay requirements. |
| RPC:143 | Ensures pay records are accurate and complete. | | |

| 18.8% of NKE | ORGANIZATIONAL LEARNING, TRAINING & DEVELOPMENT (13.9%) | | 8.8% of NPPA |
|-----------------------------------|---|---------|---|
| Organizational Performance | | | |
| RPC:147 | Monitors and reports on the impact of development activities on organizational performance. | RPC:144 | Aligns OLDT with business objectives and needs. |
| | | RPC:145 | Determines the most effective learning and development initiatives required for organizational success. |
| | | RPC:146 | Develops and implements training and development initiatives to address current capabilities and future training needs. |
| Development Programs | | | |
| RPC:149 | Assesses and recommends internal and external suppliers of development programs. | RPC:148 | Designs career development programs that align with business needs. |
| RPC:150 | Applies general principles of adult learning to ensure appropriate development methods and techniques. | RPC:152 | Develops and implements measurement tools and processes to evaluate program effectiveness. |
| RPC:151 | Uses a variety of methods to deliver development programs. | | |
| Career Management | | | |
| RPC:153 | Helps supervisors/managers to identify career options for employees that align with business needs. | | |
| RPC:154 | Provides assessment tools for career development. | | |
| RPC:155 | Ensures performance management information is an integral component of employee development. | | |
| RPC:156 | Assists employees in identifying career paths, establishing learning plans and activities required for achieving personal and organizational success. | | |
| RPC:157 | Facilitates the implementation of developmental work assignments. | | |
| RPC:158 | Monitors, documents and reports on career | | |

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| | development activities. | | |
| Training | | | |
| RPC:159 | Ensures compliance with legislated training obligations. | RPC:162 | Establishes training priorities based on needs analysis. |
| RPC:160 | Conducts training needs assessments. | RPC:164 | Develops training budgets and monitors expenditures. |
| RPC:161 | Recommends the most appropriate way to meet identified learning needs. | RPC:166 | Develops and reviews requests for proposals (RFP) and reviews submissions by third parties. |
| RPC:163 | Facilitates post training support activities to ensure transfer of learning to the workplace. | | |
| RPC:165 | Identifies and accesses external sources of training funding available to employees. | | |
| RPC:167 | Recommends the selection of external training providers. | | |
| RPC:168 | Participates in course design and selection and delivery of learning materials. | | |
| RPC:169 | Ensures arrangements are made for training schedules, facilities, trainers, participants, and equipment and course materials. | | |
| 8.3% of NKE | OCCUPATIONAL HEALTH, SAFETY & WELLNESS (9.6%) | | 10.9% of NPPA |
| RPC:171 | Ensures compliance with legislated reporting requirements. | RPC:170 | Develops, implements, and ensures the application of policies, regulations, and standards relating to occupational health and safety. |
| RPC:173 | Ensures that policies for required medical testing fall within the limits of statute & contract. | RPC:172 | Ensures due diligence and liability requirements are met. |
| RPC:175 | Ensures adequate accommodation, modified work and graduated return to work programs are in place. | RPC:174 | Develops and implements policies on the workplace environment. |
| RPC:176 | Ensures that modifications to the work environment are consistent with worker limitations. | | |
| Employee Wellness and Assistance | | | |
| RPC:178 | Provides information to employees and managers on available programs. | RPC:177 | Develops or provides for wellness and employee assistance programs to support organizational effectiveness. |

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| | | RPC:179 | Ensures that mechanisms are in place for responding to crises in the workplace, including critical incident stress management. |
| Safety | | | |
| RPC:180 | Establishes a joint Health & Safety Committee as required by law. | RPC:182 | Responds to serious injury or fatality in the workplace. |
| RPC:181 | Responds to any refusals to perform work believed to be unsafe. | RPC:183 | Analyzes risks to employee health & safety and develops preventive programs. |
| | | RPC:184 | Establishes an investigation process for incidents and accidents in the workplace. |
| | | RPC:185 | Ensures that security programs and policies minimize risks while considering the obligation of the employer and the rights of employees, union, and third parties. |
| Worker's Compensation | | | |
| RPC:187 | Prepares Organizational Health & Safety files for investigation and/or for litigation. | RPC:186 | Establishes and implements strategies to minimize workers' compensation costs. |

Section III – Required Professional Capabilities (RPCs®)

| PROFESSIONAL PRACTICE | |
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| Strategic contribution to organizational success | |
| RPC:1 | Contributes to the development of the organization’s vision, goals, and strategies with a focus on human capabilities. |
| 1.01 | Strategic business planning processes and principles |
| 1.02 | The nature of the business environment, and the competitive position of the company within the industry |
| 1.03 | Business operations |
| 1.04 | The labour market specific to the industry |
| 1.05 | Benchmarking and industry best-practices |
| 1.06 | Change management practices |
| 1.07 | Human resources planning and forecasting, including importance/benefits of HRP and the process and techniques of HRP |
| 1.08 | Organizational structures and management practices |
| 1.09 | Labour market analysis, behaviour, data, and theory |
| 1.10 | Trends in labour force characteristics (e.g., labour force growth, employment trends and rates, unemployment, participation rates, occupational distribution of the workforce, and compensation) |
| RPC:2 | Translates the organization’s business plan into issues, priorities, and human resources strategies and objectives. |
| 2.01 | Strategic HR management |
| 2.02 | The organization’s strategic business plan |
| 2.03 | The industry and its competitive factors |
| 2.04 | Human resources planning and forecasting |
| 2.05 | Trends in human resource planning |
| 2.06 | Organizational structures and management practices |
| 2.07 | The measurement, analysis, and management of the workforce to achieve organizational objectives |
| 2.08 | Organizational culture (e.g., types of culture; relationship to success) |
| 2.09 | Implementation of business strategies |
| 2.10 | Change management processes |
| RPC:3 | Contributes to development of an environment that fosters effective working relationships |
| 3.01 | Communication theories, tools, techniques, and processes |
| 3.02 | Work processes, the inter-dependence of workers and their productivity |
| 3.03 | General influences on human behaviour (e.g., motivation theory) |
| 3.04 | Behaviour of individuals, groups, and organizational units |
| 3.05 | Techniques in managing workforce diversity |
| 3.06 | Methods of creating interpersonal effectiveness |
| 3.07 | Employee recognition and reward strategies and practices |
| RPC:4 | Guides and advises the organization in the development and application of ethical practices. |
| 4.01 | Standards of professional practice |
| 4.02 | Codes of ethics and standards of the HR profession |
| 4.03 | Conflict management/resolution techniques |
| 4.04 | Industry best practices |
| 4.05 | Organization’s HR and business practices |
| 4.06 | Concepts and processes of power and organization politics |

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| 4.07 | Issues related to privacy and the protection of information. |
| 4.08 | Influence tactics |
| RPC:5 | Keeps current with emerging HR trends. |
| 5.01 | HR issues, trends, developments and best practices |
| 5.02 | Business issues, trends, and developments |
| 5.03 | The importance/benefits of HR Planning |
| 5.04 | Trends in all functional areas of HR practice |
| 5.05 | Trends in labour force characteristics (e.g., labour force growth, employment trends and rates, unemployment, participation rates, occupational distribution of the workforce, and compensation) |
| 5.06 | Trends and issues affecting the particular industry |
| 5.07 | Global trends and issues in business/industry |
| 5.08 | Organizational behaviour, leadership and management practices in an international context |
| Planning and Implementing HR Strategies | |
| RPC:6 | Develops and implements a human resources plan that supports the organization's strategic objectives. |
| 6.01 | Solutions for business problems/challenges |
| 6.02 | Benchmarking and industry best-practices |
| 6.03 | Customer needs (internal and external) |
| 6.04 | Change management processes |
| 6.05 | Techniques for developing and presenting business cases |
| 6.06 | Risk assessment techniques |
| 6.07 | Organizational structures and management practices |
| 6.08 | Strategic HR management |
| 6.09 | HR planning and forecasting |
| RPC:7 | Audits existing HR programs to ensure they are aligned with business objectives. |
| 7.01 | The organization's strategic business plan and the goals of the business unit |
| 7.02 | Survey and data collection techniques |
| 7.03 | Statistical analyses and evaluation including validity and reliability concepts and assessment techniques |
| 7.04 | Benchmarking techniques and industry best-practices |
| 7.05 | HRIS/HRMS concepts |
| 7.06 | Current HR programs and practices |
| 7.07 | Research methods and designs |
| 7.08 | Measurement and assessment tools and techniques (and their limitations) |
| 7.09 | Techniques to evaluate effectiveness of HR programs (e.g., selection, training, and compensation, etc.) |
| RPC:8 | Provides the information necessary for organization to effectively manage its people practices. |
| 8.01 | Career and succession planning and management |
| 8.02 | Nature of internal working procedures and information flows |
| 8.03 | Contract administration |
| 8.04 | HR planning techniques |
| 8.05 | Trends in human resources information management. |
| 8.06 | HRMS concepts and techniques |
| 8.07 | Procedures for collection, manipulation, and analysis of information |
| 8.08 | The organization's strategic business plan and the goals of the business unit |
| 8.09 | Use of business software |
| 8.10 | Statistical analyses and evaluation |
| 8.11 | HRMS project planning and management |
| Measuring Strategic Organizational Results | |
| RPC:9 | Evaluates the effectiveness of HR strategies, applying various measurement and |

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| | assessment programs. |
| 9.01 | The company's HR programs and culture of the organization |
| 9.02 | Measurement and assessment tools and techniques (and their limitations) |
| 9.03 | The organization's strategic business plan and the goals of the business unit |
| 9.04 | Research methods and designs |
| 9.05 | Statistical analyses and evaluation including validity and reliability concepts and assessment techniques |
| 9.06 | Needs analysis |
| 9.07 | Strategic HR management practices and techniques |
| 9.08 | Techniques to evaluate effectiveness of HR programs (e.g., selection, training, and compensation, etc.) |
| Business Acumen | |
| RPC:10 | Applies business fundamentals of production, operations management, accounting & finance, information technology, marketing, and strategic planning to people management issues. |
| 10.01 | The organization's strategic business plan and the goals of the business unit |
| 10.02 | The nature of the business environment, and the competitive position of the company within the industry |
| 10.03 | Basic production, operations, finance, IT, and marketing |
| 10.04 | Strategic planning |
| 10.05 | Measurement bases and underlying methodologies used in finance |
| 10.06 | Fundamentals of budgeting, financial and management accounting |
| 10.07 | Assessment and forecasting techniques for HR Requirements (including benefits and types of qualitative and quantitative forecasting methods) |
| 10.08 | Organizational strategic alternatives and their HRP implications |
| 10.09 | Competitive analysis and strategies |
| 10.10 | Strategic HR management practices and techniques |
| RPC:11 | Gathers, analyzes, and reports relevant business and industry information (including global trends) to influence the development of strategic business HR plans. |
| 11.01 | Sources of business/industry information |
| 11.02 | Global trends in business/industry |
| 11.03 | Analytical techniques/tools |
| 11.04 | Data validation techniques/tools |
| 11.05 | Procedures for collection, manipulation, and analysis of information |
| 11.06 | Organizational behaviour, leadership and management practices in an international context |
| 11.07 | Strategic HR management |
| RPC:12 | Develops business cases for HR initiatives and strategies. |
| 12.01 | Techniques for developing and presenting business cases |
| 12.02 | The organization's issues/opportunities |
| 12.03 | Influence tactics |
| 12.04 | Methods of preparing operating budgets |
| 12.05 | Fundamentals of budgeting, financial and managerial accounting |
| 12.06 | Cost-benefit analyses (including audits, utility analysis, ROI and impact studies) |
| RPC:13 | Sets clear goals, objectives, evaluation standards, and measures for HR programs and strategies. |
| 13.01 | Goals of the organization |
| 13.02 | Client requirements and work plans |
| 13.03 | Work assignment/job design techniques |
| 13.04 | Work flow analysis |
| 13.05 | Measurement and assessment tools and techniques (and their limitations) |
| 13.06 | Procedures for collection, manipulation, and analysis of information |
| 13.07 | Techniques to evaluate effectiveness of HR programs (e.g. selection, training, and compensation, etc.) |
| 13.08 | Key HR initiatives and considerations |

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| 13.09 | Strategic HR management |
| 13.10 | Goal setting processes and techniques |
| RPC:14 | Uses communication strategies to advance organizational objectives. |
| 14.01 | Communication theories, tools, techniques, and processes |
| 14.02 | Influence tactics |
| Human Resource Information Management | |
| RPC:15 | Ensures the HR information management function is fully capable of supporting the organization's strategic and operational needs. |
| 15.01 | The organization's strategic business plan and the goals of the business unit |
| 15.02 | HRMS and business software |
| 15.03 | Evaluation techniques and issues |
| 15.04 | Database concepts |
| 15.05 | Work flow models |
| 15.06 | Effective systems of managing HR information |
| 15.07 | Collection, manipulation, and analysis of information |
| 15.08 | Research methods and designs (including measurement of HR) |
| 15.09 | Measurement and assessment tools and techniques (and their limitations) |
| 15.10 | Importance, criteria, and techniques of program evaluation |
| 15.11 | Cost-benefit analyses (including audits, utility analysis, ROI , and impact studies) |
| 15.12 | Business operations |
| RPC:16 | Provides the organization with timely and accurate HR information. |
| 16.01 | The organization's strategic business plan and the goals of the business unit |
| 16.02 | HRMS concepts |
| 16.03 | The use of HRMS and business software |
| 16.04 | The identification, assessment, development, implementation, and maintenance of effective systems of managing HR information |
| 16.05 | Procedures for collection, manipulation, and analysis of information |
| 16.06 | HRMS project planning and management |
| 16.07 | HR functions and activities |
| 16.08 | Business operations |
| RPC:17 | Ensures compliance with legislated and contractual requirements for information management (e.g., records of hours worked, records of exposure to hazardous substances). |
| 17.01 | Business operations |
| 17.02 | HRMS and business software |
| 17.03 | Contractual requirements |
| 17.04 | Information security and controls |
| 17.05 | Relevant legislation and regulations |
| 17.06 | Contract administration |
| RPC:18 | Contributes to development of specifications for the acquisition and/or development of HR information management systems and for their implementation. |
| 18.01 | HRMS concepts |
| 18.02 | HRMS project planning and management |
| 18.03 | Vendor and product assessment |
| 18.04 | Database concepts |
| 18.05 | Change management concepts |
| 18.06 | The identification, assessment, development, implementation and maintenance of effective systems of managing HR information |
| 18.07 | Procedures for collection, manipulation, and analysis of information |

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| 18.08 | Design and development of HRMS |
| 18.09 | Research methods and designs (including measurement of HR) |
| 18.10 | Measurement and assessment tools and techniques (and their limitations) |
| 18.11 | HR functions and activities |
| 18.12 | Quantitative as well as qualitative concepts, approaches and techniques of HRP |
| 18.13 | Techniques for developing and presenting business cases |
| RPC:19 | Evaluates alternatives for meeting current and future information management needs. |
| 19.01 | Current and future business plans |
| 19.02 | HRMS and business software |
| 19.03 | Database concepts |
| 19.04 | Trends in HRMS including both theoretical and technical |
| 19.05 | The identification, assessment, development, implementation and maintenance of effective systems of managing HR information |
| 19.06 | Research methods and designs (including measurement of HR) |
| 19.07 | Measurement and assessment tools and techniques (and their limitations) |
| 19.08 | Statistical analyses and evaluation |
| 19.09 | HR functions and activities |
| RPC:20 | Contributes to the development of information management systems. |
| 20.01 | HRMS concepts |
| 20.02 | Data security concepts |
| 20.03 | Business operations |
| 20.04 | The identification, assessment, development, implementation and maintenance of effective systems of managing HR information |
| 20.05 | HRMS project planning and management |
| 20.06 | Design and development of HRMS |
| 20.07 | Privacy of information legislation and issues |
| RPC:21 | Ensures the availability of information needed to support the management decision making processes. |
| 21.01 | Operations management techniques |
| 21.02 | Organization, culture and business environment |
| 21.03 | Organization and industry benchmarks |
| 21.04 | Decision making theories |
| 21.05 | Business operations |
| 21.06 | Statistical analyses and evaluation |
| 21.07 | Procedures for collection, manipulation, and analysis of information |
| RPC:22 | Ensures HR administrative requirements conform to organizational policies as well as best practices, balancing confidentiality and operational requirements. |
| 22.01 | Organization's HRMS systems and applications |
| 22.02 | Relevant technical applications |
| 22.03 | Database concepts |
| 22.04 | HRMS and business software |
| 22.05 | Relevant legislation, including that governing freedom of information and protection of privacy and employment contracts. |
| 22.06 | Corporate policy |
| 22.07 | HRMS security |
| 22.08 | Business needs and reporting requirements |
| Manages Outside HR Contractors and Other Specialists | |
| RPC:23 | Develops budgets, monitors expenditures and performance of outside HR contractors and other specialists. |

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| 23.01 | Fundamentals of budgeting, financial and managerial accounting |
| 23.02 | Project management |
| 23.03 | Critical path scheduling and contingency planning |
| 23.04 | Cost estimation |
| 23.05 | Measurement bases and underlying methodologies used in finance departments |
| 23.06 | Issues in identifying relevant costs (e.g., cost accuracy vs. relevance; costs & pricing; irrelevant costs; costing collective bargaining proposals; cost-benefit analysis) |
| RPC:24 | Develops requests for proposals (RFP) and reviews submissions by third parties. |
| 24.01 | Preparation and management of RFP process |
| 24.02 | Project management principles, concepts and techniques |
| 24.03 | Cost estimation and budgeting |
| 24.04 | Fundamentals of purchasing. |
| Project Management | |
| RPC:25 | Applies principles of project management to HR activities. |
| 25.01 | Project management principles, concepts and techniques |
| 25.02 | Critical path scheduling and contingency planning |
| 25.03 | Cost estimation and budgeting |
| 25.04 | Organizational culture, environment, and capabilities in terms of resources available and the commitment to implement |
| 25.05 | Budgetary control and responsibility accounting (including issues of static vs. flexible budgets; variance analysis; control systems) |
| RPC:26 | Assembles and leads teams to achieve established goals. |
| 26.01 | Project management principles, concepts and techniques |
| 26.02 | Leadership principles, concepts, and techniques |
| 26.03 | Selection, staffing and team evaluation |
| 26.04 | Team and individual performance management principles, concepts, and techniques |
| 26.05 | Group dynamics and team building processes |
| RPC:27 | Monitors expenditures and timelines. |
| 27.01 | Business software |
| 27.02 | Cost estimation |
| 27.03 | Variance analysis |
| 27.04 | Critical path scheduling |
| 27.05 | Fundamentals of budgeting and managerial accounting |
| 27.06 | Budgetary control and responsibility accounting (including issues of static vs. flexible budgets; management control systems) |
| RPC:28 | Evaluates progress on deliverables. |
| 28.01 | Project management principles, concepts, and techniques |
| 28.02 | Critical path scheduling and contingency planning |
| 28.03 | Cost estimation and variance analysis |
| 28.04 | Program evaluation, including balanced scorecard |
| 28.05 | Procedures for collection, manipulation, and analysis of information |
| Legal/Legislative Framework- General Employment Relationship | |
| RPC:29 | Identifies and masters legislation and jurisprudence relevant to HR functions. |
| 29.01 | Relevant legislation, regulations and jurisprudence |
| 29.02 | The organization, its operations, and general business environment |
| 29.03 | Applicable political, social, and cultural context and environment |
| 29.04 | Common law as it relates to employment issues |
| RPC:30 | Advises on the status of dependent and independent contractors and determinants of employee status. |
| 30.01 | Legislative framework and collective agreements |
| 30.02 | Business law related to contracts |

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| 30.03 | Contract administration |
| 30.04 | Management of collective agreements (including grievance and arbitration) |
| Human Rights | |
| RPC:31 | Ensures the organization's HR policies and practices align with human rights legislation. |
| 31.01 | Professional standards and codes of ethics |
| 31.02 | Relevant legislation, regulations and jurisprudence |
| 31.03 | The organization, its operations, and environment |
| 31.04 | Theories and practices for protection of individuals and groups |
| 31.05 | Techniques in managing workforce diversity |
| 31.06 | Applicable political, social, and cultural context and environment |
| RPC:32 | Leads an appropriate organizational response to formal or informal complaints or appeals related to alleged human rights, workplace or employment violations. |
| 32.01 | Relevant legislation, regulations and jurisprudence |
| 32.02 | Investigative techniques |
| 32.03 | Professional standards and codes of ethics |
| 32.04 | Applicable political, social, and cultural context and environment |
| 32.05 | Basic rules of evidence |
| 32.06 | Theories and practices for protection of individuals and groups |
| 32.07 | Techniques in managing workforce diversity |
| 32.08 | Change management practices |
| Managing Client Relationships | |
| RPC:33 | Develops and maintains the trust and support of collaborators including the immediate supervisor, subordinates and internal clients. |
| 33.01 | Professional standards and codes of ethics |
| 33.02 | Communication theories, tools, techniques, and processes |
| 33.03 | Group dynamics and team building processes |
| 33.04 | Methods of creating interpersonal effectiveness |
| RPC:34 | Develops and administers a departmental or project budget. |
| 34.01 | Fundamentals of budgeting, financial and managerial accounting |
| 34.02 | Organizational and department goals and objectives |
| Professionalism | |
| RPC:35 | Understands and adheres to the Canadian Council of Human Resources Association's code of ethics and applicable provincial/territorial HR association's codes. |
| 35.01 | CCHRA code of ethics |
| 35.02 | Organization values and culture |
| 35.03 | Processes used to resolve ethical issues |
| RPC:36 | Stays current with professional knowledge. |
| 36.01 | HR issues, trends, and developments |
| 36.02 | Business issues, trends, and developments |
| 36.03 | Information sources for professional development |
| 36.04 | Expectations and professional requirements for CHRP designation |
| RPC:37 | Fosters and promotes advancement of the profession. |
| 37.01 | HR best practices |
| 37.02 | Standards of professional practice |
| 37.03 | Professional association activities |
| 37.04 | The history of HRM |
| 37.05 | Communication theories, tools, techniques, and processes |
| Governance | |

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| RPC:38 | Provides leadership and ensures compliance with legislative requirements concerning conflict of interest and other technical issues. |
| 38.01 | Applicable political, social, and cultural context and environment |
| 38.02 | Professional standards and codes of ethics |
| 38.03 | Industry practices |
| 38.04 | Relevant legislation, regulations and jurisprudence |
| 38.05 | Theories and practices for protection of individuals and groups |
| 38.06 | Investigative techniques |
| 38.07 | Basic rules of evidence |
| RPC:39 | Provides advice to governing bodies on design and implementation of HR related issues. |
| 39.01 | Trends in HR |
| 39.02 | Communication theories, tools, techniques, and processes |
| 39.03 | Influence techniques |
| 39.04 | Strategic HR management |
| 39.05 | Organizational issues and challenges |
| RPC:40 | Develops policy and governance requirements to safeguard the confidentiality of HR information ensuring compliance to applicable legislation and regulations. |
| 40.01 | Investigative procedures |
| 40.02 | HRMS concepts |
| 40.03 | Legislative requirements for confidentiality |
| 40.04 | Organization policies |
| 40.05 | Data security concepts |
| 40.06 | Business software |
| 40.07 | Business needs and reporting requirements |
| 40.08 | Privacy legislation |
| 40.09 | Privacy of information issues |
| RPC:41 | Assesses requests for HR information in light of corporate policy, freedom of information legislation, evidentiary privileges and contractual or other releases. |
| 41.01 | Freedom of Information and privacy legislation |
| 41.02 | Corporate policy |
| 41.03 | HRMS security |
| 41.04 | Privacy of information issues |
| 41.05 | Investigative procedures |
| 41.06 | Contracts |
| ORGANIZATIONAL EFFECTIVENESS | |
| Organizational Design and Development | |
| RPC:42 | Guides and facilitates change in organizational culture and/or values consistent with business strategies. |
| 42.01 | The organization's strategic business plan and the goals of the business unit |
| 42.02 | Organizational culture and the tools used to diagnose it |
| 42.03 | Internal environment, external environment, socio-technical and economic factors as they affect culture |
| 42.04 | Principles of learning organizations |
| 42.05 | Change management concepts and techniques. |
| 42.06 | Organizational structures and management practices |
| 42.07 | Applicable political, social, and cultural context and environment |
| RPC:43 | Serves as a change agent to support OD interventions. |
| 43.01 | Applicable political, social, and cultural context and environment |
| 43.02 | Principles and concepts of organizational development and intervention techniques |
| 43.03 | Understanding of the relationship between the organization's strategy, culture, structure, environment and effectiveness |

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| 43.04 | Job and organizational design |
| 43.05 | Change management concepts and techniques |
| 43.06 | Influence tactics |
| 43.07 | Facilitation processes and skills |
| RPC:44 | Develops and implements necessary OD intervention models. |
| 44.01 | Applicable political, social, and cultural context and environment |
| 44.02 | Understanding of organizational challenges and potential opportunities which the organization may pursue |
| 44.03 | Principles and concepts of organizational development and intervention techniques |
| 44.04 | Interests and concerns of relevant stakeholders |
| 44.05 | Job and organizational design |
| 44.06 | Change management concepts and techniques |
| RPC:45 | Monitors and reports on the progress of major change initiatives. |
| 45.01 | Applicable political, social, and cultural context and environment |
| 45.02 | Change management concepts and techniques |
| 45.03 | Principles and concepts of organizational development and intervention techniques |
| RPC:46 | Assesses the contribution of OD initiatives to the performance of the unit or organization. |
| 46.01 | Theory and concepts related to the measurement of organizational effectiveness |
| 46.02 | Theory and techniques of program evaluation |
| 46.03 | Principles and concepts of organizational development and intervention techniques |
| 46.04 | The dynamics of the relationship between the organization's strategy, the objectives of the change initiative and the effectiveness of the organization or unit |
| 46.05 | Organizational structures and management practices |
| RPC:47 | Develops an organization or unit design to align with business objectives and environmental factors. |
| 47.01 | Concepts of work flow analysis |
| 47.02 | Methods of job analysis and job design |
| 47.03 | Principles of organizational structure and design |
| 47.04 | Principles of re-engineering |
| 47.05 | Applicable political, social, and cultural context and environment |
| RPC:48 | Contributes to improvements in the organization's structures and work processes. |
| 48.01 | Benchmarking and industry best-practices |
| 48.02 | Existing organization structures and work processes |
| 48.03 | Principles of organizational structure and design |
| 48.04 | Relationship between task, technology, strategy, environment and structure |
| 48.05 | Understanding how organization structure and work process affect employee motivation and behaviour. |
| 48.06 | Job and organizational design |
| 48.07 | Techniques in managing organizational change |
| RPC:49 | Formulates organization development strategies in accordance with legislated and/or voluntary diversity and equity goals. |
| 49.01 | Legal framework for equity and diversity (including reporting requirements) |
| 49.02 | Principles and concepts of organizational development and intervention techniques |
| 49.03 | Industry best practices |
| 49.04 | Applicable political, social, and cultural context and environment |
| 49.05 | Theories and practices for protection of individuals and groups |
| 49.06 | Methods of accommodating employee needs (e.g., flexible hours, job sharing, child care) |
| 49.07 | Techniques in managing workforce diversity |
| RPC:50 | Plans for and manages the HR aspects of organizational change. |
| 50.01 | Legal framework and industry standards for employment and severance terms and conditions |
| 50.02 | HR planning strategies for dealing with staff shortages or surpluses |

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| 50.03 | The organization's current operations and future plans (1-3 years) |
| 50.04 | Capabilities of current employees |
| 50.05 | Existing and proposed HR plans |
| 50.06 | HR issues regarding mergers, acquisitions, and downsizing |
| 50.07 | Common law |
| 50.08 | Human resources planning and forecasting |
| Employee Involvement Strategies | |
| RPC:51 | Promotes a productive culture in the organization that values diversity, trust and respect for individuals and their contributions. |
| 51.01 | Basic understanding of organizational development |
| 51.02 | Communication theories, tools, techniques, and processes |
| 51.03 | Industry best practices |
| 51.04 | Current HR programs and practices |
| 51.05 | Techniques in managing workforce diversity |
| 51.06 | Organization culture, business environment, and objectives |
| 51.07 | Methods of creating interpersonal effectiveness |
| 51.08 | Conflict management and resolution tactics |
| 51.09 | The behaviour of individuals, groups, and organizational units |
| 51.10 | Methods of creating interpersonal effectiveness |
| 51.11 | Employee recognition and reward strategies and practices |
| RPC:52 | Provides performance feedback, coaching, and career development to teams and individuals to maximize their probability of success. |
| 52.01 | Principles of performance management |
| 52.02 | Organization culture, business environment, and objectives |
| 52.03 | Principles of learning and development |
| 52.04 | Performance appraisal policies and procedures |
| 52.05 | Issues regarding team-based work |
| 52.06 | Methods of creating interpersonal effectiveness |
| 52.07 | Career development policies and procedures |
| RPC:53 | Develops processes to engage and involve employees in achieving the objectives of the organization. |
| 53.01 | Communication theories, tools, techniques, and processes |
| 53.02 | Industry best practices |
| 53.03 | Organization culture, business environment, and objectives |
| 53.04 | Strategic HR management |
| 53.05 | Principles and concepts of organizational development and intervention techniques. |
| 53.06 | Motivation theories and applications |
| RPC:54 | Ensures performance feedback is an integral part of the organization's business process. |
| 54.01 | Feedback systems and methodology |
| 54.02 | Industry best practices |
| 54.03 | Organization culture, business environment, and objectives |
| 54.04 | Performance appraisal policies and procedures |
| 54.05 | Methods of discipline |
| RPC:55 | Gathers and analyzes information on organizational context (climate, culture) in order to highlight key issues. |
| 55.01 | Feedback systems and methodology |
| 55.02 | Organization culture, business environment, and objectives |
| 55.03 | Employee survey methodology and practices |
| 55.04 | Data collection techniques |
| 55.05 | Industry best practices |

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| RPC:56 | Develops and implements programs for employee involvement. |
| 56.01 | Organization culture, business environment, and objectives |
| 56.02 | Employee involvement strategies, programs, and methodology |
| 56.03 | Communication theories, tools, techniques, and processes |
| 56.04 | The behaviour of individuals, groups, and organizational units |
| 56.05 | Motivation theories and applications |
| 56.06 | Employee recognition and reward strategies |
| RPC:57 | Develops and implements communications plan that supports strategies for employee involvement. |
| 57.01 | Employee involvement strategies, programs, and methodology |
| 57.02 | Organization culture, business environment, and objectives |
| 57.03 | Communication theories, tools, techniques, and processes |
| RPC:58 | Develops internal and external network to facilitate the implementation of OD initiatives. |
| 58.01 | Organization culture, business environment, and objectives |
| 58.02 | Understanding of organizational challenges and potential opportunities which the organization may pursue |
| 58.03 | Principles and concepts of organizational development and intervention techniques |
| 58.04 | Knowledge of the interests and concerns of relevant stakeholders |
| 58.05 | Methods of creating interpersonal effectiveness |
| 58.06 | Sources of external expertise |
| Performance Management | |
| RPC:59 | Identifies, evaluates, and implements measurement systems for current and future job/team performance. |
| 59.01 | Systems for measurement of both objective and subjective productivity and job performance |
| 59.02 | Issues regarding team-based work |
| 59.03 | Employee competencies, training, and development |
| 59.04 | Importance, criteria, and techniques of program evaluation |
| 59.05 | Principles of performance management |
| 59.06 | Organization culture, business environment, and objectives |
| RPC:60 | Ensures performance feedback is an integral part of the organization's HR information system. |
| 60.01 | HRMS concepts |
| 60.02 | Feedback systems and methodology |
| 60.03 | Performance appraisal policies and procedures |
| 60.04 | The identification, assessment, development, implementation and maintenance of effective systems of managing HR information |
| 60.05 | HRMS and business software |
| RPC:61 | Provides development information, support activities and procedures for learners, supervisors, and managers to assist in achieving performance improvement. |
| 61.01 | Performance improvement process |
| 61.02 | Training, coaching, feedback, and goal setting techniques |
| 61.03 | Performance appraisal policies and procedures |
| 61.04 | The behaviour of individuals, groups, and organizational units |
| 61.05 | Motivation theories and applications |
| 61.06 | Employee recognition and reward systems |
| 61.07 | Training and development needs analysis techniques |
| 61.08 | Performance measurement issues |
| 61.09 | Concepts of work flow analysis |
| 61.10 | Methods of job analysis and job design |

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| RPC:62 | Assists and coaches supervisors to help employees achieve required performance levels. |
| 62.01 | Management and supervisory theory and practices |
| 62.02 | Coaching & leadership qualities/techniques |
| 62.03 | Organizational and department goals and objectives |
| 62.04 | Training, coaching, feedback, and goal setting techniques |
| 62.05 | Motivation theories and applications |
| 62.06 | Methods of creating interpersonal effectiveness |
| 62.07 | Employee recognition and reward systems |
| 62.08 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 62.09 | Concepts of work flow analysis |
| 62.10 | Methods of job analysis and job design |
| RPC:63 | Measures the effectiveness of the performance feedback systems. |
| 63.01 | Organization culture, business environment, and objectives |
| 63.02 | Feedback systems and methodology |
| 63.03 | Performance appraisal policies and procedures |
| 63.04 | The identification, assessment, development, implementation and maintenance of effective systems of managing HR information |
| 63.05 | Procedures for collection, manipulation and analysis of information |
| 63.06 | Techniques to evaluate effectiveness of HR programs (e.g., selection, training and compensation, etc.) |
| 63.07 | Performance measurement issues |
| STAFFING | |
| Human Resource Planning | |
| RPC:64 | Researches, analyzes, and reports on potential people issues affecting the organization. |
| 64.01 | Use of business and HR management software |
| 64.02 | Research methods and designs (including measurement of HR) |
| 64.03 | Measurement and assessment tools and techniques (and their limitations) |
| 64.04 | Statistical analyses and evaluation |
| 64.05 | Needs analysis |
| 64.06 | Organization culture, business environment, and objectives |
| RPC:65 | Forecasts HR supply and demand conditions. |
| 65.01 | Use of business and HR software |
| 65.02 | Assessment and forecasting techniques for HR Requirements (including benefits and types of qualitative and quantitative forecasting methods) |
| 65.03 | Research methods and designs (including measurement of HR) |
| 65.04 | HR planning concepts and techniques |
| 64.05 | The organization's strategic business plan and the goals of the business unit |
| RPC:66 | Identifies the data required to support HR planning. |
| 66.01 | HR planning concepts and techniques |
| 66.02 | Use of business and HR software |
| 66.03 | Research methods and designs (including measurement of HR) |
| 66.04 | Trends in human resources planning |
| RPC:67 | Develops people plans that support the organization's strategic directions. |
| 67.01 | HR planning concepts and techniques |
| 67.02 | Research methods |
| 67.03 | Use of business and HR software |
| 67.04 | HR functions and activities |
| 67.05 | The organization's strategic business plan and the goals of the business unit |

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| RPC:68 | Assesses the effectiveness of people and talent management plans. |
| 68.01 | Training and development program evaluation methods |
| 68.02 | Rationale and process of program evaluation |
| 68.03 | Research methods and designs (including measurement of HR) |
| 68.04 | Measurement and assessment tools and techniques (and their limitations) |
| 68.05 | Statistical analyses and evaluation |
| 68.06 | HR functions and activities |
| 68.07 | Needs analysis |
| 68.08 | The organization's strategic business plan and the goals of the business unit |
| 68.09 | Industry best practices |
| RPC:69 | Maintains an inventory of people talent for the use of the organization. |
| 69.01 | HR planning concepts and techniques |
| 69.02 | Recruiting sources and techniques |
| 69.03 | Use of business and HR software |
| 69.04 | Measurement and assessment tools and techniques (and their limitations) |
| RPC:70 | Develops systems and processes that link the career plans and skill sets of employees with the requirements of the organization. |
| 70.01 | HR and career planning and development |
| 70.02 | Employee skill/competency measurement processes |
| 70.03 | Selection concepts, assessments, and techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 70.04 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 70.05 | Methods of matching skills and people |
| 70.06 | Succession planning |
| 70.07 | The organization's strategic business plan and the goals of the business unit |
| 70.08 | Use of business and HR software |
| Recruitment and Selection | |
| RPC:71 | Oversees the organization's recruitment and staffing policies and procedures (recruitment, selection, and orientation). |
| 71.01 | Job markets |
| 71.02 | Selection concepts and techniques |
| 71.03 | Relevant legislation and regulations |
| 71.04 | Recruiting sources and techniques (internal and external) |
| 71.05 | Organization staffing needs |
| 71.06 | Organization's internal HR inventory |
| 71.07 | Assessment tools |
| 71.08 | Orientation and career development needs of new employees |
| 71.09 | Industry best practices |
| 71.10 | The organization's strategic business plan and the goals of the business unit |
| RPC:72 | Identifies the organization's staffing needs. |
| 72.01 | Data collection techniques |
| 72.02 | Research methods and designs (including measurement of HR) |
| 72.03 | Business and HR software |
| 72.04 | HR planning concepts and techniques |
| 72.05 | Organization's internal HR inventory |
| 72.06 | The organization's strategic business plan and the goals of the business unit |
| RPC:73 | Identifies the potential source of internal and external qualified candidates. |
| 73.01 | Job markets |

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| 73.02 | Organization's internal HR inventory |
| 73.03 | Relevant legislation and regulations |
| 73.04 | Recruiting sources and techniques (both internal and external) |
| 73.05 | Organization policies and procedures |
| RPC:74 | Evaluates the relevance of alternatives to recruitment (developing, outsourcing, contingent workers, agencies, etc.). |
| 74.01 | Organization staffing needs |
| 74.02 | Current and future business plans |
| 74.03 | Availability of internal and external developmental programs |
| 74.04 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 74.05 | Stakeholders and their respective interests |
| 74.06 | Cost-benefit analysis (including the direct and indirect costs and benefits associated with conducting training and development programs and the costs and benefits of the alternatives. |
| 74.07 | Research methods and designs (including measurement of HR) |
| 74.08 | Measurement and assessment tools and techniques (and their limitations) |
| 74.09 | Organization's internal HR inventory |
| 74.10 | Preparation and presentation of business cases. |
| RPC:75 | Develops implements and monitors processes for attracting qualified candidates. |
| 75.01 | Job markets |
| 75.02 | Recruitment ethics and professional practices |
| 75.03 | Relevant legislation and regulations |
| 75.04 | Communication theories, tools, techniques, and processes |
| 75.05 | Recruiting sources and techniques (both internal and external) |
| 75.06 | Fundamentals of marketing communications |
| 75.07 | Organization policies and procedures |
| RPC:76 | Evaluates effectiveness of recruitment process. |
| 76.01 | Benchmarking techniques |
| 76.02 | Organization staffing needs |
| 76.03 | Statistical analyses and evaluation |
| 76.04 | Recruiting sources and techniques (both internal and external) |
| 76.05 | Measurement and assessment tools and techniques (and their limitations) |
| 76.06 | Validation of selection and training decisions and measures |
| RPC:77 | Analyzes position and competency requirements to establish selection criteria. |
| 77.01 | Human Rights legislation |
| 77.02 | Employment Equity legislation |
| 77.03 | Methods of job analysis |
| 77.04 | Recruiting sources and techniques (both internal and external) |
| 77.05 | Selection concepts, and assessment techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 77.06 | Current and future business plans |
| RPC:78 | Establishes screening and assessment procedures. |
| 78.01 | Selection concepts, and assessment techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 78.02 | Human Rights legislation |
| 78.03 | Employment Equity legislation |
| 78.04 | Organization policies and procedures |
| 78.05 | Validity and reliability (conceptual definitions and assessment techniques) |
| 78.06 | Recruiting sources and techniques (both internal and external) |
| RPC:79 | Determines the appropriate selection tools and develops new tools as required. |

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| 79.01 | Selection concepts, and assessment techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 79.02 | Human Rights legislation |
| 79.03 | Employment Equity legislation |
| 79.04 | Organization policies and procedures |
| 79.05 | Validity and reliability (conceptual definitions and assessment techniques) |
| 79.06 | Statistical analyses and evaluation |
| 79.07 | Current and future business plans |
| RPC:80 | Administers a variety of selection tools, including tests, interviews, reference checks, etc. |
| 80.01 | Selection concepts and assessment techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 80.02 | Human Rights legislation |
| 80.03 | Employment Equity legislation |
| 80.04 | Corporate policies and procedures |
| 80.05 | Validity and reliability (conceptual definitions and assessment techniques) |
| RPC:81 | Evaluates the effectiveness of selection processes, tools and outcomes. |
| 81.01 | Benchmarking techniques |
| 81.02 | Relevant legislation and regulations |
| 81.03 | Recruiting sources and techniques (both internal and external) |
| 81.04 | Selection concepts and assessment techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 81.05 | orientation and career development needs of new employees |
| 81.06 | Validity and reliability (conceptual definitions and assessment techniques) |
| 81.07 | Techniques to evaluate effectiveness of HR programs (e.g. selection, training, and compensation, etc.) |
| 81.08 | Current and future business plans |
| RPC:82 | Establishes appointment procedures for candidates selected through the recruitment process, ensuring that conditions of employment are documented and consistent with established policies. |
| 82.01 | Human Rights legislation |
| 82.02 | Employment equity legislation |
| 82.03 | Organization policies and procedures |
| 82.04 | Industry Best practices |
| 82.05 | Relevant legislation and regulations |
| 82.06 | Selection concepts and assessment techniques (e.g., interviews, tests, and other widely used selection procedures) |
| RPC:83 | Supports managers in the selection of candidates. |
| 83.01 | Criteria for selection |
| 83.02 | Human Rights legislation |
| 83.03 | Selection concepts and assessment techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 83.04 | Communication theories, tools, techniques, and processes |
| 83.05 | Methods of creating interpersonal effectiveness |
| 83.06 | Employment Equity legislation |
| 83.07 | Organization policies and procedures |
| 83.08 | Current and future business plans |
| RPC:84 | Supports managers in the negotiation of terms and conditions of employment. |
| 84.01 | Organization policies |
| 84.02 | Wage rate determination and differentials |
| 84.03 | Process, issues, and techniques involved in developing and administering a compensation system |
| 84.04 | Trends in labour force characteristics (e.g., labour force growth, employment trends and rates, |

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| | unemployment, participation rates, occupational distribution of the workforce, and compensation) |
| 84.05 | Methods of creating interpersonal effectiveness |
| 84.06 | Relevant legislation and regulations |
| 84.07 | Contract administration |
| 84.08 | Collective agreement provisions |
| RPC:85 | Develops orientation policies and procedures for new employees. |
| 85.01 | Organization policies and procedures |
| 85.02 | Industry best practices |
| 85.03 | Orientation and career development needs of new employees |
| 85.04 | Orientation theory and practices |
| 85.05 | Current and future business plans |
| Deployment | |
| RPC:86 | Develops deployment procedures (e.g., transfers, secondments and reassignments). |
| 86.01 | Collective agreements |
| 86.02 | Relevant legislation and regulations |
| 86.03 | Selection concepts, assessments, and techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 86.04 | Organization policies and procedures |
| 86.05 | Career development and succession planning concepts and techniques |
| 86.06 | Industry best practices |
| 86.07 | Organization culture and values |
| RPC:87 | Implements deployment procedures ensuring necessary compensation and benefit changes, and education plans are addressed. |
| 87.01 | Compensation practices |
| 87.02 | Collective agreements |
| 87.03 | Relevant legislation and regulations |
| 87.04 | Selection concepts, assessments, and techniques (e.g., interviews, tests, and other widely used selection procedures) |
| 87.05 | Career development and succession planning concepts and techniques |
| 87.06 | Organization policies and procedures |
| Terminating and Outplacing Staff | |
| RPC:88 | Develops and implements procedures for employee departures. |
| 88.01 | Organization policies and procedures |
| 88.02 | Relevant legislation and regulations |
| 88.03 | Jurisprudence and arbitration rulings |
| 88.04 | Industry best practices |
| 88.05 | Collective agreements |
| 88.06 | Theories and practices for protection of individuals and groups |
| 88.07 | Performance appraisal processes |
| 88.08 | Progressive discipline policies and practices |
| 88.09 | Organization culture and values |
| RPC:89 | Advises clients on matters of sub-standard performance and discipline. |
| 89.01 | Organization policies and procedures |
| 89.02 | Progressive discipline policies and practices |
| 89.03 | Performance appraisal processes |
| 89.04 | Relevant legislation and regulations |
| 89.05 | Organization culture and values |
| 89.06 | Collective agreements |
| RPC:90 | Advises on alternatives to terminations. |
| 90.01 | Collective agreements |

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| 90.02 | Organization policies and procedures |
| 90.03 | Organizational culture and values |
| 90.04 | Relevant legislation and regulations |
| 90.05 | Performance appraisal processes |
| 90.06 | Progressive discipline policies and practices |
| 90.07 | Methods of performance improvement |
| 90.08 | Job analysis and job design techniques |
| RPC:91 | Develops procedures for the defensible termination of employees. |
| 91.01 | Organization policies and procedures |
| 91.02 | Relevant legislation and regulations |
| 91.03 | Jurisprudence and arbitration rulings |
| 91.04 | Collective agreements |
| 91.05 | Theories and practices for protection of individuals and groups |
| 91.06 | Performance appraisal processes |
| 91.07 | Progressive discipline policies and practices |
| RPC:92 | Develops appropriate security strategies to protect corporate assets while preserving the dignity of the terminated employee. |
| 92.01 | Relevant legislation and regulations |
| 92.02 | Jurisprudence and arbitration rulings |
| 92.03 | Industry best practices |
| 92.04 | Organization policies and procedures |
| 92.05 | Outplacement programs |
| 92.06 | Risk assessment techniques |
| 92.07 | Theories and practices for protection of individuals and groups |
| 92.08 | Collective agreements |
| 92.09 | Procedures to minimize workplace violence |
| 92.10 | Issues faced by terminated employees |
| RPC:93 | Participates in the termination process by preparing termination notices, conducting exit interviews, and arranging outplacement services. |
| 93.01 | Industry best practices |
| 93.02 | Conflict management techniques |
| 93.03 | Relevant legislation and regulations |
| 93.04 | Organization policies and procedures |
| 93.05 | Counseling techniques |
| 93.06 | Risk assessment techniques |
| 93.07 | Collective agreements |
| 93.08 | Procedures to minimize workplace violence |
| 93.09 | Issues faced by terminated employees |
| EMPLOYEE AND LABOUR RELATIONS | |
| Employee Relations Practices | |
| RPC:94 | Creates an organizational climate conducive to constructive employee & labour relations. |
| 94.01 | Change management practices |
| 94.02 | The behaviour of individuals, groups, and organizational units |
| 94.03 | Methods of creating interpersonal effectiveness |
| 94.04 | Conflict management techniques |
| 94.05 | Relevant legislation and regulations |
| 94.06 | Labour relations concepts and practices |
| 94.07 | Interests of various stakeholders |
| 94.08 | Organization culture and values |

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| 94.09 | Industry best practices |
| 94.10 | The organization's strategic business plan |
| 94.11 | Principles of effective employee relations (including employee involvement, communication, recognition, diversity management, progressive discipline, etc) |
| RPC:95 | Creates and facilitates joint employer/employee committees. |
| 95.01 | Relevant legislation and regulations |
| 95.02 | Employee involvement techniques |
| 95.03 | Program development and evaluation |
| 95.04 | Participative decision making processes and techniques. |
| 95.05 | Strategies to identify common goals and interests |
| 95.06 | Methods of creating interpersonal effectiveness |
| 95.07 | Organization culture and values |
| 95.08 | Change management practices |
| RPC:96 | Provides support and expertise to managers and supervisors with respect to managing people. |
| 96.01 | Standards of professional practice |
| 96.02 | Management and supervisory techniques |
| 96.03 | Principles of effective employee relations (including employee involvement, communication, recognition, diversity management, progressive discipline, etc) |
| 96.04 | Organizational structure and workflow processes |
| 96.05 | Department goals and objectives |
| 96.06 | The behaviour of individuals, groups, and organizational units |
| 96.07 | Motivation and attitude theories and applications |
| 96.08 | Recognition and reward systems |
| 96.09 | Communication theories, tools, techniques, and processes |
| 96.10 | Group dynamics and team building processes |
| 96.11 | Leadership theories and practices |
| 96.12 | Methods of creating interpersonal effectiveness |
| RPC:97 | Provides advice and counseling for employees. |
| 97.01 | Interviewing techniques |
| 97.02 | Organization policies and procedures |
| 97.03 | HR programs |
| 97.04 | Relevant legislation and regulations |
| 97.05 | Counseling techniques |
| 97.06 | Communication theories, tools, techniques, and processes |
| 97.07 | Collective agreements |
| 97.08 | Outside service providers; Availability of internal and external resources |
| 97.09 | Organization culture and values |
| 97.10 | Conflict management techniques |
| 97.11 | Problem solving techniques |
| 97.12 | The relationship between employee wellness and productivity |
| 97.13 | Employee and Family Assistance Programs (including referral, assessment, counseling, traumatic incident debriefing, and limits on service) |
| 97.14 | Stress management concepts and practices. |
| 97.15 | Methods of creating personal effectiveness |
| 97.16 | Standards of professional practice |
| RPC:98 | Defines, establishes appropriate terms, conditions and employment programs to meet organizational goals. |
| 98.01 | Relevant legislation and regulations |
| 98.02 | Availability of internal and external resources |
| 98.03 | Principles of policy formulation |

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| 98.04 | Industry best practices |
| 98.05 | Organization culture and values |
| 98.06 | Needs analysis |
| 98.07 | Strategic HR management |
| 98.08 | The organization's strategic business plan |
| RPC:99 | Provides advice on issues relating to labour and employee relations including hiring, discipline, and termination. |
| 99.01 | Collective agreements |
| 99.02 | Principles of effective employee relations (including employee involvement, communication, recognition, diversity management, progressive discipline, etc) |
| 99.03 | Methods of creating interpersonal effectiveness |
| 99.04 | Relevant legislation and regulations |
| 99.05 | Standards of professional practice |
| RPC:100 | Researches, develops, and implements HR policies. |
| 100.01 | Principles of policy formulation |
| 100.02 | Benchmarking |
| 100.03 | The identification, assessment, development, implementation and, maintenance of effective systems of managing HR information |
| 100.04 | Procedures for information collection, manipulation, and analysis |
| 100.05 | Research methods and designs (including measurement of HR) |
| 100.06 | Measurement and assessment tools and techniques (and their limitations) |
| 100.07 | Statistical analyses and evaluation |
| 100.08 | Strategic HR management |
| RPC:101 | Provides advice on the application of HR policies, procedures and practices. |
| 101.01 | Collective agreements |
| 101.02 | Current policies and procedures |
| 101.03 | HR functions and practices |
| 101.04 | Relevant legislation and regulations |
| 101.05 | Standards of professional practice |
| 101.06 | Methods of creating interpersonal effectiveness |
| Conflict Resolution | |
| RPC:102 | Analyzes and provides advice on employment rights and responsibilities. |
| 102.01 | Relevant legislation and regulations |
| 102.02 | Organization policies and procedures |
| 102.03 | Information sources such as other organizations, publications, and associations |
| 102.04 | Theories and practices for protection of individuals and groups |
| 102.05 | Collective agreements |
| 102.06 | Standards of professional practice |
| RPC:103 | Effectively handles disagreements and conflicts. |
| 103.01 | Conflict management techniques |
| 103.02 | Communication theories, tools, techniques, and processes |
| 103.03 | Methods of creating interpersonal effectiveness |
| 103.04 | Group dynamics and team building processes |
| 103.05 | Organization culture and values |
| RPC:104 | Develops policies and procedures for ensuring a respectful and inclusive workplace. |
| 104.01 | Relevant legislation and regulations |
| 104.02 | Organization culture and values |
| 104.03 | Industry best practices |
| 104.04 | Theories and practices for protection of individuals and groups |
| 104.05 | Techniques in managing workforce diversity |

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| 104.06 | conflict management techniques |
| 104.07 | Standards of professional practice |
| 104.08 | Change management |
| RPC:105 | Recommends and/or initiates actions in response to known or suspected incidents of misconduct. |
| 105.01 | Relevant legislation and regulations |
| 105.02 | Organization policies and procedures |
| 105.03 | Progressive discipline practices |
| RPC:106 | Takes appropriate actions at the organizational level in response to known or suspected complaints and conflicts. |
| 106.01 | Conflict management techniques |
| 106.02 | Relevant legislation and regulations |
| 106.03 | Alternate dispute resolution methods |
| 106.04 | Organization policies and procedures |
| 106.05 | Investigative procedures |
| 106.06 | Theories and practices for protection of individuals and groups |
| 106.07 | Techniques to minimize the threat of workplace violence |
| 106.08 | Privacy of information issues |
| 106.09 | Methods of creating interpersonal effectiveness |
| RPC:107 | Ensures appropriate dispute resolution mechanisms are in place. |
| 107.01 | Conflict resolution methods and procedures |
| 107.02 | Relevant legislation and regulations |
| 107.03 | Alternate dispute resolution methods |
| 107.04 | Industry best practices |
| 107.05 | Change management techniques |
| RPC:108 | Identifies strategies for the application of appropriate corrective action. |
| 108.01 | Conflict resolution methods and procedures |
| 108.02 | Relevant legislation and regulations |
| 108.03 | Change management techniques |
| 108.04 | Alternate dispute resolution methods |
| 108.05 | Organization culture and values |
| 108.06 | Progressive discipline practices |
| 108.07 | Management and supervisory practices |
| Labour Relations & Collective Bargaining | |
| RPC:109 | Provides advice on the establishment, continuation and termination of bargaining rights. |
| 109.01 | Relevant legislation and regulations |
| 109.02 | Structure of unions |
| 109.03 | Organizing tactics of unions |
| 109.04 | Labour relations concepts and practices |
| 109.05 | Collective bargaining processes and issues |
| 109.06 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 109.07 | The rights and responsibilities of management and labour during the processes of organizing and negotiation |
| 109.08 | Organization climate and employee relations issues |
| RPC:110 | Prepares the organization for collective bargaining. |
| 110.01 | Economic climate |
| 110.02 | Organization's history of collective bargaining |
| 110.03 | The organization's philosophy on compensation |

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| 110.04 | The organization's financial status |
| 110.05 | Collective bargaining process |
| 110.06 | Relevant legislation and regulations |
| 110.07 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 110.08 | Organization's labour relations climate, historical and current issues |
| 110.09 | The effects of collective bargaining on corporate issues (e.g., wages, productivity, and management processes) |
| 110.10 | The rights and responsibilities of management and labour during the processes of organizing and negotiation |
| 110.11 | Possible outcomes of contract negotiations (e.g., impasse, conciliation, mediation, arbitration and work stoppage) |
| 110.12 | Competitiveness of current wages, benefits and other collective agreement provisions |
| RPC:111 | Formulates bargaining strategies consistent with the short and long-term needs of the organization. |
| 111.01 | Elements of strategy formulation |
| 111.02 | Key organization issues |
| 111.03 | History of union (and organization's) strategies and previous bargaining outcomes |
| 111.04 | Organization's strategic plan |
| 111.05 | Relevant legislation and regulations |
| 111.06 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 111.07 | The process of collective bargaining |
| 111.08 | History of the relationship between the organization and the union |
| 111.09 | The effects of collective bargaining on corporate issues (e.g., wages, productivity, and management processes) |
| 111.10 | The rights and responsibilities of management and labour during the processes of collective bargaining |
| 111.11 | Key issues and positions of the union |
| 111.12 | Possible outcomes of contract negotiations (e.g., impasse, conciliation, and the legal strike) mediation, arbitration and work stoppage |
| 111.13 | Potential productivity and profitability outcomes under changing labour circumstances. |
| 111.14 | The current political environment |
| RPC:112 | Collects and presents information required for decision-making in the bargaining process. |
| 112.01 | Current and historical bargaining issues and positions of the union and organization |
| 112.02 | Industry bargaining patterns |
| 112.03 | Sources of information available |
| 112.04 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 112.05 | The process of collective bargaining |
| 112.06 | The effects of collective bargaining on corporate issues (e.g., wages, productivity, and management processes) |
| 112.07 | The rights and responsibilities of management and labour during the processes of negotiation |
| 112.08 | Potential productivity and profitability outcomes under changing labour circumstances. |
| 112.09 | Decision making theories |
| 112.10 | Research methods |
| 112.11 | Methods for costing collective agreement proposals |
| 112.12 | Relevant industry comparisons of wages, benefits and other contract provisions |
| RPC:113 | Coaches the bargaining team through all phases of the collective bargaining process. |
| 113.01 | Relevant legislation and regulations |
| 113.02 | Negotiation strategy |
| 113.03 | Union philosophies and internal union politics |

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| 113.04 | The dynamics of power |
| 113.05 | Communication theories, tools, techniques, and processes |
| 113.06 | Concepts and processes of politics and conflict |
| 113.07 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 113.08 | The process of collective bargaining |
| 113.09 | The effects of collective bargaining on corporate issues (e.g., wages, productivity, and management processes) |
| 113.10 | The rights and responsibilities of management and labour during the processes negotiation |
| 113.11 | Possible outcomes of contract negotiation (e.g., impasse, conciliation, mediation, arbitration and work stoppage) |
| 113.12 | Potential productivity and profitability outcomes under changing labour circumstances |
| 113.13 | Current and historical bargaining issues and positions of the union and organization |
| 113.14 | Methods of creating interpersonal effectiveness |
| RPC:114 | Provides advice on interest arbitration. |
| 114.01 | Relevant legislation and regulations |
| 114.02 | Contract provisions |
| 114.03 | Arbitration process |
| 114.04 | Negotiation strategy |
| 114.05 | Union philosophies and internal union politics |
| 114.06 | Current and historical bargaining issues and positions of the union and organization |
| 114.07 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 114.08 | The process of collective bargaining |
| 114.09 | The rights and responsibilities of management and labour during the processes of negotiation and arbitration |
| 114.10 | Relevant industry comparisons of wages, benefits and other contract provisions |
| 114.11 | Arbitration decisions and jurisprudence |
| RPC:115 | Provides advice on the interpretation of the collective agreement. |
| 115.01 | Context and content of collective agreement |
| 115.02 | Arbitration jurisprudence |
| 115.03 | History of grievances of contract provisions |
| 115.04 | Relevant legislation and regulations |
| 115.05 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 115.06 | Labour relations climate and the current relationship between the union and the organization |
| 115.07 | Collective agreement administration |
| RPC:116 | Provides consultation and risk assessment in arbitration. |
| 116.01 | Arbitration jurisprudence |
| 116.02 | Arbitration process |
| 116.03 | Acceptable arbitrators |
| 116.04 | Concepts and processes of politics and conflict |
| 116.05 | Relevant legislation and regulations |
| 116.06 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 116.07 | The process of collective bargaining |
| 116.08 | The rights and responsibilities of management and labour during the processes of negotiation and arbitration |
| 116.09 | Current issues and bargaining positions of the union and organization |
| 116.10 | Current political climate |
| RPC:117 | Anticipates and prepares the organization for work disruptions and return to work. |

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| 117.01 | Applicable dispute resolution mechanisms for work stoppages |
| 117.02 | Relevant legislation, regulations, and third party investigative procedures |
| 117.03 | Critical organizational operations |
| 117.04 | Previous work stoppage(s) and organizational plans and responses |
| 117.05 | Industry best practices regarding employee compensation, safety and security during work stoppages |
| 117.06 | Organizational resource availability (e.g., finances, time) |
| 117.07 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 117.08 | The process of collective bargaining |
| 117.09 | The effects of work stoppages on corporate issues (e.g., wages, productivity, and management processes) |
| 117.10 | The rights and responsibilities of management and labour during a work stoppage |
| 117.11 | Assessment and forecasting techniques for HR Requirements to maintain essential operations |
| 117.12 | Strategies for building positive employee, union and employer relationships in the aftermath of a work stoppage |
| 117.13 | Risk assessment techniques |
| RPC:118 | Guides the organization in response to legal and illegal job actions. |
| 118.01 | Applicable dispute resolution mechanisms for work stoppages |
| 118.02 | Relevant legislation, regulations, and third party investigative procedures |
| 118.03 | Jurisprudence |
| 118.04 | Previous work stoppage(s) and organizational plans and responses |
| 118.05 | Industry best practices regarding employee compensation, safety and security during work stoppage situations |
| 118.06 | Organizational resource availability (e.g., financial, time) |
| 118.07 | Institutions and processes (both regulatory and non-regulatory) that govern the relationship between employers and employees |
| 118.08 | The process of collective bargaining |
| 118.09 | The effects of work stoppages on corporate issues (e.g., wages, productivity, and management processes) |
| 118.10 | The rights and responsibilities of management and labour during the processes of negotiation and work stoppages |
| TOTAL COMPENSATION | |
| Total Compensation Strategy | |
| RPC:119 | Identifies and develops the philosophy, strategy and policy with respect to the total compensation package consistent with the organization's goals. |
| 119.01 | Elements of total compensation. |
| 119.02 | Compensation goals |
| 119.03 | Linkage of compensation with organizational goals, strategies, and environment |
| 119.04 | Principles of effective compensation systems design and administration |
| 119.05 | Current organizational issues |
| 119.06 | Industry best practices |
| 119.07 | Global trends and issues |
| 119.08 | Relevant legislation and regulations including collective agreements |
| 119.09 | Process, issues, and techniques involved in developing and administering a compensation system |
| 119.10 | The organization's financial capabilities |
| 119.11 | Techniques to determine total compensation costs |
| RPC:120 | Evaluates the total compensation strategy to ensure it is consistent with the objectives of attracting, motivating and retaining the qualified people. |
| 120.01 | General labour market trends and issues |
| 120.02 | Industry best practices |
| 120.03 | Survey design, administration and techniques for analysis of data |

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| 120.04 | Attraction and retention philosophy and strategies |
| 120.05 | Principles and methods to maintain internal equity and external competitiveness |
| 120.06 | Principles of effective compensation systems design and administration |
| 120.07 | Relevant legislation and regulations and their effect on compensation |
| 120.08 | Motivation theories and applications |
| 120.09 | Administration and maintenance of HR information |
| 120.10 | Compensation goals |
| 120.11 | Linkage with organizational goals, strategies, and environment |
| 120.12 | Techniques to determine total compensation costs |
| 120.13 | The organization's strategic plan and financial capabilities |
| RPC:121 | Monitors the competitiveness of the total compensation strategy on an ongoing basis. |
| 121.01 | General labour market trends and issues |
| 121.02 | Survey design, administration and techniques for analysis of data |
| 121.03 | Attraction and retention philosophies and strategies |
| 121.04 | Principles and methods to maintain internal equity and external competitiveness |
| 121.05 | Principles of effective compensation systems design and administration |
| 121.06 | Relevant legislation and regulations including collective agreements |
| 121.07 | Administration, maintenance and analysis of HR information |
| 121.08 | Organization's competitive environment |
| 121.09 | Compensation goals |
| 121.10 | Techniques to determine total compensation costs |
| Compensation Programs | |
| RPC:122 | Recommends the appropriate mix of base and variable compensation. |
| 122.01 | Principles of effective compensation systems design and administration |
| 122.02 | The organization's strategic plan and financial capabilities |
| 122.03 | Compensation trends and issues |
| 122.04 | Relevant legislation and regulations, including collective agreements |
| 122.05 | Industry best practices |
| 122.06 | Theoretical and applied aspects of motivation |
| 122.07 | Compensation goals |
| 122.08 | Linkage with organizational goals, strategies, and environment |
| 122.09 | Types of compensation programs (job based, skill/competency based, performance based) |
| 122.10 | Techniques to determine total compensation costs |
| RPC:123 | Establishes compensation policies and procedures in compliance with the legal framework and company objectives. |
| 123.01 | Principles of effective compensation systems design and administration |
| 123.02 | The organization's strategic plan and financial capabilities |
| 123.03 | HR policies, procedures and processes |
| 123.04 | Relevant legislation and regulations, including collective agreements |
| 123.05 | Theoretical and applied aspects of motivation |
| 123.06 | Compensation goals |
| 123.07 | Linkage with organizational goals, strategies, and environment |
| RPC:124 | Develops and implements effective job evaluation procedures. |
| 124.01 | Principles and methods of job analysis, documentation, and evaluation |
| 124.02 | Industry best practices |
| 124.03 | The organizations strategy and financial capabilities |
| 124.04 | HR policies, procedures, and processes |
| 124.05 | Relevant legislation and regulations including collective agreements. |
| 124.06 | Legal and regulatory environment and reporting requirements regarding all aspects of compensation including employment and pay equity, federal contractors program) |
| 124.07 | Various methods and techniques for determining relative job worth and maintaining internal equity |

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| | (qualitative and quantitative) |
| 124.08 | Methods and procedures to prepare job descriptions |
| 124.09 | Methods to identify job requirements and specifications |
| 124.10 | Compensation goals |
| RPC:125 | Monitors the competitiveness of the compensation program relative to comparable organizations. |
| 125.01 | Sources of market data |
| 125.02 | Benchmarking |
| 125.03 | Survey design, administration and techniques for analysis of data |
| 125.04 | The organization's strategy and financial capabilities |
| 125.05 | HR policies, procedures, and processes |
| 125.06 | Relevant legislation and regulations including collective agreements |
| 125.07 | Administration, maintenance and analysis of automated HR information |
| 125.08 | Relevant statistical and analytical techniques, including regression analysis |
| 125.09 | Components included in total compensation, including types of employee benefits (e.g., standardized and flexible benefits plans) |
| 125.10 | Techniques to determine total compensation cost |
| RPC:126 | Recommends job price and pay ranges based on relevant internal and external factors. |
| 126.01 | Principles of effective compensation systems design and administration |
| 126.02 | Compensation goals and the organization's pay policy |
| 126.03 | Job pricing and pay structures |
| 126.04 | Relevant statistical and analytical techniques including regression analysis |
| 126.05 | The competitiveness of current compensation relative to the market and related issues |
| 126.06 | Issues related to internal equity and relative job worth |
| 126.07 | The organization's strategy and financial capabilities |
| 126.08 | Relevant Legal and regulatory environment including collective agreements |
| 126.09 | Trends in labour force characteristics (e.g., labour force growth, employment trends and rates, unemployment, participation rates, occupational distribution of the workforce, and compensation) |
| 126.10 | Administration, maintenance and analysis of automated HR information |
| 126.11 | Procedures for the collection, manipulation, and analysis of information |
| 126.12 | Principles and methods of job analysis, documentation, and evaluation |
| Benefits | |
| RPC:127 | Recommends benefit plans most suited to organizational needs. |
| 127.01 | Trends and issues related to employee benefits |
| 127.02 | Compensation goals and the organization's pay policy |
| 127.03 | Employee and labour market demographics |
| 127.04 | Industry best practices |
| 127.05 | Survey design, administration and techniques for analysis of data |
| 127.06 | Strategies to attract and retain employees |
| 127.07 | Needs analysis |
| 127.08 | Types of employee benefits and alternate benefit delivery and administration systems |
| 127.09 | Relevant legal and regulatory environment, including taxation laws and government sponsored benefits |
| 127.10 | Procedures for the collection, manipulation, and analysis of information |
| 127.11 | Relevant statistical and analytical techniques including regression analysis |
| 127.12 | Principles of effective compensation systems design and administration |
| 127.13 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 127.14 | Administration, maintenance and analysis of automated HR information |
| RPC:128 | Provides for delivery of payroll services in compliance with applicable legislation, company policy and advises the organization on related matters. |

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| 128.01 | Relevant legal and regulatory environment, including taxation laws |
| 128.02 | Related HR policies and procedures |
| 128.03 | Contractual obligations such as collective agreements, and outside contractors |
| 128.04 | Principles of effective payroll and benefit administration |
| 128.05 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 128.06 | Sources of relevant information/expertise on legislation and Revenue Canada requirements |
| 128.07 | Fundamental accounting principles and practices |
| 128.08 | Organization's operations and financial systems |
| 128.09 | Alternative methods to provide payroll services, including external service providers |
| 128.10 | Cost benefit analysis |
| 128.11 | Administration, maintenance and analysis of automated HR information |
| RPC:129 | Ensures compliance with legally required programs. |
| 129.01 | Relevant legal and regulatory environment, including taxation laws |
| 129.02 | Sources of relevant information/expertise on legislation and Revenue Canada requirements |
| 129.03 | Implication of new and proposed legal and regulatory changes upon payroll and benefits services, their administration and reporting |
| 129.04 | Organization's operations and financial systems |
| RPC:130 | Performs an analysis of organizational and employee needs related to benefit plans. |
| 130.01 | Employee demographics |
| 130.02 | Industry best practices |
| 130.03 | Survey design, administration and techniques for analysis of data |
| 130.04 | Strategies for attracting and retaining employees |
| 130.05 | Needs analysis |
| 130.06 | Implication of new and proposed legal and regulatory changes upon payroll and benefits services, their administration and reporting |
| 130.07 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 130.08 | The organization's strategic plan and financial capabilities |
| 130.09 | Benchmarking |
| 130.10 | Relevant legal and regulatory environment, including taxation laws |
| 130.11 | Principles of effective payroll and benefits administration |
| 130.12 | Compensation goals |
| 130.13 | Link of compensation with organizational goals, strategies, and environment |
| 130.14 | Cost-benefit analyses (including audits, utility analysis, and impact studies) |
| 130.15 | Administration, maintenance and analysis of automated HR information |
| RPC:131 | Develops specifications for the acquisition and day-to-day management of employee benefit programs. |
| 131.01 | Industry best practices |
| 131.02 | Alternate payroll and benefit delivery systems |
| 131.03 | Relevant legal and regulatory environment, including taxation laws and reporting requirements |
| 131.04 | Components of an acceptable RFP |
| 131.05 | Process, issues, and techniques involved in developing and administering a compensation system |
| 131.06 | Principles of effective payroll and benefit administration |
| 131.07 | Compensation goals |
| 131.08 | Link of compensation with organizational goals, strategies, and environment |
| 131.09 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 131.10 | HRMS concepts and techniques |
| RPC:132 | Ensures the effectiveness and efficiency of benefit programs. |
| 132.01 | General trends and issues related to employee benefits and their effect on current benefit programs |

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| 132.02 | Industry best practices |
| 132.03 | Employee demographics |
| 132.04 | Principles of effective payroll and benefit administration |
| 132.05 | Strategies for attracting and retaining employees |
| 132.06 | Relevant legal and regulatory environment, including taxation laws and reporting requirements |
| 132.07 | Survey design, administration and techniques for analysis of data |
| 132.08 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 132.09 | Procedures for the collection, manipulation, and analysis of information |
| 132.10 | Cost benefit analysis |
| 132.11 | Organization strategy and financial capabilities |
| 132.12 | Compensation goals |
| 132.13 | Link of compensation with organizational goals, strategies, and environment |
| 132.14 | Administration, maintenance and analysis of automated HR information |
| RPC:133 | Manages the transition to new benefit plans. |
| 133.01 | Employee demographics |
| 133.02 | Strategies and practices for effective change management |
| 133.03 | Alternate benefit delivery systems |
| 133.04 | Relevant legal and regulatory environment |
| 133.05 | Communication theories, tools, techniques, and processes |
| 133.06 | Sources of external expertise |
| 133.07 | Proposed changes and their effect on current benefit programs |
| 133.08 | Collective agreements and other contractual requirements |
| 133.09 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 133.10 | Administration, maintenance and analysis of automated HR information |
| RPC:134 | Integrates the basic benefit programs with disability management. |
| 134.01 | Relevant legal and regulatory environment |
| 134.02 | Employer-sponsored and statutory benefits |
| 134.03 | Industry best practices |
| 134.04 | Program/policy development |
| 134.05 | Organization culture |
| 134.06 | Reporting requirements |
| 134.07 | Principles and practices of effective disability management |
| 134.08 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 134.09 | Methods of accommodating employee needs (e.g., flexible hours, job sharing, child care) |
| 134.10 | The economic, legal, technical, and moral impact of OHS |
| 134.11 | Ergonomics |
| Pensions | |
| RPC:135 | Develops specifications for the acquisition or redesign of pension plans, and their administration. |
| 135.01 | Organizational strategy and financial capabilities |
| 135.02 | Compensation goals |
| 135.03 | Employee demographics |
| 135.04 | Industry best practices |
| 135.05 | Strategies for attracting and retaining employees |
| 135.06 | Relevant legal and regulatory environment |
| 135.07 | Types of pension plans and alternate pension design models |
| 135.08 | Sources of external expertise |
| 135.09 | Implications of taxation and government sponsored pension plans on pension design |
| 135.10 | Components of an acceptable RFP |

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| 135.11 | Principles of effective pension design and administration |
| 135.12 | Financial models and techniques for calculating and funding pension obligations |
| 135.13 | Procedures for the collection, manipulation, and analysis of information |
| RPC:136 | Reviews pension proposals submitted by third parties and evaluates the information received. |
| 136.01 | Organizational strategy and financial capabilities |
| 136.02 | Compensation goals |
| 136.03 | Employee demographics |
| 136.04 | Industry best practices |
| 136.05 | Principles of effective pension design and administration |
| 136.06 | Types of pension plans and alternate pension design models |
| 136.07 | Sources of external expertise |
| 136.08 | Implications of taxation and government sponsored pension plans on pension design |
| 136.09 | Relevant legal and regulatory environment |
| 136.10 | Procedures for the collection, manipulation, and analysis of information |
| 136.11 | Financial models and techniques for calculating and funding pension obligations |
| RPC:137 | Recommends pension plans most suited to organizational needs. |
| 137.01 | Organizational strategy and financial capabilities |
| 137.02 | Compensation goals |
| 137.03 | Employee demographics |
| 137.04 | Industry best practices |
| 137.05 | Principles of effective pension design and administration |
| 137.06 | Collective agreements and other contractual requirements |
| 137.07 | Types of pension plans and alternate pension design models |
| 137.08 | Implications of taxation and government sponsored pension plans on pension design |
| 137.09 | Relevant legal and regulatory environment |
| 137.10 | Financial models and techniques for calculating and funding pension obligations |
| RPC:138 | Manages the transition to a new or revised pension plan. |
| 138.01 | Industry best practices |
| 138.02 | Relevant legal and regulatory environment |
| 138.03 | Employee demographics |
| 138.04 | Proposed changes and their effect on current pension plans, their funding and administration |
| 138.05 | Communication theories, tools, techniques, and processes |
| 138.06 | Sources of external expertise |
| 138.07 | Strategies and practices for effective change management |
| 138.08 | Collective agreements and other contractual requirements |
| 138.09 | Administration, maintenance and analysis of automated HR information |
| RPC:139 | Provides information and counseling to pension plan participants. |
| 139.01 | Issues and concerns of employees (pre and post retirement) |
| 139.02 | Principles and practices of effective retirement planning |
| 139.03 | Influences on retirement income (taxation, government sponsored and organization pension plans) |
| 139.04 | Communication theories, tools, techniques, and processes |
| 139.05 | Pension and benefit provisions for retiring employees |
| 139.06 | Relevant legal and regulatory environment |
| 139.07 | Design and delivery of training programs |
| RPC:140 | Administers the reporting, funding and fiduciary aspects of the pension plan(s). |
| 140.01 | Employee demographics |
| 140.02 | Financial models and techniques for calculating and funding pension obligations |
| 140.03 | Relevant legal and regulatory environment |
| 140.04 | Financial markets and how they affect pension plan funding |
| 140.05 | Sources of external expertise |
| 140.06 | Foundations and techniques of financial and management accounting |

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| 140.07 | Procedures for the collection, manipulation, and analysis of information |
| 140.08 | Types of pension plans |
| Payroll Administration | |
| RPC:141 | Establishes payroll guidelines based on relevant legislation, tax laws, company policy, and contractual pay requirements. |
| 141.01 | Sources of relevant information/expertise on legislation and Revenue Canada requirements |
| 141.02 | Effect of HR policies and procedures on payroll |
| 141.03 | Collective agreements and other contractual requirements |
| 141.04 | Organization's business operations and culture |
| 141.05 | Relevant legal and regulatory environment |
| 141.06 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 141.07 | Principles of effective payroll and benefit administration |
| RPC:142 | Ensures accurate and timely delivery of pay. |
| 142.01 | Relevant legal and regulatory environment |
| 142.02 | Effect of HR policies and procedures on payroll |
| 142.03 | Collective agreements and other contractual requirements |
| 142.04 | Organization's business operations and culture |
| 142.05 | Automated payroll and benefit systems (external and internal) |
| 142.06 | Methods of managing compensation systems (including budgeting, cost control, and monitoring, auditing and evaluating effectiveness of pay system) |
| 142.07 | Administration, maintenance and analysis of automated HR information |
| RPC:143 | Ensures pay records are accurate and complete. |
| 143.01 | Relevant legal and regulatory environment |
| 143.02 | Effect of HR policies and procedures on payroll |
| 143.03 | Collective agreements and other contractual requirements |
| 143.04 | Automated payroll and benefit administration systems (internal and/or external) |
| 143.05 | Fundamental accounting principles and practices |
| 143.06 | Administration, maintenance and analysis of automated HR information |
| ORGANIZATIONAL LEARNING, TRAINING & DEVELOPMENT | |
| Organizational Performance | |
| RPC:144 | Aligns OLDT with business objectives and needs. |
| 144.01 | Strategic HR Management |
| 144.02 | The organization's strategic business plan |
| 144.03 | Principles and practices of effective learning, training and organizational development |
| 144.04 | Business operations |
| 144.05 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 144.06 | Training cost-benefit analysis and training evaluation techniques |
| 144.07 | Research methods and designs (including measurement of HR) |
| 144.08 | Measurement and assessment tools and techniques (and their limitations) |
| 144.09 | Statistical analyses and evaluation |
| 144.10 | Stakeholders in training & development |
| 144.11 | Administration, maintenance and analysis of automated HR information |
| 144.12 | Change management techniques |
| 144.13 | Organization structures and management practices |
| 144.14 | The nature of the business environment and the competitive position of the company within the industry |
| 144.15 | Organization culture and values |
| RPC:145 | Determines the most effective learning and development initiatives required for organizational success. |
| 145.01 | Adult learning principles |

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| 145.02 | Instructional design and delivery |
| 145.03 | Facilitation techniques |
| 145.04 | Training and development program design and administration |
| 145.05 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion) |
| 145.06 | Types of alternative approaches to training |
| 145.07 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 145.08 | Domains and levels of learning |
| 145.09 | Methods of matching skills and people |
| 145.10 | Conditions necessary for training success |
| 145.11 | Training cost benefit analysis and training evaluation techniques |
| 145.12 | Statistical analyses and evaluation |
| 145.13 | Industry best practices |
| 145.14 | Internal and external resources |
| 145.15 | Organizational goals and financial capabilities |
| RPC:146 | Develops and implements training and development initiatives to address current capabilities and future training needs. |
| 146.01 | Adult learning principles |
| 146.02 | Instructional design and delivery |
| 146.03 | External and internal resources |
| RPC:147 | Monitors and reports on the impact of development activities on organizational performance. |
| 147.01 | Data gathering techniques |
| 147.02 | Stakeholders in training & development |
| 147.03 | Training cost-benefit analysis and training evaluation techniques |
| 147.04 | Administration, maintenance and analysis of automated HR information |
| 147.05 | Research methods and designs (including measurement of HR) |
| 147.06 | Measurement and assessment tools and techniques (and their limitations) |
| Development Programs | |
| RPC:148 | Designs career development programs that align with business needs. |
| 148.01 | Organizational structure and management practices |
| 148.02 | Business operations |
| 148.03 | Training and development program design and administration |
| 148.04 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion) |
| 148.05 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 148.06 | Methods of matching skills and people |
| 148.07 | Training programs delivery techniques |
| 148.08 | Principles of effective career planning and development |
| 148.09 | Job analysis techniques |
| 148.10 | HR planning principles and techniques |
| 148.11 | Organization culture and values |
| 148.12 | Organization positions and their requirements |
| 148.13 | Organizational goals and financial capabilities |
| RPC:149 | Assesses and recommends internal and external suppliers of development programs. |
| 149.01 | Adult learning principles |
| 149.02 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 149.03 | External resources |

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| 149.04 | Training cost-benefit analyses and training evaluation techniques |
| 149.05 | Training and development program design and administration |
| 149.06 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion) |
| 149.07 | RFP preparation and evaluation of proposals |
| RPC:150 | Applies general principles of adult learning to ensure appropriate development methods and techniques. |
| 150.01 | Adult learning principles |
| 150.02 | Internal and external resources |
| 150.03 | Training and development program design and administration |
| 150.04 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion) |
| 150.05 | Domains and levels of learning |
| 150.06 | Effective learning objectives |
| 150.07 | Issues regarding the transfer of training to the job |
| 150.08 | Training delivery techniques |
| 150.09 | Conditions necessary for training success |
| RPC:151 | Uses a variety of methods to deliver development programs. |
| 151.01 | Adult learning principles |
| 151.02 | Program design |
| 151.03 | Facilitation techniques |
| 151.04 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion) |
| 151.05 | Domains and levels of learning |
| 151.06 | Training programs delivery techniques |
| 151.07 | Conditions necessary for training success |
| RPC:152 | Develops and implements measurement tools and processes to evaluate program effectiveness. |
| 152.01 | Organization goals and financial capabilities |
| 152.02 | Training and development goals and learning objectives |
| 152.03 | Training cost-benefit and training evaluation techniques |
| 152.04 | Techniques to analyse and interpret training results |
| 152.05 | Research methods and designs (including measurement of HR) |
| 152.06 | Measurement and assessment tools and techniques (and their limitations) |
| 152.07 | Statistical analyses and evaluation |
| 152.08 | Program evaluation techniques |
| Career Management | |
| RPC:153 | Helps supervisors/managers to identify career options for employees that align with business needs. |
| 153.01 | Future HR needs of the organization and capabilities of current employees |
| 153.02 | Principles and techniques of effective career development/management |
| 153.03 | Essential elements of HRP process (i.e., importance/benefits of human resource planning) |
| 153.04 | Organization structure and management practices |
| 153.05 | Organizational goals and financial capabilities |
| 153.06 | Internal and external resources for career development |
| 153.07 | Administration, maintenance and analysis of automated HR information |
| RPC:154 | Provides assessment tools for career development. |
| 154.01 | Principles and techniques of effective career development/management |
| 154.02 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 154.03 | Measurement and assessment tools and techniques (and their limitations) |
| 154.04 | Statistical analyses and evaluation |

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| 154.05 | Positions and their requirements |
| RPC:155 | Ensures performance management information is an integral component of employee development. |
| 155.01 | Principles and techniques of effective performance management systems, including assessment, development and performance improvement |
| 155.02 | Principles and techniques of effective career development/management principles |
| 155.03 | Performance appraisal processes |
| 155.04 | Career and succession planning and management |
| 155.05 | Measurement and assessment tools and techniques (and their limitations) |
| 155.06 | Administration, maintenance and analysis of automated HR information |
| RPC:156 | Assists employees in identifying career paths, establishing learning plans and activities required for achieving personal and organizational success. |
| 156.01 | Future HR needs of the organization and capabilities of current employees |
| 156.02 | Principles and techniques of effective career development/management |
| 156.03 | Core competencies required for organizational success |
| 156.04 | Internal and external training and development resources |
| 156.05 | Position requirements, including licenses, certifications, etc. |
| 156.06 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion) |
| 156.07 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 156.08 | Effective learning objectives |
| 156.09 | Methods of matching skills and people |
| 156.10 | Conditions necessary for training success |
| RPC:157 | Facilitates the implementation of developmental work assignments. |
| 157.01 | Principles and techniques of effective career development/management |
| 157.02 | Domains and levels of learning |
| 157.03 | Effective learning objectives |
| 157.04 | Organizational structure and management practices |
| 157.05 | Position requirements |
| RPC:158 | Monitors, documents and reports on career development activities. |
| 158.01 | Procedures for collection, manipulation and analysis of information |
| 158.02 | Administration, maintenance and analysis of automated HR information |
| 158.03 | Principles of effective career development |
| 158.04 | Communication theories, tools, techniques, and processes |
| 158.05 | Measurement and assessment tools and techniques (and their limitations) |
| Training | |
| RPC:159 | Ensures compliance with legislated training obligations. |
| 159.01 | Relevant professional and technical licensing, certification and/or accreditation requirements |
| 159.02 | Relevant legal and regulatory environment (health and safety, etc.) |
| 159.03 | Internal and external resources |
| RPC:160 | Conducts training needs assessments. |
| 160.01 | Principles of effective training, learning and organizational development |
| 160.02 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 160.03 | Administration, maintenance and analysis of automated HR information |
| 160.04 | Measurement and assessment tools and techniques (and their limitations) |
| RPC:161 | Recommends the most appropriate way to meet identified learning needs. |
| 161.01 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |

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| 161.02 | Principles of effective training, learning and organizational development |
| 161.03 | Organizational goals and financial capabilities |
| 161.04 | Training and development program design and administration |
| 161.05 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion) |
| 161.06 | Domains and levels of learning |
| 161.07 | Effective learning objectives |
| 161.08 | Training delivery techniques |
| 161.09 | Internal and external resources |
| RPC:162 | Establishes training priorities based on needs analysis. |
| 162.01 | Priority setting |
| 162.02 | Principles of effective training, learning and organizational development |
| 162.03 | Training and development needs analysis techniques (i.e., skill assessment strategies and levels of training needs analysis) |
| 162.04 | Stakeholders in training & development |
| 162.05 | Assessment and forecasting techniques for HR Requirements (including benefits and types of qualitative and quantitative forecasting methods) |
| 162.06 | Organizational goals and financial capabilities |
| RPC:163 | Facilitates post training support activities to ensure transfer of learning to the workplace. |
| 163.01 | Situational leadership |
| 163.02 | Coaching |
| 163.03 | Methods to establish interpersonal effectiveness |
| 163.04 | Domains and levels of learning |
| 163.05 | Issues regarding the transfer of training to the job |
| 163.06 | Conditions necessary for training success |
| 163.07 | Communication theories, tools, techniques, and processes |
| RPC:164 | Develops training budgets and monitors expenditures. |
| 164.01 | Fundamental accounting and budgeting principles |
| 164.02 | Methods of preparing operating budgets |
| 164.03 | Procedures for, and issues pertaining to, budget preparation (including cost forecasting; operating budget; budgeted income statement; budgeted balance sheet; cash flow budget) |
| 164.04 | Estimates of internal and external training and development costs |
| RPC:165 | Identifies and accesses external sources of training funding available to employees. |
| 165.01 | Sources of available funding |
| 165.02 | Application procedures |
| 165.03 | Roles of the federal and provincial governments in providing training and development |
| 165.04 | Roles of municipal governments, unions, and professional associations in training and development |
| 165.05 | Training needs of the organization |
| RPC:166 | Develops and reviews requests for proposals (RFP) and reviews submissions by third parties. |
| 166.01 | RFP preparation |
| 166.02 | Proposal evaluation |
| 166.03 | Research methods and designs (including measurement of HR) |
| 166.04 | Measurement and assessment tools and techniques (and their limitations) |
| 166.05 | Statistical analyses and evaluation |
| 166.06 | Needs analysis |
| RPC:167 | Recommends the selection of external training providers. |
| 167.01 | External resources and service providers |
| 167.02 | Contract administration |
| 167.03 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job |

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| | training, distance learning, role-play, videoconferencing, group discussion) |
| 167.04 | Measurement and assessment tools and techniques (and their limitations) |
| 167.05 | Principles of effective learning, training and organizational development |
| 167.06 | Proposal evaluation |
| 167.07 | Training and development program design and administration |
| RPC:168 | Participates in course design and selection and delivery of learning materials. |
| 168.01 | Adult learning principles |
| 168.02 | Instructional design & delivery |
| 168.03 | Facilitation techniques |
| 168.04 | Training and development program design and administration |
| 168.05 | Methods of training and development (Games and simulations, case method, lecturing, on-the-job training, distance learning, role-play, videoconferencing, group discussion) |
| 168.06 | Domains and levels of learning |
| 168.07 | Effective learning objectives |
| 168.08 | Issues regarding the transfer of training to the job |
| 168.09 | Training delivery techniques |
| RPC:169 | Ensures arrangements are made for training schedules, facilities, trainers, participants, and equipment and course materials. |
| 169.01 | Adult learning principles |
| 169.02 | Instructional design & delivery |
| 169.03 | Contract administration |
| 169.04 | Training programs delivery techniques |
| 169.05 | Conditions for successful learning |
| 169.06 | Internal and external resources |
| OCCUPATIONAL HEALTH, SAFETY & WELLNESS | |
| RPC:170 | Develops, implements, and ensures the application of policies, regulations, and standards relating to occupational health and safety. |
| 170.01 | Investigative techniques |
| 170.02 | Hazard recognition |
| 170.03 | Disaster recovery techniques |
| 170.04 | Relevant legislation and regulations |
| 170.05 | Principles of effective health and safety strategies, policies and programs |
| 170.06 | Common health and safety practices |
| 170.07 | Company policies and procedures |
| 170.08 | Theories and practices for protection of individuals and groups |
| 170.09 | Hazard identification and control |
| 170.10 | Program planning, development, implementation and evaluation |
| 170.11 | Industry best practices |
| 170.12 | Organization goals and culture |
| 170.13 | Business operations |
| RPC:171 | Ensures compliance with legislated reporting requirements. |
| 171.01 | Relevant legislation, regulations and jurisprudence |
| 171.02 | Methods of reporting incidents |
| 171.03 | Organization goals and culture |
| 171.04 | Training and development techniques |
| 171.05 | Report writing and record keeping |
| 171.06 | Change management |
| 171.07 | Economic, legal, technical political, and personal implications of OHS |
| 171.08 | Business operations |
| 171.09 | Hazard identification and control |
| 171.10 | Accident investigation procedures |
| 171.11 | Emergency preparedness procedures |

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| 171.12 | Principles of effective health and safety programs and practices |
| RPC:172 | Ensures due diligence and liability requirements are met. |
| 172.01 | Relevant legislation, regulations and jurisprudence |
| 172.02 | Company policies and procedures |
| 172.03 | Industry best practices |
| 172.04 | Program and policy development |
| 172.05 | Training and development techniques |
| 172.06 | Risk analysis |
| 172.07 | Organization goals and culture |
| 172.08 | Principles of effective Health and Safety programs and practices |
| RPC:173 | Ensures that policies for required medical testing fall within the limits of statute & contract. |
| 173.01 | Industry best practices |
| 173.02 | Relevant legislation, regulations and jurisprudence |
| 173.03 | Organization goals and culture |
| 173.04 | Program and policy development |
| 173.05 | Internal and external resources |
| 173.06 | Reliability and validity concepts related to common medical tests for substance abuse |
| 173.07 | Collective agreements and other contractual requirements |
| 173.08 | The legal, ethical, financial and health and safety issues of employee substance abuse |
| RPC:174 | Develops and implements policies on the workplace environment. |
| 174.01 | Relevant legislation, regulations and jurisprudence |
| 174.02 | Program and policy development |
| 174.03 | Organization goals and culture |
| 174.04 | Conflict resolution |
| 174.05 | Record keeping and reporting |
| 174.06 | Technical terminology |
| 174.07 | Environmental hazards |
| 174.08 | Principles of effective health and safety programs and practices |
| 174.09 | Trends in occupational health and safety |
| RPC:175 | Ensures adequate accommodation, modified work and graduated return to work programs are in place. |
| 175.01 | Relevant legislation, regulations and jurisprudence |
| 175.02 | Collective agreements and other contractual obligations |
| 175.03 | Program and policy development and implementation |
| 175.04 | Industry best practices |
| 175.05 | Claims and case management |
| 175.06 | Conflict resolution |
| 175.07 | Report writing and record keeping |
| 175.08 | Job analysis techniques |
| 175.09 | Physical and mental requirements of positions in the organization |
| 175.10 | Ergonomics |
| 175.11 | Internal and external resources |
| 175.12 | Organization goals and culture |
| 175.13 | The impact of accidents and occupational illness on organizations and individuals |
| 175.14 | Methods of accommodating employee needs |
| 175.15 | Principles of effective return to work programs and procedures |
| RPC:176 | Ensures that modifications to the work environment are consistent with worker limitations. |
| 176.01 | Relevant legislation, regulations and jurisprudence |
| 176.02 | Collective agreements and other contractual obligations |

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| 176.03 | Industry best practices |
| 176.04 | Problem solving techniques |
| 176.05 | Claims and case management |
| 176.06 | Job analysis techniques |
| 176.07 | Technical terminology |
| 176.08 | Physical and mental requirements of positions in the organization |
| 176.09 | Ergonomics |
| 176.10 | Principles of effective return to work programs and procedures |
| 176.11 | Methods of accommodating employee needs (e.g., flexible hours, job sharing, child care) |
| 176.12 | The impact of accidents and occupational illness on organizations and individuals |
| Employee Wellness and assistance | |
| RPC:177 | Develops or provides for wellness and employee assistance programs to support organizational effectiveness. |
| 177.01 | Program planning, development, implementation and evaluation |
| 177.02 | Collective agreements and other contractual requirements |
| 177.03 | Industry best practices |
| 177.04 | Outside service providers |
| 177.05 | Organization goals and culture |
| 177.06 | Conflict resolution techniques |
| 177.07 | Problem solving techniques |
| 177.08 | Principles of effective wellness strategies and programs |
| 177.09 | The relationship between employee wellness and productivity |
| 177.10 | Elements of EAP programs such as intake, assessments, counseling, traumatic incident debriefing, and cap on service |
| 177.11 | Cost-benefit analyses (including audits, utility analysis, and impact studies) |
| 177.12 | Types of employee assistance and wellness programs |
| 177.13 | Identification and consequences of occupational stressors (e.g., potential stressors, methods of identifying potential stressors and strain outcomes, response to organizational stressors, and management of employee strain outcomes) |
| 177.14 | Trends in employee wellness |
| RPC:178 | Provides information to employees and managers on available programs. |
| 178.01 | Elements of EAP programs |
| 178.02 | Promotional and marketing tools and techniques |
| 178.03 | Communication theories, tools, techniques, and processes |
| 178.04 | Training and development techniques |
| 178.05 | Types of employee assistance and wellness programs |
| 178.06 | Trends in employee wellness |
| 178.07 | Importance, criteria, and techniques of program evaluation |
| 178.08 | Organizational goals and culture |
| RPC:179 | Ensures that mechanisms are in place for responding to crises in the workplace, including critical incident stress management. |
| 179.01 | Communication theories, tools, techniques, and processes |
| 179.02 | Fundamentals of effective emergency preparedness and emergency response procedures |
| 179.03 | Industry best practices |
| 179.04 | Internal and external resources, including availability of emergency equipment and personnel, evacuation routes, etc. |
| 179.05 | Policy and program development and evaluation |
| 179.06 | Intervention strategies |
| 179.07 | Relevant legislation and regulations |
| 179.08 | Stress management techniques |
| 179.09 | Types of employee assistance programs |
| 179.10 | Hazard identification and control |

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| 179.11 | Fundamentals of post traumatic stress counselling and management |
| Safety | |
| RPC:180 | Establishes a joint Health & Safety Committee as required by law. |
| 180.01 | Relevant legislation and regulations |
| 180.02 | Inspection techniques and procedures |
| 180.03 | Hazard recognition |
| 180.04 | Principles of training and development |
| 180.05 | Program and policy development |
| 180.06 | Audit processes |
| 180.07 | Joint Health and Safety Committee functions |
| 180.08 | Principles of effective health and safety programs |
| 180.09 | Collective agreements and other contractual requirements |
| 180.10 | Accident investigation and reporting procedures |
| RPC:181 | Responds to any refusals to perform work believed to be unsafe. |
| 181.01 | Relevant legislation, regulations and jurisprudence |
| 181.02 | Collective agreement and other contractual requirements |
| 181.03 | Procedures for dealing with work refusals |
| 181.04 | Conflict resolution procedures |
| 181.05 | Emergency procedures |
| 181.06 | Principles of effective health and safety |
| 181.07 | Hazard identification and control |
| RPC:182 | Responds to serious injury or fatality in the workplace. |
| 182.01 | Program and policy development |
| 182.02 | Accident investigation and reporting procedures |
| 182.03 | Relevant legislation and regulations |
| 182.04 | First aid training and emergency response equipment |
| 182.05 | Employee assistance programs |
| 182.06 | Pension and insurance benefits/policies |
| 182.07 | Fundamentals of effective emergency preparedness and emergency response procedures |
| 182.08 | Fundamentals of post traumatic stress counselling and management |
| 182.09 | Hazard identification and control |
| RPC:183 | Analyzes risks to employee health & safety and develops preventive programs. |
| 183.01 | Relevant legislation and regulations |
| 183.02 | Nature of the business and physical work environment |
| 183.03 | Hazard recognition |
| 183.04 | Workplace inspection techniques |
| 183.05 | Safety programs, equipment, and emergency procedures |
| 183.06 | Ergonomics |
| 183.07 | Functions of joint health and safety committees |
| 183.08 | Training and development/presentation techniques |
| 183.09 | Industry best practices |
| 183.10 | Program and policy development |
| 183.11 | The collective agreement and other contractual requirements |
| 183.12 | Principles of effective health and safety |
| 183.13 | Training and development program design and administration |
| 183.14 | Organizational goals and culture |
| 183.15 | Types of employee assistance and wellness programs |
| RPC:184 | Establishes an investigation process for incidents and accidents in the workplace. |
| 184.01 | Relevant legislation and regulations |
| 184.02 | Inspection, and reporting procedures |
| 184.03 | Nature of the business and physical work environment |

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| 184.04 | Hazard recognition |
| 184.05 | Collective agreement and other contractual requirements |
| 184.06 | Internal and external resources |
| 184.07 | Industry best practices |
| 184.08 | Principles of effective health and safety programs |
| 184.09 | Accident investigation procedures |
| RPC:185 | Ensures that security programs and policies minimize risks while considering the obligation of the employer and the rights of employees, union, and third parties. |
| 185.01 | Nature of the business and physical work environment |
| 185.02 | Relevant legislation and regulations |
| 185.03 | Industry best practices |
| 185.04 | Program and policy development |
| 185.05 | Safety and security equipment |
| 185.06 | Risk assessment/techniques |
| 185.07 | Cost-benefit analyses (including audits, utility analysis, and impact studies) |
| 185.08 | Internal and external resources |
| 185.09 | Principles of effective health and safety programs |
| 185.10 | Collective agreements and other contractual requirements |
| 185.11 | Fundamentals of effective emergency preparedness and emergency response procedures |
| 185.12 | Types of employee assistance and wellness programs |
| Worker's Compensation | |
| RPC:186 | Establishes and implements strategies to minimize workers' compensation costs. |
| 186.01 | Relevant legislation and regulations |
| 186.02 | Cost-benefit analyses (including audits, utility analysis, and impact studies) |
| 186.03 | Workers Compensation billing, rate structures, and claims adjudication processes |
| 186.04 | Industry best practices |
| 186.05 | Modified return to work programs |
| 186.06 | Ergonomics and physical demands analysis |
| 186.07 | Collective agreement and other contractual requirements |
| 186.08 | Principles of effective health and safety strategies and programs |
| 186.09 | Measurement bases and underlying methodologies used in finance departments |
| 186.10 | Insurance benefits and their costs |
| RPC:187 | Prepares Organizational Health & Safety files for investigation and/or for litigation. |
| 187.01 | Accident and incident reporting procedures |
| 187.02 | Workplace inspection and accident investigation procedures |
| 187.03 | Report writing and record keeping |
| 187.04 | Principles of effective health and safety programs |
| 187.05 | Relevant legislation and regulations |
| 187.06 | Collective agreements and other contractual requirements |
| 187.07 | Audit processes |

Section IV – Exam Preparation

This document describes the Body of Knowledge of Canadian Human Resources professionals. It specifies the knowledge, skills, abilities and other attributes which make up the

Required Professional Capabilities (RPCs®) of Canadian HR professionals. The RPCs® are found in seven functional dimensions representing the work of HR professionals. Although the RPCs® describe in detail the Body of Knowledge, they are not intended as a study guide for exam preparation. Slightly more than half of the RPCs® reflect the requirement for academic knowledge, as tested in the National Knowledge Exam® (NKE). The remainder of the RPCs® reflect the requirement for experiential knowledge, which is tested by the National Professional Practice Assessment® (NPPA). As a first step in preparing to write the exams, exam writers should familiarize themselves with the RPCs®.

There are several methods of exam preparation that exam writers may choose from: study groups, printed study guides, workshops, courses, internet discussion groups, and on-line courses. The choice of method is dependent on the personal preference and geographical location of the exam writer. More critical than the method of exam preparation is the focus of preparation.

Exam writers who are preparing for the NKE should keep in mind that this exam measures academic knowledge related to the HR Body of Knowledge. There are thousands upon thousands of discrete pieces of information related to HR. The NKE is made up of 150 multiple choice questions. The NKE samples from a very wide knowledge base. Thus, exam writers should recognize that they can never possibly know every single factual piece of information related to HR, nor can any one academic experience or exam preparation method fully prepare them for this exam. The best approach to NKE exam preparation, and to having a strong knowledge of the HR field, is to have a broad knowledge of HR information. Education in general is correlated to positive performance on the NKE. More knowledge is better.

Exam writers who are preparing for the NPPA should keep in mind that this exam measures experiential knowledge related to the HR Body of Knowledge. Experience in HR can only be gained by spending time working in HR. The NPPA is made up of 40 scenarios that describe real incidents encountered by Canadian HR professionals and ask the exam writer to determine, through multiple choice options, the best response to the situation. The NPPA samples from a wide experience base. Exam preparation methods can assist the exam writer to consider the kind of experiences they have had or heard of and can help to familiarize the exam writer with the format of the exam. The best approach to NPPA exam preparation, and indeed to having strong capabilities in the HR field, is to have a broad experience working in the HR field. Although CHRP candidates (those who have successfully passed the NKE) can write the NPPA regardless of their level of experience, it is strongly recommended that they have three to five years of experience before attempting the NPPA. More experience is better.

Section V – Conclusions

Canadian Human Resources professionals work in every province and territory, in rural and urban settings, in the government, private and not-for-profit sector and in all sizes of organizations. As a profession, they have a Body of Knowledge that is specified in the Required Professional Capabilities described in this document. The RPCs® form the test specifications for the National Knowledge Exam® (NKE) and the National Professional Practice Assessment® (NPPA). These performance standards, when both are successfully completed, lead to the national designation of a Certified Human Resources Professional (CHRP), the symbol of excellence in Human Resources management.