

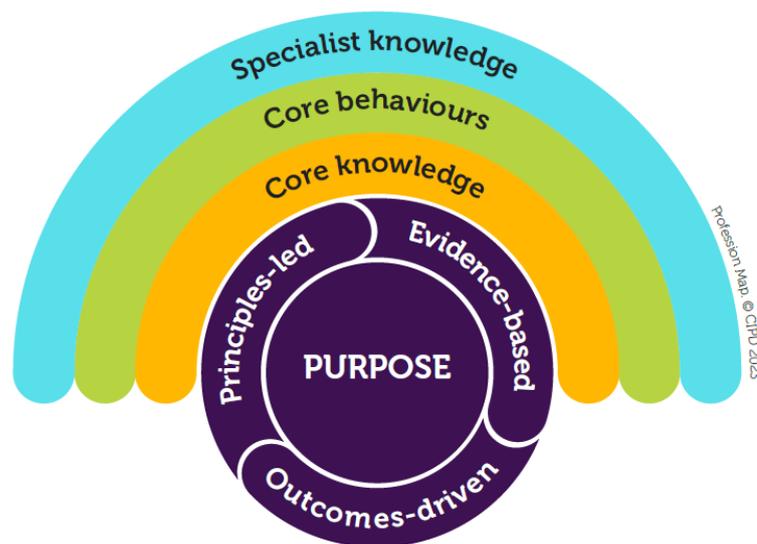
Membership Standards



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

The membership standards apply to anyone coming into membership via Experience Assessment, or anyone Upgrading to Chartered Member or Chartered Fellow. They're based on core knowledge and core behaviour areas of the map, and focus on your expertise in people, work and change, and how you contribute to the profession's values of being principles-led, evidence based and outcomes-driven. These standards may differ slightly in wording from the full profession map.

Use these standards to determine which membership level is right for you.



- Core knowledge**
 - People practice
 - Culture and behaviour
 - Business acumen
 - Evidence-based practice
 - Technology and people
 - Change

- Core behaviours**
 - Ethical practice
 - Professional courage and influence
 - Valuing people
 - Working inclusively
 - Commercial drive
 - Passion for learning
 - Insights focused
 - Situational decision-making

- Specialist knowledge**
 - Employee experience
 - Employee relations
 - Equality, diversity and inclusion
 - Learning and development
 - Reward
 - People analytics
 - Organisation development and design
 - Resourcing
 - Talent management
 - Wellbeing

Core knowledge membership standards



People practice

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

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

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

How to build equality, diversity and inclusion into your work

Culture and behaviour

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

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

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

Business acumen

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

The connections between your organisation's strategy and the people strategy, how you keep this up to date and the range of products, services and customers the organisation has

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

How people practices benefit different stakeholders (e.g. workers, customers)

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

Evidence-based practice

Using evidence and data to create insight, problem solve, develop ideas and measure impact.

How data and analytics can be used and communicated to resolve people issues

Measures and metrics that can be used to track the achievement of outcomes and the impact of your work

Technology and people

Understanding the impact of technology on people at work

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

Change

Understanding how to effectively enable change.

How to explain why change is happening, and how people react to and experience change



Core behaviours

Explore the defining behaviours of our profession

Ethical practice

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

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

Professional courage and influence

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

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

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

Valuing people

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

Treat people fairly and considerately in your work

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

Working inclusively

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

Build purposeful working relationships with and collaborate with wider colleagues

Commercial drive

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

Engage with customers to understand their needs and improve their experiences

Carefully consider the financial and operational implications of your choices

Passion for learning

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

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

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

Reflect on experience, seek feedback to learn and develop

Insights focused

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

Ask questions to explore issues and understand underlying causes

Summarise evidence findings and identify key ideas, insights and connections

Situational decision-making

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

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

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