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Membership Standards

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

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

Use these standards to determine which membership level is right for you.
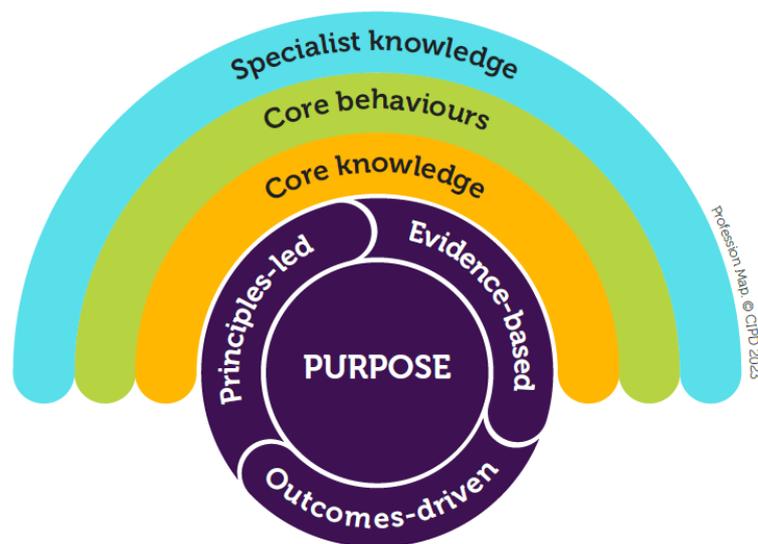
Core knowledge
- People practice
- Culture and behaviour
- Business acumen
- Evidence-based practice
- Technology and people
- Change

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

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Core knowledge membership standards

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

A range of people practices, and how to design them in an integrated way

Current and future regulation and law relevant to your work, how to apply it, and how to mitigate risk

How to integrate equality, diversity and inclusion into people practice to create value in your area of work

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

How to apply systemic thinking to a range of people practices

Different ethical perspectives, and how different mindsets and values influence decision-making

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

How the organisation's strategy translates to your work, and how to use data relating to products, services and customers to provide insight into people solutions

How your organisation is responding to different trends in your sector which impact its performance

How people practices create value for different stakeholders, and the associated risks

How to develop a people plan (review, develop insight, align with organisation strategy, create proposals)

Evidence-based practice
Using evidence and data to create insight, problem solve, develop ideas and measure impact.

How to use data and analytics (e.g. people, financial, business) to provide insight and make decisions

How to define outcomes for people practices, measure their impact and value

Technology and people
Understanding the impact of technology on people at work

How to use technology to support the delivery of people practices, and improve the worker experience

Change
Understanding how to effectively enable change.

How to listen to, engage and mobilise a range of stakeholders to enable change and build capability

How to develop change management approaches that align with culture and objectives

How to assess the best ways to achieve and sustain change

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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.

Challenge decisions and actions which are not ethical, explaining the organisation risks

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

Challenge constructively and confidently in the face of opposition

Tailor your influencing style and select appropriate communication channels to engage your audience and gain buy-in

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

Demonstrate compassion, humanity and fairness in your approach

Enable people to have a meaningful voice by involving them in decisions that impact them, and bring a people perspective to organisation decision-making

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

Build collaborative relationships across organisation boundaries, cultures and other disciplines

Role-model and advocate the value of including others and embracing difference

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

Partner with customers to understand their current and future needs, and contract effectively

Develop and present robust business cases using evidence to demonstrate a return on investment

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

Connect with internal and external peers regularly to benchmark, share good practice and anticipate future trends to inform future priorities and practice

Enable own and others' continuous professional development using a range of methods

Reflect on experience, seek feedback and apply your learning

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

Take a disciplined and open-minded approach to understand and define organisation issues and their root causes

Assimilate evidence and ideas to identify themes and connections and gain insight on the whole issue and its wider implications

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

Demonstrate commitment to evaluating the outcome and impact of your decisions to inform your future approach

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