

## Upgrade assessment to Chartered Member

Preparing for your online assessment

## Introduction

The purpose of the upgrade assessment is to establish if your experience meets the membership standards for Chartered Member. You'll need to demonstrate your experience by sharing specific examples of your work and clearly showing how they match the membership standards.

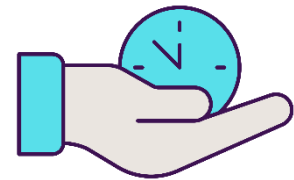
This guide is designed to help you prepare for your upgrade to Chartered Member and give you an idea of what to expect from the online assessment.

Before preparing for an upgrading assessment, ensure you have completed our Pre-assessment Tool and received confirmation of your eligibility. For more information on these steps, visit **our website**.

You can then prepare and start completing the upgrade application form, which can be found on our [website](#).

## Reasonable adjustments

If you require an adjustment to the assessment process, including any recent breaks in your career history due to family leave that you'd like to discuss, please call our membership upgrading team on +44(0)20 8612 6238, or email us at [memupgrading@cipd.co.uk](mailto:memupgrading@cipd.co.uk)



## Preparing your application

Before submitting your application, you should check that you have received confirmation from the CIPD that you are eligible to upgrade. You should then ensure you are very familiar with the membership requirements for the grade you wish to apply for. The membership standards for Chartered Member can be found **here**.

The membership standards are taken directly from the new Profession Map - but you won't be assessed on every standard. We have provided more information below on what you'll be asked and what to prepare.

### Preparing your examples

When completing the online application, you'll need to provide evidence from the last five years, in the form of specific examples of your work and evidence of the impact your work has had, to showcase how you meet the membership standards. These examples can be from an organisation you are employed by (or have been recently employed by), or from organisations you work with as a consultant.



Your application will be assessed on the way you have already applied your knowledge and behaviours in the workplace.

The questions are designed to help you focus on providing specific evidence against the membership requirements. The bullets under each main question are a guide to compiling your response and **we strongly recommend** you follow them and **address each element** to keep your answers focused. Please use specific examples. For each question, please provide timelines for the work you're referring to, and which employer they relate to.

Just as you would for a competency-based interview, ensure that in the examples you give, you are clear about what your role was, what you did, and what the outcome was, particularly in terms of the impact on the business. Each question carries a word limit (shown in italics at the bottom of each question) - anything over this amount will not be assessed to ensure fairness to all applicants.

You need to be succinct and clear in the examples you are giving. While the context of your example is relevant, we suggest you keep this short and talk very specifically about what you did, and what the outcome was.

We advise that you download and review the requirements carefully and make notes of the types of knowledge and behaviours that are expected at this level. You should think about and prepare some examples of where you have demonstrated this knowledge, behaviours and impact - you may find it helpful to refer to these notes when writing your submission.

We understand that some of your work may be of a sensitive nature. The information you provide is used only for the purposes of assessing your application to upgrade to Chartered Member. You should remove sensitive information from any submission, such as names of individual staff.

## Hints and tips

Make sure you can provide examples from the last five years.

It's really important that the examples are commensurate with the level applied for. So don't just answer the question - make sure the level of complexity, seniority, depth and breadth of your evidence is right for Chartered Member. **The assessment decision is based purely on the evidence presented within your application**; you will not be given the opportunity to provide further clarification if you are unsuccessful.

Don't try to tell us everything you know about HR or L&D. Please ensure your response addresses the specific question. The bullet points under each main question should guide your answer, so make sure you cover *all* questions asked within your responses.

Check your word count before submitting your application - anything over the stated word count will not be assessed to ensure fairness to all applicants.

Emphasise your contribution - use 'I' instead of 'we'.

**You'll need to demonstrate the impact of your contribution.** Whether that's through people and business metrics, or clear evidence of the value you created for stakeholders, you'll need to be clear on what this impact has been.

We expect to see good evidence of your ethical practice and evidence-based decision-making at Chartered Member level.

While preparing you may want to refer back to recent development and/or performance reviews to remind yourself of the work that you've done.

## What we mean by people practices

When we refer to ‘people practices’, we mean the HR work that you do as part of your people role.

The processes and approaches that you use across the employee lifecycle, which are described within the new Profession Map. For example, recruiting people, managing grievances, analysing people data, carrying out a learning needs analysis, creating talent pools or developing people policies.

## What we mean by impact

When we refer to the ‘impact’ of your work, we’re talking about the **value your work creates for stakeholders**. This is not the *output* of your work, but *how* your work has met the needs of different stakeholders in different ways.

**It’s not the ‘what’, but the ‘so what’.**

(For example, an *output* of your work might be that you’ve developed a new approach to performance management. But the *value created* is that managers are now having more focused development discussions, and employees feel the culture is more positive.)

You can evidence this value in two ways:

- **Data and metrics**, which show the measurable value. For example: productivity measures, engagement survey results, absence data
- **Other evidence**, which demonstrates change has taken place. Such as feedback from focus groups, skills gaps now being met, senior team regularly reviewing performance.

We’d expect most work at Chartered Member level to use metrics as *part* of measuring impact - but this is dependent on what changes you’re delivering. The timescales and scope of the impact we expect to see are:

- Medium- to long-term value for employees and/or organisations - value which is sustained over more than a year. The impact of your work is likely to be both operational and strategic, generated from your wider thinking to change the way things are done. It will affect other people and business practices and impact a wide range of people across the organisation, including customers and colleagues.

You’ll need to be able to talk about the ‘so what’ impact that your work has had, and the evidence you have that demonstrates this. Evidence could include:

- the value/benefits created for stakeholders and the scale/scope of this value
- feedback from key stakeholder groups
- people, organisation, commercial measures (before and after)
- business indicators or data (before and after)
- cost savings.

You can find some further examples of what we mean by impact in the final section of this guidance.

## Your CV

You must submit an up-to-date copy of your CV or **career summary** with your completed application form.

Please ensure your CV includes:

- employment dates and timeframes
- the roles you've held and the organisations you've worked for - or clients you've worked with if you're a consultant - focusing particularly on the last five years
- scope and context information about your organisations and roles - size of organisation, number of employees impacted by your work, regions/sites responsible for, who you report to, how many direct reports you have
- key accountabilities, responsibilities and achievements for your current and previous roles, focusing particularly on the last five years. You need to demonstrate the scope and scale of the projects you have worked on. If you are a consultant, please include information about the roles undertaken/projects covered with the clients/organisations you work with.

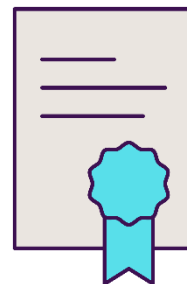


This will help the assessor to establish the context behind the more detailed examples you provide in your application.

Please attach an organisation chart, if available, as this will help the assessor understand your role in the context of your current organisation. Please make sure it's clear to us on the organisation chart which role you currently hold.

## After your assessment

Your results will be communicated to you within six to eight weeks of the assessment by email. Once your membership grade has been confirmed, your membership certificate will be sent to you. If your upgrade assessment is successful, we are not able to provide any further feedback. If your assessment is unsuccessful, we will provide you with an overview of the reasons why, and any recommendations from the assessor.



## Payment

There is a non-refundable assessment fee of £60 for Chartered Member applications via our online application route. Once you have submitted your online application, our customer services team will contact you for payment. Your online application will not be reviewed or assessed until payment has been made. Please refer to the CIPD's upgrading terms and conditions for more information. Associate Members, who've completed their CIPD Advanced Diploma within the last year, are eligible for one free upgrade through form-based assessment only.

## Terms and conditions

Details of CIPD's upgrading terms and conditions can be found [here](#).

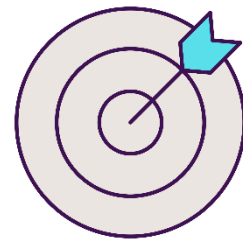
## Other information

If you've any questions, contact our membership upgrading team on +44(0)20 8612 6238 (9:00–17:30 UK time, Monday to Friday), or email us at [memupgrading@cipd.co.uk](mailto:memupgrading@cipd.co.uk)

## More examples of impact

In your assessment you'll be asked to talk about the impact of your work - the 'so what' of the work you've done. We sometimes talk about this as 'the value your work has created'.

Below are some examples of impact and what 'good' looks like. These are examples only - they should give you an idea of how to describe impact and show you the amount of information we expect you to be able to provide.



### Example 1

**Output (the 'what'):** employee wellbeing programme in place.

**Value created (the 'so what'):** less sickness related to stress; significant shift in culture, driven by directors - more open approach to wellbeing and mental health.

**Evidence for this in metrics:** 12% reduction in sick days relating to work stress, saving circa £300k; occupational health appointments averaging 38/year, down from 52/year; attendance at wellbeing events up 56%.

**Other evidence of impact:** organisation messaging can use the government mental health logo on all advertising as an endorsed workplace; wellbeing champions in place and are stepping in before issues become formal through HR; organisation seen as 'best in sector', we're sharing our programme with other organisations; quotes from employees via the six-monthly survey show a positive response.

## Example 2

**Output (the ‘what’):** new competency framework and role descriptions in place.

**Value created (the ‘so what’):** organisation now able to recruit, develop and manage consistently against a set of behaviours; role clarity provided for 45-strong people team.

**Evidence for this in metrics:** 45 role descriptions in place; seven new behaviours developed alongside.

**Other evidence of impact:** all people team job descriptions now in line with the CIPD’s new Profession Map and representative of good practice at each level; people team now clear on roles and responsibilities; organisation now able to undertake accurate learning gap analysis, talent reviews and performance management (now being developed against this framework); framework structure for career progression and role creation which can be used for other professions in the organisation.