



**C**ontinuing  
**P**rofessional  
**D**evelopment  
**GUIDELINE**

*Chartered Institute of  
Personnel Management  
Sri Lanka (CIPM)*



## Table of Contents

1. Continuing Professional Development - Instructions to Members.....	3
Instructions .....	3
2. Professional Standards Development .....	4
3. The key principles of Continuing Professional Development (CPD) .....	4
4. How to develop CPD .....	4
5. What is Continuing Professional Development (CPD)? .....	4
6. The salient aspects of CPD .....	5
7. The importance of Continuing Professional Development .....	5
8. End Result .....	5
9. Making a start to Continuing Professional Development .....	6
10. Five Steps to Perfect CPD .....	6
11. Upgrading to the Grade of Chartered Fellow .....	7
i. Who is a Chartered Fellow Member? .....	7
ii. Role of a Chartered Fellow.....	7
iii. Assessment of Candidates for Chartered Fellow – Chartered Fellow CIPM .....	8
iv. Continuing Professional Development for promotion from “Chartered Member” to “Chartered Fellow Member” .....	9
12. Upgrading to the Grade of Chartered Member .....	10
i. Who is a Chartered Member? .....	10
ii. Assessment of Candidates for Chartered Member – MCIPM .....	10
iii. Continuing Professional Development (CPD) for promotion from Associate Member to Chartered Member.....	11
13. Selection of candidates for the grade of Associate Member – ACIPM .....	12
i. Who is an Associate Member? .....	12
ii. Method of Assessment .....	12
Note 01 : Core Knowledge.....	14
Note 02 : Core Behaviours.....	14
Links to Annexures.....	14

## 1. Continuing Professional Development - Instructions to Members

These are the guidelines for your achievement of Continuing Professional Development (CPD) points for a period of 3 years. The template for filling in details of CPD achieved can be downloaded from the links indicated at the end of the guideline.

You are requested to read the guidelines carefully to understand the process of CPD achievement from start to finish.

### Instructions

- i. Your upgrading of membership will be based on the rules set out in the CIPM By-Laws.
- ii. Your CPD achievement also relates to rules in the By-laws.
- iii. Your CPD for upgrading from Associate Member to Chartered Member must cover a minimum period of 3 years from the date of achieving Associate Member status
- iv. Your CPD for upgrading from Chartered Member to Chartered Fellow Member must cover a minimum period of 3 years from the date of achieving Chartered Member status
- v. You must keep your record of CPD achievements.
- vi. The list of achievements must be supported by certificates in the following manner:
  - a. work-related achievements must be certified by a letter from the head of the organization
  - b. attending seminars, conferences, training programs, and workshops must be confirmed by a certificate
  - c. a project assignment for special task achievement must be certified by the relevant authority who evaluated the finished work
- vii. You must complete the relevant template with a record of points achieved and forward same with your application for membership upgrading
- viii. You should preserve all records/data of your CPD achievements as supporting information.

## 2. Professional Standards Development

A professional standard refers to the knowledge and behavior that leads to a person being the best in the chosen profession whereby quality is created. In the standards required to attain different levels of Membership at CIPM, one must develop the knowledge and behaviors for a particular class of membership. For example, a person holding Associate Member level will want to develop knowledge and behaviors which are required at the Chartered Member level which will increase the impact he/she can make to his/her organization and the HR profession. It is in this context that continuing professional development is important as it creates constant upgrading of knowledge and behavior which enhances professional standards.

## 3. The key principles of Continuing Professional Development (CPD)

- It creates professional development on a continuous basis within the working life of a practitioner
- Individuals are responsible for controlling and managing their development
- Individuals should decide their learning needs for themselves and how to fulfill them
- Learning targets should be clearly articulated and should reflect the needs of the employers and clients as well as the practitioners' individual goals
- Learning is most effective when it is an acknowledged integral path of all work activity rather than an additional burden

## 4. How to develop CPD

- Take control of your own career destination
- Put together a professional development plan for career growth
- Evaluate your current knowledge, skills, and experience
- Assess your current capabilities and performance
- Explore how best to overcome your limitations to improve your performance
- Identify the best sources of information and guidance available to you
- Develop a mindset to increase your confidence and address your mind to drive change and development.
- Assess what new knowledge and skills are needed to face new challenges

## 5. What is Continuing Professional Development (CPD)?

Continuing Professional Development refers to the process of tracking and documenting the skills, knowledge, and experience that someone gains both

formally and informally as one works beyond initial training. It is a detailed record of what one experiences, learns, and applies. CPD can be shown as a progressive record of documented data which reflects one's professional development. This does not represent training and development but a series of professional development experiences. Therefore, keep a record of your professional progress.

## **6. The salient aspects of CPD**

- It must be documented
- It is your initiative
- Learn by experience
- Reflect and review
- Set goals and objectives
- Go through formal and informal learning

## **7. The importance of Continuing Professional Development**

Vivian Kloosterman, the founder of Continuing Professional Development, delivers online learning courses over the web. Advanced personalized learning has been identified as one of the 14 biggest challenges facing our world in the future and Vivian is particularly focused on creating interactive, engaging e-learning courses for professionals that are practical and relevant to help them meet CPD requirements. She is a professional engineer with 30 years of business, governance, management, and technical experience.

The importance of CPD is that it is a career-long obligation for practicing professionals. Sometimes it is mandated by codes of conduct or codes of ethics. But at its core, it is a personal responsibility of professionals to keep their knowledge and skills current so that they can deliver high-quality service that safeguards the public and meets the expectations of customers and the requirements of the profession.

## **8. End Result**

CPD done formally or informally opens your horizons to new thinking and learning. It creates a directional plan for your career progression. It unravels one's strengths and weaknesses which is an eye-opener to adjust oneself and prepare for a new dimension to the career. Upgrading of one's CV with the help of CPD achievements puts you in contention for better career opportunities. Generally, CPD results are key to membership in professional institutes.

## 9. Making a start to Continuing Professional Development

Enter into learning and development opportunities or upgrade your professional standards. Keep a record of achievements and/or experiences, new learning, and innovations from research. Written notes are very important. Make a note of all outcomes.

## 10. Five Steps to Perfect CPD

### i. Plan

Make an honest assessment of your current position. Determine your professional development goals for both the current year and the medium term. One must estimate your own needs and check the opportunities inside and outside the workplace. Then create an action plan to achieve goals. Link CPD to Personal Development Plans (PDP).

### ii. Do

Go out and start developing CPD. Improve networking as a priority since learning is more from networking. It is important for people to “Reflect” on themselves while they are on the move.

### iii. Record

Keep a log of CPD done. Monitor and record progress against the plan. Record training, learning, and experience which has contributed to professional development. CPD is mainly about “Quality” and not “Quantity.” Therefore, CPD recording must be output-focused.

### iv. Reflect

The most important aspect of CPD is reflection. It makes you think about the value you have created. You must reflect on the following.

- What you got out of your work.
- What you learned
- How you learned
- How you will apply it in practice
- What is the resulting change?
- Will this need any additional development?
- What is the benefit to you, to clients, to others?
- How does this help you to develop or take on a new role?

#### **v. Submit**

When ready, send CPD for annual assessment.

### **11. Upgrading to the Class of Chartered Fellow**

#### **i. Who is a Chartered Fellow Member?**

Chartered Fellow is the highest professional membership of CIPM. It is an inner circle of the Institute's membership. A Chartered Fellow should have deep experience, knowledge, and learning with continued professional development relevant to senior HR professionals who are capable of performing at the upper echelons of management. Chartered Fellows will be designated as Chartered FCIPM.

Chartered Member is full professional membership of the CIPM which denotes promotion from the "Associate" class in recognition of the required experience, knowledge, and continued development of an HR practitioner. Chartered Members will be designated as Chartered MCIPM.

Continuous Professional Development will be judged on the ongoing record of development based on formal and informal methods whereby a record of experience and learning, and application of such experience and learning has taken place in the job.

#### **ii. Role of a Chartered Fellow**

A Chartered Fellow will be a role model for the HRM profession who is capable of developing, driving, and implementing best HR practices which are aligned to business whereby organizational success is assured. Chartered Fellows must be committed, mature, ethical, and honest leaders who will set the tone to launch HR programmes effectively and efficiently. They will also provide guidance, advice, and development to HR practitioners below the Chartered Fellow class so that the growth of younger and junior level HR practitioners will be ensured. A Chartered Fellow must have evidence of creating, delivering, and evaluating the results of long-term Human Resource strategies in a complex changing environment. They must be able to show their ability to perform strategically with the ability to apply broad knowledge across business areas of an organization. They should have matured as Senior HR Business leaders whereby they have developed innovative best practices in HRM and HRD. A Chartered Fellow will

typically be a top-level Executive at Director or equivalent level or Head of a specialist HR area such as learning and development, compensation and benefits, etc.

**iii. Assessment of Candidates for Chartered Fellow – Chartered Fellow CIPM**

The knowledge skills and abilities of candidates applying for the class of Chartered Fellow are to be assessed by a CIPM panel nominated by the Honorary Secretary and ratified by the Council covering the following key criteria:

- Achievement of extraordinary professional work standards
- Candidates for the Chartered Fellow Member class should demonstrate top drawer professional standards on Human Resource Management with a proven track record
- Candidates should have acquired the highest level of knowledge and experience when integrating with HR and business priorities, with top-class business acumen for broad value addition
- A holistic view of the HR role as catalyst, change agent, and driver of organizational performance
- Chartered Fellows must demonstrate their broad perspective where they see the big picture and deliver results which create performing organizations in a competitive landscape
- Chartered Fellows must work on competency models to drive the performance of their employees and the organizations as a whole
- Business knowledge for HR Development of professional standards in relation to business management, acquisition of sufficient business knowledge, and professional ability in driving business success are key requirements. Certification or qualifications with continuous knowledge enhancement in these areas are necessary.
- Employee engagement
- Candidates for Fellow membership should have proof of introducing positive organizational practices to enhance employee attitudes, behaviors, and motivation. Participation in master class development programmes would be value addition.
- Interpretation and enforcement of Employment Law  
Developing and updating HR policies on enforcement of Employment Law would be a key aspect of CPD together with attending seminars on Industrial relations.



**iv. Continuing Professional Development for promotion from “Chartered Member” to “Chartered Fellow Member”**

A “Chartered Member” seeking promotion to “Chartered Fellow Member” status must achieve CPD points of 100 over a minimum period of 5 years. The key areas under which CPD must be achieved are as follows: -

- Professional standards developed in HRM through research or benchmarking, or publications, etc., substantiating the growing professional ability of the member concerned. Certification by the relevant Head of the organization or relevant body is essential. 05 points for a project /initiative (Maximum of 25 Points).
- Participation in ‘Master Class’ HRM or L&D programme with positive value addition or an initiative to introduce a valid tool or process/system developed by self to enhance employee engagement. Proof to be submitted through certification by the Head of the organization (Maximum of 25 Points).
- Introduction of top-drawer HR practices or tools/ policies through the development of such practices via broad documentation and successful implementation. Certification by the Head of the organization must be submitted (Maximum of 25 Points).
- Evidence of creating, delivering, and evaluating long term Human Resource strategies in a complex changing business environment or writing and publishing a book, Journal, Handbook, or any own authentic publication on HRM/ L & D (Maximum of 25 Points).
- Examples of own work where benchmark standards were studied and introduced in the form of strategy, philosophy, or policy in relation to one or more of the following areas of HRM:
  - a) Reward Management
  - b) Performance Management
  - c) Training & Development
  - d) Employee Relations
  - e) Recruitment & Selection
  - f) Retention Strategy

## 12. Upgrading to the Class of Chartered Member

The upgrading of an Associate Member to the class of Chartered Member shall be in accordance with the provisions of clauses 3 a (i), 3 a (ii), 3 a (iii) as set out below.

### i. Who is a Chartered Member?

Chartered Member is full professional membership of the CIPM which denotes promotion from the “Associate” level in recognition of the required experience, knowledge and continued development of an HR practitioner. Chartered Members will be designated as Chartered MCIPM

The continuing professional development will be judged on the ongoing record of development based on formal and informal methods whereby a record of experience and learning, and application of such experience and learning has taken place in the job.

### ii. Assessment of Candidates for Chartered Member – Chartered MCIPM

The knowledge, skills, and abilities of candidates applying for the class of Chartered Member to be assessed by a CIPM panel nominated by the Secretary and ratified by the Council based on the CPD. In addition to the CPD, the Interview Panel must test the candidate using the competency interview technique. Some examples of the competency-based questions are given below:

#### **Focus on professional work standards**

Q: Can you provide real-life examples of how you were strongly focused on engaging and partnering with business managers as part of your HR role?

#### **Taking a strong commercial approach to work using data and business acumen to find solutions to HR-related business issues**

Q: Can you provide real-life examples of how you took a strong commercial approach to work from an HR/Business perspective?

#### **Ability to use authority to drive and deliver people-related change**

Q: Can you demonstrate with real-life examples how you have used authority to drive and deliver people-related change?

**Ability to manage, develop and implement complex HR or learning and development programmes**

Q: In your HR role, how did you manage to develop and implement complex HR or learning and development programmes in your organization? Please give real-life examples.

**Ability to measure the impact of own work using a business matrix such as balanced scorecards etc. with the feedback process**

Q: Please cite real-life examples of how you were able to measure the impact of your own work using a business matrix.

**Ability to influence business managers on people issues using expertise in HR as well as learning and development**

Q: Please cite real-life examples of how you influenced business managers in taking decisions on people-related issues?

**iii. Continuing Professional Development (CPD) for promotion from Associate Member to Chartered Member**

An Associate Member aspiring to be a Chartered Member must achieve CPD points of 100 over a minimum of a 3-year period. The key areas under which CPD should be achieved are as follows:

- HR-related work-based activities such as
  - A project, an assignment, change initiative, innovation or negotiation, etc.

A certificate from the Head of the relevant organization must be submitted confirming that the work mentioned is the original output of the candidate. 05 points per Activity /Initiative (Maximum 25 Points).

- Participation in self-development activities such as
  - seminars, conferences, workshops in HRM or Learning & Development, and special CIPM events.
  - Obtaining professional memberships

Certificates of participation must be submitted. 10 points for CIPD/CIPM Collaborative Training Program. 03 points for any other programs (Maximum 25 Points)

- Contributions to the Industry such as
  - Conducting Training Programs, Research, Surveys, Negotiations, etc. in any HR area.
  - Serving in Standing Committees of the CIPM
  - Coaching and Mentoring
  - Contribution to CIPM Internship program

A certificate of fact certifying that such work was performed by the candidate must be produced. 10 points for Research/Survey. 03 points per training session (Maximum 25 Points).

- Exceptional contributions to the workplace such as
  - Developing HR policies & procedures, systems, schemes, handbooks, or HR innovations.

These must be certified by the Head of the organization as being the original work done and completed by the candidate. 06 points per task (Maximum 25 Points).

### **13. Selection of candidates for the class of Associate Member – ACIPM**

#### **i. Who is an Associate Member?**

Associate member belongs to the Corporate Category of members at the entry-level. An Associate Member is considered to be at the stage of commencing a professional career in Human Resource Management. They must demonstrate the basic knowledge of HRM covering the Key Result Areas as described in the By-Laws of CIPM.

#### **ii. Method of Assessment**

The knowledge, skills, and abilities of candidates applying for the class of Associate Member to be assessed by a CIPM panel nominated by the Secretary and ratified by the Council. The panel will assess each candidate using the “Competency-Based Interview Method” where questions will be asked on real-life experience. A list of examples of competency-based questions are set out below for the guidance of the panel:

#### **Communication Skills**

Can you explain in real working life how you have built strong and effective interpersonal relationships within your organization?

### **Organizational Skills**

Can you give real-life examples of how you keep yourself well organized to manage a wide range of HR functions important to the business?

### **Decision Making**

Selecting any key areas of HRM, can you display real-life examples of your HR related decision-making ability?

### **Training and Development Skills**

Can you demonstrate how you have in real life situations used training and development to maximize performance?

### **Empathetic Skills**

As an HR practitioner, can you give examples of how you have proved to be a “True People Person” in real work-life situations?

### **Conflict Management Skills**

Can you express how you have in real-life situations helped to solve workplace conflicts from among a variety of work conflicts?

### **Change Management Skills**

Can you give examples of successful changes you have been able to implement by getting the cooperation of a diverse group of employees?

### **Negotiation Skills**

Can you provide real-life examples of negotiations you have carried out within your business organization which has been adding value?

### **Recruitment & Selection Skills**

As an HR practitioner what best practices have you demonstrated in real work-life in the process of recruitment and selection.

### **Employment Engagement Skills**

How have you played an influencing role to achieve a high degree of employee engagement? Please provide real-life examples.

### **Note 01: Core Knowledge**

Core knowledge will be judged on tacit knowledge developed over a minimum period of executive experience of three years. Knowledge should have been developed in hands-on work in the field of HRM.

### **Note 02: Core Behaviour**

Under this field, the candidate will be evaluated on factors such as self-motivation, passion, time management, HR skills, and demonstration of ethics across core behaviors.

### **Links to Annexures**

i. New Membership Application (Affiliate/Associate)

<https://www.cipmlk.org/wp-content/uploads/2022/08/New-Membership-Application-CIPM9H22.pdf>

ii. Membership Upgrading application (Chartered Member/Chartered Fellow)

[https://www.cipmlk.org/wp-content/uploads/2022/05/Upgrading-Application-CIPM25\\_522.pdf](https://www.cipmlk.org/wp-content/uploads/2022/05/Upgrading-Application-CIPM25_522.pdf)